REPUBLIC OF ZAMBIA
MINISTRY OF TOURISM
26 MAY 2026
PROJECT COORDINATOR- GREAT TDP
P.O. BOX 30575, LUSAKA

PC
FYA to study and to discuss with my office your understanding of the proposed Restructuring
22/5/2026

**Aide Memoire**

**Zambia Green, Resilient and Transformational Tourism Development Project (GREAT-TDP)**

**Implementation Support Mission - April 20 -25, 2026**

## I. INTRODUCTION

1. From April 20 - 25, 2026, the World Bank (WB) and the Government of the Republic of Zambia[1] conducted a joint implementation support mission for the Green, Resilient and Transformational Tourism Development Project (GREAT-TDP). The mission was held in Lusaka and Livingstone, Zambia.

2. The mission had two overarching objectives: (i) to take stock of implementation progress across all project components; and (ii) to discuss and agree on the parameters of a proposed project restructuring. The restructuring is driven by the persistent risk posed by mining concessions within and adjacent to targeted protected areas, which has affected implementation of a significant share of Component 2 infrastructure investments and led to their being put on hold pending restructuring from October 2025.

3. The mission concluded with a debriefing with Mr. Evans Muhanga, Permanent Secretary, MoT, on April 24, 2026, where broad agreement was reached on the restructuring approach. This Aide-Memoire reflects the findings, agreements, and next steps from the mission.

4. The WB team wishes to express its appreciation to the Hon. Minister Rodney Malindi Sikumba, Ministry of Tourism (MoT); Mr. Evans Muhanga, Permanent Secretary MoT; Mr. Andrew Chilufya, Director, Department of Tourism; representatives from the private sector and all relevant ministries and departments for their valuable contributions. The mission also extends its gratitude to all staff of the Project Implementation Unit (PIU) for their engagement, openness, and commitment throughout the week. The mission benefited from constructive dialogue with a broad range of stakeholders, including the Zambia Tourism Agency (ZTA), the Department for Planning and Investment (DPI), Department of National Parks and Wildlife (DNPW), the Tourism Council of Zambia, the Hotels and Catering Association, and Livingstone City Council.

## II. PROJECT DATA AND RATINGS

Table 1: Key Project Data and Ratings

| **Project Name** | **Zambia Green, Resilient and Transformational Tourism Development Project (GREAT-TDP)** |
|---|---|
| Project ID | P180337 |
| Borrower | Republic of Zambia |
| Implementing Agency | Ministry of Tourism |
| IDA Credit Amount | US$ 100 million |
| Approval Date | 06/09/2023 |
| Effectiveness Date | 01/10/2024 |
| Closing Date | 12/31/2030 |
| Total Disbursement | US$ 7,37 million (7.37% as of September 2025) |
| Undisbursed Balance | US$ ~92.63 million |

Project Ratings

| **Rating Area** | **Previous (Sept 2025)** | **Current (April 2026)** |
|---|---|---|
| Progress towards achievement of Project Development Objective (PDO) | Satisfactory | Moderately Satisfactory |
| Overall Implementation Progress (IP) | Moderately Satisfactory | Moderately Unsatisfactory |
| Project Management | Moderately Satisfactory | Moderately Unsatisfactory |
| Financial Management | Moderately Satisfactory | Moderately Satisfactory |
| Procurement | Moderately Satisfactory | Moderately Unsatisfactory |

[1] List of mission participants (WB and Government) and other stakeholders met is included in Annex 3.

| | | |
|---|---|---|
| Environmental and Social Framework (ESF) | Moderately Satisfactory | Moderately Satisfactory |
| Monitoring and Evaluation (M&E) | Moderately Satisfactory | Moderately Satisfactory |

## III. IMPLEMENTATION PROGRESS AND KEY FINDINGS

### 1. Implementation Status and Revised Strategic Focus

5. The project continues to face significant implementation challenges, with disbursements remaining low at approximately 7% of the total credit amount as of the April 2026 mission. Contributing factors include the lengthy processes for reviewing and clearing documents, unsuccessful procurements and delays in consultants completing assignments within the agreed timelines. The pause of Component 2 infrastructure investments activities due to mining concerns in protected areas compounded the challenges. The risk of mining in protected areas has necessitated the proposed project restructuring.

