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STAKEHOLDER SENSING REPORT

The Greater Kafue Ecosystem Landscape

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SUMMARY

This sensing exercise, executed in the Greater Kafue Ecosystem (GKE) landscape in Zambia, aimed to find the willingness of stakeholders to collaborate on a large scale towards landscape conservation and restoration, and to determine current relationships, stakeholder roles and connections. Effective collaboration between stakeholders is necessary to co-create a solution for landscape level sustainability challenges like nature conservation and sustainable development.

The GKE landscape consists of the Kafue National Park (KNP), the surrounding Game Management Areas (GMAs) that function as a buffer zone, and the economic zone where people live. The open area only includes the chiefdoms that matron/patron the GMAs.

The current problem of the GKE is that a large and internationally important conservation landscape (KNP) is surrounded by a degraded economic and combined buffer zone (GMA), which is exponentially getting more and more degraded.

For this exercise, individual stakeholders from the following groups were interviewed: community, NGOs, government, operators, outfitters and businesses. The results showed that everyone was willing to increase collaboration with other stakeholders. Besides the will to collaborate more, it also showed that all the stakeholders share the vision of creating a landscape with a thriving wildlife population that supports sustainable community development.

However, trust is one of the major thresholds to conquer. These trust issues are caused by other fundamental challenges within the landscape. Firstly, a lack of resources, in combination with poor road and network infrastructure, means that communication – especially with communities – is limited. Secondly, there are no General Management Plans and a lack of up-to-date data and figures. This makes it challenging to make informed governance decisions, resulting in seemingly random actions by a variety of stakeholders. Finally, communal leaders allow tragedy of the commons to happen. This is aggravated by a lack of clarity on GMA rights, responsibilities, and boundaries.

This sensing exercise shows the potential for collaborative efforts in this landscape. But it also shows the challenges to overcome. Because of these challenges, and the size and nature of the landscape, stakeholders are struggling to collaborate.

This is where By Life Connected – with the expertise from Commonland and with support from other large stakeholders – is keen to step in and create so-called 4-return landscape labs. A landscape lab is a platform that includes all the key stakeholders from a certain area. Labs take a systemic approach: they focus on disrupting the underlying patterns that contribute to the socioecological problems through the facilitation of landscape level collaboration.

Transformative spaces like these are by their nature challenging and conflicts will come up. With tools and structures for creating safe(r) and braver spaces, a Lab can offer a constructive space to address and work on conflicts in support of the greater benefit.

Abbreviations

GKE – Greater Kafue Ecosystem

KNP – Kafue National Park

GMA – Game Management Area

KAZA TFCA - The Kavango-Zambezi Transfrontier Conservation Area

DNPW – Department of National Parks and Wildlife

KPOA – Kafue Operators Association

CRB – Community Resource Board

CMFG – Community Managed Forest Group

VAG – Village Action Group

DC – District Commissioner

HWC – Human Wildlife Conflict

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INTRODUCTION

This stakeholder sensing exercise and report investigated the Greater Kafue Ecosystem's (GKE) stakeholder readiness for collective collaboration and the development into becoming a 4-returns landscape.

Noted should be that the interviews were done before African Parks signed the management mandate of the Kafue National Park in July '22.

BACKGROUND

The Landscape

The Greater Kafue Ecosystem (GKE) is the second largest conservation landscape in Africa and is composed of the Kafue National Park (KNP) and its adjacent nine Game Management Areas (GMAs). The landscape is meant to become part of the largest Conservation area in Africa, the Kavango-Zambezi Transfrontier Conservation Area (KAZA TFCA). The KNP provides habitat for several endemic and threatened species and mainly consists out of Miombo woodland with the Kafue River running through, and several patches of riverine woodland and grassy floodplains.

The GKE landscape can be divided in three zones:

- Natural zone: Only non-consumptive use of resources such as photographic tourism is allowed in the Kafue National Park that is identified as the natural zone. The natural zone is considered state land.

- Combined zone: the Game Management Areas (GMAs) that functions as a buffer zone between the wildlife area and human settlements. In the GMA several non-consumptive and consumptive uses of resources are allowed, including photographic tourism, hunting, fishing and non-timber forest products (NTFP) collection. For all activities a permit is needed. It is illegal to have settlements, farm, log, poach and do charcoal burning in the GMA. The GMA is considered communal land.

- Economic zone: the economic zone consists of the open areas, which are the chiefdoms next to the GMAs. The chiefdoms that rule the GMA, are the ones included within the landscape. The economic zone can be state, private, communal, or open access land.



The Landscape Degradation

The ecological challenges of the landscape are mainly deforestation and depleted and/or eroded soils with the risk of desertification over time. Inside the KNP there is primarily a threat of bushmeat poaching, steadily decreasing wildlife numbers.

Combined zone (GMA)
Slash-and-burn activities & charcoal burning is contributing to the destruction of natural miombo woodland habitat.

Encroachment is a major issue in the GMAs which comes with the following challenges: illegal settlements, huge quantities of charcoal burning, poaching, agriculture with slash-and-burn methods, creating intended and unintended bushfires, and bringing in diseases with cattle and dogs that can jump onto wildlife (like rabies).

Economic zone
Slash-and-burn and other unsustainable agricultural practices (monoculture, same crops every year, burning, etc.) has resulted in eroded and depleted agricultural land. These unsustainable practices consequently push people to find new fertile soils, i.e., in the GMAs.

PROBLEM STATEMENT

The problem is that a large and internationally important conservation landscape is currently surrounded by a degraded economic and combined buffer zone (GMA), which is exponentially getting more and more degraded. Besides the land degradation in itself, the fact that this is happening in a buffer zone means it is a threat to the integrity of the National Park.

"Our children deserve to see the same trees and animals as us."

The ecological challenges of the landscape are mainly deforestation and depleted and/or eroded soils. Estimated by the Zambian government (2021), 90 ha per daylight hour of GMAs are being deforested (see Appendix A & B for satellite and images of the extend of the encroachment & deforestation).

This is a consequence of poverty, large unemployment rates, and limited possibilities. Many of the people in this landscape living under the poverty line. With little to no activities in the economic zone to help practice sustainable agriculture or other sustainable livelihoods, pressure on nature will only increase.

There are also political and management challenges that have restricted the stakeholder's ability to find a solution to the landscape degradation. There is limited collaboration between all parties involved, illegal settlements in the GMAs and a lack of governmental enforcement of rules. Effective collaboration between all stakeholders is necessary to co-create a solution for landscape level sustainability challenges like nature conservation and sustainable development.

SENSING EXERCISE PURPOSE

The purpose of engaging with the stakeholders in the Greater Kafue Ecosystem landscape, is to build a landscape level understanding of the stakeholders, stakeholders' activities, and collaborative efforts.

This first phase is to sense into the landscape and see if there is an appetite for collaboration between chiefdoms and other stakeholders to restore the ecosystem and work on the challenges collectively.

RESULTS

The methods used during this sensing exercise as well as the interview questions, can be found in Appendix C and D respectively.

STUDY AREA

The study area is the Greater Kafue Ecosystem (GKE) landscape composed of the Kafue National Park (KNP; 22,400 km^2) and its adjacent nine Game Management Areas (GMAs; 43,600 km^2) and the open areas with the chiefdoms that traditionally own the land of the GMAs (Figure 1). A more detailed map of the area can be found in Appendix E. With a landscape larger than 66,000 km^2, this sensing exercise was first divided into three study areas: south, central, and north. This division was made based on an already existing structure of Community Resource Boards and their interactions with neighbouring CRBs. These CRBs will be explained in more detail in the next chapter - Stakeholder Groups.

Chiefdoms and their boundaries are not shown in Figure 1 because not all the boundaries of the chiefdoms are clear. Table 1 shows the different chiefdoms that are part of the GKE landscape and their corresponding GMAs.

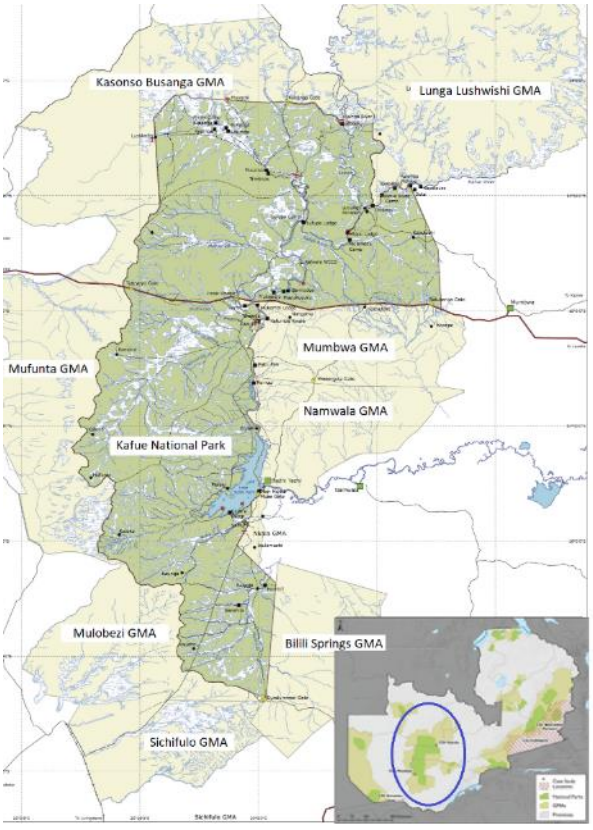


Figure 1. Map of the Greater Kafue Ecosystem landscape including the Kafue National Park and nine surrounding Game Management Areas.

Table 1. Overview of the different chiefdoms in the Greater Kafue Ecosystem, in which province they are, and the corresponding GMAs they govern.

Landscape Lab	*Province*	*GMA*	*Chiefdom*
Central	Central Province	Mumbwa GMA	Mulendema Chibuluma Kabulwebulwe
	Western Province	Mufunta GMA	Kahare
South	Southern Province	Namwala GMA	Chilyabufu Chikaza Munyama Kaingu
		Nkala GMA	Shezongo Musungwa
		Bilili Springs GMA	Chikanta Siachitema
		Mulobezi GMA	Moomba
		Sichifulo GMA	Nyawa Moomba Siachitema
North	North-Western Province	Kasonso-Busanga GMA	Kasempa Mushima
		Lunga-Luswishi GMA	Kasempa Mujimanzuvu Kaindu Makiya

STAKEHOLDER GROUPS

Within the GKE landscape, several stakeholder groups were identified (Appendix F). This chapter will describe in more detail what each group includes, and a general conclusion for each group about their development needs and aspirations.

Community

The community stakeholders were assumed to be the most important and impactful stakeholders in the landscape, but also the most vulnerable. Therefore, we made an effort to meet as many of the communal leaders in the Greater Kafue Ecosystem as possible. The community members that were interviewed represented the entire community. Each chiefdom has a chief as their traditional leader, and a Community Resource Board (CRB) that is responsible for the natural resources. We were able to interview both the chief and CRB chairperson in most of the chiefdoms.

The chiefdoms that are included in the GKE landscape are the ones that are the custodians of the GMAs that surround the Kafue National Park. Chiefs are the matron/patron of the land and its people. They inherit their role through their bloodline. Traditions of who inherits the role, differ per tribe, and even sometimes cause disputes.

"Nature is free, but it needs to be managed." – CRB member

CRBs usually consist of about ten members, all of them volunteers. These are elected by the community through the following process. In each village of a chiefdom, there is an election to become one of the ten members of the Village Action Groups (VAGs). When elections are due, there is sensitization, and every individual can run by filling out a form. Once selected, they go around the community for campaigning. The top 10 people are elected and the top two will continue to become part of the CRB for the entire chiefdom. Role selection of the CRB is done with an in-house election.

Government

The GKE landscape spreads over several different provinces and districts. One of the objectives was to find out which governmental area/department was responsible for what part of the landscape. Determination of relevant governmental departments was done through the snowball sampling technique, starting with either the District Commissioner or the departments mentioned by the community. Overall, this resulted in interviews with several levels and departments of the government in four different districts: Mumbwa, Ithezi Thezi, Kasempa and Nkeyema. Some departments were relevant in one area, but not mentioned in others, resulting in different departments listed as stakeholders per area. The chapter Governance and Responsibilities explains more about the governing structure of the different levels within the government.

Outfitters

Each GMA has one or multiple outfitters that have a hunting concession within the GMA. These outfitters pay a concession fee to DNPW (central government). Besides the concession fee, they also pay a percentage per animal being hunted. Of the total percentage going to the government, 50% goes back to the community through the CRBs. From this amount, 5% is paid to the traditional leader (Chief/Chieftainess) and 45% to the Community Resource Boards. The funds going to the CRB's is then used for:

- Resource protection, e.g. salaries, rations, uniforms etc. of community scouts (45%)
- Community projects, e.g. hammermills, CRB office, school projects, boreholes, teacher or scout housing (35%)
- CRB administration, e.g. transport, allowances and food for meetings (20%).

If there is no hunting possible, no one benefits. The inability to hunt can be caused by a depleted GMA due to unsustainable activities, thus making conservation efforts vital for the preservation of this communal income.

During the time of the interviews, several of the GMAs did not have an outfitter in their concession due to the central government stepping in due to possible illegal obtainment of the concession rights. These were: Nkala GMA and Mulobezi GMA (South GKE), Kasonso Busanga GMA (North GKE) and Mumbwa GMA (Central GMA). Therefore, only a limited number of outfitters could be interviewed.

NGOs

Looking at the landscape, and the goal of this sensing exercise, it is not surprising that most active NGOs were in one or more ways related to nature conservation. Both community

members and government officials were explicitly asked what NGOs they were aware of. It was notable that there were almost no active NGOs found that focused on community development. In several areas World Vision used to be present in the past, but not anymore.

Operators

This stakeholder group includes all the tourism businesses in the landscape, whether they are a lodge or a campsite. As opposed to the outfitters, the operators only do non-consumptive activities like photographic safaris. Most operators are members of their own committee called the Kafue Operators Association (KPOA).

Several lodges on the Busanga plains (Appendix E) are camps that are run by lodges also based in other places of the park.

Business

Businesses identified during this exercise all in one way or another had an impact on the natural environment. This varied from agricultural practices (COMACO & Tobacco companies) to logging (Zambezi Sawmill). There was one exception mentioned by the ITT Council Secretary, who stated the importance of Zesco. Because of the dam, and the hydro-electric powerplant, Zesco has a high employment rate in the region.

