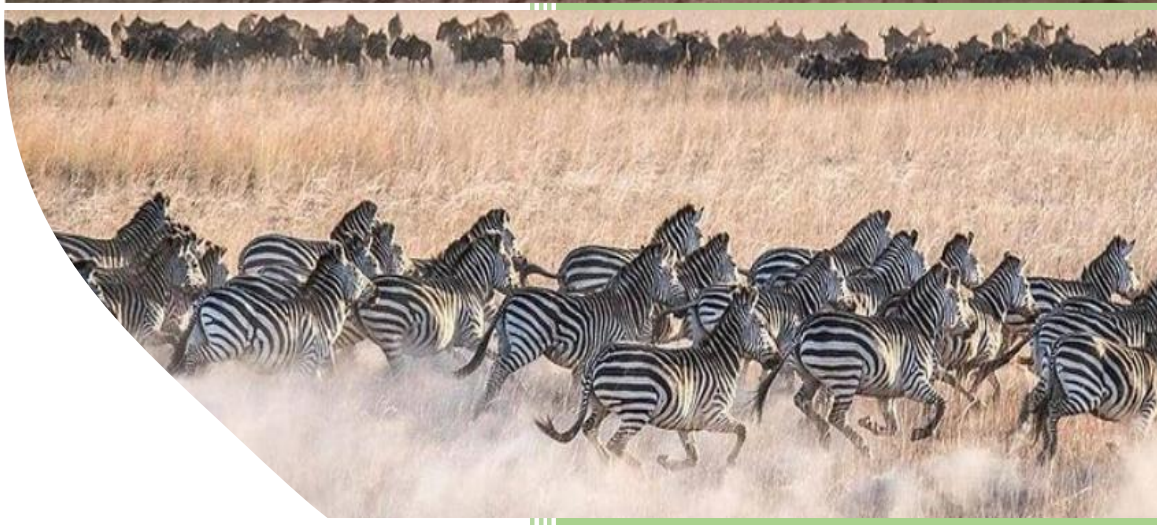
ZAMBIA
MINISTRY OF TOURISM
DEPARTMENT OF TOURISM

GREEN, RESILIENT AND TRANSFORMATIONAL TOURISM DEVELOPMENT PROJECT

PROJECT IMPLEMENTATION MANUAL
VOLUME 2 – PLANNING, MONITORING AND EVALUATION





Version 1, November 29 2023

“Strengthening the enabling environment, access to resilient infrastructure and economic opportunities in emerging tourism destinations in Zambia.”

IDA-Funded Project

This document is developed in accordance with generally accepted standards & principles and consistent with the World Bank Regulations and principles on procurement and financial management and should be updated to reflect new development during the life span of the Project. The document is a public document though it is generally used by the GREAT - TDP Project Implementation Unit (PIU) in the performance of their official duties.

Credit: Cover photos source Ndole Bay Instagram and African Park Instagram published with their authorization.

ABBREVIATIONS AND ACRONYMS

AWPB	Annual Work Plan and Budget
CBE	Community Based Entity
CMP	Collaborative Management Partnership
DNPW	Department of National Park and Wildlife
DOT	Department of Tourism
DP	Destination Planning / Destination Plan
EOP	End of Project
ESCP	Environment and Social Commitment Plan
ESMF	Environment and Social Management Framework
GAAP	Governance and Accountability Action Plan
IDA	International Development Agency
IFR	Interim Financial Report
IIP	Infrastructure Investment Plan
M&E	Monitoring and Evaluation
MGA	Matching Grant Agreement
MGS	Matching Grant Scheme
MIHUD	Ministry of Infrastructure Housing and Urban Development
MoA	Memorandum of Agreement
MoFNP	Ministry of Finance and National Planning
MoGEE	Ministry of Green Economy and Environment
MoT	Ministry of Tourism
MoU	Memorandum of Understanding
NBA	Nature Based Activity
NBB	Nature Based Business
NGO	Non-Governmental Organisation
PAD	Project Appraisal Document
PDO	Project Development Objectives
PF	Process Framework
PIM	Project Implementation Manual
PIU	Project Implementation Unit

PP	Procurement Plan
PPSD	Project Procurement Strategy for Development
PSC	Project Steering Committee
RAP	Resettlement Action Plan
RDA	Road Development Agency
RPF	Resettlement Policy Framework
SESA	Social and Environmental Strategic Assessment
TDA	Tourism Development Areas
TORs	Terms of Reference
USD	United States Dollars
ZMW	Zambian Kwacha
ZTMP	Zambia Tourism Master Plan

Table of Contents

ABBREVIATIONS AND ACRONYMS I

LIST OF TABLES IV

LIST OF FIGURES IV

1 INTRODUCTION TO THE PLANNING AND MONITORING EVALUATION MANUAL 1

1.1 Overview of the PIM and other Project Documents 1
1.2 General Purpose of the PIM 1
1.3 How to Utilize this Planning, Monitoring and Evaluation Manual 2

2 PROJECT DEVELOPMENT OBJECTIVE AND INTENDED OUTCOMES 3

2.1 Project Development Objective 3
2.2 Result Framework with indicators 3

3 ORGANISATIONAL ARRANGEMENTS FOR PLANNING, MONITORING AND EVALUATION 6

3.1 The Project Implementation Unit 6
3.2 The Task Agencies 7
3.3 The Recipients of Matching Grants 7
3.4 Planning and M&E Capacity building 8

4 PLANNING, MONITORING AND REPORTING 8

4.1 Annual Planning for Effective Implementation 9
4.2 Detailed Implementation Planning 11
4.3 Monitoring Project Execution and Performance 11
4.4 Reporting on Project Execution and Performance 14
4.5 Project Midterm Report and Completion Report 15

5 EVALUATIONS, REPLANNING, DISSEMINATION 17

5.1 Compliance Monitoring (Controls) 17
5.2 Planned Restructuring 17
5.3 Impact Assessment at Midterm and at Project End 18
5.4 World Bank Implementation Support 18
5.5 Dissemination 19

ANNEX 1. MONITORING AND EVALUATION THEORY 20

ANNEX 2. TEMPLATE ANNUAL WORK PLAN AND BUDGET 28

ANNEX 3. TEMPLATE SEMESTER REPORT 37

ANNEX 4. INDICATOR SHEETS FOR EACH INDICATOR 40

ANNEX 5. SIMPLIFIED MANAGEMENT EFFECTIVENESS TRACKING TOOL. 53

List of Tables

Table 1: PDO level (Outcome) Indicator 4
Table 2. Other Selected Outcome Indicators 4
Table 3: Component level (Intermediary Outcome) Indicators 5
Table 4: Supplemental Component level (Intermediary Outcome) Indicators 6
Table 5. Plans and Reports Submission and Approval Dates 9

List of Figures

Figure 1. Quote from the Project Financing Agreement on AWPB 9
Figure 2. The Annual Work Plan and Budget (AWPB) preparation stages 10
Figure 3. Quote from the Financing Agreement on Project Implementation Reporting 14
Figure 4. Quote from Financing Agreement on Reporting on the ESCP implementation 14
Figure 5. Quote from the Financing Agreement with Definition of the GAAP 15
Figure 6. The Semester Reports preparation stages 15

1 INTRODUCTION TO THE PLANNING AND MONITORING EVALUATION MANUAL

1.1 Overview of the PIM and other Project Documents

1. The Project Implementation Manual (PIM) is the main document guiding the implementation of the Green, Resilient and Transformational Tourism Development Project (GREAT-TDP or the Project). The PIM is constituted of five (5) Volumes:

   - V1 Main Document (General description of the Project including detailed costing)
   - V2 Planning, Monitoring and Evaluation (M&E) Manual (all Components)
   - V3 Matching Grant Manual (Sub-component 1.3)
   - V4 Procurement Manual
   - V5 Disbursement and Financial Management Manual

2. It complements, and should be used in conjunction with, other Project documents also owned by the Government, and approved by the World Bank:

   - The Environment and Social Commitment Plan (ESCP)
   - The Environment and Social Management Framework (ESMF)
   - The Stakeholder Engagement Plan (SEP)
   - The Labour Management Procedure (LMP)
   - The Process Framework (PF)
   - The Resettlement Policy Framework (RPF)
   - The Project Procurement Strategy for Development (PPSD)
   - The Annual Work Plan and Budget (AWPB)

3. The Project is also guided by other Project documents issued by the World Bank:

   - The Project Appraisal Document (PAD)
   - The Financing Agreement
   - The Disbursement Letter

4. Finally, the Project is guided by Government of the Republic of Zambia and World Bank policies, guidelines, standards for procurement, financial management, environment and social safeguards, and citizens' engagement.

1.2 General Purpose of the PIM

5. The objective of the PIM is to guide the Project Implementation Unit (PIU) and key stakeholders during the implementation of the Project. The PIM:

   - Describes implementation and governance procedures, management, and coordination regarding procurement, management of financial resources, monitoring and evaluation, environmental and social safeguards, and reporting.

- Provide overall guidance to the Steering Committee and the PIU, as well as all Project stakeholders including beneficiaries, partners and contractors involved in implementing the Project.
- Guide the PIU in ensuring that all Project-funded activities are implemented in a manner consistent with the relevant guidelines and procedures adopted by the Government and the World Bank.
- Guide the PIU in efficient planning, implementing, and monitoring the Project activities for optimal and compliant use of Project financing to produce the best possible results and impacts.
- Serve as a comprehensive repository of the Project guidelines or references to be used by all stakeholders.

1.3 How to Utilize this Planning, Monitoring and Evaluation Manual

6. This Planning, Monitoring and Evaluation Manual (the Manual) is designed for the use by all the PIU staff, especially the Planning, M&E Specialist, and the M&E Assistant and the three Project Area Facilitators (Facilitators).

7. The users will find guidance on:

- how and when to prepare an Annual Work Plan and Budget (AWPB) and to which level of details – for this the user will find a template in Annex 2;
- how and when to prepare Semester Reports - for this the user will find a template in Annex 3; and
- how to monitor each indicator in Annex 4, using a fact sheet with the detail description of the indicators, the data needs, sources, collection, quality control, processing, and reporting modalities.

8. For users not very familiar with the Planning, M&E systems, Annex 1 reviews the theoretical principles of effective planning, M&E.

2 PROJECT DEVELOPMENT OBJECTIVE AND INTENDED OUTCOMES

2.1 PROJECT DEVELOPMENT OBJECTIVE

9. The Project Development Objective (PDO) is **to strengthen the enabling environment, access to resilient infrastructure and economic opportunities in emerging tourism destinations in Zambia.**

10. To make the PDO a 'true statement," the PIU is allocated a budget line (the IDA credit) to implement a series of activities (the Project) leading to a series of outcomes (the PDO). These outcomes are measured through a set of result indicators.

11. The set of indicators are listed in the **Project's Results Framework** (see summary in Section 2.2 below and a more detailed Result Framework in Annex 2.) Each indicator has a starting value (the baseline) and an End-of-Project target value.

12. The Project targeted areas are.

- Kasaba Bay and surrounding area including Nsumbu National Park and Tondwa GMA in the Nsama District and including the area immediately south-east of the Lufubu River in the Mpulungu District (Nsumbu TDA).
- Liuwa Plain National Park and Upper-West Zambezi GMA and immediately surrounding area in the Kalabo District (West TDA);
- Source of the Zambezi River and immediately surrounding areas in the Ikelenge District (Northwest TDA).
- Any other area in Zambia TDA identified as critical to creating market linkages to the three main Project areas.

2.2 RESULT FRAMEWORK WITH INDICATORS

13. The PDO and the various outcomes are measured through two sets of performance indicators: (1) PDO level, or Outcome Indicators and (2) Component level, or Intermediary Outcome Indicators.

14. Tables 1 to 4 describe the Project mandatory outcome and intermediary outcome indicators as well as additional indicators that will help track the Project performance. The tables do not disaggregate indicators, for example by Project Areas. Such disaggregation is made in great details in Annex 2.

15. In the absence of an approved Destination Planning (DP), Strategic Environmental Social Assessment (SESA), and Infrastructure Investment Plan (IIP), the current indicators associated with Component 2 will need to be replaced by more relevant indicators once the IIP, DP and SESA are completed and adopted at the end of year 1.

16. At the end of year 1, the Government and World Bank consider a planned restructuring to incorporate new indicators and improve current indicators (see also Section 5.2).

Table 1: PDO level (Outcome) Indicator

Indicator	Unit	Baseline (2023)	Intermediate Targets (2027	End Target (2030)
OI1. Time for tour operators to complete an operating license renewal (annual)	Average number days	120	30	14
OI2. New enterprises in tourism value chain in emerging destination (cumulative)	Number	0	5	15
Kasaba Bay Project Area	-"-	*0*	*2*	*6*
Liuwa Plain Project Area	-"-	*0*	*2*	*6*
Source of Zambezi Project Area	-"-	*0*	*1*	*3*
OI3.[1] TDAs (*i.e., emerging destination*) with climate resilient Infrastructure Investment Plans implemented	Number	0	2	3

Table 2. Other Selected Outcome Indicators

Supplemental Outcome Indicators	Unit	Baseline (average 2020-22)	Intermediate Targets (2027	End Target (2030)
OI4. Direct beneficiaries of the Matching Grant Scheme (cumulative)[2]	Number	0	800	1,200
-Including women	*%*	*0*	*30*	*30*
-Including youth	*%*	*0*	*30*	*30*
-Including people with disability	*%*	*0*	*5*	*5*
OI5. Visitors (annual)[3]	Total number	6,996 / 538	9,340 / 730	12,430 / 980
-Nsumbu NP (Domestic[4] / International)	*Number*	*6,114 / 56*	*8,140 / 80*	*10,840 / 110*
-Liuwa NP (Domestic / International)	*Number*	*190 / 416*	*280 / 560*	*370 / 750*
-Source of Zambezi River Heritage Site (Domestic / International)	*Number*	*692 / 66*	*920 / 90*	*1,220 / 120*
OI6. Amount of private investment committed toward the nature-based economy in the Project Area (Total / of which is from MGS co-financing) (cumulative)	Amount in million US$	0 / 0	6 / 3	10 / 5
Kasaba Bay Project Area	-"-	*0 / 0*	*1.4 / 0.9*	*2.2 / 1.1*
Liuwa Plain Project Area	-"-	*0 / 0*	*1.4 / 0.9*	*2.2 / 1.1*
Source of Zambezi Project Area	-"-	*0 / 0*	*0.2 / 0.2*	*0.6 / 0.3*

[1] This indicator serves as "place holder" until the planned restructuring when the DP/SESA/IIP will inform which infrastructure are selected and what would be the outcome of their construction.
[2] Expected average of 20 sub-projects supported at each Project Area with an average of 20 direct beneficiaries each sub-project times 3 Project areas gives about 1,200 direct beneficiaries.
[3] Targeted growth +10% per year after 2024.
[4] Note this number includes non-tourism purpose visitors - mainly the local sport fisher persons who are counted. This number will be revised according to improved counting method (activity under SC1.1)

Table 3: Component level (Intermediary Outcome) Indicators

Indicator	Unit	Baseline (2023)	Intermediate Targets (2027	End Target (2030)
Component 1. Enabling environment for the nature-based economy				
IOI 1.1 New agreements signed for collaborative management partnership (cumulative)	Number	0	3	5
IOI 1.2 New agreements signed for nature-based economy concessions (cumulative)	Number	0	1	3
IOI 1.3 Community based organizations (*i.e. CBE*) that are enrolled in nature-based economy partnerships (cumulative)	Number	0	7	20
Kasaba Bay Project Area	-"-	0	3	8
Liuwa Plain Project Area	-"-	0	3	8
Source of Zambezi Project Area	-"-	0	1	4
IOI 1.4 Proportion of all businesses (*i.e. CBE*) registered with Project support that are women-led / women owned (annual)	Percent	0	30	30
IOI 1.5 People participating in consultations/decision making on natural resources management (cumulative)	Number	0	300	600
Proportion of female	Percent	0	30	30
IOI 1.6 (*new*) area under sustainable landscape management in emerging destinations (cumulative)	Hectare	0	300,000	927,000
Kasaba Bay Project Area	-"-	*0*	*130,000*	*420,000*
Liuwa Plain Project Area	-"-	*0*	*130,000*	*420,000*
Source of Zambezi Project Area	-"-	*0*	*40,000*	*87,000*
Component 2. Improving Climate-Resilient Destination Access and Basic Service Infrastructure				
IOI 2.1[5] Roads that are upgraded in compliance with climate/disaster-resilient design standards (annual)	Kilometre	0	200	800
IOI 2.2[6] Airports upgraded with a combination of air strip rehabilitation/ upgrade and/ or airport facility rehabilitation	Number (cumulative)	0	1	3

17. There are several important tasks with national outcomes that are not captured by PAD indicators. These indicators will be defined by the Task Agencies in the Task Concept Documents (see PIM Volume 1 Section 5.2 and Annex 4). The table below is provided as place holder for these indicators. When they are adopted, they will be included in the Result Framework

[5] place holder indicator waiting for the DP/SESA/IIP result. They will be revised at the first restructuring.
[6] place holder indicator waiting for the DP/SESA/IIP result. They will be revised at the first restructuring.

