REPUBLIC OF ZAMBIA

MINISTRY OF COMMERCE, TRADE AND INDUSTRY

COUNTRY PROGRAMME DOCUMENT FOR PHASE THREE OF THE ENHANCED INTEGRATED FRAMEWORK

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EIF Enhanced Integrated Framework

Trade and investment for LDC development

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Country Programme Document	
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Executive Summary

Zambia's Country Programme Document under Enhanced Integrated Framework (EIF) Phase III presents a strategic and catalytic platform to accelerate export diversification, strengthen competitiveness and mobilise investment for inclusive growth. Positioned at the intersection of trade development and investment facilitation, the programme adopts a catalytic systems-to-investment approach that links institutional strengthening, trade facilitation, enterprise competitiveness and investment activation to deliver measurable export and economic transformation outcomes.

Despite recent macroeconomic recovery, Zambia's export structure remains highly concentrated in copper, underscoring the urgency of diversifying into higher-value non-traditional exports. Structural constraints, including fragmented trade governance systems, limited standards compliance capacity, weak export coordination mechanisms and high trade transaction costs, continue to constrain export competitiveness and limit investment in non-traditional sectors. These constraints are consistent with findings from Zambia's Trade Policy Review (TPR), which highlights the need for strengthened trade facilitation systems, improved standards compliance and enhanced institutional coordination to support export diversification.

The CPD responds to these challenges through a five-year catalytic programme (2026 - 2031), supported by USD 3.5 million in EIF resources and complemented by Government contributions. The programme links institutional reform, trade facilitation and competitiveness upgrading to measurable commercial, export and investment outcomes,

A key instrument underpinning this approach is the development of an Investor One Stop Shop (OSS) under the Zambia Development Agency. The OSS will function as a national gateway for export-oriented investment by integrating investment promotion, investor facilitation, opportunity identification and investor aftercare services within a coordinated platform. By providing clear "Why Zambia" positioning, streamlining administrative procedures, improving access to investment information and supporting the promotion of bankable opportunities, the OSS will reduce transaction costs, strengthen investor confidence and facilitate investment flows into priority value chains.

Under Funding Facility 1, the programme focuses on strengthening trade governance systems, enhancing institutional coordination and building national capacity for trade policy implementation and negotiation. These interventions will improve policy coherence and create a more predictable and enabling environment for export-oriented investment. The establishment of sector-based Export Councils will provide structured platforms for public–private dialogue, investment identification and coordinated export development.

Under Funding Facility 2, the programme focuses on strengthening export competitiveness and market participation through improved trade facilitation systems, enhanced standards and certification capacity, export promotion and targeted competitiveness interventions. Particular emphasis is placed on priority value chains, including the beef value chain and its associated by-product industries such as leather, feed and veterinary services, alongside complementary sectors such as horticulture and gemstones, as well as strategic sectors such as critical minerals. In the case of critical minerals, programme support will focus on trade-related aspects,

including value addition, policy coordination, investment facilitation and export market development.

A central feature of the programme is the generation of investment intelligence and bankable opportunities. Through a comprehensive value chain diagnostic and export market analysis, the programme will identify priority investment areas, define competitiveness gaps and develop a sequenced roadmap to guide public and private sector investment. These outputs will directly inform investment promotion, pipeline development and investor engagement.

EIF catalytic resources will be used to address key enabling constraints rather than finance large-scale investments directly. By strengthening standards compliance systems, improving trade facilitation and enhancing enterprise readiness, the programme will reduce investment risk and crowd in financing from development partners, financial institutions and private sector actors.

The programme will actively promote resource mobilisation and partnership development through structured engagement with development finance institutions, private investors and public sector stakeholders. The Investor One Stop Shop will serve as a central interface for investor engagement, supporting the generation, packaging, promotion and tracking of investment-ready opportunities and facilitating the conversion of opportunities into financed investments.

The programme is expected to contribute to a 15 percent increase in non-traditional exports, support at least 300 SMEs to become export-ready, integrate approximately 3,000 producers into structured value chains, and mobilise over USD 30 million in private sector investment. These outcomes will translate into job creation, increased productivity and expanded participation of MSMEs, particularly women- and youth-led enterprises, in regional and global trade.

Cross-cutting priorities, including gender equality, youth inclusion, climate resilience and digital transformation, are integrated across all programme components to ensure inclusive and sustainable development outcomes. The programme also strengthens trade-related services, particularly logistics and distribution systems, to support efficient market access along key regional trade corridors.

Through this integrated and catalytic approach, the CPD positions EIF support as a driver of investment, export growth and economic diversification, contributing to Zambia's long-term objective of building a resilient, inclusive and export-oriented economy beyond mining. EIF support is therefore positioned not only as development assistance, but as catalytic capital for Zambia's structural transformation.

1.0: Country Context and Strategic Rationale

1.1 Country Context

Zambia's economic performance between 2016 and 2025 has been characterized by moderate but uneven growth. Real GDP growth averaged between 3.0 and 4.0 percent from 2016 to 2019, driven largely by mining activity, public expenditure and household consumption. However, structural constraints, including limited economic diversification, infrastructure gaps and low productivity, have continued to limit job creation and poverty reduction.

In 2020, the economy contracted by approximately 2.8 percent due to the COVID-19 pandemic. Recovery followed between 2021 and 2023, with growth exceeding 5 percent, supported by improved mining output, agricultural recovery and strengthening macroeconomic stability. Growth slowed again in 2024 due to severe drought conditions affecting agricultural production and energy supply.

Despite these challenges, Zambia is experiencing gradual macroeconomic recovery, supported by economic reforms, progress in external debt restructuring, improved copper prices and renewed investor confidence. Real GDP growth is estimated at approximately 3.8 percent in 2024 and projected to increase to about 5.8 percent in 2025. However, this level of growth remains insufficient to drive the structural transformation required to significantly reduce poverty and vulnerability.

Zambia's trade performance continues to be dominated by a narrow export base centered on copper, leaving the economy highly exposed to fluctuations in global commodity prices. While export performance improved in 2019 and rebounded after the COVID-19 shock, the trade balance has remained volatile, highlighting the need to expand non-traditional exports.

Foreign direct investment remains concentrated in the mining sector, although emerging investments in manufacturing, agriculture and energy indicate opportunities for diversification. The manufacturing sector contributed approximately 9 percent of GDP in 2025, reflecting gradual progress, but with significant untapped potential for value addition and export growth.

Agriculture remains central to employment and rural livelihoods, yet its contribution to GDP remains relatively modest due to low productivity, limited value addition and weak integration into higher-value markets. Strengthening agro-processing and market linkages presents a key opportunity for expanding export-oriented activities.

Trade in services also represents an underutilized opportunity. While services contribute significantly to GDP, services exports remain constrained by regulatory gaps, skills shortages and limited digital infrastructure. Strengthening services competitiveness and digital trade systems could support further diversification of Zambia's export base.

Unemployment and underemployment remain significant challenges, particularly among women and youth, with approximately 60 percent of the population living below the national poverty line. Addressing these challenges requires sustained economic diversification, increased productivity and stronger integration of MSMEs into regional and global markets.

Zambia is well positioned within regional and global trade frameworks, including COMESA, SADC, AfCFTA and the WTO. Its central geographic location and connectivity to key regional markets, including the Democratic Republic of Congo, Angola, Tanzania, Namibia and South Africa, provide strong potential to position the country as a regional trade and logistics hub. However, these opportunities remain underutilized due to supply-side constraints, non-tariff barriers and limited competitiveness of domestic enterprises.

These structural challenges, combined with emerging opportunities in regional markets and value-added sectors, highlight the need for targeted interventions that strengthen trade systems, enhance enterprise competitiveness and unlock investment in export-oriented value chains.

Lessons from previous EIF-supported interventions underscore the importance of strong institutional coordination, stakeholder engagement and adaptive programme design. These lessons have informed the design of the current CPD, which aims to address systemic constraints while catalysing investment and export growth in priority sectors.

1.2 Strategic Rationale

Zambia's economic growth over the past decade has remained vulnerable to external shocks and structural imbalances, reflecting continued dependence on mining exports and limited economic diversification. Although macroeconomic recovery is underway, structural constraints continue to limit export competitiveness, market participation, inclusive growth and sustainable job creation. These constraints are consistent with findings from Zambia's Trade Policy Review , which highlights the need for strengthened trade facilitation systems, improved standards compliance and enhanced institutional coordination to support export diversification. Micro, Small and Medium Enterprises (MSMEs) and cooperatives, which form the backbone of the productive economy, remain insufficiently integrated into regional and international markets.

Despite accounting for the majority of enterprises and a significant share of employment, MSMEs contribute only modestly to exports and value addition. At the systemic level, fragmented policy implementation, weak institutional coordination, limited quality infrastructure and high trade transaction costs constrain enterprise competitiveness. At the firm level, enterprises face persistent barriers related to standards compliance, certification, access to market intelligence and linkages with regional and international buyers. Women- and youth-led enterprises face additional constraints that further limit their participation in higher-value trade opportunities.

Evidence from the Diagnostic Trade Integration Study Update (DTISU 2023) confirms that Zambia's trade constraints are largely institutional and supply-side in nature. Key challenges include gaps in standards compliance, inefficient trade logistics systems, weak export promotion coordination and limited alignment among trade-support institutions. Addressing these constraints is essential not only for improving export performance, but also for reducing investment risk and unlocking financing in export-oriented sectors.

At the same time, Zambia possesses significant untapped potential in agro-industrial sectors capable of supporting export diversification and attracting investment. In addition, Zambia's mineral resource base presents opportunities to strengthen participation in regional and global value chains through increased value addition, improved trade facilitation and targeted investment in critical minerals. Among these, the livestock sector, particularly the beef value chain and its associated by-product industries, presents a strategic opportunity. Zambia has one of the largest cattle populations in the region and favourable agro-ecological conditions for livestock production. However, the sector remains largely oriented toward domestic consumption and informal cross-border trade, with limited participation in structured regional and international markets.

Existing government programmes, particularly under the Ministry of Fisheries and Livestock, are already addressing production constraints. EIF support under the CPD is therefore deliberately positioned downstream in the value chain, focusing on export competitiveness, standards compliance, certification readiness, market development and investment preparation. This approach avoids duplication while strengthening the enabling environment required to scale investment and expand formal exports.

Regional markets such as the Democratic Republic of Congo and Angola present significant opportunities for expanding exports of Zambian beef and related products. Growing urban populations and increasing demand for reliable food supply chains create favourable conditions for Zambia to strengthen its presence in regional meat markets. The livestock sector also presents opportunities for value addition through related industries, including leather processing, feed manufacturing and veterinary products.

Strengthening competitiveness in these sectors requires targeted improvements in veterinary sanitary and phytosanitary (SPS) systems, standards certification capacity, livestock traceability and export promotion mechanisms. These interventions will enable enterprises to meet international market requirements, participate more effectively in regional and global value chains, and become more attractive to investors.

In parallel, strengthening institutional mechanisms for export coordination is essential. The establishment of sector-based Export Councils will provide structured platforms for collaboration between government, producers, processors and exporters. These platforms will support export promotion, facilitate market intelligence flows, coordinate participation in international trade fairs and strengthen policy dialogue, while also serving as entry points for identifying and structuring investment opportunities.

Trade in services will also play a complementary role. Efficient transport, logistics and distribution systems are critical for connecting producers to regional markets and ensuring reliable cross-border trade flows. Strengthening these services will improve the efficiency and competitiveness of export supply chains and support investment in trade-related infrastructure.

A central element of the programme’s approach is the development of an Investor One Stop Shop (OSS) under the Zambia Development Agency, which will serve as a national gateway for investment facilitation. By providing clear “Why Zambia” positioning, consolidating investment opportunities, and streamlining administrative procedures, the OSS will reduce transaction costs, improve investor experience and strengthen Zambia’s capacity to attract and retain investment in priority export sectors.

Zambia presents a compelling investment proposition for export-oriented sectors, underpinned by its strategic geographic location, natural resource base and growing regional market opportunities.

Located at the crossroads of Southern and Central Africa, Zambia provides preferential access to high-growth regional markets, including the Democratic Republic of Congo, Angola, Tanzania, Namibia and South Africa, supported by its membership in COMESA, SADC and the African Continental Free Trade Area (AfCFTA). This positioning enables Zambia to serve as a regional trade and logistics hub for agricultural and agro-processed products.

The country possesses significant natural endowments, particularly in the livestock sector, with one of the largest cattle populations in the region and favourable agro-ecological conditions for livestock production. These assets provide a strong foundation for expanding export-oriented production and value addition in the beef value chain and associated industries such as leather, feed and veterinary services.

In addition, Zambia is implementing macroeconomic and structural reforms aimed at strengthening fiscal stability, improving the business environment and restoring investor confidence. Progress in debt restructuring, improved policy predictability and ongoing institutional reforms further enhance Zambia's attractiveness as an investment destination.

The development of the Investor One Stop Shop (OSS) under this programme will consolidate this value proposition by providing investors with a clear "Why Zambia" narrative, streamlined administrative procedures, access to investment-ready opportunities and coordinated support services.

Through this combination of geographic advantage, resource endowment, market access and institutional reform, Zambia is well positioned to attract investment into export-oriented sectors and expand its participation in regional and global value chains.

