Aide Memoire
Zambia Green, Resilient and Transformational Tourism Development Project (GREAT-TDP) IDA Credit 7338-ZM.
Implementation Support Mission
August 5 - 23, 2024

I. Introduction and Acknowledgement

1. From August 5 - 23, 2024, the World Bank and the Government of the Republic of Zambia [1] conducted a joint implementation support mission for the Green, Resilient and Transformational Tourism Development Project.

2. The mission objectives were to: (i) review the progress of implementation in each of the components and provide technical support; (ii) engage in discussions to restructure the project, establishing a consensus on the activities to be incorporated into the restructuring and setting a timeline for its completion; (iii) undertake field missions to the project sites to deliver technical guidance for the infrastructure development and the execution of matching grants in the targeted Tourism Destination Areas (TDAs); and (iv) provide safeguards and fiduciary technical support.

3. The mission wishes to express its gratitude to Mr. Evans Muhanga, Permanent Secretary Ministry of Tourism (MoT); Mr. Simomo Akapelwa, Western Province Permanent Secretary; Mr. Bernard Mpundu Northern Province Permanent Secretary; Mr. Grandson Wishikoti Katambi, North-Western Province Permanent Secretary; Mr. Andrew Chilufya, Director, Department of Tourism; Representatives from the Barotse Royal Establishment (BRE) and all relevant ministries, departments, provincial and district stakeholders from Northwestern Province (Ikelenge Districts), Northern Province (Nsama District) and Western Provinces (Kalabo and Mongu District) for their participation in the mission and valuable contributions. The mission also extends its gratitude to Ms. Chilala Mayanda Habasimbi, Project Coordinator and all the PIU staff.

4. This Aide Memoire (AM) summarizes the main findings and agreements reached during the mission which were discussed at the wrap-up meetings held on August 23, 2024, chaired by the Director Department of Tourism, MoT. A time-bound action plan agreed with the Government on key next steps for project implementation is included as part of this AM.

II. Project data and ratings

5. Table 1 below recaps the principal project data and provides the initial performance ratings. Subsequent missions will update the rating according to the observed performance.

Table 1: Selected Project data and ratings

Key Project Data		**Key Project Aspects**	**Previous ratings[2]**	**Current ratings**
Board approval date	9 June 2023	*Achievement of PDO*	S	S
Effectiveness date	10 January 2024	*Implementation progress*	MS	MS
Closing date	31 December 2030	*Project management*	S	S
Project amount	US$ 100 million	*Financial Management*	S	S
Cumulative disbursements	US$ 1.21 million	*Procurement*	MS	MS
Undisbursed	US$ 98.79 million	*Safeguards*	MS	MS
		M&E	S	S
Project Age	1 year, 2 months	Overall risk rating	Substantial	Substantial

Note: S = Satisfactory; M = Moderate; MS = Moderately Satisfactory

[1] List of mission participants (WB and Government) and other stakeholders met is attached in Annex 4.

[2] As per last Implementation Status Report (ISR)-link

III. Implementation Progress and Key Issues

6. **Progress towards achieving Project Development Objective (PDO).** The PDO is to strengthen the enabling environment, access to resilient infrastructure and economic opportunities in emerging tourism destinations in Zambia. The project remains on track to achieving the PDO. The project implementation progress remains moderately satisfactory given this is the first year of implementation the government has put in place the required systems at provincial and district levels which the Task team was able to confirm during the field mission.

7. **Disbursements** are still low. Budget execution started only in April 2024 after receiving the first disbursement amounting to $1,207,304.00 in March 2024. However, budget performance against the approved budget was only 3% mainly originating from delayed procurement packages of consulting services. The mission recommends realism in the cashflow forecast which is aligned to procurement plan and projected operational costs. The planned high value contracts for infrastructure are expected to increase disbursements by mid-year 2 provided the procurement processes do not delay.

8. **Restructuring:** Agreement has been reached on restructuring the project specifically to revise the project development objective to include developed Tourism Destination Areas (TDAs) in addition to the emerging destination which are the project targets. The Government, through the Ministry of Finance and National Planning (MoFNP), submitted a restructuring request to the World Bank in June 2024. This included a request to amend the PDO to better align with the immediate and long-term goals. Specifically, the Zambia Tourism Master Plan emphasizes the importance of developing key existing tourism areas to maximize their potential for job creation and investment attraction and creating strong linkages with the emerging TDAs identified under this project. Specific TDAs to be added to the project include Livingstone, Lower Zambezi, and Kafue National Parks. It was also agreed during the mission that additional Destination Plans (DPs), Strategic Environmental and Social Assessment (SESAs) and Infrastructure Investment plans (IIPs) would be undertaken for Lower Zambezi, Kafue, and South Luangwa National Parks to support preparation of a pipeline of investments at specific destination level. This level 2 restructuring is expected to be finalized by October 30, 2024.

Component 1. Enabling Environment for the Nature-Based Economy

9. **Subcomponent 1.1 (Destination branding, marketing, tourism licensing) and 1.2. (competitiveness of nature-based policy, regulatory and institutional frameworks**). Under these components, task agencies (or TAG) that operate under MoT have received their Letter of Instruction (LoI) and initiated engagement with the PIU. Agencies which operate under other ministries require a Memorandum of Understanding (MoU) between that ministry and MoT. Such MoU was signed with ZAMSTAT but not yet with Ministry of Green Economy (MoGEE). Delays are due to bunching at the Ministry of Justice and are being resolved. TAGs' development of Task Concept Documents (TCD) is underway. Most TAGs have requested PIU to mobilize consultants for developing their TCD, and consultant selection, which has been significantly delayed, is now nearly completed. MoGEE, the only TAG who elected to prepare the TCD in-house, requested budget mobilization for a team retreat. Although an MOU has not yet been signed, the World Bank agreed with the PIU to mobilize the budget given that the MOU is at Ministry of Justice and in advanced stage to ensure that MoGEE can start the preparation of the TCD.

10. The PIU will need to critically appraise each TCD before approval, especially TAG commitment, capacity, and ownership. It is not yet clear that, except possibly for ZAMSTAT, the TAGs will have the possibility to dedicate staff to these relatively complex and lengthy tasks. All TAGs were encouraged to consider their own capacity when they design the TCD activities and the implementation arrangements.