Table 4: Supplemental Component level (Intermediary Outcome) Indicators

Supplemental Intermediary Outcome Indicators (not in the PAD)	Unit	Baseline (2023)	Intermediate Targets (2027	End Target (2030)
Component 1. Enabling environment for the nature-based economy				
Indicator of improved tourism national marketing and branding	Tbd	Tbd	Tbd	Tbd
Indicator of improved tourism data and market intelligence.	Tbd	Tbd	Tbd	Tbd
Indicator of effective implementation of the Destination Planning and Strategic Environmental and Social Assessment	Tbd	Tbd	Tbd	Tbd
Indicator of built capacity at key government institutions to support the nature based and green economy	Tbd	Tbd	Tbd	Tbd
Indicator of built national carbon knowledge and technical expertise	Tbd	Tbd	Tbd	Tbd
Component 3. Project Administration and Management				
Articles, programs, engagements, and coverage by the media of Project activities and outcomes (annual)	Number	0	Tbd	Tbd
Formal inquiries about the Project from stakeholders and beneficiaries (cumulative)	Number	0	Tbd	Tbd
Functional capacity score for the PIU and PSC (annual)	%	0	Tbd	Tbd
Implementation of the activity plan part of the AWPB (annual)	%	NA	90	90

3 ORGANISATIONAL ARRANGEMENTS FOR PLANNING, MONITORING AND EVALUATION

18. This section describes by "who" - their responsibilities for planning and conducting M&E: the PIU, Task Agencies, and matching grant beneficiaries.

3.1 THE PROJECT IMPLEMENTATION UNIT

19. The PIU is responsible for Project planning, implementation and M&E through a Planning and M&E Specialist. He/she will be directly assisted by the M&E assistant to help with data collection. All other PIU staff will contribute to data collection, planning and reporting, The Facilitators – who are stationed on the site – will also play a major role in planning and M&E due to their proximity to the field and beneficiaries.

20. The Planning, M&E functions are:

- Develop, manage, and improve the Planning and M&E system described in this PIM,

- Lead the preparation of AWPB with all PIU staff and consolidate for the Project Steering Committee (PSC) and World Bank submission.
- Coordinate the preparation of Semester, Midterm and Final Reports and be responsible for the final product before submission to PSC and for this lead the collection of accurate and timely information and data on all dimensions of Project implementation, including procurement, safeguards implementation, governance, and accountability action plan, and including performance indicators.
- Ensure that the reports include an evaluation of performance and results, lessons learned and recommendation for improvements.
- Organize the capacity building of PIU staff, partners, matching grant stakeholders so they perform adequately their planning and M&E roles.
- Lead the mobilization of consultants for the midterm and End-of-Project (EOP) impacts assessments.
- Lead the organization of Project implementation support mission by the World Bank including the monitoring of Action Plan issued from previous missions.
- Undertake or commission periodic internal audits, both financial and technical, to a sample of the sub-projects, to review the transparency of the procedures, the way beneficiaries were targeted, obtain community feedback, ensure compliance to fiduciary and safeguard issues, and ascertain the technical soundness of implementation.

3.2 THE TASK AGENCIES

21. ***Subcomponents 1.1 and 1.2.*** The Task Agencies are responsible to implement several tasks under Subcomponent 1.1 and 1.2. Guided by an MoU/Instruction with/from the MoT, they will prepare and submit a Task Concept which will include a section on planning and M&E and propose one or more indicators which will be inserted in Table 4 above. These indicators are supplemental indicators not part of the "PAD indicators". The Task Agencies will be required to follow the annual planning and reporting cycle, i.e. an AWPB and two Semester Reports that meet the standards described in this manual.

22. ***Component 2.*** The Task Agencies responsible to implement infrastructures – Road Development Agency (RDA), Civil Aviation Authority, etc. -- Guided by an MoU with the MoT will also monitor indicators associated with the infrastructure which they are tasked to deliver. They will also be responsible to prepare AWPB and Semester Reports. The bulk of their monitoring work will be procurement and construction and engineer contracts implementation monitoring.

3.3 THE RECIPIENTS OF MATCHING GRANTS

23. The Recipients of matching grants, whether Community Based Entities (CBEs) or their Mentors, are responsible for monitoring the implementation performance and outcomes of the sub-projects for which they received a matching grant. Sub-project implementation will not follow an AWPB, but the plan proposed by the Recipient at the time of its Application. However, they will submit Semester Reports to the PIU of a standard defined in the Matching Grant Manual (for details, see the PIM Volume 3: Matching Grant Manual, especially Annex 7 for the report template).

3.4 PLANNING AND M&E CAPACITY BUILDING

24. As a 'framework-approach project', meaning much of the details of planning activities will take place in the initial years of the Project implementation - the role of planning and M&E function take on extra importance.

25. The PIU appointed will require significant adaptive training particularly during the first years of implementation and until all systems are performing and data/information/reports are considered of suitable standards including plans and reports coming from Task Agencies and Recipients of matching grants.

26. The Planning, M&E Specialist and the M&E assistant will be selected for seniority and experience in Project Planning and M&E. The two Specialists will lead the process of carrying out capacity assessment and training the PIU, Task Agencies and Recipients of matching grants staff as required. Training can be delivered "in house" (i.e. by a PIU or a Ministry of Tourism (MoT) civil servant) or by a consultant trainer as short courses or as workshops. The first mandatory training, for all technical staff, is "making an AWPB". It should be rapidly followed by M&E concepts, data collection and reporting. The planning of training is included in the AWPB.

4 PLANNING, MONITORING AND REPORTING

27. The M&E is essentially a feedback tool from relevant stakeholders to the PIU, and from the PIU to the PSC, the World Bank and other stakeholders and authorities.

28. User not very familiar with M&E, are invited to read Annex 1. In short, a functional M&E system helps:

- Measure progress towards achieving the Project activities and PDO,
- Effective and efficient use of Project funds,
- Ensure transparency and accountability,
- Inform decisions to adjust Project design to improve performance,
- Document Project impact, and
- Inform future project design and implementation.

29. The M&E system starts with annual planning and includes implementation performance monitoring and outcome monitoring. To this effect, the PIU is required to prepare and submit an AWPB, Semester Reports, a Midterm Reports and a Completion Report. The table below indicates the deadlines for submission and approval of each of these mandatory documents. The PIU shall submit to the PSC for endorsement, all the documents that the WB reviews and clears will provide a no objection.

30. In line with the Stakeholder Engagement Plan (SEP) and the Governance and Accountability Action Plan (GAAP), the outputs generated as part of the process planning and M&E reporting as discussed in this Volume and detailed in this section will be by default publicly

disclosed on the various Project communications platform in a timely manner to reach broad stakeholders.

Table 5. Plans and Reports Submission and Approval Dates

	Due date for submission to WB for no objection
AWPB (aligned with GRZ Fiscal Year Jan 1 - Dec 31)	November 30[7] (AWPB should get WB no objection by 31 December)
Interim Financial Reports	15 calendar days after quarter end
Semester Report (w/ IFR)	30 calendar days after semester end
Mid Term Report	February 28, 2025 (or other mutually agreed date)
Completion Report	Draft for joint Government and World Bank completion mission 30 November 2030 (or other mutually agreed earlier date); final draft submitted by the Project Closing Date (31 December 2030).

4.1 Annual Planning for Effective Implementation

31. Annual Planning is necessary to translate a general 7-years Project design into a detailed implementable plan of the activities planned, the items to be procured, the detailed budget and how much can we progress toward the Project outcome. Annual planning also serves to adapt the Project implementation to the reality of past years and adjust, as necessary, to improve implementation performance.

32. The AWPB is the main planning tool for Project implementation. It is a mandatory document as referenced in the Financing Agreement:

> ***D. Annual Work Plan and Budget***
>
> *1. The Recipient shall, not later than one (1) month after the Effective Date, and thereafter by November 30 of each subsequent year during the implementation of the Project, prepare and furnish to the Association for its no-objection, the AWPB containing all proposed activities for inclusion in the Project, in line with the PIM, together with the financing plan for such activities and a timetable for their implementation.*
>
> *2. The Recipient shall afford the Association a reasonable opportunity to exchange views with the Recipient on such proposed AWPB and incorporate the views of the Association in the final AWPB to be adopted no later than one (1) month after the date referred to in paragraph 1 above.*
>
> *3. The Recipient shall ensure that the Project is implemented in accordance with the AWPB provided, however, that in the event of any conflict between the AWPB and the provisions of this Agreement, the provisions of this Agreement shall prevail.*

Figure 1. Quote from the Project Financing Agreement on AWPB

33. A well designed and readily owned AWPB will provide detailed guidance to each staff of the PIU. In the first year of the Project, this guidance is essential. It is therefore a suitable time for the PIU to embrace and develop rigorous planning habits by producing an impeccable first AWPB. To ensure future efficacy and build the PIU capacity, the process

[7] Note that Tasked Agencies AWPB are due for submission to the PIU by October 31 of the year preceding the Plan.

of drafting the AWPB is as important as the AWPB itself and so, adaptive training of all staff involved is essential.

34. The AWPB covers a Zambia fiscal year: January 1 to December 31. There is one exception with the year 1 AWPB which retroactively cover a quarter of fiscal year 2023 and then fiscal year 2024.

35. An AWPB consists of (i) Narrative summary; (ii) the updated Results Framework with the status of each indicator at year start and the target at year end; (iii) Detailed Budget Tables; (iv) Activity Plan; and (v) Procurement Plan. A template of the AWPB is proposed in Annex 5. Please obtain the Procurement Plan template from the Procurement Manual (Volume 4 of the PIM).

36. A provisional annual budget must be prepared in June and July so it can be submitted by the PIU to the MoT before August 30. This way, the PSC may approve it, so it is included in the GRZ National Budget and captured in IFMIS[8]. This would facilitate financial flow for implementation at the start of the fiscal year on January 1.

37. The full AWPBs must be prepared in September and October so it can be submitted by the PIU to the World Bank before 30 November so that they can review, and the PSC may approve it before the start of the fiscal year on January 1 (see also Figure 2 below). To meet this deadline, the flow chart below proposes a calendar.

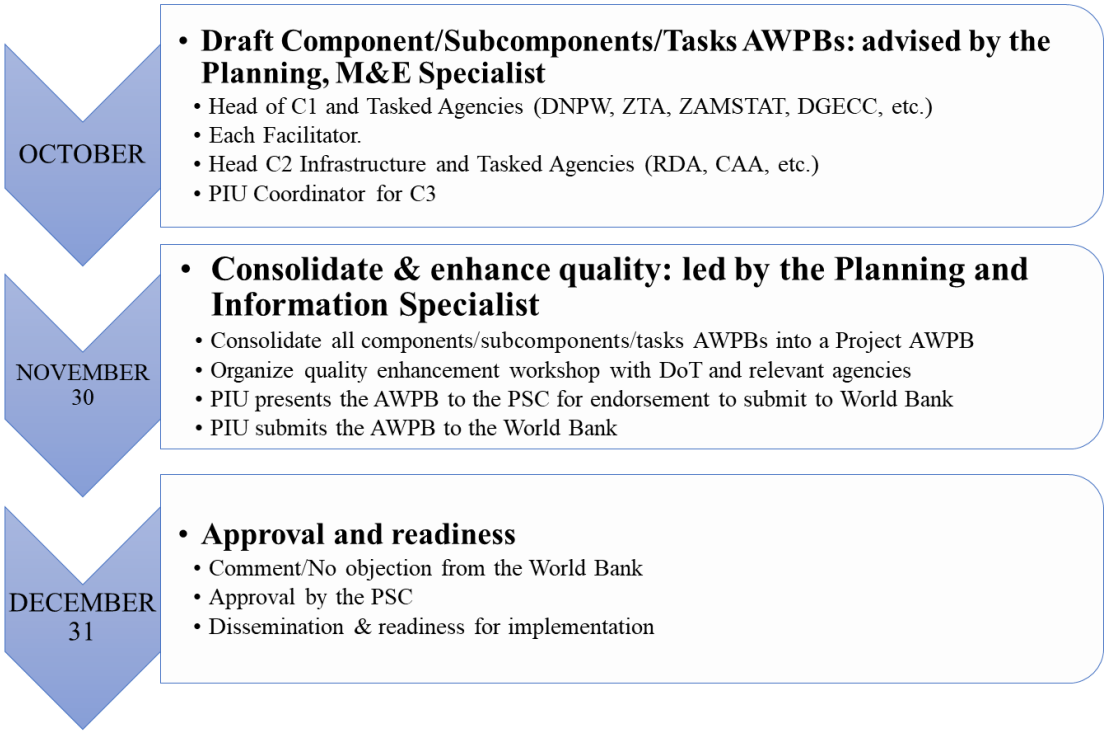


Figure 2. The Annual Work Plan and Budget (AWPB) preparation stages

[8] IFMIS Integrated Financial Management and Information System

38. With the AWPB, a Word copy of the Procurement Plan is cleared. To begin the procurement process, each element of the Procurement Plan must be uploaded in STEP (See Procurement Manual, PIM Volume 4). The uploading in STEP is done just before procurement is published. This is triggered by the approval of a Quarterly Concept Note or a Procurement Concept Note.