6. In guiding the Mission on the proposed restructuring, the Permanent Secretary (PS) emphasized the importance of a clear and coordinated approach to ensure that resources are utilized effectively and that the restructuring process strengthens the overall impact of the project. The PS stressed that the project should: (i) concentrate on fewer, higher-impact investments; (ii) align with the National Tourism Master Plan; (iii) avoid spreading resources too thinly across the country; and (iv) generate visible impact and improve revenue collection in the near term. The PS also emphasized the importance of youth upskilling and human capital development for the sector, noting that the Education Summit organized by Zambia Institute for Tourism and Hospitality Studies in collaboration with World Tourism Organisation (UN Tourism) underscored the urgency of preparing the workforce, particularly youth, to serve a growing tourism sector. The PS also provided guidance on expanding the scope of the matching grants to broader list of tourism firms while emphasizing the government priority on streamlining licenses, in particular the ones under the MoT oversight. The WB team concurred with the PS's strategic orientation, which underpins the restructuring approach agreed during the mission. The team also noted that the forthcoming Skills Training for Results and Industry-Valued Employment project (STRIVE, P514247), a dedicated skills operation targeting three priority sectors in Zambia, including hospitality and tourism, will provide a complementary instrument to help address human capital constraints in the sector.

7. The Project Development Objective (PDO) is: *To strengthen the enabling environment, improve access to resilient infrastructure in selected tourism development areas, and enhance economic opportunities in emerging tourism destinations in Zambia.* The mission confirmed that the PDO will be revised to remove the limitation that economic opportunities be supported only in emerging destinations. This revision will allow technical assistance and matching grants to be expanded beyond emerging destinations, while the revised infrastructure investments can be accommodated within this PDO. Accordingly, the proposed revised PDO is: *To strengthen the enabling environment, improve access to resilient infrastructure and enhance economic opportunities in tourism destinations in Zambia.*

### 2. Disbursements

8. Disbursements remain low across productive components of the project. Component 3 (Project Administration) accounts for a disproportionately high share of total disbursements to date reflecting high overhead expenditure rather than progress on the ground. The mission discussed the need to rebalance these expenditures as implementation of Components 1 and 2 accelerates. This imbalance underscores the need to accelerate delivery under the project's productive components so that disbursements increasingly translate into tangible outputs and results on the ground.

9. On Component 1, disbursements are limited to ongoing procurement processes, with several Terms of References approved by the Bank but contracts have not been signed. A notable example is the TOR for the tourism licensing stock-taking exercise under Subcomponent 1.2, which the Bank commented on in October 2025; the mission urged DPI and the PIU to upload the revised TOR to STEP and finalize procurement of the firm without further delay.

10. On Component 2, several activities are underway and commitments have been made with vendors, including various studies, the completed street lighting contract in Livingstone, road rehabilitation and cycle lane designs. However, these activities have not yet been translated into meaningful disbursements, as most deliverables remain pending completion, review, or approval. The mission emphasized the need to accelerate implementation, strengthen follow-up with consultants and vendors, and ensure timely review of deliverables so that commitments translate into approved outputs and disbursements.

11. The mission agreed that the PIU will finalize a revised budget matrix, reflecting signed contracts as commitments and rationalizing activity lines for review with the World Bank. Updated disbursement projections will be prepared as part of the restructuring exercise.