COMACO was identified as an important stakeholder, and therefore contacted for an interview. However, they were not available within the time frame of the field work. Overall, none of the businesses identified during this sensing exercise were interviewed.

PROJECTS & AREA CHARACTERISTICS

Greater Kafue Ecosystem Landscape

A number of projects extend across the entire GKE (table 2). A lot of the (collaborative) landscape-wide projects focus on law enforcement, with limited attention going to community development. This was mentioned by several of the stakeholders from different groups, including government, community and NGOs.

Table 2. Projects within the GKE landscape according to the interviewees during the 5-month sensing exercise in '22.

Organization	Project	Zone	Summary
AfricanParks	Park management & Anti-poaching	KNP	20-year mandate for Park Management since July '22.
Community & Government	Community Managed Forest Groups (CMFGs)	GMA & Open area	The central government set the mandate to create CMFGs to support Forestry Department with forest conservation
Game Rangers International	Community Outreach Programme (COP)	GMA & Open area	COP supports the DNPW to raise conservation awareness and support sustainable livelihoods in communities contiguous to Zambia's Protected Areas.

Game Rangers International	Resource Protection Programme (RPP)	KNP & GMA	RPP supports anti-poaching operations with essential equipment and supplies, delivers training to ensure that Rangers have the skills to operate effectively and safely, and provides welfare support for them and their families.
Panthera	Research big cats	KNP & GMA	Research into (big) cats. Outcomes help make management decisions in protecting cat species.
TNC	The Eastern Kafue Nature Alliance (EKNA)	GMA & Open area	The EKNA brings together public, private and civil society actors, along with local communities, to address threats to the rich biodiversity in and around the Greater Kafue Ecosystem (GKE) of Zambia. It's a 5-year flagship project with USAID and TNC.
TNC & USAID	Health, Ecosystems and Agriculture for Resilient, Thriving Societies (USAID HEARTH)	GMA & Open area	HEARTH Project to help advance the conservation of threatened landscapes and enhance the well-being and prosperity of local communities. Namwala GMA, Nkala GMA, Mumbwa GMA, Lunga Lushwishi GMA
WWF	Support Scouts	KNP & GMA	In several of the GMAs it was mentioned that WWF supports the community scouts with salaries, rations, and uniforms.
ZCBNRM Forum	GAPA project	GMA & Open area	Governance assessment for protected areas

GKE South

Stakeholders

Stakeholders in GKE South (Appendix F - marked in yellow) have a high focus on Ithezi thezi lake and town. Lake Ithezi thezi is a man-made lake with a hydroelectric dam. Most existing or future projects mentioned by the interviewed stakeholders in this area evolve around the law enforcement on the lake, community development and carbon credits (Table 3).

One notable, but not surprising challenge in the area was Human Wildlife Conflicts (HWC). The area has a large human population with a very small buffer zone (Nkala GMA), and so humans and wildlife live relatively close to each other. The HWC was mentioned by all the community stakeholders, one local government official and the DNPW. The DNPW officer also mentioned that because of HWC, the DNPW has become very unpopular as they don't have enough resources to give any relief to people who lose their cattle or harvest.

A government official mentioned that local people are allowed to go fishing inside the park in the areas where they originated from. This is called traditional fishing, and it lasts for 2-3 weeks.

Table 3. Projects within the southern area of the GKE landscape according to the interviewees during the 5-month sensing exercise in '22.

Organization	Project	Area	Zone	Summary
BCP	Carbon credits	Shezongo Chiefdom	Open area	**Planned**: They've promised to come to this chiefdom.
CDF fund	Secondary School	Moomba Chiefdom	Open area	**Planned**: Secondary school from CDF funds.
Chikanta Chiefdom	Community mobilization	Chikanta Chiefdom	Open area	**Current:** nothing. Chief invites NGOs to do work when he identifies a problem. He helps facilitate. Strategic plan needs update, from '12-'16.
Chikaza Munyama Chiefdom	Governmental programs	Namwala GMA	GMA & Open area	**Current:** COMACO was in area but left. Now only governmental programs remain
COMACO, BCP, BioPharma	Carbon credits	Ithezi thezi catchment area	Open area	**Planned:** Different NGOs/companies coming in for Carbon Credit projects in the different districts' communities.
Forestry Department ITT	Tree planting	Ithezi thezi catchment area	Open area	**Current:** Department has a nursery and gives trees to people for planting.
Game Rangers International	Wildlife rescue	Zambia	KNP	**Current:** Rescue of elephant orphans. Release facility in southern KNP.
ITT Marine Wildlife	Anti-poaching	Ithezi thezi catchment area	KNP & GMA	**Current:** Anti-poaching and supporting bodies to mitigate illegal fishing activities.
Kaingu CRB	Carbon credits	Namwala GMA	GMA	**Planned:** Carbon credits. Community is ready, including papers & forest guards appointed. COMACO helped but left.
Melindika	Outreach program	Musungwa Chiefdom	Open area	**Current**: Outreach program with 5 vet assistants who are doing vaccination campaigns, consultation and training.
Melindika	Bee keeping project	Musungwa Chiefdom	Open area	**Current:** Bee keeping project with women group, continuous. Future, experiment with a bee fence as a protection from wildlife
Melindika	Conservation Education	Musungwa Chiefdom	Open area	**Current:** Conservation Education lessons & game drives. Grade 7, ones who are most interested are going in the park.
Melindika	Predator proof enclosures	Musungwa Chiefdom	Open area	**Current:** Predator proof enclosures. Last year's project was for night-time attacks, this year for daytime attacks.
Melindika	Elephant & human conflict	Musungwa Chiefdom	Open area	**Future**: Elephant & human conflict. In the planning, but not yet developed into a project. The communities need to be Involved and informed first.
Melindika	Communal grazing program	Musungwa Chiefdom	Open area	**Future**: Communal grazing program.

Moomba Chiefdom/ Mulobezi CRB	Clinic expansion	Moomba Chiefdom	Open area	**Planned:** Male, female & maternity ward plus 2 toilets for the clinic
Moomba Chiefdom/ Mulobezi CRB	Community School	Moomba Chiefdom	Open area	**Current**: Community school is being built from concession money
Moomba Chiefdom/ Mulobezi CRB	Sanitary	Moomba Chiefdom	Open area	**Planned**: Give all VAGs two toilets around the schools and clinics
Moomba Chiefdom/ Mulobezi CRB	Education projects	Moomba Chiefdom	Open area	**Finished**: 3 x 1 by 3 classroom block, 7 x toilets at schools, 4 x teacher housing
Panthera	Anti-poaching	Mulobezi GMA	GMA	**Current:** Supporting DNPW and community scouts with anti-poaching of GMA and southern KNP.
Shezongo Chiefdom & CRB	Tourism	Shezongo Chiefdom	Open area	**Planned**: to create something like a lodge or campsite to attract tourists. Or invite other investors.
Siachitema CRB	Education projects	Siachitema Chiefdom	Open Area	**Finished**: primary school, 1 classroom block with 3 classes and teacher houses
Siachitema CRB	CRB development	Siachitema Chiefdom	Open Area	**Finished**: CRB Office and 5 scout houses.
Siachitema CRB	Tourism development	Siachitema Chiefdom	Open Area	**Planned**: Conserve the Bilili Hot Springs, so invite tourism/investors
WWF	Environmental sensitization	Ithezi thezi catchment area	Open area	**Current:** WWF has come onboard to sensitize people on protection of environment/flora
WWF & COMACO	Carbon credits	Ithezi thezi catchment area	Open area	**Current:** Carbon projects. First phase WWF - COMACO
Zambezi Sawmill	Teacher housing	Moomba Chiefdom	Open area	**Planned**: 3 teacher housings by Zambezi Sawmill. But they have promised more in the past
ZCBNRM Forum	Consultation	Ithezi thezi catchment area	Open area	**Current:** ZCBRNM support NGOs in area with consultations

The natural landscape

Besides lake Ithezi thezi, the landscape south of the lake consists mainly of Kalahari and Mopane woodland. Around the lake there's miombo woodland. A large part of the open area towards the East consists of floodplains, that are connected to another natural area called the Kafue flats.

This natural habitat has created traditions for the local people who originally are the Ila people. They are mainly pastoralists because of the extent of grassy plains in the area. However, a lot of other tribes have now also moved into the area, introducing other livelihoods like agriculture. Fishing has always been an important livelihood, but it has especially become so with the creation of the lake.

GKE Central

Stakeholders

In GKE Central, the presence of the M9 highway connecting Zambia East (Lusaka) to Zambia West (Mongu) impacts the type of activities in this area. It also hosts the main Kafue National Park entrance, Nalusanga gate (in the east) and Tateyoyo gate (in the west).

The presence of the M9 promotes tourism, due to its accessibility. However, the presence of the highway also brings extra pressure on the landscape. It creates easy access for illegal activities, like poaching and charcoal burning.

The stakeholders in this area (Appendix F – marked in green) focus on law enforcement activities like anti-poaching, stopping encroachment and charcoal burning, and agricultural projects like introducing sustainable farming alternatives and markets (Table 4).

Table 4. Projects within the Central area of the GKE landscape according to the interviewees during the 5-month sensing exercise in '22.

Organization	Project	Area	Zone	Summary
By Life Connected	ABCD Project	Mulendema Chiefdom	Open Area	**Current**: Projects spearheaded by the community. First one being a check dam in Mponda seniority.
By Life Connected	Conservation Education Clubs	Mulendema & Kabulwebulwe chiefdom	Open area	**Current**: two schools have a conservation education club in which they learn about nature and how to conserve it. Plus, visits to the KNP.
By Life Connected	Bamboo project	Mulendema chiefdom	Open area	**Current:** 1900 bamboos have been planted with 20 different farmers in degraded soils to help decrease deforestation for firewood cooking and construction.
By Life Connected	Organic teaching farm	Mulendema Chiefdom	Open area	**Current:** start of an organic farm to teach people in the chiefdom how to farm sustainably and to provide local produce to the tourism market.
Chibuluma CRB	Education	Chibuluma Chiefdom	Open area	**Finished**: built one by three classroom block at Chibuluma Secondary School and teacher's houses at Rafunsyu.
Chibuluma CRB	Health post	Chibuluma Chiefdom	Open area	**Finished**: built health post at Namaja VAG
Chibuluma CRB	Boreholes 10x	Chibuluma Chiefdom	Open area	**Planned**: drill 10 boreholes in the chiefdom
COMACO	Conservation Farming	Chibuluma Chiefdom	Open area	**Current:** Conservation farming introduced. Very recent collaboration.
COMACO	Conservation Farming	Mulendema Chiefdom	Open area	**Current:** Conservation farmers & beekeeping, large storage facility in the chiefdom.
GIZ	The Accelerate Water and Agricultural	Mulendema Chiefdom	Open area	**Finished**: First phase ended August '22. The AWARE program supports the environmentally friendly use of water.

	Resources Efficiency (AWARE)			It promotes effective, integrated water resources management, efficient practices in water extraction and irrigation.
Japan Tobacco International	Eucalyptus plantation	Kahere Chiefdom	Open area	**Current:** JTI Eucalyptus plantation
Musekese Conservation	Wildife research	Central	KNP	**Current:** Baseline survey of wildlife & research
Musekese Conservation	Anti-poaching	KNP	KNP	**Current:** MC has an anti-poaching unit that does patrolling in the Central-East part of the park. Their focus might change with the arrivel of AfricanParks.
Panthera	Big cats sensitization	Mufunta GMA	Open area & GMA	**Current:** Under Panthera project to sensitize community not killing cats - this year
Tombwe processing	Bamboo project	Kahere Chiefdom	Open area	**Current:** Bamboo project Tombwe, but needs to be expanded
WWF	Community empowerment	Mufunta GMA	Open area	**Current**: work in 2 VAGs, 180 families will be empowered with a crop pack and 20 livestock pack – this year.
ZCP	Carnivore conservation	All	KNP	**Current:** Work to conserve carnivore and ecosystem through conservation science. Implementing an array of conservation actions.

The natural landscape

The central Kafue is mainly miombo woodland with grassland patches. This extends to the GMAs and open areas. However, in the open areas these woodlands have made place for agricultural land. The same land-use change is happening to the GMAs. An example of this pressure on nature in Mumbwa GMA can be found in Appendix B.

GKE North

Stakeholders

This area might be divided in North and North-East when looking at the tourism activities (Appendix E). However, as mentioned before, this subdivision of areas was made on the current CRB structure. A list of stakeholders for this area can be found in Appendix F – marked in orange.

There were a limited number of organized projects happening in this area according to the interviews. The projects mentioned all had to do with forest conservation, either through carbon credits or other methods (Table 5).

Table 5. Projects within the northern area of the GKE landscape according to the interviewees during the 5-month sensing exercise in '22.

Organization	Project	Area	Zone	Summary

Forestry department	Carbon credits	Kasempa catchment area	Open area	**Finished**: Department helped sensitization of communities for Carbon Projects.
BCP	Carbon credits	Lunga lushwishi GMA	GMA	**Current**: protection of forest in return for carbon credits. Part of it is given to the community. In this chiefdom, the paperwork is done, now just implementation. They brought in 6 scouts for preservation. - 5 places under protection
Kasempa Conservation Foundation	-	Kasonso Busanga & Lunga Lushwishi GMA	GMA	**Current**: according to interviewees that collaborate, there's no project because there's no funding. No interview done with KCF themselves.
TNC	Ecosystem baseline survey	Kasempa catchment area	Open area	**Current:** Survey baseline for ecosystem (start the 14th of June 2022)
TNC / GEF	Community survey	Kasempa catchment area	Open area	**Current:** Community health survey, community involvement
World Bank	Global Enviornment Fund - GEF7	Kasempa Chiefdom	Open area	**Current**: Development project, with focus on deforestation and forest degradation. Note: GEF5 launched April 2012. Taken to 52,000 ha, but only one forest group. Around 11 members in committee. Now GEF7.

The natural landscape

Inside KNP there is the famous area of the Busanga plains, an annually flooded grassland that attracts a lot of wildlife. The rest of GKE North consists mainly of Miombo woodland with patches of forest and riverine grassland. Again, this extends to landscapes of the GMAs and open areas.

Compared to GKE Central, the impact of human activities is different in these GMAs. Traditionally, the people in this area are hunter/gatherers. This is visible from the fact that the woodlands and forests remain much more intact compared to the GMAs in the central and south. However, there is the same or even more pressure from poaching in this area as in the other areas[1]. It was also noted by several stakeholders that because of migrating tribes and their traditions of slash-and-burning agriculture, the pressure on the forests is increasing rapidly.