4.2 Detailed Implementation Planning

39. Once an AWPB is approved, the lead person of each Component/Sub-component/Task must prepare Concept Notes (CN) to implement the part of the Project directly under her/his purview. Approval of a CNs (a) triggers a financial commitment and (b) activates Procurement toward a service/good/civil work.

40. There are three options available:

- **Task Concept Notes** (TCN) For simple activities, -- e.g., a supervision trip, a training sessions, a special assignment --, a very simple concept note is prepared with (a) the rationale for the activity, (b) the reference to the AWPB, (c) the detailed implementation arrangement, (c) a very detailed budget, and (e) the TORs and/or detailed specification of each service or item to procure.
- **Procurement Initiation Concept Notes** (PIN). This Concept Note may be used to initiate procurement of services, goods, or civil works. Its use recommended for the procurement of civil works. A simple concept note is prepared with (a) the rationale for the procurement, (b) the reference in the AWPB, (c) the implementation arrangement, (c) a detailed budget, and (e) detailed specification of each item to procure, /or TORs of consultant assignment /or drawings/BOQ/EPB for infrastructure.
- **Quarterly Concept Note** (QCN). TCN and PIN are simple but cumbersome. The PIU and Task Agency staff have the option to prepare a single Concept Note that includes all the activities and procurement for a Quarter. The QCN is a simple document with (a) a short narrative on the rationale for the activities in the QCN, (b) implementation arrangement including the role of each person contributing, and a series of Annexes with each an "activity" with a detailed budget and with the specifications of each item to be procured and/or the TORs of each project staff / consultant to select.

41. Approval. Once prepared, a Concept Note (a) follows internal review in the PIU and (b) is submitted by the Project Coordinator to the World Bank for no objection. This no-objection (a) triggers a financial commitment by the Head Finance in the PIU and (b) initiates the procurement process by the head Procurement in the PIU who will start by uploading elements to procure in STEP.

4.3 Monitoring Project Execution and Performance

42. The monitoring of implementation measures firstly the physical progress of Project implementation, secondly the performance of Project management and thirdly the identified implementation challenges. It involves: (a) comparing the activities realized, items procured, and budget executed with their plans from the AWPBs, (b) reporting on a Sub-project performance as compared to their Application, (d) carrying out random technical inspections

and physical verification (e) collecting data for measuring intermediary outcome and outcome indicators including data analysis and evaluation, and (f) ensuring the plans and actions for the ESS (ESMF more broadly and ESCPs) and for the GAAP are implemented, monitored and reported by the respective specialists.

43. Monitoring implementation and outcome is supplemented by 1st level compliance monitoring: self-compliance by the PIU which is incorporated at all levels in the Semester Report.

44. There are four levels of Project execution monitoring: (a) procurement, (b) budget execution, (c) activity and output and (d) 'special plans' monitoring - i.e., safeguards and governance-accountability plans implementation, (e) outcome and intermediary outcome. All these monitoring activities ultimately feed into the Semester Reports and other reports.

Procurement Monitoring.

45. This is carried out by the Procurement Specialist using the approved Procurement Plan (PP). The PP is part of the AWPB. Procurement monitoring ensure that the goods, works, and services required for implementation are timely delivered. The Project Procurement Specialist is responsible for Procurement Monitoring. Every semester, the PP must be updated and submitted to the Planning, M&E specialist for inclusion in the Semester Report.

46. The procedures and processes of procurement monitoring and reporting, especially the Procurement Plan, are described in the Procurement Manual (Volume 4 of the PIM). A template of the Procurement Plan is provided in Annex of the Procurement Manual.

Budget Execution Monitoring (Accounting)

47. This is also called accounting. This is led by the Financial Management Specialist and the Assistant Accountant. The basis of accounting and budget controls is the approved budget found in the AWPB. The Project Financial Manager is responsible for monitoring budget execution. Every semester, an Interim Financial Report (IFR) must be produced and submitted (a) to the World Bank and (b) to the Planning, M&E specialist for inclusion in the Semester Report.

48. The procedures and processes of financial monitoring and reporting, especially the IFR, are described in the Financial Management and Disbursement Manual (PIM Volume 5).

Activity and Output Tracking

49. This is led by the M&E Specialist working with all other staff. It tracks whether the planned activities and output from the AWPB are indeed implemented. Monitoring output and activities is relatively straightforward using the template provided in Annex 2.

"Special Action Plans" Monitoring

50. This is also led by the Planning, M&E Specialist working with all other staff. It tracks whether the "special plans", which are the ESCP (a separate document), the Governance and Accountability Action Plan (GAAP, included in PIM Volume 1), and the Action Plan(s) accompanying the DP/SESA, are implemented. Monitoring these "special plans" is relatively straightforward and does not require a specific template.

Outcome and Intermediary Outcome Tracking

51. This is also led by the Planning, M&E Specialist working with all other staff. Monitoring Outcome and Intermediary Outcome is more complex.

52. ***Result Framework***. This is the tracking of the performance indicators as well as other indicators that the PIU or MoT may come to identify as necessary to measure the Project performance. A template of the Result Framework with all indicators is provided in Annex 2. It also exists in an Excel format which will be the format used by the PIU.

53. ***Timelines***. In the Result Framework, for each indicator, there are 3 timelines:

- The timeline of targeted values at Project design. This timeline will change but serves as memory of the intention at design stage.
- The revised targeted values timeline. This timeline is reset every year based on the value achieved by the indicator in the previous year. Based on that value a new set of target values are proposed at the time of the AWPB.
- The actual values timeline. This timeline is only filled up to the year previously ended with the indicator value of past years.

54. The timeline tracking concept may not be intuitive to all staff and will require training. Once a year, at the first quarter of the year, the Result Framework is updated with the value from all indicators. At that time, (a) each indicator timeline is updated, (b) an evaluation is carried out.

55. ***Measurement***. The measurement of each of the indicators requires data collection, analysis, computation, and consolidation. For each indicator these tasks are guided by fact sheets provided in Annex 4. An indicator fact sheet provides a detailed description of the indicator to ensure objectivity, it also includes its baseline value (if available), the procedure to collect and analyse data and who is responsible for data collection and for analysis.

56. Some indicators require additional studies to define their baseline values and set targeted values. Thus, under Component 1, two baseline studies will be conducted to cover sub-component 1.1 and 1.2, and one baseline study under component 2. The studies will be used to establish baseline data on key indicators and inform planning. Note that for component 1, the baseline study will take the format of a pre-baseline study to be conducted by external consultant.

4.4 Reporting on Project Execution and Performance

57. Each semester, for the entire Project duration, the PIU will need to produce progress Reports. These are mandatory documents referenced in the Financing Agreement. Since the Financing Agreement does not identify a mandatory technical content for the report, this PIM sets its content.

58. The Semester Report will provide detailed information on activities, output, intermediary outcome, and outcome as well as on procurement and budget execution. It will also include analysis of performance as compared with the AWPB. A standard Semester Report outline is provided in Annex 3.

59. Each Semester Report will include as annex a copy of the IFR (see for guidance the PIM Volume 5). The original IFR would have already been submitted separately to the World Bank.

> ***Section II. Project Monitoring, Reporting and Evaluation***
> *The Recipient shall furnish to the Association each Project Report not later than one (1) month after the end of each calendar semester, covering the calendar semester.*

Figure 3. Quote from the Financing Agreement on Project Implementation Reporting

60. The Financing Agreement also identify mandatory reporting on the implementation of the ESCP. Page 3 of the ESCP states that the reports are bi-annual. The ESCP does not indicate a mandatory technical content. This PIM therefore set this standard. Reporting on the ESCP is included in the standard Project Semester Report outline provided in Annex 3. The ESCP will be monitored along with the GAAP and DP/SESA Action Plans (see below) as "Special Action Plans".

> ***Section I.E.5.a. Environmental and Social Standards.***
> *The Recipient shall ensure that:*
> *(a) all measures necessary are taken to collect, compile, and furnish to the Association through regular reports, with the frequency specified in the ESCP, and promptly in a separate report or reports, if so requested by the Association, information on the status of compliance with the ESCP and the environmental and social instruments referred to therein, all such reports in form and substance acceptable to the Association, setting out, inter alia: (i) the status of implementation of the ESCP; (ii) conditions, if any, which interfere or threaten to interfere with the implementation of the ESCP; and (iii) corrective and preventive measures taken or required to be taken to address such conditions;*

Figure 4. Quote from Financing Agreement on Reporting on the ESCP implementation

61. While the Financing Agreement does not especially discuss the reporting process on the GAAP, the GAAP is a "Special Action Plan" which is incorporated in the Project and requires monitoring and reporting.

> ***Definitions.***
> "Governance and Accountability Action Plan" (GAAP) means the Recipient's governance and accountability plan to be prepared and adopted as part of the PIM and referred to in Section I.B.1 of Schedule 2 to this Agreement, as such plan may be amended from time to time, with the prior written approval of the Association.

Figure 5. Quote from the Financing Agreement with Definition of the GAAP

62. **The Semester Reports** will follow a process whereby all PIU, Task Agencies and matching grant Recipient staff complete data collection and analysis and draft their Component/Subcomponent/Task/Sub-project Semester Reports in December and June so they can be shared with the Planning, M&E specialist by mid-January and mid-July. The following two weeks are allocated to consolidating all reports into one Project Semester Report which will undergo a process of review and improvement until a final version is adopted by the PSC. The Semester Report is then submitted to the World Bank. The due date is 30 days after the period ending.

63. **The Interim Financial Report (IFR),** contrary to the Semester Report, is produced every quarter by the Financial Manager, the IFR is due to the World Bank within 15 days of each quarter ending. For more detail, please refer to Volume 5 of the PIM on Financial Management and Disbursement.

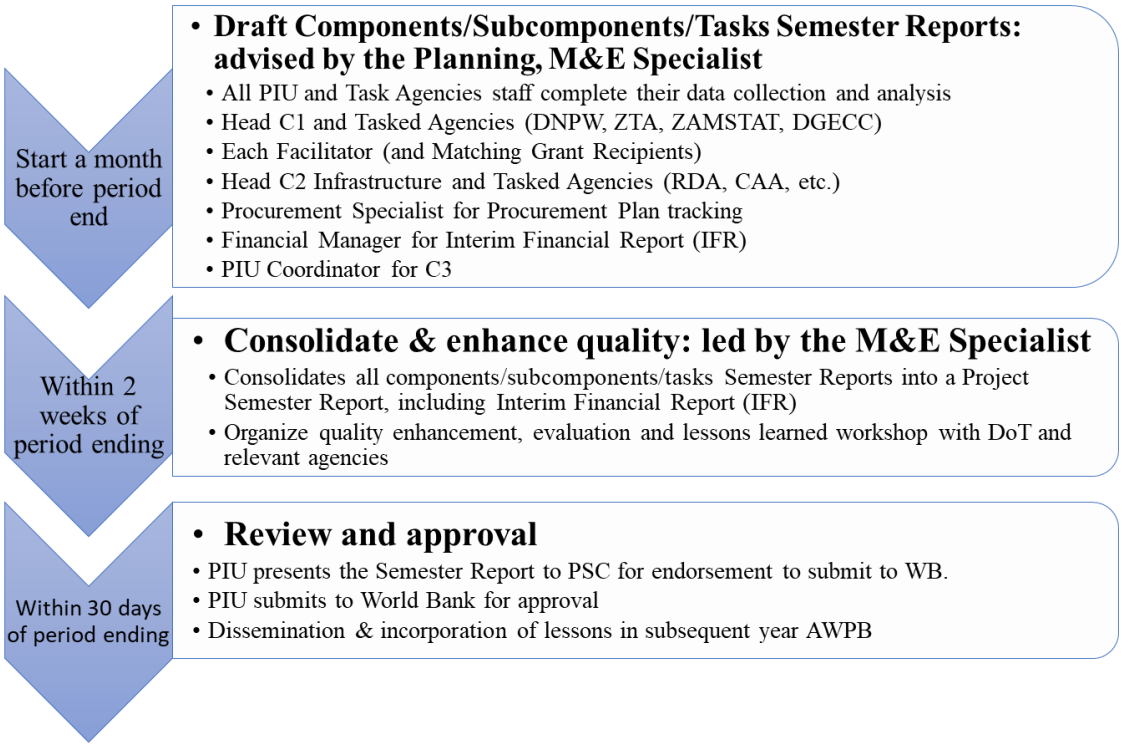


Figure 6. The Semester Reports preparation stages

4.5 Project Midterm Report and Completion Report

64. The Midterm and Completion Reports are similar in the sense that they cover several years and take a holistic approach to reporting that is informed by other assessments such as external impact assessment. Both are compiled by the PIU although the PIU may request the assistance of Task Agencies, other Government departments and possibly a consultant.

65. ***Midterm.*** The results of the Midterm Report and midterm reviews will help Project stakeholders identify the strengths and weakness in the Project and develop alternative strategies to improve Project delivery and outcome. The assessments will primarily take stock of progress, inputs and outputs and make practical recommendation for desirable changes required to achieve results in the second half of the Project.

66. ***Completion.*** The results of the Completion Report and completion reviews will inform the Government, the World Bank and other interested stakeholders on the overall implementation performance, outcome and impact as well as on the strengths and weakness of the Project design and decisions made at midterm. The Completion Report draw lessons to be incorporated in the design of subsequent operations in the sector.

67. ***Content.*** These two reports follow a similar format as the Semester Report. The main difference is the reporting period and the depth of the analysis especially on evaluating the PDO progress/achievement and detecting/assessing intended and unintended outcomes and impacts. These reports, analyse, evaluate and draw lessons on the following aspects:

- Completed Project activities and outputs – initially planned (and after restructuring) versus actual with explanations of any differences.
- Budget and procurement plan execution for each component and expenditure categories as compared to the initial plans and restricted budgets.
- Achievement of the PDO as measured by Project indicators – as compared to the initially planned (and after restructuring) versus actual with explanations of any differences.
- Assessment of the impact (or potential upcoming impact) of the Project such as change in income levels, food security, the nature-based economy and climate resilience.
- Evaluation of all aspects of implementation and identification of lessons learned.
- Assessment of Social and Environmental negative impact, and how these were mitigated.
- Actions taken to sustain maintenance and recurrent costs after the end of the Project, with special attention to sub-projects which benefited from matching grants and to the maintenance of infrastructure constructed with Project funds.

68. Without limitations, it is expected that the Midterm and Completion Reports will include an evaluation of the Project regarding: (a) the performance of the PIU, Task Agencies, the DoT and the PSC, (b) the adequacy of the Destination Planning (DP)/Strategic Environment and Social Assessment (SESA) approach for such operation, and the monitoring results of the implementation of DP/SESA Action Plan(s), (c) the realism of the design and implementation arrangement of the Matching Grant Scheme (MGS) especially from the point of view of contribution to a nature-based economy and sustainability as well as from the point of view of all parties, (d) the adequacy of the choice of infrastructure to support a nature-based economy and their compliance with standards, especially climate resilience, (e) the consequence of Subcomponent 1.1 and 1.2 is improving the investment climate and setting the stage for a stronger nature-based economy in the country and in the targeted TDAs, (f) whether the safeguards were applied, useful (and successful) in avoiding, reducing and mitigating social and environmental risks, and (g) whether the Project contributed to the development of skills and how many people benefited from such enhancement.