## 3. Proposed Restructuring Scenarios

### 12. Scenario A — Maintain the US$ 100 Million Envelope

**Under Scenario A, the total IDA Credit of US$ 100 million is preserved.** Resources freed from the cancellation of national park infrastructure are reallocated entirely within the project components to expand both Components 1 and 2. No funds are returned to IDA. Proposed component allocations under Scenario A:

| Component | Current Allocation | Proposed Allocation |
|---|---|---|
| Component 1 — Strengthening Tourism Competitiveness and Destination Management | US$ 13.0M | US$ 38.7M |
| Component 2 — Destination Access and Basic Infrastructure | US$ 78.3M | US$ 52.6M |
| Component 3 — Project Administration and Management | US$ 8.7M | US$ 8.7M |
| Total | US$ 100.0M | US$ 100.0M |

13. The expanded envelope under Scenario A would allow for a more ambitious program across all productive components.

**Component 1 —Enabling Environment for the Nature Based Economy – (US$ 13 million) to be renamed to Strengthening Tourism Competitiveness and Destination Management – (US$ 31.12 million)**

Component 1 will be significantly expanded under the restructuring, with its allocation increasing from US$ 13 million to approximately US$ 31.12 million. The component will be renamed to better reflect its broader scope. The Matching Grants scheme could be scaled from currently US$ 6.3 million to over US$ 25 million, enabling broader geographic coverage and a larger number of MSME and community-based entities (CBE) beneficiaries nationwide. The legal and regulatory reform agenda, destination branding, and investment promotion activities could be funded at a higher level of ambition, increasing the allocation from the current US$13 million for Component 1 as a whole to US$13 million specifically for the activities mentioned above. The following activities were agreed during the mission:

14. Subcomponent 1.1: Destination branding, planning, tourism marketing and licensing will be renamed to Destination Branding, Marketing and Investment Promotion.

    a. Activities originally planned under the leadership of ZTA will remain. These include development of a tourism marketing strategy and implementation of selected recommendations; development of a MICE tourism strategy and implementation of selected recommendations; support to ZTA IT systems and tools; and ZTA institutional strengthening. The mission confirmed that a number of these original activities have already been cleared

by the Bank and are undergoing procurement, while some others are pending finalization of ToRs following Bank comments. Given the finalization of a new country-level "Brand Zambia", originally planned brand development activities under ZTA's leadership will be replaced with certain "Brand Zambia" implementation actions, coordinated between ZTA and the Department of Tourism. In addition, DPI and ZAMSTATS will be submitting additional activities to be funded under the restructuring.

b. The mission agreed that targeted investment promotion activities will be incorporated, building on findings of marketing, MICE and DP activities, in coordination with ZDA.

c. Given expanded interventions in Livingstone (see Component 2), the project will, under Component 1, incorporate soft support to local-level destination planning, management and monitoring in Livingstone and under Department of Tourism leadership. Support will focus on bringing together public and private stakeholders to promote dialogue, draw on and apply best practices, and establish roles and responsibilities across planning, management, and monitoring functions. This support may evolve into renewal of a Destination Management Organization (DMO) concept for Livingstone. This activity will also support the piloting of management models for new visitor centers.

d. Activities under the MGEE under Subcomponent 1.1 will be reviewed and refocused as part of the restructuring. The Financing Agreement assigns MGEE three parallel mandates under Schedule 1, Part 1.2(c) and 1.2(e): (i) developing and promoting tourism industry guidelines for green and climate-resilient growth; (ii) adapting the IFC Biodiversity Finance Reference Guide for Zambia; and (iii) overseeing the development of technical skills programmes in emerging carbon and biodiversity markets. The mission agreed that MGEE activities should be rationalized to focus on deliverables most directly linked to the project's objectives and capable of generating results within the remaining implementation period. The precise scope and phasing of each of these three workstreams will be reviewed and agreed upon as part of the formal restructuring process and reflected in the amended Financing Agreement. Activities that fall outside these three FA-defined mandates will be discontinued.

