

**ESTABLISHMENT OF THE PROPOSED
COMMUNITY CONSERVATION AREA
IN SENIOR CHIEF LUEMBE'S AREA ON THE
THE LUANGWA RIVER
(From Mbizi Game Ranch to Kalombola Stream (South-westerly
boundary))**

BY

THE LUEMBE CONSERVATION TRUST

WORKING PAPER for limited distribution to:

Senior Chief Luembe
Potential Investors in Mbizi Game Ranch
Operators of West Petauke Game Management Area
Potential Investors in Kalombola Community Game Ranch

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1.0 EXECUTIVE SUMMARY

This document outlines a proposal for a game conservation development in West Mvuvye National Forest Reserve (WMNFR) Area 54 and a safari hunting area from the Mvuvye to Mtikila open area, both areas falling in Senior Chief Luembe's area of the Luangwa valley in Nyimba District. The project is in line with the **Reclassification and Effective Management of the National Protected Areas System (REMNPAS) Project** that has been under implementation by the Ministry of Tourism, Environment and Natural Resources (MTENR) since 2003. This proposal is backed by Chapter IX, section 110 of the Project's document where it is stated that:

“New categories of priority Protected Areas (PAs) (or possibly more) will be created – categories that provide a solid legal basis for effective biodiversity conservation. All new categories of priority PA will disallow conversion to agriculture or other “unnatural” land uses (the major weakness of the GMA). The first new candidate category will be a community-managed conservation area (CCA) where sustainable, commercial use of wildlife (e.g., trophy hunting) and other NR is allowed. The new law will allow the communities to enter into partnerships and joint ventures with private and parastatal entities (ZAWA), either for PA management or for investments in commercial, natural resource-based enterprises.

“..... CCA could be created out of GMA and potentially out of forest reserves or open areas. PA Boundaries would be redrawn to exclude agricultural areas. Communities would be required to commit to no agricultural conversion within the new boundaries – or lose their management and use rights as a consequence.”

This particular Forest Reserve has been classified as a priority PA by the same project. The Lands Ministry's Surveyor General's (SG) office has downgraded the WMNFR Area 54 to a local forest. This is to allow for commercial projects to operate in the WMNRR Area 54. In agreeing to downgrade, the SG's office has stated that the reserve should be a community-managed conservation project. The Tourism Ministry's Forestry Department has agreed with this proposal and thus applied for downgrading of this particular National Forest Reserve to enable the Community's project to proceed.

The community has to date formed a Community Trust, the Kalombola Trust, as a preferred CCA. Establishment of a Community game ranch/conservation area will depend on how long the Ministry would lease the forest reserve to the project. The most appropriate decision by the Ministry would be to allow the long-term lease of the land by the community's project.

Organisational Mission

The UNDP/GEF-backed project further states that the project attempt to partially address the role of traditional leaders. It states that “Traditional chiefs were given the nebulous role of “patrons” of the CRB. The role of traditional authorities has been a recurring question confronted in the selection of the field demonstration sites for this project. A review of experiences to date will be commissioned and the views of all key stakeholders will be sought out. Close attention will be paid to the need to provide adequate incentives for sustainable PA.

Project Objectives

The project objectives aim to:

- Generate sought-after employment;
- Develop the tourism and related businesses and life skills of the local community;
- Provide staff with training skills and realise economic benefits for the local community and the country;
- Preserve the bio-diversity of the protected forest area and natural beauty of the Luangwa valley;

- Minimize resource use, pollution, noise, waste, visual and other negative impacts to comply with high environmental standards;
- Set up tourist lodges to cater for tourists who will engage in game drives and safari walks;
- To practice total quality management, equip and motivate staff to deliver a service reputed for excellence and to manage a profitable and sustainable business.

Products and Services

The proposed products and services to be provided by the project shall mostly be non-consumptive tourism and a bit of consumptive tourism. Specifically, these shall include;

- Conservation, safari walks, evening lectures, slide shows, picnics and game viewing from camps as non-consumptive tourism products, and;
- game ranching, game safari hunting, etc. as consumptive products.

Community Issues

The project will operate through a community trust/cooperative. The Community trust will initiate other community sub-projects to promote micro businesses in the area. The micro businesses projects will include fish farming, crocodile farming, bee-keeping, timber harvesting, carpentry and wood carving. Some of these projects have previously been funded by the Seventh Day Adventist Development and Relief Agency (ADRA). Restarting the projects will therefore not prove too difficult because the community are already familiar with the operations of some of the sub-projects from the time they were funded by ADRA. In the long-term, the operations of these sub-projects will be funded from the Community Trust's funds generated from the conservation and tourism projects.

The Trust, in turn, plans to run the following outreach programmes among the communities:

- Mobile Clinics
- Education
- Cottage Industries using timber resources from the forest reserve
- Timber harvesting Community Projects

Financial Plan

It should be pointed out here that there is already a donor-funded REMNPAS project. This project, though not included in the initial REMNPAS projects qualifies for such donor funding. It is the belief of the promoters, therefore, that the community surrounding this government recognised project area should not be left out in the cold from the REMNPAS project.

It is therefore envisaged that the project promoters will secure funding from donors, not necessarily the REMNPAS donors. Other donors have shown interest in funding the project.

2.0 PROJECT CONCEPT AND DESCRIPTION

2.1 Background

Senior Chief Luembe's area is endowed with rich natural resources which include wildlife, forests, fisheries and other fauna and flora. The local community derives little benefit from these natural resources which are exploited mainly by people coming from outside Luembe Chiefdom. It is for this reason that the community has come up with the idea of forming an umbrella body which would oversee the community's participation and beneficiation from these resources.

A good example is the fact that the area is home to a number of game ranches and game management areas. These include; Mbizi, Mnyamadzi, Ridwan game ranch, the Petauke West Game Management Area and the community's own planned Kalomobla Community Game Ranch. The community now wants these game areas and GMA to operate as a Conservation area to maximise exploitation of benefits. The advantages of a conservation area are listed below.

2.2 Project Concept:

The Government of Zambia targets tourism development as the second most important sector for economic growth and poverty reduction, after agriculture. Tourism in Zambia depends primarily on national parks and GMAs. The priority national parks targeted under the Poverty Reduction Strategy Paper (PRSP) are Livingston/Victoria Falls followed by the Kafue, Lower Zambezi and Luangwa NPs. The PRSP recognizes that the large areas of national parks and GMAs are comparative advantages for Zambia in the tourism sector.

Current National Strategy for Protected Areas, however, allows the establishment of community resource management organisation projects such as the one being envisaged in Senior Chief Luembe's area by the Luembe community.

The project's concept is formulated around the following objectives;

- Reverse the negative human impact on the vast wildlife sanctuary of the Luangwa valley, particularly in Senior Chief Luembe's area;
- Formulate effective policies to utilize the area's natural resources profitably while at the same time maintaining the natural resources sustainability as well as its beauty;
- Apply uniform natural resources conservation strategies in the whole Luangwa valley area from the South Luangwa National Park to the Luembe area to obtain maximum conservation benefits;
- Operate the conservation area like a single wildlife area using a standard conservation strategy;
- Maximised natural resource conservation will further ensure maximum benefits and maximum resources utilization by the local community;
- This will further ensure its continued sustainability for generations to come;
- Maximise the surrounding community's benefits obtainable from the valley resources.
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Proposed Community Structures

2.2.1 Community structures as legal entities

Currently, the Community Resource Board (CRB) is the most established, most visible and most tested of the community structures and is covered by appropriate policy and legislation. It is further observed that although the CRB is created under an Act of Parliament and therefore has legal status under the Wildlife Act No 12 of 1998, **the CRB has no legal personality of its own as it has no formal status outside wildlife legislation.** Furthermore, the CRB does not have the same rights to other resources, such as timber in a forest reserve, as it does to wildlife. This limited authority is part of the problem with community structures created under sector legislation such as that of ZAWA (AWF 2006; Murombedzi 2003).

