

ザンビア共和国
複合的経済特区マスタープラン調査
プロジェクト形成調査報告書

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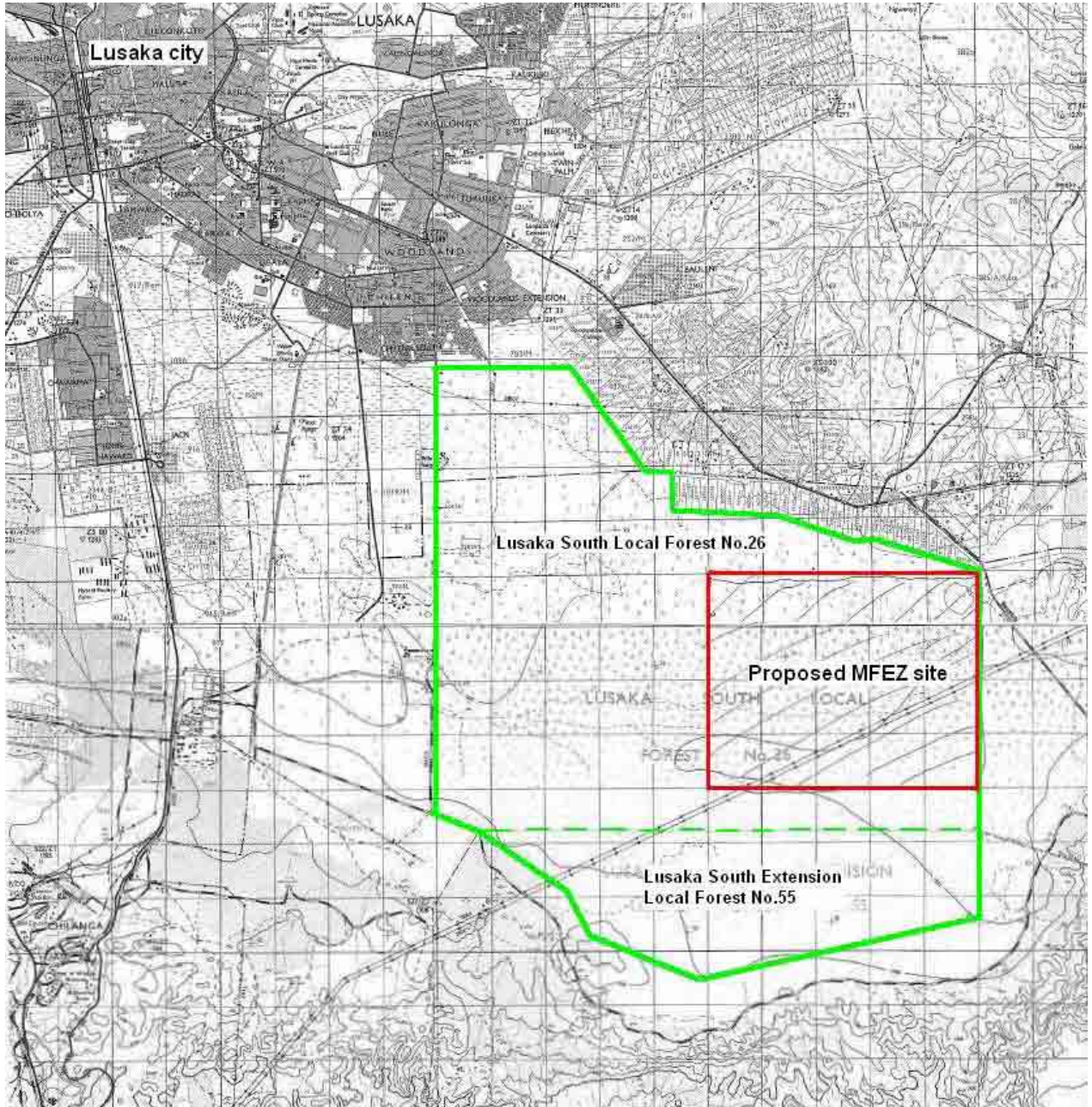
独立行政法人国際協力機構
経済開発部

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プロジェクトサイト地図



第1章 調査の概要

1-1 調査の経緯と目的

ザンビア共和国（以下、「ザンビア」と記す）はその独立以来、銅資源に偏重した経済・産業構造を有しており、銅の国際価格の変動によって国家財政状況が容易に左右されてしまうという典型的モノカルチャー経済構造であった。

このような状況下、2002年に貧困削減戦略書(PRSP)を策定し、社会開発セクター開発への取り組みに重点をおいてきたが、ザンビアは2005年4月にHIPC完了点に到達し、その後のG8サミット等国際場裏における債権放棄等の実現もあり、経済状況好転への機運が高まっている。

右状況に加え、非鉄金属の国際価格の高騰により経済は活況を呈しており、ザンビア政府はこの機をとらえて経済発展に伴う貧困削減をめざしている。また、将来的にわたってモノカルチャー経済を温存することはリスクが高いという認識の下、経済・産業構造の転換と多様化を図るべく、民間セクター育成・強化への注力を図っているところである。

日本・マレーシアによる南南協力の枠組みの下で、マレーシア人コンサルタントの協力を得て、ザンビアの投資環境整備を促進するために、官民で構成される12セクター（教育・保健・農業・綿花・観光・情報通信・中小企業振興・航空貨物ハブ設立・複合的経済特区(MFEZ)設立・行政手続効率化・鉱業・金融サービス）にわたる大統領直轄の開発のためのタスクフォース(TF)が2005年8月に設置され、アクションプランの作成とその定期的なモニタリングが実施されている。独立行政法人 国際協力機構(JICA)ではこの枠組みを円滑に機能させ、投資環境の整備を促進させるために2006年7月から「南南協力を通じた投資促進環境整備プロジェクト」を実施している。

これらTFによる議論のなかでも、とりわけMFEZ設立については国内産業の多角化や外国直接投資の促進による産業開発促進の観点から極めてあるとの認識から、ザンビア政府はMFEZに係るフィージビリティ調査(F/S)の実施をわが国政府に要請した。

また、ザンビア政府は、過去にJICAの協力で設立されたマレーシアのクリムテクノロジーパーク(KTPC)を参考にしてMFEZを設置・運営することを考えており、既にマレーシア側とも協議を重ねている。したがって、本件協力にあたってはマレーシアの知見の活用方法について検討することが必要とされている。

1-2 主要調査事項

- ・要請内容の確認
- ・ザンビア政府のMFEZ実施体制の確認
- ・KTPC調査団との意見交換

1-3 調査団の構成

| 氏名 | 担当 | 所属 |
|--------|-------|------------------------|
| 佐々木 弘世 | 団長・総括 | JICA 経済開発部長 |
| 杉本 巨 | 調査企画 | JICA 経済開発部 貿易・投資・観光チーム |

1-4 調査日程

| 月日 | | |
|------|---|---|
| 7/21 | 土 | 成田ーシンガポール(1910/0115+ SQ11) |
| 7/22 | 日 | シンガポールーヨハネスブルク(0215/0710 SQ478) ヨハネスブルクールサカ(1050/1235 SA48) 13:30 ザンビア政府、KTPC と協議 |
| 7/23 | 月 | 7:00 MFEZ サイト視察 8:00 工業地域視察 ルサカーリビングストーン(1100/1200) 14:30~17:00 ザンビア国際ビジネスフォーラム 17:30 財務大臣、通商産業大臣表敬 |
| 7/24 | 火 | 午前：資料整備 リビングストーンールサカ(1250/1350) 15:30 Melcome Group |
| 7/25 | 水 | 午前：SHOPRITE 視察、プロジェクトサイト視察 14:00 JICA ザンビア事務所報告 16:00 日本大使館報告 17:00 大統領顧問と協議 |
| 7/26 | 木 | ルサカーヨハネスブルク(0900/1105 SA8161) ヨハネスブルクーシンガポール(1315/0540+ SQ479) |
| 7/27 | 金 | シンガポールーペナン(0805/0930 SQ192) 15:00 KTPC CEO と協議 16:00 KTPC 視察 |
| 7/28 | 土 | ペナンークアラルンプル(0800/0855 MH1137) クアラルンプルー成田(1100/1910 MH70) |

1-5 主要面談者

<ザンビア側>

- (1) 大統領府 State House
Dr. Situmbeko Musokotwane Economic Advisor to the President
Jack N. Kalala Special Assistant to the President
- (2) 財務・計画省 Ministry of Finance and Planning
Ng'andu P. Magande Minister
- (3) 通産省 Ministry of Commerce, Trade and Industry
Felix Mutati Minister
Siakalenge
- (4) ザンビア開発庁 Zambian Development Agency
Glyne Michelo Acting Director General
- (5) Melcome Group
R. Mahesh Kumar Group General Manager
Mohmed A Seedat Group Chairman

<マレーシア側>

- (1) Kulim Technology Park Corporation
Dato Ahmad Shukri Tajuddin Executive officer
Ahmad Fadzli Abdul Aziz Executive
Zulkefli Ahmad General Manager
Dr. Mahbob Salim Project Director
Muhammad Nazmi Abdullah Project Manager

<日本側>

- (1) 在ザンビア日本大使館
宮下 正明 特命全権大使
釣田 薫 参事官
- (2) JICA ザンビア事務所
乾 英二 所 長
福田 創 所 員
Muhabi Lungu ToH プロジェクト調整員
- (3) JICA マレーシア事務所
梅崎 裕 所 長
大野 政義 企画調査員

第2章 調査結果

2-1 調査結果

(1) ザンビア政府の強いコミットメント

前述第1章の背景でも述べたとおり、銅価格の高騰及び順調な農業生産などの追い風を受けてザンビア経済は好況を呈している。この機をとらえて経済の多様化や雇用の創出、更なる経済成長をめざしてザンビア政府は大統領直轄で投資環境整備を進めており、なかでもMFEZは特に重要な案件として政府が一丸となって推進していく決意を示している。その証左として、以下に述べるとおりMFEZ調査のための独自予算の確保とMFEZ用地の確保があげられる。

このように、MFEZ開発は大統領案件として、政府が非常に力を入れており、一刻も早い調査の開始を希望していることを確認した。

(2) MFEZ調査のザンビア政府予算

2007年2月に実施されたKTPCによって提出されたMFEZ調査のTORでは、KTPCが調査を実施する場合、約130万USドル程度の経費がかかると積算された。これを受けてザンビア政府はMFEZ調査用として相当額の予算を確保している。

確保している予算は今年度（ザンビアの予算年度は1～12月）の予算として計上しているため、ザンビア政府としては早い時点での契約、執行を希望している。

(3) MFEZ用地

ザンビア政府は、ルサカ市南部に2,000haをMFEZ用地として確保している。ルサカ南部保全林に指定されている地域の一部をMFEZ用地としているため、現在は全く開発されていない。ザンビア政府はMFEZ用地を保全林から工業地域へ土地利用区分の変更のための手続きを進めているところであり、近いうちに政令が公布されるとのことである。詳細は地質調査が必要となるが、平坦地で市街地からのアクセスも良好で、特別経済地区を設置する場所としてはポテンシャルが高いと思われる。

(4) ザンビア側の実施体制

ザンビア開発庁（ZDA）が本件のカウンターパート（C/P）となる予定である。このZDAはこれまでザンビア政府の下で、投資促進等の機能を担っていたザンビア投資庁を中核にししながら、民間セクターとの協働を強化しながら経済開発を協力に推進するために最近再編・設置された新たな機関であり、現在長官等の責任者の最終的な人選を行っているところである。一方、MFEZの実現に向けては関係省庁等の責任者からなるMFEZ技術委員会が既に結成され稼動していることが確認された。今後調査が開始された場合は、メインのC/PであるZDAを中心に、上記技術委員会及び民間セクターやルサカ市関係者を含めたMFEZ調査運営委員会を設置しながら実施することが必要であろう。

(5) KTPC との関係について

今回のプロジェクト形成調査中にザンビア政府はKTPCと今後の調査実施についての覚書（MoU）に署名した。

当初は JICA の調査のなかに KTPC を団員として入れ込むという案もあったが、ザンビア政府は一刻も早い調査開始を希望しているため、KTPC が先に調査を開始し、JICA がそれを追いかける形とすることが確認された。JICA の調査が開始されると、2 件の調査が同時並行的に実施されることとなる。ただし、2 件の調査はそれぞれ深く関連しているため、双方が連携しながら調査を進めること及び右目的のために何らかの調整機能の設置の必要性について確認された。

(6) 今後の進め方

ザンビア政府、KTPC との協議により、本件調査の実施に関する役割分担については、JICA 側が最終的に MFEZ 設置の妥当性の検証を行うに必要となる、ザンビア経済の分析、産業構造の現状と今後の方向性、隣国との産業比較や国内資源の賦存状況等に基づくザンビアの比較優位産業及びポテンシャル産業の確認、流通状況、民間企業や生産者グループの現状等を中心とするマクロ経済調査を行い、KTPC は MFEZ 予定地の地質・土壌調査、ルサカ市の経済インフラの状況と MFEZ 予定地へのインフラ設置の進め方、MFEZ 予定地のゾーニングの考え方を中心とする分野での調査を分担しながら行うことで合意した。

ザンビア政府は、9 月には KPTC との間で契約手続を了し、11 月に雨期が始まる前までに地質調査を終える方向で KTPC と合意した。

JICA はできる限り早い時点で事前調査団を派遣し、実施細則(S/W)を締結、できる限り早い時点で本格調査を開始することを確認した。

KTPC 及びザンビア政府との連絡調整のために、必要に応じて南南協力を通じた投資促進環境整備プロジェクトの予算で調整員を配置することを確認した。

2-2 課題

(1) MFEZ のコンセプト及び産業誘致

今回ザンビア側が設置しようとしている MFEZ のコンセプト及び具体的な産業誘致についてはザンビア側、KTPC 側と十分な協議・すり合わせが必要である。すなわち JICA が実施するマクロ調査の結果も十分に踏まえながら、国内市場を主な対象とした輸入代替的産業（中国産品等の代替）を主軸としたコンセプトとするのか、あるいは隣国を含めたアフリカ全土及び中東・アジアを視野に入れた輸出指向型産業を重点としたものとするのかを大きな論点として十分な議論と検討が必要である。ちなみにザンビア側との協議において、MFEZ に誘致すべき産業として、国内で産出する綿を原料とした繊維及び家電の組み立て等を想定しているとの説明があったことを申し添える。

(2) 土地利用の問題

上記 2-1 (3) でも述べたとおり、ザンビア政府が MFEZ 用地として確保している土地は、現在は保全林という土地利用区分になっている。土地利用区分変更に係る手続きが行われているところであるが、環境社会配慮については慎重を期す必要がある。

(3) KTPC との調整

KTPC とは基本的な分担について合意ができているものの、細かい部分では調査開始後に

調整する必要があることは明らかである。上記 2-1 (3) でも述べたとおり、調整員をおくとともに、JICA 調査団内にも連絡調整のための人員の配置を認め、関係者間の意思疎通を十分に図っていくこととする。

(4) 調査後の資金調達

ザンビア政府は自主財源をできる限り確保すると明言しているが、根拠があるものではないと思われる。財務大臣からは、自主財源以外にアフリカ開発銀行の借款や円借款の活用についても言及があった。

円借款を活用するのであれば、審査に堪えうる調査内容とする必要がある。その場合、KTPC が実施する部分の調査の精度をいかに担保するかが重要になってくる。

(5) 既存の工業地域との関係

ルサカ市内にはルサカ市が整備した工業地域が存在する。印刷、食品加工、飼料、医薬品、縫製など雑多な業種が軒を連ねている工業集積地であり、特に開発のコンセプトなどはないようである。

MFEZ 開発にあたっては、市内の工業地域との差別化をいかに図るかということについても十分な検討を重ねる必要がある。

2-3 団長所感

本案件はアジアの開発経験のアフリカへの適用や南南協力等、様々な要素を多角的・効果的に組み合わせながらザンビア経済の活性化及び産業の育成をめざすものであり、JICA にとって未経験の部分も多々あるがその協力効果は極めて高いことが期待され、更に今後の効果的なアフリカ協力を探るうえでの極めて重要な事例のひとつとなることが考えられる。

今回の現地調査を通じて、大統領をはじめとしてザンビア側関係者の本件の実現に向けての期待の大きさと、資源開発を中心に同国の経済活動が活況を呈するなかで、一定の政治・社会的な安定を保持しているザンビアにとって、今が産業開発・民間投資による経済開発の更なる発展をめざす千載一遇の機会であり、今を除いてそのチャンスはないとの共通認識がザンビア国内の官民の間で共有化されていることを確認することができた。さらに、現地での協議及び視察を通して、リスクを取りながらもアフリカという新興市場に果敢に進出し自らビジネス・チャンスをつくり出そうとするマレーシア・中国等成長著しいアジアの民間セクターの直接投資等の動きが予想以上に急展開しているザンビアの状況の下で、本案件のもつ緊急性と重要性について再認識することができた。