[1] NOTE: this is **not** based on actual numbers. For there to be concise data, more research is needed. This is based on observations and remarks from the interviews.

GOVERNANCE AND RESPONSIBILITIES

This chapter will describe the governance and responsibilities of government entities in the landscape. It also describes some of the remarks made by the interviewees about the governance and how this could be improved.

When stakeholders need to collaborate with the government, they usually work together with specific governmental departments, based on their needs. From the government's perspective, government officials usually use traditional leadership to communicate information about the programs to the community.

"Without political will, we can't solve these problems."

Local Governance Structure

The District Commissioner's Office reports directly to the governing party in Zambia with the district commissioner (DC) being appointed by the president's office. Field administration is headed by the DC, meaning all local departments (e.g., Forestry Department, Health Department etc.) need to report to the DC office.

Besides reporting to the DCs office, all the different departments also need to report to the corresponding offices of the central government in Lusaka. For example, one of the key stakeholders, the Department of National Parks and Wildlife, falls under the Ministry of Tourism and report to the DNWP Head Office in Chilanga.

The Council is headed by the Council Chairpersons that is elected directly by the electorate in every district. Responsibilities of the Council include, but are not limited to, water availability, electricity, waste management, planning, and road infrastructure. The Council Secretary according to the Local Government Act (2019) is responsible for the establishment of Ward Development Committees (WDC) in the area of a local authority. WDC are the 'eyes on the ground' in the community, and the Ward Councillor is elected by the residents of that Ward. They are the connection between the needs of the community and the funds and programs they can apply for with the government.

Besides the WDCs in the communities, there are also the CRBs. As with the WDC, who report to the local Council, the CRBs report to the DNPW office of their district. Funds for the CRB come from the outfitters, connected to protecting the natural resources, while funds for WDC activities come directly from the government. All these different institutions within the local government come together in quarterly DDCC meetings.

Governance-Specific Challenges

Governance structure

The above-described governance structure slightly differed depending on the district that was visited. In some area's the DC makes the decisions and in others the Local Council seemed to be more influential. In one area the DC was responsible for the wards, while in the other it was the local Council Secretary. Overall, there doesn't seem to be a clear path

that is followed in every district although it is clear how the local governance structure should work.

Size of the landscape

The differences in governance could be related to the fact that this landscape extends over eleven different districts, and five different provinces (Figure 2). Even though the reach of the GKE is within their catchment area, not all districts are actively involved in managing parts of the landscape.

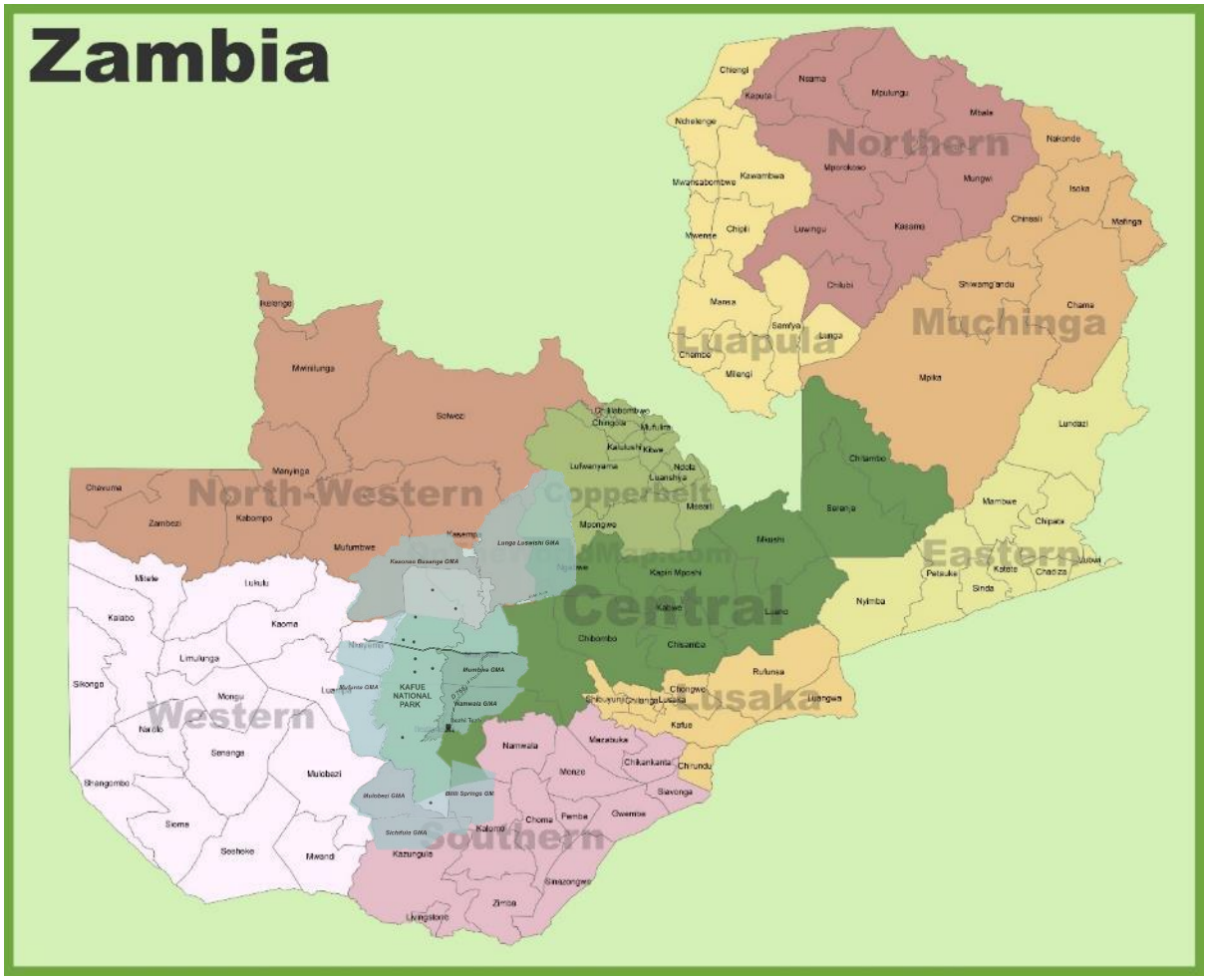


Figure 2. Map of Zambia and the different districts and provinces. In blue a map of the Kafue National Park and its surrounding GMAs, showing its catchment area in terms of different districts & provinces.

One of the recent challenges mentioned by several interviewees, is that the provincial boundaries between southern and central Zambia have been changed in 2021. Stakeholders still report to central province government, but that responsibility now lies with the southern province government. This brings confusion and makes collaboration less effective.

The impact of size of this landscape, also shows within the structural organization of the most important stakeholder: the Department of National Parks and Wildlife. Community scouts in the most southern part of the KNP and GMA report to Mosi-Oa-Tunia National Park, however the DNPW officers that work together with these scouts, must report to DNPW HQ Ngoma inside the park. A similar situation is happening with community scouts, DNPW officers and other stakeholders on the border between South and Central KNP. There is a lack of clarity

of who needs to report where and where responsibilities lie. Many stakeholders confirmed that this lack of clarity within DNPW creates confusion that leads to conflicts arising between themselves and DNPW, or even between individual stakeholders.

Collaboration & Communication

According to a high number of interviewees within the different government departments, a main issue was the lack of collaboration and communication between the different departments. Even though they sometimes share resources (e.g., transport or offices), there is no structural planning. Every department does its own thing. Besides reporting to their province, several government officials say there is almost no effective communication with local governments of other districts, let alone provinces.

This lack of collaboration and communication also extends to other stakeholders. According to one of the government officials, communities are not aware what services a government provides, let alone what the rules and regulations are for areas. They don't know what they can ask for or how to behave.

Community Resource Boards

Various stakeholders raised concerns about CRBs including their accountability. Funds coming from hunting activities should go to the CRB and chief, but according to these interviewees its currently only the CRB that is benefitting instead of the entire community.

Part of the problem is that the community is not aware of the role the CRB plays and the rights that the community has. In addition, the community is not aware of how much money is coming from the hunting concession, so they do not see the use and benefits of conservation areas for them. Overall, the importance of transparency is paramount. Both the community and the CRB need to be educated and information flows need to be transparent and shared between everybody.

> *"It's not just the DNPW's job to protect the natural resources, it's also the people's job."*

Finally, a remark was made by one of the outfitters that the CRB needs to understand that more money can come from an outfitter if wildlife numbers are improved. Currently they expect more money, even though wildlife numbers are going down.

Community Managed Forest Groups

This initiative was started to decentralize the government structures and support the understaffed forestry departments in their goal to protect Zambia's forests. These Community Managed Forest Groups (CMFGs) are there to help sensitize the communities about the importance of keeping the forest alive. According to one of the forestry officers, this program falls under REDD+ funding.

One of the remarks made by two different community members, was the confusion that another committee like this creates. The main difference is that one falls under DNPW, while the other under the Forestry department. However, the community don't see the difference and so it seems like it's just another way of spreading the already limited resources.

GMA rights

There is a lot of uncertainty about who is responsible for what and what rights and rules are that community members have in 'their' GMA. One of the outfitters says that the rights of the hunting concession in the GMA have been handed over by the chiefs to the DNPW a long time ago. Meaning the chiefs are not responsible for running the GMAs.

The outfitter signs a lease with DNPW to do hunting only, no photographic safari, fishing, or logging. The rights on hunting are clear. However, when community members want to fish or log in the GMA, they need a permit. But to whom do they go for a permit? Is it the DNPW, the concessioner, the Fisheries or Forestry department, or all of them? And what are the rules in GMAs outside the hunting concession boundary? In fact, where are the boundaries?

Take away from Governance and Responsibilities

In general, the ambiguous governmental structure and functioning, plus the lack of clarity on GMA rights, responsibilities, and boundaries, creates a situation in which all stakeholders are looking to each other for answers, but no one can provide it. Such mismanaged situations usually negatively impact the vulnerable. As is observed in this case, where encroachment of the natural area currently endangers the survival of the GKE due to the inability to meet the needs of the communities that live around it.

DIFFERENCES AND COMMON GROUND

This chapter will elaborate on the differences and the common grounds that exist between the different stakeholder groups. This will be seen in the visions and benefits of the landscape, as well as the challenges mentioned by all the individuals.

Visions

Collective vision

One of the most important questions asked was "what is your vision for the landscape?" Responses from the different stakeholders were extremely similar. **All the stakeholder groups, with exception of only a few individuals, said that their vision for the landscape was to conserve its nature.** The operator stakeholder group had a slightly stronger focus on community benefits. However, they know this indirectly benefits nature conservation.

A collective vision can be created, including aspects of:

- preserving the natural environment,
- protecting natural resources, while reducing the impact of land degradation, encroachment, human-wildlife conflict, and deforestation,
- encouraging development of tourism and other potential industries, and
- ensuring that communities receive benefits from conservation.

Mentioned less frequently, but also important to include in the collective vision is:

- empowering communities through education,
- creating alternative livelihoods that reduce pressure on natural resources,
- support sustainable development in the landscape, including improved infrastructure, access to education, water and food, and

- for people to realise the potential of the park to become a recognised tourism destination.

Ultimately the collective vision and thus the main goal of ALL the stakeholders in the landscape, considers the prosperity of the environment and people that live in the landscape.

"All our grandparents have left the forests intact. Now our generation is destroying it."

Benefits

Collectively identified benefits.

Three main benefits from the GKE landscape were identified by all stakeholder groups: i.) providing ecosystem services (fresh water, carbon sink etc.), ii.) conserving natural resources for future generations, and iii.) providing communities with access to financial and natural resources from the park.

The activities and industries in the landscape contribute to the national economy *and* support local community development. It also creates employment opportunities for community members. The lakes and dams in the park are used to produce hydroelectricity that supplies a large part of the country with electricity.

"When the GMA is depleted of animals there are no benefits. So why even conserve? Better to encroach."

However, many stakeholders expressed that even though there are the above-mentioned benefits, many more expected benefits are not being realised, especially when it comes to the expected community and financial benefits. One chief even expressed that they were displaced from the park with the promise of development and benefits, however this has not been realised.

All stakeholder groups indicated that there are more potential benefits that can be explored. One example mentioned several times, is generating income from carbon credits. A way that supports both conservation efforts and brings income for community development.

Challenges

Many stakeholders expressed similar challenges in the landscape, except for a few challenges that were only experienced by a number of interviewees and individual stakeholder groups (Table 6). The three most common challenges are resource constrains, pressure on natural resources, and community needs not being met.

How do you cope with challenges? "A Mosi at the end of the day 😉!"

Table 6. Summary of challenges mentioned by different stakeholder groups and the number of times a challenge was mentioned by a stakeholder group.

Overarching challenges	Community	Government	Operators	NGOs	Outfitter	Total
Resource constrains	6	11		3		20
Natural resource pressure	9	7	2		1	19
Unfulfilled community needs	10	6	1			17
Governance challenges	5	3	1	1	1	11
Conflicts and (mis)-communication	4	3	1	2	1	11
Poor infrastructure	7	1	2			10
Lack of governmental support	7	1		1	1	10
Cost of doing business			2			2
Administrative burden			2			2
Lack of awareness/presence			2			2
Overpowered by authority	2					2
Other external factors		1	1			2

Resource Constraints

Resource constrains is a challenge for community (especially CRBs), NGO, and government stakeholder groups, with almost every single government official mentioning it. Mostly, a lack of resources, meant a lack of funding. For each of these groups, the lack of funding lead to limited manpower and transport options to reach and man their areas of operation. A few of the government departments also mentioned limited office space for the number of employees. In contradiction some said the limited number of employees in the office, compared to the size of their catchment area, was a problem.

"How can you govern if you are nowhere to be seen?"

Other stakeholder groups confirm and understand the limitations that government officials face due to the lack of resources. One of the outfitters mentioned that government is highly understaffed and underfunded. They are in a bad position to work effectively with all the departments, as they are all facing similar issues.

These resource constraints have a multitude of consequences. One mentioned by a government official was that they don't have the ability to communicate the rules to

communities for activities such as logging and charcoal burning. This results in the people saying the forestry officers are corrupt because they grab the resources from the people. However, the officers are just doing their job. Miscommunication or a lack of communication facilitates mistrust between people and government. A solution would be initiating awareness meetings according to a Forestry officer. But they need transport for this, and they do not have the budget, creating a positive feedback loop. One of the chiefs even proposed a solution of attracting more private businesses or NGOs to support government officials to do their duties.

