

## Annex 2 Project Design Matrix (Modified)

Project Name : Zambia Investment Promotion Project – Triangle of Hope- (ZIPP –ToH)  
 Executing Body: Ministry of Commerce, Trade and Industry(MCTI), Zambia Development Agency (ZDA) and JICA  
 Target Group: (Main) ZDA staff (Sub) Related Officials in relevant organization of GRZ

Duration of the Project: August 2009 – August 2012

Version No: PDM 1.0

Date: February 2011

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions
<b>Super Goal</b> To Make Zambia a Model for investment promotion that other African countries can emulate.	-A set of policy framework and services for investment promotion by the government based on TOH concept	-Publication of mechanism for Zambian model	-Economic, political and governing condition in other countries are not so different from Zambia
<b>Overall Goal</b> Foreign Direct Investment (FDI) to Zambia and domestic investment will be increased.	-Status on FDI inflow and domestic investment	- Year/Monthly Report on FDI - Statistics and/or reports on domestic investment - MCTI/ZDA reports & documentation	-Zambia will continue to enjoy the political & economic stability, and guarantee security/safety of personnel and property (local and foreign).
<b>Project Purpose</b> Zambia can attain friendly environment for investors.	-Level of satisfaction of investors/clients to the services and policy environment	- Project reports & documentation -Interview & questionnaire for investors -Evaluation results of World Bank "Doing Business" Project.	-GRZ will maintain the high-level support/ commitment to TOH.
<b>Outputs</b> 1. ZDA is capable of providing quality services for investors in collaboration with other relevant organizations.  2. ZDA's capacity for promoting FDI through investment promotion missions is enhanced.	1-1. Number and quality of sector and subsector profiles 1-2. Degree of information sharing within ZDA  1-3. Degree of investments tracked 1-4. Number and quality of revised investment promotion tool kits  1-5-1. Number and quality of publicized manuals for investors 1-5-2 Degree of clarification of current licensing procedures 1-6. Number of channels to obtain feedback from ZDA clients  2-1-1. Quality of presentation materials for investment promotion missions  2-1-2. Number of JV proposals 2-2. Number of promising projects emerged from investment promotion missions	1-1. Sector and subsector profiles Interviews with investors 1-2. Project reports & ZDA documents Interviews with ZDA staff 1-3. Project reports & ZDA documents 1-4. Revised investment promotion tool kits 1-5-1. Publicized manuals for investors Interviews with investors 1-5-2. Project reports & ZDA documents 1-6. Project reports & ZDA documents  2-1-1. Presentation materials for investment promotion missions Interviews with officers in relevant ministries 2-1-2. Project reports & ZDA documents 2-2. Project reports & ZDA documents	-Any changes in government leadership will not lead to change in attitude towards the Project.

<p>3. Smooth Implementation of TOH Action Agenda is ensured.</p>	<p>3-1. Contents of consolidated TOH Action Agenda 3-2. Progress of the implementation of TOH Action Agenda</p>	<p>3-1. TOH Action Agenda Monitoring and Evaluation Report 3-2. TOH Action Agenda Monitoring and Evaluation Report</p>	
<p><b>Activities</b> 1-1. Prepare subsector profiles in collaboration with line ministries' officials 1-2. Establish a operation monitoring system 1-3. Establish an investment monitoring system 1-4. Prepare and utilize investment promotion tool kits 1-5. Prepare user-friendly manuals for investors 1-6. Receive feedbacks from private sector investors  2-1. Accumulate hands-on experiences for ZDA staff through investment promotion missions 2-2. Follow up investment ideas/projects formulated in the missions  3-1. Consolidate TOH Action Agenda 3-2. Monitor the consolidated TOH Action Agenda</p>	<p><b>Input</b> <b>GRZ side</b> 1. Constitute TOH Steering Committee, Project Implementation Team for Investment Promotion, TOH Action Agenda Technical Committee and Working Groups 2. Assign TOH Focal Point Person (ZDA) 3. Provide office space and other facilities for the Project at the State house &amp; ZDA 4. Provide cost for IP activities in target countries  <b>Japanese side</b> 1. Contract the services of Malaysian consultants 2. Dispatch Japanese Experts - Project Administration / Training Management (Long-term) - Institutional Capacity Enhancement (Short-term) - Capacity Development of Investment Promotion (Short-term) - Other Short-term Experts subject to mutual consultations 3. Provide trainings in Japan and other countries 4. Procure equipments (Office equipment and others deemed necessary for the Project) 5. Provide local costs 6. Contract the services of TOH Coordinating Officer (State House) 7. Contract the services of local consultants</p>	<p>-No drastic change of MCTI/ZDA budget and manpower -Private sector well recognizes and they are willing to participate for the project activities.</p> <hr/> <p style="text-align: center;"><b>Pre-conditions</b></p> <p>-GRZ policy, Strategy plan and Action Plan for IP are defined.  -MCTI &amp; ZDA assures its role &amp; function to provide effective services on IP.</p>	

### Annex 3 Plan of Operation (Original)

Zambia Investment Promotion Project-Triangle of Hope Project

(I : Jan - Mar, II : Apr - Jun, III : Jul - Sep, IV : Oct - Dec)

Tentative Plan of Operation (June 2009 to June 2012)		2009				2010				2011				2012	
Zambian Fiscal Year		2009				2010				2011				2012	
Japanese Fiscal year		II	III	IV	I	II	III	IV	I	II	III	IV	I	II	
<b>Output 1: Capacity enhancement of ZDA</b>															
<b>1. Develop management and operation capacity on investment of ZDA and its staff</b>															
Activity 1-1	Transformation to customer oriented mind set through implementing Client Charter		○ (Workshop)				○ (Workshop)				○ (Workshop)				
Activity 1-2	Promote internal coordination within ZDA														
<b>Output 2: Expanded information in ZDA</b>															
<b>2. Accumulating information, knowledge and know-how on IP</b>															
Activity 2-1	Prepare and revise sector profiles		X			X			X				X		
Activity 2-2	Compile project proposals														
Activity 2-3	Compile information for necessary procedure for investment					Tracing Study Report		Policy Advice							
Activity 2-4	Compile sector information of target countries from existing reports and publications														
Activity 2-5	Conduct actual IP in Zambia and targeted countries	India/Malaysia		India/Malaysia	Business Forum in Zambia		Asian country	△	Business Forum in Zambia	△	Asian country	△	Business Forum in Zambia	△	
Activity 2-5	Support public relation activities														
<b>Output 3: Systematic collaboration with private sector</b>															
<b>3. Effective collaboration in investment activities among MCTI, ZDA, other relevant government organizations and private sector</b>															
Activity 3-1	Conduct periodical dialogue, continuous exchange of information and joint IP activities		Business Dialogue			Business Dialogue			Business Dialogue			Business Dialogue			
Activity 3-2	Facilitate sector profile and project proposal from private sector		X			X			X			X			
<b>Output 4: Improved policy framework for investment</b>															
<b>4. Advisory service for policies</b>															
Activity 4-1	Assist the monitoring of ToH action agenda														
Activity 4-2	Advise policy reforms		○		○		○		○		○		○		
<b>Monitoring &amp; Evaluation</b>					○			Mid-Term Evaluation	○					Final Evaluation	○

Annex 4 Plan of Operation (Modified)

		2011												2012						
		Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
	Project Period																			
	Steering Committee					▲														
	Evaluation (mid-term review and terminal evaluation)	△																	△	
1	ZDA is capable of providing quality services for investors in collaboration with other relevant organizations.																			
1-1	Preparation of subsector profiles in collaboration with line ministries' officials																			
	- Select sub-sectors				■															
	- Collect existing data				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	- Conduct interviews with related organizations/companies				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	- Compile information and prepare reports				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
1-2	Establishment of a operation monitoring system																			
	- Identify problems in work practices at ZDA's Divisions and their root causes				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	- Prepare operation manuals				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	- Introduce an effective monitoring / reporting system				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	- Observe the change and propose the revision of the system				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
1-3	Establishment of an investment monitoring system																			
	- Observe the current practices of investment promotion				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	- Design and propose an effective tracking/monitoring system				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	- Introduce the tracking/monitoring system				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	- Observe the change and propose the revision of the system				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
1-4	Preparation and utilization of investment promotion tool kits																			
	- Review ZDA's existing investment promotion tool kits (brochure, presentation materials, website etc.)				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	- Collect necessary information				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	- Develop/improve investment promotion tool kits				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	- Develop investment promotion materials for a country selected from ZDA's target countries				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	- Develop investment promotion materials targeted to Japan (in conjunction with training in Japan)				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	- Conduct seminars for Zambian embassies' commercial attaches on investment tool kits				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
1-5	Investigation of current licensing practices and preparation of user-friendly manuals for investors																			
	- Collect information on selected licensing and regulation guidelines at relevant ministries				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	- Observe actual practices at relevant ministries and collect baseline data				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	- Map out the application procedures of major licenses/permits/certificates				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	- Provide recommendations for relevant ministries to improve the procedures				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	- Prepare user-friendly manuals for investors on selected licenses/permits/certificates				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	- Publicize the manuals on the website				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	- Collect data and assess the impact of the actions taken by relevant ministries				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
1-6	Receiving of feedback from private sector stakeholders																			
	- Track download records of ZDA publications from the website				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	- Convene meetings with investors in Zambia to obtain their feedback (in collaboration with other org.)				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	- Establish a mechanism to obtain feedback from investors				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■

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	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
2 ZDA's capacity for promoting FDI through investment promotion missions is enhanced.																			
2-1 Capacity Building of ZDA through Hands-on Experience of Investment Promotion Missions																			
- Solicit JV proposals from Zambian companies		■	■							■									
- Select the companies to participate in the investment mission			■							■									
- Prepare presentation materials for investment promotion seminars		■	■	■	■						■	■							
- Communicate with Zambian embassy at the target country to prepare for investment promotion				■	■						■	■							
- Visit the target country and conduct investment promotion seminars / dialogues						■						■							
2-2 Follow-ups of investment ideas/projects																			
- Prioritize investment ideas/projects	■				■					■								■	
- Follow-up investment ideas/projects	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
3 Smooth Implementation of TOH Action Agenda is ensured.																			
3-1 Consolidating of TOH Action Agenda																			
- Categorize actions within respective ministries		■	■	■	■											■	■		
- Discuss categorized TOH Action Agenda at the Technical Committee and compile results	■	■	■	■												■	■		
- Present the results of consolidated TOH Action Agenda to the stakeholders					■													■	
3-2 Monitoring of consolidated TOH Action Agenda																			
- Organize working groups					■													■	
- Implement actions at respective ministries / working groups	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
- Monitor progress at the Technical Committee						■	■	■	■	■	■	■	■	■	■			■	■
- Coordinate/facilitate the implementation at the Ad Hoc Meetings at the State House	■					■				■				■				■	■

Annex 5 Lists of Malaysian Consultants, Japanese Experts and Zambian Consultant

Malaysian Consultants

No.	Job Title	Name	Period
1	Investment Promotion	Mr. Jegathesan Jegathothy	21 August 2009 - 20 August 2012 2009: 149 days, 3 trips 2010: 233 days, 4 trips 2011: 146 days, 3 trips 2012: 19 days, 1 trip
2	Investment Promotion	Ms. Sivalalita Jegathothy	21 August 2009 - 20 August 2012 2009: 119 days, 3 trips 2010: 176 days, 4 trips 2011: 111 days, 3 trips 2012: 18 days, 1 trip