また、本プロジェクトの実施のパートナーである、マレーシア側 (KTPC) に関しても、過去に実施された JICA 協力を礎にして、見事な成功を収めた自らの体験を JICA とともにアフリカ開発に生かすことで日本への恩返しができるとの感慨と、さらにこの機会を通じて自らの更なる飛躍へとつなげたいとの意向を有している。

上記のように本件の実施については各関係者が強い興味と大きな期待を寄せており、特にザンビア側関係者の本件への期待は並々ならぬものがあるだけに、今後の具体的な実施においては、日本・ザンビア・マレーシアの 3 カ国間の緊密なコミュニケーションが可能となるようにそのシステムを構築しながら、それぞれのイニシアティブを尊重しつつも、必要に応じザンビア側関係

者に対しては産業育成及び投資促進には官民の透明性が高く、強固なネットワークづくりと地道な努力が必要不可欠であり、特に経済特区の造成に必要な資金調達や企業誘致など乗り越えるべきハードルが高いことを十分に認識せしめることもまた重要である。

付 属 資 料

1. 議事録
2. ザンビア政府・KTPC 間の MOU
3. KTPC による MFEZ 調査の報告書
4. 調査時配布資料

1. 議事録

議事メモ

記録：杉本

| | | |
|-------------------------|--|--|
| 開催日時 | 2007年7月22日（日）14:00～15:30 | |
| 開催場所 | 大統領府 | |
| 出席者 (敬称略) | Zambia | |
| | Situmbeko Musokotwane | Economic Advisor to the President |
| | Sigzongo Siakalenge | Director of Industry, MCTI |
| | Danny Mubanea | Surveyor General, Ministry of Land |
| | Kelvis Kasonkomona | Technical Service Support Manager, ZESCO Ltc |
| | Patric Sinjwala | Surveyor, Ministry of Land |
| | Bornwell Luansa | Director of Engineering, Lusaka City Council |
| | Ernest Chirwa | Senior Policy Planning Officer, ZDA |
| | Wendy Namble | PRO/QS, National Council for Construction |
| | Wiseman Sangulube | Chief Extension Officer, MTENR |
| Simumba Jostpa | Economist, Industry, MCTI | |
| Malaysia | | |
| Ahmad Shukri Tajuddin | CEO, Kulim Technology Park Corporation (KTPC) | |
| Mahbob Salim | Project Director, KTPC | |
| Ahmad Fadzli Abdul Aziz | Executive (Marketing), KTPC | |
| Japan | | |
| 乾 英二 | JICA ザンビア事務所長 | |
| 福田 創 | JICA ザンビア事務所 | |
| Muhabi Lungu | TOH Coordinator, Economic Advisor | |
| 大野 政義 | JICA マレーシア事務所 企画調査員 | |
| 佐々木 弘世 | JICA 経済開発部長 | |
| 杉本 巨 | JICA 経済開発部 貿易・投資・観光チーム | |
| 内容 | <ul style="list-style-type: none"> ・ ザンビア側としては、 <ol style="list-style-type: none"> 1. いつ調査が開始されるか 2. 調査の費用、順序、内容の調整はどうか の2点について知りたい。大統領案件ということもあり、ザンビアとしては一刻も早い着手を望んでいる。 ・ KTPC はザンビアとの協議のなかで、今回の調査の方針について MoU を作成中である。 ・ MFEZ サイトの地質調査をまず実施する必要がある。 <ul style="list-style-type: none"> →基本的にローカルコンサルタントが実施するが、KTPC の監督をつけてほしい。 →ザンビア政府と KTPC の契約のなかに地質調査を入れることにして、KTPC | |

| | |
|--|--|
| | <p>→ザンビア政府と KTPC の契約のなかに地質調査を入れることにして、KTPC から監督する人を派遣するようにする。</p> <p>⇒雨期が 11 月から始まるので、それまでに地質調査を実施する必要がある。</p> <p>→ザンビア側の準備が整い、契約ができるのであれば、地質調査を 9 月から開始することは可能。地質調査を実施している間に KTPC と JICA の間で調査項目についての分担を決定するようにしたい。</p> <p>ザンビア側にはできる限り多くの情報を提供してほしい（地形図、土地利用図、航空写真、衛星写真、交通量需要など）。</p> <ul style="list-style-type: none">・ザンビア政府は本件について予算を確保している（約 1 億 2,000 万円）が、今年の 12 月末までに執行しなければ、残は国庫に返還する必要がある。少なくとも契約を実施し、調査に着手することが絶対に必要。・JICA と KTPC の分担の基本的な考え方は JICA が全体計画の上流部分（マクロ経済分析や特区のコンセプト）を、KTPC がハード部分の設計を担当するということで合意した。 |
|--|--|

議事メモ

記録：杉本

| | | |
|--------------|--|---------------------------------------|
| 開催日時 | 2007年7月23日（月）17:00～17:30 | |
| 開催場所 | リビングストーン ザンベジサンホテル | |
| 出席者 （敬称略） | Zambia | |
| | Ng'andu P. Magande | 財務・国家計画大臣 |
| | Felix Mutati | 商業・貿易・工業大臣 |
| | Situmbeko Musokotwane | Economic Advisor to the President |
| | Japan | |
| | Mr. Muhabi Lungu | TOH Coordinator, Economic Advisor |
| | 佐々木 弘世 杉本 巨 | JICA 経済開発部長 JICA 経済開発部 貿易・投資・観光チーム |
| 内容 | <p>（財務大臣）</p> <ul style="list-style-type: none"> ・ MFEZ については既に基本的なことは合意されているという認識。日本、マレーシア、ザンビアが協力することで開発が進むことを願っている。 ・ 今年中に調査に着手したい。政府としては予算も確保している。 ・ 過去 30 年間でマレーシアの開発が進んだように、ザンビアも次の 30 年間で中進国の仲間入りを果たしたいと思っている。 <ul style="list-style-type: none"> ・ 調査後に MFEZ を実現するための資金の手当はどうするつもりか。 ⇒基本的にはザンビア政府のプロジェクトなので自分たちの予算を確保していきたいと考えている。 しかし、円借款を活用できる可能性があるとも聞いているので、円借款も検討したい。MFEZ はザンビアのショーケースとなる案件で、長期的な視野での開発を考えている。 ・ MFEZ に誘致する産業はどのようなものと考えているか。 ⇒ザンビアでは優良な綿花が栽培されており、その付加価値を高めるような産業があろう。また、ハイテク産業（携帯電話の組み立てや小型家電など）や、インキュベーションセンターの設置を考えている。ザンビアの一次産品にいかにか付加価値をつけることができるかが課題。 ・ MFEZ とルサカ市の工業地帯の棲み分けについても考えてほしい。ルサカ市の工業地帯については再度プランを練る必要があるかもしれない。 | |

議事メモ

記録：杉本

| | | |
|--------------|--|---|
| 開催日時 | 2007年7月24日(火) 15:30~16:30 | |
| 開催場所 | Melcome Group 社 会議室 | |
| 出席者 (敬称略) | Mohmed A. Seedat R. Mahesh Kumar 佐々木 弘世 杉本 巨 大野 政義 福田 創 | Group Chairman, Melcome Group of Companies Group General Manager, Melcome Group of Companies JICA 経済開発部長 JICA 経済開発部 貿易・投資・観光チーム JICA マレーシア事務所 企画調査員 JICA ザンビア事務所 |
| 内容 | <p>Melcome グループは製造業やサービス業などを傘下におさめる会社で、事業を積極的に展開している。2006年にはJICA調査団の一員としてマレーシアに渡航し、ザンビアのビジネスチャンスについて講演している。</p> <p>また、既にマレーシアとの合弁でビジネスを立ち上げ始めている。</p> <p>なお、社長はインド系のザンビア人である。</p> <p>(携帯電話組み立て)</p> <ul style="list-style-type: none"> 既にマレーシアと合弁で携帯電話の組立事業を開始することになっている。ルサカ市の工業地帯に工場を建設中(8月末に建設完了予定)。 <p>年間100万台の出荷をめざしている。市場はザンビア以外に、マラウイ、コンゴ民、南アフリカなど。無料で端末を配布し、通話料で利益をあげるビジネスモデルを導入したい。</p> <p>当初は100名を雇用し、ゆくゆくは200名まで増やしたい。</p> <p>もっと早く事業を立ち上げる予定だったが、政府からの各種許可取得に非常に時間がかかってしまった。是非見直すように働きかけてほしい。</p> <p>(教育)</p> <ul style="list-style-type: none"> 遠隔教育を利用してマレーシアとつないでITやコンピューターの学位が取得できるようなコースを立ち上げることを考えている。 <p>(医療)</p> <ul style="list-style-type: none"> ザンビアには高度な医療機関がなく、富裕層は南アフリカやイギリスの病院で診察を受けている。マレーシアの病院と提携してCT機器を導入することで、特に心肺疾患に対応する医療機関を設置したいと考えている。 <p>南アフリカで診療行為を受けるのに比べて格段に安く受診できるので、需要は十分あると判断している。ザンビア国内だけでなく、周辺の国からも治療費と滞在費の安いザンビアに人が来るようになるだろう。</p> <p>(ザンビア経済の現況)</p> <ul style="list-style-type: none"> 非常に力強い。指導力のある大統領の下、経済は上向いている。非鉄金属の価格が高止まりし、ジンバブエが政情不安定になっているなど、外部条件もザンビアにとっては追い風。水も電力も十分にある。 | |

とはいえ、予算の40%は援助であり、資金調達も簡単でないなど解決すべき点も少なくない。

内陸国であるということは周囲に多くの国があるということで、ハブとして地の利を生かすことを考えなければいけない。アフリカでは今後2億台の携帯電話の需要があると見込まれるが、わが社はそれをターゲットにしている。

(中国製品との競争は)

- ・ 中国製は安かろう悪かろうであるということが、ザンビア人にも知れわたってきた。

政府は自国製品の保護をすべきではあるが、幸いザンビアは内陸国で、それほど大量には中国製品が流入しているわけではない。今後は安だけでは売れなくなってくると考えている。中国製品よりよい品質のものを、安く提供するように努力することが必要である。

(事業展開上の障害は何か)

- ・ 技術のある労働者の確保が問題である。政府は教育をしっかりとやらなければならない。

ザンビア人は英語ができるので、それを比較優位として事業を進めていくことへの可能性もあるが、その場合も英語以外の能力がある人材が必要。

(MFEZ への期待は)

- ・ MFEZ が実現するのであれば、是非入居したい。投資のインセンティブとして税金の免除や各種手続きの簡素化などを実現してほしい。

議事メモ

記録：杉本

| | | |
|--------------|---|--|
| 開催日時 | 2007年7月25日(水) 16:00~16:30 | |
| 開催場所 | 在ザンビア日本大使館 | |
| 出席者 (敬称略) | 宮下 正明 釣田 薫 乾 英二 福田 創 大野 政義 佐々木 弘世 杉本 巨 | 在ザンビア日本大使 在ザンビア大使館 参事官 JICA ザンビア事務所長 JICA ザンビア事務所 JICA マレーシア事務所 企画調査員 JICA 経済開発部長 JICA 経済開発部 貿易・投資・観光チーム |
| 内容 | <p>(調査団からの報告)</p> <ul style="list-style-type: none"> ・ 本件は政治的に非常に重要であり、ザンビア側からの期待も大きいことが分かった。 ・ 調査はザンビア産品の比較優位、誘致できる産業といったことを明確化しながら、実効性のあるものに仕上げていきたい。 ・ 南南協力の枠組みのなかで、マレーシア側とも調査を分担して実施することとしている。今回の調査である程度の分担について合意した。ただし、マレーシア側の調査能力の見極めは必要。 ・ ルサカ総合都市開発調査とも足並みをそろえて調査を実施する。 <p>(大使コメント)</p> <ul style="list-style-type: none"> ・ ザンビアへの円借款が供与できるようになり、まずは地方電化から実施することになっているが、本案件についても、円借款での対応を含め是非前向きに検討してほしい。 | |

議事メモ

記録：杉本

| | | |
|--------------|---|---|
| 開催日時 | 2007年7月25日(水) 17:00~17:30 | |
| 開催場所 | 大統領府 | |
| 出席者 (敬称略) | Situmbeko Musokotwane Mahbob Salim 乾 英二 福田 創 大野 政義 佐々木 弘世 杉本 巨 | Economic Advisor to the President Project Director, Kulim Technology Park Corporation JICA ザンビア事務所長 JICA ザンビア事務所 JICA マレーシア事務所 企画調査員 JICA 経済開発部長 JICA 経済開発部 貿易・投資・観光チーム |
| 内容 (敬称略) | <p>(土地利用区分について)</p> <ul style="list-style-type: none"> 土地利用区分については、現在大統領令を出すための手続きを進めているところ。1ヵ月以内に保全林から工業地域への土地利用変更の政令公布ができるの見込んでいる。 <p>(2008年の予算について)</p> <ul style="list-style-type: none"> 2007年に執行できなかった予算については2008年に確実に確保する。 <p>(調査日程について)</p> <ul style="list-style-type: none"> KTPCの調査は9月から、JICAの調査は12月から始めてほしい。ザンビア大統領がランカウイ国際ダイアログでマレーシアを訪問したときに、KTPCへも訪問する予定であり、この案件をしっかりと前へ進める必要がある。 <p>(ZDAについて)</p> <ul style="list-style-type: none"> ZDAの職員を現在募集しており、8月中には人が集まることになっている。また長官についても早い時点で決定する。 | |

議事メモ

記録：杉本

| | | |
|--------------|---|-------------------------------|
| 開催日時 | 2007年7月27日（金）15:00～16:30 | |
| 開催場所 | Kulim Technology Park | |
| 出席者 （敬称略） | Kulim Technology Park | |
| | Ahmad Shukri Tajuddin | CEO |
| | Ahmad Fadzli Abdul Aziz | Executive (Marketing) |
| | Muhammad Nazmi Abdullah | Project Manager |
| | Zulkefli Ahmad | General Manager (Development) |
| | Saidin Abdul Rahman | Manager |
| | JICA | |
| | 佐々木 弘世 | 経済開発部長 |
| | 杉本 巨 | 経済開発部 貿易・投資・観光チーム |
| | 梅崎 裕 | マレーシア事務所長 |
| | 大野 政義 | マレーシア事務所 企画調査員 |
| 内容 （敬称略） | <p>（KTPC の成功要因は如何）</p> <ul style="list-style-type: none"> ・ PPP が奏功した。工業団地のコンセプトが非常にはっきりしており、運営体制がしっかりしている。マハティールの強い指導力の下で設置されており、工業団地地域が1つ行政区として独立した結果、官民連携が非常に進んでいる。それが投資家へのサービス向上につながっている。 ・ 最初の4年間で14件の入居があったが、アジア通貨危機に伴う不況で非常に苦しい時期が続いた。2004年以降は非常にうまくいっており、第3フェーズの造成をしているところである。これも、顧客指向の経営があつてのことだと考えている。 ・ KTPC はハイテク産業を入居の条件としており、他の工業団地と差別化を図っている。国内にはほかに2ヵ所ハイテク団地があるが、KTPC がもっとも成功している。 <p>（ザンビアでの調査について）</p> <ul style="list-style-type: none"> ・ 地質調査のS/Wはすぐにでも作成し、ザンビア側に送付予定。 ・ それぞれの調査を円滑化し、齟齬のないようにするために調整員を置く必要がある。 ・ KTPC はこれまでに国内やミャンマーで調査の経験があるので、今回のザンビアでの調査も問題なく実施できる。 ・ 人員はKTPC だけでは揃わないので、国内のネットワークを駆使してタスクフォースを組んでの実施となる。 <p>（JICA から KTPC への要請）</p> <ul style="list-style-type: none"> ・ 円借款の可能性を残すためにはF/Sをしっかりと実施する必要がある。 ・ JICA の調査は調査を実施するだけでなく、調査を実施する過程で先方政府への技術移転を図っていくことも重要である。KPTC の M/P 調査のときに JICA | |

調査団がマレーシア側と一緒に考えて、調査を進めたことは記憶に古くないと思う。是非、KTPC もザンビアで調査を実施する際にはザンビアの能力強化ということを念頭に置いてほしい（案では調査期間のうち6割がマレーシア、4割がザンビアになっている）。

（KTPC から JICA への要望）

- ・半導体や先進材料といった分野の企業誘致について KTPC に協力してほしい。

MEMORANDUM OF UNDERSTANDING

ON

**THE PREPARATION OF THE MASTER PLAN OF
THE LUSAKA SOUTH MULTI FACILITY
ECONOMIC ZONE (MFEZ)**

BETWEEN

**THE GOVERNMENT OF THE REPUBLIC OF ZAMBIA
THROUGH ITS MINISTRY OF COMMERCE, TRADE AND
INDUSTRY**

AND

KULIM TECHNOLOGY PARK CORPORATION SDN. BHD.