11. Under Subcomponent 1.2, the PIU is coordinating the development of Destination Plans (DP) and Strategic Environmental and Social Assessment (SESA), at all three project areas and SESA only for Kafue National Park and Lower Zambezi National Parks. The selection of consulting firms is ongoing. The three Evaluation Reports (one per project area) of the technical and financial proposals were submitted to the World Bank for review. Further, the project is supporting MOT with the completion and validation of three tourism bills (hospitality, Zambia Tourism Agency, and professionalization) and the draft wildlife and

protected area bill. The mission noted that, with advisory assistance of the USAID Business Enabling Project and the World Bank, the four bills have been improved and subsequently cleared by MoT's Parliamentary and Cabinet Liaison Committee (PCLC). All four are about to reach validation stage. The World Bank will review these bills and provide its subsequent comments as part of the validation process.

12. The PIU has initiated the selection of a consultant for a national capacity building assessment of tourism-related SMEs (including associations) and the design/coordination of SME support solutions. It is expected that this consultant will work with other consultants/firms that will be engaged to deliver the necessary training and capacity building.

13. **Subcomponent 1.3. (Matching Grant Scheme (MGS).** The mission observed that all three Project Area Facilitators (PAFs) in the three selected Tourism Destination Areas (TDAs), despite being only in the position since July 2024, have done a commendable job in raising local awareness about the Project and identifying and engaging target stakeholders. However, due to lack of appropriate training, some unclear design elements, of the MGS within PIU presented perceived failure of the MGS even before it was implemented. Although being relatively small in amount compared to the other activities under the project, the MGS sub-component poses the most implementation and political risk to the project. It was agreed that there should be a sufficient level of flexibility in the MGS instrument to allow for lessons learnt to be incorporated over time. It would be also important for the MGS to be branded and promoted to ensure it is sufficiently differentiated from other instruments such as the Constituency Development Fund (CDF). Below and Annex 2 summarizes the conclusions reached following the visit to all three TDAs and the week-long Lusaka discussions and focused sessions with PAFs.

14. It was agreed that the PIU will: (a) rapidly revise the Matching Grant Manual PIM Volume 3 to incorporate some minor revisions clarifying the MGS design; (b) continue building on the three PAFs' deepened understanding of the MGS by joining and working together in each project area, to immediately complete the identification of two to four subprojects. This will first start in Nsumbu where the identification is most advanced; (c) allocate part of the communication budget to recruit an individual consultant or firm to prepare professional communication materials for the MGS, working closely with the soon to be recruited Communications Specialist in the PIU; (d) identify and allocate budget for PAF assistants and operations, including transport and local Attachments (or interns); and (e) update the exclusion list in the MGS manual to include that the project will not support any activities related to law enforcement in protected areas.

15. **Other project area level activities.** The mission noted that going forward, the Project's engagement at the project area level should be broaden from the sole focus being on the MGS to wider project level objectives. This includes raising awareness on the upcoming DP/SESA and backstopping the firms that will be contracted including to identify the appropriate and ideal institutional mechanism for the process and its subsequent implementation. It also includes mobilizing the local stakeholders' contribution to improving baseline data, such as for domestic and international visitors and hectare of land area to come under sustainable management.

Component 2: Improving Climate-Resilient Destination Access and Basic Service Infrastructure

16. The PIU has engaged the relevant Task Agencies for this component which included among others the Ministry of Transport and Logistics, Road Development Agency, Zambia Civil Aviation Authority and the Ministry of Infrastructure and Urban Development. The mission discussed the need for the PIU to prioritize signing of the MOUs with these TAs for the implementation of the activities on this component. PIU will draft and share the three TDAs IIP TORs by October 30, 2024, or earlier so its recruitment can be timely with respect to progress of DP-SESA. The selection process of consultants to undertake the feasibility and design of the agreed three airstrips (Jeki, Chunga, and Kalabo) is in progress. Further it was recommended that as soon as the firms doing the Feasibility Study are awarded contracts, there will be need for PIU to start identifying possible contractors to be engaged to do the civil works.

17. With the proposed restructuring (see IV), other infrastructures activities will be added to the scope of component 2. This will be decided in parallel with the preparation of the IIP in the various TDAs. It was agreed that the PIU will prepare a master implementation timeline schedule for all the various activities

under component 2. This schedule will include procurement activities and timelines, as well as those for preparatory studies and the actual civil works. In doing so the PIU will consult with the various Infrastructure agencies, as necessary. This will enable the PIU plan and optimize the delivery of activities under the component.

18. The World Bank team visited the sites of Lower Zambezi, Kafue National Park, Kalabo and Liuwa National Park, where detailed discussions were undertaken with the various stakeholders with the focus on existing airstrip facilities. The stakeholders included NGOs, private sector operations (tourism services), collaborative park management partners, and government entities. The full list of persons met is listed in Annex 4. The objectives of the discussions were to obtain a better understanding of the current challenges, opportunities, and plans in the respective areas. Below is a summary of the site-specific findings:

i. *Jeki Airstrip, Lower Zambezi National Park (LZNP):* The mission verified with stakeholders that rehabilitating Jeki Airstrip is pivotal for boosting tourism in LZNP by increasing tourist traffic. The Director Tourism MoT and the DNPW officials at LZNP confirmed in a meeting that the issues related to mining in the NP have been concluded in the courts. In addition, the World Bank's Legal team is currently reviewing the mining concession to guarantee its official termination. This step is essential before moving forward with investments in tourism infrastructure, which will include a thorough due diligence process on any current appeals. The findings will be communicated to the Government.
ii. *Chunga Airstrip, Kafue National Park:* Managed by African Parks under a 20-year Collaborative Management Partnership (CMP), Chunga Airstrip is central to Kafue National Park's operations and tourism, with approximately 45% of the park's tourist accommodations in the Chunga area. Proflight has recently started their regular flights to the park. The airstrip, primarily gravel, is used for both tourism and law enforcement. Upgrades will consider topographical challenges, wildlife interactions, and considerations of the Civil Aviation Authority new fencing guidelines. The stakeholders also shared that additional enhancements could include a fueling station and a separate tourist reception area. African Parks team shared with the mission that they are currently preparing a regional tourism access plan and a commercial business plan; the mission recommends alignment with the DP and SESA planned under the project.
iii. *Kalabo Airstrip:* This is under Kalabo Local Council management, the Zambia Airport Corporation has handed over the management to the Local councils for all district airstrips. Although currently inactive, the airstrip's revitalization could serve both tourism and commercial needs. Presently, it lacks support infrastructure, and is gravel. The mission was informed that the airstrip is not secured and there are encroachments by locals. The PIU was requested to investigate this further, and it is also expected to be captured in the feasibility study and mitigation measures to be proposed.

Component 3: Project Administration and Management

Project management

19. The PIU staff are still adapting their skills and qualification to the project and still require training. The PIU shall update its Training Plan to reflect especially the changes to Project Area Facilitators' (PAF) team - the facilitators themselves as well as the assistants to be recruited.