Japanese Experts

No.	Job Title	Name	Period
1	Project Administration / Training Management	Ms. Maki Niioka	23 January 2010 - 22 January 2012
2	Project Administration / Training Management	Ms. Yuko Tanaka	January 2012 - August 2012
3	Investment Promotion	Mr. Nobuhisa Iwase	May 2011 - August 2012
4	Institutional Capacity Enhancement	Mr. Kiyoshi Adachi	20 May 2010 - 20 August 2012

Zambian Consultant

No.	Job Title	Name	Period
1	Project Coordinator /Monitoring	Mr. Griffin Nyirongo	November 2009 - August 2012

Annex 6 List of Participants of Counterpart Training in Japan

No.	Training Course	Name	Period
1	Facilitating Trade and Investment in Indian Ocean-Rim Economic Region	Ms. CHISHETA Mwenya Economist Ministry of Commerce, Trade and Industry	5 September 2010 – 2 October 2010
2	Facilitating Trade and Investment in Indian Ocean-Rim Economic Region	Ms. MALYO Matinet Senior MFEZ Officer Zambia Development Agency	5 September 2010 – 2 October 2010
3	Intensive Seminar on Advocating a Law-Oriented Infrastructure to Promote Foreign Direct Investment	Mr. Ngosa Moses Economist Ministry of Commerce, Trade and Industry	20 February 2012 – 3 March 2012
4	Intensive Seminar on Advocating a Law-Oriented Infrastructure to Promote Foreign Direct Investment	Ms. Precious Goma Regal Counsel Zambia Development Agency	20 February 2012 – 3 March 2012

Annex 7 Local Costs Borne by Japan

As of March 31, 2012

	Currency	FY-2009 (August 2009 - March 2010)	FY-2010 (April 2010 - March 2011)	FY-2011 (April 2011 - March 2012)	FY-2012 (April 2012 - August 2012)	Total
Local Cost (Travel Expenses, Training Cost, Communication and Transportation etc. *)	(YEN)	9,071,900	10,844,367	14,335,139	5,086,000	39,337,406
	Kwacha equivalent (Million)	508.5	546.6	905	321.1	2,281.2
Equipment	(YEN)	2,458,649				
	Kwacha equivalent (Million)	137.8				
Total	(YEN)	11,530,549	10,844,367	14,335,139	5,086,000	39,337,406
	Kwacha equivalent (Million)	646.3	546.6	905	321.1	2281.2

Note: Cost of travel to/from Zambia, personnel cost and consulting fee for experts/consultants are not included.

Annex 8 List of Equipment

	Items	Number
1	Vehicle (Nissan Tiida)	1
2	Photocopier	1
3	Printer	3
4	Projector	1
5	Laptop Computer	2
6	File Cabinet	1



## Annex 9 List of Counterpart Personnel and Steering Committee Members

### Counterpart Personnel (C/P)

	Organization	Job Title	Name
1	Zambia Development Agency	Director General	Mr. Andrew Chipwende
2		Director, Investment Promotion and Privatization	Mr. Muhabi Lungu
3		Director, Investment Promotion and Privatization	Ms. Florence Mumba
4		Senior Multi Facility Economic Zone Officer	Mr. Shadreck Saili
5		Senior Multi Facility Economic Zone Officer (TOH Coordinator)	Mr. Moses Mwanakatwe
6		Manager, Communications & Public Relations	Ms. Margrate Chimanse
7		Manager - Research	Mr. Collins M. Sifafula
8		Senior Research Officer	Mr. Sibajene Munkombwe
9		Research Officer	Ms. Mercy Mbilima
10		Research Officer	Mr. Mbachi Kaunda
11		Manager, Policy and Planning Div.	Mr. Chola A. Mwitwa
12		Manager, Information Technology	Mr. Kangwa Chakulya
13		IT Specialist	Mr. Simon Wanga
14		Manager, Investment	Mrs. Jessica M. Chombo
15		Senior Investment Promotion Officer	Mr. Roy Kapembwa
16		Senior Investment Promotion Officer	Mr. Noah Ndumingu
17		Investment Promotion Officer	Mr. Paul Siame
18		Investment Promotion Officer	Mr. Bernard Banda
19		Investment Promotion Officer	Ms. Misozi Samboko
20		Investment Promotion Officer	Ms. Lomthunzi Mbewe
21		Manager, Privatization	Mr. Henry Sakala
22		Manager, MFEZ	Mr. Robert Buzz Banda
23		Senior MFEZ Officer	Mrs. Mavis Bbuku
24		Manager, Enterprise	Mrs. Kalobwe Chansa
25		Manager, Training	Mr. Gabriel Musentekwa
26		MSE Training Officer	Ms. Chabu Lwao
27		Senior Enterprise Development Officer	Mr. Eben Sibbuku
28		Enterprise Development Officer	Mrs. Theresa Chuula
29		Enterprise Development Officer	Ms. Sombo Kaweza Sikutwa
30		Director	Mr. Glyne Michelo
31		Senior Export Market Development Officer	Mr. Felix Kaitisha
32		Senior Information Resource Officer	Mr. Kingsley Chibamba
33		Senior Export Promotion Officer	Ms. Miyoba Lubemba
34		Investment Promotion Officer	Mrs. Matimba Changala
35		Export Promotion Officer	Mr. Matthias Lungu
36		Export Promotion Officer	Mr. Charles Mulombwa
37		Export Promotion Officer	Mrs. Patricia Nkonde Mutandwa
38		Export Promotion Officer	Mr. Francis Chikonde
39		Manager, Human Resource and Administration	Mr. Dennis Haanyika
40		Senior Human Resource Officer	Mr. Davis Silungwe
41		Senior Administration Officer	Mr. Andrew Miti
42		Senior MFEZ Officer	Ms. Malyo Matinet

43		Legal Counsel	Ms. Precious Goma
44	Others	Ministry of Commerce, Trade and Industry, (Micro Small & Medium Enterprises Development (MSMEs))	Mr. Hans Yamba
45		Ministry of Commerce, Trade and Industry, Multi Facility Economic Zones Development (MFEZ)	Mr. Chisala Chibwe
46		Ministry of Commerce, Trade and Industry,	Ms. Chisheta Mwenya
47		Ministry of Commerce, Trade and Industry,	Mr. Ngosa Moses
48		Ministry of Health	Dr. Chrispine Sichone
49		Ministry of Health	Mr. Amadeus Mukobe
50		Ministry of Education, Science, Vocational Training and Early Education	Dr. Felix V.Phiri
51		Ministry of Education, Science, Vocational Training and Early Education	Mr. Christopher Katundu
52		Ministry of Education, Science, Vocational Training and Early Education	Mr. Oscar Shitima
53		Ministry of Agriculture and Cooperatives	Mr. Matrin Shekananu
54		Ministry of Agriculture and Cooperatives	Dr. Richard M. Kamona
55		Ministry of Agriculture and Livestock	Mr. Cosmo Mwaanga
56		Ministry of Foreign Affairs and Tourism	Ms. Justina C Wake
57		Ministry of Foreign Affairs and Tourism	Mr. Mukuma Musenge
58		Ministry of Foreign Affairs and Tourism	Mr. Peter Banda
59		Ministry of Mines and Mineral development	Mr. Delux Chilumbu
60		Ministry of Mines, Energy and Water Development	Ms. Mwakacheys Benedetti
61		Cabinet Office, Management Development Division (Government Streamlining)	Mr. Kalenga Kanganja
62		Ministry of Finance	Mr. David Zulu
63		Ministry of Communication and Transport	Mr. Lubasi Munukayumbwa
64		Ministry of Transport, Works, Supply and Communication	Ms. Clara Phiri
65		Ministry of Transport, Works, Supply and Communication	Mr. Luwani Soko

#### Steering Committee Members

Position	Job Title	Name
Chairperson	Economic Advisor to the President	Dr. Richard Chembe (August 2009-2011)
Chairperson	Secretary / Deputy Secretary to the Cabinet	Mr. Evans Chibiliti (August 2009- :Member, December 2011- :Chairperson)
Member	Permanent Secretary, Ministry of Commerce, Trade and Industry	Dr. Buleti Nsemukila (August 2009-2011)
Member	Permanent Secretary, Ministry of Commerce, Trade and Industry	Mr. Stephen Mwansa (December 2011-)

## Annex 10 Progress of Activities

Activities	Progress (After Mid-term Review, February 2011 to June 2012)
<b>Output 1. ZDA is capable of providing quality services for investors in collaboration with other relevant organizations.</b>	
1-1. Prepare subsector profiles in collaboration with line ministries' officials	<ul style="list-style-type: none"> <li>• A working group consisting around 10 members from Research, Planning and Policy Department, Investment Promotion and Privatization Department, Export Promotion and Market Development Department, and MSE Development Department, were formed for the activities.</li> <li>• Six sectors/sub-sectors/products, 1) leather and leather products, 2) tourism, 3) agro-processing, 4) mineral beneficiation, 5) copper fabrication, and 6) iron and steel, were selected for profiles and they were issued in June.</li> <li>• Collaboration with another JICA Project "Development of an Industry Strategy (engineering products)" is proceeding where sharing of information and exchange of opinions are actively conducted with the related private and public sectors.</li> </ul>
1-2. Establish a operation monitoring system	<ul style="list-style-type: none"> <li>• A questionnaire survey on ZDA operation was conducted to more than 100 ZDA staff members.</li> <li>• A workshop with 30 ZDA staff participants was held where operation monitoring and awareness of the staff were discussed.</li> </ul>
1-3. Establish an investment monitoring system	<ul style="list-style-type: none"> <li>• It was revealed that ZDA's database system of investment projects was irrelevant for accumulation and utilization of information and that information on potential investors was not properly collected, accumulated, shared or analyzed.</li> <li>• Construction of a system where all information of investors is properly collected, accumulated, shared or analyzed at all stages of investment, from inquiry to application, approval, aftercare and monitoring, is in progress with "Q-Bee", a database management system newly introduced to ZDA in September 2011.</li> <li>• A special staff dedicated to aftercare of investors was appointed with direction of Director General of ZDA.</li> </ul>
1-4. Prepare and utilize investment promotion tool kits	<ul style="list-style-type: none"> <li>• "Why Invest in Zambia" (8 pages, English version and Japanese version) was completed by the staff of Investment Promotion and Privatization Department.</li> </ul>
1-5. Prepare user-friendly manuals for investors	<ul style="list-style-type: none"> <li>• "Application Manual for Investors" was completed by the staff of Investment Promotion and Privatization Department, where actual process for obtain permissions of ZDA and other relevant issues were comprehensively explained.</li> </ul>
1-6. Receive feedbacks from private sector investors	<ul style="list-style-type: none"> <li>• Discussion on construction of monitoring system through website, such as analysis of access log, is underway.</li> <li>• Through activities like preparation of sector profiles, construction of aftercare system and preparation of manuals, ZDA increased opportunities to receive feedbacks from the private sector, including existing and potential investors. Notably, workshops on sector profiles of leather products and tourism with the private and public sectors were highly appreciated by the participants from the private sector.</li> </ul>
<b>Output 2. ZDA's capacity for promoting FDI through investment promotion missions is enhanced.</b>	
2-1. Accumulate hands-on experiences for ZDA staff through investment promotion missions	<ul style="list-style-type: none"> <li>• Investment promotion missions were sent 8 times (6 for India, 3 for Malaysia, and 1 for Thailand and Republic of South Africa Republic respectively)</li> <li>• 15 seminars for investment promotion were held during the missions (9 in India, 3 in Malaysia and 1 in Republic of South Africa).</li> <li>• Another investment promotion mission is scheduled to be sent to Japan in June and have 2 seminars.</li> </ul>

2-2. Follow up investment ideas/projects formulated in the missions	<ul style="list-style-type: none"> <li>ZDA prepared a monitoring sheet to monitor progress of investment projects. The sheets were sent to concerned parties bi-monthly.</li> </ul>
Output 3. Smooth Implementation of TOH Action Agenda is ensured.	
3-1. Consolidate TOH Action Agenda	<ul style="list-style-type: none"> <li>TOH Action Agenda recommendations were streamlined to 100 items at the workshop held in June 2011.</li> </ul>
3-2. Monitor the consolidated TOH Action Agenda	<ul style="list-style-type: none"> <li>Monitoring was made by liaison officers of line ministries and a TOH coordinator and reported to Steering Committee.</li> <li>Monitoring and evaluation reports were submitted quarterly.</li> </ul>

3

M.D.