The Eighth National Development Plan identifies export diversification, value addition and industrial development as central pillars of Zambia's economic transformation. The CPD responds directly to these priorities through a systems-to-investment approach, whereby interventions in policy, trade facilitation and enterprise competitiveness are sequenced to generate bankable opportunities and crowd-in public and private investment in priority value chains, including agro-based and mineral-based sectors such as critical minerals, with a focus on value addition, trade facilitation and investment mobilisation. In this context, alignment with Zambia's Trade Policy Review is critical to ensuring policy coherence and effective implementation of trade-related reforms.

Zambia's Trade Policy Review identifies key structural constraints affecting trade performance, including limited export diversification, inefficient trade facilitation systems, gaps in standards and certification capacity, and fragmented institutional coordination. These challenges constrain the ability of enterprises, particularly MSMEs, to participate effectively in regional and global markets.

The CPD directly responds to these constraints through a sequenced and integrated programme of interventions. Under Funding Facility 1, the programme strengthens trade governance systems, institutional coordination and policy implementation capacity, addressing TPR findings related to fragmented policy execution and weak inter-agency coordination. Under Funding Facility 2, interventions in trade facilitation, standards compliance and digital investment facilitation through the Investor One Stop Shop (OSS) respond to constraints related to high trade transaction costs and limited access to trade-related services.

The programme further supports export diversification and value addition in priority sectors, including agro-based and mineral-based value chains, through targeted competitiveness upgrading, investment pipeline development and structured market engagement.

The CPD is designed not only to address current TPR findings, but also to provide a flexible implementation platform capable of responding to evolving trade policy priorities and emerging recommendations. Institutional mechanisms established under the programme, including Export Councils and trade policy monitoring systems, will support continuous policy dialogue, identification of constraints and coordinated implementation of trade-related reforms over time.

Through this catalytic model, EIF support will not only strengthen export competitiveness but also unlock investment flows into priority value chains, contributing to Zambia's transition toward a more diversified, resilient and inclusive economy beyond mining.

2.0 Prioritized Action Matrix

The Prioritized Action Matrix (PAM) translates the key recommendations of the Diagnostic Trade Integration Study Update (DTISU 2023)[1] into a set of sequenced and actionable interventions aimed at strengthening Zambia's trade competitiveness and export development. The PAM is also aligned with priority areas identified in Zambia's Trade Policy Review, ensuring coherence between national trade diagnostics, policy recommendations and programme interventions. It provides a structured framework for identifying priority reforms and investment-relevant actions required to address constraints affecting Zambia's integration into regional and global markets.

The PAM was developed through consultations with government institutions, private sector representatives and development partners engaged in trade-related programmes. These consultations identified priority areas where targeted interventions can generate the greatest impact in improving export competitiveness, strengthening institutional coordination and enhancing enterprise participation in international trade.

The CPD prioritizes a subset of PAM actions that align closely with EIF Phase Three objectives and Zambia's broader economic transformation agenda under the Eighth National Development Plan[2]. Particular emphasis is placed on interventions that strengthen trade governance systems, improve standards and certification capacity, enhance export promotion coordination and support competitiveness upgrading in high-potential value chains.

Consistent with this approach, the CPD focuses on three strategic intervention areas:

- Trade governance and institutional coordination, including capacity building for trade policy analysis and negotiation, and the establishment of sector-based Export Councils to strengthen structured public - private dialogue

[1] https://www.mcti.gov.zm/wp-content/uploads/2024/01/FINAL.-Diagnostic-Trade-Integration-Study-Update-2023_Zambia.pdf

[2] https://www.cabinet.gov.zm/newsite/wp-content/uploads/2023/12/8NDP-2022-2026.pdf

Trade facilitation and quality infrastructure, aimed at improving standards compliance, certification capacity and access to trade-related information services

- Export competitiveness and market participation, with a focus on the beef value chain and its associated by-product industries, alongside complementary sectors such as horticulture and gemstones, as well as strategic sectors such as critical minerals, with a focus on value addition, investment facilitation and export diversification, in line with national trade priorities and TPR recommendations.

These priority interventions reflect Zambia's objective of expanding non-traditional exports, strengthening regional trade integration and promoting value addition in agriculture and agro-processing. EIF catalytic financing will support targeted actions that address systemic constraints while unlocking investment opportunities and leveraging additional public and private resources.

The PAM also serves as a foundation for identifying priority investment areas, which are further developed through programme modules, particularly through the value chain diagnostic and competitiveness roadmap. This ensures a direct linkage between national trade priorities, EIF-supported interventions and the development of a pipeline of investment-ready opportunities.

The detailed Prioritized Action Matrix, including priority reforms, implementation timelines and responsible institutions, is presented in Annex 8. The Trade and Investment Mapping Matrix is provided in Annex 9.

3.0 Theory of Change and Results Framework

Zambia's ability to expand non-traditional exports and achieve sustainable economic diversification remains constrained by structural weaknesses in trade governance systems, institutional coordination, standards compliance capacity and enterprise competitiveness. These constraints limit the participation of domestic enterprises, particularly Micro, Small and Medium Enterprises (MSMEs), in regional and international markets, resulting in continued dependence on copper exports and underutilization of opportunities for value addition, export diversification and job creation.

At the same time, Zambia possesses significant untapped potential in agro-industrial sectors capable of supporting export diversification and attracting investment. In addition, emerging strategic sectors such as critical minerals present opportunities to strengthen Zambia's position in regional and global value chains through targeted policy support, investment facilitation and value addition. The livestock sector, particularly the beef value chain and its associated by-product industries, represents a strategic opportunity. However, the sector remains largely oriented toward domestic consumption and informal trade due to systemic constraints, including limited sanitary and phytosanitary (SPS) compliance capacity, weak standards certification systems, limited traceability and cold chain infrastructure, and insufficient export-oriented market development.

The programme's Theory of Change is grounded in the premise that if trade governance systems are strengthened, trade and investment facilitation systems are improved, and enterprises in high-potential value chains are supported to meet market requirements and access export opportunities, then Zambia will increase participation of domestic enterprises in regional and global markets, generate and convert investment opportunities in export-oriented sectors, and expand non-traditional exports. This will occur because improved systems reduce transaction costs and investment risks, while strengthened enterprise capabilities and market linkages enable firms to compete and scale in regional and international markets.

Under this approach, programme inputs - including EIF catalytic financing, government contributions, technical assistance and strategic partnerships—will support targeted interventions to strengthen institutional capacity for trade policy implementation, improve coordination among trade-support institutions, enhance standards and certification systems, and develop integrated trade and investment facilitation platforms, including the Investor One Stop Shop (OSS).

These interventions are expected to generate the following outputs: strengthened trade governance and coordination systems; operational Export Councils facilitating structured public–private dialogue; improved standards and certification capacity; functional trade and investment facilitation systems, including the OSS; enhanced export promotion and market intelligence systems; and increased export and investment readiness of enterprises.

These outputs are expected to lead to intermediate outcomes such as: improved effectiveness of trade policy implementation; reduced barriers to market entry, compliance and investment; strengthened public–private collaboration in export development; increased participation of enterprises in structured export markets; improved investment readiness and development of a pipeline of bankable opportunities in priority value chains.

Through the operationalization of the OSS and targeted investment facilitation measures, these outcomes will enable more effective investor engagement, reduce information asymmetries, and support the conversion of identified opportunities into financed investments.

Over time, these outcomes are expected to contribute to broader development impacts including increased non-traditional exports, expanded value addition in priority sectors and the creation of inclusive employment opportunities. By linking institutional strengthening, trade facilitation, investment pipeline development and enterprise competitiveness, the programme will catalyse public and private investment in export-oriented industries, contributing to Zambia's transition toward a more diversified, resilient and inclusive economy.

The successful implementation of this theory of change depends on several key assumptions, including sustained government commitment to export-led economic diversification, effective coordination among trade-related institutions, active participation of private sector actors and continued demand for Zambian products in regional and international markets. It is also assumed that improvements in standards compliance, trade facilitation and investment facilitation systems will reduce barriers to trade and investment and enable enterprises to compete more effectively. The detailed Theory of Change, including the results chain and causal pathways, is presented in Annex 1.

4.0 Programme Components

4.1 Modular Approach and Sequencing of Interventions

The Country Programme Document is structured around a sequenced and mutually reinforcing modular approach that links institutional strengthening, trade and investment facilitation, investment pipeline development and enterprise competitiveness to deliver export growth and investment mobilisation outcomes.

The programme adopts a systems-to-investment pathway, in which upstream interventions strengthen enabling systems, while downstream interventions generate and activate investment opportunities in priority value chains.

The programme is implemented through four interlinked modules: Module 1: Strengthening Institutional and Regulatory Frameworks - Focuses on strengthening trade governance systems, institutional coordination and national capacity for trade policy implementation, negotiation and programme delivery. This module establishes the enabling institutional environment required for effective trade and investment interventions.

Module 2: Trade and Investment Facilitation and Quality Infrastructure - Builds on strengthened governance systems to improve trade facilitation processes, standards compliance, certification capacity and digital trade and investment systems. A central feature of this module is the development of the Investor One Stop Shop (OSS), which integrates investment facilitation, trade information and investor services.

Module 3: Value Chain Diagnostic and Investment Pipeline Development - Focuses on generating investment-grade diagnostics, export market analysis and a competitiveness roadmap for the beef value chain and associated industries. This module identifies constraints, defines priority interventions and develops a structured pipeline of investment-ready opportunities.

Module 4: Export Competitiveness and Investment Activation - Concentrates on enterprise upgrading, export promotion, market linkages and investment activation. This module translates diagnostics into action by supporting export readiness, facilitating access to finance, strengthening value chain coordination and enabling the conversion of investment opportunities into financed projects.

Together, these modules establish a clear results pathway: Systems Strengthening → Trade & Investment Facilitation → Investment Pipeline Development → Investment Activation → Export Growth

This sequencing ensures that improvements in policy, systems and enterprise capacity translate into measurable investment and export outcomes, supporting Zambia's transition toward a more diversified, resilient and inclusive economy.

4.2 Sequencing Logic

Funding Facility 1 (Component One) interventions focus primarily on upstream institutional strengthening, governance systems, trade policy coordination, trade facilitation reform and enabling environment functions that strengthen the national architecture required for effective export development and investment facilitation.

Funding Facility 2 (Component Two) interventions focus on downstream catalytic competitiveness, enterprise upgrading, investment activation and export market participation interventions designed to translate strengthened systems and policy reforms into measurable commercial, investment and export outcomes within priority value chains.

4.2.1 Component One (Funding Facility 1)

Module 1: Strengthening Institutional and Regulatory Framework

Objective: To strengthen trade governance systems, improve institutional coordination and enhance national capacity for trade policy analysis, negotiation and programme implementation.

Catalytic Rationale: EIF catalytic support will strengthen the institutional architecture required to coordinate Zambia's export development agenda. By improving coordination mechanisms and building technical capacity within government institutions, the programme will enhance the effectiveness of trade policy implementation and create a more predictable and enabling environment for export-oriented investment.

These institutional improvements will strengthen policy coherence, reduce coordination gaps and enable government institutions to more effectively support private sector participation in regional and international trade, thereby facilitating investment in export-oriented sectors. The module will also support implementation of priority recommendations emerging from the Trade Policy Review and DTIS Update by strengthening institutional coordination platforms, improving policy dialogue mechanisms and enhancing trade-related governance systems.

Key Outputs: Functional and coordinated national trade governance system; Operational sector-based Export Councils facilitating structured public–private dialogue, market intelligence coordination and investment identification across priority sectors, including agro-based and mineral-based value chains; Strengthened trade policy monitoring and implementation systems; Improved coordination mechanisms between trade-related institutions, Export Councils and investment facilitation platforms, including the Investor One Stop Shop (OSS).

Export Councils will serve as institutional platforms for coordinating export promotion, improving market intelligence collection and dissemination, strengthening linkages between producers, processors and exporters, and supporting identification and promotion of investment opportunities within priority value chains.

Priority Interventions: Conduct institutional assessment of national trade coordination mechanisms; Support operationalization of the National Trade Facilitation Committee; Establish and operationalize sector-based Export Councils for priority sectors, including beef, horticulture, gemstones and critical minerals. In the case of critical minerals, the Export Councils will focus on trade-related aspects, including value addition, policy coordination, investment facilitation and export market development, rather than upstream mining activities.

Develop Export Council governance frameworks, operational guidelines and sustainability plans; Establish structured public–private consultation and sector coordination mechanisms; Develop exporter and enterprise databases and support market intelligence collection and dissemination systems; Facilitate regular sector coordination, market review and policy dialogue meetings among trade-related institutions and private sector stakeholders; Strengthen coordination mechanisms between Export Councils and the Investor One Stop Shop (OSS) to support investment promotion and investor engagement activities; Build capacity of government officials in trade policy analysis, negotiation and implementation; Strengthen systems for monitoring trade policy implementation and TPR-related reforms.

Targeted capacity-building will address institutional gaps, strengthen Zambia's participation in regional and global trade frameworks, and improve the effectiveness of institutional support provided to exporters and investors.

Indicators: National trade coordination mechanism functional and effectively coordinating trade-related institutions; Number of Export Councils operational and actively facilitating public–private dialogue and investment promotion activities; Trade policy monitoring system established and utilized for decision-making; Number of sector coordination and market review meetings conducted; Level of private sector participation in Export Council activities; Exporter and enterprise databases established and operational.

Assumptions: Sustained government commitment to strengthening trade governance systems and active participation of public and private sector actors in coordination and policy dialogue platforms.