To overcome this legal technicality, the recently created Forest Trusts for Joint Forest Management (JFM) in Zambia are registered as Societies giving them full legal status and personality (PFAP II 2005). Community Trusts as Community Business Organisations (CBOs) have both legal status and legal personality and can therefore negotiate contracts with other legal entities. It is for this reason, therefore, that LBMS proposes to the Luembe Community to form a Community Trust.

This is one of the major reasons why the promoter, LBMS, recommends forming and registering a community trust, the Luembe Conservation Community Trust on behalf of the Community. The trust will operate sub-projects in various sectors such as wildlife management, agriculture, timber harvesting, bee-keeping, etc. The Protected Areas (PA) document of the Ministry of Lands and Natural Resources recommends that community structures created as legal entities are better placed to acquire the necessary recognition including rights to natural resource management and to access other types of support.

Recognition of community structures as legal entities creates opportunities for economic empowerment through partnerships and joint ventures. The lesson is that there are important advantages and opportunities where community structures have acquired legal status.

2.2.2 Community Trust or Cooperative

The main objective of Community Trusts is to give part of the responsibility for managing and administering wildlife to communities” (Review and Synthesis of Lessons learned concerning optimum Forms of Community Management Structures for Multiple Resource Management in Zambia and Southern and Eastern Africa, a sub-project of the Reclassification of Protected Areas in Zambia titled Development Services and Initiatives (DSI), (p. 49). Specific objectives include capacity building in the production of land use and management plans to be utilized by communities before they can access wildlife user rights, increasing opportunities for local communities to benefit from wildlife and other natural resources and tourism (p. 49).

This document officially recognises that *“any Community Based Organisation (CBO), such as the Community Trust, recognized by government as accountable and representative of community interests (among other conditions), is eligible for acquiring the rights to benefit from wildlife resources in a given area. The CBO selects its own structure for representation elected from the general membership. All residents of a given area for a period of five years are considered as members”.* This is no different to the Zambian rules.

Interpretations in the ZAWA Wildlife Act 12 of 1998, the Forestry Act 1998 and the Joint Forest Management (JFM) policy, the rules mentioned in the above paragraphs have also been adopted by

the Zambian wildlife and tourism management authorities, i.e. the ZAWA and/or the Ministry of Arts and Tourism and the Ministry of Lands, Natural Resources and Environment.

It is on this basis that the Luembe communities are forming a community trust. LBMS Investments are the managers and advisers of the Trust. The following SWOT analysis has been summarized as performance pros and cons of the Community Trusts:

Strengths

- Source of funds for social development of the area;
- Mechanism for decision-making regarding quotas, benefit distribution, development of micro businesses for the community and with the private sector and agreements with support agencies;
- Improved capacity for negotiations;
- Representation of community interests.

Lusanjo will provide extra support services to strengthen the above strengths even more.

Weaknesses

- Little capacity in the community to manage funds;
- Operations not always transparent and accountable;
- Powerful village institutions get closer to private sector operators and lose contact with their membership;
- The upper class in the community participates more in community organizations and benefits more – elite capture;
- Little capacity in the community to manage resources such as wildlife resources;

Lusanjo's participation in the running of the Community Trust will ensure that these weaknesses do not have a noticeable impact.

Opportunities

- New alliances with NGOs and the Private Sector;
- Comprehensive legal framework has created an enabling environment;
- Wildlife management is promoted outside state protected areas;
- Part of the responsibility for wildlife management given to communities.

Again, Lusanjo's back-up services will ensure that these opportunities are exploited to the fullest.

Threats

- Stakeholder conflicts;
- Allocation of rights to a limited number of communities depriving the majority of district residents politically difficult;
- Inadequate Government facilitation; inadequate follow up;

As under weaknesses, Lusanjo's participation in the running of the Community Trust will ensure that these threats do not fully develop into fully-fledged weaknesses.

Most of the proposed Luembe Conservation Area is in what is commonly called open areas, i.e. outside the ZAWA-managed Game Management Areas (GMAs) and other forestry protected areas. However, most of the area has been demarcated into single unit game ranches. The Community Conservation Trust will negotiate with the owners if the game ranches.

2.3 Project Promoters and Corporate Advisers

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2.4 Description of the Project

Current government strategy is to allow the establishment of Community Conservation Areas (CCA) in areas such as the Luangwa valley. A community organisation, the Luembe Community Trust, will therefore be registered to run the community's conservation affairs. Lusanjo Business Management Services is the project manager contracted by the community to manage the community's business affairs. LBMS has been mandated by the community to form the community organisation. As such, Lusanjo will provide services to the community such as managing the trust, training the personnel to

run the trust as well as fund raising for the Trust, establishing other small community business units and other support services. The Trust will establish projects such as game ranching, a conservation area, lodges, and other related tourism sector businesses etc. A process of selecting the community representatives in the community organisation remains to be completed.

In reaching its ultimate objective of operating a conservation area and game lodges, the community will be able to raise revenues for other development projects in the community.

The forestry land has not been productively utilized to benefit the local communities. A significant value of the forest reserve has been lost to illegal indigenous timber harvesters. Underpinning the issue of loss of forest resources is the un-sustainable environmental degradation it causes in general. This is particularly evident with regard to the climatic changes and its effects on nature.

The Luembe community will form a Community Trust which will hold shares in the conservation area development company. The development company will manage various tourist ventures in the area. Members of the community will be appointed to board positions in the Community Trust. The Trust will consist of about twelve (12) board members, five of whom will be selected from the community membership.

The project aims at utilising wildlife and other natural resources on a sustainable level. The Luembe communities have agreed to work with the promoter to achieve these goals. Experience has shown that such projects have worked successfully elsewhere and in the Luangwa valley itself.

2.5 Project Strategy

Community Conservation Areas (CCAs) were identified as priority areas in the Government/UNDP/GEF document for the Protected Areas. As such, the Luembe community's project will call for core strategic support from other Government programmes that support Management of National Protected Areas. This strategy will further enable the project to qualify for funding from such projects' funds.

As the key objective of this project is to provide sustainable revenue to the Luembe community for future development, "effective management" of the conservation area will be key to its sustainability. As such, the following have been identified as key elements of effective management of the conservation Area:

- Definition of the key management objectives for the project, i.e. for biodiversity conservation, tourism development, trophy hunting and multiple use management;
- Based on the bio-physical and socio-economic parameters for this area it has been decided that:
 - the first three elements of the project's objectives, i.e. biodiversity conservation, tourism development and trophy hunting, should set the management objectives and development of the Conservation Trust;
 - Development of business plans for achieving each of the objectives and covering costs in the most cost-effective manner should take a priority;
 - Development of the most cost-effective mix of enforcement techniques, Monitoring and Evaluation systems, infrastructure development, staffing, sustainable natural resource systems, administrative systems, communications and marketing, joint ventures, etc.

The Goal, Project Objective, Outcomes, Outputs and Activities of the project are closely aligned with GRZ policies as presented in the GRZ/UNDP/GEF document BSAP and closely reflect the recent evolution of strategic thinking within MLENR/GRZ. The project will address the root causes of threats to biodiversity in the reserve.

The project has specifically been designed to overcome the barriers to effective biodiversity conservation, revenue generation and its effective contribution to communities' development surrounding the WMNFR Area 54. The project is strongly in line with the PRSP, providing support to economic growth and poverty reduction. The project confirms Zambia's commitment to the Millennium Development Goals (MDGs) and objectives.