20. The mission noted that the use of single activity-based Concept Notes delayed field activities, especially for the PAF. The PIU shall consider operationalizing the use of quarterly (or monthly) concept notes by each Specialist including the PAFs for operation budget at TDA level.

Monitoring, Evaluation and Reporting

21. **Revise the AWPB 2024**. In addition, with the conclusions of several discussion requiring adjustment to some costs, the PIU shall review and revise AWPB and Procurement Plan by September 15, 2024: (a) PIU staff - PAF Assistants and Administrative assistant (one each); (b) PIU staff - Tourism Assistant (1); (c) Equipment - project area motorbikes, bicycle, boat etc. as needed; and (d) Firm hire to

develop and produce print and video material on the Project with focus on matching grant scheme for local stakeholders as key audience.

22. **First Semester Report**. The mission noted that the PIU submitted to the World Bank on August 2, 2024, a first Semester Report for the period ending June 30, 2024. The mission noted that the report was of substantive quality as it largely followed the instruction and template of the PIM. Nonetheless, some improvement is necessary – such as on the monitoring of baseline indicators or on the monitoring of the GAAP. Detailed comments have been provided to the PIU and a work session was organized to interpret and explain the comments. The PIU is invited to incorporate these comments, submit a revised Semester Report to the Project Steering Committee for endorsement and then to the World Bank for approval by September 15, 2024.

23. **Next Semester Report**: The next Semester report, for the period ending December 31, 2024, is equivalent to an annual report. This will be the first real test of the M&E system, especially of indicators baseline and target. The PIU is invited to ensure that all indicators (mandatory and supplemental) are adequately measured, reported, and evaluated. Some indicators require design such as for example the functional capacity index which must be tracked as part of the GAAP. In addition, the PIU is invited to devise a system to track the percentage of "planned activities implemented". In year one of the project, this may help the PIU to show high activity achievements despite low budget execution.

Financial Management

24. The financial management (FM) performance rating has been assessed as satisfactory whilst the risk rating is substantial. The recruitment process of an Assistant Accountant to support the Project FMS is yet to be concluded, however, additional support is provided by the MoT finance department. The 2024 Annual Work Plan and Budget (AWPB) amounting to $2,746,728.00 was approved by the Project Steering Committee and cleared by the World Bank in February 2024. Budget execution started only in April 2024 after receiving the first disbursement amounting to $1,207,304.00 in March 2024.

25. The budget performance against the approved budget was only 3% mainly originating from delayed procurement packages of consulting services. The mission recommended the realism in the cashflow forecast which is aligned to procurement plan and projected operational costs. The first Interim Financial Report (IFR) covering the second quarter of 2024 had been prepared but it is yet to be submitted in the system and the delay is due to a system glitch. It was however noted that the PIU did not utilize the Control 99 monitoring tool for funds requested from USD designated account at Bank of Zambia to the operational bank account to track the movement of funds. We urge the PIU to update the tool with the request made to transfer funds from the DA to the operational bank Account.

26. The project FMS attended the FM and Disbursement training conducted by the World Bank held during the month of July 2024. The mission was also informed that the PIU and MoT staff (Audit, Accounts, and ICT) were trained in the existing project module system under the IFMIS, however, the Accountant General Office (AGO) is yet to provide the agreed reconfigured reporting formats in accordance with the approved reporting formats under Disbursement and Financial and Information Letter (DFIL). The mission recommended that Government should clearly state its position on the way forward regarding the use of IFMIS project module for the project in the next reporting period.

Procurement

27. The procurement performance is rated as Moderately Satisfactory. Procurement implementation was beginning to fall behind under the project. As part of the mission which also initiated the project restructuring process, the Bank reviewed the status of procurement under the project. Ongoing procurement activities for Works, Goods, and consulting services are as follows: There are 2 Goods procurements; one is for IT equipment -10 Laptops, 7 Desktop Computers and 5 Printers whose value is US$17,950. The other is Motor Vehicles procurement through UNOPS whose value is USD420,000 giving a total value for goods of US$437,950. There are 15 Consulting Services procurements with a total contract value of USD1,915,664. There is no civil works contract yet.

28. The Number of activities expected to be processed in the 6 months period from August 2024 to January 2025. No civil work is expected. 5 activities for goods are expected and include Motor Vehicles estimated at US$200,000, Office Equipment estimated at US$50,000 and Camping equipment estimated at US$30,000. Giving a total of US$280,000 for the 5 activities. Consulting services with a cost estimate of US$1,700,000 are expected to be entered into for 5 activities. No high value procurement is expected under the project for now. The Procurement Plan needs revision / update according to mission discussion such as: (a) the feasibility, design, and environment/social work for the three airstrips infrastructure, (b) adding the selection of a non-consultant service firm to develop information material (print material, video) - focused on MGS and including in local language as well as the additional work required by the restructuring such as: (a) the feasibility, design, and environment/social work for the Livingstone infrastructure; and (b) the Destination Plan and SESAs as well as the IIP for the three additional sites.

Environment and Social Safeguards

29. The overall E&S rating is maintained as Moderately Satisfactory, and the risk rating remains Substantial. The mission noted positive steps in compliance with the Environmental and Social Commitment Plan (ESCP). The safeguards capacity on the PIU has been strengthened with the recruitment of a Social Safeguards Specialist. There has been a delay however in the recruitment of the Environmental Specialist, with the process now at interview stage. In the interim, MoT has attached an in-house specialist to provide oversight and guidance on the environmental requirements of the project. Notable progress has been made towards incorporating environmental and social (E&S) aspects in the project design. Procurement is underway for the SESAs in the three TDAs and ESIAs for Kalabo, Jeki, and Chunga airstrips.

30. The matching grant manual has incorporated E&S screening of subprojects. PIU to ensure that going forward, as part of the engagements with the potential MGS beneficiaries, aspects of E&S are also covered. To ensure that all actions in the ESCP are adequately captured and tracked, and that the project is implemented according to the defined Environmental and Social Standards, the Bank shared with the PIU a sample reporting template of the expected E&S section of the progress reports. PIU to ensure there is monthly monitoring of activities on the ground that will inform the quarterly and bi-annual reports. PIU to prepare a monitoring and supervision plan to guide the supervision activities and submit to the Bank by September 30, 2024. To enhance the capacity of the project team (including the PIU, PAFs and task agencies at provincial and district level) on the E&S aspects of the project, the PIU is to share with the Bank by September 30, 2024, a training needs and capacity building plan detailing the training topics, targeted audience, and proposed timelines. The Bank is to also conduct targeted trainings for the project team on the World Bank Environmental and Social Incident Reporting Toolkit, and integration of ES aspects in Procurement.