Catalytic Interventions: EIF catalytic resources will support the establishment and operationalization of Export Councils, including development of governance frameworks, operational guidelines, market intelligence systems and coordination platforms. These interventions will institutionalize structured engagement between government and private sector stakeholders, strengthen coordination of export promotion efforts and improve identification of investment opportunities in priority sectors.

By strengthening governance, coordination and institutional support systems, these catalytic interventions will lay the foundation for investment mobilisation, export expansion and implementation of trade-related reforms in subsequent programme modules.

4.2.2 Module 2.

Module 2: Trade and Investment Facilitation and Quality Infrastructure

Objective: Improved trade and investment facilitation systems, anchored by integrated digital platforms such as the Investor One Stop Shop (OSS), supporting export competitiveness, market access and investment attraction.

Catalytic Rationale: EIF catalytic support will strengthen the systems and institutions that facilitate efficient cross-border trade and ensure compliance with international standards. By improving trade facilitation coordination, strengthening standards and certification capacity, and integrating investment facilitation mechanisms, the programme will reduce barriers that limit the participation of Zambian enterprises in regional and global markets.

These interventions will create a more efficient, predictable and transparent trading environment, improving market access and enhancing the competitiveness of Zambian products. At the same time, they will reduce compliance risks, lower transaction costs and improve investor confidence, thereby increasing the attractiveness of export-oriented sectors for both domestic and international investment.

The module will also support implementation of trade facilitation and investment-related reforms identified through the Trade Policy Review and DTIS Update by strengthening coordination systems, improving transparency and enhancing institutional responsiveness to exporters and investors.

Key Outputs: More efficient and coordinated border management processes; Strengthened national standards, certification and conformity assessment systems; Functional digital trade and investment facilitation systems accessible to exporters and investors; Operational Investor One Stop Shop (OSS) facilitating investment in export-oriented sectors, including priority agro-based and mineral-based value chains; Improved investor servicing, investment tracking and investment aftercare systems linked to export-oriented sectors.

Priority Interventions: Strengthen coordination among border agencies and support effective functioning of the National Trade Facilitation Committee; Conduct Time Release Studies and other analytical work to identify and address bottlenecks in cross-border trade; Support improvements in border procedures and trade facilitation systems; Provide technical support to laboratories and certification bodies to enhance standards compliance capacity; Support enterprises to meet export standards and certification requirements.

Conduct institutional and operational assessment for the Investor One Stop Shop (OSS); Undertake investor journey mapping and business process mapping to improve investor servicing efficiency; Design, develop and operationalize the OSS digital platform and associated investment facilitation systems; Develop OSS governance structures, coordination protocols, operational manuals and service standards; Integrate OSS with key institutions, including customs authorities, standards bodies, licensing agencies and regulatory institutions; Develop investment pipeline management, investor inquiry management and investor tracking systems within the OSS; Establish investor aftercare, reporting and grievance resolution mechanisms; Train OSS staff and participating institutions in investment facilitation and investor servicing; Develop investor communication, investment promotion and investor outreach materials linked to priority value chains and export-oriented investment opportunities.

Investor One Stop Shop (OSS): A flagship intervention under Module 2 is the development and operationalisation of the Investor One Stop Shop (OSS). The OSS will serve as an integrated platform linking trade facilitation, investment promotion and enterprise development, and will function as a national gateway for export-oriented investment.

The OSS will transition from a digital concept into an operational investment facilitation platform supported by institutional coordination mechanisms, investor servicing protocols and integrated information systems. The platform will provide investors with a transparent, user-friendly gateway to investment opportunities, approvals, incentives and aftercare services. It will streamline key procedures, including business registration, licensing, and access to trade-related services, and facilitate coordination among relevant institutions such as customs authorities, standards bodies and regulatory agencies.

The OSS will also strengthen Zambia's international investment proposition by clearly answering the question: "Why Zambia?" through coordinated investment promotion, investment opportunity packaging and investor outreach activities linked to priority value chains.

By linking investment facilitation with value chain development, export promotion and enterprise support, the OSS will serve as a critical bridge between improved trade systems and actual investment outcomes. The platform will incorporate investment pipeline management tools, investor tracking dashboards and aftercare systems, enabling the Government to monitor investment flows, support project development, coordinate investor engagement and proactively respond to investor needs.

This intervention will directly contribute to reducing trade and investment transaction costs, improving investor experience, strengthening transparency and increasing the volume of investment directed towards export-oriented sectors.

Indicators: Reduction in time required for selected cross-border trade procedures; Number of border process improvements implemented; Number of institutions with enhanced standards certification and conformity assessment capacity; Number of enterprises achieving compliance with export standards and certification requirements; Digital trade and investment platform operational and actively used; Number of investors accessing OSS services; Number of investment leads generated through OSS; Number of investor inquiries processed through OSS; Investor tracking and aftercare system operational; Value of investment proposals processed through OSS (USD); Average time required to process investment applications.

Assumptions: Effective coordination among border management agencies; sustained government commitment to trade facilitation and investment reforms; active participation of enterprises seeking compliance with export standards; and continued investor interest in export-oriented sectors.

Catalytic Interventions: EIF catalytic funding will support targeted interventions to strengthen standards certification systems, improve access to compliance services, and establish integrated trade and investment facilitation mechanisms through the OSS. These interventions will reduce compliance costs, improve product quality and enhance the ability of Zambian exporters to meet regional and international market requirements.

EIF support will also catalyse establishment of institutional systems required to operationalize the OSS, including investor servicing functions, coordination mechanisms, investment tracking systems and investor aftercare processes. By addressing key constraints related to standards, trade facilitation and investment coordination, the programme will reduce risk, improve transparency and create conditions for increased private sector investment in value-added production and export-oriented activities.

4.2.3 Module 3

Module 3: Beef Value Chain and Export Market Diagnostic and Competitiveness Roadmap

Objective: To generate a comprehensive evidence base and investment-grade intelligence on the constraints and opportunities affecting Zambia's participation in regional and international beef markets, while also generating investment intelligence for other priority sectors, including critical minerals, through an integrated assessment of domestic value chain competitiveness, export market requirements and investment readiness.

Catalytic Rationale: EIF catalytic support will generate the strategic and investment-grade intelligence required to guide coordinated public and private sector investment in the beef value chain and its associated by-product industries. By analysing both supply-side constraints and demand-side market requirements, the programme will identify priority reforms, investment needs and capacity gaps necessary to strengthen export competitiveness, improve market readiness and attract investment.

The integrated diagnostic will provide a robust evidence base for development of a competitiveness roadmap, investment prioritisation framework and structured pipeline of investment-ready opportunities. These outputs will directly inform targeted interventions under Module 4, support investor engagement through the Investor One Stop Shop (OSS), and facilitate mobilisation of additional public and private investment in export-oriented sectors.

The module will also contribute to implementation of relevant Trade Policy Review and DTIS Update recommendations by strengthening trade intelligence systems, improving competitiveness diagnostics and identifying opportunities for export diversification and value addition.

Key Outputs: Comprehensive beef value chain ecosystem diagnostic completed and validated; Export market requirements and buyer requirement analysis for priority markets completed; Beef value chain competitiveness and market participation roadmap developed and endorsed; Priority investment opportunities identified, packaged and structured for promotion and financing; Investment profiles and indicative business cases developed for priority opportunities; Scoping assessment of critical minerals trade and investment opportunities completed and used to inform investment pipeline development; Strengthened market intelligence and competitiveness assessment systems supporting export-oriented investment planning.

Priority Interventions: Conduct a comprehensive diagnostic assessment of Zambia's beef value chain, including production systems, aggregation models, processing capacity, logistics infrastructure, veterinary services, standards compliance systems and enterprise export readiness; Conduct enterprise competitiveness diagnostics and assess constraints affecting MSME participation across the value chain and related industries (leather, feed, veterinary products); Analyse bottlenecks related to supply chain coordination, certification services, traceability systems, cold chain logistics and market linkages.

Undertake detailed export market diagnostics covering buyer requirements, pricing structures, standards compliance, SPS requirements and logistics competitiveness; Conduct export market opportunity assessments and assess the competitive positioning of Zambian beef products relative to regional and global exporters; Conduct supply chain and aggregation assessments to identify opportunities for improving market coordination and export readiness.

Identify and prioritise investment gaps and scalable business opportunities across the value chain, including targeted scoping of critical minerals value chain opportunities to inform export diversification and investment pipeline development; Conduct investment opportunity identification and mapping exercises; Develop investment opportunity profiles, investment briefs and indicative business cases for priority interventions; Develop and validate a competitiveness roadmap outlining priority interventions for strengthening export readiness, improving supply chain coordination, enhancing productivity and quality standards, expanding market participation and guiding investment.

Assess opportunities for value addition, processing, logistics upgrading and export-oriented infrastructure development; Conduct cold chain and traceability assessments to support market access and standards compliance; Strengthen market intelligence generation and dissemination systems to support exporters, investors and policymakers.

Indicators: Beef value chain diagnostic completed and validated; Export market and buyer requirement analysis completed for priority markets; Competitiveness roadmap developed, validated and adopted by key stakeholders; Number of priority investment opportunities identified and documented; Number of investment profiles, briefs or business cases developed for investor engagement; Number of competitiveness and market intelligence assessments completed.

Assumptions: Availability of reliable sector data and active participation of stakeholders across the livestock value chain, including producers, processors, exporters and relevant government institutions.

Catalytic Interventions: EIF catalytic support will finance the development of the value chain diagnostic, export market analysis, competitiveness roadmap and investment opportunity identification processes, including development of investment-ready profiles and indicative business cases.

These outputs will serve as strategic planning, export promotion and investment facilitation tools, enabling development of a pipeline of bankable opportunities aligned with market demand and sector priorities. By strengthening the evidence base, improving market intelligence and reducing information asymmetries, the programme will facilitate investor engagement through the OSS and support mobilisation of additional public and private investment in the beef value chain and associated industries.

4.2.4 Module 4

Module 4: Export Promotion, Value Chain Competitiveness and Investment Activation

Objective: To strengthen export competitiveness, market participation and investment in priority value chains through targeted export promotion, enterprise upgrading and investment activation interventions guided by the competitiveness roadmap developed under Module 3.

Catalytic Rationale: EIF catalytic support under this module will translate the findings of the beef value chain diagnostic, export market analysis and competitiveness roadmap into targeted, scalable interventions that strengthen enterprise participation in regional and international markets and generate investment-ready opportunities.

By supporting export readiness, market linkages, enterprise competitiveness upgrading and coordinated export promotion, the programme will enable enterprises to overcome barriers to market entry, improve productivity and strengthen compliance with market requirements. At the same time, targeted interventions will support preparation of bankable opportunities, facilitate access to finance and connect enterprises to investors through structured engagement platforms, including the Investor One Stop Shop (OSS).

Catalytic pilot interventions will demonstrate commercially viable models, reduce key bottlenecks in the value chain and provide proof-of-concept for scaling investment. These interventions will contribute to strengthening value chain integration, improving enterprise performance and accelerating private sector investment in export-oriented activities.

The module will also operationalize key recommendations emerging from the Trade Policy Review and DTIS Update by strengthening export competitiveness systems, improving enterprise readiness and supporting investment mobilisation within priority export-oriented sectors.

Key Outputs: Enterprises supported to achieve export readiness and compliance with regional and international market requirements; Strengthened market intelligence and export promotion systems; Functional aggregation and supply chain coordination systems; Increased linkages between producers, processors and export markets; Productivity, standards compliance and value addition improvements in priority value chains; Demonstrated catalytic pilot solutions addressing key export bottlenecks; Investment-ready opportunities developed, packaged and promoted; Increased access to finance and investment for enterprises in priority value chains; Improved investor engagement, financing linkage and enterprise investment readiness systems.

Priority Interventions: Deliver export readiness training programmes and provide technical support to enterprises to meet export standards and certification requirements; Conduct SME export readiness assessments and enterprise competitiveness diagnostics; Provide standards, SPS compliance and certification coaching support, including HACCP/GMP and export standards training; Support packaging, labelling and product positioning improvements for export-oriented enterprises; Develop and disseminate export readiness toolkits, market intelligence products and guidance materials.

Prepare market intelligence reports and support participation in international trade fairs, buyer–seller missions and export promotion events; Conduct targeted promotional and branding campaigns in priority markets to strengthen visibility and positioning of Zambian beef and related products; Facilitate buyer–seller engagement platforms and structured commercial matchmaking activities; Support enterprises to understand buyer requirements, export documentation procedures and logistics systems associated with regional and international markets.

Support improvements in logistics and distribution systems along key regional trade corridors; Strengthen aggregation systems linking producers to processors and export markets; Facilitate structured supply agreements between producers, processors and buyers; Facilitate enterprise linkages to logistics and distribution service providers; Support productivity, technology upgrading and value addition initiatives in livestock processing and related industries (leather, feed, veterinary products).

Implement small-scale catalytic pilot interventions, including shared-use infrastructure and operational demonstration models, to address critical supply chain bottlenecks; Identify and develop investment-ready opportunities aligned with priority value chains, including agro-based and mineral-based sectors such as critical minerals; Support enterprises to prepare business plans, feasibility studies, investment profiles and bankable project dossiers.