5 EVALUATIONS, REPLANNING, DISSEMINATION

69. In addition to the regular tracking of performance in the Semester Report, the Project will be subjected to other scrutiny such as (a) Compliance Monitoring, (b) Destination Plan, SESA and their respective Action Plans, and following them the IIP, (c) Mid-term and end of Project impact assessments, (d) World Bank mission Aide Memoires and Implementation Completion Report (ICR), and (e) Dissemination.

70. These reports will not only include information on the Project planning and implementation but also data analysis, cross referencing of information, evaluation of performance and of impact as well as draw lessons at all levels. Some of the findings and lessons, if obtained during implementation, will influence design modifications that will be reflected in subsequent versions of the PIM.

5.1 Compliance Monitoring (Controls)

71. The first level of compliance monitoring self-compliance by the PIU (see Section 4.2 above). Other parties such as financial auditors, ZEMA (environmental and social auditors), the MoT and the World Bank will also engage in compliance monitoring and verification. These exercises, which can be periodical or random, should also be integrated in the daily process of Project implementation by all PIU staff and partners. It will be incorporated in the preparation of the AWPB (prevention), of Semester Report (verification) but take special dimension in internal audit (by the Internal Audit Unit of the MoT), external audits, procurement reviews, contract supervision, etc.

72. This is meant to assess whether the Project implementation follows prescribed policies, procedures, and guidelines in terms of compliance with:

- The Laws and regulations of the Government of Zambia.
- The Financing Agreement for the Project between GRZ and IDA.
- The PIM, including the GAAP.
- The criteria for selection of sub-projects for matching grants and infrastructure work.
- The Matching Grant Agreements.
- The Financial Management Standards.
- The Procurement Standards.
- The Environmental and Social Safeguard Standards.
- The technical Standards, especially civil works.

5.2 Planned Restructuring

73. Subcomponent 1.2, Task 1.2.1. will pilot local Destination Planning instruments in the three targeted emerging destinations, subject them to a SESA. Subsequently, under Component 2, a multicriteria analysis will be applied to derive the list of infrastructure that will be developed by the Project, or Infrastructure Investment Plan (IIP). For more detail, see PIM Volume 1 Section 5.2.

74. This exercise which should be completed by end-2024, will generate substantial information that was not available at Project preparation stage when the first PIM was drafted. This information will require that the PIM be substantially revised: (a) the Costab is reworked to incorporate the selected infrastructure, (b) the Gantt chart is revised to account for the replanning required from the information obtained in Destination Planning, (c) the Project indicators are revaluated in light of a first year of implementation and M&E, especially infrastructure indicator, and (d) the narrative associated with the Matching Grant Subcomponent and the Infrastructure Component be updated.

5.3 Impact Assessment at Midterm and at Project End

75. Outcome indicators are suitable proxy for measuring the immediate performance of implementation (first level consequence). But they are not designed to measure the collective impact (second level consequence) of all interventions on jobs, private investments, fiscal revenues, poverty, wildlife, and ecosystem. This is because these dimensions have inertia and thus tend to react slowly to intervention and are usually difficult to objectively attribute to a single Project.

76. To verify whether the Project is contributing to a development impacts, the PIU will consider commissioning a consulting firm to carry out an external assessment before the mid-term review and again just before closing. The external review will analyse whether the ongoing/completed activities and their outcome, have indeed created a context that stimulates and attracts significant green-tourism investment, empower community entities, create nature-based economy jobs, generate income for communities, increase the number of visitors, help manage better natural habitat, developed climate resilient infrastructures, etc. The assessment will also identify the unintended (or untargeted) impacts, whether positive and negative.

77. To ensure that the perception and insight of the community and other local stakeholders, the consultant will use a combination of participatory and fact-finding approaches to assess the collective perceptions and insights of CBEs and investors into the contribution of the Project to develop a nature-based economy in the targeted areas.

78. These two assessments will help the PIU write the Project Midterm Report and then the Project Completion Report. It will also be available to the World Bank for its own input in the Mid-term mission Aide Memoire and the ICR.

5.4 World Bank Implementation Support

79. ***Standard implementation support***. The World Bank will carry out regular (bi-annual) implementation support missions. These missions are meant to advise and support the Government team (in this case the MoT/DoT/PIU and other stakeholders) as well as verify compliance. Through its own analysis of reports and of field observations and interviews, the World Bank team may identify areas of improvement and lead discussion with the Government to help incorporate this improvement in the Project implementation practices or in Project design.

80. ***Planned restructuring***. After the adoption of the DP/SESA and the IIP by latest end-2024, the World bank will carry out a specific stocktaking mission. The rationale is to discuss the influence of the DP/SESA/IIP on the design of the Project components, subcomponents, budget, indicators, etc. After a year and a half of implementation, the first lessons will have begun to emerge, for example on (a) the adequacy of the PIU structure with implementation, (b) the early implementation challenges of the MGS, or (c) the performance of the Task Agencies of Subcomponents 1.1 and 1.2. This mission is likely to lead to a planned restructuring[9] of the Project and a revision of the PIM.

81. ***Midterm review***. At mid-term, by latest mid-2027, the World Bank will organize a substantial mission to review both the impact assessment and the midterm report from the PIU as well as to carry out field observations and interviews. Special attention will be paid to the validity of the PDO, its indicators and whether, considering implementation performance, they are likely to be achieved during the Project period. Such analysis may lead the Government and the World Bank to agree on restructuring.

82. ***Completion***. After, or just before, Project closing, currently planned for December 31, 2030[10], and reception of the PIU Completion Report, the World Bank will organize a final review of the Project implementation, performance, and impact as compared to the initial intent at Appraisal in 2023 and to the evolution of the design and indicators during implementation. This mission may be carried out by the World Bank staff or by contracted external consultant. The ICR produced will be shared with the Government and once cleared, disclosed by the World Bank.

5.5 DISSEMINATION

83. Most of the reports are meant to become available to Project stakeholders and the public through various media and communication technologies. Especially taking into account the Project commitment to the GAAP that aims to support timely and transparent information sharing and accountability, dissemination will use diverse and adaptable modalities. The Project has adopted a Communication Plan (see Volume 1 of the PIM) that will guide the dissemination of Project plans and reports.

[9] Restructuring of the project is sometimes perceived as an expression failure. In fact, it is the contrary. It is a measure of proactivity, objectivity, and realism. Restructuring requires a formal request from the Government and usually leads to an amendment of the Financing Agreement.
[10] Cf. Page 15 of the Financing Agreement.

ANNEX 1. MONITORING AND EVALUATION THEORY

Terms and definitions

1. Understanding terms and definition as well as background of monitoring and evaluation package is important for all PIU staff. The terms **Data** and **Information** are used interchangeably in everyday speech as meaning the same thing. However for project managers and information specialists the terms have distinct meanings:

2. **Data** are facts, events, transactions, etc. which have been recorded. Data are input raw materials from which information is produced.

3. **Information** is data that have been processed in such a way as to be useful to the recipient.

4. Consequently, information is data that have been interpreted and understood by the recipient of the message, and it should be noted that the user, not just the sender, is involved in the transformation of data into information.

5. **Monitoring** can be broadly defined as *frequent largely routine collection, analysis and reporting on information about the performance of a project; comparison with project plans, and discussions and proposal for any corrective action.*

6. **Evaluation** is broadly defined *as a more thorough examination, at specified points in time, of a project or parts of it, usually with emphasis on impacts, efficiency, effectiveness, relevance, replicability and sustainability*.

7. Whilst monitoring and evaluation are related there are some fundamental differences as shown below. In fact, many international funding agencies have separate monitoring and evaluation divisions.

8. A good M&E system will help to:

   – Clarify what impact the project is expected to have;
   – Decide how progress and impact will be assessed;
   – Gather and analyse the necessary information for tracking progress and impact; and
   – Explain the reasons for success and failure and how to use this information to improve future actions.

Table A.1 Steps in setting up and implementing an M&E system.

STAGE	MONITORING	EVALUATION
Planning	• Decide what information is needed (indicators) • Decide who needs it. • Decide how often the information should be collected. • Decide how to get it. • Decide any implications for budget or planning. • Decide who should be responsible for collecting it.	• Set the objectives for the evaluation. • Decide what information is needed. • Consider how it can be collected. • Decide questions for a survey. • Decide geographic area. • Decide sample size. • Determine number of people and amount of time needed for work. • Study logical framework • Draw up evaluation team TOR
Preparation	• Design and test any data collection recording. • Train staff who is responsible for monitoring • Inform Project staff of the monitoring system	• Design data collection tools (survey forms, interview guideline) • Decide how to select the sample. • Pre-test and revise data collection tools • Train evaluation staff • Make arrangements for evaluation in communities
Data Collection	- Collect agreed upon information on a routine basis. - Monitor data collection (e.g. data quality)	- Collect and study existing information (reports, proposals) - Select households / sites. - Conduct the interviews / observations
Analysis and Check	- Compare collected data with agreed indicators and note differences. - Identify any other issues. - Look for cause of any problems and identify options for action	- Data processing, interpret the results and draw conclusions. - Decide on recommendations. - Check analysis with key informants. - Tabulate date
Reporting of Results	- Document data and findings - Provide feed-back to Project management and implementers	- Summarize data in tables and graphs. - Write the final report
Use of Results	- Use results to improve management and implementation of Project	- Define priorities. - Plan the implementation of priority actions / changes. - Use the results to inform planning of subsequent projects in the sector

9. An effective **evaluation system** can serve two purposes: (a) *formative evaluations* aim at improving the performance of the project, which is evaluated through learning from experiences gained, whereas (b) *summative evaluations* are undertaken after the project is completed with the purpose of judging the project results.

10. The effective **monitoring system** will serve the needs of immediate project management by:

– Providing managers with information needed for day-to-day decisions;
– Providing key stakeholders with information to guide the project strategy;

- Providing early warnings of problems that need addressing;
- Helping empower primary stakeholders, especially direct beneficiaries;
- Building understanding and capacity amongst those involved in project activities; and
- Assessing progress and so building accountability.

11. Evaluation of projects is carried out based on a *core set of variables of evaluation* as follows:

- **Efficiency**: were inputs (staff, time, money, equipment) used in the best possible way to achieve outputs; could implementation been improved/ was there a better way of doing things.

- **Effectiveness**: to what extent the planned outputs, expected effects (project purpose) and intended impacts (overall objective) are being or have been produced or achieved timely.

- **Relevance**: did the Project address priority problems faced by the Project stakeholders and beneficiaries; was the Project consistent with policies of both development partners and governments (or agencies).

- **Impacts**: the longer-term consequences of the Project for the intended beneficiaries and any other people (positive or negative).

- **Sustainability**: have the necessary systems been put in place to ensure the Project itself and more particularly the Project benefits continue once the Project, and its funding has ended.

- **Replicability**: the feasibility of replicating the Project or parts of it in another context (area, sector, community).

Planning, M&E and the Project Cycle

12. Planning, M&E is not a standalone activity; the starting point for Project implementation is the Project design, which is built up through a process of situation analysis, problem identification, consultation for stakeholder analysis and identification. These analyses are then included in the **Results Framework (RF)**. The RF has a set of 'indicators' built into it; there is an automatic connection between Project design and the Planning, M&E system. The RF is the basis for preparation of the Annual Work Plan and Budget (AWPB), and it is at this point that milestones and specific annual targets should be included. Also any activities necessary to undertake Planning, M&E are scheduled and budgeted, especially any surveys, and training for building capacity to conduct Planning, M&E is also included.

13. Important, no changes in the RF can be made without prior written approval of the World Bank. Apart from regular monitoring there are two key M&E events, one is the mid-term and the other the end of Project (or implementation completion) evaluation. Such events are used to review in detail the progress, design features, risks assessments, implementation arrangements, etc., and to adjust the Project documentation and its direction.

Indicators

14. Indicators are realistic and measurable criteria of Project progress. They are defined before the Project starts and allow project managers to monitor or evaluate whether a project does what it said it would do. In project planning, indicators form the link between planning theory and planning practice. Indicators are either *quantitative*, or *qualitative.*

15. The *Quantitative Indicators* are expressed as a number, but this number can be a total, an average, a percentage, or a ratio. For example, number of kudu resident in a protected area, percent decrease in incidence of animal poaching between years, ratio of funds received to funds expended per year. The *Qualitative Indicators* on the other hand, indicate the quality of something, and cannot normally be expressed as a number, although it can sometimes be rated (subjectively) and used numerically for comparison purposes. For example, staff capacity and working system that has been improved after they were trained.

16. A general framework for developing indicators used by most international agencies is shown in the table A1.2 below.

Table A1.2 Overview of M&E principles for indicators

Stage	Type of Indicator	Sources of data	Who collects data
Monitoring (measures planning outputs against actual outputs)	Focus on outputs; mostly quantitative and easily available as part of daily work	Progress reports; field visits; and observations	Project staff (field staff, assigned M&E Officers) as part of daily work
Evaluation (measures effect or impact)	Focus on project overall objective and purpose. Often qualitative and needs special effort.	Reports; plans; surveys; and observations.	Evaluation team (team members come from the project, often assisted by external evaluators including participation of the World Bank team).

17. An example of an M&E system that has become popular with project managers in many development agencies is the **M&E Matrix** or **Results Framework (RF**). This methodology is briefly described below.

18. The critical step using the RF approach is to work with **performance questions** which will not only allow selection of indicators that show objectives are being met, but also can explain *why* and *if* this is in fact attributable to the project activities. Performance questions do not have to be complicated.

19. For Activities and Outputs/Results, the described 'planning logic' is usually straightforward and easy to understand. Therefore performance questions can often be answered with one simple indicator. When project Outcomes and Impacts are considered, a single indicator is often not enough.

20. Outcomes and Impacts are at higher levels in the 'planning logic' and the information required relates to changes brought about by project activities in general. It is often comparative and considers the 'with or without' project situation or 'before and after' project time frames.

21. Outputs of a project will be monitored on Sub-project level on monthly, quarterly and annually basis, which is dependent on the type of indicator. Some indicators, especially project outcomes will be measured less frequently.

22. Indicators can be linked to each other to form a 'Results chain of monitoring', where specific inputs lead ultimately to an impact through levels of Activities, Outputs and Outcomes, an example of which is shown in table A1.3 below:

Table A1.3 Example of Result chain of monitoring.