31. The social performance rating is Satisfactory. The Project has achieved the following: (i) successfully recruited the Social Specialist; (ii) updated the Stakeholder Engagement Plan (SEP) and commenced implementation of the plan; (iii) establishment of grievance committees in Ikelenge Central, Kelondu, and Mukangala communities and selected communities in the Nsumbu TDA; and (iv) prepared bi-annual reports as per the ESCP. For enhanced implementation, the PIU is advised to: (i) reinforce project awareness through continuous and targeted engagement with key stakeholders at provincial, district, and community level; (ii) promote inclusive participation of targeted project beneficiaries using culturally appropriate mechanisms; (iii) strengthen intersectoral synergies among the different government departments supporting the project, particularly the matching grant component; (iv) engage more frequently with beneficiary communities, providing simplified information on the application process and selection criteria. The use of IEC materials in appropriate local languages should be considered to avoid potential misconceptions and poor participation; (v) disseminate information on risk mitigation measures adopted by the project through the SEP, Labour Management Procedure (LMP), Resettlement Policy Framework (RPF), ESMF, and ensure provincial and district level stakeholders are oriented on the provisions of these instruments and the need to screen all sub-projects in line with the exclusion list set out in the ESMF; (vi) prepare the training plan as per CS1 and CS2 of the ESCP and establish timelines for rolling out the capacity building of project implementers at provincial, district and community level; (viii) increase grievance uptake channels and distribution of grievance registers and complaint boxes (as appropriate); and (ix) finalize preparation of the Gender and GBV Action Plan.

Governance Assessment and Action Plan (GAAP)

32. The mission noted that, in the Semester Report, the GAAP implementation was not reported on. This may create a compliance issue. The PIU is invited to complete the section on GAAP monitoring in a revised Semester 1 Report to be submitted before September 15, 2024, especially take note of Table 15 in PIM Volume 1. The mission recommends that the PIU considers entrusting a short-term consultant to review of concession activities, protocol for reliable communication in remote areas, etc. as part of the GAAP tracking.

IV. Restructuring

33. The project restructuring has been agreed upon and will involve modifying the project development objective (PDO) to: "strengthen the enabling environment, improve access to resilient infrastructure in selected tourism development areas, and enhance economic opportunities in emerging tourism destinations in Zambia." This is a change from the current PDO, which is: "to strengthen the enabling environment, access to resilient infrastructure, and economic opportunities in emerging tourism destinations in Zambia."

34. Based on the Livingstone Area Plan (LAP) prepared by the UKAID, this restructuring enables the financing of the design and construction of some planned tourism infrastructure in the city of Livingstone, especially the proposed downtown embellishment and the river loop in the Mosi-oa-Tunya National Park. Nonetheless, the restructuring will make it clear that a substantial amount of financing will remain allocated to implement the DP (and IIP) in the three-emerging TDAs on the project where it will have been financed. To enable the rapid consideration of tourism infrastructures in priority TDAs in future projects (with other financing than this project), the project will prepare Destination Plans (DPs), Strategic Environment and Social Assessment (SESA), and Infrastructure Investment Plans (IIP) for the following TDAs: Kafue, Lower Zambezi, and South Luangwa.

35. **Environment and Social:** The PIU to update the project Environmental and Social Management Framework (ESMF) and Stakeholder Engagement Plan (SEP) to reflect the additional activities and stakeholders in the new geographic areas. Proposed rehabilitation of selected airstrips is likely to result in resettlement impacts following reports of encroachment. These impacts, including the local authority's capacity to address these risks will be assessed as part of the feasibility studies to be conducted for the proposed airstrips. Site specific Resettlement Action Plans (RAPs) will be prepared in line with the project's RPF.

36. **Procurement and Financial Management**: The PIU should prepare revised project disbursement projections taking into account the planned restructuring. On procurement, the PIU will need to pay attention to the following: (i) revised Procurement plan to add new activities or drop following agreement on the activities for the restructuring, and (ii) update of the Project Procurement Plan for Development (PPSD) and submit both documents to the Bank for review and approval as part of the restructuring. In all this the involvement of the Infrastructure Engineer will be required. As part of the restructuring the applicable Bank's Procurement Regulations may also be updated to the September 2023 Version. In interest of efficiency of payments under the new contracts for goods and consulting services that will be entered, the PIU should take a pre-emptive step to alert the bidders / and or successful consultants of the need to get and share their tax compliance status as this will be verified when making payments. The Zambia Revenue Authority requires this to be undertaken by all Government agencies before making payments as a compliance monitoring step.

V. Agreed Actions

Table 2: Agreed action matrix.

Component	Agreed Action	Party Responsible	Suggested deadline
1.1	Task Planning Documents to be completed, submitted by ZTA (Task 1.1.1.), DPI (task 1.1.2), ZAMSTAT (task 1.1.3)	TAGs/PIU	10/15/24
1.2	MoT to sign the Memorandum of Understanding with the MoGEE for Task 1.2.3	MOT and MGEE	09/15/24

	Task Planning Documents to be completed, submitted by DNPW (Task 1.2.2), DGECC (Task 1.2.3)	TAGs (DNPW, DGECC)	10/15/24
	Organize the validation process of the Wildlife and Protected Area bill	DPI	10/30/24
1.3	Revise PIM Volume 3 the Matching Grant Manual to accommodate the mission conclusions	PIU	09/30/24
	Recruit TS and PAF Assistants	PIU	10/30/24
	Complete the identification and launch the application process for 2 to 4 subprojects, to be initiated by PAFs together: …. at Nsumbu project area	PIU/ PAFs together	09/30/24
	…. at Liuwa project area (or Source of Zambezi)		10/31/24
	…. at Source of Zambezi project area (or Liuwa)		11/30/24
2	Prepare and share TORs for the Infrastructure Investment Plan for the 3 current project areas.	PIU	10/15/2024
3	Submit to the Bank training and capacity building plan, and monitoring and supervision plan	PIU	09/30/24
	Submit revised Semester Report to the World Bank.	PIU	09/15/24
	Revise the AWPB 2024	PIU	09/15/24
	Update the control 99 monitoring tool with transfer request	PIU	09/5/2024
	Conclude the recruitment of Assistant Accountant	PIU	
	Ensure budget line for the 2025 AWPB is included in the 2025 national budget	PIU	09/15/2024
	Submit the 2025 AWPB to the WB for NO	PIU	11/30/2024
	Submit the Third Quarter IFR	PIU	11/15/2024
	Government to clearly state its position on the way forward regarding the use of IFMIS project module for the project	PIU/MoT/MoFNP	10/31/2024
	Complete establishment of GRM committees and publication of uptake channels.	PIU	11/15/24
	Prepare schedule for targeted engagement for provincial and district officials and publish relevant IEC materials for communities.		09/20/24
	Prepare Gender and GBV Action Plan and submit for Bank review and approval.	PIU	10/26/24
Restructuring	Update project ESF documents (ESMF, SEP) to incorporate the proposed activities in the new areas.	PIU	09/15/24
	Prepare and share revised procurement plan and budget expenditure summary up to the end of the project	PIU	09/15/24
	Complete the Restructuring Process up to signing an amendment to the Financing Agreement.	World Bank and MOT	10/30/24

VI. Next mission

37. The next World Bank implementation support mission is expected to take place in February 2025. Short technical ISMs, possibly to support the restructuring, may be conducted as needed in between.