Facilitate investor engagement through trade fairs, investor roundtables, roadshows, buyer–seller missions and OSS-linked investment platforms; Facilitate financing linkages between enterprises, financial institutions, development finance institutions and private investors; Support selected MSMEs and cooperatives to become finance-ready through governance strengthening, investment readiness coaching and business advisory support; Facilitate public–private partnership (PPP) opportunities in value chain infrastructure and services.

Indicators: Number of enterprises achieving export readiness and compliance with market requirements; Number of enterprises accessing new export markets; Number of buyer–seller linkages resulting in commercial transactions; Number of producers integrated into structured aggregation systems; Number of supply agreements established and operational; Number of enterprises adopting improved production, processing, technology or compliance practices; Number of catalytic pilot interventions implemented and demonstrating scalable models; Number of investment-ready opportunities developed and promoted; Number of enterprises accessing external financing (grants, loans, equity); Number of investment deals facilitated; Value of private sector investment mobilised (USD); Number of PPP concepts developed or implemented; Number of enterprises receiving investment readiness and business advisory support.

Assumptions: Active participation of enterprises in export promotion and investment readiness initiatives; sustained demand for Zambian products in target markets; availability of financing from financial institutions and investors; and continued collaboration between government institutions and private sector stakeholders.

Catalytic Interventions: EIF catalytic support will finance targeted export promotion, enterprise competitiveness upgrading, investment preparation, financing linkage facilitation and small-scale pilot interventions designed to address critical bottlenecks in priority value chains.

Collectively, these interventions are expected to unlock private investment, deepen value chain integration, improve enterprise competitiveness and scale commercially viable export-oriented enterprises. By linking enterprise support with investor engagement, financing mechanisms and investment facilitation systems, the programme will catalyse additional investment for scaling export-oriented enterprises, particularly within the beef value chain and associated industries, as well as other priority sectors, including critical minerals.

4.3 Embedded Cross-Cutting Priorities

Cross-cutting priorities, including gender equality, youth inclusion, climate resilience and digital transformation, are systematically integrated across all programme modules. The programme will promote the active participation of women- and youth-led enterprises in export readiness programmes, market development initiatives and value chain upgrading interventions, with progress tracked through disaggregated indicators.

Climate resilience considerations will be embedded within livestock production systems and value chain interventions to enhance the sustainability and reliability of export-oriented supply chains. This includes promoting climate-resilient practices and strengthening the capacity of value chain actors to manage climate-related risks.

Digital technologies will be leveraged to improve access to trade information, strengthen market intelligence systems and enhance coordination among value chain actors. Digital tools will support more efficient dissemination of market requirements, facilitate enterprise participation in export markets and improve overall supply chain efficiency.

These cross-cutting priorities are integrated into programme design, implementation and monitoring frameworks to ensure that trade-led growth contributes to inclusive, resilient and sustainable development outcomes, while enhancing the competitiveness of export-oriented sectors. Detailed implementation measures for gender equality, youth inclusion, climate resilience and digital transformation are presented in Section 5.0 Cross-Cutting Priorities.

5.0 Cross-Cutting Priorities

Gender equality is a central consideration in the implementation of the Country Programme Document. Women play a significant role in Zambia's agricultural and agro-processing sectors, yet they often face structural barriers such as limited access to finance, markets, certification services and productive assets. The programme will promote the participation of women-led enterprises and women producers in export readiness programmes, value chain upgrading initiatives and export promotion activities.

Particular attention will be given to ensuring that women entrepreneurs benefit from capacity-building programmes, market linkages and trade promotion initiatives supported under the programme. Targeted interventions will prioritize women-led enterprises, including enterprises owned or managed by women with disabilities, within export readiness programmes, aggregation systems and market linkage initiatives. Programme monitoring systems will track the participation of women-owned or women-led enterprises to ensure that gender equality objectives are effectively integrated into programme outcomes.

Youth unemployment remains a significant development challenge in Zambia, with many young people facing limited opportunities for productive employment. The programme will promote youth participation in export-oriented value chains by supporting youth-led enterprises and cooperatives to participate in export readiness programmes, value addition initiatives and market development activities. Capacity-building initiatives supported under the programme will encourage youth entrepreneurship in sectors such as livestock processing, agro-processing and trade-related services.

Particular attention will be given to supporting youth-led enterprises, including enterprises owned or managed by young persons with disabilities, to participate in programme-supported activities and opportunities. By strengthening market access and enterprise competitiveness, the programme will contribute to expanding economic opportunities for young people and supporting inclusive economic growth.

Climate variability poses increasing risks to agricultural productivity and supply chain stability in Zambia. The programme will integrate climate resilience considerations into value chain interventions, particularly within the livestock sector. Support for climate-resilient livestock production practices, improved supply chain coordination and sustainable resource management will help reduce vulnerability to climate-related shocks. In addition, efforts to improve logistics systems and supply chain efficiency will contribute to reducing post-harvest losses and improving the sustainability of export-oriented production systems.

Digital technologies present important opportunities for improving trade facilitation, market access and information sharing within export value chains. The programme will support the development and use of digital trade information systems that provide exporters with access to market intelligence, certification requirements and trade procedures. Digital platforms will also be used to strengthen coordination among value chain actors, improve access to trade-related services and enhance transparency in export processes. By promoting digital solutions in trade facilitation and export promotion, the programme will contribute to improving efficiency and expanding opportunities for enterprises to participate in regional and global markets.

6.0 Implementation Arrangements

The implementation of the CPD will be led by the Ministry of Commerce, Trade and Industry (MCTI), which will provide overall strategic direction and ensure alignment with national trade and development priorities. The programme will be implemented through a coordinated, multiinstitutional framework involving key government agencies, private sector stakeholders, development partners and sector-specific institutions.

The National Implementation Unit (NIU), which is already established within MCTI and supported through Government resources, will serve as the central coordinating body responsible for day-to-day programme management, fiduciary oversight, procurement, monitoring and reporting. The NIU structure comprises the Permanent Secretary, who serves as Zambia's EIF Focal Point, and the Director – Foreign Trade, who serves as National Coordinator, together with a Programme and finance Manager and Project and M&E Officer, Procurement Officer, Human Resource Officer, Principal Economist, Accounts Assistant, Office Messenger/Orderly and a Driver. This existing institutional structure provides a strong, government-backed foundation for efficient and accountable programme delivery.

Overall accountability for programme implementation, fiduciary oversight, compliance management and achievement of programme results shall remain with the Government of the Republic of Zambia through the Ministry of Commerce, Trade and Industry and NIU, regardless of the use of consultants, technical service providers, subcontracted entities or implementation support partners. While selected technical activities may be delivered through competitively procured firms or specialized institutions, responsibility for oversight, quality assurance, compliance verification, fiduciary management and reporting shall remain under the authority of the NIU and the established programme governance structures.

The NIU will be responsible for programme planning and coordination across all modules, preparation of annual workplans and budgets, procurement and contract management, financial management, monitoring and evaluation, stakeholder coordination and communication, and risk management and escalation. The Permanent Secretary, as EIF Focal Point, will provide high-level policy guidance, government representation and strategic oversight. The Director - Foreign Trade, as National Coordinator and NIU Coordinator, will provide technical and policy coordination oversight, facilitate inter-institutional implementation, and champion resource mobilisation and investment partnerships with cooperating partners, DFIs and private investors in support of programme objectives. The Programme Manager will support the NIU Coordinator and EIF Focal Point in day-to-day operational management, implementation, follow-up and coordination, and will serve as Secretary to the Project Steering Committee.

Programme implementation will follow a hybrid delivery model. Core functions, including coordination, procurement, financial management and monitoring, will be managed in-house by the NIU. Technical and specialized activities, such as value chain diagnostics, development of the Investor One Stop Shop (OSS), standards and SPS systems strengthening, training delivery and market intelligence, will be delivered through competitively procured consulting firms and service providers under the supervision of the NIU and relevant technical institutions.

All consultants, consulting firms, service providers and subcontracted entities engaged under the programme shall operate under performance-based contractual arrangements with clearly defined deliverables, implementation timelines, reporting obligations and payment milestones linked to verified outputs. The NIU shall maintain responsibility for technical supervision, contract management, deliverable validation and compliance monitoring across all contracted activities. Contract performance will be monitored through periodic technical reviews, progress reporting, deliverable verification procedures and documented acceptance processes to ensure that outputs are delivered within agreed quality standards, timelines and budget parameters.

To strengthen accountability and implementation coherence across multiple technical partners and subcontracted service providers, the NIU will maintain centralized oversight and coordination arrangements covering implementation planning, technical supervision, reporting consolidation, deliverable validation and implementation follow-up across all programme modules. Technical outputs produced by consultants and service providers will be subject to review and validation by the responsible technical institutions and NIU prior to formal acceptance and payment authorization. Coordination and reporting arrangements will also seek to minimize fragmentation of implementation responsibilities and ensure that subcontracted activities remain fully aligned with programme objectives, fiduciary requirements and approved implementation plans.

Implementation will be carried out through a network of key public institutions, including the Zambia Development Agency (ZDA), Zambia Revenue Authority (ZRA), Zambia Bureau of Standards (ZABS), Ministry of Fisheries and Livestock (MFL) and other relevant sector ministries and regulatory agencies. These institutions will contribute to programme delivery through defined technical roles and joint implementation arrangements, rather than direct fund management.

Implementation arrangements will be guided by a results-focused management approach that emphasizes timely execution of activities, delivery within approved budgets and adherence to required quality standards across all programme components.

The Zambia Development Agency will play a central role in investment facilitation and resource mobilisation, including leading the development and operationalization of the Investor One Stop Shop (OSS), managing the investment pipeline, coordinating investor engagement and tracking investment flows. ZRA will support trade facilitation reforms and border coordination, while ZABS and relevant technical agencies will support standards, certification and compliance systems. MFL will provide technical leadership for the beef value chain, including SPS systems and sector coordination.

Private sector actors, including MSMEs, cooperatives, processors, exporters and industry associations, will participate directly in programme activities, particularly in export readiness, value chain upgrading, market linkages and investment opportunities. Sector-based Export Councils will serve as structured public–private platforms, meeting on a quarterly basis to identify constraints, support export promotion and contribute to the development of the investment pipeline.

Procurement will be managed by the NIU through its existing procurement function in accordance with national procurement regulations and EIF guidelines. Annual procurement plans will be aligned with approved workplans, and all contracts will be performance-based, with clear deliverables and reporting requirements. Sub-contracted entities and service providers will be subject to technical and financial oversight by the NIU.

Procurement planning shall be integrated into annual workplans and implementation schedules to support timely delivery and effective coordination of programme activities. Procurement processes will incorporate competitive selection methods, transparent technical and financial evaluation procedures, appropriate market analysis and formal documentation requirements consistent with applicable national procurement regulations and EIF fiduciary standards. Contract management arrangements will include formal deliverable verification procedures, contract performance monitoring, implementation follow-up and documented approval processes prior to payment authorization. The NIU Procurement Function will maintain procurement tracking systems to monitor procurement timelines, contract implementation status and associated implementation risks.

To strengthen implementation efficiency and reduce procurement-related delays, procurement activities will be prioritized and sequenced according to implementation criticality, operational readiness and dependency across programme modules. High-priority procurement packages linked to systems development, baseline assessments, OSS operationalization and core technical assistance activities will be initiated early in the implementation cycle to support timely programme delivery. The NIU will maintain regular procurement progress reviews and coordination meetings with technical teams to monitor procurement timelines, identify bottlenecks and implement corrective measures where necessary. This approach is intended to strengthen procurement predictability, improve coordination between technical and fiduciary functions and support timely execution of programme activities during peak implementation periods.

The Programme shall apply zero-tolerance principles regarding sexual exploitation and abuse (SEA), sexual harassment, fraud, corruption, coercion, discrimination and other prohibited practices. All programme personnel, consultants, contractors, service providers and implementing partners shall be required to adhere to applicable safeguarding, Prevention of Sexual Exploitation and Abuse (PSEA), ethical conduct and anti-harassment standards. Contracts and partnership arrangements financed under the programme will include provisions relating to professional conduct, safeguarding compliance, reporting obligations and applicable escalation procedures. The NIU shall ensure that appropriate reporting, referral and escalation mechanisms are maintained and that any alleged misconduct is managed in accordance with applicable national regulations, EIF accountability frameworks and institutional oversight procedures.

Programme implementation will follow a phased and sequenced approach aligned with institutional readiness, procurement capacity and implementation absorption considerations. Initial implementation arrangements and early workplans will prioritize catalytic preparatory interventions, including baseline studies, governance activation, systems design, early procurement actions, OSS preparatory work and selected quick-win competitiveness activities. Expansion into larger-scale operational activities and investment activation interventions will be progressively sequenced through subsequent annual workplans, procurement cycles and implementation phases based on demonstrated implementation readiness, coordination capacity and programme performance.

Consistent with this phased implementation approach, the initial legal and operational implementation package under the EIF programme will prioritize a limited set of catalytic and implementation-ready activities focused on institutional activation, systems preparation, baseline assessments, early procurement actions and selected quick-win interventions. Expansion into subsequent operational phases, including larger-scale competitiveness, investment activation and enterprise support interventions, will be progressively operationalized through approved annual workplans, procurement sequencing and, where required, subsequent amendments or implementation adjustments based on demonstrated implementation readiness, coordination capacity, fiduciary performance and absorption capacity considerations.