Goal The project will make a major contribution to the achievement of the following: *A National PA System that comprises a representative sample of Zambia's ecosystems is effectively safe-guarded from human-induced pressures through effective management partnerships and serves to make Zambia into a tourism destination of choice.*

2.5.1 Project Objectives

The project's objectives are to:

- Generate sought-after meaningful and gainful employment in the area, develop the business and life skills of the local communities, provide staff training and realise economic benefits for the local communities and the area at large;
- To impact directly and positively affect the lives of 2,500 people of Senior Chief Luembe's Area, and indirectly in excess of 15,000 around the Nyimba district;
- To facilitate the provision of decent accommodation for all full time employees of the Conservation Area;
- To change and enrich the lives of all who come into contact with the community game conservation area, the tourist lodges and their auxiliary facilities.
- To introduce a tourist industry in the conservation area that has never been experienced before in this particular district and its satellite centres in general;
- Preserve the bio-diversity of the protected conservation area and natural beauty of the Luangwa valley, to minimize resource depletion, pollution, noise, waste, visual and other impacts and to require suppliers to comply with high environmental standards;
- To practice total quality management, equip and motivate staff to deliver a service reputed for excellence and to manage a profitable and sustainable business.

2.5.2 Products and Services

The proposed products and services to be provided at the conservation area are game safari hunting, evening lectures, slide shows, picnics and game viewing from camps.

2.5.3 Project's Business Strategy

The community plans to establish a community game reserve/game ranch in conjunction with an investor. For the long-term, it is envisaged the Conservation area will lease locations/camp sites to investors/camp operators. It is planned that the Conservation Area will cater mainly for non-consumptive tourism such as photography, safari walks, and other leisure type of non-consumptive tourism. However, other areas will continue operating as game ranches with safari hunting as their main product. In pursuant of the same, a number of permanent camps will be established when fully developed with a maximum capacity of 12 beds in four units per each camp/lodge, plus the required service facilities and staff accommodation and associated access roads.

The overall strategy of the business will focus on the following activities:

- To develop the project in phases;
- To generate as much funds as possible through non-consumerist safari tourism for financing the community's own other development projects;
- To allow the local community to derive greater benefits from their wildlife through profits from safari-hunting and non-consumerist tourism;
- To involve local communities living in the area in the control of poaching;
- To provide a legal supply of game meat, from the ranching part of the project, to local communities of the areas surrounding the project area, without depleting wildlife populations.;
- To utilise the off-take in a more efficient way than presently, when meat, skins and other secondary products are often wasted;

2.5.4. Empowerment Objectives

The community organisation will have a major interest in the operation of the community reserve. Lusanjo Investments will also have an interest in the operations of the community reserve. In consultation with the community organisation, individuals and other corporate entities will be selected to participate in the operations of the Luembe Conservation Trust area.

2.6 Rights and Roles of Traditional Leaders and Communities

The Wildlife Act of 1998 was the first attempt to partially address this question. Traditional chiefs were given the nebulous role of "patrons" of the CRB. The **Reclassification of Protected Areas** project has supported this notion by developing policy guidelines to clarify the relative rights and roles of communities and traditional leaders in PA management and Community-Based Natural Resource Management. In this venture, the Traditional ruler will be a shareholder of one or two of the operating business units in the Chiefdom.

3.0 SITE IDENTIFICATION

3.1 Location and Extent

The targeted area is Senior Chief Luembe's Area in Nyimba district. The area starts from the Mbizi Game ranch in Senior Chief Luembe's area up to Kalambola stream's confluence with the Luangwa in Senior Chief Luembe. Total protected forest area falling in Senior Chief Luembe's area comprises about 75,000 hectares. The area also includes the West Petauke Game Management Area (GMA) on the northern banks of the Luangwa river. In total about _____ hectares will be utilized for the establishment of a conservation area.

The Chiefs' palace is located approximately twelve kilometers, at its nearest point, from the banks of the Luangwa River but the area is interspaced with populations of various species of game animals such as the big five, antelope, and other carnivores, etc.

3.2 Existing Zoning/Land Use

Existing zoning and land use of part of the targeted area is open area customary land sub-divided into private game ranches on title deeds. The GMA is located on the northern fringes of the Luangwa river.

4.0 PROJECT NEED AND DESIRABILITY

The project need arises out of the community's need to benefit from its own natural resources. Secondly, the community will derive revenues out of managing the natural resources from which other community developments projects will be funded.

The key aim of the project is to empower the local communities as much as is both possible and practical. The need for the proposed game conservation area and other tourist developments is brought about more by the necessity to reverse the acute poverty levels in the area. As already pointed out in section (2?) above, the (PRSP), which provides the framework for public investment and coordinated donor support for development, has identified tourism development as the second most important sector for economic growth and poverty reduction after agriculture. Tourism in this particular area is the most obvious sector to target as a tool for poverty reduction.

Government policies now allow communities to participate in community conservation projects such as this one. However, the lack of community institutional arrangements with legal backing has previously restricted rural community involvement. Given the limited resources available to the rural communities, responsibilities relating to the management and development of such community infrastructure has remained unfulfilled. It is with this in mind that the community mandated LBMS Investments to promote this venture together with the community and set up a community conservation organisation.

It has also been realized that the natural environment of the protected forest reserve would be preserved only by introducing a sustainable natural resources utilization strategy which involves the local communities.

4.1 Community Issues

One of the key aims of this project is to involve and empower the local communities as much as is both possible and practical. To this end, a community trust has been formed. The community/cooperative, will become a shareholder in the game ranch/conservation area reserve project.

One of the pillars of community participation in natural resource management, in *policy* and *practice*, is the delivery of economic benefits in the form of incomes, jobs and rural development. However, the actual availability and distribution of benefits is challenging as benefits are not enough, opportunities for generating them are limited, capacity for exploiting them low and mechanisms for distributing them inadequate. Other benefits are ecological and cultural in the form of *services* which communities are supposed to manage in a sustainable way. Unfortunately, unsustainable harvesting of resources leading to general environmental degradation and natural resource depletion continues in light of the limited benefits and capacity to address the situation.

It is this poor delivery of promised benefits to rural communities and inadequate management of natural resources in spite of community participation that is the basis of skepticism about going into partnership with those the community views as having previously exploited their ignorance. It is also the motivation for approaches that promote economic empowerment and clear resource rights as incentives for natural resource management at local level.

The proposed project has the capacity to direct development funds to the affected communities to improve poverty levels. The project will also benefit the local community economically. For this

reason, the project is aimed at developing a system which will allow economic benefits from wildlife and natural resources to accrue to the local communities.

Community participation will make sense to the communities when the following factors are taken seriously:

- 4.1.2 Utilise the funds realized from the project for community development;
- 4.1.3 Grant villagers measurable rights to utilise game and wildlife tourism resources with the minimum of control and stock monitoring considered necessary;
- 4.1.4 Using revenue from the major activities of the conservation area, set up other sub-projects such as cottage industries, bee-keeping, wood carving and small-scale timber joinery, fish-farming, etc.;
- 4.1.5 Set up tourist lodges to provide employment to local villagers to enhance the growth of the local micro economy;

One of the key aims of this project is to involve and empower the local communities as much as is both possible and practical. With this in mind, all the communities located in the WMNFR Area 54 will be involved in the development and benefit of the conservation area one way or another.

The communities will be consulted about all the aspects of the project. As such, a community trust/cooperative has been formed in Senior Chief Luembe's area. The Trust will become part owner of the conservation area. Thereafter, the communities will be consulted before construction of the camps commence, so as to ensure they are aware of the nature and scale of the development and the positive impact it will have on their communities. Maximum use will be made of local skills and local materials. Supplies will be sourced locally where possible.

The Community trust will initiate other community sub-projects to promote micro businesses in the area. The micro businesses will include fish farming, crocodile farming, bee-keeping, timber harvesting, carpentry and wood carving.

In the long-term, the operations of these sub-projects will be funded from the Community Trust's funds.

Other community projects to be embarked upon by the Trust will, among others, include the following outreach programmes:

- Education and literacy projects;
- Cottage Industries (bee-keeping, wood carvings from timber, furniture and joinery from timber, cash-crop farming, fish-farming, etc.);
- Other community development projects such as telecommunications and other ICT connectivity (cellular network, internet, etc.)