VII. List of Annexes

Annex 1: Appraisal Summary for Restructuring
Annex 2: Elaboration on the Matching Grant Scheme
Annex 3: Environmental and Social Safeguards
Annex 4: List of Mission participants

Annex 1: Appraisal Summary for Restructuring

1. **Justification and Rationale:** Since the approval of the project, the Government of Zambia has been involved in dialogue, discussions, and consultations with various stakeholders on its approach for developing the tourism sector. Through these discussions and consultations several directions emerged aiming at strengthening and advancing the Government's current approaches. These directions included the need to develop existing tourism hubs in the country to attract additional tourists and to also serve as feeders into emerging destinations. This is perfectly in line with the current scope of the project and its Development Objectives. The Government, nonetheless, wishes to add few measures to the project scope to support the development of existing tourism hubs to help in maximizing the impact of the project. The city of Livingstone was accordingly selected as the nearest hub to the target TDAs under the project.

2. **Proposed new activities:** The list of proposed improvement measures in the Livingstone TDA were selected from a UKaid-funded study entitled "Livingstone Town Centre Local Area Plan (LAP)2021 – 2030", which was developed in May 2021 by Cities and Infrastructure Growth for Zambia. The study had identified a list of measures aiming at developing Livingstone area to increase tourism activities. The Government of Zambia has requested that the top priority development measures from this study be included under the GREAT-TDP project. In addition, the Government wishes to replicate the development of Destination Plans, SESA and IIPs in another three TDAs, namely Kafue, Lower Zambezi and South Luangwa TDAs. This will boost the national planning capacity of the Government in tourism destinations and enhance the implementation of the Tourism Master plan.

3. The proposed new activities have been grouped into three sub-components:

    - The Livingstone Town Center Development Program;
    - Roads development (the Development of the Livingstone River Drive and Loop roads in Mosi-oa-Tunya and sections treatment along Kalomo-Kafue National Park road); and
    - Destination Plans, SESA and IIPs for three additional TDAs.

Description of new measures:

4. **Livingstone** Town Center **Development Program:** Despite being one of the key tourism areas in Zambia, Livingstone has been lacking in terms of city environment, leading to low in-city tourism activities. As highlighted in the LAP, development of the Livingstone Town Centre gives a great opportunity to adapt to the current economic climate, enhance the quality of life for existing and future residents and tourists, ensure optimal connection with the adjacent communities and deliver a coherent set of interim responses and a longer-term strategy to develop a vibrant, high quality, resilient and sustainable urban neighbourhood. Everything about the town centre is centred on creating memorable experiences for locals and travellers.. The Livingstone Town Center Development Program will, therefore, include measures aiming at regenerating the city environment, by developing new pedestrian facilities, improved lighting systems, improved signaling and signage, improved landscaping, provision of cycle lanes and rehabilitating stretches of city roads. The sub-component also includes building the Livingstone City Council capacity in planning and maintaining the city environment (e.g. road maintenance, planning, implementation and maintenance of Non-Motorized-Users (NMU) facilities).

5. **Roads Development:** The road development sub-component aims at rehabilitating and upgrading the River Drive Road (along the Zambezi River) (a total length of approximately 16 km), as well as loop roads in Mosi-oa-Tunya National Park. The key access route into Kafue National Park (Kalomo-Kafue National Park) was previously rehabilitated to gravel standards under the Rural Roads Development Project. Several sections of the road, however, have failed over the years and became bottlenecks during rainy seasons, interrupting the movement of vehicles along the road. Under the new measures these sections will be improved with suitable and sustainable treatments. All of these measures will improve accessibility to these key tourism attractions, and hence improve the tourists' experience. The River Drive Road development will include measures for supporting tourism activities, e.g. cafes parking bays.

6. **Destination Plans (DPs), Strategic Environmental and Social Assessments (SESAs) and Infrastructure Investment Plans (IIPs):** The proposed additional measures also include the development of DPs and IIPs for Kafue, Lower Zambezi and SESA, DP and IIP for South Luangwa TDAs . The proposed tourism development plans will increase the Government's planning capacity for the TDAs across the nation. Unlike the current target TDAs, infrastructure development work on the three additional TDAs will be limited for Lower Zambezi and Kafue TDA (Airstrips/Kalamo KNP road) and none for South Luangwa.

7. **Phasing of activities:** The estimated total allocation for Component 2 (Improving Climate-Resilient Destination Access and Basic Service Infrastructure) in the Project Appraisal Document (PAD) is US$ 78.3 million. Following the proposed restructuring, this allocation will include infrastructure development activities in the target three TDAs (to be identified in the DPs and the Infrastructure Investment Plans IIPs) as well as the newly introduced measures in the Livingstone TDA. As per the agreed procedures the IIPs will be subjected to a prioritization process to optimize the selection of infrastructure measures against the available budget. To ensure that the newly identified measures in the Livingstone TDA are subjected to a similar prioritization process in a harmonized manner with the overall component objectives, it was agreed that the new measures will be split into two groups of interventions. The first group include measures that will be implemented as soon as the preparatory studies are completed as itemized under Item 11 below. The second group will be part of the wider pool of measures, together with those identified through the DPs and IIPs, and the whole pool of measures will then be subjected to a prioritization process. The scope of each group of interventions will be identified as part of the preparatory studies.

8. **Cost of additional measures:** The total costs of the additional measures are estimated at US$ 20 million (excluding V.A.T.). These costs cover, in addition to the civil works, the costs of the preparatory studies, preparation of additional DPs, SESA, IIP and the supervision activities. These estimates will be subjected to further verification and will be fine-tuned following the completion of detailed design of these activities. At this stage, it is estimated that the first group of newly introduced interventions will cost about US$ 10.0 million (i.e. 50% of all the newly introduced measures).