Recognizing the substantial coordination, procurement and implementation workload associated with a multi-sector catalytic programme, the NIU will apply phased procurement scheduling, implementation sequencing and workload prioritization measures to strengthen operational efficiency and reduce implementation bottlenecks. Annual procurement plans and implementation schedules will be regularly reviewed to ensure alignment between programme ambitions, institutional absorption capacity and available implementation support resources. Where necessary, additional technical backstopping and specialized implementation support may be mobilized to strengthen delivery capacity during peak implementation periods.

Given the substantial procurement, coordination and implementation workload associated with the programme's peak operational phases, particular attention will be given to procurement absorption capacity and implementation sequencing throughout programme delivery. The NIU will apply phased procurement scheduling, prioritization of critical procurement packages, staggered implementation timelines and periodic procurement readiness reviews to ensure that procurement processes remain aligned with available technical, fiduciary and operational capacity.

Procurement packaging approaches will also be designed to balance implementation efficiency with realistic contract management capacity and market responsiveness. Where implementation pressures increase during peak delivery periods, additional technical backstopping, short-term implementation support or adjusted sequencing measures may be introduced through annual work planning processes to reduce bottlenecks and maintain delivery quality.

Subcontracted technical services and specialized implementation support arrangements will be utilized selectively for activities requiring highly specialized expertise, technical studies, systems development, standards support, market analysis, training delivery or investment facilitation services. Selection of subcontracted entities will follow competitive and transparent procurement procedures. All subcontracted arrangements will operate under clearly defined scopes of work, performance indicators, reporting obligations and deliverable verification requirements subject to supervision and oversight by the NIU and relevant technical institutions.

To ensure effective coordination and accountability, the programme will operate through structured governance and escalation mechanisms. Technical issues will be addressed at the

NIU level in coordination with implementing partners; operational bottlenecks will be escalated to the Programme Manager; and strategic or policy issues will be escalated to the Project Steering Committee. The PSC will meet annually to review progress, approve workplans and budgets, and provide strategic guidance.

Development partners and financial institutions will be engaged as strategic partners in technical assistance, co-financing and investment mobilisation, particularly in scaling EIF-supported interventions and financing priority investment opportunities. A detailed mapping of institutional roles, responsibilities and functions is provided in Annex 10.

The Zambia implementation model for this Country Programme Document combines catalytic investment logic with disciplined programme management. EIF resources will be concentrated on the highest-impact constraints to export growth, including system reforms, competitiveness upgrading, enterprise readiness and investment pipeline development. Delivery across all programme components will be guided by the principle of timely implementation, within approved cost, and to the required quality standard. Through this approach, the programme seeks to convert limited catalytic financing into measurable, scalable and sustainable economic results.

7.0 Fiduciary and Financial Management

The programme adopts a risk-based fiduciary management approach designed to strengthen transparency, accountability, operational integrity and effective oversight across all programme activities.

The following section describes the fiduciary and financial management arrangements that will ensure the transparent, accountable, efficient and strategic use of EIF resources throughout programme implementation. Financial management of the Country Programme Document will be carried out in accordance with the operational guidelines, fiduciary standards and reporting requirements of the Enhanced Integrated Framework (EIF), as well as applicable national public financial management regulations.

The programme adopts a risk-based fiduciary management approach designed to strengthen transparency, accountability, operational integrity and effective oversight across all programme activities. Fiduciary and operational risks associated with procurement, consultant and subcontractor management, financial reporting, implementation coordination, safeguarding compliance, contract performance and programme delivery will be systematically identified, monitored and managed throughout implementation.

The fiduciary arrangements, oversight mechanisms and mitigation measures described in this CPD are informed by the EIF fiduciary capacity assessment process conducted by the Trust Fund Manager. The assessment identified key institutional, operational and fiduciary capacity considerations requiring continued strengthening during implementation, particularly in the areas of procurement planning, contract management, financial oversight, reporting quality and implementation coordination. In response, the programme incorporates a combination of risk-based controls, phased implementation measures, technical support and targeted capacity-strengthening actions designed to progressively reinforce institutional systems, strengthen compliance and reduce operational and fiduciary risks throughout the implementation period.

Particular attention will also be given to operational fiduciary risks associated with multi-stakeholder coordination, implementation sequencing and reliance on external technical service providers for specialized activities. Delays in coordination, weak contract supervision, fragmented implementation follow-up or overdependence on external consultants may affect implementation efficiency, reporting quality, procurement performance and timely delivery of programme outputs. To mitigate these risks, the programme will apply strengthened implementation monitoring arrangements, periodic coordination reviews, phased procurement scheduling, deliverable-based contract management and enhanced technical supervision by the NIU and participating institutions. Institutional participation, knowledge transfer and implementation ownership measures will also be integrated into technical assistance arrangements to strengthen long-term sustainability and reduce dependency risks throughout implementation.

In practice, this approach will be operationalized through a combination of preventive controls, regular monitoring mechanisms and institutional oversight arrangements embedded within programme implementation processes. Annual work plans, budgets and procurement plans will be prepared and reviewed by the National Implementation Unit (NIU) and validated by the Project Steering Committee to ensure alignment between planned activities, procurement actions and available resources. Procurement and consultant selection processes will be conducted in accordance with national procurement regulations and EIF requirements, with clear documentation, evaluation procedures, approval workflows and contract monitoring arrangements maintained for all procurement and contracting activities.

Financial oversight will include regular budget monitoring, quarterly financial reporting, reconciliation of expenditures, verification of supporting documentation, dual-signatory approval arrangements and periodic internal and external reviews, in line with national public financial management regulations and EIF fiduciary requirements. The programme will also strengthen internal controls through improved procurement and financial tracking systems, enhanced documentation procedures and targeted fiduciary capacity-building support for the NIU.

Implementation oversight will be ensured through regular technical and financial progress reviews conducted by the NIU, periodic supervision and implementation support missions, and semi-annual review meetings of the Project Steering Committee. Risks and implementation bottlenecks identified during implementation will be recorded in the programme risk register and followed up through agreed mitigation actions, timelines and responsibilities.

With regard to consultant and subcontractor management, all contracts will include clear deliverables, reporting obligations, timelines, performance monitoring provisions and compliance requirements, including safeguarding and PSEA obligations where applicable. Contractor and consultant performance will be monitored by the responsible technical leads within the NIU, with deliverables subject to technical validation prior to approval of payments.

Safeguarding and compliance risks, including Protection from Sexual Exploitation and Abuse (PSEA), will be addressed through mandatory codes of conduct, inclusion of PSEA clauses in contractual arrangements, awareness measures for personnel and service providers, and the establishment of reporting and referral procedures consistent with EIF and national requirements. Where third-party implementation arrangements are introduced, the programme will apply additional due diligence, fiduciary screening and oversight measures proportionate to the level of risk identified.

This risk-based fiduciary management approach will remain adaptive throughout implementation, with mitigation measures regularly reviewed and adjusted based on monitoring findings, fiduciary assessments, audit recommendations and implementation performance.

The NIU will establish a structured mechanism for the implementation, monitoring and follow-up of audit findings and recommendations arising from internal reviews, external audits, fiduciary assessments and implementation support missions. Following each audit or review exercise, the NIU will prepare a management action plan detailing the agreed corrective actions, responsible focal points, implementation timelines and reporting requirements for each recommendation. Progress against these actions will be tracked through a dedicated audit recommendation tracking matrix maintained by the NIU and reviewed on a regular basis by programme management and the Project Steering Committee.

Implementation of audit recommendations will be integrated into the programme's overall risk management and monitoring framework to ensure that identified weaknesses are addressed in a timely and systematic manner. Particular attention will be given to recommendations related to procurement controls, financial management procedures, safeguarding and PSEA compliance, contract management, reporting quality and internal oversight mechanisms. The NIU will also ensure that corrective actions requiring institutional strengthening or capacity-building are incorporated into annual work plans and technical assistance activities where appropriate.

Follow-up on outstanding recommendations will form part of periodic implementation review meetings and fiduciary monitoring exercises. Evidence of implementation, including revised procedures, training records, updated templates, approvals or system improvements, will be documented and retained for verification purposes. This approach will help ensure continuous improvement of fiduciary systems, strengthen accountability and reduce the recurrence of control weaknesses during programme implementation.

The Ministry of Commerce, Trade and Industry, through the National Implementation Unit (NIU), will be responsible for the day-to-day financial management of programme resources, including budgeting, accounting, financial reporting, maintenance of supporting documentation and oversight of programme expenditures. The NIU will maintain adequate financial management capacity, including qualified finance personnel, internal financial procedures and appropriate record-keeping systems necessary for effective programme implementation.

Programme funds will be managed through designated project bank accounts, one in USD and one in local currency, established exclusively for programme operations. Appropriate banking controls, including dual signatory arrangements and restricted access to project accounts, will be maintained to strengthen financial oversight and reduce fiduciary risk. Monthly bank reconciliations will be prepared and reviewed on a regular basis to ensure the accuracy, completeness and reliability of financial records.

To further strengthen fiduciary oversight, financial accountability and operational efficiency, the programme will support the implementation of an appropriate accounting and financial management software system for project financial administration and reporting. The system will enhance the reliability, accuracy, timeliness and traceability of financial information and will support improved budget monitoring, expenditure control, financial reporting, document management and audit trail requirements. The introduction of a dedicated financial management system will also contribute to strengthening internal controls, reducing manual processing risks and improving compliance with EIF fiduciary and reporting standards.

Appropriate internal control mechanisms and segregation of duties will be maintained across key financial management functions, including authorization, payment processing, accounting, bank reconciliation and financial review. All expenditures charged to the programme will be supported by appropriate documentation, processed in accordance with approved procedures and verified against approved budget lines and eligible expenditure requirements.

The programme shall apply zero-tolerance principles regarding fraud, corruption, collusion, coercion, obstruction, conflict of interest and misuse of programme resources. Appropriate internal control and accountability measures will be maintained to strengthen transparency, integrity and segregation of duties across procurement, financial management, contract administration and payment authorization processes. In practice, this will include the application of dual-signatory approval requirements for financial transactions, documented procurement and payment approval workflows, separation of technical, procurement and financial review functions, and maintenance of complete supporting documentation for all programme expenditures and contractual decisions. Procurement evaluations and contract awards will be conducted through formally designated evaluation committees in accordance with applicable national procurement regulations and EIF procedures, with records retained to ensure traceability and auditability. Regular financial reconciliations, budget monitoring reviews, spot checks and periodic internal and external audits will also be undertaken to verify compliance with applicable fiduciary requirements and identify potential control weaknesses at an early stage.

All personnel, consultants, contractors and implementing partners engaged under the programme shall be required to disclose any actual, potential or perceived conflicts of interest associated with programme implementation. Procurement and contract management processes will incorporate appropriate safeguards to prevent undue influence, non-competitive practices, preferential treatment and other prohibited practices inconsistent with applicable national regulations and EIF fiduciary standards. To operationalize these requirements, conflict of interest declaration forms will be completed by personnel involved in procurement, evaluation, recruitment and contract management processes prior to participation in decision-making activities. Consultants, service providers and implementing partners will also be required to confirm compliance with ethical standards and contractual integrity provisions as part of contractual documentation. Procurement notices, evaluation criteria and selection procedures will be documented and applied consistently to ensure transparency and fairness. Where a real or perceived conflict of interest is identified, the concerned individual will be recused from the relevant process and appropriate mitigation measures will be documented and applied by the NIU.

Any suspected fiduciary irregularities, prohibited practices or breaches of ethical conduct will be reported, documented and managed in accordance with applicable national accountability frameworks, EIF oversight procedures and relevant investigative and disciplinary mechanisms. The NIU will maintain confidential reporting channels and ensure that concerns raised by programme personnel, contractors, beneficiaries or stakeholders are formally recorded and reviewed in a timely manner. Reported cases will be subject to preliminary assessment and, where required, escalation to the appropriate national authorities, oversight bodies, EIF governance structures or investigative mechanisms in accordance with established procedures.

Corrective and disciplinary actions, including recovery measures, contract termination, suspension of activities or referral for investigation, will be applied where warranted. The NIU will also maintain a register of reported incidents and follow-up actions to support oversight, institutional learning and strengthened risk mitigation throughout programme implementation.

Annual workplans and budgets will guide the allocation and utilization of programme resources. These workplans and budgets will be prepared by the NIU in consultation with participating institutions and approved by the Project Steering Committee (PSC). Budget execution, commitments, exchange rates and financial variances will be monitored regularly to ensure that expenditures remain aligned with approved budgets, implementation priorities and programme objectives. The PSC will provide strategic fiduciary oversight through periodic review of financial performance, procurement implementation, audit findings and programme risks.

Procurement of goods, services and consultancies financed under the programme will be conducted in accordance with applicable national procurement regulations and EIF procurement requirements, ensuring transparency, fairness, effective competition and value for money. Procurement processes will be appropriately documented and subject to internal review and oversight mechanisms, including management of potential conflicts of interest.

Procurement and contract management arrangements will be guided by principles of economy, efficiency, transparency, fairness, value for money and effective competition. Procurement processes will include procurement planning, market assessment, technical and financial evaluation, formal contract administration procedures and documented deliverable validation mechanisms prior to payment approval.

Contract implementation and consultant performance will be monitored through periodic progress reviews, technical supervision arrangements, reporting obligations and formal acceptance procedures to ensure that programme outputs meet agreed quality standards and implementation timelines. The NIU will maintain procurement and contract monitoring systems to strengthen implementation tracking, reduce delays and support effective management of procurement-related risks.