15. Subcomponent 1.2: Improved Competitiveness of nature-based policy, regu l latory and institutional frameworks will be renamed to Streamlining the Legal and Regulatory Framework

    a. The legal and regulatory reform agenda will be significantly expanded. In addition to the three existing tourism bills, the Tourism and Hospitality Bill, the Protected Area and Wildlife Bill and the Zambia Tourism Agency Bill — the mission agreed to add the Museums Bill and the National Heritage and Conservation Bill to the scope of project support, as requested by the Permanent Secretary. Regulatory Impact Assessments (RIAs) will be conducted on bills, particularly the Tourism and Hospitality Bill, under the supervision of the Business Regulatory Review Agency (BRRA), with support from a consultant hired by DPI. The mission noted that some differences remain between the Ministry and stakeholders on the pace and approach of sector professionalization, while emphasizing the importance of advancing areas of shared agreement such as the need to reduce the regulatory compliance burden for private sector operators.

    b. The mission urged DPI and the PIU to expedite procurement for the firm that will conduct the licensing stock-taking exercise, with TORs to be uploaded to STEP immediately. The stocktaking is a pre-condition to streamlining and downstream digitization initiatives.

    c. On the Zambia-Zimbabwe Tourism Trade Facilitation Action Plan, the mission, with the endorsement of the PS, agreed to incorporate soft trade and tourism facilitation measures at the Kazungula/ Victoria Falls border crossing into the project. This will focus on process improvements, tourist kiosks, and signage, in alignment with other ongoing cross-border initiatives. A dedicated technical meeting will be organized to define the scope of these activities.

16. Subcomponent 1.3: Providing support for nature-based economy through matching grants for community-based partnerships and technical assistance to MSMEs will be renamed to Providing

economic opportunities for community-based entities and MSMEs in tourism sector -Matching Grants (MG) Scheme

a. The Matching Grants scheme will be substantially expanded in scope, geography, and scale, and restructured to support both Community-Based Enterprises (CBEs) and tourism MSMEs. Drawing on lessons from the Zambia Agribusiness and Trade Project (P156492) and other comparable World Bank operations, the scheme will be demand-led, disbursed in Kwacha to mitigate foreign exchange risks, and combine financial support for capital investment and working capital with targeted technical assistance. Disbursements will follow a milestone-based approach, supported by an independent evaluation committee and technical assistance for CBE's and MSME's.

b. A key design challenge discussed at length during the mission relates to defining the eligibility criteria for MSMEs: ZTA's database of enterprises with tourism enterprise licenses covers approximately 1,000 businesses, while ZRA estimates over 5,000 businesses operating in the sector. The mission agreed that the eligibility should be broad enough to capture ZRA-registered and PACRA-registered businesses, with incentives to formalize further under ZTA or to streamline the ZTA licensing process itself. The data needed to finalize targeting, from ZRA, PACRA, ZTA, and Zamstat, was still pending and will be collected in the coming weeks. A dedicated technical meeting on Matching Grants design was scheduled following the mission.

c. Technical assistance for private tourism sector associations, which represent multiple tourism stakeholders and operators across project-targeted destinations, will be incorporated. Activities will target institutional strengthening and improved public-private dialogue.

**Component 2 - the activities will be reduced in scope and amount, from US$ 78.3 million to US$ 52.6 million**. The core change is the removal of all infrastructure investments in national parks, including the rehabilitation of rural access roads and the three airstrips (Chunga, Jeki, and Kalabo), as a result of the mining concessions risk. The envelope would support an expanded Livingstone Development Program, including development of city environment in Livingstone, creating urban tourism attractions, with new measures added targeting the enhancement of the Victoria Falls experience. Some of the preparatory studies will be retained (Destination Plans, Infrastructure Investment Plan, and Feasibility Studies). In addition, there would be limited investments (US$5 million) at Samfya Beach (walkway, signage, and lighting), The Agreed interventions, would include:

- Livingstone Development Program Pillar 1: Improving City Livelihood and Attractiveness:
  - Development of street environment (road rehabilitation, junction improvements, and supporting infrastructure),
  - Construction of Non-Motorized Users facilities, including cycle lanes and safer more accessible walkways/ footpaths.
  - Purchase of equipment for the Livingstone City Council to ensure sustainability and maintenance of city environment.
- Livingstone Development Program Pillar 2: Diversifying Tourism Attractions:
  - Development of public spaces and heritage zones in Livingstone.
  - Development of Livingstone Visitor Centre.
- Enhancing the Victoria Falls experience:
  - Development of Vicotria Falls Visitor Centre.
  - Enhancement measures within the Victoria Falls zone.