In the medium/long-term, the project will introduce a micro credit-lending scheme for the community to finance their projects' funding requirements.

4.2 Local Economic and Business Environment

The current economic base of the communities living in the targeted areas is mainly subsistence agriculture. The product for subsistence agriculture is mainly maize produce for home consumption. Very little cash crops are grown. The revenue from subsistence cash crops is controlled by the capacity of the land, which is very low and declining. This has caused a stagnation of growth and development in these communities and has resulted in the migration of able bodied young adults away from the area.

Tourism in the area is almost non-existent. Tourism is predominantly conducted as overland visits by lone visitors once in a while through self-drive and whose benefit to the community is negligible. Registered visitor numbers to the area are very low.

Private game ranches in the area exist but they have not been full partners in the development of the area. Much of the area to the north is sub-divided into a controlled Game Management Area concession leased to private operators.

The owners of the private ranches have, on occasions, assisted with the maintenance of the local road systems. They have also intermittently assisted with a few supplies to the area clinic. Apart from that the communities have not benefited from their wildlife. Again, an indication that the local communities in the area derive little benefit from their cherished resources. Local communities benefit little in economic terms from these private ranches, and the private ranches are seen by many in the communities as a hindrance to their economic growth.

The establishment of a community conservation area by the community will have substantial positive impact on the local communities if undertaken effectively and with sensitivity to the local communities. This will be in terms of direct and indirect employment, skills transfer, wealth generation from tourist visitors and eventual part ownership of the trust which will be formed after the establishment of the conservation area.

Focus on value-added products from the forest and wildlife resources will be a priority under this project. The aim is to teach the local community to produce some finished products such as timber products and honey from forest resources. The real value lies not in the sawn timber but the finished products and other by-products such as honey, wax, carvings, etc. which will be done by the communities themselves. Hence, there will be need to encourage the establishment of a small-scale value-added forestry industry whose economic value will be captured in the villages. Wooden door and window panels, door and window frames, wooden furniture, honey, bee-wax, etc. will be produced by the Community Conservation Trust. Wood carvings for sale to the expected tourists shall be one such project on the cards.

Various initiatives will be instituted to promote the sustainable exploitation and management of forest resources; these will include:

1. Encourage the revival of a small-scale furniture & joinery workshops to serve the local wood-based industry needs;
2. Encourage the revival of a wood carvings culture among the communities;
3. Other Cottage Industries.

5.0 LEGISLATIVE FRAMEWORK

Primarily, the conservation and management of the targeted area is governed by four pieces of legislation, namely:

5.1 Land Act No. 29 (1995)

This Act is beneficial to land held under Customary Tenure in that customary land can now be converted to Leasehold Tenure, thus increasing the security of tenure and enhancing the resource use rights including the promotion of sustainable utilisation for tourism ventures.

5.2 Investment Act No. 39 (1993)

This represents a comprehensive legal framework for investment in Zambia. It lays down procedures for investment and also provides for various general and special incentives for investors in the tourism, agriculture, forestry, and other sectors.

5.3 The Forest Act (1973)

The Forests Act of 1973, Cap 311 is the main instrument under which the forests of Zambia are administered. According to this Act all forests are vested in the President on behalf of the People of Zambia until lawfully transferred or assigned under the same Act. Its provisions include but are not limited to:

- 5.3.1 The establishment (i.e. licensing), conservation, management and protection of National and Local forests; and matters relating to the appointment of administrative officers;
- 5.3.2 The responsibility of controlling the forests lies with the Chief Conservator of Forests.

The main types of licenses obtainable for forestry utilisation are:

- Casual License - Where one buys a number of trees or any forest produce before one cuts or obtains them.
- Pitsaw License - lasts for three years in an exclusive area for a license. The license is supposed to cut a minimum of 20 m³/month failure to which the licensee is surcharged ten times the deficit.
- Concession License - Run for five years. Typically, minimum cut per month is 200 m³ and there is also a surcharge for deficit.

Due to the inadequacies displayed in the Forests Act (1973), moves were afoot to enact the Forest Act (1998).

- The Joint Forestry Management Act

Recently, the MLENR added the sub-sectors of game ranching and non-consumerist tourism to the order of offering licenses. Conservation policies and non-consumerist tourism have a longer period of tenure in the protected areas considering the type of business it is.

5.4 Environmental Protection and Pollution Control Act (1990)

This Act provides for the conservation and management of natural resources (including forests) as integral parts of the environment and also establishes the Environmental Council of Zambia (ECZ) as the co-ordinating and supervisory body. The Council has a say in the type of business established in particular areas, especially if the area is a protected reservation.

6.0 ADMINISTRATIVE FRAMEWORK

Written permission will be obtained from Senior Chief Luembe and his subjects to establish a conservation area and for the development of the ranches and lodges. The project already has the backing of the community. A meeting has already been held with the Luembe community approving the establishment of the conservation area. The process will also go through the Nyimba district council and then the Ministry of Lands, Environment and Natural Resources for eventual permission to utilise the piece of land that falls in the forest reserve together with the customary piece of land into a community-owned conservation area under the community's cooperative organization.

Historically, the administrative and legal framework for land allocations has been undermined by;

- the lack of harmony between the Forest Act and the other relevant pieces of legislation such as the Land Act;
- the limited capacity of the Forestry Department to spearhead the sustainable utilisation, development and management of forest resources. This is suggestive of inadequate funding/investment, trained manpower and database in respect to forest inventories, soil surveys, etc.
- the lack of legally-recognised community organisations.

In spite of the above highlighted short-comings, Zambia has an array of institutions which are involved in the administration of the tourism sector in varying degrees. Among them are:-

6.1 The Ministry of Lands, Environment and Natural Resources

The MTENR is the principal player in the tourism sector as well as the regulator of the nation's forest reserves. It is responsible for policy formulation and conservation and implementation of tourism policies. The various departments in the Ministry are responsible for setting policy for each sector.

The Department of Tourism sets tourism policy. The Department of Forestry and Natural Resources and the Environmental Council of Zambia, are responsible for the Forestry areas.

6.1.1 Tourism Policy

The Ministry of Tourism, Arts and Culture is currently re-visiting the Tourism Policy.

6.1.2 Forest Policy

Forestry land is also vested in the President and administered under the forestry policy. The following are the salient features of the forest policy, which has been in effect since Independence in 1964:

- To place under government control and to manage forest areas needed to protect the land against floods, erosion, and desiccation and to maintain and protect flows of rivers;
- To carry out in each district forest surveys and to determine the forest resources for each district and the forest areas needed to be managed for land protection and for local and industrial supplies of forest produce.
- To carry out all necessary research work on ecology, protection, management and restocking of indigenous forest areas.
- To place under government control land for forest plantations needed to provide forest produce for people's homes, farms and local industries.

- To spread among the people of the Republic an understanding of forestry and the value of forests and to provide training opportunities for the people engaged in forestry work.
- To advise and encourage local authorities and private enterprises in the practice of sound forestry;
- To integrate the Republic's forests into a wide system of land use and into the development of the Republic's other resources.

6.1.3 Environmental Policy:

The National Environmental Action Plan (NEAP) instituted in 1994 assesses the success of existing legislation and provides strategy options for improving environmental quality. Other environmental support programmes, notably the Zambia Forest Action Programme (ZFAP), emanate from the NEAP. ZFAP is a national effort developed within the framework of the global Tropical Forestry Action Programme (TFAP), which was launched in 1985 (with core sponsorship from the United Nations Development Programme - UNDP) and is co-ordinated by FAO.

6.2 The Ministry of Lands

The Ministry of Lands administers land ownership. The land under customary ownership will be registered under the community organisation.