"Attract other organizations or cooperating partners, they'll make a difference."

Natural Resource Pressure

The challenge of the pressure on natural resources arises from a variety of illegal and unsustainable activities, that could negatively impact the GKE. The most common challenges mentioned were encroachment, poaching, illegal timber harvesting, illegal fishing, and human-wildlife conflicts.

"Poaching has reduced because of scouts. Deforestation is a bigger problem."

Two government authorities suggested environmental degradation is a symptom of communities who don't or can't take ownership of natural resources and allow illegal activities. A community stakeholder is concerned about unsustainable agricultural practices that degrade the environment and impact future soil fertility. One outfitter also indicated that low wildlife density, because of poaching and unsustainable hunting, makes it challenging to attract tourists. Both a government official and a community stakeholder, consider human population growth to be a challenge that adds additional pressure on natural resources.

Unfulfilled Community Needs

In all stakeholder groups there were multiple interviewees that emphasised that community needs are not met. This challenge includes several different aspects. Firstly, a lack of access to basic services like water, healthcare, education, electricity, and network (phone and/or data).

Secondly, the region is also burdened with limited employment opportunities. This is aggravated by limited education, skills and capacity development that restricts community members to low skilled jobs. One government authority specifically linked the lack of education surrounding wildlife management to illegal activities like poaching and the lack of ownership over the natural resources.

Four different chiefs raised the lack of access to educational institutions as a challenge. Their chiefdoms don't have secondary schools, so children need to be sent to schools further away where they often stay with acquaintances or family members. However, there is less monitoring of those children and as a result many girls come back pregnant, often involuntarily or unplanned, and stop school.

Finally, several stakeholders stated that communities don't receive the necessary financial benefits from the park. Especially community scouts that often receive salaries too late and are under paid for the amount of pressure this job has.

Governance Challenges

Poor and inconsistent governance impacts many of the stakeholders in the region, especially when it comes to encroachment. The lack of clear boundaries and management plans further complicates governance in the region.

One community stakeholder mentioned that general regulation might not be applicable to the community's local circumstances and that regulations therefore should be decentralized. Another challenge with poorly defined governance and regulations are that organisations entering the landscape are not aware of the correct engagement path. For example, new projects and NGOs should be guided by traditional leaders first but instead chiefs are often excluded from early engagements.

"There's no structure or plan from government or chiefs right now." – CRB member

Finally, one of the government's officials mentioned that they do not have exact numbers on how much forest cover there is in their district. With a lack of data and figures, in combination with a lack of resources to conduct operations, it is very challenging to make good and informed decisions in terms of (forest) conservation or community development.

Conflicts and (mis)communication between Stakeholders

Contradicting actions to realize the common vision among stakeholders was a challenge raised by all stakeholder groups. Due to the lack of a collectively formulated General Management Plan, subsequent ambiguity and confusion often leads to conflict among stakeholders and reduces collaboration.

For example, one outfitter highlighted that the potential of the hunting industry is being undermined by other stakeholders, which limits their ability to grow. Within some chiefdoms, chiefs do not know about the CRB projects, or even their rights regarding the concession money. The same goes for projects introduced by or through government institutions. In some of the areas, projects were mentioned by government officials, but chiefs weren't even aware of the projects.

"Most misconceptions happen because of lack of communication."

There's also a lot of mistrust. From a community perspective, many chiefs mention their mistrust in their neighbours (other chiefs) and towards government (DNPW). Several are also pessimistic about NGOs, because they receive a lot of NGO visitors that promise progress, but then they don't keep their word. One chief even mentions he wants to collaborate more, but for him to have faith in collaborative efforts, he thinks the whole culture needs to change.

Poor Infrastructure

The region is restricted by the low investment in infrastructure that is necessary to support communities and organisations. Limited road infrastructure restricts community's access to markets and other regions, as well as limits the expansion of tourism operations. It also contributes to the lack of access to basic services like healthcare, water, education, and communication channels.

"Our area is difficult; in the rainy season we are "overseas". You need to paddle!"

Besides poor road infrastructure, there is also poor network infrastructure in almost all chiefdoms. Apart from Chief Kasempa, Chief Mulendema and Chief Kabulwebulwe, all other chiefs have palaces that are hard to reach and have poor network. This can explain why collaboration with organizations outside the Chiefdom is poor, it is simply too hard to reach them either in person or over the phone. This was confirmed by several NGO and government stakeholders who expressed that it is difficult to engage communities, partially because of poor road and network infrastructure.

Lack of Governmental Support

Various stakeholders indicated that they don't receive the necessary support from government, whether this is in the form of funds, development or business support. Furthermore, it is often hard to engage with government about the challenges these stakeholders experience. Three stakeholders mentioned that GMAs and CRBs are not receiving the necessary financial and capacity support to make management and informed decision making effective.

"House of Chiefs is aiming for decentralization, and hoping this government will give it, so that chiefs get more power again over how their community can be developed."

As mentioned in the paragraph about resource constraints, government is usually not only lacking in support but often also mistrusted by different stakeholder groups. About a third of the interviewed community stakeholders, especially chiefs, mentioned their mistrust to different government departments. Two chiefdoms stood out in their closer collaboration with the government, which were Kasempa and Mulendema Chiefdom.

Operator-specific Challenges

The cost of operations, administrative burden and lack of global presence or awareness were challenges that were unique to operators. The cost of operations makes it challenging for operators to be competitive as they expressed that staff wages, gratuity, tax and other payments like licensing come at a high cost.

One operator stated that the cost of operations remains high due to the lack of investment and subsidies by government to support the tourism industry. The complex and time-consuming process of permit and licensing applications to operate in the landscape is adding to the administrative burden of operators. The poor global presence and awareness of the park as a tourism destination due to poor marketing campaigns impacts operators' ability to attract tourists.

Overpowered by Authority

Two CRB stakeholders stated that they find it challenging to fulfil their role in the landscape as they are overpowered by other authorities in the landscape. The one CRB stated that the local chief disregards their authority while the other stated that the Department of National Parks and Wildlife disregards the community's authority. This speaks to the lack of collaboration and working towards a common vision that includes communities.

"Collaboration with traditional leaderships is very minimal even though they are the key for success." – Government Official

Other external factors

Two external factors were raised as challenges in the landscape. The first was the impact of COVID-19 on the tourism industry and the industry has been struggling to recover. The second is the concern about the impact of climate change on the environment.

NETMAP RESULTS

The NetMap process provides information about how actors are connected to each other, the number of connections, and the level of influence each stakeholder has on the network. For more detail on the process and methods, see Appendix C – Methods.

The first NetMap provides an overview of connections across the whole GKE landscape while the other three NetMaps focus on the South, Central and Northern region of the landscape. Organisations are identified on the NetMap using an ID (Appendix F). It is important to consider that the interviews were done before African Parks signed the mandate for the park management in July '22.

Greater Kafue Ecosystem Landscape

Each circle in the NetMap is sized-based on the number of connections with other stakeholders, with a larger number of connections visualised as a larger circle. Besides the number of connections, an influence score was calculated, based on how the organizations were ranked by the different interviewees. Overall, the influence score for a stakeholder was calculated by averaging their ranking multiplied by the number of times a stakeholder was mentioned, then divided by the total number of interviews across the landscape.

Only stakeholders mentioned during the interviews are depicted on the NetMaps (total of 105), even though more stakeholders were identified during the entire sensing exercise (160 in total). It is highly likely that a number of stakeholders are still missing. A total 46 interviews were done during which 29 government authorities, 27 NGOs, 26 community entities, 9 outfitters, 8 operators and 8 businesses were identified. In some instances, interviewees referred to general groups such as 'CRBs', 'Chiefdoms', 'Operators' or 'NGOs', whereas other interviewees were more specific such as 'Kahere CRB', 'Chief Kasempa' or 'Musekese Conservation'.

Across the landscape the two most prominent stakeholders based on the number of connections with other organisations were the Department of National Parks and Wildlife (ID:37), and Game Rangers International (ID:66) (Figure 4).

These stakeholders also had some of the highest influence scores showing that they are perceived important stakeholders in the landscape (Figure 3, Figure 4). The group Chiefdoms (ID:13) and CRBs (ID:12) had the second and third highest influence score which highlights the importance of the community in the landscape. No specific CRB or Chiefdom stood out individually. However, if you add stakeholder together as a group the community have a score of 3.17, which is relatively close to the influence score of DNPW, which is 3.51. The next

highest influence score is of GRI with 1.17. See table 7 below for the top ten highest influence scores in the overall GKE landscape.

Table 7. Overview of the top 10 organizations with the highest influence scores according to the NetMap method in the Greater Kafue Ecosystem Landscape.

ID	Name organization	Stakeholder group	Overall Influence score
37	Department of National Parks and Wildlife - Central Government (DNPW)	Government	3.51
12	Community Resource Boards (CRBs)	Community	1.66
13	Chiefdoms	Community	1.51
66	Game Ranger International (GRI)	NGO	1.17
41	Local Government	Government	1.02
68	Panthera	NGO	0.88
69	The Nature Conservancy (TNC)	NGO	0.59
65	African Parks (AP)	NGO	0.56
36	Central Government	Government	0.54
60	Fisheries department	Government	0.51

Beyond the previously mentioned stakeholders the dominant NGOs identified in the landscape were Panthera, The Nature Conservancy, African Parks, WWF, Zambian Carnivore Project, and Musekese Conservancy. The Department of Fisheries and Department of Forestry were key influencers in the landscape while the Department of Health and Department of Education were less influential but still identified by stakeholders.

No individual operator stood out, but as a general group (either mentioned as 'Operators' or 'KPOA'), they play a role in the landscape by influencing other stakeholders through community projects funding or employment. Outfitters generally had a low influence score, and no dominant outfitter was identified. This could be explained by the fact that they were only mentioned by community stakeholders. However, for these community stakeholders, outfitters were very important, because they receive direct benefits from the conservation of the natural resources through them. Business stakeholders also generally had low influences scores except for COMACO, that stood out as the most influential business stakeholder.

Various other stakeholders were identified and often only mentioned by a few stakeholders. This included specific chiefdoms, CRBs, individual operators, businesses, local and district governments.

All the influence scores of the individual stakeholders were added up to make a score for one stakeholder group (Figure 3). It shows the influence and importance of each group. The government has the highest influence (score 1.53), after which there is the NGOs (1.07) and the community (0.90). Operators, business, and outfitters have a much lower influence in the landscape (0.19; 0.21; 0.21).

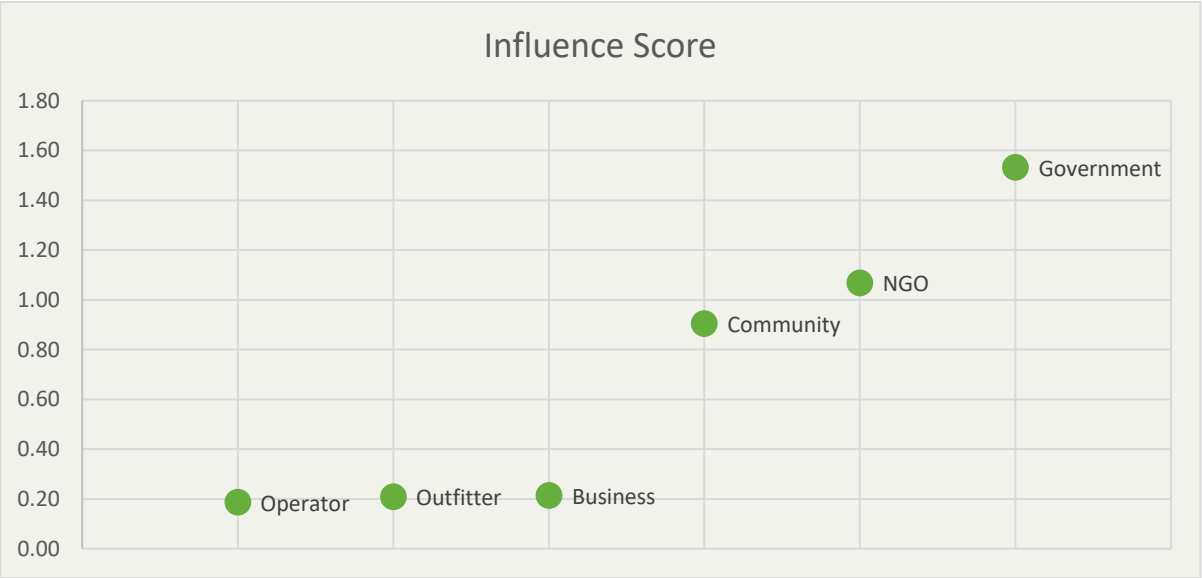
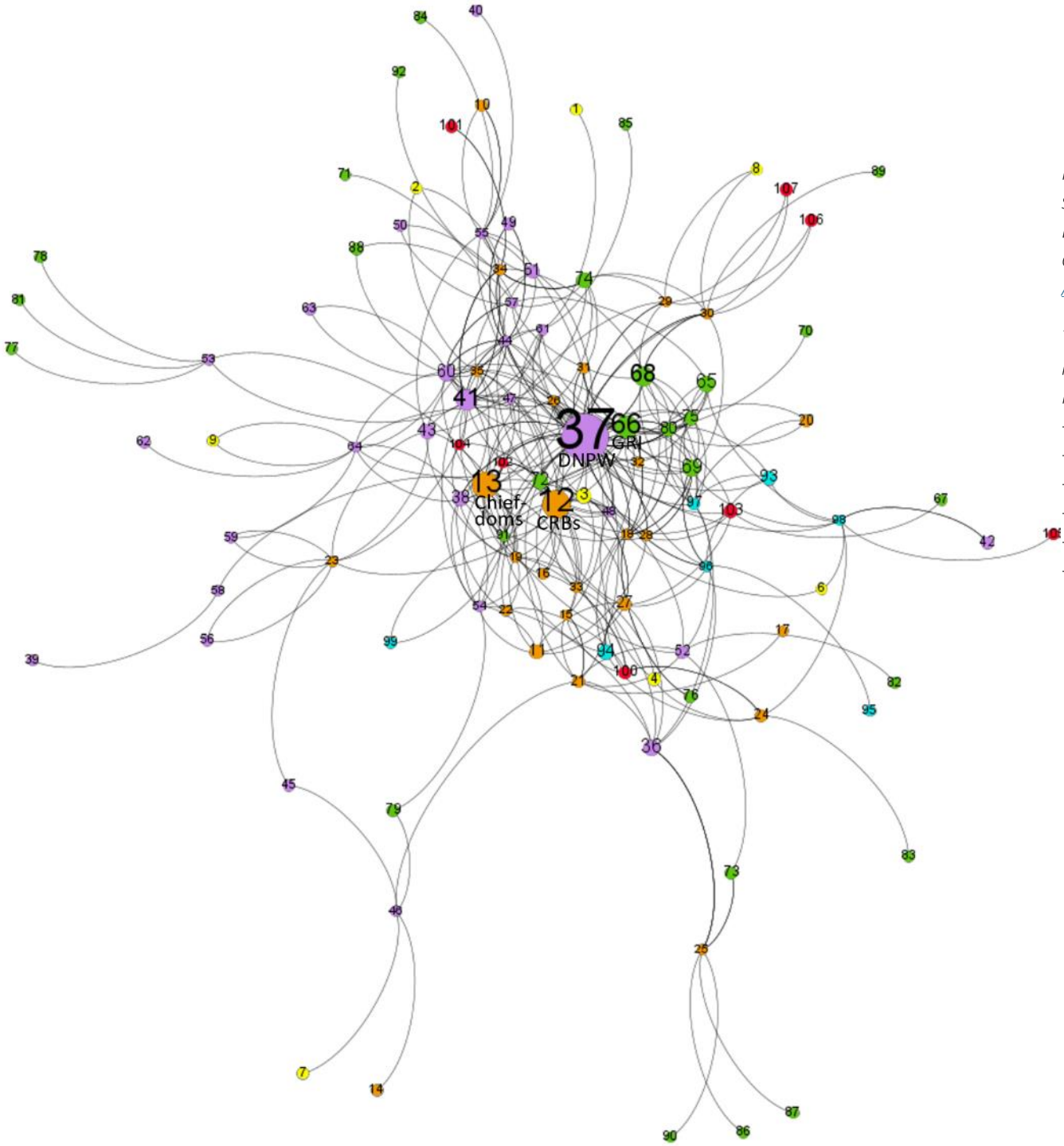