Improving crossing points for tourists at Victoria Falls

- Limited Investments at Samfya Beach

- Rehabilitation of the River Drive

**On Environmental and Social Risk management, the mission confirmed that E&S requirements remain fully applicable under the revised scope.** The project's existing Environmental and Social Management Framework will be updated to reflect the revised activities, including an exclusion list for the expanded matching grants scheme. For works in Livingstone, Environmental and Social Management Plans (ESMPs) will be required, with particular attention to traffic management, pedestrian safety, economic displacement of vendors, and riverbank stabilization on River Drive (preferred over road realignment to avoid biodiversity impacts). The proposed expanded works may cause temporary economic disruptions. Consistent application of the RPF guidelines will therefore be critical to mitigate potential impacts and minimize inconvenience to affected stakeholders. The mission also advised delegating E&S oversight responsibilities to the Livingstone City Council as part of Component 3 governance adjustments. This would be contingent on the outcome of a rapid capacity assessment confirming the Council's ability to assume these additional responsibilities.

**Component 3: Project Administration and Management.** Component 3 would be kept at its current allocation of US$ 8.7 million. This reflects the Government's view that the existing administrative structure remains necessary; savings identified in the financial review would nonetheless be pursued to improve efficiency.

17. Component 3 budget should be tracked closely given high disbursement levels relative to the other two components. Key adjustments to optimize expenses include:

18. Project Steering Committee (PSC): The current composition of the PSC is broad, composed of 15 members. It was agreed that the mandate of the PSC will be streamlined to reduce the numbers and the approval authority over financing decisions will be removed from the PSC to accelerate decision-making. This authority will remain with MoT as the key implementing agency.

19. PIU Staffing: The PIU currently comprises 27 staff (21 officers and 6 support staff), a structure that was expanded under the first restructuring. A review of roles, responsibilities, and resizing will be conducted in light of the revised project scope and implementation footprint following the restructuring, with the aim of ensuring an efficient and right-sized team without drawing the project backwards in terms of institutional capacity.

20. Financial Management: The mission agreed that the frequency of internal audit report submissions to the World Bank will be revised from quarterly to biannual and the 2025 (January - December) internal audit report will be shared with the WB by May 31, 2026. To strengthen the completeness and credibility of the project's annual budgets, the mission recommended the inclusion of detailed costing sheets with clear activity-level cost breakdowns to support budget estimates. Furthermore, only duly signed contracts, with clearly defined annual payable amounts based on agreed milestones, will be reflected in the annual budgets. The PIU will update annual disbursement projections to reflect these adjustments as part of the restructuring process. In addition, the mission recommended that component-level reallocations be guided by cumulative expenditures to date and the value of signed contractual commitments. This will ensure that the remaining uncommitted balance is accurately determined and can be reallocated to revised component activities, while maintaining the project's overall original allocation.

21. Procurement: The Bank urged all task agencies to accelerate procurement.

22. Results Framework: The mission noted that progress against the current Results Framework is limited, as a large share of PDO and intermediate indicators have not yet been measured and several are no longer well aligned with the revised scope and focus of the project. A revised Results Framework, aligned with the restructured project design and adjusted objectives, is therefore under preparation (in consultation between the Bank's M&E specialist and PIU's M&E team) and will be finalized as part of the restructuring package

23. **Scenario A offers greater development ambition but carries higher implementation risk.** The Government would need to demonstrate a credible delivery plan for approximately US$ 92.6 million in remaining disbursements over four and a half years, a significant step-up from current absorption rates. This scenario would require a sustained improvement in procurement pace, consultant management, and task agency performance. The World Bank would need to be satisfied that the expanded work program is deliverable within the project's remaining timeframe.