6.2.1 Land Tenure and Use

All land is vested in the President, on behalf of the people, and is divided into three land categories for administrative purposes, namely:

6.3 The Ministry of Agriculture, Cooperatives Department

The Cooperatives department of the Agriculture Ministry encourages the formation of cooperatives by rural communities. The department also provides cooperatives management training to communities running such organisations. The community organisation will seek such assistance from the Ministry of Agriculture and cooperatives.

6.4 The Citizenship Economic Empowerment Commission

CEEEEC is the body corporate established under the No. 9 of 2006 to promote the economic empowerment of targeted citizens. The Commission has the following functions:

- Responsible for the overall operations and implementation of economic empowerment on behalf of government;
- Review CEE policy as and when necessary;
- Encourage the use of the workplace as an active learning environment;
- Encourage private and savings culture – CEE observes that the rates of savings are too low to support the development needs.

6.5 The Zambia Development Agency

The ZDA is a statutory organisation that was established under the ZDA Act no. 11 2006 which came into effect on July 7, 2006. The ZDA is a merger of the Zambia Privatisation Agency, Zambia Investment Centre, Export Board of Zambia, Zambia Export Processing Zones Authority and the Small Enterprises Development Board.

It is responsible for fostering economic growth and development in Zambia through promoting trade and investment and an efficient, effective and coordinated private sector led economic development strategy. The Agency also has the challenge to develop an internationally competitive Zambian

economy through innovations that promotes high skills, productive investment, and increased trade. The ZDA provides core services on behalf of Government with respect to:

- Promoting local and foreign investment;
- Provision of business support necessary for the growth and development of small and medium sized enterprises;
- Promotion of exports and internationalism
- Implementing measures to improve efficiency in state owned enterprises;
- Acting as a vehicle for consultations with the private sector and recommending coherent trade and industry development strategies;
- Development and facilitation of multi-facility economic zones and industrial estates;
- Providing assistance in securing services necessary for investment such as land, immigration, registration and licencing.

7.0 THE PROJECT PLAN AND PROPOSED OPERATIONS

The targeted sub-sector is a mixture of game ranching, wildlife conservation and safari tourism. For obvious reasons, the project plan will commence with game ranching. Ranching does not require a lot of initial capital outlay. Ranching, which includes safari hunting, will target those that attract high valued fees from ZAWA for safari hunting. The second phase of project development will aim at conservation of wildlife in general.

The venture also aims to conserve and protect endangered wildlife and natural resources from uncontrolled hunting and exploitation.

7.1 Proposed Implementation Programme

7.1.1 Materials

An 'on-site' staff complement of not more than 10 people is anticipated, including one management couple, an assistant manager, professional guides, cooks, waiters, maids, and maintenance labourers. Suitable candidates will be chosen from the Luembe communities. Once the candidates have been identified, they will attend training courses in the various fields prior to receiving practical training at cooperating existing safari tourism sites.

During the construction phase, there will be limited site staff at any one time to reduce the environmental impact during this stage.

7.1.2 Development Plan

A nine month construction period is proposed. It is anticipated that the ranching/safari hunting part will be open for guests during the next hunting season in 2013.

The plan assumes that the permits would be completed by February 2013. However, if this is not the case the plan can be amended accordingly to take account of climatic seasons, breeding seasons, migration seasons etc. to minimize the impact of the construction stage.

Construction Phase

The bulk of the development is already in place. Adaptations of present developments will however take place during the summer winter and early autumn (April/May 2013 to July/September 2013), when the roads are dry and the wildlife is generally dispersed.

Camp Sites

A camp site will be constructed as required. This will be the initial camping site for the project. Other camping site plans will emanate from this camp.

During construction of the camps, the following general principles will be implemented:

- Nyimba will be used as the base office. It has the advantage of being on the main Chipata/Lusaka road and has good communications. It is approximately 2 hours' drive from the identified site.
- Labour will be drawn from Senior Chief Luembe's communities. Numbers of crews on site will be regulated to not more than 15 persons at any given time.
- Care will be exercised during construction to avoid any unnecessary disturbance to the vegetation;
- All the buildings will be thatched for both coolness and warmth. Thatching grass and other materials will be collected and stored at the camp for use when required;

Overview

A summary of the development plan is given below, and is shown on the activity programme in Figure _____

Stage 1 – February to April 2014

- Recruit a number of staff for training;
- Recruit construction labour;
- Appoint a liaison officer at Senior Chief Luembe's HQ.

Stage 2 – April to May 2014

- Develop access road from Senior Chief Luembe's HQ to the camp site;
- Install radio communication from camp to Nyimba, Luembe and Lusaka;
- Site all the project elements and lodge layout, with the architect's supervision;
- Construct the staff accommodation.
- Transport and install generator;
- Start construction of guest's accommodation and main structures;

Stage 3 – June to July 2014

- Transport furnishings and camp supplies;
- Complete finishes and install furnishings;

- Purchase/arrange monthly supplies of non-perishable goods from Nyimba/Lusaka.

Stage 4 - August/September 2014

- Open Camp for first season hunting.

Ongoing Items throughout Development Phase

- Staff recruitment and training;
- Some simple monitoring procedures will be initiated at the outset, for instance wildlife sightings recorded.

Environmental Issues

An Environmental Impact Assessment (EIA) for the site will be carried out for the proposed project. A site-specific environmental management plan has already been developed (see attachment appendix ____). Where appropriate, the environmental recommendations and the actions outlined in the management plan will be incorporated in the proposal. Additionally, it is proposed that the game ranch/conservation area and lodge staff will undertake a range of resource management and monitoring actions during the operation phase (see section 8.2 below).

7.1 Proposed Operations

Beside the activities mentioned in section 2.4.2 above, the following sub-activities are proposed for the long term;

7.1.1 Day and Night Game Drives

Specially modified 4-wheel-drive vehicles will be used for game drives. Day drives will be the regular activity. Drives will generally take place in the early morning or late afternoon with duration of three hours. Vehicles will carry radios for emergencies, blankets in winter, drinks, first aid kit and reference books.

It is proposed that night drives be offered to guest because it is probably one of the most interesting aspects of the environment and would be a key selling point. Many of the species found in this area have nocturnal feeding habits which makes night drives an important activity to offer to guests. Guides would be trained in how to conduct night drives with minimum disturbance to the wildlife. Drives would be approximately two hours long.

7.1.2 Game Viewing from Hides

A viewing platform will be considered on one of the game drive routes. This site would be used as a stretch point on the game drive where drinks/sundowners would be served. The platform would be tastefully sited and constructed in accordance with strict guidelines. A little height always helps viewing.

7.1.3 Monitoring Safaris

For the visitor wishing to contribute actively to wildlife management, trips will be offered to allow the guest to participate in game counts, and other monitoring activities. These will be offered at specific times each year with set departures. Animal sightings will be recorded daily. Records will be kept in the reception area of each camp for future guests to peruse. They can become a focus for discussion around the camp fires.

7.1.4 Evening Lectures and Slide Shows

25% of visitors to game hunting safaris and 75% of the same clients want more information on the fauna and flora and sociological aspects of this part of the world. Specialists in the fields of ornithology, astrology, botany and other sciences will be invited to write information for the company about these disciplines.

The Luangwa/Mvuvye confluence, particularly during the summer months, is a wonderful and scenic place to watch and night skies are extremely exciting. The company plans to build a camp at this site to cater for the visitors.

7.1.5 Picnics

Picnic lunches and brunches are popular. The Luangwa/Mvuvye confluence is an extremely scenic site to hold picnics. All the picnic equipment will be taken to the sites as and when these activities take place.

Virtually all operators offer whatever their resources will allow. Startling new products are unlikely, and probably easy to copy. Distinction, if not a competitive advantage is derived from unforgettable personalised service. The company's first focus will be on how products and services are presented.