Figure 3. Influence scores for the different stakeholder groups. Based on the total times mentioned and their rating according to the interviewees. Normalized Influence scores: Operator: 0.19 - Outfitter: 0.21 - Business: 0.21 - Community: 0.90 - NGO: 1.07 - Government: 1.53.



Greater Kafue Landscape

Figure 4. NetMap visualisation of stakeholders across the Greater Kafue Ecosystem landscape. Numbers correspond to stakeholder ID in Appendix F.

The larger the circle, the higher the influence. Stakeholders are grouped by ID and colour:

- *1 – 25 Business - Yellow*
- *26 – 56 Community - Orange*
- *57 – 84 Government - Purple*
- *85 – 92 NGOs - Green*
- *93 – 100 Operators - Blue*
- *101 – 107 Outfitters - Red*

BY LIFE CONNECTED

NetMap GKE South

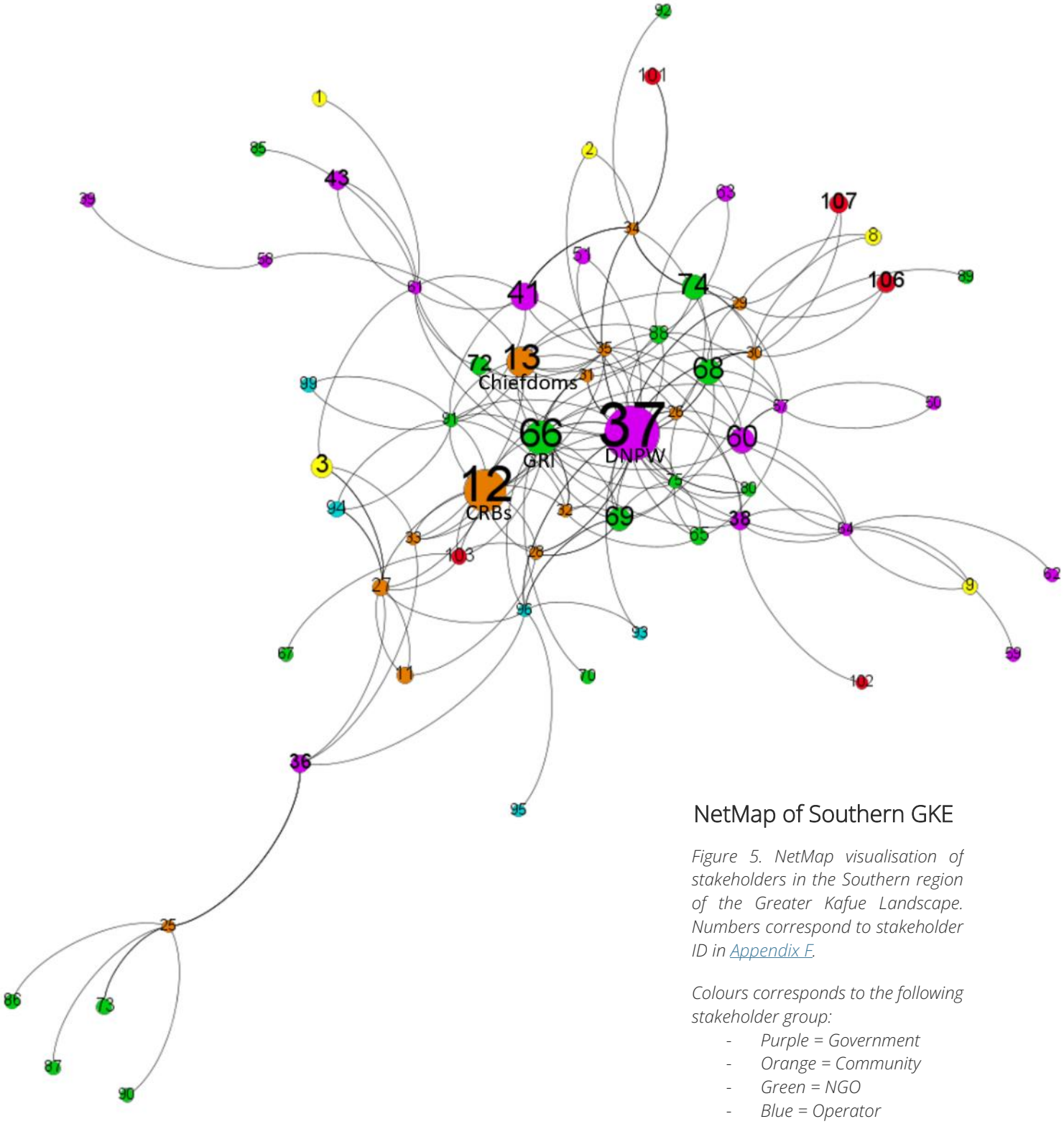
Each circle in the region specific NetMaps is sized according to the perceived influence score of a stakeholder in that region, with a higher influence score being visualised as a larger circle. As with the complete landscape NetMap, this is calculated as the average influence score for an organisation multiplied by the number of times an organisation was mentioned and divided by the total number of interviews per region. The colours of the circles indicate the stakeholder group. This goes for every regional NetMap.

A total of 63 stakeholders were identified during 17 interviews; 14 interviews conducted with stakeholders in GKE South, and 3 interviews with organisations that are represented across the landscape. The stakeholders are representative of 16 government authorities, 19 NGOs, 13 community entities, 6 operators, 5 outfitters, and 4 businesses.

Like the overall GKE landscape NetMap, the most influential stakeholders in the Southern Kafue region included the DNPW (ID:37, 3.17), CRBs (ID:12, 2.22) and GRI (ID:66, 1.61), closely followed by Chiefdoms (ID:13, 1.28) (Figure 5, Table 8). These stakeholders each represent a different stakeholder group, which indicates the importance for stakeholder collaboration. The other key influencers included Local Government (ID:41, 1.11), Panthera (ID:68, 0.94), Department of Fisheries (ID:60, 0.94), WWF (ID:74, 0.89), The Nature Conservancy (ID:69, 0.78), and COMACO (ID:3, 0.67) (Table 8).

Table 8. Overview of the top 10 organizations with the highest influence scores according to the NetMap method in the Southern area of the Greater Kafue Ecosystem Landscape.

ID	Organization	Stakeholder Group	Influence Score
37	Department of National Parks and Wildlife - Central Government (DNPW)	Government	3.17
12	Community Resource Boards (CRBs)	Community	2.22
66	Game Ranger International (GRI)	NGO	1.61
13	Chiefdoms	Community	1.28
41	Local Government	Government	1.11
68	Panthera	NGO	0.94
60	Fisheries department	Government	0.94
74	World Wide Fund (WWF)	NGO	0.89
69	The Nature Conservancy (TNC)	NGO	0.78
3	COMACO	Business	0.67



NetMap of Southern GKE

Figure 5. NetMap visualisation of stakeholders in the Southern region of the Greater Kafue Landscape. Numbers correspond to stakeholder ID in Appendix F.

Colours corresponds to the following stakeholder group:

- *Purple = Government*
- *Orange = Community*
- *Green = NGO*
- *Blue = Operator*
- *Red = Outfitter*
- *Yellow = Business*

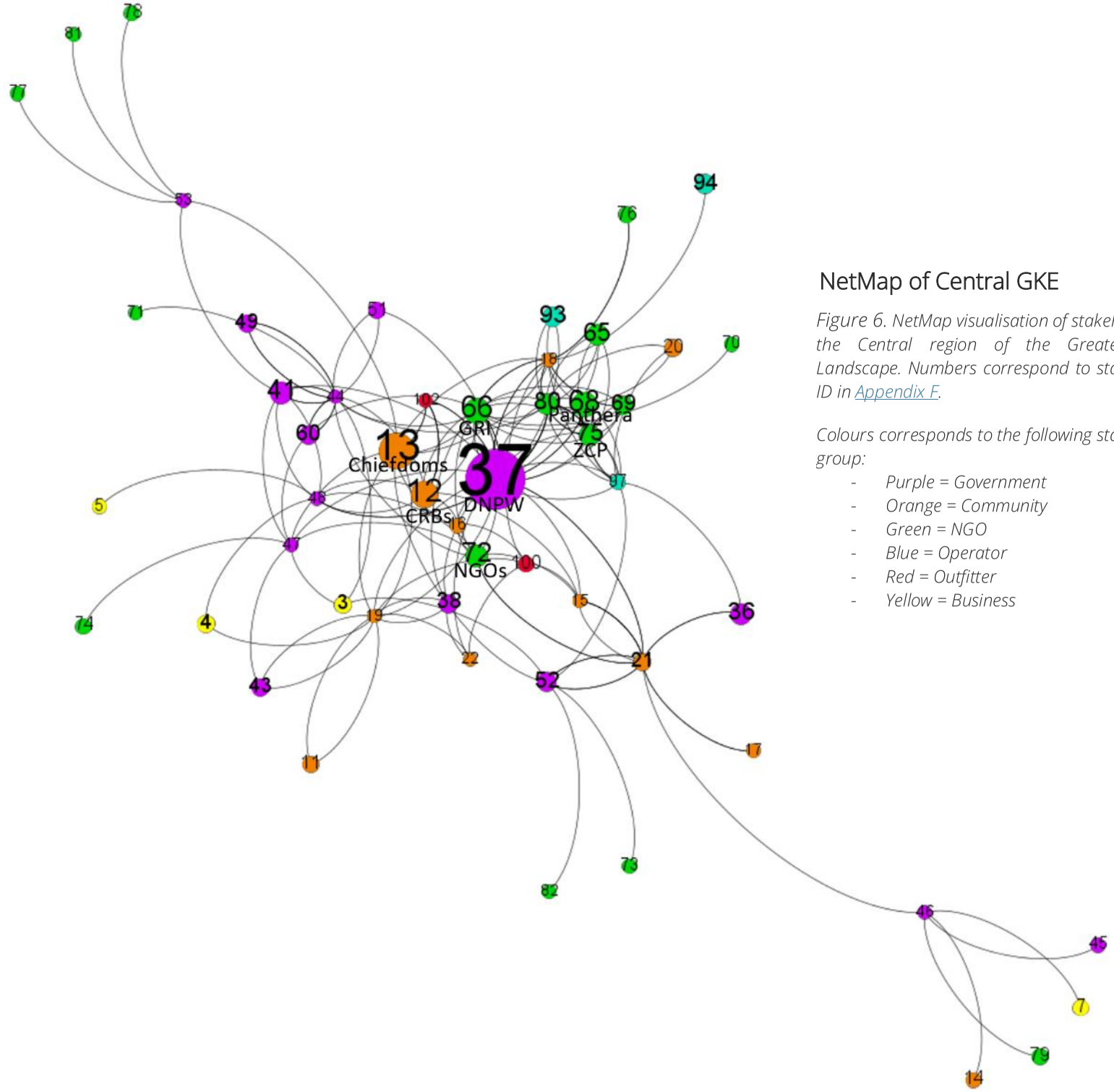
NetMap GKE Central

A total of 54 stakeholders in the GKE were identified during the 18 interviews conducted with stakeholders in the central region, and 3 interviews with organisations that are represented across the landscape. These stakeholders identified are representative of 17 government authorities, 11 NGOs, 17 community entities, 4 businesses, 3 operators and 2 outfitters.

The DNPW (ID:37, 4.05) is the most influential stakeholder in the central region. The next two most influential stakeholders were both the community groups Chiefdoms (ID:13, 1.95) and CRBs (ID:12, 1.16) (Figure 6, Table 9). Overall, NGOs seem to play a significant role in this area, with five of the top ten influencers being NGOs. All these NGOs focus on conservation of wildlife and/or anti-poaching efforts, except for GRI, that also has a community development goal.

Table 9. Overview of the top 10 organizations with the highest influence scores according to the NetMap method in the Central area of the Greater Kafue Ecosystem Landscape.

ID	Organization	Stakeholder Group	Influence Score
37	Department of National Parks and Wildlife - Central Government (DNPW)	Government	4.05
13	Chiefdoms	Community	1.95
12	Community Resource Boards (CRBs)	Community	1.16
66	Game Ranger International (GRI)	NGO	1.05
68	Panthera	NGO	1.00
41	Local Government	Government	0.79
72	NGOs	NGO	0.74
65	African Parks (AP)	NGO	0.68
75	Zambian Carnivore Program (ZCP)	NGO	0.63
36	Central Government	Government	0.63



NetMap of Central GKE

Figure 6. NetMap visualisation of stakeholders in the Central region of the Greater Kafue Landscape. Numbers correspond to stakeholder ID in Appendix F.