## Annex 11 List of Investment Promotion Materials

As of 15 June, 2012

No	Title	Date of issue	Update Frequency	Availability on the Web (http)	Applicability
<b>A. General Investment Promotion Materials</b> ( <a href="http://www.zda.org.zm/91-investor-guide">http://www.zda.org.zm/91-investor-guide</a> ) ( <a href="http://www.zda.org.zm/190-investment-publications">http://www.zda.org.zm/190-investment-publications</a> )					
1	Zambia's Investor's Guide	September, 2010 June, 2011 April, 2012	Yearly	○ (the newest)	○ (Version of 2012)
2	Zambia, Africa's New Frontier for Investments and Profits (4th edition)	2009 (1st) 2010 (2nd) 2011 (3rd) 2012 (4th)	Yearly during the Project period (~2012)	× (Deleted temporarily)	× (4th edition coming soon)
3	Cost of Doing Business in Zambia 2nd Edition	June, 2011 (1st) March, 2012 (2nd)	Yearly	○ (Uploaded on March, 2012)	○ (Version of 2012)
4	Why Invest in Zambia ? (8 page simple leaflets)	March, 2012	Yearly	○ (Uploaded on June 1, 2012)	○ (Version of 2012)
<b>B. Investment License Application (User Manual)</b> ( <a href="http://www.zda.org.zm/91-investor-guide">http://www.zda.org.zm/91-investor-guide</a> )					
5	Application Manual for Investors: Certificate of Registration and other Licenses	February, 2012	Spot	○ (Uploaded on June 1, 2012)	○ (Version of 2012)
6	Investment License Application Form	-	-	○	○
<b>C. Sector and Subsector Profiles</b> ( <a href="http://www.zda.org.zm/63-sector-profile">http://www.zda.org.zm/63-sector-profile</a> )					
7	Agriculture (Sector Profile)	December, 2010	February, 2011 (Yearly)	○ (2012/February)	○
8	Energy (Sector Profile)	December, 2010	February, 2011 (Yearly)	○ (2012/February)	○
9	Mining (Sector Profile)	March, 2011	February, 2011 (Yearly)	○ (2012/February)	○
10	Manufacturing (Sector Profile)	February, 2011	February, 2011 (Yearly)	○ (2012/February)	○
11	Infrastructure (Sector Profile)	February, 2011	February, 2011 (Yearly)	○ (2012/February)	○
12	Education (Sector Profile)	February, 2011	February, 2011 (Yearly)	○ (2012/February)	○
13	Health (Sector Profile)	February, 2011	February, 2011 (Yearly)	○ (2012/February)	○
14	Tourism (Sector Profile)	February, 2011	March, 2012 (Yearly)	○ (May 31, 2012)	○ (replaced) version of 2012
15	Computers (Product Profile)	November, 2010	- (Yearly)	×	×
16	Leather and Leather product (Product Profile)	March, 2012	Yearly	○ (May 31, 2012)	○ version of 2012
17	Agro-processing (Subsector Profile)	June, 2012	- (Yearly)	× (coming soon)	× (coming soon)
18	Mineral beneficiation (Subsector Profile)	June, 2012	- (Yearly)	× (coming soon)	× (coming soon)
19	Copper fabrication (Sub-sector Profile)	June, 2012	- (Yearly)	× (coming soon)	× (coming soon)
20	Iron and steel (Subsector Profile)	June, 2012	- (Yearly)	× (coming soon)	× (coming soon)

## Annex 12 List of Investment Promotion Missions and Seminars

### Investment Promotion Missions

No.	Date	Country	City	Members	
				Budget of GRZ	Budget of JICA
1	17-23 January, 2010	Thailand	Bangkok	(1) <u>Nyeji Chilembo</u> (First Secretary-Economics, Zambia High Commission in Malaysia)	(1) <u>Mr. Muhabi Lungu</u> (Director, Investment Promotion and Privatization, Zambia Development Agency) (2) <u>Mr. Jegathesan JEGASOTHY</u> (JJ International Consultants/JICA Consultant) (3) <u>Ms. Lalita Sivalalita JEGASOTHY</u> (JJ International Consultants/JICA Consultant)
2	12-26 March, 2010	India	Mumbai, New Delhi, Chennai	(1) <u>Mr. Keli Walubita</u> (High Commissioner, Zambian High Commission to India) (2) <u>Ms. Kakumiana Silumesi</u> (First Secretary-Economic, Zambian High Commission to India)	(1) <u>Mr. Shadreck Salli</u> (Senior Multi Facility Economic Zone Officer, Zambia Development Agency) (2) <u>Mr. Jegathesan Jegasothy</u> (JJ International Consultants /JICA Consultant) (3) <u>Lalita Sivalalita Jegasothy</u> (JJ International Consultants/JICA Consultant)
3	24 July- 6 August, 2010	Malaysia/ India	Kuala Lumpur (Malaysia)/Mumbai, New Delhi (India)	(1) <u>Mr. David PHIRI</u> (Deputy Minister, Ministry of Finance and National Planning) (2) <u>Mr. David PUMA</u> (Deputy Minister, Ministry of Commerce, Trade and Industry) (3) <u>Ms. Dora SIRIYA</u> (Minister, Minister of Education) (4) <u>Mr. David NDOPU</u> (Director, PPP Unit, Ministry of Finance and National Planning) (5) <u>Mr. Henry SICHEMBE</u> (Director, Department of Agriculture, Ministry of Agriculture and Cooperatives) (6) <u>Mr. Kelly KAPINGA</u> (Assistant Director-Economic, Ministry of Works and Supply) (7) <u>Mr. Henry SAKALA</u> (Manager, Privatization, Zambia Development Agency) (8) <u>Mr. Lubinda SAKANGA</u> (Principal Transport Economist, Ministry of Communication and Transport) (9) <u>Mr. David ZULU</u> (Program Implementation Officer, PPP Unit, Ministry of Finance and National Planning) (10) <u>Mr. Justine SILUPUMBWE</u> (Principal Engineer Road Development)	(1) <u>Mr. Noah NDUMINGU</u> (Senior Investment Promotion Officer, Zambia Development Agency) (2) <u>Mr. Jegathesan Jegasothy</u> (JJ International Consultants /JICA Consultant) (3) <u>Lalita Sivalalita Jegasothy</u> (JJ International Consultants/JICA Consultant)
4	20 February - 2 March 2011	Malaysia/ India	Kuala Lumpur (Malaysia)/ New Delhi, Mumbai (India)	(1) <u>Mr. David Phili</u> (Deputy Minister, Ministry of Finance and National Planning) (2) <u>Mr. Hibeene Mwiinga</u> (Assistant Director, PPP Unit, Ministry of Finance and National Planning) (3) <u>Mr. David Zulu</u> (Chief Economist, Ministry of Finance and National Planning) (4) <u>Mr. Sakanga Lubinda</u> (Senior Eco monist, Ministry of Communications and Transport)	(1) <u>Mr. Moses Mwanakatwe</u> (TOH Coordinator, Zambia Development Agency) (2) <u>Mr. Griffin Nyirongo</u> (TOT Coordinator/JICA Consultant) (3) <u>Mr. Jegathesan Jegasothy</u> (JJ Ishwara Connect / JICA Consultant) (4) <u>Ms. Lalita Sivalalita Jegasothy</u> (JJ Ishwara Connect / JICA Consultant)

5	17 - 30 September 2011	India	Mumbai, Chennai	NA	(1) <u>Mr. Jegathesan Jegasothy</u> (JJ Ishwara Connect / JICA Consultant) (2) <u>Ms. Lalita Sivalalita Jegasothy</u> (JJ Ishwara Connect / JICA Consultant)
6	17 - 23 October 2011	India	Kolkata	*Private sector participation: 17 Zambian Companies joined the mission (self finance)	(1) <u>Mr. Moses Mwanakatwe</u> (TOH Coordinator, Zambia Development Agency)
7	31 January - 12 February 2012	India / Malaysia	Mumbai, Chennai (India) / Kuala Lumpur (Malaysia)	(1) <u>Mr. Stephen Mwansa</u> (Permanent Secretary, Ministry of Commerce, Trade and Industry) (2) <u>Mr. John Mulongoti</u> (Chief Economist, Ministry of Commerce, Trade and Industry) (3) <u>Mr. Mateyo Kaluba</u> (Chief Planner, Ministry of Commerce, Trade and Industry) (4) <u>Ms. Florence Mumba</u> (Directory, Zambia Development Agency) (5) <u>Mr. Francis Chikonde</u> (Export Promotion Officer, Zambia Development Agency)  *Private sector participation: 15 business person from 11 Zambian Companies joined the mission (self finance)	(1) <u>Mr. Moses Mwanakatwe</u> (TOH Coordinator, Zambia Development Agency) (2) <u>Mr. Jegathesan Jegasothy</u> (JJ Ishwara Connect / JICA Consultant) (3) <u>Ms. Lalita Sivalalita Jegasothy</u> (JJ Ishwara Connect / JICA Consultant)
8	30 May - 1 June 2012 (tentative)	South Africa	Johannesburg	(1) <u>Ms. Florence Mumba</u> (Directory, Zambia Development Agency)	(1) <u>Mr. Moses Mwanakatwe</u> (TOH Coordinator, Zambia Development Agency)
9	15-29 July 2012	Japan	Tokyo/ Osaka		(1) <u>Mr. Andrew Chipwende*</u> (Director General, Zambia Development Agency) (2) <u>Ms. Merbvs Bbuku</u> ( Officer, Zambia Development Agency) (3) <u>Mr. Moses Mwanakatwe</u> (TOH Coordinator, Zambia Development Agency)  *22-28 July only