8.0 NATURAL RESOURCES MANAGEMENT AND MONITORING

This section outlines, in general terms the items that have been considered with regards to the human carrying capacity of the area, which sets the parameters for the more detailed proposals that are outlined in the physical and technical proposals. It goes on to detail how natural resources will be managed and monitored in the vicinity of the conservation area. In compiling this section, due regard has been given to the local communities roles.

8.1 Human Carrying Capacity

8.1.1 Background

Historically, this particular area has been sparsely populated and developed and is therefore renowned for its wilderness. This is because it has been, in the real sense, an unspoilt and wilderness area and protected to a certain extent. Its wilderness will become an important selling point for the tourist trade. The carrying capacity of a wilderness area will be exceeded when visitors perceive the place is no longer a true wilderness. Visitor carrying capacity should ultimately equate to the biophysical opportunities of the area. In keeping with this factor, management will ensure that the conservation area maintains its wilderness reputation as well as restocking the depleted species of both fauna and flora.

8.1.2 Policy

The national conservancy strategy has been low density, high paying tourist fees. As a community conservation area, the Luembe conservation area will adopt the principle of low volume, high cost revenue tourist strategy. This will also fall in line with the strategy of raising as much development funds as possible for community development projects.

8.1.2.1 Carrying Capacity

Currently visitor levels of the area are quite low, with poaching visits being at the highest during the winter and spring months.

In general, the carrying capacity can be determined by:

- The number of professional hunting and tourist visitors;

- The amount of people and equipment required as service and backup;
- Traffic density;
- The effluent and waste loads generated at the campsites;
- The size and sensitivity of the area;
- The aesthetics and;
- The migratory patterns of wildlife.

The environmental effects of the proposed conservation area will be studied. The environmental management plan produced will form the basis for the design and management items that must be addressed to minimise and manage the impacts of the game hunting and walking safaris development. Where appropriate, these have been incorporated into the project plan and are summarized below:

During Design Stage

- Design, as far as possible, using locally available materials and detail appropriately;
- Select the sites carefully;
- Specify that all materials are to be from licensed and sustainable sources;
- Check all materials for pollution potential prior to specifications;
- Ensure that sanitation system is adequately designed and boreholes are suitably located to avoid cross contamination;
- Engage suitably experienced contractor to drill boreholes to avoid cross contamination;
- Adopt a cautious approach to game viewing roads.

During Construction Stage

- Compile and implement an environmental code of conduct for the contractor prior to work commencement;
- Ensure a reasonable maximum of workers, say 15 to 20, on site at any given time and implement adequate controls to minimise impact of construction camp;
- Build the staff accommodation first in order to reduce the impact of a construction labour camp;
- Careful consideration of the construction time frame, including programming works appropriately with regard to animal movement, breeding, etc.
- Sensitivity with regard to placement of the buildings on the site – avoid unnecessary clearing of tree cutting;
- Engage registered archeologist to inspect cleared areas and excavations during the construction period.

During Operation Stage

- Develop and implement appropriate management plans for controlling alien species; solid waste; incorporating policy issues; fire fighting; controlling light and noise pollution; monitoring vegetation and wildlife; water supply; fuels and oils and camp hygiene;
- Ensure the barest minimum of workers on site with no family members or friends living on site. Staff will have time off every two months for eight days;
- Ensure a maximum population density of 20 people at any given time;
- Minimise vehicle numbers, trips, etc. Have no permanent supply/maintenance vehicle on site;
- Ensure staff and guests are aware of camp regulations;
- Ensure that fire fighting equipment is installed and maintained;
- Install and maintain suitable firebreaks;
- Undertake game drives in a responsible fashion;
- Where possible, use solar power rather than diesel powered engines or generator;
- Ensure adequate maintenance of vehicles, engines, etc.
- Develop a procedure for ‘problem animals’;
- Do not use wood for purposes other than in small amounts for social purposes;
- By using generated power for maximum of five hours of the day only. Solar power will be used for the balance.

8.2 Natural Environment

Previously, the natural environment has been reasonably well documented, with information available from (among others) Geological Survey, Meteorological Department, Water Affairs and Lands.

8.2.1 Geology and Hydrogeology

The regional aquifer lies in the Luangwa river group sediments, with the upper Luangwa sands, sandstones and calcretes being the most important. Perched aquifers, that may occur only a few meters below the surface, are most likely to yield potable water. A number of boreholes have been sunk in the area over a period of time in recent years to supply potable water to the communities’ areas.

Soils

Soils in the area vary according to landscape position. However, in general terms the soils can be divided into the upper ridge areas, which are generally sand and loam ridges derived from rich deposits and the lower areas which grade into increasingly more clayey deposits. The clayey sands are generally quite shallow and overlie petrocalcic formations. Soil formation is rich and suitable for existing vegetation.

8.2.2 Landscape and Topography

Historically, the Luangwa River valley is part of the great lakes trough system which includes the Muchinga Escarpment continuing to form the Great Lakes rift valley system of the lakes Malawi, Tanganyika, Victoria and the Nile River. The Luangwa river catchment system is drained through the Luangwa River itself into the Zambezi. Gradual tectonic movements and upward shifts changed the alignments of the river and stream system forming the mountainous Muchinga Escarpment to the north, significantly creating a water catchment system for the Luangwa River. The northern water catchment system includes streams and rivers such as Chibambila, Lukusashi, Mulembo, etc.

To the South, a system of small mountainous knolls form the water catchment areas which feed into the Luangwa River for onward release into the Zambezi. The streams include Mvuvye, Msanzala, Mtikila upstream of the Luangwa in the north east, Mvuvye, Mnyamanzi, Kalombola and Nyimba in the South West. In the vicinity of the planned conservation area, the topography is mountainous to undulating. The area surface is dense savannah grassland with sparse thick forest and frequent-occurring mopane trees.

8.2.3 Land Form

The land is generally undulating or sloping gently with low mountains/hills to the north east. There is a general presence of natural water courses for reasons outlined below.

8.2.4 Vegetation

Vegetation in the area consists of associations linked to the different landscape formations. The following vegetation types were observed in the areas:

Natural vegetation consists of the Munga-type woodland. The Munga woodland is a coined term for savanna woodland. It is an open, park-like, 1 to 2 storeyed deciduous woodland with scattered or grouped emergents to 18m high characterized particularly by Acacia, Combretum and Terminalia species. Occasionally it has a deciduous or semi-deciduous thicket understorey. The penultimate stage in the degradation of munga woodland is what is usually referred to as dambo-margin vegetation which is widespread throughout the country.

8.2.5 Wildlife

There is no existing wildlife data and estimates consist of annual sightings on three yearly counts. These estimates tend to provide information on the distribution of large, non-crylic animals only, and smaller and more cryptic animals are either not recorded at all, or are undercounted. For brevity they are not repeated here.

The wildlife occurring in the area forms an interesting mix as the area is in an interzone between two different sets of migrating animals:

- Large herbivores, particularly elephant and buffalo, but also antelopes coming from the north-eastern Game Management Area system and in their migrations to the southern-western Luembe ranching areas where they seek protection from poachers.
- Other species such as wildebeest, hartebeest, and zebra with small populations of eland come in from the South west.
- Resident populations of giraffe, duiker, springbok, warthog and smaller mammals such as African wildcat, baboons, monkeys and ground squirrels.
- Predators which include lion, leopard, cheetah, hyenas, wild dogs and wildcats.

8.3 Natural Resource Management

Natural resource management will be confined to the whole conservation area for utilization by the community including the camp sites, camp specific roads, fire breaks, the drinking holes and water supply streams and rivers. The role of management will be to ensure that regular checks and maintenance and repairs to these facilities are undertaken.

8.3.1 Fire Control and Management

Bush fires will be controlled by creating fire breaks, where appropriate, along natural alignments e.g. water courses and streams, ridges, etc. and supplemented with cleared fire breaks around the permitted perimeters.