INPUT	ACTIVITY	OUTPUT	OUTCOME	IMPACT
Budget used for training	*Capacity:* Training is held for 10 selected communities in mushroom production	10 communities are trained in mushroom production	The trained communities extended their knowledge gained to other communities	This is replicated in wider area to and of other communities because of household income incentives
Budget used for zoning and park regulations	*Conservation:* Working with local communities for zoning, construct signboards and develop regulations	Zoning is conducted and demarcated with sign boards and regulations available	Zones and regulations have been well implemented by loca people	Biodiversity value identified show an increase based on detection. More frequency of encounters e.g. gibbon song
Handicraft development	*Livelihood:* Conduct resource assessment, training communities in processing and conduct market analysis	Report on the assessment and know raw materials available, the communities are trained, identified brokers	Other communities are interested and do some replication, communities exchange is held among themselves	Household income increase measured through household survey and that majo income from handicraft development

23. Good indicators are **S-M-A-R-T**: Specific, Measurable, Accurate, Realistic and Time-bound (see tableA1.4 below).

Table A1.4 Description of SMART indicators

SMART element	Definition
Specific	Clearly articulated and attributable relative to the project objective, purpose, and result/output. For example, how well are the target group, the project geographical area, the technical intervention and the target quantities defined in the indicator?
Measurable	How easy it is to measure the proposed indicator in a given area over a specific time period (difficult to measure indicators may use proxy indicators or may be avoided)?
Attributable	How does the indicator reliably attribute the measured changes to the project activities?
Realistic	How viable/feasible it is to measure the indicator in terms of available resources within the project (staff, finances, time, and equipment)?
Time-bound	By when and how frequently the indicator of change has to be monitored?

24. In addition, an indicator that is considered S-M-A-R-T is also:

- not ambiguous to the users
- understandable to the users

- relevant to users since it is selected with the participation of project stakeholders.
- collected by a source that has the confidence of the users.
- based on data that is readily available or can be easily collected with little effort
- correlating well with the degree of achievement of its associated planning intervention
- able to force planners to agree on precise and clearly formulated interventions that will make it possible to evaluate the project in future.
- containing the right level of detail for it to be useful to the users
- communicated to the right persons who are involved in decision making.
- communicated through the appropriate channel of communication.
- communicated in time for it to be useful to users/decision makers.
- setting clear standards for project performance thus aiding mgmt. of project inputs and resources
- creating the basis for a Monitoring and Evaluation System for the project

25. In summary, indicators should be limited in number (do not collect too many), should comprise a mix of both quantitative and qualitative types, be practical to collect and not dependent upon experts, and most importantly, tell stakeholders something about the project.

26. The selection of indicators is critical, and there is clearly a range of criteria/methods for their selection. However selection methods that are described in this chapter are simply guides, and, in the end, project managers must make decisions and select indicators that will serve them well by providing information to better manage the project in order to achieve its Overall Objective – the Project Development Objective, Outcomes, and Outputs.

27. The **Indicator Sheet** is used in defining the collection and management system for each individual indicator and is structured in the following manner (see table A1.5).

Table A1.5 Indicator sheet features

STRUCTURE HEADING	DESCRIPTION
Indicator Code	A unique code number for ease of locating in a filing system or within an M&E document
Nature of Indicator	The classification of the indicator in relation to the subject matter being monitored. The categories are related to the project components, for example, institutional strengthening, protected area management, or law enforcement
Type of Indicator	The classification of the indicator in relation to the level of the 'planning logic' that is found in the Project Results Framework (RF). The categories are related to the Project Development Objective, Project Output, Project Activities.
Indicator Description	This is the definition of the indicator. It should include information on targets to be achieved in terms of: o Quality (how well?) o Quantity (how much?) o Target group or organization (for whom?) o Area (where?) o Time (by when within the duration of the project?)
Rationale for Indicator	This explains the relationship between the planning level being monitored and the indicator description itself, and justifies the choice of indicator
Indicator Formulation Criteria	Indicators may be measured by qualitative (subjective assessments) or quantitative (statistical/mathematical assessments). Terms underlined in the indicator description are explained in detail here, where any scientific reasons

	can be given for defining classes or setting targets.
Validity of the Indicator	Any pre-conditions that must be fulfilled for the indicator to be valid must be mentioned here. Limitations of the indicator in providing information can be mentioned. Alternative indicators may be proposed in case there are data collections problems with this indicator.
Cost of Verification	The cost to the project of monitoring the indicator: low = limited cost, mostly secondary data with low processing needs; medium = simple primary data collection is needed and simple computerized data processing needs; high = complicated data collection and complex data processing needs.
Instruction for data managemer	This section defines: o Data required (what?) o Data sources (where?) o Data collection (how and by whom?) o Data quality control (how and by whom) o Data processing (how and by whom?) o Data reporting (from whom and to whom?) o Inputs required (in terms of human resources, time, equipment) o Identification of project contribution

Monitoring and Evaluation Tools

28. The M&E system uses a mix of quantitative and qualitative methods and may use the following monitoring and evaluation tools:

- ***Results Based Analysis*** describes the components in terms of results, measured by objectively verifiable indicators that are simple and easy to measure, and yet bring out key elements of performance.
- ***Input, Output and Impact Indicators:*** Input indicators refer to commitments and disbursements which will be monitored by type and location; output indicators measure the achievements in terms of immediate results; impact or outcome indicators will measure the change resulting from the output in mid/long term.
- ***Data Capturing of Measurable Results:*** There is a clear link between data collected at the community, district, provincial and national levels with the proposed measurable results – or indicators. Various reports are used to capture the data, including the application, appraisal, monitoring, completion reports, post-evaluation reports, payment vouchers, and justification forms. The district assessment report shows a composite indicator that measures progress against targets. Quarterly and annual progress reports, management reports and performance assessments are all used.
- ***Reporting Formats:*** Report formats are used to ensure timely access of information by various managers, implementers and other key stakeholders and are used to facilitate implementation and resource allocation decisions. Reports include quarterly bi-annual and annual reports and participating Non-Government Organization (NGOs), technical experts, facilitators, trainers, Extension Staff and beneficiary reports. Extension staff and beneficiaries will also be provided with a simple reporting template.
- ***Evaluations:*** Independent evaluations and technical audits are contracted by the PIU prior to mid-term and end-of-project. The mid-term evaluation is used not only to assess achievement of intermediary results, but also allow for design corrections in the three

components. Various ad hoc studies may be commissioned for evaluation purposes such as Beneficiary Assessments, and specific technical evaluations.

- ***Dissemination of Reports and Evaluations:*** The dissemination of reports and evaluations use various fora. The information system once developed will maintain an efficient, regular and user-friendly information flow related to nature-based tourism activities between all stakeholders. Results from M & E activities and evaluations will be disseminated through various stakeholder meetings and through the GREAT-TDP social awareness campaign.
- ***Geographic Information System (GIS)*** monitors the location of sub-projects. The Longitude and Latitude co-ordinates are collected using Global Positioning Systems by the facilitators. The Geographical Information System (GIS) capability of the monitoring system should allow the mapping of sub-projects and compares the location of investments with identified vulnerable locations.
- ***Community Assessment.*** The PIU assesses the targeted communities' capacity to facilitate participatory planning at the community group level for nature-based tourism participatory planning; to mainstream climate resilience in the Integrated Development Plan; to apply climate information to decision making; and to reduce exposure to climate hazards by vulnerable populations and assets. The assessment also evaluates the ward preparedness and the institutional capacity to respond to a crisis.

ANNEX 2. TEMPLATE ANNUAL WORK PLAN AND BUDGET

1. The AWPB includes a narrative that set the stage of implementation and four annexes with details: Annex A. Result Framework, Annex B. Activity Plan, Annex C. Budget and Annex D. Procurement Plan. In some other Projects, a narrative is not used. But, without narrative the qualitative dimension of the proposed plan and the rationale behind numbers is difficult to grasp. Due to its complexity and its innovative dimension, the Project will pay special attention to providing the AWPB reviewers and users with a short but well-crafted narrative.

Executive summary.
(Two pages maximum. Please make sure that this is an actual summary of the planned activities for the coming year and their required budget - with point out to particular items to be highlighted. It should not be an introduction as is often mistakenly practiced.)

Introduction / Summary of the Project
(One page maximum - only write in order to contextualize the annual plan into the overall aim and design of the Project.)

Analysis of past years' performance.
(*two pages maximum. This narrative describes the achievement of the past year as compared to the plan (activities, output, outcomes), the challenges experienced, and the decisions made to overcome the challenges and get the Project.)*

Targeted outcome for the upcoming year.
(*Insert a narrative explaining the status of the outcome indicators - half a page maximum for each indicator, analysing how they are progressing thanks to the Project implementation and how they are likely to progress due to the planned activities in the coming year. Add the table below, which is a simple table with the information extracted from the Result Framework in Annex of the AWPB and allows to visualize rapidly the outcome status of the Project)*

PDO Indicator	Baseline (at the start of the yr.)	End of Project Target	Target (at the end of the yr.)
OI1. Time for tour operators to complete an operating license renewal (annual)			
OI2. New enterprises in tourism value chain in emerging destination (cumulative)			
OI3.[11] TDAs (*i.e., emerging destination*) with climate resilient Infrastructure Investment Plans implemented			
Other outcome Indicator	Baseline (yr. starting)	End of Project Target	Target (yr. ending)

[11] This indicator serves as "place holder" until the planned restructuring when the DP/SESA/IIP will inform which infrastructure are selected and what would be the outcome of their construction.

PDO Indicator	Baseline (at the start of the yr.)	End of Project Target	Target (at the end of the yr.)

Activity Plan for each Component / Subcomponent

(*for each Subcomponent 1.1, 1.2, 1.3, then Components 2 and 3, insert a short description on the situation at year start. Then insert a narrative - describing by the responsible entity (PIU, Task Agencies, others) - of the intended output and activities to achieve the target for intermediary outcome (extracted from the Activity Plan in Annex B.) and of the planned budget that is mobilized (extracted from the budget in Annex C.) -. For each Component/Subcomponent, insert its intermediary outcomes (IOI). For SC1.1 and SC1.2, some of these IOI will have been provided by the Task Agencies in the Task Concepts. The rationale for this is to enable the Head of the Component and external evaluators (e.g. DoT, PSC, World Bank) to obtain a reasonable vision of the component or subcomponent without having to go back and forth to annexes.)*

Project Intermediary Outcome Indicator	Baseline (yr. starting)	End of Project Target	Target (yr. ending)
Other Intermediary Outcome Indicator	Baseline (yr. starting)	End of Project Target	Target (yr. ending)

Special Activity Plan

(*In addition to the mainstream implementation, the Project must implement the ESCP, DP/SESA Action Plan, and the GAAP. This section of the AWPB list, possibly in table format the actions planned in the year to ensure that these two action plans are implemented. It is likely that the World Bank Aide Memoire will offer additional action plans to redress implementation challenges. It is good practice to incorporate such plan in the AWPB where relevant.)*

Budget Summary

(Insert a simple table with the components and subcomponents, and the budget for the year. This table is extracted from the detailed table which is in Annex C of the AWPB. If the PIU has the capacity to also present the same budget by expenditure categories – civil works, good, services, operation, matching grants - it would be very useful to also insert such table)

Components & Subcomponents	Annual Budget (US$, million)
C1. Enabling environment for the nature-based economy	
SC1.3. Destination branding, planning, tourism marketing, and licensing	

SC1.2. Improved competitiveness of nature-based policy, regulatory, and institutional frameworks	
SC1.3. Matching grants and technical assistance to nature-based economic activities	
C2. Improving Climate-Resilient Destination Access and Basic Service Infrastructure	
C3. Project Administration and Management.	
TOTAL	

Expenditure categories	Annual Budget (US$, million)
Services	
Civil Works	
Good	
Matching grants	
Operations	
TOTAL	

ANNEXES

There are 4 Annexes: (a) Result Framework, (b) Activity Plan, (c) Budget and (d) Procurement Plan. They are all available in an Excel file template to the PIU and are provided as "image" below except the Procurement Plan which is in the Procurement Manual. The PIU is invited to use the excel templates when they prepare the AWPB.

Annex A TEMPLATE RESULT MONITORING FRAMEWORK

Indicators	Unit		Annual Target Values								Remark / Comment / Discussion
			2023	2024	2025	2026	2027	2028	2029	2030	
			Baseline	YR 1	YR 2	YR3	YR 4	YR 5	YR6	YR7	
Project Outcome indicator - PDO Level											
IO 1 Time for tour operators to complete an operating license renewal (annual)	Months	Plan	120	120	80	50	30	20	14	14	
		Revised plan	120	0	80	50	30	20	14	14	
		Actual	120								
OI2. New enterprises in tourism value chain in emerging destination (cumulative)	#	Plan	0	0	2	4	5	10	15	15	
		Revised plan	0	0	2	4	5	10	15	15	
		Actual	0								
OI2. Kasaba Bay	#	Plan	0	0	1	2	2	4	6	6	
		Revised plan	0	0	1	2	2	4	6	6	
		Actual	0								
OI2. Liuwa Plain	#	Plan	0	0	1	2	2	4	6	6	
		Revised plan	0	0	1	2	2	4	6	6	
		Actual	0								
OI2. Source Zambezi	#	Plan	0	0	0	0	1	2	3	3	
		Revised plan	0	0	0	0	1	2	3	3	
		Actual	0								
OI3. (Emerging) Tourism Destination Areas with climate resilient Infrastructure Investment Plans (fully) implemented (cumulative)	%	Plan	0	0	0	0	2	3	3	3	
		Revised plan	0	0	0	0	2	3	3	3	
		Actual	0								

Indicators	Unit		Annual Target Values								Remark / Comment / Discussion
			2023	2024	2025	2026	2027	2028	2029	2030	
			Baseline	YR 1	YR 2	YR3	YR 4	YR 5	YR6	YR7	
Supplemental Outcome indicator - PDO Level											
OI4. Direct beneficiaries of the Matching Grant Scheme (cumulative), including women, youth, people with disability	#	Plan	0	0	120	490	800	1200	1200	1200	
		Revised plan	0	0	120	490	800	1200	1200	1200	
		Actual	0								
OI4. Women	%	Plan	0	0	30	30	30	30	30	30	
		Revised plan	0	0	30	30	30	30	30	30	
		Actual	0								
OI4. Youth	%	Plan	0	0	30	30	30	30	30	30	
		Revised plan	0	0	30	30	30	30	30	30	
		Actual	0								
OI4. people with disability	%	Plan	0	0	5	5	5	5	5	5	
		Revised plan	0	0	5	5	5	5	5	5	
		Actual	0								
OI4. Kasaba Bay	#	Plan	0	0	50	200	320	500	500	500	
		Revised plan	0	0	50	200	320	500	500	500	
		Actual	0								
OI4. Liuwa Plain	#	Plan	0	0	50	200	320	500	500	500	
		Revised plan	0	0	50	200	320	500	500	500	
		Actual	0								
OI4. Source Zambezi	#	Plan	0	0	20	90	160	200	200	200	
		Revised plan	0	0	20	90	160	200	200	200	
		Actual	0								