24. **Scenario B — Reduce the Envelope to US$ 80 Million**

**Scenario B is proposing a partial cancelation in amount of US$ 20 million from the IDA Credit and returned to IDA.** This reduces total project financing to US$ 80 million and reflects a more focused and realistic assessment of what can be credibly delivered by project closing. From an overall portfolio health perspective for Zambia, it is recommended that, with a more focused implementation in targeted areas, the project could be safely scaled down while still achieving its development objective. This scenario requires more disciplined prioritization but reduces implementation risk and fiduciary exposure.

| Component | Current Allocation | Proposed Allocation |
|---|---|---|
| Component 1 — Strengthening Tourism Competitiveness and Destination Management | US$ 13.0M | US$ 31.12M |
| Component 2 — Destination Access and Basic Infrastructure | US$ 78.3M | US$ 42.00M |
| Component 3 — Project Administration and Management | US$ 8.7M | US$ 7.36M |
| Total | US$ 100.0M | US$ 80.0M |

- On Component 1, the Matching Grants scheme would be scaled to around US$ 20 million more than three times the amount currently earmarked of US$ 6.3 million supporting a meaningful expansion of support to tourism MSMEs and community-based enterprises nationwide. The legal and regulatory reform agenda, destination branding and investment promotion activities would be funded at a commensurate level with realistic delivery capacity (US$ 10.7 million).

- Component 2 will be reduced in scope and amount, from US$ 78.3 million to US$ 42 million in Scenario B. Compared to Scenario A, there will be a reduction of US$10.06 million in Scenario B. The corresponding reduction in scope includes eliminating the Samfya Beach investments, and the River Drive, as well as some for the preparatory studies.

- On environmental and social risk management, same arrangements as for Scenario A apply.
- Component 3 would be reduced to US$ 7.36 million, with savings from staffing rationalization and operational efficiencies used to free up resources for productive components.

## IV. RESTRUCTURING PROCESS AND NEXT STEPS

25. The Government of the Republic of Zambia (through the Ministry of Finance and National Planning) will submit a formal restructuring request letter to the World Bank by May 26, 2026. The letter should reference WB's concerns regarding mining concessions in targeted protected areas as the basis for the restructuring, without excessive detail.
26. The World Bank to send an official letter to the Ministry of Tourism outlining its position on mining-related risks and the areas it cannot support with investment. The letter was already submitted on May 14th.

27. The World Bank team will draft the restructuring paper in the weeks following the mission, incorporating the agreed component redesign, updated Results Framework, revised disbursement estimates, and activity lists. The PDO is expected to be revised. The restructuring is expected to be finalized by end of May 2026.

28. A meeting to discuss amendments to the Financing Agreement will be held in May, with participation from the legal teams of the Ministry of Tourism, Ministry of Finance and National Planning, and the World Bank (including WB Counsel).

## ANNEX 1 — SUMMARY OF AGREED ACTIONS

Table 2: Agreed Actions

| # | Action | Responsible | Deadline |
|---|---|---|---|
| 1 | WB to send official letter to MoT on mining risks and areas the Bank cannot support | World Bank | Completed |
| 2 | PIU to finalize budget performance analysis matrix with component-wise allocations, cumulative expenditure, commitment and net available balance | PIU | Completed |
| 3 | Share the 2025 (January - December) internal audit report with the WB | PIU | May 31, 2026 |
| 4 | WB and PIU to meet to review budget, costings, and proposed component allocations | WB + PIU | Completed |
| 5 | Technical meeting on Matching Grants scheme design | WB + PIU + MoT | Continuous |
| 6 | Technical meeting on Results Framework update | WB + PIU M&E specialists | May 20, 2026 |
| 7 | WB to share draft Aide-Memoire with PIU | World Bank | Completed |
| 8 | PIU to provide comments on Aide-Memoire | PIU | Completed |
| 9 | GoZ to send formal restructuring request letter to WB (via MoF) | Ministry of Finance / MoT | May 25, 2026 |
| 10 | Meeting on Financing Agreement amendments | MoT legal, MoF legal, AG office, WB Counsel) | May 25, 2026 |
| 11 | DPI to provide time-bound roadmap for the three tourism bills | DPI | May 23, 2026 |
| 12 | MoT to prepare response matrix on WB comments on the tourism and wildlife bills | MoT | May 24, 2026 |
| 13 | MoT to share latest draft of the Wildlife and Protected Areas Bill with the WB | MoT | Upon MoJ clearance |
| 14 | MoT/DPI to decide on engaging a consulting firm to support bill drafting process | MoT | May 26, 2026 |
| 15 | PIU to assign tourism specialist to collect data from ZRA, PACRA, ZTA, Zamstat | PIU | Continuous |
| 16 | Organize Trade and Tourism Facilitation technical meeting on Zambia-Zimbabwe action plan | WB + MoT | Continuous |