Colours corresponds to the following stakeholder group:

- *Purple = Government*
- *Orange = Community*
- *Green = NGO*
- *Blue = Operator*
- *Red = Outfitter*
- *Yellow = Business*

BY LIFE CONNECTED

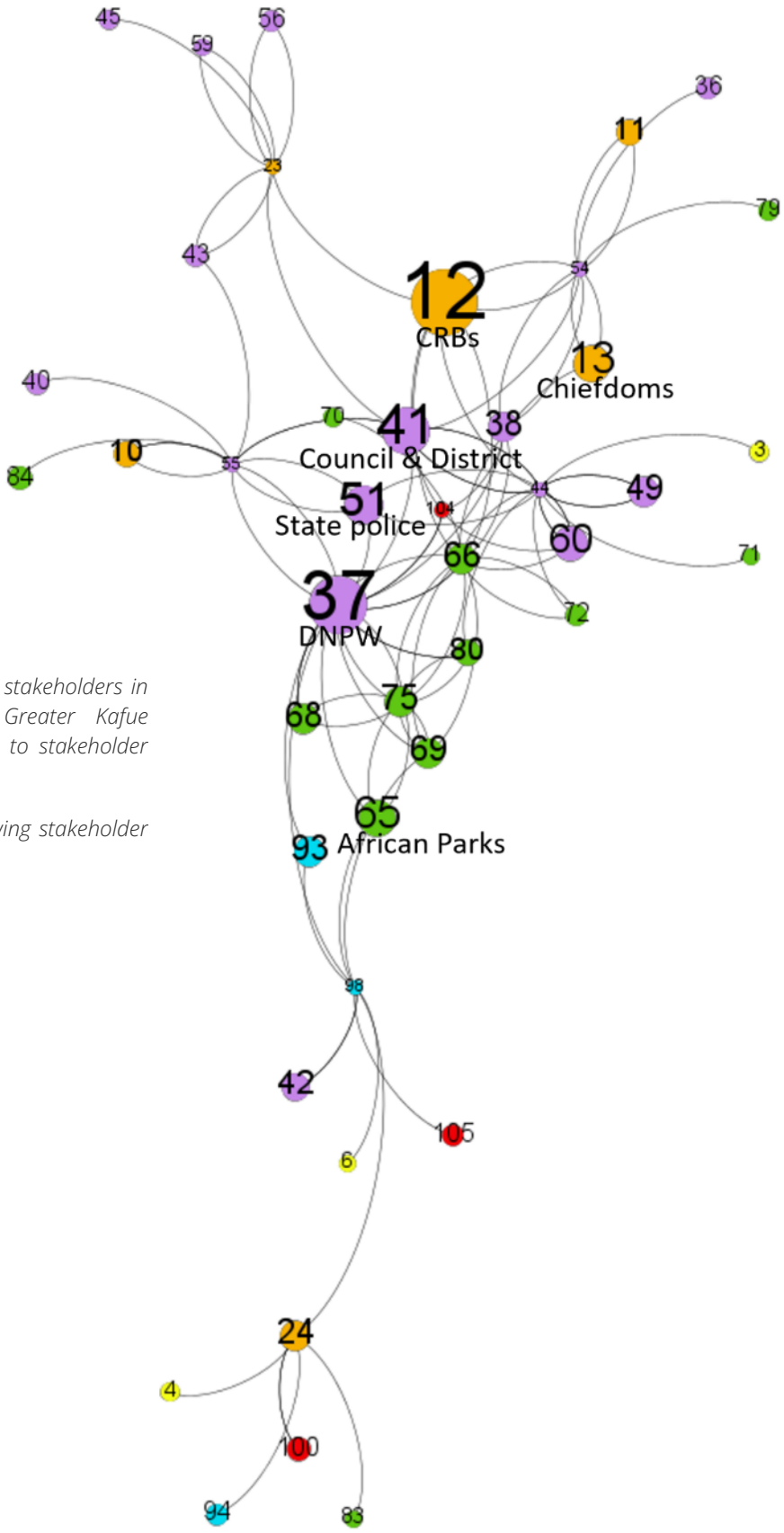
NetMap GKE North

A total of 44 stakeholders in the greater Kafue landscape were identified during the 7 interviews conducted with stakeholders in the northern region and 3 interviews with organisations that are represented across the landscape. The stakeholders are representative of 16 government authorities, 12 NGOs, 7 community entities, 3 outfitters, 3 operators and 2 businesses.

Due to distances and availability of stakeholders, the least number of interviews were conducted in the northern landscape. This might also explain the lower number of stakeholders identified. The most influential stakeholder in the north were CRBs (ID:12, 2.67) followed closely by the DNPW (ID:37, 2.22) (Figure 7, Table 10). Several other governmental bodies were identified as influential stakeholders, including Local government (ID:41, 1.67), State police (ID:51, 1.22) and Fisheries Department (ID:60, 1.00). African Parks (ID:65, 1.11) stood out as the dominant NGO in the north but GRI (ID:66), Panthera (ID:68), The Nature Conservancy (ID:69), and Zambia Carnivore Project (ID:75) all had the same high influence score of 0.78.

Table 10. Overview of the top 10 organizations with the highest influence scores according to the NetMap method in the Northern area of the Greater Kafue Ecosystem Landscape.

ID	Organization	Stakeholder group	Influence Score
12	Community Resource Boards (CRBs)	Community	2.67
37	Department of National Parks and Wildlife - Central Government (DNPW)	Government	2.22
41	Local Government	Government	1.67
51	State Police	Government	1.22
13	Chiefdoms	Community	1.11
65	African Parks (AP)	NGO	1.11
60	Fisheries department	Government	1.00
75	Zambian Carnivore Programme (ZCP)	NGO	0.78
66	Game Ranger International (GRI)	NGO	0.78
68	Panthera	NGO	0.78
69	The Nature Conservancy	NGO	0.78



NetMap of North GKE

Figure 7. NetMap visualisation of stakeholders in the Northern region of the Greater Kafue Landscape. Numbers correspond to stakeholder ID in Appendix F.

Colours corresponds to the following stakeholder group:

- *Purple = Government*
- *Orange = Community*
- *Green = NGO*
- *Blue = Operator*
- *Red = Outfitter*
- *Yellow = Business*

INTERESTING OBSERVATIONS

Tonga arrival equals deforestation

Four different chiefs from different areas mentioned they don't like the arrival of the Tonga people, because they have a very destructive way of farming with a lot of tree cutting and burning. In fact, one of the chiefs in the North mentioned that he's only seen the start of 'real' deforestation about 5 years ago and thinks this is caused by migration of Tonga from the South in combination with better infrastructure connecting both Mumbwa and Kaoma to Kasempa.

"There is an increase in deforestation because of our "friends" from the south."

A remark made by one of the outfitters is that the Tonga people also have the financial power to come to GMAs and start farming illegally. The local people have the power and rights to chase the Tonga people, but they are often not educated enough to realize this. Furthermore, they don't realize the consequences of the actions of the Tonga's.

It is possible that one of the reasons Tonga people move into these different areas is because they are forced out of their original lands due to climate change and their own destructive agricultural practices. However, more research is needed to confirm this theory.

Outfitters Role

Even though this was not apparent in the NetMap exercise, it was observed from the interviews with the community stakeholders that a significant number of communal stakeholders is positive about the performance of the outfitters. This was mostly because these outfitters provide a stream of benefits from the GMA to the communities. The interviewed community members know they can count on the on-time payment and support of the outfitters. More importantly the community notices these benefits and mentioned examples that include helping with transportation, building classrooms or clinics. One outfitter has even promised to handover ownership of the company to the local community before 2028.

Furthermore, there is the need for more transparency, especially from government, because official payments go through the government. One of the outfitters mentioned that transparency should be facilitated by a neutral coordinating body. Currently, the government doesn't publicly share income information of hunting. And the outfitters, being one of the stakeholders benefiting from the natural resources, can't share it because they have a conflict of interest. This means it's hard for the community to fully trust what an outfitter says.

Two of the interviewed outfitters also noted that the current 5-year length of the concession lease is too short to take risks to improve the wildlife populations. This can explain why some outfitters allegidly take what they can from the GMAs and leave afterwards. Suggested by the interviewed outfitter, is to put a 25-year lease which is renewable every 5 years if you fulfil the conditions. However, again, there is need for an entity to evaluate that.

CONCLUSION

Collaboration

This sensing exercise's main purpose was to find out if there is an appetite for collaboration between chiefdoms and other stakeholders to restore the ecosystem and to work on the challenges collectively. In short, the answer is yes.

"EVERYONE should have that ownership of the resources, if we destroy the natural resources, we destroy ourselves." – CRB member

Many of the challenges can be addressed through collaboration and shared responsibilities, which will ultimately lead to communities having access to the necessary basic services and thriving nature in the Greater Kafue Ecosystem.

"Collaboration with traditional leaderships is very minimal even though they are the key for success." – Government Official

Shared vision

Besides the will to collaborate more, all the stakeholders have a similar vision for the GKE landscape. This includes every single community member and most of the government officials that were interviewed. They all share the vision of creating a landscape with a thriving wildlife population that supports sustainable community development.

Surprisingly, stakeholders don't realize this as divergent goals and visions among stakeholders in the landscape was a challenge raised by all stakeholder groups.

Challenges

Overall, this exercise has made clear that the stakeholders of the GKE have an appetite for collaboration and even have a shared vision. So why are we seeing the opposite; a lack of collaboration and a landscape that is being degraded?

This can be explained by not just the amount, but especially the types of challenges faced in the landscape, with trust being one of the major thresholds to conquer.

These trust issues are caused by other fundamental challenges within the landscape. The first and most important of these challenges is a lack of resources for the key stakeholders. The lack of resources, in combination with poor road and network infrastructure, means that communication with communities is very limited. A lack of communication or miscommunication facilitates mistrust between people and government.

"The greater Kafue has an incredible amount of potential, but it is completely under resourced."

Another challenge feeding into the trust issues, is poor governance. Due to the lack of collective General Management Plans for the different areas, anyone can basically 'do

anything'. And because there is also a lack of up-to-date data and figures, it is challenging to make good and informed governance decisions. This results in seemingly random actions by a variety of stakeholders, that are mistrusted by other stakeholders.

The environmental degradation of the landscape is a symptom of communities who either do not or cannot take ownership of natural resources. Local communities want education, health care and benefits of modern life, but lack the means to obtain this. There is no one supporting communities to become part of the globalised world and market. Therefore, they do the only thing they know to make money: hunting (has become poaching), herding and agriculture based on their tradition.

"We keep our wildlife now out of custom, but traditionally it was our relish."

Communal leaders (due to either character or unclarity of rules) allow tragedy of the commons to happen, creating individual gains instead of generating common community goals and benefits. This is aggravated by a lack of clarity on GMA rights, responsibilities, and boundaries due to poor governance. A situation is created where all stakeholders are looking to each other for answers, but no one can provide them with it. An obvious consequence of this situation with no clear solution, is the encroachment of the GMAs surrounding the Kafue National Park.

Overall, with an ever-increasing pressure from population growth, these challenges will only increase. Therefore, it is important to ensure communities receive long-term benefits from the land that used to be theirs in the first place.

NetMap

When looking at stakeholder groups, the government stakeholders are the most influential in the landscape followed by NGOs and then the community. The businesses, outfitters and operators are significantly less influential according to this sensing exercise. This exercise looked at the influence an individual or group of stakeholders had on OTHER stakeholders.

Even though the National Park is promising the people significant benefits, the main stakeholders in the park, namely the operators, have a fairly low influence. This might be partially explained by the constraints they face as a tourism business in Zambia such as the high burden of operational cost and administration.

The other stakeholders connected to wildlife are the outfitters. It was surprising to see their influence was perceived as low. It seems they're only ever mentioned as influential by community stakeholders. A reason could be the consumptive nature of their business and the image it portrays. Possibly, by connecting outfitters and increasing communication with other stakeholders, they could become much more influential in the landscape.

Businesses related to landscape restoration like sustainable logging and carbon credits, are simply not in the landscape yet, with the exception of Comaco. And so, it was not surprising to see a low influence score of businesses in general.

Even though CRBs and Chiefdoms as a whole, were marked as influential stakeholders in the GKE landscape, none of the individual chiefdoms stood out specifically. Moreover, if

mentioned at all, the individual chiefdoms are often on the edge of the NetMap. Meaning they have very few connections. The NetMap shows that individual communities are usually entirely dependent on either government or NGOs for information, resources, and support. When looking at resources and information specifically, it is often NGOs that support these communities.

Another highlight from the community stakeholders in NetMap, is that there is no connection between the community stakeholders, more specifically between the individual chiefdoms. If they are able to come together, their influence on the landscape will significantly increase. They'll be able to raise one voice for change towards for example government, but also for bringing in large international investments either in the form of businesses or NGOs.

"When we know what another stakeholder is doing, then we can make better plans to help and protect."

Finally, the GKE landscape is highly interconnected, not only in human connections (NetMaps), but also through the human impact on nature. Therefore, we can't see the park, GMA, or economic zone as disconnected parts. All stakeholders currently focus their efforts on one or maximum two of the zones. This includes the government stakeholders since the different governmental institutes and departments have limited collaboration and communication. Consequently, the big sustainability challenges of the landscape, nature conservation and sustainable community development, cannot be worked on effectively without the facilitation of collaboration between stakeholders in all zones.

Opportunities

This chapter will describe the different opportunities found within the GKE landscape during this sensing exercise.

Communal Income Opportunities

As far as known from this sensing exercise, there is currently only one official tree logging business in the GMAs (Zambezi Sawmill). How sustainably this is done, was not determined. However, hardly any benefits from tree logging are distributed amongst the communities. If logging can be done in a sustainable way with communities benefitting, this can add a major benefit stream coming from nature to the communities.

Besides logging, there can be more investments into obtaining NTFPs from the GMAs. It is especially important to create a market for these products. COMACO, as a business in some GMAs, can provide (part of) this market.