## Seminars

No.	Date	Place	JICA support	Contents	Participants
1	23 March, 2010	Chennai, India	Expenses of a hiring venue	(1) To hold an investment promotion seminar (2) To have one to one meetings	Fifty one (51) people attended from private and government sectors.
2	26 July, 2010	Kuala Lumpur, Malaysia	Transportation in Kuala Lumpur	(1) To hold an investment promotion seminar on PPP projects (2) To have one to one meetings	Sixty seven (67) people attended from private and government sectors.
3	29 July, 2010	New Delhi, India	Zambian government carried all the costs	(1) To hold an investment promotion seminar on PPP projects (2) To have one to one meetings	Thirty five (35) business representatives attended the seminar.
4	2 August, 2010	Mumbai, India	Expenses of a hiring venue	(1) To hold an investment promotion seminar on PPP projects (2) To have one to one meetings	Twenty two (22) business representatives attended the seminar.
5	23, February 2011	Kuala Lumpur, Malaysia	Zambian Embassy carried all the cost	(1) To hold an investment promotion seminar on PPP projects (2) To have one to one meetings	????
6	20, October 2011	Kolkata, India	Expenses of a hiring venue	(1) To hold an investment promotion seminar (JV) (2) To have one to one meetings	Fifty four (54) business representatives attended the seminar.
7	20, October 2011	Kolkata, India	Expenses of a hiring venue	(1) To hold an investment promotion seminar (JV) (2) To have one to one meetings	Fifty seven (57) business representatives attended the seminar.
8	21, October 2011	Kolkata, India	Expenses of a hiring venue	(1) To hold an investment promotion seminar (JV) (2) To have one to one meetings	Fifty (50) business representatives attended the seminar.
9	21, October 2011	Kolkata, India	Expenses of a hiring venue	(1) To hold an investment promotion seminar (JV) (2) To have one to one meetings	Forty one (41) business representatives attended the seminar.
10	2 February, 2012	Mumbai, India	Zambian government carried all the costs	(1) To hold an investment promotion seminar (JV) (2) To have one to one meetings	Fifty four (54) business representatives attended the seminar.
11	6, February 2012	Chennai, India	Expenses of a hiring venue	(1) To hold a investment promotion seminar (JV) (2) To have one to one meetings	Thirty two (32) business representatives attended the seminar.
12	9 February, 2012	Kuala Lumpur, Malaysia	Cosponsor with Zambian Government	(1) To hold an investment promotion seminar (JV) (2) To have one to one meetings	Fifty (50) business representatives attended the seminar.
13	31 May, 2012	Johannesburg, South Africa	Cosponsor with JETRO, CCIJ	(1) To hold an investment promotion seminar for Japanese companies based in South Africa	NA
14	24 July, 2012	Tokyo	Cosponsor with UNIDO	(1) To hold an investment promotion seminar	NA
15	25 July, 2012	Osaka	Cosponsor with UNIDO	(1) To hold a investment promotion seminar	NA

## International Conference

No.	Name	Date/ Place	JICA support	Contents	Participants
1	CII-EXIM Bank Conclave on India-Africa Partnership	14-16 March, 2010/ New Delhi	N/A	ToH had a project presentation slot, specifically on the aspects of social sectors investment promotion. The seminar moved onto a panel discussion among panelists, and a question and answer session was	There were about 200 participants (African and Indian business communities, Government Officials from 38 African countries, UK, USA and India.)



## Annex 13 List of Joint Venture Proposals

No.	Project Name	Sector	Company/Organization	Summary of contents
1	Emerald mines	Mining	Nyize Enterprises Ltd	Request for Financial and Technical Support.
2	Emerald mines	Mining	Swilange travel and tours	Request for Financial and Technical Support.
3	Emerald mines	Mining	Wana emerald mining Ltd.	Request for Financial and Technical Support.
4	Solvent extraction plant	Manufacturing	Niraj Oils Ltd	Equity Investment or JV to set up a solvent extraction plant to process soya bean oil, palm oil and cotton seed oil
5	Tea plantation	Agriculture	Yatu Foods Ltd	Equity investment
6	Smeaco industrial village	Agriculture	Small and medium entrepreneurs agric cooperative society	Loan Financing
7	Outgrower farm	Livestock	Chingola Poultry Cooperative Society Ltd	Loan Financing
8	Setting up a medical clinic	Health	Hilltop Hospital	Joint venture partner to diversify business
9	Setting up a tannery	Manufacturing	JKM Leather	Joint venture partner
10	Establishing a medical school	Education	Lusaka Apex Medical University	Equity partnership
11	Hotel or convention center	Tourism	Masuku Investments Ltd	Joint venture partner and/or management partner
12	Computer training center	ICT	Choann Skills Training Center	Equity partnership for the expansion of training center
13	Music school	Education	Evelyn Hone College	Equity partnership and/or technical assistance
14	Tea plantation	Agriculture	Superior milling	Equity partnership and/setting up processing facilities
15	Pharmaceutical wholesale	Health	Luwi Investments Ltd.	Joint venture on production and/or trade of pharmaceutical items.
16	Provision of trainings in avionics	Education	Zambian Air Services Training Institute (ZASTI)	Joint venture to develop courses in avionics
17	Upgrading of college (ICT/infrastructure)	Education	Lusaka Business & Technical College	Joint venture to enhance college's capacity
18	Degree course in Business administration and ICT	Education	NIEC School of Business Management Trust	Joint venture to enhance capacity to run undergraduate degree courses
19	Establishment of IT institute	Education	Zambian Open University	Joint venture to scale up provision of programmes in SADC and an MBA degree course
20	Production of herbal medicine	Health	Natural Herbal Health	Joint venture for herbal plantation and packaging of herbal medicines

21	Food processing	Food/Agriculture	Sylva Food Solutions	1. Technology transfer in fortification of food 2. Licensing for soups 3. Joint venture to set up an assembly plant for noodle making machinery
22	Provision of technical (craftsman) trainings	Education	Agro Fuel Investements Limited	Joint venture to develop curriculum and to secure qualified training instructors
23	Set up of degree courses in engineering	Education	Northern Technical Colloge (NORTEC)	Lisence for degree courses in architectual engineering, structural engineering and heavy equipment repair technology
24	Business incubator	Education	Kabwe Trades Training Institute	Joint venture to manage business incubator
25	Production of roofing sheets	Construction	Kechas General Dealers Limited	1. Seek for technological/management/international marketing transfer and equity investment 2. Import of building materials for Zambian market
26	Construction of hotel	Tourism	EMMAS Motel	Equity partnership
27	Franchise of hospital	Health	Al-Shifa Health Centre	Upgrade health centre (clinic) to hospital
28	Food processing	Agriculture	Savanna Streams Ltd	Joint venture for agriculture production
29	Copper fabrication	Manufacturing	Genesys Resources Ltd.	Joint ventrue in manufacturing copper wire and tubes
30	Leather products	Manufacturing	Masophishanks Enterprise Ltd	Joint venture in manufacturing leather products

## Annex 14 Investment Projects Developed by ToH Investment Promotion Missions

No.	Sector	Project	Company name (Zambian)	Company name (foreign)	Contents/Progress	Investment License
1	ICT	Mobile Phones Factory	Melcom Group of Company	Beyond Rapid Technology Limited,. (Hong Kong, China)	Set up a mobile phone assembly plant in Lusaka with technical cooperation of Hong Kong company. Opening ceremony was held in March 2009 with presence of the former President. Products are made on demand bases and exported to Zimbabwe. Recently, the company faces difficulty in operation due to cheap products marketed from China.	✓ (2007)
2	Education	Construction of University Campus	Cavendish University Zambia	Gallant Project Management Sdn Bhd (Malaysia)	The companies signed a MOU on construction of campus when Malaysian mission visited Zambia in December 2009. The groundbreaking ceremony was held on 12/11/2010. New campus includes student dormitories, a stadium and a shopping mall and has a capacity to accommodate 8,000 students. Currently 4,000 students are registered and the university plans to attract students from Africa. This is a PPP project under 5 year contract with investment amount of USD250million.	✓ (2010)
3	Health	Diagnostic Center	Group of Zambian doctors	Cura (India)	Following the investment mission in March 2010, the company visited Zambia to set up a diagnostic center in Lusaka. ZDA issued a license on December 2010. Total investment amount is USD2.5million.	✓ (2010)
4	Agriculture	Crop Farming	N/A	Punjab Farmers (India)	Following the investment mission in February 2011, the company visited Zambia to initiate the project. Production of wheat, maize, soya beans and herbs for medicine in Kapiri Mposhi. Total investment amount: USD1.9million / jobs created: 52.	✓ (2011)
5	Agriculture	Crop Farming	N/A	IndusZam (India)	Following the investment mission in February 2011, the company visited Zambia to initiate the project. Production of wheat, rice and soya beans for domestic market and export to other African countries and India. Total investment amount: USD 3.3million / jobs created: 300.	✓ (2012)
6	Manufacturing	Assembly of Trailers	N/A	Tanchindo (India)	The company visited Zambia as a result of ZDA investment missions and follow-ups. The assembly plant is located in Lusaka industrial area. Targeted market is SADC. Total investment amount: USD5.65million / jobs created: 26.	✓ (2011)
7	Manufacturing	In-house Integrated Textile Manufacturing Unit	Moleskin Textile Ltd	N/A	Planning to set up a factory in spinning/weaving in South Lusaka MFEZ with an investment amount of USD30million. 150 jobs will be created.	✓ (2010)
8	Manufacturing	Plastic Recycling	N/A	SB Plastic Limited (India)	Set up a factory in Lusaka to convert waste plastic materials into commercially viable products by utilizing environmentally friendly recycling and manufacturing methods. Total investment amount: USD1million / jobs created: 73.	✓ (2012)
9	Mining	Copper Mining	N/A	Eurasian Minerals (India)	The company visited Zambia as a result of ZDA investment missions and ZDA's invitation. The project site is in Mumbwa District. Total investment amount: USD7.3million / jobs created: 99.	✓ (2011)
10	Mining	Manganese Mining	A company in Mansa (tbc)	Next Green Group (India)	The company visited Zambia as a result of ZDA's investment missions and follow-ups. The company is about to prepare for application of investment licence.	

## TOH Implementation Progress: May 2012

Status of recommendations	% of recommendations
Recommendations that should be judged as completed (in terms of not only the actions but also confirming their impacts on the ground).	25%
Recommendations that have been embedded in a single Ministry's own policy and thus do not need to be monitored through the TOH Framework.	22%
Recommendations that are also being implemented by PSDR.	6%
Recommendations that can be eliminated due to difficulty in implementation.	8%
Recommendations for which implementation should be continuously facilitated and followed through the TOH platform up until the end of JICA's project period.	39%

### A. Recommendations judged as completed

<b>Streamlining Government Machinery, Management Development Division (Cabinet Office) Triangle of Hope Initiative Implementation Framework Status</b>	
1	Enhance the capacity of commercial courts by introducing a code of conduct and clear court procedures.
<b>Ministry of Health: Medical and Health</b>	
2	Medical and Health Sector should become a priority economic sector.
<b>Ministry of Education, Science, Vocational Training and Early Education: Education</b>	
3	Education Legislation.
4	Incorporate incentives for private investments in tertiary education in accordance with the ZDA Act.