9. **New indicators:** The additional measures will introduce two new supplemental indicators, namely:

    i. Percentage of completion of Livingstone Town Centre Development Program. Baseline: 0, Target: 100%
    ii. Length of roads treated, rehabilitated and upgraded. Baseline:0, Target: 20 km (e)

10. Modifications to Project Development Objectives will be introduced into the project restructuring paper, as "**to strengthen the enabling environment, improve access to resilient infrastructure in selected tourism development areas and enhance economic opportunities in emerging tourism destinations in Zambia."**

11. **Preparatory studies:** The Livingstone Town Centre Development Program will be prepared through (i). Non-Motorized-Users Assessment, and (ii) a Detailed Design. For the preparation of the River Drive sub-component a Feasibility Study and an Environmental and Social Impact Assessment (ESIA) will be prepared (to assess the options and viability of the road) followed by a Detailed Design. Considering the relatively simple nature of the loop roads in Mosi-oa-Tunya National Park these will be prepared through a Detailed Design, without Feasibility Studies. The key access route into Kafue National Park (Kalamo-Kafue National Park) will be subjected to an initial assessment to identify the failed sections before proceeding into detailed designs of the suitable treatments.

12. **Implementation arrangement**: The Livingstone Town Centre Development Program will be implemented by the Livingstone City Council, which will be the contracting agency. The activities are detailed in the table below. The Drive Road and loop roads will be implemented by the Department of National Parks and Wildlife (DNPW), with technical support extended by the Roads Development Agency (RDA). The Kalomo-Kafue section treatments will be implemented by RDA, as this road falls under RDA's responsibilities. The additional DPs/SESAS and IIPs will be implemented using the same arrangement stipulated in the PAD for the original DPs.

Activity	Sub-activities	Implementing Agency	Preparatory studies	Estimated cost (million)
Livingstone Town Centre Development Program	• Various measures (see above) • Supervision	Livingstone City Council	• NMUs Assessment • Detailed Design	US$ 8.5
Roads Development	1- River Drive Road upgrade 2- Loop roads (Mosi-oa-Tunya) 3- Sections treatment along Kalomo-Kafue 4- Supervision	• DNPW • RDA	1- FS + ESIA + DD 2- DD 3- Assessment + DD	US$ 10.0
Additional DPs	Preparation of 1 SESA /3 DPs/ /3IIPs	MOT/PIU	None	US$ 1.5

13. **Procurement Plan:** The Procurement Plan for the additional measures will be developed, detailing the procurement method for each of the activities, and will be reflected in the Restructuring Paper of the project.

14. **Timeline:** The procurement process for the preparatory studies will commence immediately following the completion of the restructuring exercise. It is estimated that the preparatory studies for the Livingstone Town Centre Program will be completed in 4 months following the conclusion of the procurement process. Preparatory studies for the road development activities is anticipated to be implemented over 5 to 7 months. The commencement of civil works under the first group of interventions will commence immediately following completion of preparatory studies.

15. **Dropped activities:** The rehabilitation to all weather gravel road of the Kalomo-Kafue road (200 km), within the Kafue National Park, was originally proposed as part of the additional measures. This was, however, dropped considering the high cost of the activity (estimated at US$ 120.0 million). Given the limited resource envelop this has since been replaced with localized section treatments at the failed sections of the road to be assessed first.

16. **Next actions for project restructuring:** The Bank team will commence the restructuring of the project, in consultation with the PIU, and will notify the Government at the conclusion of the exercise, providing details of the additional measures.

Annex 2: Summary Discussions on the Matching Grant Scheme

17. The mission visited the three project areas where the MGS is launched, held plenary discussions to address initial issues and carried out 3 days of Q/A sessions with the 3 Project Area facilitators. The observations and conclusions are elaborated here.

Revision of the MGS Manual (PIM Volume 3)

18. The MGS Manual shall be revised to incorporate:

- **Branding**. The generic name of 'matching grant', which was used in the community engagement and outreach, may have mistakenly promoted a generic subproject approach to all sectors and unnecessarily raised expectations. It is essential that the scope of MGS is unequivocal in its branding. The PIU will propose a new name and that name will be used in the MGS Manual to name the MGS.

- **Clarify the call process**. To speed up implementation and avoid bunching, the subproject calls shall be open. The manual will reflect that the EOI/Application treatment will be on rolling basis.

- **Percentage Windows 1**. It was agreed that Windows 1 Matching Grant would finance 90% instead of 80% of the subproject amount with beneficiaries providing 5% in kind and 5% in cash as indicated in the subproject detailed budget with the cash provision possibly being provided by the mentor.

- **Percentage Windows 2**. This is unchanged but the source of cofinancing will be made clearer that the cash portion is meant to come from the co-investor.

- **Clarify eligible activities**. It will be clarified that agriculture, agroforestry, and fish farming activities - while not be eligible "per se" - can be supported "in context" whereby a subproject (a) delivers clear conservation outcome by means of constraining access to land (or water) and its natural resources and (b) compensating the loss of access by a specific alternative sustainable livelihood which may be in agriculture, agro-forestry, fish farming, etc.

- **Clarify law enforcement as ineligible**. Following the adoption of new eligibility criteria by the World Bank, the financing of subproject may not be for law enforcement activities. The manual will include new language to this effect.

Improving the implementation of the MGS

19. **Getting started with Subprojects**. While the mission explored minor adjustment in the MGS design, it was agreed that the untested MGS could not yet be restructured. The mission noted that all PAF had already identified a portfolio of nature-based activity subprojects and natural mentors for them. It was therefore, agreed to proceed, as a matter of priority and at each site, with two to four of these subprojects to test the mechanism. The DP and SESA process may explore more extensively wider range of potential participants in the MGS.

20. **Expression of Interests (EOI)**. The EOI stage cannot be avoided. The EOI itself is a very simple form to be filled in very few hours by a prospective applicant with the help of a mentor and reviewed by the PAF. At this stage, the PAF may help the mentor and applicant to ensure a quality EOI. This step enables pipeline entry and avoids a non-selected applicant wasting energy and time with a more complex application. It also enables a subproject to enter the pipeline through approval by the project coordinator.

21. **Staffing at site level**. It was agreed that additional staff is necessary on site, and in Lusaka, to support better the PAF. The PIU will review Component 3 budget to identify sources of savings which would allow (a) the financing of PAF Assistants and administrative officer, one per TDA and (b) to mobilize fresh graduate attachments in the local communities engaged as the first batch Subprojects and (c) to

provide them with transport. PAFs to together draft the TOR (WB to help review) and start recruitment for onboarding by 30 September.

22. **PAF qualification enhancement**. Several avenues are explored. For training, PAFs will spend 4-weeks together in each TDA, starting with Nsumbu TDA in September. Upon completion by end of 2024, the three PAFs will define key objectives for a study tour to Mozambique in Q4 2024.