Finally, an opportunity that was mentioned by almost every single stakeholder, is to create areas in the GMAs were carbon credits can be claimed. Carbon credits can be the future of nature conservation, with the potential to provide massive funding to communities for keeping their forests intact, but also for protecting wildlife. For example, studies have shown the presence of elephants increases carbon storage in an area.

Communal Communication Infrastructure

In Siachitema Chiefdom there is a radio station that immediately announce anything requested (varying from sighting of a lion to a wedding/funeral). The radio station is a private company, that gets money from advertising. This way of communicating has a large impact on the communication flow in the entire chiefdom. An opportunity could be that with a small budget, this could be implemented around the whole of the GKE. It can help communication in general, because even without a network, many rural areas do receive radio.

Community Initiatives & Strategic Planning

Support chiefdoms in coming up with their own strategic plans and let them do their own baseline surveys so they understand what is needed in their chiefdoms.

One of the chiefs could be a great example for other chiefs, where he showed past and present collaborations with development NGOs. In general, he is very inviting to NGOs, meaning he facilitates any NGO connecting with his chiefdom, but he also actively seeks them out himself. He thinks there is a responsibility for leaders to be appreciative of NGOs and make sure that the community is ready to collaborate through sensitization and mobilization. He also sets up clear rules of engagement and expectations. If things are not going the way the NGO's have promised, he will lobby for change.

His approach to engaging NGOs and mobilizing his community is as follows:

1. Royal council and the chief gather – come up with a strategy.
2. Royal council and chief meet with the community. The chief himself goes into his community and talks with the people. During this process, he does a baseline survey of all the needs of his community.
3. Subsequently he knows and understands the problems.
4. He finds and invites NGOs to solve these problems.
5. He facilitates the NGO by using the senior headmen and headmen structure to mobilize the community.

The above-described approach seems like an easy opportunity for other chiefdoms to try and empower their own community with smart and efficient collaborations.

Development Opportunities

It was concluded that one of the explanations why government might give limited support to communities, other than a lack of resources, is that there is no General Management Plan for most areas. Without a General Management Plan, the rules are not that clear and there is no enforcement. Consequently, there is a lot of unsustainable resource use.

This, however, highlights an opportunity for NGOs. Indirectly, they can have a big influence on the preservation and restoration of the park and buffer zones by supporting government departments with resources to create a General Management Plan as well as providing things like transport.

This is already happening in some cases. One pitfall that needs to be addressed when starting such facilitative collaboration, is the responsibility of each of these stakeholders. For example, is it the responsibility of the government or NGO to communicate policies or other crucial information to the communities?

Neutral Coordinating Body

Interviewees from all the different stakeholder groups mentioned the need of a neutral coordinating body for varying reasons. One of the reasons being a lack of collaborative effort, because there is a lack of trust with any party trying to initiate collaboration. This is often due to a conflict of interest because they are a part of the landscape and benefit from the resources. Now, none of the stakeholders has the possibility to provide the transparency and accountability that is necessary for stakeholders to start trusting each other for efficient collaboration.

Another reason, mentioned by a community stakeholder, is that they know their needs for development, but they need some sort of entity to empower and support them with the write-up of these plans. With that, they are even able to get money from the CDF funds of the government.

One of the stakeholders mentioned that if a neutral coordinating body is started, it must function on a local scale, regional scale and on a landscape scale, covering all the zones. It can't only be there on landscape scale but needs to be present as a witness at the smallest of meetings for transparency and accountability.

With the support from the key stakeholders in the landscape, By Life Connected would like to become the organization that plays this role in the landscape, bringing stakeholders together.

Recommendations

This chapter will describe the different recommendations within the GKE landscape based on this sensing exercise.

Landscape labs

This sensing exercise shows the potential for collaborative efforts in this landscape to move to landscape restoration and conservation. Currently, because of the size and nature of the landscape, stakeholders are struggling to collaborate. Consequently, the big sustainability challenges of the landscape, nature conservation and sustainable community development, cannot be addressed. There is a great need to facilitate collaboration between stakeholders in all zones.

This could be where By Life Connected with the expertise from Commonland, is keen to step in and create so-called 4-return landscape labs. A landscape lab is a platform that includes all the key stakeholders from a certain area, including all zones. Labs take a systemic approach: they focus on disrupting the underlying patterns that contribute to the socioecological problems.

A diverse group of stakeholders commits itself to a long-term journey for which they do not know the outcome, but they all have a shared intention. By creating a space for authentic

communication, mutual learning and inviting a systemic perspective, relationships between the various stakeholders can be transformed. They learn to see different possibilities for the system they create together, and they are able to form innovative ideas to move towards.

Transformative spaces like these are by their nature challenging at times and conflicts will come up. With tools and structures for creating safe(r) and braver spaces, a Lab can offer a constructive space to address and work on conflicts in support of the greater benefit. People may step in and out of a Lab process. An open infrastructure, a 'container', that supports the continuity of a Lab is therefore important.

Landscape labs size

For this exercise the landscape was divided into three areas. However, after this exercise we recommend having another closer look into the right number of landscape labs.

Firstly, with the communities being the most important stakeholder group after government, and being the most impactful on the landscape, it would make sense to divide the landscape labs on the traditions of the people. These traditions are often based on the type of natural habitats, e.g., pastoralists on the plains in the southeast, or hunter-gatherers in the forests of the north. Activities of a landscape lab are then based on both traditions and types of nature in the area.

Secondly, each landscape lab should involve stakeholders that are active in all three zones of that area of the landscape. Meaning stakeholders from the park, GMA and open area should all collaborate and be part of one lab.

This will result in more than three landscape labs; how many and the actual demarcation is still to be determined, but a suggestion is the following:

1. Ithezi thezi town - Lake Ithezi thezi
2. Namwala town - Ngoma area (KNP) - Nkala GMA, Namwala GMA (& Kafue Flats)
3. Mulebezi town and Kalomo town - Dumdumwezi area (KNP) - Sichifulo GMA, Mulobezi GMA & Bilili GMA
4. Mumbwa town and Nkeyema town - Chunga area (KNP) - Mumbwa GMA & Mufunta GMA
5. Kasempa town – Busanga plains (KNP) - Busanga GMA & Lunga Lushwishi GMA.

The Sichifulo & Mulobezi landscape lab in the far South is especially important to add, as they will be part of the corridor that connects the Kafue National Park to the rest of the KAZA Transfrontier Park.

Furthermore, the provincial boundaries between southern and central Zambia have been changed in 2021. Because of this we need to think carefully where the boundary between the southern and central landscape lab is going to be. This is especially relevant for stakeholders of Namwala GMA and lodges on the park side of the Kafue River.

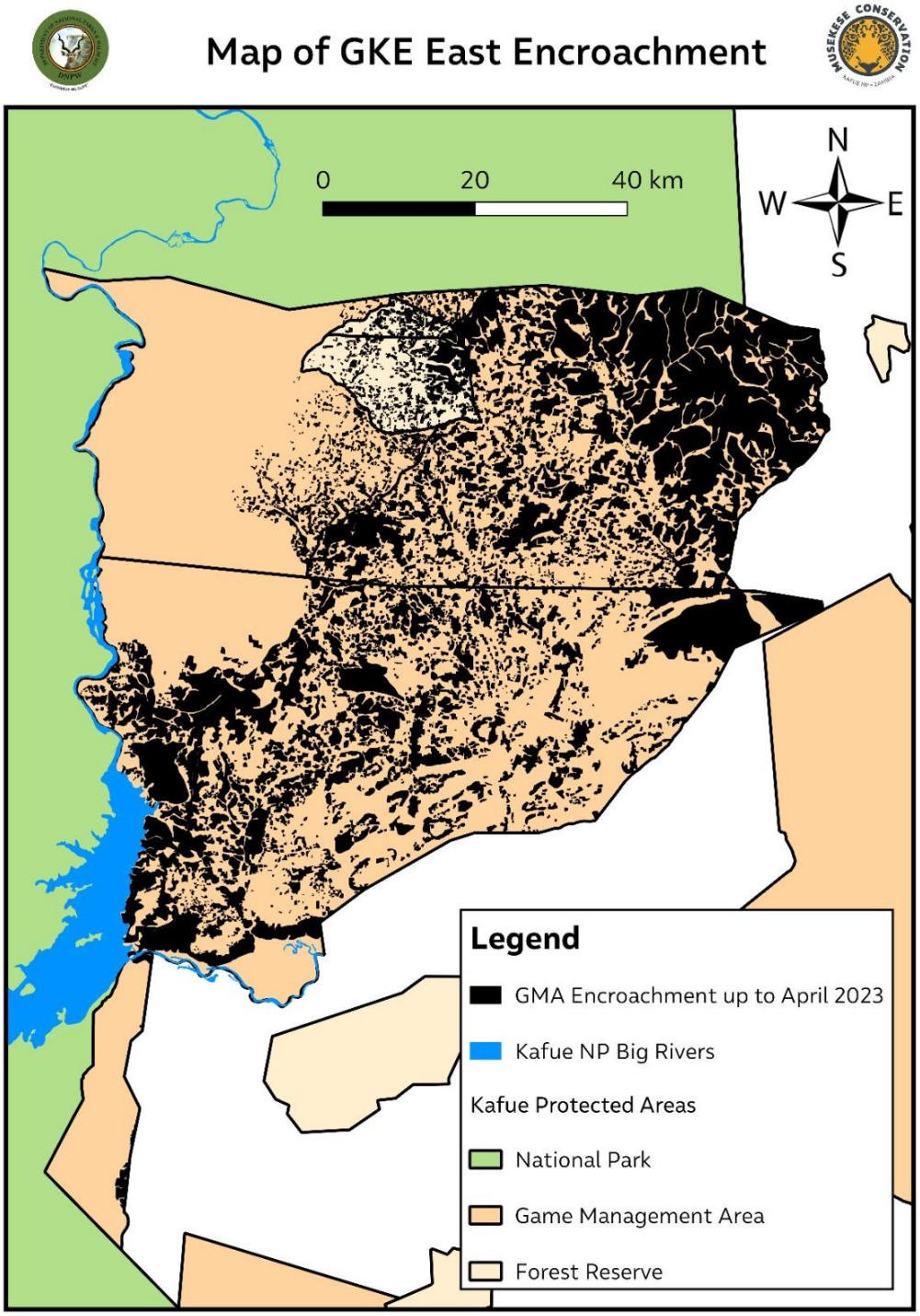
Key Stakeholders

Any efforts excluding influential stakeholders, will become more challenging in terms of implementation. NetMaps and this sensing exercise have provided us with the key

stakeholders of the GKE landscape. These are the stakeholders that have to be part of future collaborative efforts, whether in the form of landscape labs or other.

APPENDIX

Appendix A – Map - Scope of Encroachment Mumbwa & Namwala GMA



Picture A: Mapping of human footprint in Mumbwa and Namwala GMA up to 2023. *Source: Musekese Conservation, 2023.*



Picture B: Satellite picture of Mumbwa GMA East from October 2021, showing the agricultural fields and deforestation. *Source: Google Earth.*

Appendix B – Pictures - Scope of land degradation Mumbwa & Namwala GMA

Pictures of intact Miombo woodland:





Pictures of slash and burn activities & charcoal burning:

Charcoal burning & Field preparing.



One side of the road, in the GMA:



Other side of the road, in the KNP:



Illegal settlements with charcoal burning and slash-and-burn agriculture:





Appendix C – Methods

Interviews

Data collection for this sensing report employed a quantitative approach through interviews with open questions. All interviewees will remain anonymous. This was done to give interviewees freedom to come up with their own answers and collect as diverse and reliable data as possible.

It also gave us the opportunity to use snowball sampling. This nonprobability sampling technique uses known stakeholders to recruit future subjects from their acquaintances. Secondary sources were used to consolidate some of the aspects of the data collected.

Overall, 46 interviews were conducted over a period of five months from April-August 2022. Most of the interviews were done in person, with a few exceptions done over a Video-call. We wished to speak to 28 more individual stakeholders that were considered relevant. However, this was not possible within the scope of this exercise.

Analysis

To gain a better understanding of the network of stakeholders that are present in the GKE, a modified NetMap process was used to map stakeholders in the landscape.

The NetMap process was developed by Schiffer and Hauck (2010) as a low-cost tool that could be used to generate qualitative and quantitative data for a specific stakeholder network. The process provides information about how actors are connected to each other, the number of connections, and the level of influence each stakeholder has on the network.

Most interviews were on an individual level (but sometimes had multiple participants from the same organisation), therefore the mapping considered how that interviewee was connected to other stakeholders.

Participants were asked to list and rank (largest number indicating most influential stakeholder and lowest the least) five of the most important organisations they are connected to. Some interviewees listed less or more. Due to this variation no statistical analysis could be conducted on influence ranking. The influence ranking thus represents an indicative influence in the landscape.

Gephi was used to visualise the connections and to create a stakeholder map. Four NetMaps were created from this data and used to understand how organisations engage with one another in the landscape. These maps can be found in Netmap Results.