Fire fighting equipment will be kept in easily accessible location at the camp sites where most staff can be found. Equipment will include beaters, buckets of sand, and fire extinguishers. Risk of fire on camp or lodge sites will be minimised by implementing appropriate working practices, in particular in kitchens or accommodation areas. Staff will be trained in fire prevention and fire fighting procedures.

8.3.2 Maintenance of Wildlife Populations

Wildlife populations will be maintained in the area solely by providing drinking pools where there is scarcity of water. Waterholes for wildlife will be provided in dry places only. During the wet season, water will not be supplied to the waterhole in order to disperse animals from the waterhole location and to let the soils and vegetation recover from the animal traffic.

8.3.3 Protection of Wildlife Populations

The conservation Trust will implement anti-poaching measures as outlined by ZAWA wildlife protection procedures. With regard to wildlife, the Conservation Trust will report all unusual activity noted within the conservation area for the attention of the ZAWA staff, with written follow-ups to ZAWA headquarters in Chilanga. It will be important that ZAWA establishes camps at designated places within the conservation area to work together with the Conservation Trust's wildlife wardens. All available details of poaching incidents will be reported and prosecuted in the same manner. Suitable communication channels in this regard will be set up.

8.3.4 Protection of Forests and other Natural Resources Habitat

Similar procedures as in the protection of wildlife will be implemented. The Trust will implement natural resources protection measures as outlined by the Forestry Department as well as the Environmental Council of Zambia. Depending on the length of the permit to utilize the forest reserve, the company will start a process of taking inventory of the forest's habitat to ensure its long-term survival for future generations.

8.4 Natural Resources Monitoring

The ecosystem in the vicinity of the camps will be better understood through the proposed mapping and monitoring scheme, which will be operated by the company, should it be given the go ahead with the utilization of the forest reserve. The exact nature of the monitoring would be agreed with the Forest Department and the Community. However, an outline of what is proposed is presented below.

Natural resource management and monitoring would start with a resource inventory within the targeted game hunting/reserve area that will be commonly used for hunting/tourist operations.

The inventory will cover landscape mapping, showing landscape types, soil types, and vegetation associations. Superimposed on the landscape maps will be general wildlife distributions, from wet and dry periods.

Natural resource monitoring will consist of noting changes in the landscape-vegetation associations on the initial resource base maps. Common landscape changes expected will be:

- Changes to vegetation structure due to extensive bush fires;
- Changes to vegetation structure due to elephant and other animals' browsing, and;
- Localized changes to soils (mainly in plains) due to animal behaviour such as wallowing and digging.

Wildlife, Forests and vegetation monitoring will consist of applied ground survey techniques. Regular data returns will be provided to the ZAWA and the Forestry Department's research sections, which will consist of:

- Baseline landscape-soils-vegetation maps;
- Dates (seasons) ;
- Vegetation condition (green leaf, leafless, flowering, dry, wet, etc.,), and
- Time of day, or night (should night game hunting and safari be permitted).

Observation of wildlife species will include:

- Species;
- Numbers;
- Approximate ages, or age categories, and;
- Sexes.

Observation of forests and vegetation species will include:

- Species/types;
- Numbers/concentrations;
- Approximate ages, or age categories,
- Seasonal changes, etc.

The information will be made available on a yearly basis (or more regularly, if required), to ZAWA research in Chilanga, via the ZAWA staff camp in the game hunting area and the Forestry Department's district and provincial office in Nyimba and Chipata, respectively.

9.0 SWOT ANALYSIS

9.1 Strengths

- Variety of animal population;
- Uniqueness of the area;

- Wilderness and uniqueness of its scenic beauty;
- The long river frontage which provides opportunity for water sports activities;
- Remoteness;
- Scenic views;
- Adequate financial arrangements;
- Adequate marketing arrangements;
- Willingness of the local communities to be part of the development;
- Promoter's knowledge of the area and business;
- Promoter's affinity to wildlife and nature due to his upbringing;
- Promoter's intimate knowledge of the community as well as the forest reserve area (I used to hunt in the forest reserve when young).

9.2 Weaknesses

- Low animal population for sustainable non-consumerist tourism such as walking safaris, photographic safaris, etc;
- Low awareness levels by the local community for natural resources preservation;
- Lack of managerial skills in the local communities;
- Weak market image;
- High cost of construction.

9.3 Opportunities

- Long river frontage presents opportunity for water sporting activities;
- Spill-over tourists from the 2010 soccer spectacle in South Africa;
- Booming African safari tourism;
- Current growth trends in international consumerist tourism;
- Positive economic policies by current government;
- Current growth attitude of government's economic policies;
- Regional economic blocks which have allowed setting up of cross-border game/conservation reserves;
- Forest reserve protection and regeneration;

9.4 Threats

- Existing game ranches, lodges and safari camps;
- Projected downward trends in world economic outlook due to increasing crude oil prices;
- Continued appreciation of the Kwacha will make local tourism expensive for foreign visitors;
- Non-adherence to existing laws in the land by those who believe they can flout the law whenever they want and feel like.
- Weakness of the administrative and legal framework for land allocations which characterised by;
 - the lack of harmony between the Forest Act and the other relevant pieces of legislation such as the Land Act and;
 - the limited capacity of the Forestry Department to spearhead the sustainable utilisation, development and management of forest resources. This is suggestive of inadequate funding/investment, trained manpower and database in respect to forest inventories, soil surveys, etc.

10.0 MARKETING PLAN

Overview

Game hunting and safaris is fast becoming one of the largest sectors of the tourist trade in the world. Four hundred million people travel as tourists annually world-wide. Currently, Africa receives only about 2% of this traffic. Tourism as a whole accounts for approximately 16.5 million jobs on the African continent. There is much that can still be done by us Africans to improve this.

The average tourist spends between 7-14 days in Southern Africa. Tourists seldom stay at one place for the whole duration of their holiday but will spend their time visiting various ecosystems. Game hunters, as a small sector of the safari tourist trade, are no different from the mainstream tourist.

Marketing Plan

The Conservation area will be marketed through a well established system for Southern Africa adventure tourism. The promoters will endeavor to use a safari company with access to offices in the US and South Africa. Lusanjo Business Management Services has contacts to Safari Adventure Tourism companies with a worldwide marketing infrastructure.

10.1 Situation Analysis

LBMS has access to organizations with offices in the USA, South Africa and Botswana. They have general Sales Agencies doing marketing work and reservations in South Africa, Germany and Australia. The USA office is recognized as one of the leading safari hunting booking agencies. They hold AITA appointments for issuance of airline tickets world-wide and it is a major client of major airlines that belong to the Star Alliance which gives the Company best net rates for promotional use.

10.2 Strategic Alliances

The Company will create alliances with other local similar businesses that refer clients to one another when appropriate to do so. The overseas and South African affiliates have several strategic alliances that affect business. Some are:

- Airline alliances noted above;
- Similar game ranch/conservation area and hunting organizations and associations in South Africa;
- Alliances with significant operators in South Africa, Namibia, Zimbabwe, Botswana and into East Africa;
- Long standing membership in the game hunting and travel industry associations such as ABTA, etc.

10.3 Market Analysis

Currently the world's tourism industry, which includes game hunting, is just getting off the ground. Notwithstanding war or Acts of God, we believe that this is good reason to expect that tourism in Zambia will continue to flourish and that safari hunting travel into Africa will continue to grow.

The basic philosophy of the company is one of low volume/low impact tourism. A consequence of this tenet is that the product will generally be according to the fees provided by the ZAWA, which are generally expensive. As a low volume/high cost operator we will have to focus our marketing on the affluent.

10.3.1 Competitive Analysis

The primary competition in the area is in effect, the two game ranches in Senior Chief Luembe's area. Mbizi and Mbeza Game ranches and Safaris are very well financed in terms of infrastructure, capital outlay as well as animal varieties and populations in general. It can be argued that our targeted game hunting area has nothing to do with the earlier two but basically they have everything in common, hence they compete and are vying for the same game hunter's dollars. In essence, all the game ranching operations and safari lodge operators are competitors.