The programme shall ensure compliance with applicable safeguarding, Prevention of Sexual Exploitation and Abuse (PSEA), anti-harassment and ethical conduct standards across all programme-financed activities. All contracts, partnership agreements and service arrangements financed under the programme will incorporate provisions relating to safeguarding obligations, professional conduct, reporting requirements and applicable escalation procedures.

The NIU will maintain appropriate reporting and escalation mechanisms to address allegations of misconduct, harassment, exploitation or safeguarding violations involving programme personnel, consultants, contractors or implementing partners. Awareness and compliance measures relating to safeguarding and ethical conduct will be integrated into programme implementation and oversight arrangements.

Financial monitoring and reporting will be conducted in accordance with EIF Phase Three reporting requirements. Regular financial reports will be submitted to the EIF Trust Fund Manager and will provide information on financial performance, budget execution, commitments and implementation progress. Financial records and supporting documentation will be maintained to ensure full traceability and audit trail of programme expenditures.

To strengthen fiduciary accountability, the programme will apply risk-based financial management and oversight measures. Fiduciary risks, including risks related to misuse of funds, weak internal controls, procurement irregularities, ineligible expenditures and implementation delays, will be periodically assessed and monitored by the NIU and the PSC. Corrective and mitigation measures will be implemented as necessary to address identified risks and strengthen programme delivery.

Where applicable, an asset and inventory management system will be maintained to record, track, safeguard and periodically verify all programme-funded assets procured through EIF resources. Asset management procedures will include acquisition controls, asset tagging, inventory registration, custody assignment, periodic physical verification, maintenance arrangements, transfer procedures and disposal controls consistent with applicable national regulations and EIF requirements.

Programme-funded equipment and digital systems provided to beneficiary institutions or programme-supported entities will remain subject to documented ownership, transfer and accountability arrangements. Appropriate measures will be applied to strengthen sustainability, operational maintenance and continued utilization of programme-supported assets beyond the implementation period.

To ensure financial accountability and compliance with fiduciary standards, the programme will be subject to annual independent external audits conducted in accordance with internationally recognized auditing standards. Audit findings and recommendations will be reviewed by the PSC and management responses and corrective actions will be monitored to ensure timely implementation of agreed recommendations.

Audit findings and recommendations will be monitored through formal management action plans coordinated by the NIU and reviewed periodically by the Project Steering Committee (PSC). Corrective actions arising from internal reviews, audit observations or fiduciary assessments will be tracked to ensure timely implementation and resolution.

Significant fiduciary issues, unresolved audit findings, suspected irregularities or material implementation risks will be escalated through established government and EIF oversight mechanisms in accordance with applicable reporting and accountability requirements. The programme will maintain appropriate documentation and follow-up systems to support audit transparency, institutional learning and continuous strengthening of fiduciary controls.

Through these financial management and fiduciary arrangements, the programme will ensure that EIF resources are managed efficiently, transparently and in full compliance with established financial management, accountability and oversight standards. These arrangements will support timely implementation, cost discipline, value for money and quality delivery of programme results.

8.0 Monitoring, Evaluation and Learning (MEL)

This section presents the monitoring, evaluation and learning framework that will guide performance tracking, accountability and adaptive programme management.

The monitoring, evaluation and learning (MEL) framework for the Country Programme Document will ensure systematic tracking of programme implementation, results and impacts in accordance with EIF Phase Three guidelines. The framework will be anchored in the programme's results framework and logframe, which define the indicators, baselines, targets and means of verification used to measure progress toward programme objectives.

The National Implementation Unit within the Ministry of Commerce, Trade and Industry will be responsible for coordinating monitoring and evaluation activities and ensuring that programme performance is tracked regularly. Monitoring systems will collect data on programme outputs, outcomes and cross-cutting indicators including gender participation, youth engagement and enterprise participation in export readiness programmes.

A baseline study will be conducted at the beginning of programme implementation to establish reference values for key indicators. This baseline will provide the foundation for measuring changes in export competitiveness and market participation, enterprise participation in export markets and improvements in trade-related systems over the course of the programme.

Progress monitoring will be conducted through regular reporting from implementing partners, field monitoring visits and review of programme performance indicators. The National Implementation Unit will prepare periodic progress reports summarizing implementation achievements, challenges encountered and lessons learned during programme implementation.

To ensure independent assessment of programme performance, the CPD will include both a mid-term evaluation and a final evaluation. The mid-term evaluation will assess progress toward programme outcomes and identify areas where adjustments may be required to improve programme effectiveness. The final evaluation will assess the overall impact of the programme and identify lessons that can inform future trade-related interventions.

Learning and knowledge-sharing will form an integral part of the programme's monitoring framework. Lessons generated through programme implementation will be documented and shared with government institutions, private sector stakeholders and development partners involved in trade development initiatives. This learning process will help strengthen institutional knowledge on export competitiveness and market participation interventions and catalyse the scaling up of successful approaches beyond the duration of the programme. The MEL framework is provided in Annex 5.

9.0 Communication Plan

The communications approach for the CPD is designed to ensure systematic visibility of programme results, promote transparency and accountability, and support knowledge sharing at national, regional and global levels. In line with EIF Phase Three guidance, communications will focus not only on programme activities but on demonstrating tangible results, impacts and lessons learned.

The programme will prioritize the communication of key outcomes, including improvements in export competitiveness, increased participation of MSMEs in regional and international markets, investment mobilisation in priority value chains and the impact of trade facilitation and standards interventions. Success stories, case studies and evidence-based results will be documented and disseminated to highlight the programme's contribution to trade-led economic transformation.

Communication efforts will be implemented through a combination of national and international channels. At the national level, the programme will utilize government and partner platforms, including official websites, social media channels, newsletters, policy briefs and media engagement, to reach stakeholders and the general public. These channels will be used to regularly share updates, results and success stories.

At the international level, the programme will work closely with the EIF Country Coordinator to share key results, lessons learned and communication materials with the EIF Executive Secretariat. This will enable the Secretariat to amplify Zambia's achievements through EIF global platforms, knowledge products and communication channels.

All communication outputs will ensure appropriate visibility and acknowledgement of the Enhanced Integrated Framework, the Government of Zambia and all implementing and financing partners, in accordance with EIF branding and visibility guidelines.

To support the implementation of the communications strategy, a total of USD 20,000 has been allocated within the programme budget. These resources will be used to support the development of communication materials, documentation of results and success stories, media engagement, digital content creation and dissemination through national and international platforms.

Communications will place particular emphasis on showcasing measurable results, beneficiary stories and catalytic investment outcomes through national channels and EIF global platforms. A detailed Communications Plan, including target audiences, key messages, communication channels and responsibilities, is provided in Annex 6, in line with the EIF communications template.

Through this structured and results-oriented approach, the programme will ensure effective communication of achievements, strengthen stakeholder engagement and enhance the visibility of EIF-supported interventions.

10.0 Risk Management and Mitigation

This section outlines the risk management framework that will guide the identification, monitoring and mitigation of potential risks affecting programme implementation.

The implementation of the Country Programme Document (CPD) may be influenced by a range of political, economic, social, environmental and operational risks that could affect programme performance and the achievement of intended results. The programme adopts a structured risk management approach that identifies key risks, assesses their likelihood and potential impact, and integrates targeted mitigation measures into programme design and implementation.

Political and institutional risks may arise from changes in government priorities, institutional capacity constraints and limited coordination among implementing institutions. These risks could affect the timely implementation of reforms, the effectiveness of trade facilitation systems and the operationalization of key programme instruments, including the Investor One Stop Shop (OSS). Mitigation measures include strong national ownership under the leadership of the Ministry of Commerce, Trade and Industry, the establishment of structured coordination mechanisms such as the Project Steering Committee and sector-based Export Councils, and clearly defined institutional roles and responsibilities supported by the National Implementation Unit (NIU).

Economic and macroeconomic risks include fluctuations in global commodity prices, exchange rate volatility and shifts in regional and international market demand, which may affect export competitiveness and investor confidence. While these factors are largely outside the direct control of the programme, mitigation measures include promoting export diversification, strengthening enterprise competitiveness, improving market intelligence systems and supporting investment readiness to reduce risk and enhance the resilience of export-oriented sectors.

Social and inclusion risks relate to the potential exclusion of women- and youth-led enterprises, as well as smaller producers, from programme benefits and investment opportunities. To address these risks, the programme integrates inclusive targeting mechanisms, promotes participation of underrepresented groups across value chains and ensures that monitoring systems capture disaggregated data to track inclusion outcomes.

Environmental and climate-related risks may affect programme outcomes, particularly within the livestock value chain. Climate variability, drought conditions and animal health challenges may influence production levels, supply chain stability and compliance with export standards. The programme will mitigate these risks by promoting climate-resilient livestock production practices, strengthening veterinary and sanitary systems, and supporting improved supply chain coordination to enhance resilience to environmental shocks. Additional risks relate to constraints in export readiness within the beef value chain, including SPS compliance, traceability systems, cold chain logistics and certification capacity. These will be addressed through targeted interventions under Modules 2 and 4, in coordination with relevant sector institutions.

Operational and implementation risks may arise from institutional capacity constraints, delays in procurement processes, coordination challenges among multiple stakeholders, and slower-than-expected development or utilisation of the Investor One Stop Shop (OSS). There is also a risk that anticipated private sector investment in priority value chains may not materialize at the expected scale. These risks will be mitigated through phased implementation, strengthened procurement planning, clear institutional responsibilities, targeted capacity-building, proactive stakeholder engagement, and strengthened investment pipeline development supported under Modules 3 and 4.

In addition, the programme's fiduciary oversight approach will be informed by the findings of the EIF fiduciary assessment process. The fiduciary arrangements and mitigation measures reflected in the programme design have been informed by the EIF fiduciary capacity assessment process and will continue to be strengthened through implementation support, monitoring and targeted capacity-building measures where required.

Fiduciary risks may arise from:

1) Weaknesses in procurement planning and oversight, contract management, financial controls, reporting arrangements, safeguarding systems, and the management of third-

party engagements. While the National Implementation Unit (NIU) operates within Zambia's established public financial management and procurement frameworks and has demonstrated a positive track record in implementing EIF-funded activities, the EIF fiduciary capacity assessment identified several areas requiring further strengthening to support the effective implementation of EIF Phase III.

2) Delays in procurement and contract execution, limited formalization of internal authorization and control processes, reliance on manual and Excel-based financial and procurement tracking systems, insufficient institutionalization of PSEA procedures, and limited experience in managing multiple funding streams and more complex implementation arrangements. Additional risks relate to the potential introduction of sub-implementing partners or expanded stakeholder engagement under EIF Phase III, which may increase fiduciary, operational and safeguarding exposure.

To mitigate these risks, the programme will apply strengthened fiduciary oversight and compliance measures throughout implementation. Procurement processes will follow both national regulations and EIF requirements and will be supported through annual procurement planning, strengthened documentation and tracking systems, and enhanced contract management and monitoring arrangements.

Financial management controls will include regular reconciliations, segregation of duties, dual signatory arrangements, periodic financial reporting, external audits, and progressively strengthened internal control procedures aligned with national public finance management regulations. The programme will also support capacity-building measures to strengthen financial management systems, procurement planning, and multi-donor compliance capacity within the NIU.

Safeguarding and Protection from Sexual Exploitation and Abuse (PSEA) risks will be mitigated through the development and operationalization of NIU-specific PSEA procedures, mandatory awareness and training measures, inclusion of PSEA clauses and codes of conduct in procurement and contractual arrangements, and the establishment of reporting and referral mechanisms. Implementation oversight will be strengthened through regular monitoring by the NIU, review by the Project Steering Committee, periodic implementation support missions, and ongoing fiduciary monitoring by EIF and UNOPS in accordance with EIF Phase III SoPs and Quality-at-Entry requirements.

These mitigation measures have been designed in direct response to the findings and recommendations of the EIF fiduciary capacity assessment process, including identified actions related to procurement planning, internal controls, financial systems strengthening, PSEA operationalization, contract management, and oversight arrangements. The programme will continue to monitor fiduciary risks throughout implementation and adapt mitigation measures as necessary to ensure compliance, accountability, transparency and effective use of programme resources.

The National Implementation Unit (NIU), under the leadership of the Programme Manager, will be responsible for coordinating risk management. The risk matrix will be treated as a living document, reviewed on a semi-annual basis or as required. Risk monitoring will be integrated into the programme's Monitoring, Evaluation and Learning (MEL) framework, with regular reporting through progress reports and review by the Project Steering Committee. This adaptive approach will enable timely identification and mitigation of emerging risks.

Through this structured and adaptive risk management approach, the programme seeks to minimize potential disruptions, strengthen resilience and ensure that programme interventions effectively translate into export growth, investment mobilisation and inclusive economic outcomes. A detailed Risk Management Matrix is provided in Annex 7.

11.0 Value for Money (VFM)

The programme's Value for Money approach will be guided by the EIF VfM principles of Economy, Efficiency, Effectiveness and Equity, ensuring that resources are allocated strategically to maximise catalytic impact, institutional strengthening and investment mobilisation outcomes.

This section explains how EIF catalytic resources will be utilized efficiently to maximize development impact and ensure strong value for money throughout programme implementation.

The programme has been designed to ensure that EIF catalytic resources are deployed in a manner that maximizes development impact while maintaining efficiency, transparency and accountability. In line with national leadership priorities, implementation will be guided by the practical principle of delivering results in a timely manner, within cost and to the required quality standard. This principle complements internationally recognized value for money dimensions of economy, efficiency, effectiveness and equity.