Indicators	Unit		Annual Target Values								Remark / Comment / Discussion
			2023	2024	2025	2026	2027	2028	2029	2030	
			Baseline	YR 1	YR 2	YR3	YR 4	YR 5	YR6	YR7	
OI5. Domestic visitors (annual) ** Baseline is the year 2022	ha	Plan	6,996	7,016	7,720	8,490	9,340	10,270	11,300	12,430	
		Revised plan	6,996	7,016	7,720	8,490	9,340	10,270	11,300	12,430	
		Actual	0								
OI5. Nsumbu NP	ha	Plan	6,114	6,114	6,730	7,400	8,140	8,950	9,850	10,840	
		Revised plan	6,114	6,114	6,730	7,400	8,140	8,950	9,850	10,840	
		Actual	6,114								
OI5. Liuwa Plain NP	ha	Plan	190	210	230	250	280	310	340	370	
		Revised plan	190	210	230	250	280	310	340	370	
		Actual	190								
OI5. Source Zambezi Heritage Site	ha	Plan	692	692	760	840	920	1,010	1,110	1,220	
		Revised plan	692	692	760	840	920	1,010	1,110	1,220	
		Actual	692								
OI5. International visitors t(annual)	ha	Plan	538	538	590	660	730	810	890	980	
		Revised plan	538	538	590	660	730	810	890	980	
		Actual	538								
OI5. Nsumbu NP	ha	Plan	56	56	60	70	80	90	100	110	
		Revised plan	56	56	60	70	80	90	100	110	
		Actual	56								
OI5. Liuwa Plain NP	ha	Plan	416	416	460	510	560	620	680	750	
		Revised plan	416	416	460	510	560	620	680	750	
		Actual	416								
OI5. Source Zambezi Heritage Site	ha	Plan	66	66	70	80	90	100	110	120	
		Revised plan	66	66	70	80	90	100	110	120	
		Actual	66								
OI6. Total amount of Investment committed toward the nature-based economy (cumulative)	Million US$	Plan	0	0	0.45	2.6	6	8	10	10	
		Revised plan	0	0	0.45	2.6	6	8	10	10	
		Actual	0								
OI6. Kasaba Bay	Million US$	Plan	0	0	0.2	1.2	2.8	3.4	4	4	
		Revised plan	0	0	0.2	1.2	2.8	3.4	4	4	
		Actual	0								
OI6. Liuwa Plain	Million US$	Plan	0	0	0.2	1.2	2.8	3.4	4	4	
		Revised plan	0	0	0.2	1.2	2.8	3.4	4	4	
		Actual	0								
OI6. Source Zambezi	Million US$	Plan	0	0	0.05	0.2	0.4	1.2	2	2	
		Revised plan	0	0	0.05	0.2	0.4	1.2	2	2	
		Actual	0								
OI6. Amount of invesment committed toward nature-based economy from co-financing to the matching grant scheme (cumulative)	Million US$	Plan	0	0	0.7	2.6	4	4.5	5	5	
		Revised plan	0	0	0.7	2.6	4	4.5	5	5	
		Actual	0								
OI6. Kasaba Bay	Million US$	Plan	0	0	0.3	1.2	1.8	2	2.2	2.2	
		Revised plan	0	0	0.3	1.2	1.8	2	2.2	2.2	
		Actual	0								
OI6. Liuwa Plain	Million US$	Plan	0	0	0.3	1.2	1.8	2	2.2	2.2	
		Revised plan	0	0	0.3	1.2	1.8	2	2.2	2.2	
		Actual	0								
OI6. Source Zambezi	Million US$	Plan	0	0	0.1	0.2	0.4	0.5	0.6	0.6	
		Revised plan	0	0	0.1	0.2	0.4	0.5	0.6	0.6	
		Actual	0								

Indicators	Unit		Annual Target Values								Remark / Comment / Discussion
			2023	2024	2025	2026	2027	2028	2029	2030	
			Baseline	YR 1	YR 2	YR3	YR 4	YR 5	YR6	YR7	
Component 1. Enabling environment for the nature-based economy											
IOI 1.1 New agreements signed for collaborative management partnership (cumulative)	Number	Plan	0	0	1	2	3	5	7	7	
		Revised plan	0	0	1	2	3	5	7	7	
		Actual	0								
IOI 1.2 New agreements signed for nature-based economy concessions (cumulative)	%	Plan	0	0	0	1	1	2	3	3	
		Revised plan	0	0	0	1	1	2	3	3	
		Actual	0								
IOI 1.3 Community based organizations (i.e. CBE) that are enrolled in nature-based economy partnerships (cumulative)	Number	Plan	0	0	2	5	7	11	20	20	
		Revised plan	0	0	2	5	7	11	20	20	
		Actual	0								
IOI1.3 Kasaba Bay	Number	Plan	0	0	1	2	3	4	8	8	
		Revised plan	0	0	1	2	3	4	8	8	
		Actual									
IOI1.3 Liuwa	Number	Plan	0	0	1	2	3	4	8	8	
		Revised plan	0	0	1	2	3	4	8	8	
		Actual	0								
IOI1.3 Source Zambezi	Number	Plan	0	0	0	1	1	3	4	4	
		Revised plan	0	0	0	1	1	3	4	4	
		Actual	0								
IOI 1.4 Proportion of all businesses (i.e. CBE) registered with project support that are women-led / women owned (annual)	% of IOI1.2.	Plan	0.0	0.0	30.0	30.0	30.0	30.0	30.0	30.0	
		Revised plan	0.0	0.0	30.0	30.0	30.0	30.0	30.0	30.0	
		Actual	0.0								

Indicators	Unit		Annual Target Values								Remark / Comment / Discussion
			2023	2024	2025	2026	2027	2028	2029	2030	
			Baseline	YR 1	YR 2	YR3	YR 4	YR 5	YR6	YR7	
IOI 1.5 People participating in consultations/decision making on natural resources management (cumulative)	Number	Plan	0	150	300	300	300	450	600	600	
		Revised plan	0	0	300	300	300	450	600	600	
		Actual	0								
IOI1.5 Kasaba Bay	Number	Plan	0	50	100	100	100	150	200	200	
		Revised plan	0	0	100	100	100	150	200	200	
		Actual									
IOI1.5 Liuwa	Number	Plan	0	50	100	100	100	150	200	200	
		Revised plan	0	0	100	100	100	150	200	200	
		Actual	0								
IOI1.5 Source Zambezi	Number	Plan	0	50	100	100	100	150	200	200	
		Revised plan	0	0	100	100	100	150	200	200	
		Actual	0								
IOI 1.5 Proportion of women	%	Plan	0.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	
		Revised plan	0.0	30.0	30.0	30.0	30.0	30.0	30.0	30.0	
		Actual	0.0								
IOI6. (Additional) area with sustainable land management in emerging destinations (cumulative)	ha	Plan	0	40,000	130,000	225,000	300,000	480,000	927,000	927,000	
		Revised plan	0	40,000	130,000	225,000	300,000	480,000	927,000	927,000	
		Actual	0								
OI2. Kasaba Bay	ha	Plan	0	20,000	60,000	100,000	130,000	200,000	420,000	420,000	
		Revised plan	0	20,000	60,000	100,000	130,000	200,000	420,000	420,000	
		Actual	0								
OI2. Liuwa Plain	ha	Plan	0	20,000	60,000	100,000	130,000	220,000	420,000	420,000	
		Revised plan	0	20,000	60,000	100,000	130,000	220,000	420,000	420,000	
		Actual	0								
OI3. Source Zambezi	ha	Plan	0	0	10,000	25,000	40,000	60,000	87,000	87,000	
		Revised plan	0	0	10,000	25,000	40,000	60,000	87,000	87,000	
		Actual	0								
Component 2. Improving Climate-Resilient Destination Access and Basic Service Infrastructure											
IOI 2.2 Length of roads rehabilitated to good and fair condition	km	Plan	0	0	0	0	100	600	800	800	
		Revised Plan	0	0	0	0	100	600	800	800	
		Actual	0								
IOI 2.3 Airports upgraded with a combination of air strip rehabilitation/ upgrade and/ or airport facility rehabilitation	Number	Plan	0	0	0	0	1	2	3	3	
		Revised Plan	0	0	0	0	1	2	3	3	
		Actual	0								

ANNEX B TEMPLATE ACTIVITY PLAN

Component (or Sub-Component)(or Task): E.g. Subcomponent 1.3. Matching Grant Nsumbu								
Output / Deliverable	**Activities**	**Responsible**	**Q1**	**Q2**	**Q3**	**Q4**	**Comments**	**Status at reporting time**
Output 1								
Control room operational	Monitor proc. equip. & construct. building	Foreman	X	X	X	X	The procurement of the license needs to start well before training is planned as it can take up to 3 months.	
	Develop control room procedure	Warden			X			
	Train (in house) control room operators	DNPW trainer				X		
	Test procedures and improve	Senior ranger				X		
Output 2								
Output 3								

Please note that the text in the template (output1) is presented for illustration purpose.

ANNEX C TEMPLATE DETAILED BUDGET

			Quantity									
Comp/SC Activity / Budget line	***Unit***	***$ Unit Cst***	***Q1***	***Q2***	***Q3***	***Q4***	***TOTAL Q***	***Q1***	***Q2***	***Q3***	***Q4***	***TOTAL YEAR***
Laptops	each	1,250	1.0				1	1,250	0	0	0	1,250
GPS	each	570	7.0				7	3,990	0	0	0	3,990
Field equipment (Backpack tents)	set	1,500			40.0		40	0	0	60,000	0	60,000
Contingency	%	5						0	0	0	0	3,262
Sub Total								**5,240**	**0**	**60,000**	**0**	**68,502**
Comp/SC Activity / Budget line	***Unit***	***$ Unit Cst***	***Q1***	***Q2***	***Q3***	***Q4***	***TOTAL Q***	***Q1***	***Q2***	***Q3***	***Q4***	***TOTAL YEAR***
							0	0	0	0	0	0
							0	0	0	0	0	0
							0	0	0	0	0	0
Contingency	%	5						0	0	0	0	0
Sub Total								**0**	**0**	**0**	**0**	**0**
Total								**0**	**0**	**0**	**0**	**0**

Please note that the figures in the budget are presented for illustration purpose.

ANNEX 3. TEMPLATE SEMESTER REPORT

1. This Annex provides a template and guidance for the Semester Report. The same template may be used for the midterm and completion report. The authors will have the mandate to cover a different reporting period and add very significant depth to the analysis. The authors should also feel free to add chapters and section as they feel necessary to inform the audience.

2. In a well-planned project, the Semester Report is a mirrored post-version of the AWPB. It also includes a several section of narrative and annexes.

Executive summary.
(Two pages maximum. Please make sure that this is an actual summary of the progress and achievement made during the past Semester. It should not be an introduction as is often mistakenly practiced.)

Introduction / Summary of the Project
(One page maximum - contextualize the past semester's achievement and progress in the broader scope of the Project.)

Review of the intentions of the AWPB.
(*two pages maximum. This narrative summarises the AWPB that guided the Semester's activities - in terms of the context, the intended activities, output, outcomes, the challenges to overcome, and the conditions of implementation success).*

Achieved outcome for the year.
(*Insert a narrative explaining the status of the outcome indicator, analysing how they have reacted to the Project implementation. Insert the table below, which is a simple table with the information extracted from the Result Framework in Annex of the Semester Report and allows to visualize rapidly the outcome status of the Project. In the Comment column indicate whether the target for the year was achieved or not and, if useful include comments)*

PDO Indicators	AWPB target (at semester start)	Actual (at semester end)	EoP target	Comment and rating
OI1. Time for tour operators to complete an operating license renewal (annual)				
OI2. New enterprises in tourism value chain in emerging destination (cumulative)				
OI3.[12] TDAs (*i.e., emerging destination*) with climate resilient Infrastructure Investment Plans implemented				
Supplemental outcome Indicators	AWPB target	Actual	EoP target	Comment

[12] This indicator serves as "place holder" until the planned restructuring when the DP/SESA/IIP will inform which infrastructure are selected and what would be the outcome of their construction.

PDO Indicators	AWPB target (at semester start)	Actual (at semester end)	EoP target	Comment and rating
	(at semester start)	(at semester end)		and rating
OI4. Direct beneficiaries of the Matching Grant Scheme (of which women) (and of which young people (cumulative)				
OI5. Paying visitors to each of the targeted emerging destinations (annual)				
OI6. Amount of private investment committed toward the nature-based economy in the Project Area (Total / of which is from MGS) (cumulative)				

Activity Plan for each Component / Subcomponent

(*for each Subcomponent 1.1, 1.2, 1.3, then Components 2 and 3, insert a narrative of the achieved intermediary outcome, output, and the activity (extracted from the Activity Plan in Annex B) and budget that was effectively mobilized (extracted from the IFR). Describe the performance of the PIU, the Task Agencies, and other relevant parties. For each Component/Subcomponent, insert its intermediary outcomes (IOI). For SC1.1 and SC1.2, some of these IOI will have been provided by the Task Agencies in the Task Concepts.)*

Project Intermediary Outcome Indicator	AWPB target (at semester start)	Actual (at semester end)	EoP target	Comment and rating
Other Intermediary Outcome Indicator	AWPB target (at **semester** start)	Actual (at **semester** end)	EoP target	Comment and rating

Special Activity Plan

(*In addition, the Project must report on the ESCP and the GAAP. This section of the Semester Report shall list, possibly in table format, the actions carried out in the year to implement these two action plans (NOTE: there may be more than one ESCP developed during the course of the Project implementation). Possibly report as well on the Action Plan of the World Bank Aide Memoire (if any and if relevant)*

Budget Execution

(Insert a simple table with the components and subcomponents, and the budget implemented for the year as compared to the plan. This table is extracted from the IFR. If the PIU has the capacity to also present the same budget by expenditure categories – civil works, good, services, operation, matching grants - it would be very useful to also insert such table)

Components & Subcomponents	Annual Budget (US$ 'm)	Executed Budget (US$ 'm	% execution
C1. Enabling environment for the nature-based economy			
SC1.1. Destination branding, planning, tourism marketing, and licensing			
SC1.2. Improved competitiveness of nature-based policy, regulatory, and institutional frameworks			
SC1.3. Matching grants and technical assistance to nature-based economic activities			
C2. Improving Climate-Resilient Destination Access and Basic Service Infrastructure			
C3. Project Administration and Management.			
TOTAL			

Expenditure categories	Annual Budget (US$ 'm)	Executed Budget (US$ 'm	% execution
Services			
Civil Works			
Good			
Matching grants			
Operations			
TOTAL			

Evaluation / Risk / Opportunities / Challenges / Lessons

(*In this section, the authors need to analyse the semester ending, cross reference and compare with the intentions at semester start and determines the causes for what worked well and the causes for the challenges that may have prevented implementation or prevented implementation to materialise as outcome. This section may analyse the evolution of context (e.g., a new health crisis, or a sudden surge in investment) and evaluate the consequence on the Project. Lessons for the next semester of implementation are drawn and recommendation to the PSC and World Bank are proposed.)*

ANNEX

(*Like the AWPB, there are 4 Annexes in the Semester Report: Annex A. updated Result Framework, Annex B. updated Activity Plan, Annex C. Implemented Budget (extract from the IFR) and Annex D. updated Procurement Plan. Please use the same template as for the AWPB which always has fields for reporting. These templates are all available in an Excel file template. They should be provided as "image" in the Semester Report Annexes except the Procurement Plan which is in the Procurement Manual. The team is invited to use the excel templates when they prepare the Semester Report.*

ANNEX 4. INDICATOR SHEETS FOR EACH INDICATOR

1. For each indicator, the user is invited to refer to the fact sheet below. Each describe the indicator, its baseline and target as well as the responsibilities and modes for data collection, analysis, and reporting.