23. **Communication material**. The lack of a coherent communication strategy or website may have led to information asymmetry and lack of transparency. The availability to the PAF of communication and education materials on GREAT and on the MGS, such as booklets and video, in English but especially in local languages, are essential. A budget for the production of this material will be allocated from the training budget, for a non-consultant service contract to a specialized firm.

24. **Role of a mentor**. The role and importance of a mentor was discussed and clarified. It is unequivocal that the mentor is a most essential partner to the community. The mentor is an entity (or a person) which because of its knowledge, skill, and commitment must accompany the communities until they are successful. They will help communities in creating and strengthening their CBEs, helping them design their business plan, apply for the matching grant, and implement subprojects. In some cases, natural mentors are available.Some CBEs may not have easily identifiable mentors. In such case, the PAF will take proactive action to identify and mobilize a mentor – possibly a public entity - to engage with the communities. It is essential that the PAF invest significant effort in ensuring that the mentors understand well the MGS and their role within.

25. **Scope of a mentor**. In some cases, potential mentors are working with several communities on several challenges. Such an entity may agree to mentor several CBEs for several subprojects either simultaneously or in series. In addition, especially for nature-based activities subprojects, a mentor is likely to also become a co-investor.

26. **Multiple subprojects**. Clarification was made that within a community or a defined space, there can be multiple subprojects - sequentially by the same CBE as well as simultaneously by different CBEs within the same community. Such subprojects may target a healthy mix of nature-based activities or nature-based businesses.

27. **Monthly or Quarterly Concept Notes**. Field work requires flexibility and agility. The submission of Concept Notes for each field trip is inefficient. It was agreed that the PAF would mobilize their operation budget through monthly or quarterly Concept Notes.

28. **Defining Project Area geographic scope** was raised as an issue, i.e., clarifying the boundary of "surrounding areas". The mission agreed on the approach for the matching grant purposes to work with the prescribed boundaries ion the Marching Grant Manual and first work with the lowest hanging fruit subprojects; and then to use the DP-SESA process to define better a realistic geographical scope if need be. This is to avoid confining to an area and to avoid raising expectations too widely.

29. **Independent Evaluation Panel** (IEP). The IIP member database building is to be an ongoing open process, as discussed during the mission. Going forward, the IEP mobilization process needs to be thought through: EOIs and applications are received on a rolling basis. Every 3 months or as needed, PAF can decide to open a review/approval stage. For applications that require independent technical input and review, the IEP pool can be consulted for the specific technical expertise required (check the person's regional familiarity and no conflict of interest). The PIU will reach out actively to universities as well.

30. **SMEs.** The MGS may not support directly single-owner SMEs, but it may support professional associations of SMEs. An example was discussed of a local guest house/restaurant association which may apply to windows one for capacity enhancement of its members.

Annex 3: Environmental and Social Safeguards

31. **Safeguards Capacity on the PIU** – There has been a delay in the recruitment of the Environmental Safeguards Specialist on the PIU, with the process currently at interview stage. The mission was informed that the delay was due to rejection of the offer by the best-evaluated candidate, necessitating readvertisement of the position. In the interim, MoT has attached a specialist from the ministry to provide oversight and guidance on the environmental requirements of the project. It is important that the interim staff is committed to the project to provide fulltime until the specialist is on board.

32. Notable progress has been made towards incorporating E&S requirements in different aspects of the project design. SESAs are to be developed alongside the DPs for the three TDAs, to examine the cumulative environmental impacts associated with the plans so that such impacts are addressed at the earliest stage of decision making alongside economic and social considerations. Procurement of a Consultant to conduct the ESIAs for the proposed rehabilitation and upgrade of the Kalabo, Jeki and Chunga airstrips is at shortlisting stage. On the Matching Grant Scheme, an Environmental and Social Screening Form has been prepared as part of the grant manual to guide on the screening of the E&S risks and impacts of the subprojects and implementation of mitigation measures. The manual also includes an exclusion list to ensure that proposed subprojects do not have potential significant adverse impacts on the environment. It is important that awareness of E&S aspects in created early on to ensure appreciation of these aspects during implementation of the subprojects. PIU to ensure that going forward, as part of the engagements with the potential MGS beneficiaries, aspects of E&S are also covered.

33. From the field visits during the mission to the Jeki, Chunga, and Kalabo Airstrips, the mission noted aspects that need to be take into consideration during the feasibility and ESIA studies given the airstrips' location in sensitive ecosystems, Key issues to consider include safety issues related to open access of animals at Jeki and Chunga, impact (especially noise) on the animals in the vicinity of Jeki and Chunga, cumulative impacts given that there are 4 other airstrip besidess Chunga within Kafue NP sourcing of the required construction materials and the associated impacts, proposed sources of energy and water for the facilities, impacts to the current airstrip users during the construction period, road access challenges at Jeki and Chunga during the rainy season, construction waste especially where existing buildings have to be demolished among others

Annex 4: List of Mission Participants

World Bank Team

SN	Name	Position
1	Ngao Mubanga	Environmental Specialist (Task Team Leader, TTL)
2	Aymen Ahmed Osman Ali	Sr. Transport Specialist (Co-TTL),
3	Wedex Ilunga	Sr. Procurement Specialist
4	Brenda Joanne Basalwa	Sr. Environmental Engineer
5	Njavwa Chilufya	Sr. Social Development Specialist
7	Baison Banda	Financial Management Specialist
6	Dickson Ndhlovu	Consultant, Transport Specialist
8	Hermione Nevill	Consultant, Tourism Specialist
9	Jean-Michel Pavy	Consultant, Operations and Biodiversity Conservation
10	Brian Mtonya	Consultant, Private Sector Development
11	Heejoo Lee	Consultant, Environment Policy and Planning
12	Francis Zulu	Consultant, Financial Management
13	Lewis Elijah Tumbama	Consultant, Social Safeguards
14	Chilamo Priscilla Sinkala	Consultant, Social Safeguards
15	Ricky Banda	Team Assistant

Government Team

Project Implementation Unit (PIU)

S/N	Name	Position
1.	Chilala Mayande Habasimbi	Project Coordinator
2.	Ngwira Percy	Tourism Specialist
3.	Leonard Nkhoma	Planning and M&E Specialist
4.	James Mwale	Social Specialist
5.	Taulino Banda	Procurement Specialist
6.	Eng. Edmond Mkumba	Infrastructure Engineer
7.	Dr Habeenzu Simamba	Project Area Facilitator -Western
8.	Frank K. Kanyambi	Project Area Facilitator – Northwestern
9.	Lackson Ng'andu	Project Area Facilitator – Nsumbu
10.	Chele Chakonta	Intern