Given the catalytic nature of EIF financing, the programme will prioritise interventions with the highest potential for systemic impact, investment leverage and sustainability, while avoiding fragmentation and duplication with existing initiatives and partner-supported programmes.

The principle of **economy** is reflected in the programme's use of existing national institutional structures for implementation. The Ministry of Commerce, Trade and Industry, through the National Implementation Unit, will manage programme implementation using established administrative, procurement and financial management systems. Administrative and operational costs will be managed prudently to maximize the proportion of EIF resources directed toward programme delivery and beneficiary-facing interventions. This approach avoids the creation of parallel structures and ensures that programme resources are directed primarily toward programme delivery, technical assistance and beneficiary support.

Efficiency is further strengthened through the programme's modular design, which ensures complementarity across interventions. Institutional strengthening, trade and investment facilitation, competitiveness upgrading and investment mobilisation activities are structured to reinforce one another, enabling outputs across the four modules to contribute collectively to programme outcomes. Close coordination among implementing institutions, annual workplans, procurement scheduling and regular progress reviews will help ensure that activities are delivered on time and that resources are utilized productively.

Operational efficiency will also be strengthened through phased procurement planning, coordinated implementation scheduling and performance-based contract management arrangements designed to optimize resource utilization and reduce implementation delays. Procurement approaches will prioritize competitive selection methods, realistic costing, appropriate packaging of procurement requirements and transparent evaluation procedures to ensure cost-effectiveness and quality delivery across programme interventions.

In operational terms, efficiency gains will be achieved through consolidated procurement planning, coordinated scheduling of technical activities, clustering of workshops and stakeholder consultations, standardized procurement and reporting templates, and integration of implementation milestones across programme modules. The programme will also prioritize the use of existing institutional structures, shared coordination platforms and national technical expertise to reduce duplication of functions and transaction costs. Performance-based contracting arrangements, phased implementation scheduling and periodic implementation reviews will further support timely delivery, early identification of bottlenecks and more efficient utilization of programme resources throughout implementation.

Contract management arrangements will incorporate implementation milestones, deliverable verification procedures, performance monitoring mechanisms and formal acceptance processes to strengthen accountability, delivery discipline and value realization throughout implementation.

The programme's implementation approach has been designed to align operational ambition with institutional implementation capacity and absorptive realities. Programme activities and expenditure flows will be sequenced progressively, with initial implementation phases focusing on institutional readiness, governance activation, procurement preparation, systems development and catalytic preparatory interventions before scaling operational delivery activities during subsequent implementation phases.

This phased implementation model is intended to strengthen delivery quality, reduce implementation bottlenecks, improve coordination efficiency and support more effective utilization of EIF catalytic resources during peak implementation periods.

Procurement processes will incorporate value for money principles through competitive selection, transparent evaluation criteria, appropriate market analysis and cost benchmarking to ensure optimal use of programme resources. Procurement planning and contract management arrangements will support timely delivery, quality assurance and cost-effective implementation across programme interventions.

Financial and operational performance will be systematically monitored through defined cost-efficiency and delivery indicators, including budget execution rates, unit costs, implementation timelines and resource utilization metrics. This will enable regular assessment of value for money performance and support timely corrective actions to improve efficiency throughout programme implementation.

The programme will apply an adaptive management approach whereby financial and operational performance data will be periodically reviewed to inform decision-making, resource allocation and implementation adjustments. This will enable timely corrective actions, re-prioritization of activities where necessary, and continuous optimization of programme performance to enhance value for money.

The principle of **effectiveness** is reflected in the programme's focus on clearly identified constraints affecting Zambia's participation in regional and global markets. By strengthening standards compliance systems, improving trade facilitation, operationalizing the Investor One Stop Shop, supporting export readiness and promoting market linkages, the programme seeks to generate measurable improvements in enterprise competitiveness, export growth and investment attraction.

The principle of **equity** will be promoted through targeted support to MSMEs, smallholder-linked value chains and underserved market actors, ensuring that programme benefits are distributed inclusively across priority sectors and beneficiary groups.

Quality assurance will be embedded throughout implementation to ensure that outputs are technically sound, fit for purpose and responsive to beneficiary needs. Terms of reference, procurement specifications, technical supervision, stakeholder validation processes and results monitoring will be used to maintain the required quality standards across all programme interventions.

The programme is also designed to achieve catalytic impact by using EIF resources strategically to unlock additional investment and support broader sector development. Interventions such as the beef value chain diagnostic, competitiveness roadmap, OSS platform, enterprise upgrading support and pilot catalytic investments will generate strategic intelligence, reduce market barriers and demonstrate viable models for scale-up in export-oriented sectors.

The programme is expected to deliver high catalytic returns on EIF investment by leveraging USD 3.5 million in EIF resources to help mobilise significantly larger volumes of public and private financing. By focusing on upstream system strengthening, investment pipeline development and targeted catalytic interventions, the programme is expected to contribute to the mobilisation of additional public and private investment of USD 30 million in priority value chains over the implementation period.

This investment mobilisation pathway will be supported through a combination of investment pipeline development, OSS-facilitated investor engagement, enterprise investment readiness support, buyer–seller matchmaking, catalytic pilot interventions and structured engagement with development finance institutions, commercial financial institutions and private investors.

The programme's diagnostics, competitiveness assessments and investment opportunity mapping activities are expected to generate bankable investment concepts and reduce information asymmetries affecting investment decisions in priority value chains. EIF catalytic resources will therefore function primarily as risk-reduction and market-enabling financing designed to improve investor confidence, strengthen project preparation and facilitate the conversion of commercially viable opportunities into financed investments.

This leverage effect reflects the programme's strategic focus on reducing investment risk, improving market systems and generating bankable opportunities, ensuring that EIF resources deliver sustained impact beyond the programme lifecycle. By strengthening national systems and institutional capacities, the programme seeks to ensure that programme benefits and operational improvements are sustained beyond the period of EIF financing. Through this approach, the CPD maximizes value for money by converting limited catalytic financing into timely, cost-effective, high-quality and sustainable economic outcomes.

12.0 Partnership and Resource Mobilization

The CPD adopts a structured and operational resource mobilisation approach designed to leverage EIF catalytic financing to mobilize additional public and private sector investment in export-oriented sectors.

Recognizing the limited availability of confirmed co-financing at the design stage, the programme emphasizes progressive resource mobilisation during implementation, anchored in a clearly defined investment pathway, targeted engagement mechanisms and institutional coordination platforms.

The programme's resource mobilisation strategy is based on three mutually reinforcing pillars:

1. Leveraging EIF Catalytic Financing: EIF resources will finance upstream catalytic interventions aimed at addressing systemic constraints affecting export competitiveness and investment readiness. These include strengthening trade governance systems, improving standards and certification capacity, enhancing trade facilitation systems and supporting enterprise export readiness.

By reducing regulatory, coordination and compliance risks, these interventions will improve the investment environment and unlock commercially viable opportunities for private and public investment. EIF resources will therefore focus on enabling systems and catalytic pilots, while downstream investments will be mobilized from public and private partners.

2. Development of an Investment Pipeline: The programme will generate a structured pipeline of investment-ready opportunities through the diagnostic and competitiveness roadmap developed under Module 3.

This pipeline will include: Bankable investment concepts across the beef value chain and associated industries; Identification of supply chain gaps and scalable business models; Prioritized investment opportunities with indicative financing requirements.

These outputs will be translated into investment briefs, feasibility summaries and sector opportunity profiles to facilitate engagement with investors and development partners.

3. Strategic Partner Engagement and Co-Financing: The programme will actively engage development partners, financial institutions and private investors to mobilize co-financing for scaling EIF-supported interventions.

Engagement will be structured around: Investor roundtables and targeted engagement forums; Integration of investment promotion into trade fairs and buyer - seller missions; Public - private dialogue platforms, particularly through Export Councils; Alignment of EIF-supported interventions with ongoing partner programmes.

The programme will engage with a broad range of partners, including: Development Finance Institutions (DFIs): Supporting large-scale investments in agro-processing, logistics and value chain infrastructure; Multilateral and bilateral partners: Supporting trade facilitation, private sector development and agricultural transformation; Private sector investors: Including processors, exporters and agribusiness firms investing in value addition and export markets; Financial institutions: Including commercial banks and impact investors providing enterprise-level financing; Public institutions: Including sector ministries and agencies aligning national programmes and co-financing opportunities.

The programme will also engage the local Funding Partner Facilitator and relevant cooperating partners to align EIF-supported interventions with broader trade, private sector development and value chain investment initiatives.

While financing commitments are not secured at the design stage, the programme prioritizes early-stage engagement and pipeline development to convert identified opportunities into financed investments.

To ensure continued relevance and responsiveness to evolving trade and investment priorities, the PAM will be subject to periodic review and updating throughout programme implementation. These reviews will provide an opportunity to assess emerging opportunities, implementation lessons, changes in the policy and regulatory environment, market developments, investment trends and recommendations arising from future Trade Policy Reviews or other national trade diagnostics.

Where necessary, adjustments to the PAM will be made through established programme governance mechanisms to ensure that programme interventions remain aligned with national priorities, stakeholder needs and evolving trade and investment dynamics. This adaptive approach will strengthen programme effectiveness, support resource mobilisation efforts and enhance the long-term relevance and sustainability of EIF-supported interventions.

To operationalize the resource mobilisation strategy, the programme will deliver: Development of investment briefs and bankable project profiles; Establishment of an investment pipeline database linked to programme interventions; Organization of investor roundtables, pitch events and engagement forums; Integration of investment promotion into trade fairs and buyer–seller missions; Facilitation of public–private partnerships (PPPs) in priority value chains; Coordination with development partners to align EIF-supported interventions with existing financing programmes; Establishment of Export Councils as platforms for investment identification and promotion.

These activities will be integrated into annual workplans and monitored through the programme's MEL framework.

The programme adopts a structured investment pathway linking EIF interventions to investment outcomes: System Strengthening (Modules 1 & 2): Improve policy frameworks, trade facilitation systems and quality infrastructure, reducing regulatory and compliance risks;

Investment Intelligence (Module 3): Generate investment-grade diagnostics, identify viable business models and define priority investment opportunities; Investment Activation (Module 4): Strengthen enterprise readiness, demonstrate viable supply chain models, and facilitate market linkages; Investment Mobilisation (Cross-cutting): Engage DFIs, private investors and public sector partners to finance and scale viable opportunities.

This pathway ensures that improvements in policy, systems and enterprise capacity translate into measurable investment outcomes.

The programme will facilitate investment in: Beef processing and cold chain infrastructure; Leather processing and value addition industries; Feed production and livestock input systems; Veterinary services, traceability and compliance infrastructure; Trade logistics and distribution systems along regional corridors; Export-oriented agro-processing enterprises, including MSMEs and cooperatives.

These areas will be refined and prioritized through the Module 3 diagnostic and roadmap.

EIF resources will be used to: Finance public goods and enabling systems; Generate investment-grade diagnostics and data; Strengthen enterprise readiness and compliance capacity; Pilot scalable and replicable business models.

EIF financing will not directly fund large-scale commercial investments, but will reduce risk and improve the enabling environment required to attract such investments.

The programme is expected to: Develop a pipeline of bankable investment opportunities; Facilitate structured engagement between investors and enterprises; Mobilize additional public and private sector financing in priority value chains; Strengthen linkages between enterprises and investors; Support scaling of commercially viable export-oriented business models.

Performance will be tracked through indicators including: Total investment mobilized (USD); Number of investment deals facilitated; Number of investment-ready opportunities developed; Number of partnerships established.

The Investor One Stop Shop (OSS), under the Zambia Development Agency, will serve as a flagship platform for resource mobilisation and investment promotion. By consolidating investment opportunities, providing structured project information, and facilitating investor engagement, the OSS will strengthen Zambia's ability to attract financing from development finance institutions, private investors and strategic partners. The platform will support the packaging, promotion and tracking of investment-ready opportunities, reducing transaction costs and improving deal flow.

Through this mechanism, the programme will strengthen the link between trade-related interventions and investment outcomes, ensuring that improvements in policy, systems and enterprise capacity translate into increased financial flows into priority export sectors.

13.0 Budget Summary

The CPD budget is structured to support phased implementation of reforms, systems strengthening, and export competitiveness interventions in accordance with EIF Phase Three financing parameters. Funding Facility 1 resources of USD 748,695 are directed primarily toward institutional strengthening and enabling systems under Modules 1 and 2, while Funding Facility 2 resources of USD 2,751,305 support competitiveness, diagnostics, investment activation, and enterprise-focused interventions under Modules 3 and 4. The total EIF contribution amounts to USD 3,500,000 over the five-year implementation period. A detailed activity-level budget is provided in Annex 4.

Workshop, consultation and stakeholder engagement costs reflected in the budget are directly linked to implementation requirements associated with policy coordination, Export Council operationalization, OSS institutional integration, investor engagement, enterprise support delivery, validation processes and capacity-building activities across programme modules. These activities are intended to support implementation effectiveness, institutional coordination, technical validation, stakeholder ownership and operational rollout rather than stand-alone event delivery.

To strengthen cost-efficiency and reduce fragmentation, workshop activities will be consolidated where feasible, aligned with implementation milestones and integrated into broader technical delivery processes, including training, consultation, validation and coordination functions conducted during the same implementation cycles.