<b>Ministry of Commerce, Trade and Industry: Manufacturing Multi-Facility Economic Zones</b>	
5	Recognise the MFEZ priority sectors reflected at annex 1 to the memorandum viz: ICT, Health and education sectors.
6	Provide MFEZ incentives as reflected at annex II to the memorandum, which shall only be applicable to new investors.
<b>Ministry of Foreign Affairs and Tourism: Tourism</b>	
7	Establish tourism fast track channels at entry points.
8	Government should develop the infrastructure or give incentives (Capital tax Incentives) for investors to develop the infrastructure in the TLB. (ZDA Act)
<b>Ministry of Transport, Works, Supply &amp; Communications: Air Hub Logistics Centre and Inland Dry Ports</b>	
9	Government must remove import duties and VAT on aviation fuels so that prices of aviation fuels are competitive with those obtaining in the region.
<b>Ministry of Transport, Works, Supply &amp; Communications: Information and Communication Technology (ICT)</b>	
10	ICT activities (including software development, Assembly/manufacture of ICT equipment e.g. computers) must be categorized as a priority economic sector as qualifying for appropriate incentives.
11	Zero- Zero-rate VAT and Import Duty on all ICT software, hardware and components (including telecommunication devices) for the period of one year.
12	Institutions offering ICT training and education must be offered incentives viz, Capital Tax, Employment Tax and General Tax incentives. (Incentives under the ZDA Act for priority sectors to be applied to this sector.
13	Government must clarify with relevant agencies on the legality of the use of Voice Over Internet Protocol (VoIP) immediately and authority with a view to ensuring that this technology becomes universally available to all citizens. This will reduce the cost of telecommunication
<b>Ministry of Agriculture and Livestock: Agriculture</b>	
14	Support infrastructure development in three Farm Blocks: Nansanga
<b>Ministry of Agriculture and Livestock: Cotton and Textile Industry</b>	
15	Abolish levies charged by District Councils on export crops
16	Declare all spinning factories Export Oriented Factories so that sale of lint to them will be considered as export. Therefore, corporate tax will be at 15% to those selling lint

	(ginners) instead of 35%.
17	Incorporate incentives for private investment in the sector, viz, Capital Tax, Employment Tax and General Tax incentives. (Incentives under the proposed ZDA Act for priority sectors to be applied to the sector.)
18	All machinery or Equipment imported for Cotton Processing should be tax-free.
<b>Ministry of Finance and National Planning: Banking and Financial Services</b>	
19	Consolidation of all development funds through the creation of a specialised and dedicated fund.
20	Establishment of independent commercial courts and provision of appropriate training to the Judiciary staff dealing with commercial matters.
21	Engage an international rating agency to undertake a country rating.
22	Adoption of the Institutional Investment Guidelines.
<b>Ministry of Mines, Energy and Water Development: Mining</b>	
23	Encourage companies through downstream processing to add value to base metals and other minerals and mineral products. (The 2012 Budget extended coverage of the export duty to all unprocessed or semi-processed mineral ores. In 2006, Government introduced an export duty of 15 percent on the export of copper and cobalt concentrates in order to encourage local value addition and create employment. The 2012 Budget noted that the policy was discriminatory, as it did not apply to other minerals thereby creating an uneven playing field. In the spirit of making this tax less burdensome and its application non-discriminatory, export duty will be reduced to 10 percent but also extend it to all unprocessed or semi-processed mineral ores).
24	Provide tax incentives to encourage investment in the facilities and infrastructure for value addition in gemstones, industrial minerals and dimension stones sectors.
25	The mineral royalty on gemstones should be reduced to the same level as for base metals. (2012 Budget increased the mineral royalty for both base metals gemstones to 6% from 3% and 5% respectively)

## B. Recommendation embedded in Ministry policy

<b>Ministry of Health: Medical and Health</b>	
1	Licensing procedures: single window clearance at ZDA.
2	Easy registration of medical professionals: Government should enter into agreement with specified approved countries so that if a doctor/ dentist or pharmacist is registered in those countries, the candidate automatically gets registered in Zambia.

<b>Ministry of Commerce, Trade and Industry: Manufacturing Multi-Facility Economic Zones</b>	
3	Launch investment promotion in target CAPTEN for specific projects and business opportunities.
<b>Ministry of Commerce, Trade and Industry: Micro, Small and Medium Scale Enterprises (MSME)</b>	
4	Pay MSMEs within 30 days of supply. (IFMIS)
<b>Ministry of Foreign Affairs and Tourism: Tourism</b>	
5	Creation of Tourism Land Bank (TLB) in line with the defined priority areas and as the Ministry of Tourism, Environment and Natural Resources may prescribe: 1) Livingstone, 2) Northern Circuit (Northern and Luapula Provinces), 3) Kafue National Park, 4) Lower Zambezi (Siavonga to Luangwa district), 5) Lusaka City and surrounding areas, 6) North and South Luangwa National Parks, to attract new quality investors.
6	Enhance the capacity of Immigration Department at entry points by use of computerized system.
7	Maintain the current 10% service charge but repeal the Statutory Instrument No. 46 of 2000 of the Labour Act and come up with a minimum wage simultaneously.
8	The Tourism Land Banks (TLB) should be packaged with the essential infrastructure including, airstrips, Telecommunication, Access roads, Electricity, Health, Security and safety facilities & any other allied facilities.
<b>Ministry of Mines, Energy and Water Development: Mining</b>	
9	Government should approach cooperating partners to assist in mapping.
10	ZRA should recognize the incentives and the incentives should be agreed upon by the Ministry of Commerce, Trade and Industry through an inter- ministerial committee.
11	Government to periodically undertake investment promotion programmes.
<b>Ministry of Transport, Works, Supply &amp; Communications: Information and Communication Technology (ICT)</b>	
12	Introduce ICT education in the curriculum at an early stage of the education system e.g. in primary schools.
<b>Ministry of Agriculture and Livestock: Agriculture</b>	
13	Write to Tax Review Task Force to zero rate all agricultural inputs and irrigation equipment.
14	Write to Tax Review Task Force to reduce customs duty to nil on farming inputs where

	a higher customs tariff is in place.
15	Write to Tax Review Task Force to zero rate all agricultural outputs such as maize and maize meal, wheat and wheat flour, coffee, cotton, tobacco.
16	Write to Tax Review Task Force to re-introduce voluntary VAT registration for bonafide small-scale farmers.
<b>Ministry of Agriculture and Livestock: Cotton and Textile</b>	
17	Make all raw materials for industrial production zero rated for VAT.
<b>Ministry of Finance and National Planning: Banking and Financial Services</b>	
18	Provision of incentives for rural banking and financial services

<b>ZDA: Facilitation of land for investments</b>	
<b>Agriculture</b>	
19	Promote investment in production by allocating agricultural land to input financiers or commercial cotton producers.
<b>Health</b>	
20	Identification of available land and building space for fast track of 1st wave of investors.
<b>Education</b>	
21	Identification of Land banks and green fields for education (ZDA)
<b>Tourism</b>	
22	Fast track acquisition (90 days) of Title Deeds and Concessions to promote major Tourism Investors.

### C. Recommendations that are being implemented by PSDRP

<b>Management Development Division (Cabinet Office): Streamlining Government Machinery</b>	
1	Cabinet Office to come up with an institutional framework, implement and design a comprehensive suitable programme to change the mindset in order to ensure accountability and responsibility.



2	Develop and implement a mechanism to streamline and expedite the approval processes, reduce the possibility of corrupt practices and enhance accountability.
<b>Ministry of Foreign Affairs and Tourism: Tourism</b>	
3	There is a need to expedite the enactment of the Tourism and Hospitality Bill into law to give legal mandate to the newly restructured Tourism Development Department.
4	Create a "One Window Facility" to consolidate and reduce the number of investment licenses and permits required by tourist businesses.
<b>Ministry of Transport, Works, Supply &amp; Communications: Information and Communication Technology (ICT)</b>	
5	E-Governance must immediately be implemented in all Government institutions.
6	Appropriate ICT training must be made compulsory for all Public Servants (Centre's of Excellence in ICT Training).

**D. Recommendations that have been difficult to implement due to due to difficulty in reconciling conflicting issues (such as elimination of taxes versus loss of government revenue) or where decisions are outside Government control.**

<b>Ministry of Commerce, Trade and Industry: Micro, Small and Medium Scale Enterprises (MSME)</b>	
1	Banks to apportion 15% of credit portfolio to MSMEs.
2	Provide special incentives for the MSME Sector i.e. double deductions on tax, wear and tear allowance exemption on customs and duty and bank. (MoFNP may extend accelerated depreciation)
<b>Ministry of Foreign Affairs and Tourism: Tourism</b>	
3	Unilateral visa exemption for target countries (measures have been taken to ease visa processing for some most target countries to obtain visas at port of entry).
<b>Ministry of Mines, Energy and Water Development: Mining</b>	
4	Encourage private sector through appropriate incentives to build Precious Metal Refinery Plants to process copper slimes.

5	Provide duty-free importation of machinery and equipment for companies that operate plant hire schemes for small-scale miners.
<b>Ministry of Agriculture and Livestock: Cotton and Textile Industry</b>	
6	Offer tax incentives on certain identified courses to encourage training providers to offer them (e.g. income tax paid at half normal rate on earnings from selected courses).
7	Special preferential electricity tariffs be given to all textile industries whose cost of power is in excess of 5% of their overall production costs.
8	Allow a 5 year double deduction of transport expenses as an incentive for all costs of moving raw materials from ports to factory and finished products from factory to ports.

### E. Recommendations that are still in the process of implementation.

<b>Management Development Division (Cabinet Office): Streamlining Government Machinery</b>	
1	Strengthen the capacity of the Institute of Diplomatic Studies in order to refocus training on economic development and trade and investment promotion.
2	Liberalise the installation of electric power infrastructure to enhance delivery of services.
3	Streamline the Environmental Impact Assessment process, standards and fee structure.
<b>Ministry of Health: Medical and Health</b>	
4	Identification and promotion of a new industry that offers support services to medical and health.
5	Encourage pharmaceutical manufacturing industry improve pharmaceutical production.
6	Domestic preference for local manufactures for national tenders.
7	Growing of medicinal plants as raw material for manufacturing of drugs (proposed to be monitored by MACO).
<b>Ministry of Education, Science, Vocational Training and Early Education: Education</b>	
8	Effective utilisation of the one window facility at Zambia Development Agency.
9	Publish information on opportunities for private sector investment in the Education Sector.
<b>Ministry of Commerce, Trade and Industry: Manufacturing Multi-Facility Economic Zones</b>	

10	To create MFEZ which are geographically located where population centres exist and basic infrastructure are available or can be created in Ndola, Lusaka, Mwinilunga, Chembe, Kapiri Mposhi, and any other areas as well as premises or buildings that may be declared from time to time.
<b>Ministry of Commerce, Trade and Industry: Micro, Small and Medium Scale Enterprises (MSME)</b>	
11	Implement Credit Reference Bureaus (propose to be monitored under MoFNP).
12	Set up Entrepreneurship development fund amounting to K100 billion for 5 years under ZDA.
13	Develop SEDB plots into Incubation Centres (ICs) by providing incentives through build, operate and transfer, or build operate and build own and operate schemes.
14	Provide incentives for Micro Sector Business Centres (MSBC) through build and transfer or build and transfer schemes.
15	Provide incentives and support services for the establishment of Small Aggregation Initiative (SAI) joint ventures among MSMEs.
16	Support and formalise vendor (supply) Development Schemes.
<b>Ministry of Foreign Affairs and Tourism: Tourism</b>	
17	Encourage development of new tourism products (e.g. Development of film making in; crafts; cultural/ethno tourism). The 2012 Budget extended the removal of customs duty to cover helicopters and micro-lites. In 2007, the Government removed customs duty on light passenger aircraft to promote tourism.
<b>Ministry of Mines, Energy and Water Development: Mining</b>	
18	Government should develop a Vendor (Supplier) Development Scheme.
19	Government to encourage mining companies sell base metals (e.g. copper) to domestic industries.
20	Open issuance of Gemstone Sales Certificate (GSC) to both individuals and legal entities (sole proprietors, companies, etc).
21	ZDA should classify gemstones as non-traditional exports for 5 years and thereafter review.
22	The Government should include possession of a Tax Clearance Certificate as a condition for issuance of a Gemstone Sales Certificate (GSC).
<b>Ministry of Transport, Works, Supply &amp; Communications: Air Hub Logistics Centre and Inland Dry Ports</b>	
23	The investment authority should include investments in the airport related sectors as