National Level Ministries and other stakeholders

S/N	Name	Institution
11.	Andrew Chilufya	Ministry of Tourism
12.	Irene Mtaja	Ministry of Tourism
13.	Patience Tembo	Ministry of Green Economy and Environment
14.	Andrew Chileya	Ministry of Transport and Logistics
15.	Robert Simushi	Zambia Tourism Agency
16.	Luwodzya Mwale	Zambia Tourism Agency
17.	Chabala Chiyaze	Department of National Parks and Wildlife
18.	Lubuto Siame	Road Development Agency
19.	Emanuel Sakanyi	Ministry of Finance and National Planning
20.	Patrick Sokoni	Ministry of Finance and National Planning
21.	Nelson Lukele	Ministry of Finance and National Planning

22.	Inonge Kachana	Ministry of Tourism
23.	John Tembo	ZAMSTAT
24.	Jones Masonde	Department of National Parks and Wildlife
25.	Peter Longwe	Conservation Lower Zambezi
26.	Cuthbert Lungu	Civil Aviation Authority
27.	Patrick Mukomena	DNPW LZNP
28.	Samuel Daka	ZEMA
29.	Mehna Maanje	DNPW LZNP
30.	Catherine Mubanga	DNPW LZNP
31.	Kufakisa Lubinda	G.M Lolebeg LZNP
32.	Simon Douglas	G.M Chilala Camp LZNP

Northern Province (Government and other stakeholders)

S/N	Name	Institution
33.	Robert Sichone	National Heritage Conservation Commission
34.	Lyamba Kayambila	Department of National Parks and Wildlife
35.	Kambole Sikate	Ministry of Tourism
36.	Inonge Mwanangombe	Provincial Planning Unit - PANP
37.	Soter Mapenzi Banda	Provincial Planning Unit - PANP
38.	Dannis Chisanga	Forestry Department
39.	Wells Sikapite	CICP
40.	Kingford Mweso	Council
41.	Chitalu Denson K	Agriculture
42.	Getrude Nkonde	District Administration
43.	Regina Mapenga	Community Development
44.	Siwila Sydney	Zambia Police
45.	Kapumba Kapumba	Zambia Army
46.	Mulenga Elvis	Immigration
47.	Mulenga Richard	Ministry of Education
48.	Fred Mumba	Forestry
49.	Remmingtone Ngoma	TRALARD
50.	Methabel Mainza	DMMU
51.	Sakuhuka Gift	Agriculture
52.	Steven Mulatu	Nsama Council
53.	Mapopa Tembo	Agriculture
54.	Chishimba Musonda	Nsama Council
55.	Bornface Kalunde	Education
56.	Ackimson Mumbata	Works
57.	Benjamin Mulenga	Department of Water Resources and Development
58.	Cecilia Chansa	Nsama Council

North- Western Province (Government and other stakeholders)

S/N	Name	Institution
59.	Mwaka Kasitu	Provincial Administration
60.	Maxwell Phiri	Forestry Department
61.	Brian Chinyemba	National Heritage Conservation Commission
62.	Gloria Banda	ZEMA
63.	Mukuka M	NWCCI
64.	Saeah L Nama	Department of Culture

65.	Kayula Lombanya	NWCCI
66.	Paul Kanema	Forestry Department
67.	Nsofwa kasembe	MSMES
68.	Kazani Whiteson	DMMU
69.	Chimbi Moses	Public Infrastructure
70.	Sakashimbi Gwen	ZANIS
71.	Frida Kapakyulo	ZANIS
72.	Machipisha Percy	Heritage
73.	Tonderai Likoka	Social welfare
74.	Musonda Mwino	Ikelenge Council
75.	Taikashi Bertha	Community Development
76.	Idah Muleba	Ikelenge Council
77.	Esther Kapindula	Ikelenge Council
78.	Justin Kapupa	Ikelenge Council
79.	Kachimba Brian	Ministry of Education
80.	Kapindula Samwheha	Ikelenge Council
81.	Viwcave M.K	District Administration
82.	Precious Jere Mpande	DWRD
83.	Joseph Kaunda	Judiciary
84.	Dason Chibangula	Post office
85.	Joseph Makulusha	Office of the President (SD)
86.	Bwalya Ponga	Ministry of Agriculture
87.	Monde W. Collins	Ministry of Education
88.	Schiila Chonga	Ikelenge Council
89.	I. Pothel	KNP (Chunga Airstrip)
90.	Craig R	KNP (Chunga Airstrip)
91.	Ouintin Smit	Kasabushi Camp
92.		

Western Province (Government and other stakeholders)

S/N	**Name**	**Institution**
93.	Nyambe Wamunyima	Provincial Planning Unit
94.	Peter Indala	Department of National Parks and Wildlife
95.	Alan Simaicando	Province Administration
96.	Victor Syatoka	National Heritage Conservation Commission
97.	Wamyma Nyambe	Province Administration
98.	Pumulo Simashela	Culture and traditional affairs
99.	Clement Mulungushi	Ministry of Tourism
100.	Katungu Mukelabai	NACRO
101.	Claude Moono	Infrastructure
102.	Muyeleka Khondowe	Provincial Planning Unit
103.	Florence Mwauluka	L.M.C.W.C
104.	Percy Walusiku	WCCI
105.	Samuel Litebele	WCCI
106.	Micah Mwanangombe	WWF
107.	Imanga Kayama	Western Chamber of Commerce
108.	Mukonde Munjile	Chiefs Affairs
109.	Simasiku Simasiku	Department of Community Development
110.	Osward Sikwese	Forestry Department

111.	Mulwkela Lubasi	Buildings Department
112.	Watae Misheck	Fisheries Department
113.	Safely Mwala	Department of National Parks and Wildlife
114.	Kabelenga Harrison	Department of National Parks and Wildlife
115.	Moonga Pharod	Department of National Parks and Wildlife
116.	Ernest M	District Administration
117.	Sitwala Sitwala	LCRB
118.	Smasiku N	Luiwa Constituency
119.	George Chali	Zambia Police
120.	Chilinda Skpembe	MFL
121.	Mubita Musiwa	ETG
122.	Malambo Identy	CAACC
123.	Munembo James	Tourism/culture
124.	James Milanzi	African parks
125.	Deon J	African parks
126.	John Simasiku	KTC
127.	Kangombe Makai	D.C.U
128.	Mwiya Mushongo	TRACA
129.	Kamuliwo Kalumbwa	MSMEP
130.	Pumulo Mumbvha	District administration
131.	Humphrey Munalula	District administration