PREAMBLE

The Government of the Republic of Zambia, through its Ministry of Commerce, Trade and Industry and the Kulim Technology Park Corporation Sdn. Bhd. (hereinafter jointly referred to as the "Parties" and singular as "a Party");

BASED on regular meetings and consultations between the Ministry of Commerce, Trade and Industry (hereinafter referred to as the "MCTI" and the Kulim Technology Park Corporation Sdn. Bhd. (hereinafter referred to as the "KTPC");

DESIRING to develop and prepare the Master Plan (hereinafter referred to as "the Study" for the Lusaka South MFEZ in Zambia to further strengthen and deepen the economic cooperation which prevails between the Republic of Zambia (hereinafter referred to as "GRZ") and KTPC;

FURTHERANCE to the initiative demonstrated by the Japan International Cooperation Agency (hereinafter known as JICA) under the South-South Cooperation to develop the Study.

COGNISANT of the fact that during the Investment Promotion Mission to Malaysia undertaken by the Deputy Secretary to the Cabinet, Finance and Economic Development, in November, 2006, KTPC would assist GRZ in planning one (1) MFEZ;

RECALLING that KTPC and the Ministry of Commerce, Trade and Industry agreed to prepare a Master Plan after completing a preliminary report



recommending technical and financial proposals in February, 2007 within the 2000 hectares of land belonging to the GRZ;

GRZ, JICA and KTPC agreed to start the preparation of the Master Plan for the Lusaka South MFEZ after concluding discussions. KTPC committed itself to the observance of applicable Zambian laws and common practices in contracts of a similar nature during the applicable period of this MOU, GRZ committed itself to providing KTPC and JICA with the necessary information, resources both human and financial aimed at ensuring the smooth and timely finalisation of the full feasibility study of the Lusaka South MFEZ;

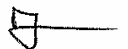
WISHING to vigorously promote focused and facilitative efforts in the preparation of the Lusaka South MFEZ based on equitable terms by setting tasks to be performed and obligations to be met by each Party in order to timely complete the Master Plan.

HEREBY AGREE as follows:

ARTICLE 1 COMPETENT AUTHORITIES

(1) The competent authorities responsible for the implementation of this Memorandum of Understanding shall be –

- (a) the Ministry of Commerce, Trade and Industry;
- (b) Japan International Cooperation Agency; and
- (c) Kulim Technology Park Corporation Sdn. Bhd.;



ARTICLE 2
BASIS OF UNDERSTANDING

KTPC intends to undertake the followings:

- (1) Provision of experts and skills in the preparation and completion of the Lusaka South MFEZ.
- (2) Transfer of expertise and skills to the Zambian Expert Team interfacing with KTPC during the preparation and completing of the Lusaka South MFEZ.
- (3) GRZ undertakes that during the preparations, it shall bear the cost of the Study done by KTPC.
- (4) JICA undertakes to consider funding part of the Study.
- (5) GRZ shall facilitate the provision of relevant entry permits to KTPC study team upon requests received from KTPC management.

ARTICLE 3
TECHNICAL WORKING COMMITTEE

- (1) In order to facilitate the effective implementation of this Memorandum of Understanding (hereinafter referred to as "MOU"), the Parties shall establish a Technical Working Committee chaired at Senior Officials level.
- (2) The work programme of the Technical Working Committee shall be defined and coordinated as follows:
 - (a) KTPC; and
 - (b) MCTI



- (3) The Technical Working Committee shall meet as and when required alternating between the KTPC and Zambia.

**ARTICLE 4
GENERAL PROVISIONS**

- (1) This MOU provides a broad basis for co-operation between the MCTI and the KTPC, who shall negotiate and conclude a duly signed consultancy agreement before commencing the preparation of the Master Plan.

**ARTICLE 5
AMENDMENTS**

This MOU may be amended or changed by mutual consent of the Parties –

- (1) at a meeting specifically convened for that purpose between authorised persons representing the MCTI and the KTPC; or
- (2) through the exchange of letters between the Parties; or
- (3) through Agreed Minutes signed by authorised persons representing the MCTI and KTPC.

**ARTICLE 6
SETTLEMENT OF DISPUTES**

Any dispute between the Parties arising out of the interpretation or implementation of this MOU shall be settled amicably through consultations or negotiations between the Parties.



(1) This MOU shall remain in force until terminated by either Party giving six (6) months written notice through the diplomatic channel, of its intentions to terminate this MOU. A Party terminating this MOU shall remain bound to contractual relationships to which it is a party and its obligations there under, until they are fulfilled.

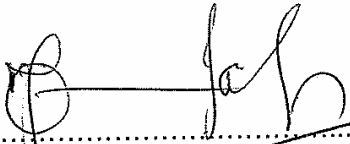
(2) In the event of this MOU being terminated, it shall not affect the detailed Consultancy Agreement concluded of which the implementation has not been completed.

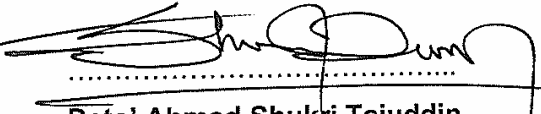
IN WITNESS WHEREOF the undersigned, being duly authorised by their respective Government and KTPC, have signed and sealed this MOU in two originals in the English language, both texts being equalled authentic.

Done at Kuala Lumpur on this 25 day of July 2007

For and behalf of the
Government of the Republic of
Zambia

For and behalf of Kulim
Technology Park Corporation
Sdn. Bhd. Malaysia


.....
Mr. Felix Mutati, MP
MINISTER OF COMMERCE,
TRADE AND INDUSTRY
REPUBLIC OF ZAMBIA

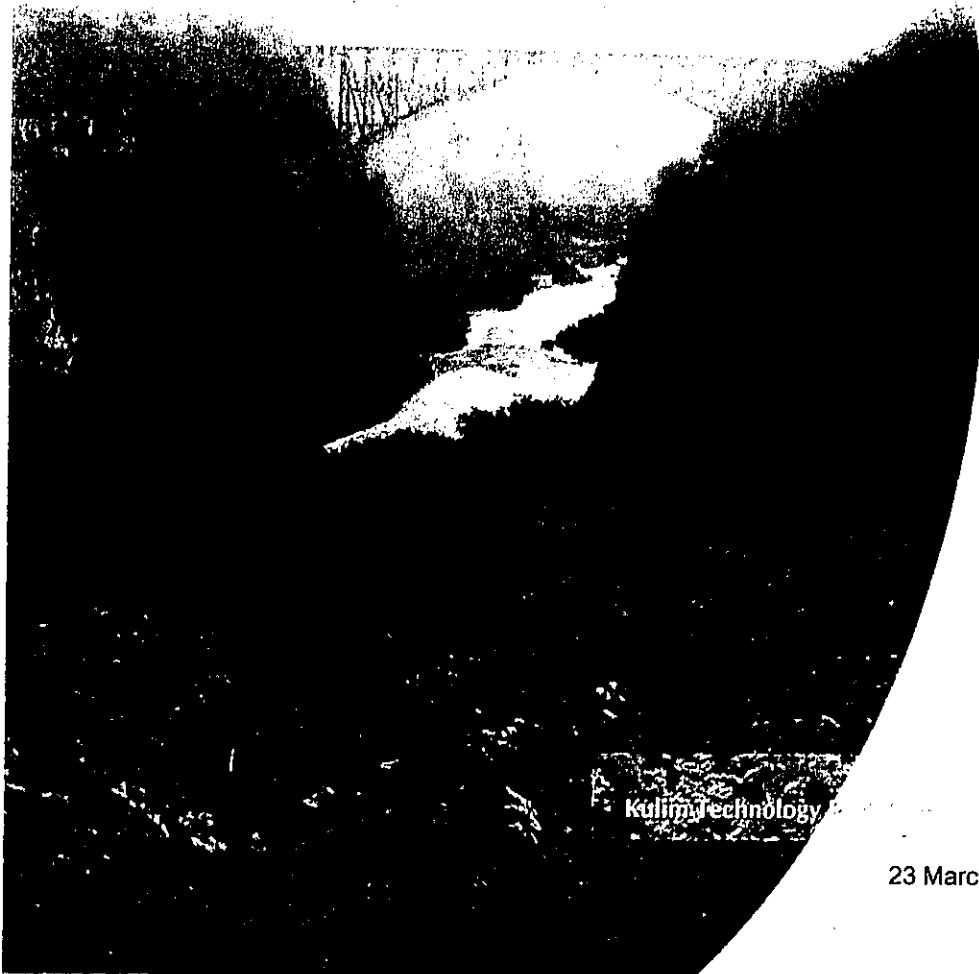

.....
Dato' Ahmad Shukri Tajuddin
GROUP CHIEF EXECUTIVE
OFFICER,
KULIM TECHNOLOGY PARK
CORPORATION SDN. BHD.
MALAYSIA



LUSAKA MULTI FACILITY ECONOMIC ZONE DEVELOPMENT MASTER PLAN

TECHNICAL & FINANCIAL PROPOSAL

For JICA (Japan International Cooperation Agency)



Kulim Technology Park

23 March 2007

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Appendix

Consultants' CVs

A. TECHNICAL PROPOSAL

1.0 INTRODUCTION

1.1 Background

The initial background proposal on the Multi Facility Economic Zone (MFEZ) initiative started in January 2005 when H.E President Mwanawasa of the Republic of Zambia visited Japan.

The Japan International Cooperation Agency (JICA) has been asked to assist the Republic in the area of investment promotion.

Subsequently, three seminars spearheaded by Dato' Jegathesan (a Malaysian International Consultant) were conducted to raise awareness about the importance of reducing poverty through job and value creation. This is to be achieved through commitment and collaboration effort of the civil service, private sector and the Executive. The tripartite forces themed the **Triangle of Hope** (with a six-member Steering Committee) has been tasked by the government to supervise the works of improving the socio-economic and well being of the citizens. Special Task Forces have been created to execute this process, one of which is the MFEZ.

In furtherance to this, the Task Force on the MFEZ has produced the final report on the *Zambia Investment Promotion Initiative* in December 2005. The report among its recommendations has suggested the appointment of consultants to develop the MFEZ Development Master Plan (DMP).

Under the auspices of the JICA, a three-member delegation from Malaysia's Kulim Technology Park Corporation (KTPC) made a preliminary two weeks study visit to Lusaka (February 12 – 24th, 2007) prior to the proposal for this full scale study.

1.2 Intent of the Development Master Plan Study

The intent of the study is to propose a Development Master Plan for the integrated development of MFEZ in line with the objectives of the Government, Ministry of Trade, Commerce and Industry and its agent the Zambia Development Agency (ZDA).

The study is to be based on the concept of a "Multi Facility Economic Zone" (Attachment 1) and the Terms of Reference (TOR) (Attachment 2). The plan will serve as a planning instrument and action plan for the implementation of the Lusaka MFEZ on a specific site already designated by the authority.

1.3 Objectives of MFEZ

The MFEZ which is a project of strategic national importance is set to be a new business destination in Zambia. Apart from stimulating economic growth through foreign and local investments, research and innovation, MFEZ is to serve as a vehicle to achieve other objectives, inter alia:

- i) To be a centre of excellence for business and investment;
- ii) To act as a catalyst for Zambian Research and Development;
- iii) To act as a home for new Government R & D institutions;
- iv) To act as a new place for new business formation and commercialisation of R & D;
- v) To act as a source of venture capital finance for tenants;
- vi) To promote indigenous SM enterprises;
- vii) To promote innovation, incubate new technology oriented business; and
- viii) To promote in the establishment of links between industry, government, research institutions and universities.

1.4 The Terms of Reference

The aspects covered in the Terms of Reference (TOR) are comprehensive and clear and the scope of work that needs to be taken has been clearly implied. These have been accordingly translated in the proposed work packages including additional dimensions which are relevant in producing an all-encompassing Plan.

1.5 Study Period

The Consultant is of the opinion that a period of 10 calendar months for the study would be adequate. However, a 12-month period would be preferable, taking into consideration of the need for discussions and the approval process of all these study outputs.

2.0 STUDY APPROACH AND METHODOLOGY

2.1 Overview

The Republic of Zambia obtained her independence from the British in 1964. The country is landlocked with a size of 752,614 sq.km and having a population of some 11 million (UN,2005), sparsely populated by more than 70 ethnic groups.

Once a middle-income country, Zambia in the 1960s was the third largest copper mining, after the US and Soviet Union. World copper prices collapsed in 1975 causing a devastating effect on the economy.

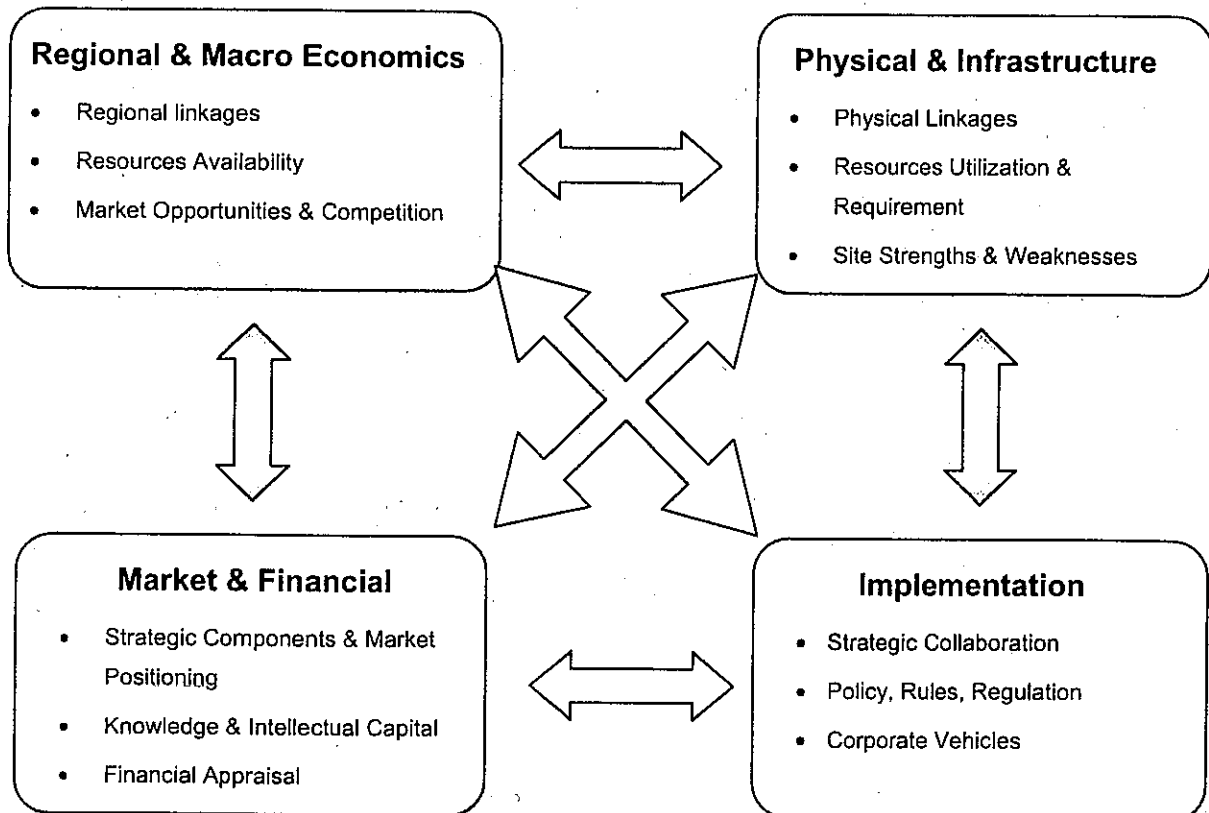
The government had, since the 1991 democratic multi-party election committed to an economic reform program, including the privatisation of state owned corporations, maintained positive real interest rates; eliminated exchange control; and endorsed free market principles.

The Zambian Government is now actively pursuing an economic diversification program to reduce the economy's reliance on the copper industry which has been privatised since 2002. The initiatives seek to explore other components of the Zambian rich resources base by promoting agriculture, tourism, gemstone mining and hydro power.

In the effort to stimulate investment and growth, the government has continued to improve on incentives for the manufacturing sector. The government has come up with the *Zambia Investment Promotion Initiative* under the 'Triangle of Hope' program. The proposed feasibility study with the view to preparing a Master Development Plan for the MFEZ will serve as a strategic action initiative towards this objective.

Figure 2.1 depicts the linkages between the major components of the Plan and their salient parameters. To facilitate, the study work packages have been proposed to provide easy understanding of the expected scope and output of the study.