	priority economic sectors.
24	Promote investments in the creation of subsidiary infrastructure (in-flight kitchens, airport restaurants, airport hotels and business centers etc.).
25	Identify land within airport perimeters and title to such land held in trust by the Ministry of Communications and Transport.
26	Zambia must put in place competitive handling charges, fuel throughput charges, rentals, tenancy levies and the like in order to attract more airlines to fly into Zambian airports and efficiently utilize the facilities mentioned above (details in the main report).
27	The requirements of the Air Navigation Regulations must be reviewed to incorporate the Internationally accepted procedures and standards of application / issuance of air services permits (air operator's certificates). Flexibility on the issuance of such permits and certificates will facilitate more applications by potential airlines to apply to fly into Zambian airports.
28	Government to develop a policy for the establishment of inland dry ports.
<b>Ministry of Transport, Works, Supply &amp; Communications: Information and Communication Technology (ICT)</b>	
29	Creation of an inclusive consortium, which must be led by Zamtel in collaboration with ZESCO and other interested stakeholders to install optic fibre backbone linking to the world communication system. This system should be operated by an independent manager (wholesaler/special purpose vehicle) on an open access basis.
30	Implement Power Line Carrier technology where communication and data can use existing electricity cable should be encouraged and made a priority economic activity under ZDA ACT.
31	Government to institute a policy of purchasing locally produced ICT equipment that meets international standards for all its needs.
32	Declare as an economic priority development of ICT technology hubs where software applications and other facilities will be available at an affordable price to all citizens.
<b>Ministry of Agriculture and Livestock: Agriculture</b>	
33	Support infrastructure development in three Farm Blocks: Kalumwange and Luena
<b>Ministry of Agriculture and Livestock: Cotton and Textile Industry</b>	
34	Corporate tax for the export of lint to be 35% unless special exemption certificate is obtained from MCTI stating that such lint is not required for local value addition. Companies with such certificates will pay 15% corporate tax.
35	Price lint at Liverpool index less freight and insurance to Liverpool.
<b>Ministry of Finance and National Planning: Banking and Financial Services</b>	

36	Establish a credit reference bureau. (Bureau has been established but no legislation)
37	Development of legislation to govern the operations of mortgage lending.
38	Amendment of the Securities and Exchange Act in order to increase the minimum threshold limit for listing on the capital market to 30 percent from 25 percent of the company's issued shares.
39	Investigating the possibility of making Zambia an offshore banking and financial centre.

専門家氏名：  
担当業務：

## 0. 実施プロセス (IMPLEMENTATION PROCESS)

大質問		小質問	1	2	3	4	理由・説明・コメント等
0.1 活動実施状況	0.1.1	過去約1年半の間(中間レビュー以降)における担当の活動は順調でしたか？	全く計画通りではなかった	あまり計画通りではなかった	ほぼ計画通り	計画通り	
	0.1.2	計画通りでなかった場合、その理由をお答えください。	理由				
0.2 技術移転	0.2.1	担当分野のC/Pへの技術移転は適切に行なわれましたか。問題への対応策や改善方法がありましたらお答えください。	大変適切	ほぼ適切	あまり適切でない	全く適切でない	
	0.2.2	プロジェクト活動を通じて、C/Pの意識・行動に変化が見られましたか？	良い変化があった	特に変化はない	悪い変化があった	変化内容	
0.3 プロジェクト内のコミュニケーション	0.3.1	C/Pとのコミュニケーションは良好でしたか？改善すべきだったことがありましたら、ご説明ください。	大変良好	ほぼ良好	あまり良好でない	全く良好でない	
	0.3.2	日本側スタッフ(専門家、マレーシア人コンサルタント、ザンビア人コーディネーター)間でのコミュニケーションは良好でしたか？改善すべきだったことがありましたら、ご説明ください。	大変良好	ほぼ良好	あまり良好でない	全く良好でない	
0.4.関係機関との連携、コミュニケーション	0.4.1	C/P以外のザンビア側関連政府機関、関連する国際機関との連携、コミュニケーションは良好でしたか？改善すべきだったことがありましたら、ご説明ください。	大変良好	ほぼ良好	あまり良好でない	全く良好でない	
	0.4.2	JICAザンビア事務所、及びJICA本部とのコミュニケーションは良好でしたか？改善が望ましいと思われる点がありましたらお書きください。	大変良好	ほぼ良好	あまり良好でない	全く良好でない	
0.5 ザンビア側のオーナーシップ、認識	0.5.1	ZDAはプロジェクト運営にあたり、イニシアティブをとっていると思いますか？	非常にとっている	ある程度とっている	あまりとっていない	全くとっていない	
	0.5.2	ZDAの本プロジェクトに関する予算・人員・機材等の手当ては適切ですか？	大変適切	ほぼ適切	あまり適切でない	全く適切でない	
	0.5.3	現行PDMの内容を、C/Pは完全に理解していますか？	完全に理解している	ほぼ理解している	あまり理解していない	ほとんど理解していない	
	0.5.4	担当分野のC/Pはプロジェクトに積極的に参加していますか？	している	ある程度している	あまりしていない	ほとんどしていない	

【評価5項目】

1. 妥当性 (RELEVANCE) プロジェクトの実施計画は妥当であったか？

大質問	小質問	1	2	3	4	理由・説明・コメント等
1.1 必要性	1.1.1 プロジェクト目標・上位目標は、ザンビア国および、プロジェクトのターゲットグループの現時点でのニーズに合致していると思いますか？	大変合致している	ほぼ合致している	あまり合致していない	全く合致していない	
1.2 手段の適切性	1.2.1 本プロジェクトの協力内容・手法は、ザンビア国の投資促進に関する課題への対応策として、適切だったと思いますか？	大変適切	ほぼ適切	あまり適切でない	全く適切でない	
	1.2.2 本プロジェクトの協力内容・手法は、日本の技術の優位性(ノウハウ・経験)を十分に生かしていると思いますか？	大変そう思う	ほぼそう思う	あまりそう思わない	全くそう思わない	
1.3 その他	1.3.1 開始以降、プロジェクトを取り巻く環境(政治、経済、社会等)の変化について気がついたことがありましたら、記載してください					

2. 有効性 (EFFECTIVENESS) プロジェクトの実施により、期待される効果が発現したか？

大質問	小質問	1	2	3	4	理由・説明・コメント等
2.1 プロジェクト目標の達成予測	2.1.1 プロジェクト終了までに、プロジェクト目標「投資家に好ましい環境が整備される」は達成されると思いますか？	大変そう思う	ほぼそう思う	あまりそう思わない	全くそう思わない	
	2.1.2 目標達成に特に貢献している要因があるとしたら、それは何ですか？					
	2.1.3 目標達成が困難と思われる場合、その主な要因は何ですか？					

3. 効率性 (EFFICIENCY) プロジェクトは効率的に実施されたか？

大質問	小質問	1	2	3	4	理由・説明・コメント等
3.1 専門家の派遣	3.1.1 ご自身の、本プロジェクトにおける専門家としての派遣期間・タイミング・専門分野・担当分野は適切でしたか？	大変適切	ほぼ適切	あまり適切でない	全く適切でない	
	3.1.2 プロジェクト全体として、日本側スタッフ(専門家、コンサルタント、コーディネーター)の人数・専門分野・担当分野・派遣期間・タイミングは適切でしたか？	大変適切	ほぼ適切	あまり適切でない	全く適切でない	
	3.1.3 専門家派遣について、改善すべき点はありますか？					
3.2 カウンターパート研修	3.2.1 カウンターパート研修(本邦研修)の参加者の人選・人数・研修分野・研修コースの内容やレベル・期間・タイミングは適切でしたか？	大変適切	ほぼ適切	あまり適切でない	全く適切でない	
	3.2.2 カウンターパート研修(本邦研修)に参加した研修員は、ザンビアに帰国後、研修で習得した知識や技術を職場で活用していますか？事例などありましたら記載してください。	大変活用している	ある程度活用している	あまり活用していない	全く活用していない	
	3.2.3 カウンターパート研修(本邦研修)に関し、改善すべき点はありますか？					
3.3 機材供与(日本側)	3.3.1 機材の選定(種類や仕様、台数、価格)と機材供与のタイミングは適切でしたか？ 適切ではなかった場合、どのように対処しましたか？	大変適切	ほぼ適切	あまり適切でない	全く適切でない	
	3.3.2 供与された機材のうち、活用されていないものはありますか？その理由は何ですか？					
3.4 運営費(日本側)	3.4.1 日本側プロジェクト運営費(現地業務費)の額や支給のタイミングは適切でしたか？	大変適切	ほぼ適切	あまり適切でない	全く適切でない	
3.5 ザンビア側C/Pの配置	3.5.1 C/Pの人選・配置(人数、専門分野、立場、役割等)は適切でしたか？	大変適切	ほぼ適切	あまり適切でない	全く適切でない	
	3.5.2 C/Pの人選、配置等に関して、改善が望ましいことはありますか？					
3.6 ザンビア側の施設・機材の配備	3.6.1 プロジェクト事務所の施設環境はプロジェクト活動実施にとって適切ですか？	大変適切	ほぼ適切	あまり適切でない	全く適切でない	
3.7 ザンビア側のプロジェクト運営費	3.7.1 プロジェクト運営費(ザンビア側)の額や支給のタイミングは適切でしたか？	大変適切	ほぼ適切	あまり適切でない	全く適切でない	
3.8 プロジェクト運営管理体制	3.8.1 プロジェクトの運営管理体制は、プロジェクト活動推進のために効果的・効率的でしたか？	大変そう思う	ほぼそう思う	あまりそう思わない	全くそう思わない	
	3.8.2 プロジェクト運営管理体制について、改善すべき点があればお書きください。					

4. インパクト（IMPACT）プロジェクトによって上位目標達成が見込まれるか？波及効果はあったか？

大質問	小質問	1	2	3	4	理由・説明・コメント等
4.1 上位目標達成の見込み	4.1.1 上位目標「ザンビアへの外国投資および国内投資が促進される」は、プロジェクト終了後5年以内に実現すると思いますか？理由は何ですか？	大変そう思う	ほぼそう思う	あまりそう思わない	全くそう思わない	
	4.1.2 上位目標を達成するために特に重要な事項は何ですか？					
4.2 インパクト	4.2.1 プロジェクトを実施することによって、事前に十分に想定されていなかった何らかのプラスのインパクト、影響があれば記入してください。					
	4.2.2 プロジェクトを実施することによって、事前に十分に想定されていなかった何らかのマイナスのインパクト、影響があれば記入してください。					

5. 自立発展性(SUSTAINABILITY) プロジェクトの効果は、プロジェクト終了後も継続・発展していくか？

大質問	小質問	1	2	3	4	理由・説明・コメント等
5.1 政策面、組織面、財政面	5.1.1 投資促進に関するザンビア政府の政策方針、支援は、プロジェクト終了後も継続すると思いますか？理由についてもお書きください。	大変そう思う	ほぼそう思う	あまりそう思わない	全くそう思わない	
	5.1.2 ZDAIには、プロジェクト終了後も活動を継続・拡大するための組織能力(体制・人事・予算・施設機材)があると思いますか？	大変そう思う	ほぼそう思う	あまりそう思わない	全くそう思わない	
5.2 技術面	5.2.1 プロジェクトで作成・開発したガイドブックやマニュアル等は、今後も継続して活用されていくと思いますか？	大変そう思う	ほぼそう思う	あまりそう思わない	全くそう思わない	
	5.2.2 担当分野のカウンターパート職員は、プロジェクト終了後も活動を継続・拡大できるだけの技術を身につけていますか？	大変そう思う	ほぼそう思う	あまりそう思わない	全くそう思わない	
	5.2.3 担当分野に関し、カウンターパート職員が、研修やプロジェクト活動で得た知識・技術を他の職員に普及していくメカニズムは形成されていますか？	大変そう思う	ほぼそう思う	あまりそう思わない	全くそう思わない	