2. During Year 1 as the DP/SESA and IIP are undertaken and adopted to lead to restructuring, the PIU will take the opportunity to validate and update each indicator, baseline, and target.

3. The Planning, M&E specialist will update/improve these Fact Sheets after each Project restructuring, if such restructuring makes changes to any indicator description or target.

4. No fact sheet is provided for the current Intermediary Indicators IOI 2.2 and 2.3 since they will be modified at the end of year 1 when the IIP is adopted.

Outcome Indicator 1 (OI1) Time for tour operators to complete an operating license renewal (annual)		
Description		This indicator measures the reduction in average time in months spent by tourism enterprises from application, submission, review of application to issuance of respective licence.
Rationale		The time to obtain a tourism license is an indicator of the administrative burden on new tourism investors, especially tour operators. A reduction of the license processing time is a direct benefit, and it is usually accompanied by co-benefits resulting from the willingness to make investment easier.
Measure		Day
Baseline		Current average time is 120 days.
Target by EOP		30 days
M&E procedure	**Data required**	*What*: Information on how long a license is obtained.
	Data source	*Where*: Tour operators survey
	Data collection	*Who*: Planning, M&E Specialist and M&E Assistant *When*: In the last quarter of each year.
	Quality control	*Who:* Tourism Specialist and DoT
	Data processing	*Who*: Planning, M&E Specialist and M&E Assistant *How*: Computation from enterprise survey.
	Reporting	*By whom*: The Planning, M&E Specialist *To whom*: The Coordinator

PDO Outcome Indicator 2 (OI2) New enterprises in tourism value chain in emerging destination (cumulative)		
Description		The indicator measures how many enterprises are being attracted to invest in each of the emerging destination. Qualified enterprises must be (1) involved in the tourism value chain: accommodation (guest houses, hotel, lodges), travel (bus line, scheduled flight company, rental company), guiding, etc. or (2) by extension to nature-based economy, private enterprises involved in the business of conservation and sustainable use and trade (game ranches, traders in sustainably harvested wild commodities, etc).
Rationale		This indicator measures whether the improved investment climate generated by the Project indeed leads to additional private sector investment in the nature-based economy.
Measure		Number
Baseline		0 In year 1 of the Project, the Tourism Specialist working with the team who carries out Destination Planning and the Facilitators will collect data to identify how many qualified enterprises are already operating in the Project sites.
Target by EOP		To be determined for each Project Areas. In year 1 of the Project, the Tourism Specialist working with the team who carries out Destination Planning and the Facilitator will identify a realistic target for dimensions (1) and (2) of this indicator.
Planning, M&E procedure	**Data required**	*What*: The evidence of new tourism value chain companies operating in the Project Areas.
	Data source	*Where*: Various locations, one is the Patent and Company Registration Agency (PACRA) registry, the other the MoT (companies who acquired licenses), the district planning unit, field observation and investigations, etc.
	Data collection	*Who*: The Facilitators, the Tourism specialist, Planning, M&E specialist and monitor to (a) prepare a template with all sources of information, (b) identify all new tourism value chain companies in the Project Areas. *When*: Throughout the semester since information is cumulative.
	Quality control	*Who:* The Director-Tourism at Ministry of Tourism (or his/her appointee)
	Data processing	*Who*: The Tourism specialist and Planning, M&E specialist. *How*: Simple addition of all qualified enterprise with disaggregation by types of value chain.
	Reporting	*By whom*: The Tourism Specialist *To whom*: The Coordinator

PDO Outcome Indicator 3 (OI3). (Emerging) Tourism Destination Areas with climate resilient Infrastructure Investment Plans (fully) implemented (cumulative)		
Description		This indicator measures whether the infrastructure identified for construction under the Project (through the IIP) are indeed constructed and do meet climate resilience standards. A climate resilient infrastructure is expected to be adapted to the increasingly variable condition of rainfall and drought that the area is expected to experience. To be considered resilient, they must meet a standard adopted by Government (or in the absence of such Zambia standard, another internationally recognized standard). The Ministry of Infrastructure Housing and Urban Development (MIHUD), working with Ministry of Green Economy and Environment (MoGEE) is in the process of revising the 1973 building codes and standards to incorporate a green and climate resilience in a new code and standard. RDA has guidelines in place for climate resilient roads and bridges. This is a PDO level indicator. However, this is phrased as an output indicator instead of an outcome indicator. It will be revised once the IIP is adopted.
Rationale		Infrastructure for access to and within the Tourism Destination Area (TDAs) are critical to attract investors. All such infrastructure must meet climate-resilience standards. This indicator verifies that the infrastructure identified for construction under the Project are indeed (a) designed and constructed (b) meet climate resilience standards.
Measure		Number of infrastructures successfully implemented as identified through IIP.
Baseline		0. By the end of year 1 of the Project, the IIP will be available and adopted. At that time, this indicator will be refined.
Target by EOP		1 Infrastructure (IIP) by 2027, 2 Infrastructure (IIP) by 2031 In year 1 of the Project, the Infrastructure Specialist working with the team who prepares the IIP will either modify the indicator identify a realistic target for this indicator at each site.
M&E procedure	**Data required**	*What*: Construction contract reports.
	Data source	*Where*: From the Task Agencies responsible for the infrastructure (RDA, Civil Aviation Authority, etc.)
	Data collection	*Who*: The Infrastructure specialist, Planning, M&E specialist and monitor to prepare a template to consolidate information and report. *When*: Throughout the semester since information is cumulative.
	Quality control	*Who:* Task Agencies
	Data processing	*Who*: Task Agencies *How*: Construction contract monitoring, field verification with the engineers, etc..
	Reporting	*By whom*: The Infrastructure Specialist *To whom*: The Coordinator

Supplement Outcome Indicator 4 (OI4). Direct beneficiaries of the Matching Grant Scheme (including women, young people and disabled persons) (cumulative)		
Description		This indicator measures the number of people from the communities of the Project Areas who are either the owner, Board member, Committee member, permanent or seasonal employee, or contractor, of a CBE, which is a recipient of a matching grant, as well the employees of the Mentor and Co-investors who are directly involved in the sub-project. This is an outcome-level indicator that is not a mandatory PDO indicator.
Rationale		By measuring how many people were somehow benefiting, one can assess the significance of the Project in the community.
Measure		Number of beneficiaries, of which number of women and of which number of youth (less than 30 years old)
Baseline		0.
Target by EOP		1,200 (500 in each Kasaba Bay and Liuwa and 200 in Source Zambezi) In year 1 of the Project, the Facilitators and Tourism Specialist working with the team who carries out Destination Planning and the Facilitators will verify, and revise, if necessary, the target for this indicator.
M&E procedure	**Data required**	*What*: The figures on CBE owners, members, staff, etc from each Recipient, Mentor and Partner of sub-projects
	Data source	*Where*: Applications and Recipient reports with field verification.
	Data collection	*Who*: The Facilitator and monitor *When*: Permanent
	Quality control	*Who:* The Planning, M&E Specialist
	Data processing	*Who*: The Tourism specialist and Planning, M&E specialist. *How*: Simple addition
	Reporting	*By whom*: The Tourism Specialist *To whom*: The Coordinator

Supplement Outcome Indicator 5 (OI5). Domestic and International visitors to Kasaba Bay, Liuwa Plains National Park and the Source of the Zambezi River (annual)		
Description		This indicator measures the number of visitors, disaggregated with nationals/expatriates (domestic) and foreign tourists, to each of the three identified Project Areas. This is an outcome-level indicator which is imported from the Zambia Tourism Master Plan.
Rationale		Improved management status of land resources secures a long-term success in protecting forest habitats, biodiversity value, watershed, environment service and wildlife all of which strengthening the foundation for a nature-based economy.
Measure		Number
Baseline		There is high variation in the annual number of visitors. Therefore, the average of 2020, 2021 and 2022 was set as the baseline. Note that for Nsumbu NP (Kasaba Bay) domestic visitors count, the figure erroneously includes commercial fisher-persons from local communities whose purpose is not tourism related. This figure will be revisited during project implementation especially through SC1.1 activity on improving tourism data. Domestic: Kasaba Bay 6,114, Liuwa Plains National Park 190, Source of the Zambezi River. 692 International: Kasaba Bay 56, Liuwa Plains National Park 416, Source of the Zambezi River 66
Target by EOP		A growth of 10% per year starting in 2025 is estimated. -Domestic: Kasaba Bay 10,840, Liuwa Plains National Park 340, Source of the Zambezi River. 1,220 -International: Kasaba Bay 110, Liuwa Plains National Park 750, Source of the Zambezi River 120. In year 1 of the Project, the Facilitators and Tourism Specialist working with the team who carries out Destination Planning and the Facilitators will verify whether these are realistic targets for this indicator.
M&E procedure	**Data required**	*What*: Simple number of visitors. With improvement of tourism statistics as part of Subcomponent 1.1, the measurement and analysis of this indicator is likely to be improved, especially for Nsumbu (Kasaba Bay) NP domestic.
	Data source	*Where*: (a) Register of entry in the two National Parks and Source of the Zambezi River and (b) DoT database from the Government SMART system.
	Data collection	*Who and when*: The DNPW reception officer for Kasaba Bay and Liuwa Plains National Park and the entry gate officer for Source of the Zambezi River. Permanent collection system.
	Quality control	*Who:* The Tourism Specialist.
	Data processing	*Who*: The Planning, M&E Specialist *How*: Simple counting and adding.
	Reporting	*By whom*: The Planning, M&E Specialist *To whom*: The Coordinator

Supplement Outcome Indicator 6 (OI6) Amount of private investment committed toward the nature-based economy in the Project Area (Total / of which is from MGS) (cumulative)		
Description		The indicator measures the amount in USD that new investors have invested or have committed to invest (with proof of commitment) as a direct result of the improved investment climate created by the infrastructure platform and the matching grants and indirect result of the improved general investment environment (e.g. improved licensing, digital system). This is an outcome-level indicator that is not a mandatory PDO indicator.
Rationale		The ultimate measure of Project success is whether it has an impact on attracting investors who will create more jobs.
Measure		Amount in USD
Baseline		0.
Target by EOP		About $10 million of overall NBE investment in all three Project areas of which about $5.0 million as co-financing from co-investors of the MGS.
M&E procedure	**Data required**	*What*: Proof of amount invested (or to be invested) by investor.
	Data source	*Where*: From documents provided by investors (PACRA report, approved business plans, audits, etc.) as well as from the digital system that is being planned as part of subcomponent 1.1 which would make it cheaper and easier way to monitor.
	Data collection	*Who*: Due diligence by Facilitator on document provided by investors. *When*: Throughout the semester since information is cumulative.
	Quality control	*Who:* Tourism Specialist
	Data processing	*Who*: The Tourism Specialist *How*: Due diligence on document provided by investors
	Reporting	*By whom*: The Tourism Specialist *To whom*: The Coordinator

Intermediary Outcome Indicator 1.1 (IOI 1.1). New collaborative management partnership (CMP) (cumulative)		
Description		The indicator measures the number of new CMP agreements signed among parties. The public land area subjected to these CMPs do not have to be national park. It can also be a GMA, a Forest Reserve, a Natural Heritage Site, etc. The indicators measure the new CMPs country wide.
Rationale		In southern Africa, including Zambia, CMPs between qualified NGOs and Government have led to improved management effectiveness of several national parks and game management areas. The Government intends to scale up and streamline CMPs over the wildlife estate.
Measure		Number
Baseline		0 (annual average count of new CMP will be calculated in Year 1)
Target by EOP		7
M&E procedure	**Data required**	*What*: Counting CMPs
	Data source	*Where*: Publicly disclosed agreements or documents shared by MoT, MoGEE, etc.
	Data collection	*Who*: The Planning, M&E Assistant *When*: Last quarter of each year
	Quality control	*Who: Tourism specialist.*
	Data processing	*Who*: The Planning, M&E specialist *How*: Simple computation from data provided by M&E Assistant
	Reporting	*By whom*: The Tourism Specialist *To whom*: The Coordinator

Intermediary Outcome Indicator 1.2 (IOI 1.2). New agreements signed for nature-based economy concessions (cumulative)		
Description		The indicator is nationwide. It measures the number of new tourism (or relevant NBE) concessions agreements signed among parties. Concessions are for uses of tourism value or of other nature-based resources/services concessioned by the Government to a legal entity (private company, NGO, individual, association, etc.). By extension, the indicator will also measure other forms of formal private or NGO management or co-management over wildland in open areas such as (a) conservancies and community game ranches and (b) in private areas such as game ranches and game farms. This indicator measures the outcome of the task entrusted to DNPW under Subcomponent 1.2 toward standardization and improvement of the CMPs and Concessions.
Rationale		An increased number of tourism concessions would demonstrate an improved investment climate in tourism in protected areas and leads to increased jobs. An increased number of other forms of concessions will show a diversification of the approaches.
Measure		Number
Baseline		0
Target by EOP		3 Other formal agreements do not have a set target but will be counted as well. At the Midterm review, it is likely that the indicator will be improved, and target values increased.
M&E procedure	**Data required**	*What*: Counting Concessions
	Data source	*Where*: Publicly disclosed agreements by DNPW, DoF, NHCC and private entities.
	Data collection	*Who*: The Planning, M&E Assistant *When*: Last quarter of each year
	Quality control	*Who:* Tourism specialist, who may seek support from expert (possibly member on the IEP roster with expertise in protected area management). *What:* reviews the Concession Agreement to check for its suitability to promote effective land management compatible with biodiversity conservation goals of the area.
	Data processing	*Who*: The Planning M&E specialist *How*: Simple computation from data provided by M&E Assistant
	Reporting	*By whom*: The Tourism Specialist *To whom*: The Coordinator

Intermediary Outcome Indicator 1.3 (IOI 1.3). Community based organizations (i.e. CBE) that are enrolled in nature-based economy partnerships (cumulative) **Intermediary Outcome Indicator IOI 1.4** Proportion of all businesses (i.e. CBE) registered with project support that are women-led / women owned (annual)		
Description		The indicator measures new CBE. A CBE is defined as a registered legal entity issued from the Community. By this definition, CBEs includes Community Forest Management Groups (under Forest Act), Community Resources Boards (CRB, Wildlife Act), and include any registered association, cooperative (Cooperative Societies Act), companies (Companies Act) or other legal entity that meet the description. To be eligible for a matching grant, a CBE must have all members, trustees, or shareholders (i.e. the ownership body) issued from the Community and be broadly recognized in the territory in which it operates. The ownership must be from members of at least five different households (preferably more). To be 'counted' toward the indicator, a CBE must be formally engaged in an NBA or Nature Based Business (NBB) (cf. the Matching Grant Manual, Volume 3 of the PIM). 'Women-owned' refers to women as majority owner/shareholder and will be monitored as "Female-owned CBE". 'Women-led' refers to top managerial position filled by women, and will be monitored as "Gender-balanced CBE". The indicator will measure "gender-balanced" CBEs, defined as CBE with at least 33% women in each ownership, governance, and staff (% to be reviewed after gender assessment in DP/SESA work)
Rationale		The nature-based tourism sector requires a pristine natural environment. This can only sustainably happen if the people who are living with these ecosystems benefit more from them staying natural than them being cleared for agriculture or other anthropocentric uses. This requires that community organizations are empowered and capacitated to play this role and that community member find rewarding jobs in NBE sectors.
Measure		Number and percentages
Baseline		0 CBE 0 Female-owned CBE & 0 Gender balanced CBE
Target by EOP		20 CBE, of which: (a) 6 Female-owned CBE (30%) and (b) 16 Gender balanced CBE (80%)
M&E procedure	**Data required**	*What*: Proof of registration, details of the CBE's ownership, governance, staffing as well as of engagement in NBA or NBB.
	Data source	*Where*: Sub-project EOI, Applications, Reports supplemented by field observations and interviews.
	Data collection	*Who*: Facilitators *When*: Throughout implementation, at least every semester
	Quality control	*Who:* M&E specialist and Tourism Specialist.
	Data processing	*Who*: Facilitators *How*: Computation and disaggregation from data collected.