**Figure 2.1
Study Linkages**



2.2 Work Program and Study Components

The work programs are arranged in such a manner so as to enable the formulation of an overall Master Development Plan for the MFEZ, Lusaka, Zambia. With this in mind the study has been divided into four (4) major components.

- Component 1 focuses on the whole region defined as having direct and indirect economic linkages with the proposed economic zone initiative. A thorough regional analysis; macroeconomic perspectives which include an economic base analysis; and an analysis on industrial clustering shall be undertaken.
- Component 2 focuses on the MFEZ physical and infrastructure planning and design covering such aspects as site planning, infrastructure planning and development; and the supporting landscape, architecture and environmental parameters relevant for the efficient operation of the MFEZ.
- Component 3 involves the assessment and requirement of human resources availability and housing needs and other major MFEZ land use components; market and financial appraisal on the proposed MFEZ development.
- Component 4 is on implementation which includes the institutional and legal framework; regulations and incentives to stimulate investment and growth to complement the other infrastructure enablers.

The proposed work programme by study components and work packages are summarized in Figure 2.2.

2.3 Work Packages and Study Tasks

The study has for analytical purposes been divided into 17 principal work packages and these are in conformity with the regional and macroeconomics, physical and infrastructure support, economic and financial analysis and implementation framework. A number of activities will be initiated simultaneously which many work packages are inter-dependent or overlap.

- **Regional and Macroeconomic Framework**
 - WP 1: Regional Analysis
 - WP 2: Macroeconomic Perspective
 - WP 3: Industrial Clustering

- **Physical and Infrastructure Analysis**
 - WP 4: Project Components and Land Use
 - WP 5: Site Planning and Design
 - WP 6: Infrastructure and Utilities
 - WP 7: Transportation
 - WP 8: Landscape
 - WP 9: Architectural Design
 - WP 10 : Environment

- **Market and Financial Analysis**
 - WP 11: Human Resources Requirement
 - WP 12: Housing and Community Services Appraisal
 - WP 13: Market Assessment
 - WP 14: Financial Analysis

- **Implementation**
 - WP 15: Organisation and Management
 - WP 16: Legal Framework and Incentives
 - WP 17: Implementation, Phasing and Scheduling

Figure 2.2
Proposed Work Programme for Multi-Facility Economic Zone Study

| Work Package | Time (in Months) | | | | | | | | | |
|---|------------------|---|---|---|---|---|---|---|---|----|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |
| Regional and Macroeconomic Framework | | | | | | | | | | |
| WP1 Regional Analysis | | | | | | | | | | |
| WP2 Macroeconomic Perspective | | | | | | | | | | |
| WP3 Industrial Clustering | | | | | | | | | | |
| Physical and Infrastructure Analysis | | | | | | | | | | |
| WP4 Project Components and Land Use | | | | | | | | | | |
| WP5 Site Planning and Design | | | | | | | | | | |
| WP6 Infrastructure and Utilities | | | | | | | | | | |
| WP7 Transportation | | | | | | | | | | |
| WP8 Landscape | | | | | | | | | | |
| WP9 Architecture Design | | | | | | | | | | |
| WP10 Environment | | | | | | | | | | |
| Market and Financial Analysis | | | | | | | | | | |
| WP11 Human Resources Requirement | | | | | | | | | | |
| WP12 Housing Needs Appraisal | | | | | | | | | | |
| WP13 Market Assessment | | | | | | | | | | |
| WP14 Financial Analysis | | | | | | | | | | |
| Implementation | | | | | | | | | | |
| WP15 Organisation and Management | | | | | | | | | | |
| WP16 Legal Framework and Incentives | | | | | | | | | | |
| WP17 Implementation Phasing and Scheduling | | | | | | | | | | |

Report Documentation

CONCEPT REPORT
INTERIM REPORT
DRAFT FINAL REPORT
FINAL REPORT

WP1 Regional Analysis

Zambia is strategically positioned and surrounded by seven bordering countries - Angola in the west, Botswana in the south-west, Zimbabwe in the south, Mozambique in the south-east, Malawi in the east, the United Republic of Tanzania in the north-east and the Democratic Republic of Congo in the north. These countries may in some ways be seen as potential market outlets for outputs from the MFEZ in the future.

The positioning of MFEZ in relation to other parts of the country, neighbouring growth centres (economic zones) and relevant international destinations will be appraised and the significance of exogenous linkages will be determined. The trade prospect of Zambia as a member of the South African Development Community (SADC), and Common Market for Eastern and Southern Africa (COMESA) with a circa of 400 M people need to be explored. The study tasks include:

- Global and regional perspectives
- National perspective
- Government policies and national plans

WP2 Macroeconomic Perspective

The proposed MFEZ will be examined in relation to existing economic growth scenario, government policy framework, incentives, fiscal plan and other relevant planning instruments including the provincial and the relevant local plans. An economic base analysis will provide an understanding of past trend of growth in sectoral development and GDP performances in terms of employment, output and productivity. The study tasks are:

- Economic trends and GDP performance
- Import and export trade
- Resources availability and utilization

WP3 Industrial Clustering

To ensure that the proposed MFEZ will be successfully implementable and provide the optimal impact to Zambia and the regional different types of industrial products, activities and components will be examined in terms of the cluster concepts that provide effective connectivity and product development. The study tasks are:

- Interface with WP1 and WP2, i.e. understanding the regional and macroeconomic perspective
- Identifying key strategic industrial clusters
- Cluster analysis - current status, issues and challenges, policies and strategic direction and recommendations

WP4 Project Components and Land Use

As part of the design process, the major and supporting MFEZ component development shall be determined in line with its development objectives. Such uses may include areas for industrial lots, R&D institutions, commercial, housing, open space system and MFEZ ancillary facilities. MFEZ shall be perceived as semi self contained physical and economic entity. A land budget plan is to be prepared. The main task includes:

- Determine the various landuse components of MFEZ
- Prepare the MFEZ land budget
- Prepare subdivision layout plan depicting the land use parcellations, circulation and open space network.
- Priotisation of project components and land use

WP5 Site Planning and Design

In consideration of the site configuration and characteristics, ingress and egress points and adjoining land uses, the MFEZ concept plan is to be drawn up based on certain design concept, principles to meet specific design objectives.

Elements of design shall include consideration of road networks, utility and drainage reticulation, local area network and the zoning of the intended uses an optimum layout plan is to be prepared taking into consideration of its phased implementation.

Consideration for urban design such as pedestrian ways, open space network, views and streetscape is desirable for MFEZ. With the consideration of the above WP4, the major tasks will include:

- Determine site potential and constraints
- Formulate overall planning concept of the MFEZ
- Determine the location and distribution of the key functional zone
- Phasing plan

WP6 Infrastructure and Utilities

This area will focus on the strategic issue of prioritisation in implementing infrastructure and utility services which are prerequisite to MFEZ development. Projections of demand in terms of consumption of high quality water, efficient of power supply and communication needs including ICT shall take into account of the MFEZ planned growth. The need to enhance the role of existing and potentially new service providers will be examined. The major study tasks are:

- Road and traffic management
- Power supply, water and telecommunication systems analysis and requirements
- Drainage, sewerage and solid and hazardous waste management
- Formulate and prepare concept plans as appropriate

WP7 Transportation

The transportation and traffic requirements will be examined in the context of the future landuse pattern and potential growth of MFEZ. Transportation planning shall give due consideration in improving the major regional transport network and inter nodal linkages. A special focus is to be given to traffic movements and accessibility of MFEZ. The major study tasks include:

- Inter regional transportation network, linkages and movement pattern
- Inter and intra regional travel supply and demand
- Analysis of freight transport, and movement for interregional travel
- Movement, circulation, parking and storage within MFEZ

WP8 Landscape

Landscaping is to become an integrated element in the total fabric of the MFEZ. It is to heighten the quality of the internal environment to provide a pleasant and conducive park like setting. A conceptual landscape plan and guidelines are to be prepared for the MFEZ. The tasks include:

- Formulation of overall landscape concept for MFEZ
- Schematic MFEZ design of selected spaces and enclosures
- Recommendation on landscape zones
- Landscape policy and guidelines

WP9 Architectural Design

The key building contributes to the overall image of the MFEZ. Building design for various functions range from residential units, retail and public buildings to manufacturing houses are to take into account the local climate and culture, yet reflecting the international style and standards to commensurate with the MFEZ international standing. Some of the tasks include:

- Formulation of various schematic building designs for MFEZ
- Building types and accommodation schedules
- Building form and design
- Architectural building guidelines

WP10 Environment

The status of the existing environment and any major resource and environmental management issues will be appraised. An environmental Impact (EIA) is required in accordance to the Environmental Protection and Pollution Act. Environmental management planning will ensure air quality level for the MFEZ development. The tasks include:

- Study on the existing environment within and around MFEZ
- Identification of environmental changes and the impacts to the environment
- Determine mitigation measures
- Recommend environmental guidelines to be adopted for the development of MFEZ

WP11 Human Resource Requirement

An analysis of the existing profiles covering such parameters as existing population within the catchment area, availability of local work force, levels of skills, training needs, labour requirements, both current and future scenario in relation to the MFEZ development will be addressed. The tasks include:

- Overview of the global trends and assessment of current human resource
- Identify issues and challenges on human resource
- Assessment of technology capability and the technological map for MFEZ
- Strategies and policies for human resource development

WP12 Housing and Community Services Appraisal

With the development of the MFEZ the need for new residential areas, service centres and other facilities will be critical so as to maintain at least the existing quality of life in the locality. This work package will also examine issues relating to the multiplier effect generated by the development of MFEZ so as to provide adequate housing, community facilities and other basic requirements. The tasks include:

- Housing needs survey to gauge existing situation and issues
- Related needs survey on relevant aspects of housing, including demographic characteristic, delivery system, financing sources
- Planning for community, facilities and services

WP13 Market Appraisal

Market appraisal would be an important component to assess the market supply, market demand and the market values of properties particularly those within the vicinity of and around the MFEZ area. This will provide indicative values to assess gross property yields and values. This work package will also ascertain market opportunities and competition that can be anticipated. Specific focus on market appraisal includes the following:

- Environmental screening of the critical sectors influencing markets
- Cross impact analysis and key external driving forces
- Assessment of market opportunity for specific properties

WP14 Financial Analysis

The financial appraisal shall be undertaken to determine the project feasibility/bank ability. Certain modifications to the plan may be necessary in the process. The estimated expected benefits from MFEZ in financial terms taking into account of sound cost assumptions present a major activity. The tasks include:

- Identification of investment opportunities
- Diversification and harvest strategy
- Formulate investment planning strategies for MFEZ
- Business process management, marketing and sales strategies

WP15 Organization and Management

The study will address the institutional and implementation aspects for the successful implementation of the MFEZ. Responsibilities of coordination and the management of MFEZ will be addressed. The major study tasks are:

- Identify the type of organization or entity for project management
- Analyse the requirements of the organizational structure
- Recommendations for effective management and execution of responsibilities

WP16 Legal Framework and Incentives

The MFEZ will require a legal framework and some incentives to ensure proper operation as well as incentives to attract entrepreneurs and technopreneurs. This work package will address these issues.

The scope of work asserted the need for a legal framework and some incentives to ensure proper operation as well as to attract entrepreneurs and technopreneurs. This work packages will focus in the following areas:

- Intellectual property, property rights and protection
- Government policies on foreign direct investment, import export regulations, foreign exchange controls
- Incentive packages

WP17 Implementation Phasing and Scheduling

To ascertain smooth and efficient development of the MFEZ area it would appropriate to formulate an implementable phasing programme with well planned schedules. The tasks include:

- Practical, operational, implementation schedule, plans and targets to be formulated
- Business plan

3.0 STUDY TEAM ORGANISATION

3.1 Team Composition

Preparation of the MFEZ Master Development Plan necessitates the formation of a relatively experienced and well qualified study team covering a wide spectrum of disciplinary expertise. A team of highly qualified professionals has been assembled the members of which are not only experienced in their individual fields of specialisation but, just as important, have demonstrated a capability for working together in a harmonious and efficient manner on a number of projects.

A total of 18 professionals have been nominated to comprise the study team. The team members are drawn from various disciplines of expertise that is relevant for the study. The specialisations include expertise in regional economics, transport, urban planning, infrastructure planning, market and property analyst, architect and landscape architecture. Their specialisations have been well tested in other studies. The study team is thus a well tried and tested group able to function at the highest level of efficiency and mutual understanding. The size and composition of the study team, corresponds to the importance and complexity of this challenging study. Involvement by members of the study team in other major studies has been numerous (as stated in their individual CVs).

3.2 Team Organisation And Management

The envisaged designation of the study team members are shown in Figure 3.1. Dato' Ahmad Shukri Tajuddin will be Chairman/ Technical Advisor. The overall direction of the study and coordination will be provided by the principal-in-charge, Professor Dr. Mahbob Salim.

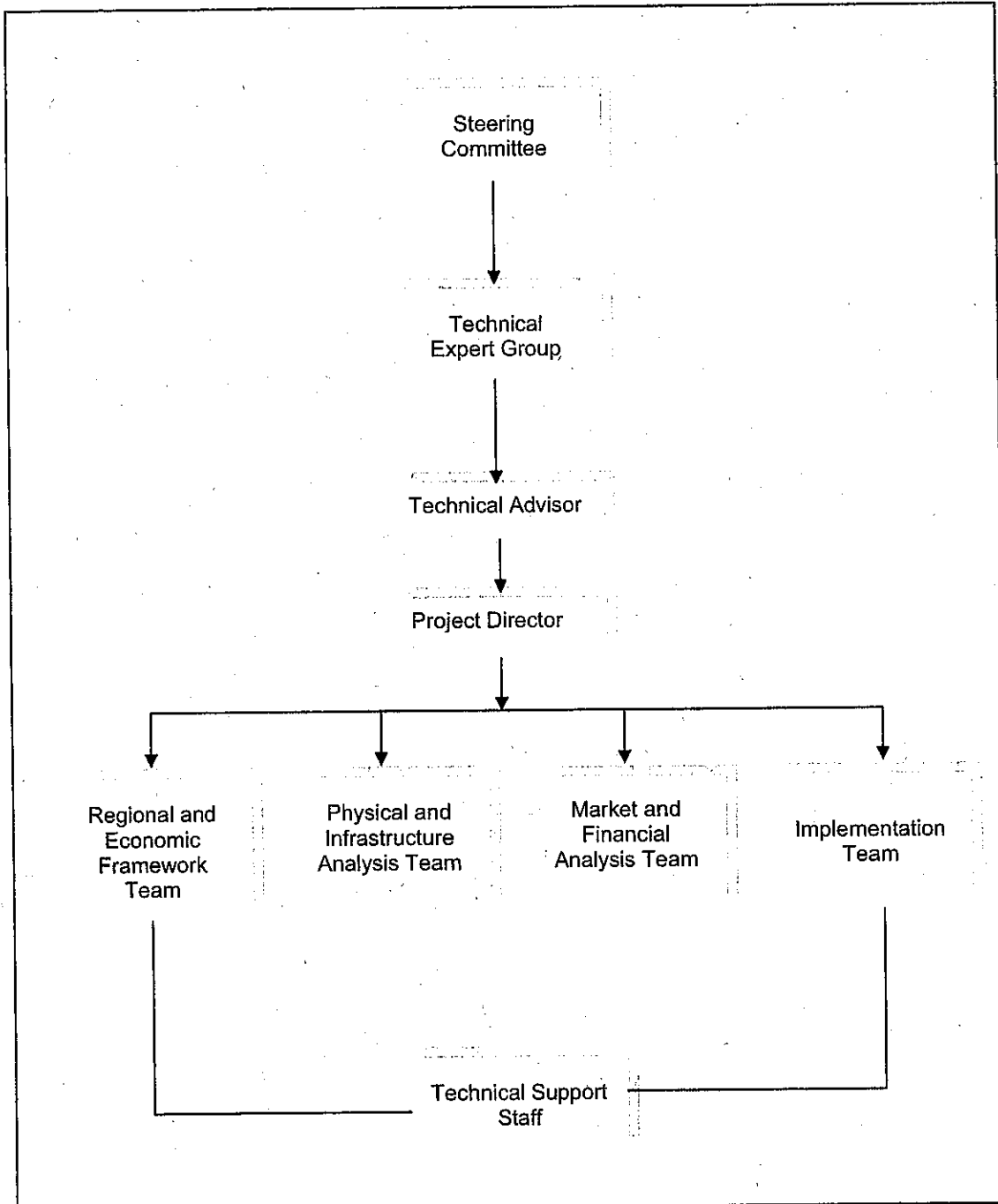
In order to ensure that the team will function synergistically and effectively, it is organised into four functional teams i.e. Regional and Economic Framework, Physical and Infrastructure Analysis, Market and Financial Analysis, and Implementation. See Figure 3.2.