Notes

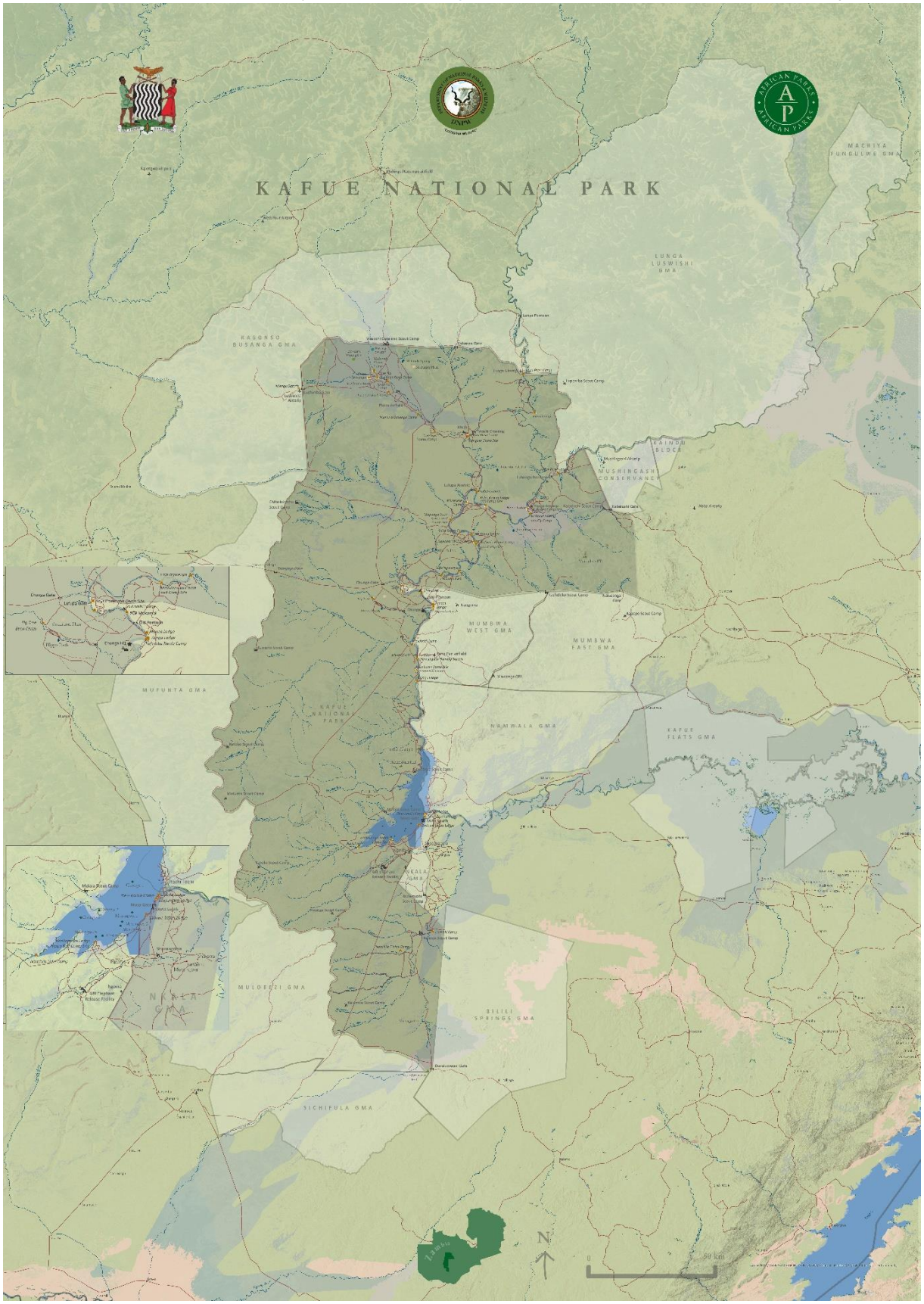
- It is likely that there are stakeholders that have been missed during this exercise. It is assumed that these stakeholders do not have a large impact on the landscape.
- Similarly, the recorded projects per area are according to the interviewed people, there might be more projects that haven't been mentioned. Furthermore, some CRB members mentioned their projects, while others only mentioned outside organizations.
- The short description of every area is not based on in-depth research on the natural habitats and/or traditions. These descriptions are done based on maps and observations.

Appendix D – Interview questions

1. Describe your life's journey that brought you here.
2. What Is your vision for the future of this landscape and your role in it?
3. What are the biggest challenges that your organisation currently faces?
4. When you have faced significant new challenges, what helped you cope with them?
5. What are the development needs/aspirations of your chiefdom (especially community stakeholders)?
6. Identify and rate the 5 people, chiefdoms or organisations that you engage with the most outside your chiefdom/organisation?
7. Does this actor have a negative or positive impact on:
    a. the chiefdoms/organisations' development, and
    b. the natural environment
8. What do you exchange with these stakeholders? (e.g., knowledge, money, goods, etc.). This should include flows in both directions, from you to them and them to you.
9. Would you be willing to work with other organisations/chiefdoms to address these challenges?
    a. If yes, how and why would your organisation/chiefdom want to work with these other stakeholders?
    b. Which other stakeholders would you like to work with?
10. Do you think there should be more / less interactions / collaboration between:
    c. Communities / chiefdoms and other communities / chiefdoms
    d. Communities / chiefdoms and Government
    e. Communities / chiefdoms and NGOs / private companies
11. What restoration/conservation projects are implemented or planned for the future in your area/by your organization?
12. How do you perceive the Park/GMAs/ecosystem and benefits that may flow from it?

Appendix E – Map of the Greater Kafue Ecosystem*

*For a detailed version of the map, contact info@bylifeconnected.com or AfricanParks directly.



Appendix F – Stakeholders Overview Greater Kafue Ecosystem

List of stakeholders identified during the sensing exercise in the Greater Kafue Ecosystem. Stakeholders mentioned by interviewees have an ID that is represented on the NetMaps.

Legend:

- *Blue = Stakeholder present in all the different areas of the landscape*
- *Green = Stakeholder present in the central area*
- *Orange = Stakeholder present in the northern area*
- *Yellow = Stakeholder present in the southern area*

ID	Name organization	Stakeholder group	Area	Influence score
1	Bio Carbon Partners (BCP)	Business	All	7.3
2	Media	Business	All	7.3
3	COMACO	Business	Central	39.0
4	Japan Tobacco International	Business	Central	22.0
6	Tombwe Processing ltd.	Business	Central	4.9
5	Mushingashi	Business	North	2.4
7	Insurance companies	Business	South	9.8
8	Zambezi Sawmill	Business	South	12.2
9	Zesco	Business	South	7.3
-	Bright Future Project	Business	Central	0.0
10	Community Managed Forest Groups (CMFGs)	Community	All	12.2
11	Village Action Groups (VAGs)	Community	All	36.6
12	Community Resource Boards (CRBs)	Community	All	165.9
13	Chiefdoms	Community	All	151.2
14	Farmers	Community	All	7.3
15	Chibuluma Chiefdom - Chief	Community	Central	0.0
16	Chibuluma Chiefdom - CRB	Community	Central	4.9
17	Kabulwebulwe Chiefdom - Chieftainess	Community	Central	2.4
18	Kabulwebulwe Chiefdom - CRB	Community	Central	0.0
19	Kahare Chiefdom - CRB	Community	Central	0.0
20	Mumbwa Chiefdoms & CRBs	Community	Central	14.0
21	Mulendema Chiefdom - Chief	Community	Central	14.6
22	Kahare Chiefdom - Chief	Community	Central	0.0
23	Kasempa Chiefdom - Chief (secretary)	Community	North	0.0
24	Mushima Chiefdom - Chief	Community	North	17.1
25	Chikanta Chiefdom - Chief	Community	South	0.0
26	Chikaza Munyama Chiefdom - CRB	Community	South	0.0
27	Kaingu Chiefdom - Chief	Community	South	24.4
28	Kaingu Chiefdom - CRB	Community	South	0.0

29	Moomba Chiefdom - CRB	Community	South	0.0
30	Moomba Chiefdom - Chief	Community	South	0.0
31	Musungwa Chiefdom - CRB	Community	South	0.0
32	Musungwa Chiefdom - Chief	Community	South	0.0
33	Shezongo Chiefdom - Chief & CRB	Community	South	0.0
34	Siachitema Chiefdom - Chief	Community	South	0.0
35	Chikaza Munyama Chiefdom - Chief	Community	South	0.0
-	Chikanta Chiefdom - CRB	Community	South	0.0
-	Chilyabufu Chiefdom - Chief	Community	South	0.0
-	Chilyabufu Chiefdom - CRB	Community	South	0.0
-	Simalaha Community	Community	South	0.0
-	Western Region CRB association	Community	South	0.0
-	Kaindu Chiefdom - CRB	Community	North	0.0
-	Kaindu Chiefdom - Chief	Community	North	0.0
-	Kasempa Chiefdom - CRB	Community	North	0.0
-	Mujimanzuvu Chiefdom - Chief	Community	North	0.0
-	Mujimanzuvu Chiefdom - CRB	Community	North	0.0
-	Mushima Chiefdom - CRB	Community	North	0.0
-	Kahare Chiefdom - Chief	Community	Central	0.0
-	Mulendema Chiefdom - CRB	Community	Central	0.0
36	Central Government	Government	All	53.7
37	Department of National Parks and Wildlife - Central Government (DNPW)	Government	All	351.2
38	Forestry Department - Central Government	Government	All	41.5
39	Ward Development Committees (WDCs)	Government	All	2.4
40	Zambian National Services (ZNS)	Government	All	7.3
41	Local Government	Government	All	102.4
42	Zambian Tourism Agency (ZTA)	Government	All	14.6
43	Agricultural Department	Government	Central	43.9
44	Department of National Parks and Wildlife (Chunga)	Government	Central	0.0
45	Department of Social Welfare	Government	Central	9.8
46	District Council - Mumbwa	Government	Central	0.0
47	Forestry Department - Mumbwa	Government	Central	0.0
48	Forestry Department - Nkeyema	Government	Central	0.0
49	Land Use Department	Government	Central	17.1
50	District Joint Operations Committee	Government	Central	2.4
51	State Police	Government	Central	26.8
52	Town Council - Mumbwa	Government	Central	22.0
53	Water Resources Department	Government	Central	0.0
54	Department of National Parks and Wildlife (Kasempa office)	Government	North	0.0
55	Forestry Department - Kasempa	Government	North	0.0

56	Health Department	Government	North	7.3
57	Department of National Parks and Wildlife (Ngoma)	Government	South	0.0
58	District Council - Ithezi thezi	Government	South	0.0
59	Education Department	Government	South	4.9
60	Fisheries department - Ithezi thezi	Government	South	51.2
61	Forestry Department - Ithezi thezi	Government	South	0.0
62	Hospitals	Government	South	4.9
63	Marine Police	Government	South	9.8
64	Town Council - Ithezi Thezi	Government	South	0.0
65	African Parks (AP)	NGO	All	56.1
66	Game Ranger International (GRI)	NGO	All	117.1
67	Carbon Credit Organizations	NGO	All	2.4
68	Panthera	NGO	All	87.8
69	The Nature Conservancy (TNC)	NGO	All	58.5
70	USAID	NGO	All	4.9
71	Wildlife Crime Prevention (WCP)	NGO	All	2.4
72	NGOs	NGO	All	46.3
73	World Vision	NGO	All	14.6
74	World Wide Fund (WWF)	NGO	All	48.8
75	Zambian Carnivore Program (ZCP)	NGO	All	29.3
76	By Life Connected (BLC)	NGO	Central	12.2
77	Child Fund	NGO	Central	4.9
78	Gesellschaft für Internationale Zusammenarbeit (GIZ)	NGO	Central	7.3
79	Women Groups	NGO	Central	12.2
80	Musekese Conservation	NGO	Central	29.3
81	Salvation Army	NGO	Central	2.4
82	Vision Fund	NGO	Central	2.4
83	GEF5/7 - Global Environment Fund	NGO	North	2.4
84	Kasempa Conservation Foundation (KCF)	NGO	North	9.8
85	Solidaridad	NGO	North	2.4
86	ZCCP	NGO	North	7.3
87	CIFOR	NGO	South	4.9
88	ITT Marine and Wildlife Conservation	NGO	South	14.6
89	Greenland Conservation foundation	NGO	South	2.4
90	CARE International	NGO	South	2.4
91	Melindika	NGO	South	2.4
-	Peace Park Foundation (Zambia)	NGO	South	0.0
-	Minaar Phil - Treetops	NGO	North	0.0
92	Kavango Zambezi Transfortier Park (KAZA-TFCA)	NGO (Multiple stakeholders)	All	2.4
93	Kafue Operators Association (KPOA)	Operator	All	31.7

94	Operators	Operator	All	41.5
95	Bundu Community Lodge	Operator	Central	7.3
96	Kaingu Lodge & Campsite	Operator	Central	0.0
97	Musekese/Ntemwa lodge	Operator	Central	12.2
98	Northern Kafue Safaris - Kasonso Busanga/Kikuji Camp/Kafue River lodge	Operator	North	0.0
99	Konkamoya Lodge & Hippo Bay Campsite	Operator	South	7.3
-	Hornbill Safari Lodge	Operator	South	0.0
-	Musungwa Safari Lodge	Operator	South	0.0
-	Nahubwe Safari Lodge	Operator	South	0.0
-	Nanzhila Plains & Lake Camp	Operator	South	0.0
-	New Chibila Camp	Operator	South	0.0
-	New Kalala	Operator	South	0.0
-	Old Palmtree Lodge	Operator	South	0.0
-	Shiluwe Safari Lodge	Operator	South	0.0
-	Hippo lodge (Aeradio)	Operator	North	0.0
-	Lufupa Camp	Operator	North	0.0
-	Lunga Cabins	Operator	North	0.0
-	Lunga River Camp	Operator	North	0.0
-	McBride's Camp & Camp Site	Operator	North	0.0
-	Mozhi Bush Camp / Bongolo Camp site	Operator	North	0.0
-	Wilderness: Lufupa/Shumba/Busanga Bush Camp	Operator	North	0.0
-	Ila Safari Lodge/Chisa Busanga	Operator	Central	0.0
-	Kafumba Kwale	Operator	Central	0.0
-	Kafwala (WCES camp)	Operator	Central	0.0
-	Kafwala Rapids Camp & Campsite	Operator	Central	0.0
-	Kasabushi Lodge & Campsite	Operator	Central	0.0
-	Kubu Kweena Lodge	Operator	Central	0.0
-	Lala Ngwenya	Operator	Central	0.0
-	Mapunga Bush Camp & Campsite	Operator	Central	0.0
-	Mawimbi Bush Camp	Operator	Central	0.0
-	Mayukuyuku Bush Camp	Operator	Central	0.0
-	Mukambi/Fig Tree Bush Camp/Busanga Plains camp	Operator	Central	0.0
-	Mwamfushi Lodge	Operator	Central	0.0
-	Pinnon lodge	Operator	Central	0.0
-	Roy's camp	Operator	Central	0.0
-	Saba Safari Camp	Operator	Central	0.0
-	Spurwing Lodge	Operator	Central	0.0
-	Ukonze	Operator	Central	0.0
-	Zam Lodge	Operator	Central	0.0
-	Zanga Lodge	Operator	Central	0.0
100	Outfitter	Outfitter	All	19.5

101	Bhagoos Safaris	Outfitter	Central	12.2
102	Mvu Safaris	Outfitter	Central	0.0
103	Nsonga Safaris	Outfitter	Central	26.8
104	Ntengu Safaris	Outfitter	North	0.0
105	Prohunt Zambia Limited	Outfitter	North	7.3
106	Mulobezi Hunting Outfitters	Outfitter	South	19.5
107	Tandala Safaris	Outfitter	South	19.5
-	Luansemfwa Safaris	Outfitter	South	0.0
-	Royal Kafue	Outfitter	North	0.0