10.3.2 Market Niches

The primary niche for our tourist marketing efforts is the specialized area of game hunting. Within this niche market there are further niches that have been uncovered. These will be targeted. The European and American game hunter will be the primary target for this ranch.

10.3.3 Advertising Strategies

Our strategy for placement is as follows:

- Routine institutional advertising in major trade journals world-wide, focusing on special sections that feature Southern Africa, and limited targeted major newspaper and periodical advertising that reaches a large educated and affluent market of almost retirement age.
- Maintain listings in all major trade directories;
- The electronic media will be pursued both in terms of airline listing as well as consumer and trade on-line services. A world-wide-web site will be developed with functions to inform generally as well as to serve as a medium for direct-e-mail contact to answer specific enquiries.

10.3.4 Pricing and Value

Regardless of the market segment in which one deals, the concept of value today is well understood by the customer. Our pricing policy is such that we shall consistently aim to be profitable and also in the position to effect regular maintenance of all the camps. As a result, the prices are projected to be in the middle bracket of the scale.

It is clearly understood by the promoters that Kalombola Game hunting and lodges as a single destination would not attract the occupancy levels required for big success. However, sold with the South Luangwa Game reserve experience down to the lower Zambezi, it becomes an attractive package. It is therefore the objective of the promoters to enter into some type of agreements with other operators along this water body to market the Luangwa Valley/Lower Zambezi experience as a package.

11.0 FINANCING REQUIREMENTS

LBMS Investments have financed their operations to date from their own resources. They intend to continue financing the Conservation Trust project's implementation using similar mode of financing.

The technical advisors, Messrs Wildlife Services, shall advise on the availability of donor funding. Detailed funding requirements therefore, will be available after the formalities are obtained from various government Ministries for the Luembe community to proceed with the Community-operated Conservation area project.

12.0 DESCRIPTION OF THE INSTITUTIONAL STRENGTHENING AND CAPACITY BUILDING PROGRAMME AND SERVICES OF THE COMMUNITY STRUCTURES

To build the community structures on a sustainable level, funding will be required for community institutional strengthening and capacity building. It is therefore anticipated that a programme for institutional strengthening and capacity building will be designed to achieve the required sustainability levels of the organisation.

12.1 Community Institutional Strengthening Programme Objectives and Activities

12.1.1 Objectives

The main problem of lack of community institutions in the area was identified. Preliminary work has been done to address this weakness. A community trust has been formed to date. The community organisation however needs support in terms of institutional and structural strengthening to attain sustainability. This will allow a positive economic and business climate within the community to flourish.

Further measures will be undertaken in the communities to enhance the overall economic and business climate within the communities. For example, under Lusanjo's management, the community business development will ensure the commencement of micro start-ups.

A Finnish-government-donor-funded programme would complement these measures and will address in particular the following aspects that will contribute to improve the overall understanding of land and natural resources management as a business venture:

- i) The major objective will be to sensitise the community on the importance of educating themselves in understanding the importance of investment and to enable them to better understand the practical opportunities in efficient natural resources management and melioration of poverty;
- ii) It will also improve the way the community looks at its natural resources, especially wildlife, and create the necessary feel to manage resources efficiently.

Specifically, the Programme purpose will be to promote community projects in various key sectors such as those already mentioned, e.g.;

- a) agro-industry – cash-crop growing, bee-keeping, etc.
- b) tourism – lodge management, etc;
- c) cottage industries – such as wood carving, furniture and joinery, etc.

The total cost of the Programme would be determined only after a detailed assessment has been done. The programme however is expected to last about five years.

12.1.2 Activities

The activities of the Institutional establishment and institutional strengthening Programme are grouped in three components:

- i) Institutional Establishment – Community Trust
- ii) Institutional Strengthening – Community organisation;
- iii) Project Support
- iv) Key Sector Support, e.g. tourism, agro-business and other micro and cottage industry projects.

12.1.3 Institutional Strengthening Component

This component will support the development of the Community Trust.

Intermediary organisations such as those providing management skills, e.g. Lusanjo, will receive assistance to strengthen their ability to advocate for community policy measures to develop and promote community projects. The organisation requires such support because It will organize workshops, seminars and debates on community development policy and technical issues. It will facilitate the sharing of experiences, the distillation of lessons learned and the preparation and diffusion of publications on key topics. Advisory notes/policy briefs to relevant institutions and project participants will be developed.

Other intermediary organisations will also be assisted to bring inward investment and to help in the organisation and delivery of successful and sustainable community promotional events and support services under the programme. To this end intermediaries will be given advice on how to design their services for community business development.

With technical assistance support from the donors, the intermediaries will be directly responsible for initiating and organizing sub-sector projects for the community.

Support provided to intermediary organisations and institutions under this Facility will be exclusively on a demand-driven basis. The intermediary organisation will be required to submit proposals for activities to receive financing or other support. One of the early tasks for the Community organisation's managers will be to develop operational eligibility criteria to facilitate the identification and selection of suitable activities to benefit the community.

In general terms it is envisaged that implementation of this component will be by means of:

- An initial diagnostic study undertaken by the community organisation manager, i.e. Lusanjo Investments, to identify institutional strengthening needs within the community organisation;
- A series of interventions provided directly by the Community Project's managers personnel and sub-contracted experts on a demand-driven, individual or group basis;
- A series of dedicated workshops dealing with community development, poverty reduction, and importance of micro businesses in the community;

12.1.4 Project Support Component

This component provides support to the project promoters and managers at two levels, the general and the individual company levels. At the more general level it provides financial and technical assistance support for the promotion of the community's conservation project in Nyimba.

At the company level this component comprises two activities: (1) Pre-community workshop assistance to the promoter in the preparation of creditworthy micro- projects and assistance with presentation and negotiation; and (2) Post-workshop support provided to community partners of micro projects initiated to facilitate progress towards an eventual agreement. Financing of assistance under this component could have conditions such as, for example, a minimum of 1/3 from the community project promoter(s) and up to 2/3 from the donors.

The first activity i.e. the identification and selecting of the community project to be presented will be fully funded by the donors and will be carried out by sub-contracted donor experts or service providers in the particular Sector and in event organisation and promotion, working closely or together with the appropriate Community project intermediary organisations.

Pre-and post-workshop project assistance will be provided to individual community project promoters on a demand-driven basis. The donor will contribute up to two thirds of the cost of any individual action.

12.1.5 Key Sub-Sector Support Component

Through this component the donor will encourage direct one-to-one business contacts with other interested funders/investors, with a view to promoting and consulting investment and co-operation agreements (ICAs) in key sectors. To this end, the programme will host Sector and Sub-sector workshops/seminars to promote the community projects being identified and assisted under the Programme. These seminars/workshops are sector oral-focused, providing essential plenary session presentations and the maximum of one-to-one pre-arranged meetings with community representatives to discuss co-operation on pre-identified projects.

A maximum of three workshops/seminars are envisaged under this programme. The Sector workshops/seminars, and related support activities, are intended as a major investment (finishing after say, 2 years) to “kick-start” micro-projects development and promotion which will raise community and other intermediaries awareness and interest, which will then be sustained as a result of institutional strengthening and continuing Sub-sector workshops.

The activities within this component relate to the organisation of Sector and comprise: preparation of sector surveys for promotion of the sector and distribution to potential workshop/seminar participants; identification of potential partners in the wider business community, donor agencies and other interested parties; logistical arrangements for holding the workshops, etc..

These activities will be fully funded by the Programme and will be carried out by the community project managers and donor experts in the particular Sector and event organisation and promotion, working closely with the Zambian overseer organisation, i.e. the Forestry Department.

Issues regarding Implementation, Organisational Structure and Programme Steering Committee could be looked into once a donor has been secured to fund the project.