Figure 3.1
Study Team

| CV No. | Nominee | Position |
|--------|-----------------------------|--|
| 1. | Dato' Ahmad Shukri Tajuddin | Chairman/ Technical Advisor |
| 2. | Prof. Dr. Mahbob Salim | Project Director/ Urban Planner |
| 3. | Dr. Zulkipli Omar | Industrial Economist |
| 4. | Nyanen Thiran | Regional Economist |
| 5. | Low Kim Lan | Financial Analyst |
| 6. | Vignesh Naidu | Market Analyst |
| 7. | Dr. Abdullah Ab Rahman | Transport Planner |
| 8. | Dr. Zaly Shah Hussein | Traffic Engineer |
| 9. | Ir. Azman Omar | Lead Engineer ((Drainage Engineer) |
| 10. | Ir. Romli Daud | Engineer (Water Supply System, Sewerage And Solid Waste) |
| 11. | Ir. Aznin Ahmad | Power Supply and Telecommunication Engineer |
| 12. | Kevin Quah | Housing and Community Services Analyst |
| 13. | Ar Mohd Nazam Kassim | Architect |
| 14. | Dr. Sarofil Abu Bakar | Landscape Architect |
| 15. | Peter Ho Yuen Chuen | Environmentalist |
| 16. | Adnan Ismail | Human Resource/Technology Development Specialist |
| 17. | Dr Oo Yu Hock | Legislative, Regulation and Incentive Specialist |
| 18. | Maheran Othman | Operation and Management Specialist |

Note: The Curriculum Vitae of the Nominated Team Members are presented in the Appendix.

Figure 3.2
Team Organisation and Management



B. FINANCIAL PROPOSAL

4.0 SUMMARY OF COSTS

The study on the preparation of the Master Development Plan for the Lusaka Multi Facility Economic Zone will take 10 calendar months to complete.

The financial proposal which includes professional inputs, support professionals, technical and support staff reimbursable cost components are summarised as follows :

| | | |
|---|-----|---------------------|
| Professional staff inputs | USD | 525,000.00 |
| Support Professionals, Technical and Office Staff | USD | 290,000.00 |
| Reimbursables | USD | 479,750.00 |
| | | ----- |
| | USD | 1,294,750.00 |
| | | ===== |

The above does not include the five (5) percent government service tax (for professional, support professionals, technical and office staff fees).

4.1 Professional Staff Inputs

In order to undertake the work tasks with a proactive framework, there is a tremendous need to mobilise a multidisciplinary consultant team with vast experiences. The financial implications of providing such a multidisciplinary professional team are **USD 525,000.00** with a total professional input of 65.5 man-months.

4.2 Support Professionals Technical and Office Staff

In order to ensure an effective execution of the project, several technical support professionals have been included to carry out the supportive functions. These include the following :

| No. | Position | Man-month |
|-----|---|-----------|
| 19. | A. Assistant Planner | 4 |
| 20. | Assistant Transport/ Traffic Engineer | 4 |
| 21. | Assistant Architect | 4 |
| 22. | Assistant Landscape Architect | 4 |
| 23. | Research Officer (Assistant Economist) | 4 |
| 24. | Research Officer (Human Resource/ Technology Development) | 4 |
| 25. | Research Officer (Operation and Management) | 4 |
| 26. | GIS Assistant/ Mapping Assistant | 7 |
| 27. | Statistical Assistant | 7 |
| 28. | Technician 1 (Planning) | 7 |
| 29. | Technician 1 (Transport/ Traffic) | 7 |
| 30. | Technician 1 (CAD) | 7 |
| 31. | Technician 1 (Landscape) | 7 |
| 32. | Executive Secretary | 10 |
| 33. | Clerk | 10 |
| 34. | Typist | 10 |

The financial implications of providing this support professionals, technical and office staff is **USD 290,000.00**

4.3 Reimbursables

- a) Airfares, (the airfare estimates for the consultants' return trip to Lusaka City is approximately USD 192,000.00).

Accommodation and Subsistence Allowance for the stipulated visits (for field study, meetings, consultations in Lusaka is estimated to be approximately USD 192,000.00).

- b) Communication expenses for the 10 month study (USD 500 per month) are approximately USD 5,000.00.
- c) Report Production costs which will cover the basic costs of producing all the progress reports and deliverables will cost **USD 30,000.00**.

See Table 5.1 for the detailed Financial Proposal.

4.4 Mode Of Payment

The following schedule of fee payment is proposed:

| | |
|---------------------------|-----|
| Mobilisation/Commencement | 20% |
| Inception Report | 20% |
| Interim Report | 20% |
| Draft Final Report | 30% |
| Final Report | 10% |

**TABLE 5.1 FINANCIAL PROPOSAL
OVERALL STUDY PROPOSAL COST FOR THE LUSAKA MULTI FACILITY ECONOMIC
ZONE STUDY**

| NO. | NAME | POSITION | CHARGE RATE (USD'000) | MAN-MONTH | TOTAL COST (USD) |
|------------------------------|-----------------------------|--|--------------------------|-----------|---------------------|
| A. PROFESSIONAL STAFF | | | | | |
| 1 | Dato' Ahmad Shukri Tajuddin | Chairman / Technical Advisor | 16 | 1 | 16,000.00 |
| 2 | Dr. Mahbob Salim | Project Director / Urban Planner | 10 | 6.5 | 65,000.00 |
| 3 | Dr. Zulkipli Omar | Industrial Economist | 8 | 4 | 32,000.00 |
| 4 | Nyanen Thiran | Regional Economist | 8 | 4 | 32,000.00 |
| 5 | Low Kim Lan | Financial Analyst | 8 | 4 | 32,000.00 |
| 6 | Vignesh Naidu | Market Analyst | 8 | 4 | 32,000.00 |
| 7 | Dr. Abdullah Ab Rahman | Transport Planner | 8 | 3 | 24,000.00 |
| 8 | Dr. Zaly Shah Hussein | Traffic Engineer | 8 | 3 | 24,000.00 |
| 9 | Ir. Azman Omar | Lead Engineer/ Road and Drainage Engineer | 8 | 4 | 32,000.00 |
| 10 | Ir. Romli Daud | Water Supply System, Sewerage and Solid Waste Engineer | 6 | 5 | 30,000.00 |
| 11 | Ir. Aznin Ahmad | Power Supply and Telecommunication | 6 | 5 | 30,000.00 |
| 12 | Ar. Mohd Nazam Kassim | Architect | 8 | 3 | 24,000.00 |
| 13 | Dr. Sarofil Abu Bakar | Landscape Architect | 8 | 3 | 24,000.00 |
| 14 | Peter Ho Yuen Chuen | Environmentalist | 8 | 3 | 24,000.00 |
| 15 | Adnan Ismail | Human Resource/Technology Development Specialist | 8 | 3 | 24,000.00 |
| 16 | Kevin Quah | Housing and Community Services Analyst | 8 | 4 | 32,000.00 |
| 17 | Dr. Oo Yu Hock | Legislative, Regulation and Incentive Specialist | 8 | 3 | 24,000.00 |
| 18 | Maheran Othman | Operation and Management Specialist | 8 | 3 | 24,000.00 |
| SUB-TOTAL | | | | | 525,000.00 |

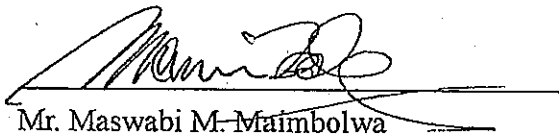
| | | | |
|---|-----|----|-------------------|
| B. SUPPORT PROFESSIONALS AND STAFF | | | |
| 1 SUPPORT PROFESSIONALS | | | |
| Assistant Planner | 5 | 4 | 20,000.00 |
| Assistant Transport/Traffic Engineer | 5 | 4 | 20,000.00 |
| Assistant Architect | 5 | 4 | 20,000.00 |
| Assistant Landscape Architect | 5 | 4 | 20,000.00 |
| Research Officer (Assistant Economist) | 5 | 4 | 20,000.00 |
| Research Officer (Human Resource/ Technology Development) | 5 | 4 | 20,000.00 |
| Research Officer (Operation and Management) | 5 | 4 | 20,000.00 |
| 2 TECHNICAL STAFF | | | |
| GIS Assistant/Mapping Assistant | 2.5 | 7 | 17,500.00 |
| Statistical Assistant | 2.5 | 7 | 17,500.00 |
| Technician 1 (Planning) | 2.5 | 7 | 17,500.00 |
| Technician 2 (Transport/Traffic) | 2.5 | 7 | 17,500.00 |
| Technician 3 (CAD) | 2.5 | 7 | 17,500.00 |
| Technician 4 (Landscape) | 2.5 | 7 | 17,500.00 |
| 3 OFFICE STAFF | | | |
| Executive Secretary | 2.5 | 10 | 25,000.00 |
| Clerk | 1.0 | 10 | 10,000.00 |
| Typist | 1.0 | 10 | 10,000.00 |
| SUB-TOTAL | | | 290,000.00 |

C. REIMBURSABLES

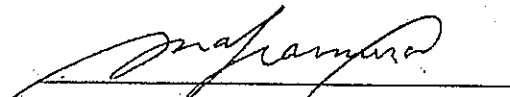
| | |
|---|---------------------|
| <i>Airfares Economy Class (Principal Consultants) (KL/Lusaka City)</i> | |
| 3 return trips per person @ USD4000 x 16 persons | 192,000.00 |
| <i>Airfares Economy Class (Malaysia - Principal Consultants) Penang/KL/KB</i> | |
| 10 return trips per person @ USD115 x 10 persons | 11,500.00 |
| <i>Airfares Economy Class (West Malaysia - Support Professionals)</i> | |
| 10 return trips per person @ USD115 x 5 persons | 5,750.00 |
| <i>Accommodation and Subsistence Allowance</i> | |
| Principal Consultants: 30 days @USD400 x 16 persons | 192,000.00 |
| Malaysia (Principal Consultants) : 10 days @ USD100 x 10 persons | 10,000.00 |
| Malaysia (Support Professionals) :10 days @ USD70 x 5 persons | 3,500.00 |
| SUB-TOTAL (i) | 414,750.00 |
| Communication (Telephone, fax and Courier service), USD500 x 10 months | |
| SUB-TOTAL (ii) | 5,000.00 |
| <i>Report Production (photocopying and binding)</i> | |
| Inception Report x 30 copies) | |
| Interim Report x 30 copies) | |
| Draft Final Report x 30 copies) | 30,000.00 |
| Final Report x 45 copies) | |
| <i>Local Transport in Lusaka (to be provided)</i> | |
| SUB-TOTAL (iii) | 30,000.00 |
| Miscellaneous costs include travelling expenses (Malaysia), equipments and stationery, Purchase of maps, Plan printing etc. (say USD) | |
| SUB-TOTAL (iv) | 30,000.00 |
| SUB-TOTAL (i+ii+iii+iv) | 479,750.00 |
| OVERALL TOTAL COST (USD) (A+B+C) | 1,294,750.00 |

**SCOPE OF WORK
FOR
THE STUDY ON
COMPREHENSIVE URBAN DEVELOPMENT PLAN FOR
THE CITY OF LUSAKA
AGREED UPON BETWEEN
MINISTRY OF LOCAL GOVERNMENT AND HOUSING
AND
JAPAN INTERNATIONAL COOPERATION AGENCY**

Lusaka, March 23, 2007



Mr. Maswabi M. Maimbolwa
Permanent Secretary
Ministry of Local Government and Housing
The Republic of Zambia



Mr. Akira Nakamura
Leader,
Preparatory Study Team
Japan International Cooperation Agency



Mr. Timothy M. Hakuyu
Town Clerk
Lusaka City Council
The Republic of Zambia

I. INTRODUCTION

In response to the request of the Government of the Republic of Zambia, (hereinafter referred to as "GRZ"), the Government of Japan (hereinafter referred to as "GOJ") has decided to conduct "the Study on Comprehensive Urban Development Plan for the city of Lusaka" (hereinafter referred to as "the Study") in accordance with the Agreement on Technical Cooperation between the GRZ and the GOJ signed on June 27, 2006 (hereinafter referred to as "the Agreement").

Accordingly, the Japan International Cooperation Agency (hereinafter referred to as "JICA"), the official agency responsible for the implementation of the technical cooperation programs of the GOJ, will undertake the Study in close cooperation with the authorities concerned of the GRZ.

The present document sets forth the Scope of Work with regard to the Study and will be valid after notification of approval by JICA Headquarters through JICA Zambia Office to the Zambian side.

II. OBJECTIVES OF THE STUDY

The objectives of the Study are:

1. To formulate an urban development master plan including the Lusaka development vision for the year 2030 (hereinafter referred to as "Lusaka Development Vision"), a development strategy, an urban structure plan and mid/long-term development programs with the target year 2030 in line with Vision2030,
2. To formulate a short-term development plan in line with 5th National Development Plan,
3. To formulate a capacity development plan to ensure realization of the output of the Study,
4. To formulate an implementation/management plan, and
5. To carry out relevant technology transfer to Zambian counterpart personnel in the course of the Study.

III. STUDY AREA

The Study area for planning will be within the existing administrative boundary of the city of Lusaka as shown in the map in APPENDIX1. The Study will cover the entire the city of Lusaka and adjoining areas in principle in consideration for key infrastructure planning and zoning.



IV. STRUCTURE / SCOPE OF THE STUDY

IV-1 STRUCTURE OF THE STUDY

The Study consists of the following pillars:

1. Lusaka Development Vision
2. Lusaka development strategy
 - 2-1. Economic aspect
 - 2-2. Social aspect
 - 2-3. Environmental aspect
3. Urban structure plan
 - 3-1. Land use
 - 3-2. Key infrastructure
4. Mid/long-term development program to guide future development direction
5. Short-term development programs/projects to cope with urgent and priority development issues
6. Capacity development plan
7. Implementation/management plan

Appendix 3 illustrates the above structure.

IV-2. SCOPE OF THE STUDY

In order to achieve the objectives mentioned above, the Study will cover the following items:

1. Review and analysis of the present situation
 - 1-1. To review existing laws, regulations, policies and institutional arrangements related to urban development,
 - 1-2. To review upper policies, including Vision 2030, PRSP, 5th National Development Plan, the Lusaka Comprehensive Development Plan (in 2000) and other on-going projects/plans,
 - 1-3. To collect and analyze necessary data of the present situation for the Study,
 - 1-4. To evaluate the present conditions of urban development issues (i.e., urban poverty, socio-economic situation, land use, infrastructure including transportation, water supply, sanitation and drainage),
2. Formulation of Lusaka Development Vision
 - 2-1. To identify stakeholders for the Study,
 - 2-2. To discuss issues among stakeholders,
 - 2-3. To formulate Lusaka Development Vision, and
 - 2-4. To have the Lusaka Development Vision authorized by the steering committee.
3. Formulation of the future socio-economic framework with demand forecast;
4. Formulation of Lusaka development strategies;
 - 3-1. Economic aspect
 - 3-2. Social aspect
 - 3-3. Environmental aspect

5. Formulation of an urban structure plan;
 - 5-1. Land use
 - 5-2. Key infrastructure
6. Formulation of mid/long-term development programs;
7. Formulation of short-term development programs/projects regarding urban development to cope with urgent and priority issues;
8. Formulation of a capacity development plan necessary for implementing above program/projects;
9. Formulation of the implementation/management plan; and
10. Technical/knowledge transfer through the implementation of the Study.

V. STUDY SCHEDULE

The Study will be carried out for around 16 months in accordance with the attached tentative schedule as shown in APPENDIX 2.

VI. REPORTS

JICA will prepare and submit the following reports in English to the GRZ.

1. Inception Report which covers the methodology of the Study
Thirty (30) copies at the time of commencement of the Study.
2. Progress Report which covers all the findings during the first works in Zambia.
Thirty (30) copies within six (6) months after commencement of the Study.
3. Interim Report which covers the formulation of the master plan.
Thirty (30) copies within ten (10) months after commencement of the study.
4. Draft Final Report which covers all the results of the Study
Thirty (30) copies within fourteen (14) months after commencement of the Study.
The written comments on the Draft Final Report from the GRZ shall be delivered within one (1) month after the receipt of the Draft Final Report.
5. Final Report
Sixty (60) copies, the same number of copies of summary and four (4) sets of CD-ROM.
Within one (1) month after the receipt of the comments on the Draft Final Report.