The budget narrative has been further strengthened to ensure clear justification of cost assumptions and implementation realism, particularly with respect to the scope and frequency of workshops and events, which are designed to be strategically clustered and sequenced to avoid fragmentation and ensure efficiency gains. Operational and Support Services (OSS) costs have been benchmarked against EIF guidelines, with particular attention to maintaining cost-effectiveness while ensuring adequate technical, fiduciary, and coordination capacity to support full implementation. In this regard, FF2 management and technical personnel costs are recognized as a critical component of delivery capacity, reflecting the need for sustained expert engagement to support diagnostics, investment facilitation, and enterprise-level interventions.

The programme will primarily rely on national technical expertise for the delivery of consultancy assignments and specialized technical support activities. Zambia possesses a strong base of qualified national experts and sector specialists capable of supporting key interventions related to trade facilitation, value chain diagnostics, standards compliance, investment facilitation and enterprise competitiveness. This approach strengthens national ownership, institutional learning and long-term sustainability while also improving cost-efficiency through reduced reliance on international consultancy arrangements.

In addition, the programme's phased implementation model and annual work planning process provide sufficient operational flexibility to review implementation needs, technical capacity requirements and budget allocations on a regular basis. Should implementation requirements evolve or specialized expertise gaps emerge during programme delivery, the programme may adjust budget allocations and implementation arrangements through subsequent annual workplans and approved revisions in line with EIF procedures and programme priorities.

Implementation realism is further reinforced through explicit consideration of national absorption capacity, with sequencing and workload distribution aligned to institutional bandwidth and procurement and coordination readiness within implementing agencies. Budget concentration in Years 2–3 reflects the expected peak implementation phase, during which preparatory institutional strengthening under FF1 transitions into full-scale FF2 delivery. This sequencing is based on realistic implementation assumptions, including the progressive build-up of procurement processes, partner readiness, and coordination mechanisms, ensuring that scale-up occurs only once foundational systems and capacities are sufficiently established.

The staffing structure reflected under FF2 has been designed to support the operational complexity, technical coordination requirements and implementation intensity associated with a multi-sector catalytic programme combining trade facilitation, investment activation, export competitiveness and enterprise support interventions. Personnel-related costs therefore include a combination of programme management, technical coordination, fiduciary oversight, procurement support, monitoring and evaluation, investment facilitation and operational implementation support functions required to ensure effective delivery across the four programme modules.

The concentration of technical and operational support functions during Years 2–3 reflects the anticipated peak implementation period, during which diagnostics, OSS operationalization, enterprise support activities, procurement processes, investor engagement and competitiveness interventions are expected to scale simultaneously. This staffing approach is intended to ensure adequate implementation supervision, coordination quality, fiduciary control and timely delivery of programme outputs within the planned implementation schedule.

Implementation assumptions and budget allocations have been calibrated against realistic institutional absorption and delivery capacity considerations. Programme activities requiring substantial coordination, procurement and stakeholder engagement - including workshops, enterprise support activities, OSS operationalization processes and value chain interventions - will be sequenced progressively to avoid implementation congestion and operational bottlenecks.

Workshops and consultation activities will, where feasible, be strategically clustered and combined with technical implementation milestones to maximize efficiency, reduce transaction costs and strengthen coordination outcomes. Annual work planning, procurement scheduling and implementation reviews will further support workload prioritization and allow adjustments to sequencing, procurement packaging and operational timelines where necessary to maintain implementation quality and delivery realism throughout the programme lifecycle.

The concentration of expenditures during Years 2–3 is linked to the transition from preparatory and systems-development activities into full operational implementation across multiple programme modules. This period is expected to coincide with the operationalization of the OSS platform, completion of major diagnostics and competitiveness assessments, scaling-up of enterprise support interventions, rollout of standards and export-readiness activities, implementation of catalytic pilot initiatives and increased investor engagement actions.

The programme's phased sequencing approach is specifically designed to ensure that these larger operational expenditures are only activated once foundational governance arrangements, procurement processes, coordination systems and implementation support mechanisms are sufficiently established. This approach reduces implementation risk, strengthens absorptive capacity management and improves the likelihood of timely and effective delivery during the peak implementation phase.

Budget allocations associated with the operationalization of the Investor One Stop Shop (OSS) reflect the strategic role of the platform as a core trade and investment facilitation mechanism supporting investment mobilisation, investor servicing, institutional coordination and export-oriented business development. OSS-related costs therefore extend beyond digital systems development and include business process mapping, systems integration, institutional coordination arrangements, operational protocols, investor tracking tools, staff training, stakeholder onboarding and initial operational support required to establish a functional and sustainable investment facilitation platform.

The phased implementation approach adopted for OSS operationalization is intended to ensure that investments in systems development and operational support remain proportionate to institutional readiness, implementation capacity and expected utilization levels during programme rollout.

The Government of the Republic of Zambia will provide an estimated counterpart contribution of USD 100,000 to support export promotion scaling, enterprise upgrading, stakeholder coordination and catalytic shared-use trade-related infrastructure pilot interventions aligned with programme priorities. Additional in-kind government contributions estimated at USD 875,000 will support institutional coordination, office infrastructure, technical personnel and operational facilitation during programme implementation.

Programme-supported equipment and digital systems will focus primarily on catalytic interventions linked to export competitiveness, standards compliance, trade facilitation and operational strengthening of programme-supported value chains and institutions. Equipment support may include selected cold chain and storage equipment, quality assurance and traceability tools, packaging and labelling equipment, digital trade facilitation systems, ICT equipment linked to OSS operationalization and targeted processing or productivity-enhancing equipment aligned with programme objectives.

Selection of beneficiary institutions, enterprises, cooperatives or producer groups receiving programme-supported equipment will follow transparent and documented eligibility and assessment procedures based on programme objectives, export readiness potential, operational capacity, sustainability considerations and inclusion criteria relating to women- and youth-led enterprises where applicable. In practice, the NIU, in coordination with relevant sector institutions and technical partners, will develop and publicly communicate clear beneficiary selection criteria, application procedures and assessment methodologies prior to the launch of each support window or equipment distribution process. Calls for applications or expressions of interest will specify the eligibility requirements, required documentation, evaluation criteria and responsibilities associated with the use and maintenance of programme-supported equipment.

Applications will be reviewed through a structured assessment process carried out by a designated evaluation committee composed of relevant technical, programme and institutional representatives, with measures in place to ensure impartiality, transparency and avoidance of conflicts of interest. Assessment criteria may include operational capacity, demonstrated engagement in targeted value chains, export or market potential, capacity to utilize and maintain the equipment, compliance with relevant regulatory or quality standards, geographic considerations and contribution to inclusive economic participation. Additional consideration will be given, where appropriate, to women-led enterprises, youth-led businesses, producer associations and underserved groups in line with the programme's inclusion objectives.

The beneficiary selection process and final decisions will be formally documented, including evaluation records, scoring sheets, justification for selection decisions and approval documentation, to ensure traceability and accountability. Where necessary, verification visits or due diligence assessments may be conducted prior to final approval to confirm operational capacity and readiness. Selected beneficiaries will be required to sign equipment handover or usage agreements outlining their responsibilities regarding proper use, maintenance, safeguarding, reporting and non-transfer of programme-supported assets. The NIU will also conduct periodic monitoring visits and follow-up assessments to verify that equipment is being used for its intended purpose and contributes to programme objectives and expected development outcomes.

Distribution and transfer of programme-funded equipment will be managed through documented allocation procedures, asset registration systems, signed transfer and accountability agreements, periodic monitoring arrangements and applicable maintenance and sustainability requirements consistent with programme fiduciary and asset management controls.

Budget allocations have been structured to support a phased implementation approach aligned with programme readiness, procurement sequencing, institutional absorption capacity and operational scaling requirements. Earlier implementation periods will prioritize institutional strengthening, systems development, baseline assessments, governance activation, OSS preparatory work and targeted catalytic interventions, while larger-scale operational activities and enterprise-focused interventions will progressively scale during subsequent implementation years.

Implementation will be phased. The initial year allocation will prioritize implementation readiness, baseline studies, governance activation, early procurement actions, OSS design and quick-win catalytic interventions to ensure timely programme take-off. and subsequent workplans/modules will be operationalized progressively subject to funding availability, implementation performance, readiness, and further approvals/amendments.

Table 3: Budget Summary

Component	**Major Activity Area**	**EIF Funding (USD)**	**Total (USD)**
Component One	Module 1: Strengthening Institutional and Regulatory Framework	326,855	326,855
	Module 2: Trade and Investment Facilitation	421,840	421,840

Component One Subtotal		**748,695**	**748,695**
Component Two	Module 3: Beef Value Chain Diagnostic and Competitiveness Roadmap	197,370	197,370
	Module 4: Export Promotion, Investment and Trade Promotion/Facilitation and Value Chain Competitiveness	2,553,935	2,553,935
Component Two Subtotal		**2,751,305**	**2,751,305**
Grand Total		**3,500,000**	**3,500,000**

14.0 Sustainability Strategy

Sustainability will be anchored in strengthened national systems within the Ministry of Commerce, Trade and Industry and partner institutions. The programme will strengthen trade governance and coordination mechanisms; institutionalize Export Councils as long-term public-private dialogue platforms; and build capacity in trade policy implementation, export promotion and investment facilitation. These systems will continue to function beyond EIF support through their progressive integration into existing government structures, institutional mandates and national coordination frameworks.

Programme implementation will prioritize the use of national systems, national experts and technical personnel from relevant Zambian institutions in order to strengthen local ownership, institutional memory and long-term operational capacity. Technical support and capacity-building activities will therefore be delivered, to the extent possible, in partnership with relevant departments within the Ministry of Commerce, Trade and Industry, sector ministries, regulatory agencies, standards and SPS institutions, investment promotion agencies, and local business support organizations.

The programme will also strengthen institutional sustainability through a strong learning-by-doing approach embedded in implementation arrangements. National counterparts will be directly involved in technical studies, policy dialogue, export promotion activities, investment facilitation processes, monitoring exercises and coordination mechanisms, ensuring that knowledge, methodologies and operational tools remain within national institutions after programme closure. Capacity-building activities will include coaching, on-the-job training, development of operational guidelines, standard operating procedures, market intelligence tools and institutional coordination frameworks that can continue to be applied and updated by national institutions beyond EIF financing.

The programme's implementation model also seeks to reduce long-term dependency on external technical assistance by prioritizing the use of national and regional expertise wherever feasible. This approach is intended not only to strengthen cost-efficiency and implementation continuity, but also to ensure that technical knowledge, operational methodologies and institutional experience remain embedded within national systems and participating institutions beyond the programme lifecycle. By maintaining strong involvement of national counterparts in technical delivery, coordination and implementation oversight functions, the programme will strengthen institutional ownership, improve sustainability of results and reduce operational risks associated with excessive reliance on short-term external expertise.

The programme adopts a catalytic approach aimed at mobilizing additional financing and reducing reliance on donor funding over time. Investment pipelines developed under the programme will support continued financing flows, while improved coordination between public institutions, financial institutions, investors and private sector actors will strengthen the enabling environment for long-term investment mobilisation. Private sector investment in targeted value chains will sustain commercial activities beyond the duration of EIF support. Partnerships established with financial institutions, development finance actors, chambers of commerce, sector associations and development partners will support scaling and follow-on financing opportunities for enterprises and value chain actors. This approach ensures that programme results progressively transition from EIF-supported interventions to market-driven and institutionally anchored growth.

Enterprises supported under the programme will strengthen their export readiness, compliance capacity and market linkages, enabling them to sustain and expand their activities independently over time. The programme will support local capacity development in areas such as quality management, SPS compliance, certification processes, export procedures, aggregation systems, business management and buyer engagement. Where equipment or technical support is provided, beneficiaries will receive operational and maintenance guidance to strengthen sustainability and continued utilization of programme-supported assets. Structured supply chains, aggregation systems and buyer linkages established under the programme will continue generating economic value beyond the programme period through strengthened commercial relationships and increased participation in domestic, regional and international markets.

The programme will generate strategic outputs including value chain diagnostics, export competitiveness and investment roadmaps, market intelligence systems and policy recommendations. These outputs will be developed jointly with national stakeholders and relevant technical institutions to ensure national ownership and continued utilization. The programme will also support the transfer of methodologies, analytical tools and data management practices to national institutions, enabling them to continue updating and using these systems for future policy, investment and export development planning.

Towards the final phase of implementation, the programme will strengthen the operational and financial autonomy of Export Councils and relevant coordination platforms to support their independent functioning beyond EIF financing. The programme will facilitate continued engagement between investors, enterprises, sector institutions and business associations and will support the integration of successful approaches, tools and coordination mechanisms into national programmes, sector strategies and institutional work plans where feasible. Exit and transition planning will be progressively implemented during the final years of the programme to ensure continuity of institutional arrangements, stakeholder coordination mechanisms, technical capacities and investment promotion efforts beyond the EIF funding period.

Conclusion

Through this Country Programme Document, Zambia seeks to deploy EIF support as catalytic capital for structural transformation, export growth and inclusive prosperity. By combining strategic reforms, enterprise competitiveness, investment mobilisation and disciplined implementation that is timely, within cost and to the required quality standard, the programme provides a practical pathway for expanding non-traditional exports, creating jobs and strengthening economic resilience. In doing so, it supports Zambia’s long-term ambition of building a diversified and opportunity-driven economy beyond mining.