その他、本プロジェクト全般に関して、ご意見・コメントなどありましたら、自由にお書きください。ご協力ありがとうございました。



Name:

Title:

Task/Job Assignment in the Project:

**0. IMPLEMENTATION PROCESS**

Topics	Questions	1	2	3	4	Reasons/comments
0.1 Activities	0.1.1 For the last one and a half year (after Mid-term review), did your "Activities" of the Project show progress as planned?	Very much	To a fair extent	Not so much	Not at all	
	0.1.2 If your activities were not implemented as planned, what was the reason?	Reason				
0.2 Technical transfer	0.2.1 Was technical transfer from you to counterpart personnel (C/P) conducted appropriately?	Very much	To a fair extent	Not so much	Not at all	
	0.2.2 Through the Project, did you find any change in C/P's attitude or mind set with regard to their work?	Good change	No change	Bad change	What kind of change?	
0.3 Communication within Project	0.3.1 Was your communication with C/P good enough?	Very much	To a fair extent	Not so much	Not at all	
	0.3.2 Was communication within JICA side (Malaysian consultants, Zambian coordinator and Japanese experts) good enough?	Very much	To a fair extent	Not so much	Not at all	
0.4.Coordination and communication with relevant	0.4.1 Apart from C/P, were coordination and communication with Zambian government agencies and relevant international organizations good enough?	Very much	To a fair extent	Not so much	Not at all	
	0.4.2 Was your communication with JICA (Zambia office and HQ) good enough?	Very much	To a fair extent	Not so much	Not at all	
0.5 Ownership of Project	0.5.1 Has ZDA been taking an initiative in Project operation?	Very much	To a fair extent	Not so much	Not at all	
	0.5.2 Did Zambian side appropriately provide expenses, human resources and facility for the Project?	Very much	To a fair extent	Not so much	Not at all	
	0.5.3 Does your C/P understand the contents of PDM?	Very much	To a fair extent	Not so much	Not at all	
	0.5.4 Did your C/P actively participate in the Project activities?	Very much	To a fair extent	Not so much	Not at all	

**Five Evaluation Criteria**

**1. RELEVANCE: Is the Project relevant as a solution of the issue?**

Topics	Questions	1	2	3	4	Reasons/comments
1.1 Needs	1.1.1 Do you think that the Project Purpose is consistent with the needs of Zambia and the beneficiaries such as ZDA staff and investors?	Very much	To a fair extent	Not so much	Not at all	
1.2 Appropriateness	1.2.1 Do you think that the methodology and contents of the Project were appropriate?	Very much	To a fair extent	Not so much	Not at all	
	1.2.2 Do you think that the Project fully utilized Japan's and Malaysia's technical advantages (experiences and know-how) with regard to investment promotion?	Very much	To a fair extent	Not so much	Not at all	
1.3 Others	1.3.1 Did you find any change of environment (policy, economical, social, etc.) which fairly affected the Project during the project period? If yes, please explain.					

**2. EFFECTIVENESS: Did the Project lead to the anticipated result?**

Topics	Questions	1	2	3	4	Reasons/comments
2.1 Achievement of the Project Purpose	2.1.1 Do you think that the Project Purpose will be achieved by the end of the Project? (Project purpose: "Zambia can attain friendly environment for investors.")	Very much	To a fair extent	Not so much	Not at all	
	2.1.2 Are there any factors that particularly contributed to achievement of the Project Purpose?					
	2.1.3 Are there any factors that particularly impeded achievement of the Project Purpose?					

**3. EFFICIENCY: Was the Project implemented efficiently?**

Topics	Questions	1	2	3	4	Reasons/comments
3.1 Personnel appointed by Japanese side	3.1.1 Was the timing and the duration of your own assignment for the Project appropriate?	Very much	To a fair extent	Not so much	Not at all	
	3.1.2 For the Project as a whole, was input of human resources by JICA side (Japanese experts/Malaysian consultants/TOH coordinator) appropriate, in terms of the number of experts/consultants, fields of assignment, timing and duration of assignment, etc.?	Very much	To a fair extent	Not so much	Not at all	
	3.1.3 Any suggestions to improve appointment of personnel?					
3.2 Counterpart training	3.2.1 Was the counterpart training in Japan appropriate in general, in terms of the number and selection of participants, contents and duration of the training, etc.?	Very much	To a fair extent	Not so much	Not at all	
	3.2.2 After they returned to Zambia, did the participants of the counterpart training utilize their knowledge and skills they learned in Japan?	Very much	To a fair extent	Not so much	Not at all	
	3.2.3 Any suggestions to improve counterpart training?					
3.3 Equipment provided by Japan	3.3.1 Was the selection of equipment provided by JICA side appropriate, in terms of amount, specification, the timing of provision, etc?	Very much	To a fair extent	Not so much	Not at all	
	3.3.2 If there is any equipment which is not utilized for the Project, what is the reason?					
3.4 Operational expenses paid by Japan	3.4.1 Were the expenses for the Project operation by JICA side appropriate, in terms of the amount and the timing of spending?	Very much	To a fair extent	Not so much	Not at all	
3.5 Allocation of Zambian counterpart	3.5.1 Do you think the assignment of Project personnel by the Zambian side is appropriate to carry out Project activities in terms of expertise, experience, duration of service, timing, etc?	Very much	To a fair extent	Not so much	Not at all	
	3.5.2 Any suggestions to improve allocation of C/P?					
3.6 Facility provided by Zambia	3.6.1 Were the facilities provided by Zambia, including Project office, appropriate?	Very much	To a fair extent	Not so much	Not at all	
3.7 Operational expenses paid by Zambia	3.7.1 Were the expenses for the Project operation by Zambian side appropriate, in terms of the amount and the timing of spending?	Very much	To a fair extent	Not so much	Not at all	
3.8 Project implementation system	3.8.1 Was the operation and management system for Project implementation appropriate?	Very much	To a fair extent	Not so much	Not at all	
	3.8.2 Any suggestions to improve the operation and management system?					

4. IMPACT: Will the Overall Goal be achieved? Are there any other impacts?							
Topics		Questions	1	2	3	4	Reasons/comments
4.1 Achievement of the Overall Goal	4.1.1	Do you think that the Overall Goal will be achieved within 5 years after the completion of the Project? (Overall Goal: "Foreign Direct Investment (FDI) to Zambia and domestic investment will be increased.")	Very much	To a fair extent	Not so much	Not at all	
	4.1.2	What are important factors to achieve Overall Goal?					
4.2 Other impacts	4.2.1	Are there any positive impacts/effects brought by implementation of the Project that were not fully anticipated?					
	4.2.2	Are there any negative impacts/effects brought by implementation of the Project that were not fully anticipated?					

5. SUSTAINABILITY: Is the achievement of the Project sustainable after the end of the Project?							
Topics		Questions	1	2	3	4	Reasons/comments
5.1 Policy, institutional and financial aspects	5.1.1	Do you think that the Zambian government's current policy on and support to investment promotion will continue for a while?	Very much	To a fair extent	Not so much	Not at all	
	5.1.2	Do you think that the ZDA, in cooperation with relevant ministries, will be able to continue and expand Project effects/activities without Japan's further cooperation, after the completion of the Project ?	Very much	To a fair extent	Not so much	Not at all	
5.2 Technical aspects	5.2.1	Do you think that the materials developed by the Project, such as guidebooks and other brochures, will be used and updated after the completion of the Project?	Very much	To a fair extent	Not so much	Not at all	
	5.2.2	Do you think that your C/P has now acquired enough knowledge/skills to continue and expand Project activities after the completion of the Project?	Very much	To a fair extent	Not so much	Not at all	
	5.2.3	Do you think that such mechanism has been established that your C/P disseminates knowledge/skills obtained through the Project, to other staff members ?	Very much	To a fair extent	Not so much	Not at all	

Thank you for your cooperation. If you have comments on this Project, please write here.

Name:

Title:

Your Responsibility/task in the Project

**0. IMPLEMENTATION PROCESS**

Topics	Questions	1	2	3	4	Reasons/comments
0.1. Activities	0.1.1 Generally, since the beginning of the Project, have your "Activities" of the Project shown progress as planned?	Very much	To a fair extent	Not so much	Not at all	
	0.1.2 If your activities have not been implemented as planned, what was the reason?					

**5-criteria Evaluation Questions**

**1. RELEVANCE- Is the Project relevant as a solution of the issue?**

Topics	Questions	1	2	3	4	Reasons/comments
1.1 Needs	1.1.1 Do you think that the Project has been consistent with the needs of the direct and indirect beneficiaries, i.e. ZDA and relevant ministries' staff and investors? Please give the reason of your answer.	Very much	To a fair extent	Not so much	Not at all	

**2. EFFECTIVENESS— Did the Project lead to the anticipated result?**

Topics	Questions	1	2	3	4	Reasons/comments
2.1. Achievement of the Project Purpose	2.1.1 Do you think that the Project Purpose will be achieved by the end of the Project? (Project Purpose: "Zambia can attain friendly environment for investors.") Please give the reason of your answer.	Very much	To a fair extent	Not so much	Not at all	
	2.1.2 Are there any factors that particularly contributed to achievement of the Project Purpose?					
	2.1.3 Are there any factors that particularly impeded achievement of the Project Purpose?					

**3. EFFICIENCY —Was the Project implemented efficiently?**

Topics	Questions	1	2	3	4	Reasons/comments
3.1 Japanese experts/Malaysian consultants/TOH coordinator	3.1.1 Do you think that the assignment of Japanese experts/Malaysian consultants/TOH coordinator was appropriate to carry out Project activities in terms of expertise, experience, duration of service, timing, etc?	Very much	To a fair extent	Not so much	Not at all	
	3.1.2 Do you think that the methods/approaches of technology transfer (transfer of knowledge/knowhow/skills) from Japanese experts/Malaysian consultants/TOH coordinator appropriate?	Very much	To a fair extent	Not so much	Not at all	
	3.1.3 Do you think that your communications with Japanese experts/Malaysian consultants/TOH coordinator have been good enough through the Project?	Very much	To a fair extent	Not so much	Not at all	
	3.1.4 Do you have any suggestion about Japanese experts/Malaysian consultants/TOH coordinator and their work?					
3.2 Counterpart training	3.2.1 Did you participate in a counterpart training course in Japan?	Yes	No			
	3.2.2 (If you answered YES), did you find that the training course was appropriate in upgrading your capability?	Very much	To a fair extent	Not so much	Not at all	
	3.2.3 (If you answered YES), did you apply the skills and knowledge that you learned in the training course to the Project activities (or your work)?	Very much	To a fair extent	Not so much	Not at all	

	3.2.4	(If you answered YES), did you disseminate the skills and knowledge that you learned in the training course to your colleagues?	Very much	To a fair extent	Not so much	Not at all	
	3.2.5	Do you have any suggestion for improvement of the counterpart training?					
3.3 Provision of equipment/machinery by Japan	3.3.1	Was the selection of the equipment/machinery provided by JICA appropriate in terms of specifications, amount, timing of provision, etc? If not, how did you solve the problem?	Very much	To a fair extent	Not so much	Not at all	
	3.3.2	Is the equipment/machinery being fully utilized? If not, why? (specify the name of equipment)	Yes	No			
3.4 Inputs by Zambia	3.4.1	Do you think the assignment of Project counterpart personnel (C/P) of the Zambian side is appropriate to carry out Project activities in terms of expertise, experience, duration of service, timing, etc?	Very much	To a fair extent	Not so much	Not at all	
	3.4.2	Do you think that budget allocation by the Zambian side was sufficient for the implementation of the Project?	Very much	To a fair extent	Not so much	Not at all	

**4. IMPACT — Will the Overall Goal be achieved? Are there any impacts?**

Topics	Questions	1	2	3	4	Reasons/comments
4.1 Achievement of the Overall Goal	4.1.1 Do you think that the Overall Goal will be achieved within 5 years after the completion of the Project? (Overall Goal: "Foreign Direct Investment (FDI) to Zambia and domestic investment will be increased.")	Very much	To a fair extent	Not so much	Not at all	
4.2 Other impacts	4.2.1 Are there any positive impacts/effects brought by implementation of the Project that were not fully anticipated?					
	4.2.2 Are there any negative impacts/effects brought by implementation of the Project that were not fully anticipated?					