VII. UNDERTAKINGS OF THE GRZ

In accordance with the Agreement on Technical Cooperation signed on June 27, 2006 between the GRZ and GOJ, the GRZ will undertake the followings:

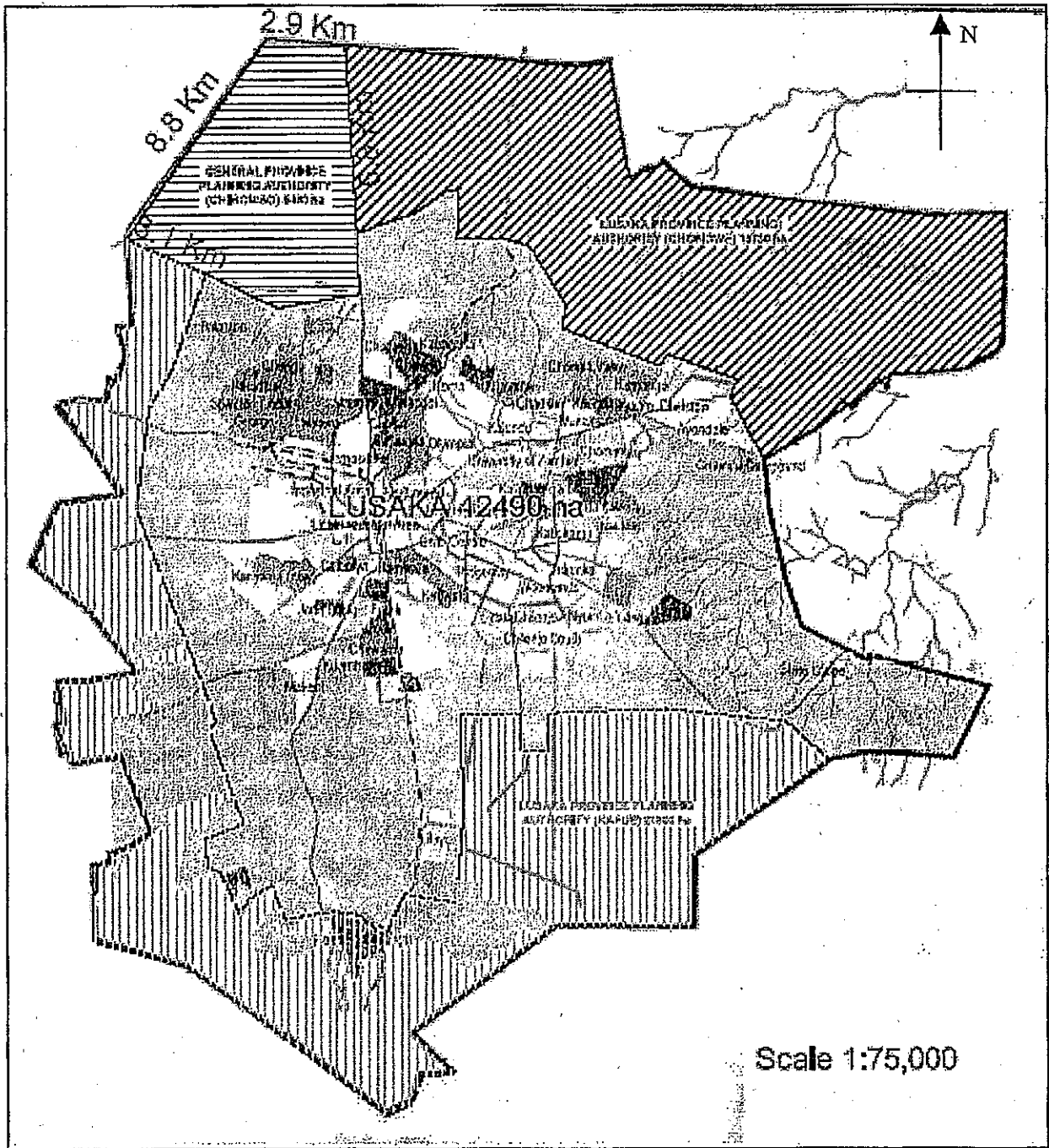
1. To facilitate smooth conduct of the Study, the GRZ shall take the following measures:
 - (1) To permit the members of the Japanese study team (hereinafter referred to as "the Team") to enter, leave and sojourn in the Republic of Zambia for the duration of their assignment therein, and exempt them from foreign registration requirements and consular fees;

- (2) To exempt the members of the Team from taxes, duties, VAT and any other charges on equipment, machinery and other materials imported and locally purchased for the implementation of the Study;
 - (3) To exempt the members of the Team from income tax and charges of any kind imposed on or in connection with any emoluments or allowances paid to the members of the Team for their services in connection with the implementation of the Study; and
 - (4) To provide the Team with necessary facilities for remittance as well as utilization of the funds introduced into the Republic of Zambia from Japan in connection with the implementation of the Study.
2. The GRZ shall bear claims, if any arises, against the members of the Team resulting from, occurring in the course of, or otherwise connected with, the discharge of their duties in the implementation of the Study, except when such claims arise from gross negligence or willful misconduct on the part of the members of the Team.
 3. Under the supervision and full responsibility of the Ministry of Local Government and Housing (MLGH), Lusaka City Council (LCC) and Lusaka Water and Sewerage Company (LWSC) shall act as the main counterpart agency to the JICA Study Team, paralleling with the Ministry of Finance and National Planning (MFNP), Ministry of Energy and Water Development (MoEWD), Ministry of Works and Supply (MWS), Ministry of Transportation and Communications (MTC), Environmental Council of Zambia (ECZ), National Water and Sanitation Council (NWASCO), and the Ministry of Community Development and Social Services (MoCDSS), Ministry of Tourism, Environment & Natural Resources, Lusaka Province Planning Authority, and District Council of Chongwe, Chibombo, and Kafue. The Ministry of Local Government and Housing also as coordinating body in collaboration with other government and non-governmental organizations concerned for the smooth implementation of the Study.
 4. The GRZ shall, at its own expense, provide the JICA Study Team with the following, in collaboration with other organizations concerned:
 - (1) Security-related information as well as measures to ensure the safety of the JICA Study Team;
 - (2) Available data and information related to the Study;
 - (3) Counterpart personnel;
 - (4) Suitable office space with basic office equipment and furniture;
 - (5) Credentials or identification cards; and
 - (6) Information on as well as support in obtaining medical service.

VIII. OTHERS

JICA and the GRZ shall consult with each other in respect of any matter that may arise from or in connection with the Study.

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Tentative Schedule

| Month | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 | 15 | 16 | |
|----------------|-------------------|---|---|---|---|----------|---|---|---|-----------|----|----|----|-----------|----|----|----------|
| Work in Zambia | [Solid black bar] | | | | | | | | | | | | | ■ | | | |
| Work in Japan | ■ | | | | | ■ | | | | ■ | | | | ■ | | | ■ |
| Report | △ IC/R | | | | | △ P/R | | | | △ IT/R | | | | △ DF/R | | | △ F/R |

Legend

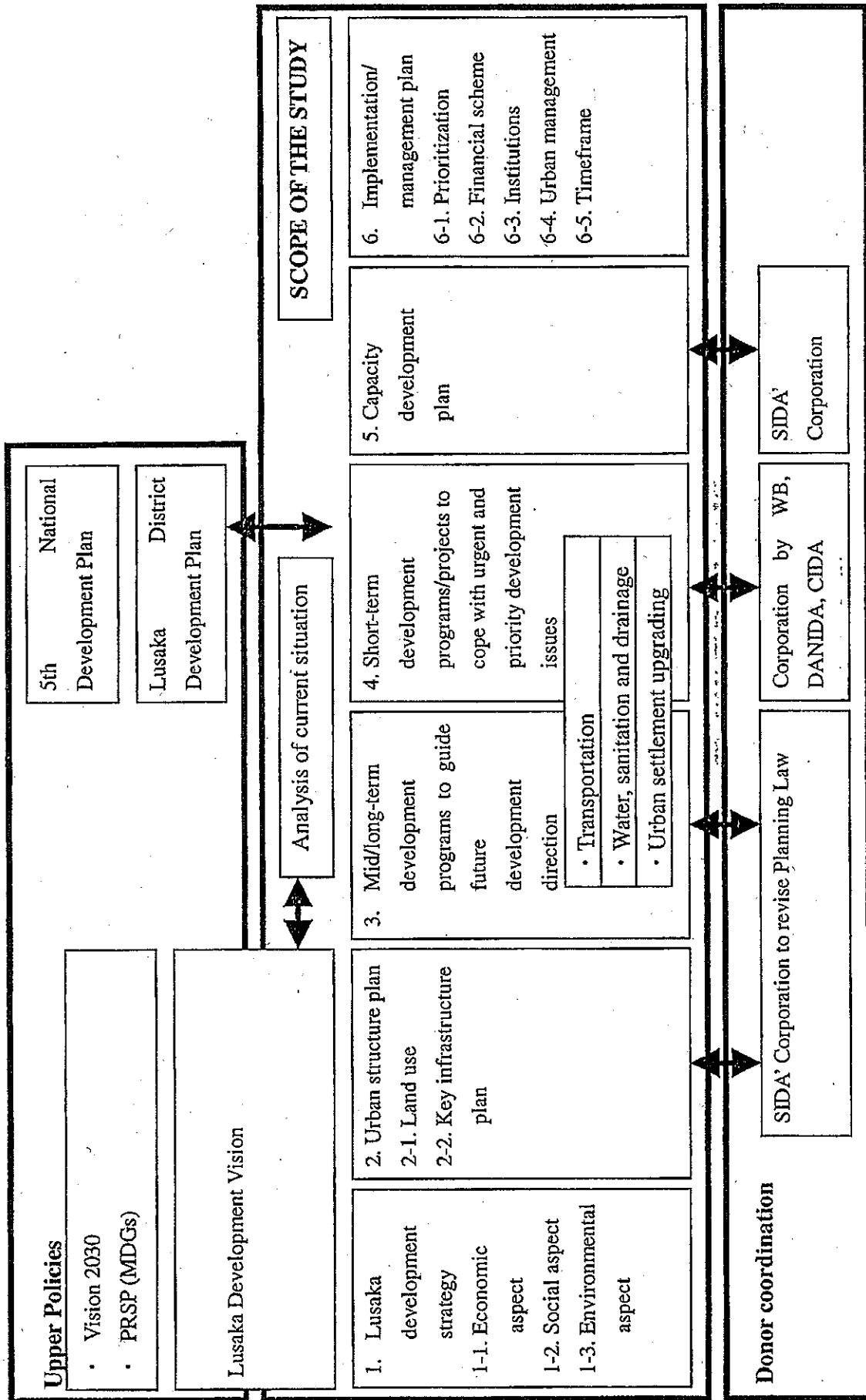
- IC/R Inception Report
- P/R Progress Report
- IT/R Interim Report
- DF/R Draft Final Report
- F/R Final Report

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Study Framework



**MINUTES OF MEETINGS
ON
SCOPE OF WORK FOR**

**THE STUDY ON
COMPREHENSIVE URBAN DEVELOPMENT PLAN FOR
THE CITY OF LUSAKA**

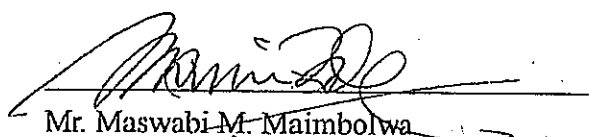
AGREED UPON BETWEEN

MINISTRY OF LOCAL GOVERNMENT AND HOUSING

AND

JAPAN INTERNATIONAL COOPERATION AGENCY

Lusaka, March 23, 2007



Mr. Maswabi M. Maimbolwa
Permanent Secretary
Ministry of Local Government and Housing
The Republic of Zambia



Mr. Akira Nakamura
Leader,
Preparatory Study Team
Japan International Cooperation Agency



Mr. Timothy M. Hakuyu
Town Clerk
Lusaka City Council
The Republic of Zambia

INTRODUCTION

In response to the request of the Government of the Republic of Zambia, (hereinafter referred to as "GRZ"), the Government of Japan (hereinafter referred to as "GOJ") has dispatched the preparatory study team (hereinafter referred to as "the Team") headed by Mr. Akira NAKAMURA to discuss and conclude the scope of work (S/W) for "the Study on Comprehensive Urban Development Plan for the city of Lusaka" (hereinafter referred to as "the Study").

The Team had a series of discussions with the Ministry of Local Government and Housing (MLGH), Lusaka City Council (LCC) and other parties related to the Study. Participants of the discussions are listed in Attachment 1.

This document summarizes major items discussed and remarks expressed by both sides, and is meant to supplement the Scope of Work.

1. Study Title

Both sides agreed that the Study is titled as "the Study on Comprehensive Urban Development Plan for the city of Lusaka."

2. Basic Idea

2-1. Importance of formulating a vision/strategy

Both sides confirmed that formulation of Lusaka Development Vision for 2030 (hereinafter referred to as "Lusaka Development Vision") is important and therefore should be included as one of the output of the Study. At the same time, both sides confirmed that formulation of Lusaka Development Vision would take time for consensus building among stakeholders and therefore needs immediate start even before the commencement of the Study. With that understanding, Zambian sides promised to discuss Lusaka Development Vision among key stakeholders, including District Council of Chongwe, Chibombo, and Kafue, and consolidate the output from the discussion. The output will be the basis for Lusaka Development Vision.

2-2. Role of MLGH and LCC

With the support from MLGH, LCC will:

- Arrange for the counterpart personnel for the accomplishment of the Study and capacity building for sustainability of implementing the Urban Development Plan;
- Facilitate the JICA Study Team to access relevant study data;
- Utilize the Urban Development Plan; and
- Spearhead implementation of the Urban Development Plan.



2-3. Consensus building

There are various stakeholders involved in the urban development sector, and consensus building in the course of the Study is therefore crucial for realization of proposed programs/projects by the Study. Both sides confirmed that the GRZ ensures that representatives from ministries and organizations concerned with the Study will be the members of the Steering Committee, which will function as the platform for consensus building.

2-4. Prioritized areas for interventions

Zambian side underlined the importance of addressing land use, transportation, water supply, sanitation and drainage, and urban settlement upgrading in the Study.

2-5. Harmonization with plans/projects ongoing and/or under preparation

The Team confirmed that there are several plans/projects ongoing and/or under preparation related to the Study, such as cooperation by the World Bank, SIDA, DANIDA, CIDA, etc. Both sides confirmed that the Study needs to be harmonized with those plans/projects not only to avoid duplication of work but also to enhance synergetic effect.

2-6. Importance of revising planning standard

Zambian side explained that the planning standard, which is under the authority of LCC, is outdated and therefore needs to be revised. The Team explained that the necessary revision in relation to the Study will be considered.

3. Utilization of the Study

The GRZ will officially endorse the outputs of the Study as per existing regulations and issue guidelines to stakeholders for effective implementation of the Urban Development Plan.

4. Steering Committee

The Steering Committee will be organized for effective and efficient implementation of the Study by LCC under the leadership and responsibility of MLGH. The Steering Committee will execute the decision making power when necessary. The Steering Committee will comprise the following ministries and organizations with possible inclusion of others if MLGH and LCC considers necessary. MLGH shall inform JICA Zambia Office the members of the Steering Committee before the commencement of the Study.

- (1) Ministry of Local Government and Housing (MLGH)
- (2) Lusaka City Council (LCC)
- (3) Lusaka Water and Sewerage Company (LWSC)
- (4) Ministry of Finance and National Planning (MFNP)
- (5) Ministry of Energy and Water Development (MoEWD)

- (6) Ministry of Works and Supply (MWS)
- (7) Ministry of Transportation and Communications (MTC)
- (8) Environmental Council of Zambia (ECZ)
- (9) National Water and Sanitation Council (NWASCO)
- (10) Ministry of Community Development and Social Services (MoCDSS),
- (11) Ministry of Tourism, Environment & Natural Resources,
- (12) Lusaka Province Planning Authority, and
- (13) District Council of Chongwe, Chibombo, and Kafue.

5. Working group

Zambian side will establish working groups in order to secure the smooth implementation of the Study. Working groups will be formulated based on theme/sectors, namely land use, transportation, water and sanitation, and urban settlement. Other working groups may be formulated if deemed necessary. Members of working groups need to be assigned from the following organizations before the commencement of the Study.

- (1) Ministry of Local Government and Housing (MLGH),
- (2) Lusaka City Council,
- (3) Lusaka Water and Sewerage Company (LWSC),
- (4) Environmental Council of Zambia (ECZ), and
- (5) Other organizations related to the Study.

6. Counterpart Personnel

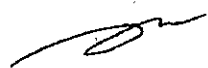
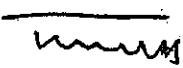
Both sides confirmed that the Study should be conducted in close collaboration between the Zambian and Japanese sides. In this context, both sides confirmed that Zambian side assigns an appropriate number of counterpart personnel for the Study. The core members of the counterpart will be assigned from the organizations below:

- (1) Ministry of Local Government and Housing (MLGH)
- (2) Lusaka City Council (LCC)
- (3) Lusaka Water and Sewerage Company (LWSC)

Zambian side will select one counterpart leader from MLGH and one counterpart leader from LCC and inform the result to JICA Zambia Office before the commencement of the Study.