## ANNEX 2 — LIST OF MISSION PARTICIPANTS

Table 3: World Bank Team

| Name | Title / Role |
|---|---|
| Blerta Qerimi | Senior Private Sector Specialist; Project TTL |
| Aymen Ahmed Osman Ali | Senior Transport Specialist; Co-TTL |
| Ambroise Basile Irenee Brenier | Senior Natural Resources Management Specialist; Co-TTL |
| Jean Nicolas Arlet | Private Sector Specialist |
| Andreja Marusic | Senior Private Sector Specialist |

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|---|---|
| Amy Chamberlain | Tourism Consultant |
| Brian Mtonya | Private Sector Consultant |
| Abdirahman Zeila Dubow | Senior Environmental Engineer |
| Njavwa Chilufya | Senior Social Development Specialist |
| Wedex Ilunga | Procurement Specialist |
| Baison Banda | Financial Management Specialist |
| Francis Zulu | Financial Management Specialist - ETC |
| Yehia Khedr Eldozdar | Monitoring and Evaluation Specialist |

Table 4: Government of Zambia — Ministry of Tourism and PIU –

| S/N | NAME | TITLE | ORGANISATION |
|---|---|---|---|
| 1. | Evans Muhanga | Permanent Secretary | MOT |
| 2. | Andrew Chilufya | Director of Tourism | MOT DOT |
| 3. | Chaka Kaumba | Principal Planner | MOT DNPW |
| 4. | Irene Mtaja | Senior Planner | MOT DPI |
| 5. | Kaphale Phiri | Director of Finance | MOT DOF |
| 6. | Sydney Tembo | Chief Planner | MOT DPI |
| 7. | VICTORIA Musonda | Assistant Director Legal Affairs | MOT DNPW |
| 8. | Haliya Hakanseke | Legal Officer | MOT DNPW |
| 9. | | | |
| 10. | Kagosi Mwamulowe | Executive Director | NHCC |
| 11. | Mushawa Musonda Hamusonde | A/Regional Director | NHCC |
| 12. | Brutus Simakole | Regional Director - Northern | NHCC |
| 13. | Robert Simushi Jr | Head Policy, Planning and Information | ZTA |
| 14. | Abigail Shansonga | Acting Chief Executive Officer | ZTA |
| 15. | Amanda Mwendaweli Chipungu | Chief Marketing Officer | ZTA |
| 16. | Chilala Mayanda Habasimbi | Project Coordinator | GREAT TDP |
| 17. | Edmond Mkumba | Infrastructure Specialist | GREAT TDP |
| 18. | Enock Simfukwe | Infrastructure Assistant | GREAT TDP |
| 19. | Newark M Bwalya | Financial Management Assistant | GREAT TDP |
| 20. | Stanley Chipuma | Procurement Assistant | GREAT TDP |
| 21. | Taulino Banda | Procurement Specialist | GREAT TDP |
| 22. | Victor Inambwae | Tourism Assistant | GREAT TDP |
| 23. | Percy Ngwira | Tourism Specialist | GREAT TDP |
| 24. | Ireen Mwale | Administrative Assistant | GREAT TDP |
| 25. | Sandra Phiri | Intern | GREAT TDP |
| 26. | Sitali Akakandelwa | Intern | GREAT TDP |
| 27. | Leonard Nkhoma | Planning, Monitoring and Evaluation Specialist | GREAT TDP |
| 28. | Faith M Lubinga | Planning, Monitoring and Evaluation Assistant | GREAT TDP |
| 29. | | | |
| 30. | Henry M Change | Financial Management Specialist | GREAT TDP |
| 31. | Mwansa Steven | Consultant | TCZ |
| 32. | Agness Lisulo | Office Manager | TCZ |
| 33. | Evans Luka | Member | TCZ |