**5. SUSTAINABILITY — Is the achievement of the Project sustainable after the end of the Project?**

Topics	Questions	1	2	3	4	Reasons/comments
5.1 Sustainability of Project	5.1.1 Do you think that the ZDA, in cooperation with relevant ministries, will be able to continue and expand Project effects/activities without Japan's further cooperation, after the completion of the Project ?	Very much	To a fair extent	Not so much	Not at all	
	5.1.2 Do you think that you have now obtained enough knowledge/skills in your responsibility/task so that the activities will be properly conducted without Japanese experts/Malaysian consultants/TOH coordinator, after the completion of the Project?	Very much	To a fair extent	Not so much	Not at all	

Thank you for your cooperation. If you have comments on this Project, please write here.

**The Terminal Evaluation of  
The Zambia Investment Promotion Project -Triangle of Hope-  
Questionnaire for the Project Manager**

Dear Sir/Madam,

This is a questionnaire for the terminal evaluation of the "Zambia Investment Promotion Project -Triangle of Hope-", which started in August 2009. With less than three months remaining before the termination of the Project in August 2012, JICA has decided to conduct a terminal evaluation study, jointly with the Zambian side, on the performance, achievements, and implementation process of the Project, based on JICA Evaluation Guideline.

This questionnaire is expected to be answered as official views, by the representative of the Project who is totally responsible for implementation of the Project. Please provide answers carefully in consultation with responsible persons for each item, if appropriate.

Thank you for your cooperation.

JICA Terminal Evaluation Team

**1. Questions about Relevance**

- 1) Please explain how the Project, which aims to promote investment in Zambia, is relevant to the 6<sup>th</sup> National Development Plan, Vision 2030 and ZDA Strategic Plan 2012-2015.
- 2) If the change of the Government in September 2011 has caused any shift in policy on investment promotion, elaborate them.
- 3) If any important government policies or laws and regulations have been announced recently, which have affected or may affect the Project, give the outline of them.

**2. Questions about Effectiveness**

- 1) In general, to what degree have Project Purpose and Outputs been achieved at present, according to the current status of the Indicators stated in PDM? Is the progress of the Project satisfactory or not?
- 2) If there are any factors which have been hindering or slowing down the Project implementation, explain about them with actions which have been taken by the Project.

**3. Questions about Efficiency**

- 1) Have communication and relation between the Zambian Counterpart Personnel (C/P) and Japanese Experts/Malaysian Consultants/ToH Coordinator good and frequent enough through the Project, in general? If any problems are observed, please explain

them.

- 2) Has Steering Committee (SC) been functioning properly? Elaborate the effects of SC's functions (advices, direction, etc.) on the Project.

#### **4. Questions about Impact**

- 1) Has the implementation of the Project brought about any impacts/side effects, either positive or negative, which were not directly expected at the planning stage of Project? Those impacts could be institutional, social, environmental, economical or technological.

#### **5. Questions about Sustainability**

- 1) Please explain about plans/programs to sustain and enhance Project effects/activities after the completion of the Project in August 2012, including budget planning and staff allocation.

*Thank you for your kind cooperation*

**Terminal Evaluation of  
The Zambia Investment Promotion Project -Triangle of Hope-  
Questionnaire for Investors and ZDA Service Users**

Dear Madam/Sir,

This is a questionnaire prepared for the terminal evaluation of the Japanese technical cooperation project, the “Zambia Investment Promotion Project - Triangle of Hope- (ZIPP –ToH)”. With less than three months remaining before the termination of the Project, JICA has decided to make a terminal evaluation study, jointly with the Zambian side, on the performance, achievements, and implementation process of the Project.

Since you are an actual / potential beneficiary of the Project, it is critical for us have your observations and opinions on the Project so that we will be able to reflect them into our future projects. Please note that all the information you provide to us will not be disclosed to any third party.

We would highly appreciate if you could fill out this questionnaire, then e-mail it to Mr. Izumi Sakaya (pah01777@nifty.ne.jp), Ms. Florence Mumba (fmumba@zda.org.zm) and Mr. Chisala Chibwe (chisalachibwe@yahoo.com), before the interview date indicated in the appointment Letter or pass it to him when he meets you for an interview in which date and time are indicated in the letter.

Thank you for your cooperation.

May 2012  
JICA Terminal Evaluation Team

Respondent’s Information

Name of organization	
Name of respondent	
Title/position of respondent	
Mailing address, telephone no. and e-mail address of respondent	

**1. Question about the relevance of the Project**

1-1 The Project aims to promote investment in Zambia through (1) improving business environment and (2) strengthening ZDA’s capacity. In your opinion, are these project objectives relevant to your needs?

(1) Improving business environment:

- |  |   |  |
|--|---|--|
| <input type="checkbox"/> Yes, very much relevant | <input type="checkbox"/> Yes, to some extent relevant | <input type="checkbox"/> No, somewhat irrelevant |
| <input type="checkbox"/> No, not at all          | <input type="checkbox"/> Do not know                  |  |

(2) Strengthening ZDA’s capacity

- |  |   |  |
|--|---|--|
| <input type="checkbox"/> Yes, very much relevant | <input type="checkbox"/> Yes, to some extent relevant | <input type="checkbox"/> No, somewhat irrelevant |
| <input type="checkbox"/> No, not at all          | <input type="checkbox"/> Do not know                  |  |

Reasons, comments and suggestions:



**2. Questions about the effectiveness of the Project**

2-1 What services of ZDA have you used in relation to investment?

- Sector profiles in Zambia
- Information on investment procedures
- Investment seminar /One on one meetings
- General advice
- Preparation of joint venture proposals
- Investment guidebook
- Answering inquiries
- Others (Please specify:

2-2 **(Question for actual service users)** Please rate the services you have used:

Type of Service: Sector profiles in Zambia

- Excellent
- Good
- Fair
- Bad
- Very bad

Type of Service: Preparation of joint venture proposals

- Excellent
- Good
- Fair
- Bad
- Very bad

Type of Service: Information on investment procedures

- Excellent
- Good
- Fair
- Bad
- Very bad

Type of Service: Investment guidebook

- Excellent
- Good
- Fair
- Bad
- Very bad

Type of Service: Investment seminar /One on one meetings

- Excellent
- Good
- Fair
- Bad
- Very bad

Type of Service: Answering inquiries

- Excellent
- Good
- Fair
- Bad
- Very bad

2-3 **(Question for actual service users)** Do you think that services of ZDA, in general, have been improving for the last few years? Please give reasons.

- Yes, very much
- Yes, to some extent
- No, not so much
- No, not at all
- Do not know

Reasons:

2-4 **(Question for All)** Please make comments or give suggestions on ZDA's services for future improvement

Reasons, comments and suggestions:

2-5 Do you think that the business environment in Zambia has been getting more favorable for investors, for the last few years? What do you think the Zambian Government should do to further promote/facilitate investment?

- Yes, very favorable
- Yes, to some extent favorable
- No, not so favorable
- No, not favorable at all
- Do not know

Reasons, comments and suggestions:

**3. Questions about Impact of the Project**

3-1 Do you think that the Project activities (improving business environment and strengthening ZDA's capacity) have had an impact on your investment activities/ decisions?

- Yes, very much     Yes, to some extent     No, not much     No, not at all     Other

Please specify what impact has the Project have:

**4. Others**

Please provide any other comments or suggestions on/about the Project.

*Thank you very much for your kind cooperation.*

**Terminal Evaluation of  
The Zambia Investment Promotion Project -Triangle of Hope-  
Questionnaire for  
Business Associations in Malaysia and India and other Supporters to the Project**

Dear Madam/Sir,

This is a questionnaire prepared for the terminal evaluation of the Japanese technical cooperation project, the “Zambia Investment Promotion Project - Triangle of Hope- (ZIPP –ToH)”. With less than three months remaining before the termination of the Project, JICA has decided to make a terminal evaluation study, jointly with the Zambian side, on the performance, achievements, and implementation process of the Project.

Since you supported one of activities of the Project, Zambia Development Agency (ZDA)’s investment promotion missions in Malaysia/India, and/or are an potential beneficiary of the Project, it is critical for us have your observations and opinions on the Project so that we will be able to reflect them into our future projects. Please note that all the information you provide to us will not be disclosed to any third party.

After completing this questionnaire please e-mail it to me and Mr. Izumi Sakaya ([pah01777@nifty.ne.jp](mailto:pah01777@nifty.ne.jp)), the JICA consultant assigned to the terminal evaluation, by June 11, 2012 (Monday).

Thank you for your cooperation.

May 2012  
JICA Terminal Evaluation Team

Respondent’s Information

Name of organization	
Name of respondent	
Title/position of respondent	
Mailing address, telephone no. and e-mail address of respondent	

**1. How did you find the performance of the ZDA’s investment promotion missions/seminars? Please provide answers for each item.**

(1) Planning and Preparation of the missions/seminars

- Excellent       Good       Fair       Poor  
 Do not know / Others

Reasons, comments and suggestions:

(2) Presentations in the investment promotion seminars

- Excellent       Good       Fair       Poor  
 Do not know / Others

Reasons, comments and suggestions:

(3) Materials used/distributed in the seminars, such as brochures and AV materials

- Excellent       Good       Fair       Poor  
 Do not know / Others

Reasons, comments and suggestions:

(4) B2B (Business to Business) meetings arranged through the mission

- Attractive       Interesting, to some extent       Fair       Not attractive  
 Do not know / Others

Reasons, comments and suggestions:

(5) Follow-up activities after the missions/seminars

- Excellent       Good       Fair       Poor  
 Do not know / Others

Reasons, comments and suggestions:

(6) Overall impression of the missions/seminars

- Excellent       Good       Fair       Poor  
 Do not know / Others

Reasons, comments and suggestions:

**2. Based on information through ZDA's investment promotion missions and other sources how do you rate business environment of Zambia and ZDA's functions?**

(1) Zambia's business environment in general

- Excellent       Good       Fair       Poor  
 Do not know / Others

Reasons, comments and suggestions:

(2) ZDA's roles, functions and services

- Excellent       Good       Fair       Poor  
 Do not know / Others

Reasons, comments and suggestions:

**3. Please provide any other comments or suggestions on/about investment promotion activities of Zambia.**

*Thank you very much for your kind cooperation.*