7. JICA guidelines for Environmental and Social Considerations

The Team explained the outline of the JICA guidelines and the need to comply with it in the implementation of the Study. Both sides confirmed to work together to adopt the approach specified by the guidelines of Zambia and JICA.

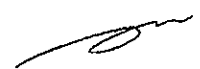


8. Public Consultation during the Study

Both sides confirmed that public consultation on the projects/programs proposed in the Study that might have negative impacts on the socio and natural environment (for instance, involuntary resettlement with land acquisition, negative impact with land reclamation, and urban forest degradation) should be organized whenever necessary for assessing public opinion.

9. Office Space and Equipment

LCC shall provide office space equipped with furniture (desk, chairs, etc.), telephone lines and air conditioning in Lusaka for JICA Study Team.



List of Participants

Zambian side

| | |
|-----------------------|---|
| Maswabi M. Maimbolwa, | Permanent Secretary, MLGH |
| Elijah M. Chisanga, | District Commissioner, Office of the President |
| Peter Lubambo, | Director – DISS, MLGH |
| Howard Chitengi, | Principal Planner, MLGH |
| Timothy Hakuyu, | Town Clerk, LCC |
| Bornwell L. Luanga, | Director of Engineering, LCC |
| Rose Phiri, | Acting Director of Housing & Social Services, LCC |
| Joseph Mukupa, | Acting Director of City Planning, LCC |
| Amos Musonda, | Acting Deputy Director of Public Health, LCC |
| Wallace Mumba, | Assistant Director of Engineering, LCC |
| Gilbert Lungu, | Acting Assistant Director of Legal, LCC |
| Janathan Mwanza, | District Planning Officer, LCC |
| Jopen Lunoqwise, | Swede Survey, LCC |
| K. Chama, | Swede Survey, LCC |
| Ms Mwiche Kabwe, | Planning Specialist, Environmental Council of Zambia |
| G. Ndongwe, | Managing Director, Lusaka Water & Sewerage Co. Ltd |
| Wilson Shane, | Water Supply Manager, Lusaka Water & Sewerage Co. Ltd |
| Kabamba Mukuka, | Principal Engineer, ZESCO Limited |
| Weston Chikunji, | Senior Engineer, Zamtel |
| Mubanga Mulenga, | Principal Engineer, Road Transport and Safety Agency |
| Ronald Nyangu, | Principal Engineer, Road Development Authority |
| Kelvin Chitumbo, | NWASCO |

Japan Side

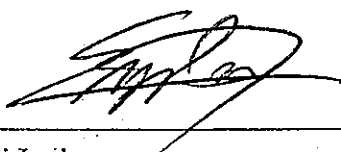
| | |
|-------------------|-------------------------------------|
| Akira NAKAMURA, | Leader, JICA Preparatory Study Team |
| Takeo OCHI, | Member, JICA Preparatory Study Team |
| Naomichi MUROOKA, | Member, JICA Preparatory Study Team |
| Kiyoshi YASUKAWA, | Member, JICA Preparatory Study Team |
| Shigeru UEDA, | Member, JICA Preparatory Study Team |
| Hiroyuki DOI, | Member, JICA Preparatory Study Team |

RECORD OF DISCUSSIONS BETWEEN JAPANESE
IMPLEMENTATION STUDY TEAM AND
AUTHORITIES CONCERNED OF THE GOVERNMENT OF
THE REPUBLIC OF ZAMBIA
ON JAPANESE TECHNICAL COOPERATION
FOR THE TRIANGLE OF HOPE, STRATEGIC ACTION INITIATIVE FOR
ECONOMIC DEVELOPMENT (ToH SAIED) PROJECT

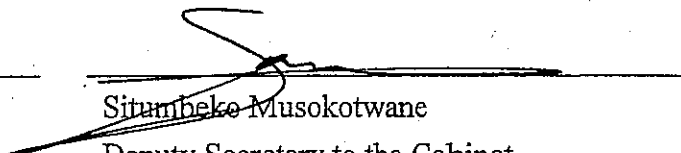
Japan International Cooperation Agency (hereinafter referred to as "JICA") exchanged views and had a series of discussions with the authorities concerned of the Republic of Zambia with respect to the details of the technical cooperation program concerning the TRIANGLE OF HOPE, STRATEGIC ACTION INITIATIVE FOR ECONOMIC DEVELOPMENT (ToH SAIED) Project in the Republic of Zambia (hereinafter referred as to "the Project").

As a result of the discussions, and in accordance with the provisions of the Agreement on Technical Cooperation between the Government of Japan and the Government of the Republic of Zambia (herein after referred to as "Agreement"), JICA and the Zambian authorities concerned agreed to recommend to their respective Governments the matters referred to in the document attached hereto.

Lusaka, 20th July, 2006




Eiji Inui
Resident Representative
Japan International Cooperation Agency



Situmbeko Musokotwane
Deputy Secretary to the Cabinet
Cabinet Office



Davidson Chilipamushi
Permanent Secretary
Ministry of Commerce, Trade and Industry



THE ATTACHED DOCUMENT

I. COOPERATION BETWEEN JICA AND THE GOVERNMENT OF THE REPUBLIC OF ZAMBIA

1. The Government of the Republic of Zambia will implement the TRIANGLE OF HOPE, STRATEGIC ACTION INITIATIVE FOR ECONOMIC DEVELOPMENT (ToH SAIED) Project (hereinafter referred to as "the Project") in cooperation with JICA.
2. The Project will be implemented in accordance with the Master Plan which is given in Annex I.

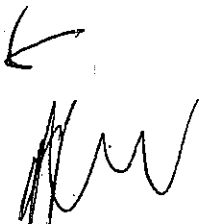
II. MEASURES TO BE TAKEN BY JICA

In accordance with the laws and regulations in force in Japan and the provisions of Article III of the Agreement, JICA, as the executing agency for technical cooperation by the Government of JAPAN, will take, at its own expense, the following measures according to the normal procedures of its technical cooperation scheme.

1. DISPATCH OF JAPANESE AND/OR THE THIRD COUNTRIES' EXPERTS
JICA will provide the services of the Japanese and/or the third countries' experts as listed in Annex II. The provision of Article V of the Agreement will be applied to the above-mentioned experts.
2. PROVISION OF MACHINERY AND EQUIPMENT
JICA will provide such machinery, equipment and other materials (hereinafter referred to as "the Equipment") necessary for the implementation of the Project as listed in Annex III. The provision of Article VII of the Agreement will be applied to the Equipment.
3. TRAINING OF ZAMBIAN PERSONNEL IN JAPAN
JICA will receive the Zambian personnel connected with the Project for technical training in Japan or the third countries.

III. MEASURES TO BE TAKEN BY THE GOVERNMENT OF THE REPUBLIC OF ZAMBIA

1. The Government of the Republic of Zambia will take necessary measures to ensure that the self-reliant operation of the Project will be sustained during and after the period of Japanese technical cooperation, through full and active involvement in the Project by all related authorities, beneficiary groups and institutions.
 2. The Government of the Republic of Zambia will ensure that the technologies and knowledge acquired by the Zambian nationals as a result of the Japanese technical cooperation will contribute to the economic and social development of the Republic of Zambia.
 3. In accordance with the provisions of Article V of the Agreement, the Government of the Republic of Zambia will grant in the Republic of Zambia privileges, exemptions and benefits to the Japanese and/or the third countries' experts referred to in II-1 above and their families.
 4. In accordance with the provisions of Article VII of the Agreement, the Government of the Republic of Zambia will take the measures necessary to receive and use the Equipment provided by JICA under II-2 above and equipment, machinery and materials carried in by the Japanese and/or the third countries' experts referred to in II-1 above.
 5. The Government of Republic of Zambia will take necessary measures to ensure that the knowledge and experience acquired by the Zambian personnel from technical training in Japan or the third countries will be utilized effectively in the implementation of the Project.
 6. In accordance with the provision of Article V of the Agreement, the Government of the Republic of Zambia will provide the services of Zambian counterpart personnel and administrative personnel as listed in Annex IV.
 7. In accordance with the provision of Article V of the Agreement, the Government of the Republic of Zambia will provide the buildings and facilities as listed in Annex V.
-



8. In accordance with the laws and regulations in force in the Republic of Zambia, the Government of the Republic of Zambia will take necessary measures to supply or replace at its own expense machinery, equipment, instruments, vehicles, tools, spare parts and any other materials necessary for the implementation of the Project other than the Equipment provided by JICA under II-2 above.
9. In accordance with the laws and regulations in force in the Republic of Zambia, the Government of the Republic of Zambia will take necessary measures to meet the running expenses necessary for the implementation of the Project.

IV. ADMINISTRATION OF THE PROJECT

1. Organization responsible for the Project will be the Cabinet Office. Cooperating organizations are State House, Ministry of Commerce, Trade and Industry (hereinafter referred to as "MCTI"), Ministry of Finance and National Planning, and Zambia Investment Centre (hereinafter referred to as "ZIC").
2. Organization for implementing the Project will be the same as above.
3. The project office will be set up inside Cabinet Office and ZIC.
4. The Deputy Secretary to the Cabinet (Dr. Situmbeko Musokotwane, as of the date of signing on this document), as the Project Director, will bear overall responsibility for the administration and implementation of the Project.
5. The Director General of ZIC (Mr. Chilimba Phiri as acting Director General of ZIC, as of the date of signing on this document), as the Project Manager, will be responsible for the managerial and technical matters of the Project.
6. The Japanese and/or The Third Country Team Leader will provide necessary recommendations and advice to the Project Director and the Project Manager on any matters pertaining to the implementation of the Project.
7. The Japanese and/or the third country experts will give necessary technical guidance and advice to Zambian counterpart personnel on technical matters pertaining to the implementation of the Project.

8. For the effective and successful implementation of technical cooperation for the Project, a Steering Committee will be established whose functions and composition are described in Annex VI.
9. The Steering Committee (SC) will be continuously engaged and monitoring the progress of the project, give necessary advices to relevant institutions to make it right.

V. JOINT EVALUATION

Evaluation of the Project will be conducted jointly by JICA and the Zambian authorities concerned, at the middle and during the last six months of the cooperation term in order to examine the level of achievement.

VI. CLAIMS AGAINST JAPANESE AND THE THIRD COUNTRIES' EXPERTS

In accordance with the provision of Article VI of the Agreement, the Government of the Republic of Zambia undertakes to bear claims, if any arises, against the Japanese and the third countries' experts engaged in technical cooperation for the Project resulting from, occurring in the course of, or otherwise connected with the discharge of their official functions in the Republic of Zambia except for those arising from the willful misconduct or gross negligence of the Japanese and the third countries' experts.

VII. MUTUAL CONSULTATION

There will be mutual consultation between JICA and the Government of the Republic of Zambia on any major issues arising from, or in connection with this Attached Document.

VIII. MESURES TO PROMOTE UNDERSTANDING OF AND SUPPORT FOR THE PROJECT

For the purpose of promoting support for the Project among the people of the Republic of Zambia, the Government of the Republic of Zambia will take



appropriate measures to make the Project widely known to the people of the Republic of Zambia.

IX. TERM OF COOPERATION

The duration of the technical cooperation for the Project under this Attached Document will be Two (2) years and eight (8) months from 20th July, 2006 until 31st March, 2009.

Note: In cases where the Master Plan is to be modified due to changes in the Project conditions, both sides should confirm the modifications in the form of the Minutes of Meeting.

- ANNEX I MASTER PLAN
- ANNEX II LIST OF JAPANESE AND/OR THIRD COUNTRIES' EXPERTS
- ANNEX III LIST OF MACHINERY AND EQUIPMENT
- ANNEX IV LIST OF TRAINING OF ZAMBIAN PERSONNEL
- ANNEX V LIST OF ZAMBIAN COUNTERPART AND ADMINISTRATIVE PERSONNEL
- ANNEX VI LIST OF OFFICE AND OTHER FACILITIES
- ANNEX VII STEERING COMMITTEE

ANNEX I. MASTER PLAN

1. Project title

Triangle of Hope, Strategic Action Initiative for Economic Development (ToH SAIED)

2. Super Goal

An Economic Model in Zambia that other African countries can emulate through improvements in economic environment and introduction of efficient Government administrative procedures is created.

3. Overall Goal

Investments by local and foreign investors (and therefore create more jobs and wealth) in target sectors following the implementation recommendations contained in the Action Agendas are increased.

4. Project Purpose

A conducive economic and business environment that will lead to increased investment by both local and foreign investors is created.

5. Outputs

1. Policies, Laws, Rules, Regulations and Services regarding investment promotion are improved.
2. Necessary information for investors are well-comprehended in an attractive way and given to the public.
3. Plans for implementation of administrative infrastructures are prepared.

6. Activities

- 1.1 Develop systems to efficiently and effectively facilitate the implementation of the Action Agendas.
- 1.2 Establish the Implementation Unit to control, monitor and evaluate the implementation of Ministry ToH-related work programs and activities
- 1.3 Conduct Training of Trainers (ToT) for senior civil servants, private sector and politicians to change their mindset and introduce internationally accepted best practices in business.
- 1.4 Support the relevant Government Ministries and Agencies to prepare the detailed work-plans to implement the Action Agendas as approved through Cabinet Memorandum and Cabinet Conveyances.
- 1.5 Monitor implementation of the detailed work-plans (by the Implementation Unit and ZDA)

2.1 Collect relevant information to prepare investment promotion materials (booklets, brochures, website, etc).

2.2 Provide guidance/advice during preparation of business/project profile

2.3 Undertake and facilitate investment promotion activities

3.1 Provide guidance/advice during preparation and implementation of administrative infrastructure (Clients' Charter, Integrated Approval Systems and E-governance etc.).

7. Target Groups

Related officials of Government of the Republic of Zambia

ANNEX II. LIST OF JAPANESE / THIRD COUNTRY EXPERTS

General Issues

IT

Banking and Financing

Investment

Other areas, if necessary

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ANNEX III. LIST OF MACHINERY AND EQUIPMENT

1. Office equipments
2. Other necessary equipment for the Project

ANNEX IV. LIST OF TRAINING OF ZAMBIAN PERSONNEL

1. Investment Promotion
2. Other areas, if necessary

ANNEX V. LIST OF ZAMBIAN COUNTERPART AND ADMINISTRATIVE PERSONNEL

1. The Project Director shall be appointed, Deputy Secretary to the Cabinet, Cabinet Office who bears overall responsibility for the Project.
2. The Project Manager shall be appointed, Director General of Zambia Investment Centre (ZIC) for the administration and implementation of the Project.
3. Counterpart Personnel:
Member of the Steering Committee
Officers from Ministry of Commerce, Trade and Industry
Officers from Zambia Investment Centre
4. Other personnel mutually agreed upon as necessary

ANNEX VI. LIST OF OFFICE AND OTHER FACILITIES

1. Land, buildings and facilities necessary for the implementation of the project
2. Rooms or space necessary for installation and storage of the Equipment
3. Office space and the necessary facilities for the Implementation Unit in the Cabinet Office and Zambia Investment Centre
4. Office space for the Japanese / Third Countries' Experts and the Zambian counterpart personnel
5. Other necessary land, buildings and facilities mutually agreed upon.

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ANNEX VII. STEERING COMMITTEE

The Steering Committee shall meet regularly if necessity arises.

1. Functions

- (1) To formulate the Annual Work Plan of the Project
- (2) To review the overall progress and annual expenditure of the Project.
- (3) To review and exchange views on major issues arising from or in connection with the Project.

2. Chairperson: Project Director (Deputy Secretary to the Cabinet, Cabinet Office)

3. Co-chairperson :

Special Advisor to the President (Programme Implementation and Monitoring)
Resident Representative of the JICA Zambia Office

4. Membership

(1) Zambian side:

- Special Advisor to the President (Special Project)
- Special Advisor to the President (Economics)
- Secretary to the Treasury, Ministry of Finance and National Planning
- Director of Domestic Trade and Investment, Ministry of Commerce, Trade and Industry
- Project Manager (Director General of Zambia Investment Centre)

(2) Japanese side:

- Japanese/Third Countries' Experts
- Representative of JICA Zambia Office
- Implementation Unit (ToH Coordinating Officers at Cabinet Office and Zambia Investment Centre)
- Personnel concerned to be dispatched by JICA

Notes:

- 1) Officials of the Embassy of Japan may attend the Steering Committee meetings as observers.
- 2) Persons who are invited by the Chairperson may attend the Steering Committee meeting.