	Reporting	*By whom*: The Tourism Specialist *To whom*: The Coordinator

Intermediary Outcome Indicator 1.5 (IOI 1.5) People participating in consultations/decision making on natural resources management (cumulative)		
Description		The indicator measures the number of people who participate in meetings where important community-wide decisions are being made with at least a majority and preferably a consensus. "Important community-wide decisions" refer to decisions among a larger constituency broader than a formally appointed group, conducted by at least a formally counted show of hands or signing names; and always producing meeting attendance sheet. Such decisions could be on allocating land to an NBA or NBE, appointing a committee to look into a matching grant, specific terms of MoU or MoA with the partners, etc. After a year, the Facilitators and the Planning, M&E Specialist will discuss the relevance of this indicator and either propose modifications or its replacement by a better suited indicator of community engagement. The approved Stakeholder Engagement Strategy (SEP) will guide them.
Rationale		The nature-based tourism sector requires that the natural environment remains near-pristine. This can only sustainably happen if the people who are living with these ecosystems benefit more from them staying natural than them being cleared for agriculture or other anthropocentric uses. This requires that community to be well informed about the options proposed by the MGS and their ability to make informed decisions.
Measure		Number and percentage
Baseline		0
Target by EOP		600 community members including 30% female.
M&E procedure	**Data required**	*What*: Meeting sign sheets, minutes of meetings
	Data source	*Where*: Meetings supplemented by field observations and interviews.
	Data collection	*Who*: Facilitators *When*: Throughout implementation
	Quality control	*Who:* M&E specialist and Tourism Specialist.
	Data processing	*Who*: Facilitators *How*: Computation and disaggregation from data collected.
	Reporting	*By whom*: The Tourism Specialist *To whom*: The Coordinator

Intermediary Outcome Indicator 1.6 (IOI 1.6). (New) area with sustainable land management in emerging destinations (cumulative)		
Description		The indicator measures the land area (public, community or private) with new and operational Collaborative Management Partnership (CMP), NBE concessions, or conservancy agreements or contracts. An area (in hectare) that meets "sustainable management" criteria score -- (a) a minimum 50%, and (b) an increase of at least 10%, -- becomes counted as "sustainably managed". The scoring system is a simplification of the standard Management Effectiveness Tracking Tool (METT) used for formal protected areas (see Annex 5 of this PIM Volume 2). The score is computed from 11 questions in an assessment form (see separately attached assessment form). Each question has a score value range (0-6) from worse to best. The score is calculated as the sum of each question value over the maximum value and is given in percentage. The indicator is computed by summing all areas that meet the criteria and continue meeting the criteria.
Rationale		Improved management status of land resources secures a long-term success in protecting forest habitats, biodiversity value, watershed, environment service and wildlife all of which strengthening the foundation for a nature-based economy.
Measure		Hectare
Baseline		0 ha. Each area that is proposed for improved management under the Matching Grant Scheme (MGS) or that is becoming managed with a CMP or concession in the Project area, will be required to measure the baseline score and the area to which it applies.
Target by EOP		500,000 ha (sum of the areas in the three sites): Kasaba Bay 200,000 ha; Liuwa 280,000 ha; Source Zambezi 20,000 ha.
M&E procedure	**Data required**	*What*: A GIS system with a shapefile of the proposed area and observation (GPS points) from field visit, and report of the simplified-METT scoring.
	Data source	*Where*: (a) A GIS system to prepare a map and measure each area, (b) Recipient and Mentor field observation and knowledge in simplified-METT.
	Data collection	*Who and when*: The baseline score is measured by the matching grant Applicant with assistance from the Mentor, and the Facilitator, prior to applying to a Nature Based Activity (NBA) matching Grant. The exercise is carried out at Application time and subsequently once a Semester (or Year) until Project end.
	Quality control	*Who:* The Facilitator, the Tourism Specialist, and the Planning, M&E Specialist.
	Data processing	*Who*: An assessment team of knowledgeable and objective people from the Recipient, Mentor and possibly the Department of National Park and Wildlife (DNPW) or the Forest Department (FD). The team should be trained and understand well (a) the scoring form, (b) the sub-project area and (c) the proposed activities. *How*: (1) Each area is measured using a georeferenced tool and the score is computed in a meeting for simplified-METT where the score form is filled out, (d) the indicator is the sum of the areas that meet the criteria.
	Reporting	*By whom*: The Facilitator *To whom*: The Coordinator

ANNEX 5. SIMPLIFIED MANAGEMENT EFFECTIVENESS TRACKING TOOL.

1. This Simplified Management Effectiveness Tracking Tool (S-METT) is adapted from the more complex tool that is usually applied to national parks (https://www.thegef.org/sites/default/files/documents/GEF_BD_Tracking_Tool_Guidelines_0.doc). This simplified version is adapted for the Project to a variety of land areas with a different management and use schemes such as an NBA or NBE eligible under the MGS.

2. The S-METT is necessary for land (in hectare) to be counted as a new area "being under sustainable land management" under Intermediary Outcome Indicator 1.6. An area is considered "as a new area sustainably managed" if its score increases from less than 50% to more than 50%.

3. A S-METT estimation meeting must be led by the Facilitator with representatives from the CBE, the Mentor, possibly the Co-investor (no less than 3 and no more than 6) and possibly staff from a technical agency such a s DNPW or FD. All must be selected because they are knowledgeable about the area features, the management scheme and the investments. It should take about two hours. However, the participants are welcome to take much longer if they want. S-METT scoring is the opportunity to engage in long conversation since usually these conversations facilitate the reaching of common understanding, common goals and the setting of realistic management target.

4. When the baseline score is set, the participants need to identify what is their end-of-project target. This points to the types and cope of activities necessaries to reach a score of more than 50%.

5. If the S-METT baseline for a sub-project's area is more than 50%, this implies that the area will not qualify under IO6. Still, this would be an encouraging result and it has no bearing on whether this is a suitable or eligible sub-project or not.

6. The S-METT is measured at the time of the Application as part of the Facilitator due diligence and measurement of the baseline. It is then measured, once a year, until the end of the Project irrespective of whether the sub-project is completed or not.

7. During the S-METT meeting, the participants need to explain, in the comment section why a score is given. This is important so the reviewers can verify the objectivity and accuracy of the score. When the score is updated. In the comment section, indicate why a score is changing. The score can go up or down.

8. Specific training is required for the Facilitator. He or she should start each S-METT meeting with a short training (or refresher).

Name of the CBE
Name of the area
Size (ha) of the area
Last updated: *MM/DD/YYYY*
Participants: *Name all participants and positions*

Assessment Form Questions	**Score** 2024	2025	2026	2027	2028	2029	2030	**Description of ratings**
1. Legal status of the land and natural resources (LNR): Does the area and its natural renewable resources, whether public, community owned or private, have a legal conservation or sustainable use status with rules that can be sustained over the medium term?								0 No 2 A potential status has been identified and agreed with the relevant authority. 4 A status is in process to be legally recognized by the relevant authority 6 Yes
Guidance: This question is self-explaining. In the comment section explain the reason for the score selected.								
2. Integrity. What proportion of the land area has habitat that is still in natural condition, unaffected by past or present activities such as settlement, agriculture, plantations, mines, livestock, etc.?								0 None 2 Around 30% of the land area possess habitat in near-natural condition 4 Around 60% of the land area possess habitat in near-natural condition 6 More than 90% of the land area possess habitat in near-natural condition
Guidance: Near-natural condition can be subjective. In this case, please consider that if an area has not been cleared in the past 20 years or has been in fallow for at least 5 years, it is in near-natural condition.								

3. Potential. Does the LNR possess natural wealth, or potential natural wealth, which if sustainably used economically and socially justify its maintenance as a natural landscape for development of nature-based activities or economy?								0 Not feasibly in our view and knowledge 2 Due to small size, high degradation or limited features, the potential for economic and social benefits from maintaining the natural landscape is likely much lower than land modification/conversion. 4 Due to the area feature, species richness the potential for economic and social benefits from maintaining the natural landscape is likely equal level with land modification/conversion. 6 Due to the area feature, species richness the potential for economic and social benefits from maintaining the natural landscape is likely much larger than the land modification/conversion.
Guidance: "Natural wealth" can be subjective. In this case, it means a feature which has value not just economically but also socially. It can be a touristic attractive waterfall, wildlife that can produce meat, tree species suitable for beekeeping, rare plants of medicinal value, water spring that can be used downstream for irrigation, a traditional cemetery of historical value, soil suitable for conservation farming, etc. "Land modification/conversion" in this case means intervention to the land away from maintaining it in its natural state that reduces the potential to develop nature-based (economic) activities. It can be for example commercial agriculture, housing development, a mine, a factory, etc. .								
4. Legal right to manage: Is the area managed by a legal entity which is legally empowered and accountable to make and enforce access and use rules?								0 No 2 An entity is in the process to be legally recognized, and a form of legal management empowerment is identified. 4 A legal entity exist and is in the process of obtaining the legal right to manage the LNR from the relevant authority. 6 Yes

Guidance: Be careful that there are 2 dimensions in the questions: (a) the legal being of the entity, (b) its right to manage the LNR. In this case, "manage" means to carry out any and all activities which will reverse the degradation of, maintain or increase the nature-based potential of the land area.								
5. Legal right to use: Does the empowered entity also have the legal right to sustainably use, or delegate the sustainable use, of most nature-based value chains and receive payment for it?								0 No 2 The entity has secured the user right to 2 nature-based value-chains the LNR from the relevant authority(ies) 4 The entity has secured the user right to 4 nature-based value-chains the LNR from the relevant authority(ies). 6 The entity has secured the user right to more than 4 nature-based value-chains the LNR from the relevant authority(ies).
Guidance: The legal right is given by a Government instrument such as a title, a permit, an authority, a SI, a concession agreement, etc. The term "Use" refers to any and all activities which generate a benefit that would tend to be economic and contribute to the financial sustainability of the LNR.								
6. Contextual foundation: Has the empowered entity effectively been able to mobilize the endorsement and support by 'external stakeholders?								0 no / uncertain status 2 The relationship with external stakeholder is mostly peaceful but some stakeholder actions are undermining effective management and uses 4 The relationship with most external stakeholder is peaceful but there is no active support 6 Yes relationship with all external stakeholder is peaceful and collaborative.
Guidance: 'External stakeholders' can included but is not limited to the national and local administration, traditional authority and by the residents in the surrounding land and previous users (if any). LNR often being a common resource, without support from previous users and relevant stakeholders, the cost of protection is prohibitive and undermines value and benefits.								

7. Access to resources to manage LNR: Does the empowered entity have the necessary technical, financial, and human resources to manage the entire LNR?								0 No / Not applicable 2 The entity has some access to resources, but not sufficient to manage more than a third of the LNR. 4 The entity has access to substantial resources, sufficient to manage around half of the LNR. 6 Yes, the entity has access to abundant resources sufficient to manage the entire LNR.
Guidance: Be careful that this question is strictly about capacity. It is not whether entity is actually capable of mobilizing those resources for managing the LNR. This comes in another question.								
8. Access to resources to use LNR: Does the empowered entity have the technical, financial, and human resources to fully and sustainably use, or delegate the use of, the productive potential of most of the nature-based value chains identified in the LNR?								0 No / Not applicable. 2 The entity has access to some resources, but not sufficient to make profit or generate benefit to the stakeholders. 4 The entity has access to substantial resources, sufficient to make profit or generate benefit to stakeholders, but well below the potential. 6 Yes, the entity has access to abundant resources sufficient to make profit and generate benefit to stakeholder at significant scale nearly reaching the potential nature-based wealth of the area.
Guidance: Be careful that this question is strictly about capacity or "perception" of the capacity. It is not whether entity is actually capable of mobilizing those resources for using the LNR. This comes in another question. Also, the term "nature-based value-chains" here means all the activities that are eligible for support under the MGS (refer to the Matching Grant Manual)								
9. Planning. Does the empowered entity have a plan for the management and use of the LNR and is that plan indeed guiding activities undertaken?								0 No , there is no plan 2 There is a plan but it is not written or it is written in separate and non-formal documents and/or it only guides a short period of management and uses 4 There is a medium term plan that is consolidated in a single document but either/or not formally approved and only partially guiding the management and use activities 6 Yes, there is a plan formally adopted and it guides all activities for at least medium term.

Guidance: The question and choice of responses are self-explanatory.								
10. Effectiveness of management. Has the empowered entity effectively mobilized equipment, human resources, and finance to manage the LNR at the scale required to maintain natural habitat integrity and ecosystem services?								0 The land and natural resources is not being managed 2 A small part of the land and natural resources are being managed or protected with some results, and significant challenges remain. 4 Most of the land and natural resources are being managed or protected with positive results for some dimensions or resources but challenges remain. 6 Yes, the LNR are fully managed with nature-based indicators targeted in the plan showing steady positive trends.
Guidance: The question and choice of responses are self-explanatory.								
11. Effectiveness of use. Has the empowered entity mobilized sufficiently nature-based value chains to effectively make profit, create employment and provide direct and indirect ecosystem services to the resident of the adjacent land?								0 There is no use at all or benefits are not generated as a result of any activity 2 Some of the value chains are being used and traded but their number and scale is low, and does not generate profit and meaningful benefit to the adjacent residents. 4 Most of the potential value chains are being used and traded to a significantly level and generate some profit to the entity and meaningful benefit to the adjacent residents. 6 The full potential value chains are being used and traded and generate major profit to the entity and major benefit to the adjacent residents.
Guidance: The question and choice of responses are self-explanatory.								
ASSESSMENT FORM TOTAL SCORE	0.0	0.0	0.0	0.0	0.0	0.0	0.0	
TOTAL POTENTIAL SCORE	66	66	66	66	66	66	66	
S-METT Score (in %)	0%	0%	0%	0%	0%	0%	0%	