## ANNEX 3 — STATUS OF AGREED ACTIONS FROM SEPTEMBER 2025 AIDE-MEMOIRE

Table 6: Status of Previous Agreements

| # | Actions | Responsible | Status Update | Due Date |
|---|---|---|---|---|
| 1 | Share the draft Wildlife and Protected Area Bill with the WB once returned from MoJ, and verify alignment with UN standards and proposed SIs | MoT | Done | October 15, 2025 |
| 2 | Finalize and resubmit revised feasibility studies for Kalabo, Jeki, and Chunga airstrips, and prepare tender documents for works | PIU | Done | |
| 3 | Publish minutes of the Livingstone landscaping competition site visits and appoint independent observers for evaluation | PIU | Done | |
| 4 | Share the 2025 internal audit report with the WB, and update the Control 99 monitoring tool | PIU | Internal Audit submission is in progress, however, control 99 monitoring tool updated | October 31, 2025 |
| 5 | Submit updated cash flow projections through June 2026, aligned with revised withdrawal application | PIU | In progress | |
| 6 | Repackage and resubmit ToRs for Zamstat and ZTA to streamline procurement of consultants | PIU, Zamstat, ZTA | Done | |
| 7 | Share the 2025 (January - June) internal audit report with the WB | PIU | In progress and tentatively to be submitted by May 31, 2026 | |
| 8 | Update the Bank on the status of resolving the wasteful expenditure from failure to occupy paid for office space for 5 months in Kalabo District | PIU | Completed, offices now fully occupied | |
| 9 | Finalized detailed disbursement and financial management framework for matching grants shared with the Bank | PIU | In progress | |
| 10 | Share with the WB information on the status of mining exploration and exploitation activities in the project target areas (National Parks and GMAs) | PIU, MoT | Done | |
| 11 | Share CN/ToR clearance tracking tool with the WB | PIU | Done | |
| 12 | Conduct operator survey to establish baseline for tour operator license renewal indicator (to reconcile operator and government timelines) | PIU, MOT (DPI) | Done | November 15, 2025 |

| | | | | |
|---|---|---|---|---|
| 13 | Revise and circulate PIM Volume 3 (Matching Grants) to simplify procedures, clarify mentor roles, and address in-kind contribution valuation | PIU | In progress | |
| 14 | Provide feedback and request improvements/resubmission of the Campinda CBE Window 1 grant application | PIU | In progress | November 30, 2025 |
| 15 | Conduct stakeholder roundtable on Liuwa roads to reconcile access, poaching, and safeguard concerns | PIU, RDA, MoF, African Parks | Done | |
| 16 | Finalize and launch professional communication materials for the Matching Grant Scheme in English and local languages | PIU, MOT | Not Done | December 15, 2025 |
| 17 | Initiate planned procurement packages (Livingstone roads, multi-park SESA, Nsumbu road supervision) and update STEP with sequencing and timelines | PIU | Done | |
| 18 | Organize a Zambia–Zimbabwe technical meeting to prepare a joint menu of tourism priorities for ministerial endorsement | PIU, MOT | Done | December 31, 2025 |
| 19 | Conduct RIAs on draft tourism-related legislation, in particular the Tourism and Hospitality Professional Association Bill | BRRA, MOT | In progress | |
| 20 | Finalize and launch professional communication materials for the Matching Grant Scheme in English and local languages | PIU | Not done | January 31, 2026 |
| 21 | Submit revised ToRs and sequencing plan for Tourism Satellite Account (TSA) activities, bundled by data collection, training, and ICT tools | ZamStat | Done introduced UN Tourism partnership | |
| 22 | Establish a methodology for tracking jobs created under the project, starting with Nature Partnership Matching Grants | PIU, ZamStat | Done shared with WB still waiting for feedback | March 31, 2026 |
| 23 | Launch project website and Facebook page to share PIM updates, application status, and project news; institute structured messaging groups with mentors/applicant | PIU | In progress | |