MINUTES OF MEETING
BETWEEN
JAPAN INTERNATIONAL COOPERATION AGENCY
AND
AUTHORITIES CONCERNED
OF THE GOVERNMENT OF THE REPUBLIC OF ZAMBIA
ON JAPANESE TECHNICAL COOPERATION
FOR
THE PROJECT FOR TRIANGLE OF HOPE, STRATEGIC ACTION INITIATIVE
FOR ECONOMIC DEVELOPMENT (ToH SAIED)

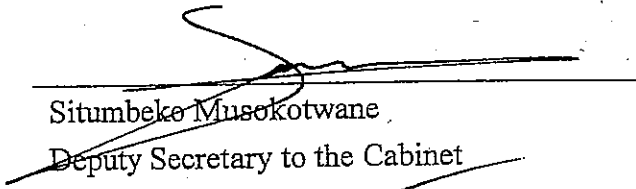
In response to the agreement upon the preliminary study for the Project for the Triangle of Hope, Strategic Action Initiative for Economic Development (ToH SAIED), (hereinafter referred to as "the Project"), Japan International Cooperation Agency (hereinafter referred to as "JICA") exchanged views and had a series of discussions through JICA Zambia Office with the authorities concerned of with the Government of the Republic of Zambia (hereinafter referred to as "GRZ") respect to the details of the technical cooperation program concerning the Project.

As a result of these discussions, both sides agreed to recommend the matters in the document attached hereto. This Document is related to the Record of Discussions on the Project, signed on the same date.

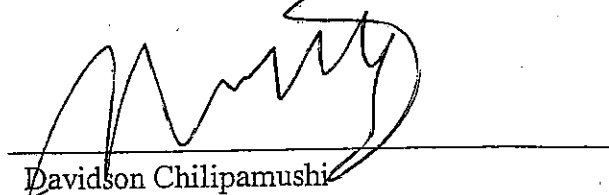
Lusaka, July 20, 2006



Eiji Inui
Resident Representative
Japan International Cooperation Agency



Situmbeko Musokotwane
Deputy Secretary to the Cabinet
Cabinet Office



Davidson Chilipamushi
Permanent Secretary
Ministry of Commerce, Trade and Industry



Project Document on TOH SAIED

1. Project Title

Triangle of Hope, Strategic Action Initiative for Economic Development (ToH SAIED)

2. Outline

(1) Brief Description

ToH SAIED is a program being implemented under the leadership of the Government of the Republic of Zambia. The Japanese International Cooperation Agency (JICA) has been supporting the program from its inception. The ultimate goal of the program is to create an economic environment that will result in increased local and foreign investments being undertaken and therefore creation of more jobs and wealth in Zambia.

(2) Period

Whilst JICA has pledged to support this program from 20th July 2006 to 31st March 2009, it is expected that this program will be entrenched in regular GRZ programming and the administrative systems so created will become the new efficient way Government business will be done in Zambia.

(3) Implementing agency

The relevant line Ministries will implement the recommendations while ZIC/ZDA will facilitate any investments undertaken.

(4) Targets

The target groups are the Government Ministries and Agencies that will be involved in facilitating investments in Zambia; and also the local and foreign investors who will invest resources that will create more jobs and wealth in Zambia.

3. Justification

(1) Background

ToH SAIED owes its origins to His Excellency President Mwanawasa's visit to Japan in January 2005. Apart from canceling more than US\$ 600 million of debt owed by Zambia, in response to the President Mwanawasa's request, the Japanese Government pledged to assist Zambia attract Asian investors. JICA engaged the services of Dato' Jegathesan, a renowned Malaysian international consultant to facilitate the process. Dato' Jegathesan is former Deputy Director General of Malaysia Industrial Development Agency (MIDA), and is closely associated with the transformation of the Malaysia from a peasant economy into an industrial economy that it is today.



Dato' Jegathesan requested JICA to commit resources for the long haul, instead of the piece-meal approach that characterizes most programs supported by international donor agencies. JICA agreed to the suggestion. Secondly, Dato suggested that the program be initiated and owned by the Zambian President (to generate the necessary political will and support). Once the systems are in place then H.E.'s involvement will not be needed.

When Dato' Jega came to Zambia in March 2005 he briefed the Zambian President on what he was going to present to three stakeholder groups in society that should work together in order for wealth and jobs to be created, viz; politicians, senior civil servants and private sector. These stakeholder groups form the "Triangle of Hope". Apart from briefing the President, Dato also wanted to get the President's blessings and agreement to the approach and contents of what was eventually presented to the three stakeholder groups. After the briefing the President, the Ministry of Commerce, Trade and Industry (MCTI) and JICA signed a MoU whereby JICA pledged to commit resources for undertaking the workshops to change mindset of stakeholders.

TOH briefings were held in June 2005 and thereafter Dato' prepared draft ToRs that were discussed and agreed upon by the stakeholders in August 2005. Thereafter the President appointed some of participants as members of the 12 Task Forces that were tasked to prepare the Action Agenda (the set of recommendations that once implemented will lead to increased investment – and therefore more jobs and wealth creation). In addition, the President appointed a six-man Steering Committee whose chairperson is the Deputy Secretary to the Cabinet. JICA provided additional support to the Task Forces in form of consultants from the University of Zambia (UNZA) to undertake basic research and prepare reports for the Task Forces.

In February 2006 the Task Forces presented their recommendations to the President and his Cabinet Ministers. The reports containing these recommendations were handed over to the appropriate line Ministries to prepare Cabinet Memorandums so that the recommendations can formally become Government's own recommendations. At Government request, JICA has pledged to provide additional support to facilitate implementation of some of these recommendations from 20th July 2006 to 31st March 2009.

(2) Position in Zambian Policy

Zambia has been implementing a number of reform programs during the last three decades or so. However, these reform programs have not been as effective and their impact have been very insignificant. Some of these programs are jointly implemented with cooperating partners in Zambia. Although some objectives of these programs may be similar to those under the ToH SAIED, it is the considered view of most economic actors in Zambia that the ToH

SAIED approach is more likely to yield positive results because the recommendations that will be tabled before Cabinet were formulated by Zambian experts in their respective fields (and not some foreign consultants who are not as well informed about Zambia). Secondly, because Zambian experts themselves made these recommendations, that arrangement increases the Zambian sense of ownership of the program. And while other programs have activities that are of a general nature, ToH-SAIED is anchored on very specific set of actions that once acted upon will result in tangible results (jobs and wealth creation). Most programs in Zambia have tended to lead and encourage further studies and study tours, ToH SAIED assumes that Zambia has been over-studied by all major institutions and their varying experts – what has been lacking is specific recommendations and set of actions to overcome problems so identified. There are also enough lessons learnt or development experience gained by Asian countries that Zambia could make use of – hence the appropriateness of developing ToH SAIED under the auspices of TICAD Agenda of the south-south cooperation.

4. Project Design (derived from attached PDM)

(1) Outcome

1) Super Goal

An Economic Model in Zambia that other African countries can emulate through improvements in economic environment and introduction of efficient Government administrative procedures is created.

2) Overall Goal

Investments by local and foreign investors (and therefore create more jobs and wealth) in target sectors following the implementation recommendations contained in the Action Agendas are increased.

3) Project Purpose

A conducive economic and business environment that will lead to increased investment by both local and foreign investors is created.

4) Outputs

- 1) Policies, Laws, Rules, Regulations and Services regarding investment promotion are improved.
- 2) Necessary information for investors are well-comprehended in an attractive way and given to the public.
- 3) Plans for implementation of administrative and physical infrastructure are prepared.

(2) Activities

- 1.1 Develop systems to efficiently and effectively facilitate the implementation of the Action Agendas.
- 1.2 Establish the Implementation Unit to control, monitor and evaluate the implementation of Ministry ToH-related work programs and activities

- 1.3 Conduct Training of Trainers (ToT) for senior civil servants, private sector and politicians to change their mindset and introduce internationally accepted best practices in conduct of business.
- 1.4 Support the relevant Government Ministries and Agencies to prepare the detailed work-plans to implement the Action Agendas as approved through Cabinet Memorandum and Cabinet Conveyances.
- 1.5 Monitor implementation of the detailed work-plans (by the Implementation Unit and ZDA)

- 2.1 Collect relevant information to prepare investment promotion materials (booklets, brochures, website, etc).
- 2.2 Provide guidance/advice during preparation of business/project profile
- 2.3 Undertake and facilitate investment promotion activities

- 3.1 Provide guidance/advice during preparation and implementation of administrative infrastructure (Clients' Charter, Integrated Approval Systems and E-governance etc.).

(3) Inputs

1) GRZ side

1. Constitute the Steering Committee (to act as Implementation Committee as well)
2. Officers from Ministry of Commerce and Industry
3. Officers from Zambia Investment Centre (ZIC)
4. Office Space and other facilities at ZIC and Cabinet Office
5. Office space for Japanese/Third Country experts and Zambian counterpart personnel
6. Funds for Training, Seminar, Implementation and promotion activities

2) Japanese side

1. Contract the services of Malaysian Consultant
2. Contract the services of ToH Coordinating Officer (part of the Implementation Unit)
3. Contract services of ZIC (secretariat services Implementation Unit)
4. Japanese/Third Country experts (to undertake certain activities)
5. Training in Japan/Third countries
6. Equipment (office equipment and others deemed necessary for the project)
7. Funds for printing booklets, some parts of PR activities, preparing ToRs for administrative infrastructure

(4) Important Assumptions

1. Zambia will continue to enjoy political and economic stability, and guarantee security/safety of personnel and property (local and foreign).




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2. The GRZ will maintain the high-level support/commitment to the Project.
3. Any changes in Government leadership will not lead to change in attitude towards the Project.

ANNEXES:

1. PDM
2. PO (Plan of Operation)
3. Project Diagram

ANNEX 1: Project Design Matrix

Project Name :

Triangle of Hope, Strategic Action Initiative for Economic Development (ToH SAIED)

Developed on
20th July, 2006

Time Frame: 1st July 2006 – 31st March 2009

Targeted Group : Related Officials of Government of Republic of Zambia

| Narrative Summary | Objectively Verifiable Indicators | Means of Verification | Important Assumptions |
|--|---|---|--|
| <p>Super Goal An Economic Model in Zambia that other African countries can emulate through improvements in economic environment and introduction of efficient Government administrative procedures is created.</p> <p>Overall Goal Investments by local and foreign investors (and therefore create more jobs and wealth) in target sectors following the implementation recommendations contained in the Action Agendas are increased.</p> | <ul style="list-style-type: none"> - Status on FDI inflow - Status on Domestic Investment | <ul style="list-style-type: none"> - Monthly Report on FDI (ZIC) - Statistics and/or report on domestic investment (ZIC) | <ul style="list-style-type: none"> - Zambia will continue to enjoy the political and economic stability, and guarantee security/safety of personnel and property (local and foreign). - The GRZ will maintain the high-level support/commitment to the Project. - Any changes in Government leadership will not lead to change in attitude towards the Project. |
| <p>Project Purpose A conducive economic and business environment that will lead to increased investment by both local and foreign investors is created.</p> <p>Outputs 1. Policies, Laws, Rules, Regulations and Services regarding investment promotion are improved.</p> <p>2. Necessary information for investors are well-comprehended in an attractive way and given to the public.</p> <p>3. Plans for implementation of administrative infrastructure are prepared.</p> | <ul style="list-style-type: none"> -Improved Administrative Procedures (Favorable Investment Environment) -Improved investment environment (number of policies, laws, rules, regulations improved) - Check list of projects implemented - Functional One-window facility - Consolidated, trimmed licenses and procedures -Booklets are developed, updated and distributed. -Website is created and kept updated. -Number of Clients' Charters developed -Project profiles for investment are developed -ToRs for administrative infrastructures are developed and implemented | <p>Business Environment Scorecard (survey) (ZDA, MCTI)</p> <ul style="list-style-type: none"> -No. policies, admin procedures so changed, introduced -List of projects (Cabinet Office, MoFNP, MCTI, ZIC) Copies of the same (ZDA, MCTI) <p>Obtain Copies of (Cabinet Office, MCTI, ZIC)</p> | |

ANNEX 1: Project Design Matrix

| Activities | Input |
|---|--|
| <p>1-1. Develop systems to efficiently and effectively facilitate the implementation of the Action Agendas (M&E Matrix, etc.)</p> <p>1-2. Establish the "Implementation Unit" to control, monitor and evaluate the implementation of Ministries' ToH-related work-programs and activities.</p> <p>1-3. Conduct Training of Trainers (ToT) for senior civil servants, politicians and private sector to change their mindsets and introduce internationally accepted best practices in conduct of business.</p> <p>1-4. Support the relevant Government Ministries and Agencies to prepare the detailed work-plans to implement the Action Agendas as approved through Cabinet Memorandum and Cabinet Conveyances.</p> <p>1-5. Monitor implementation of the detailed work-plans (by the Implementation Unit and ZIC/ZDA)</p> <p>2-1. Collect relevant information to prepare investment promotion materials (booklets, brochures, website, etc).</p> <p>2-2. Provide guidance/advice during preparation of business and project profiles.</p> <p>2-3. Undertake and facilitate investment promotion activities.</p> <p>3.1. Provide guidance/advice during preparation and implementation of administrative infrastructure (Clients' Charter, Integrated Approval Systems and E-governance etc.).</p> | <p>GRZ side</p> <ol style="list-style-type: none"> 1. Constitute the Steering Committee 2. Officers from Ministry of Commerce, Trade and Industry 3. Officers from Zambia Investment Centre (ZIC) 4. Office space and other facilities at the Cabinet Office and ZIC 5. Office space for the Japanese / Third Countries' Experts and Zambian counterpart personnel 6. Funds for Training, Seminar, Implementation of the Action Agendas, Promotion Activities <p>Japanese side</p> <ol style="list-style-type: none"> 1. Contract the services of Malaysian Consultant 2. Contract the services of ToH Coordinating Officer (Part of the Implementation Unit) 3. Contract the services of ZIC (secretariat services the implementation Unit) 4. Japanese / Third Countries' Experts (General Issues, IT, Banking, Investment, etc) 5. Training in Japan / Third Countries 6. Equipment (Office equipment and others deemed necessary for the Project) 7. Funds for printing booklets, some parts of PR activities, preparing ToRs for administrative infrastructures. |

Plan of Operations (April 2006 until March 2007)

*Including the preparation phase from April until June 2006

JFY 2006

| | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar |
|--|---------------------------------------|---|--|-----|--|-----|-----|--|--|-----|-----|--|
| Visit by JJIC | 21 Apr-1 May | 12-20 May | | | 4-24 Aug | | | 22 Oct. to 1 Nov. | | | | Feb. or Mar. |
| Output 1: Streamlining Government Machinery | | | | | | | | | | | | |
| 1-1 | | | | | | | | | | | | |
| 1-2 The System to control, monitor, and evaluate the implementation of the Action Agendas | 12-20 May Check the Draft Cab Memo | | 5 Jun: Cabinet Meeting (Approval) Jun-Early Aug: Implementation Plan of the Action Agendas to be prepared by Line Ministries | | 4-24 Aug: Discussion on implementation plan of the action agendas and support | | | | | | | Feb. or Mar. Briefing sessions for civil servants on ToH |
| 1-3 Implement the Action | | | Jun- The Action Plans to be implemented by Line Ministries | | | | | | | | | |
| 1-4 Give advice and strategies | | | Jun- by JJIC | | | | | | | | | |
| 1-5 Develop the system for investors | | | | | | | | | | | | |
| Output 2: Booklets | | | | | | | | | | | | |
| 2-1 Collect the information | | May-Jun :by ZIC/Implementation Unit | | | | | | | | | | |
| 2-2 Develop Booklets | | | Jun-Early Aug : Drafted by JJIC | | 4-24 Aug: Comments on the draft booklets and project profile by GRZ | | | | Sep. to Dec. Preparing Publication of booklets and project profile by GRZ | | | |
| | | | | | | | | | | | | Updating and newly developing project profile by GRZ |
| 2-3 Investment Promotion | | May-Jul: Zambian Investors to be identified by ZIC | 4-10 Jun: Visit by Zambian Investors to Malaysia | | 4-24 Aug, and 22 Oct. to 1 Nov. Discussion with identified Zambian Investors by JJIC | | | 26 Nov. to 2 Dec Discussion with identified Malaysian Investors in Malaysia | | | | Mar. Visit by identified Malaysian Investors to Zambia |
| 2-4 Develop Website | | | | | | | | | | | | |
| Output 3: Guidance/Advice to implementation of administrative and physical infrastructure | | | | | | | | | | | | |
| 3-1 Advise the investment projects | | May-Jul: Project/Industry Profiles to be prepared by ZIC | | | 4-24 Aug. Discussion on Project/Industry Profiles with ZIC, Zambian Investors and JJIC | | | | | | | |
| 3-2 Advise for technical surveys | | | May-Early Aug: TORs to be drafted by JJIC | | 4-24 Aug: TORs of Technical Surveys to be discussed by GRZ and JJIC (Client Charters, Integrated Approval Systems, e-governance etc.) | | | | | | | |
| 3-3 Support human resource development programmes | | | | | | | | | | | | Feb. or Mar. Training of Trainers on Client Charters, Integrated Approval Systems, e-governance |

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Project Diagram

* Implementation Unit

