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WEEKLY EDITION | BUDGET COUNTDOWN | 24 TO 29 OCTOBER 2026

Friday 30 October 2026 | Lusaka | zambianeconomist.com



ONE WEEK TO BUDGET DAY

BUDGET 2027 | PRESENTED FRIDAY 6 NOVEMBER 2026

K271.9 billion to spend. About K6.9 billion to choose.

Finance Minister Dr Situmbeko Musokotwane presents the 2027 National Budget on Friday 6 November. The 2026 accounts have already settled most of it.

K271.9bn	K6.9bn	K12.1bn	K73.7bn	226
2027 budget envelope	Uncommitted space	Revenue shortfall, Jan to Jun 2026	Debt service in the 2026 budget	Constituencies sharing CDF

By The Zambian Economist Analyst

A bigger envelope, very little room

Zambia's 2027 Budget arrives with more money in the envelope and very little space inside it. Dr Musokotwane presents a K271.9 billion budget to the National Assembly on Friday 6 November, 7.4 per cent more than in 2026. After existing commitments and K44.9 billion of planned borrowing, about K6.9 billion is free for new spending. That is less than 3 per cent of the total.

The 2026 accounts explain the squeeze. By June, revenue and grants were K12.1 billion short of target while spending ran K12.0 billion ahead, driven by FRA maize purchases, fuel tax relief and grants that did not arrive. Two supplementary estimates have since asked Parliament for K46.2 billion.

This edition gathers 21 stories published from Saturday 24 to Thursday 29 October: the budget run-up, a full Cabinet of 30 sworn in, with ten provincial ministers, the case for 30 ministries, fuel and the kwacha, tourism's crisis plans and the President's call to move from stabilisation to growth. Pages 2 and 3 carry the full budget preview.

▶ READ THE FULL ARTICLE *Click here to continue on our website*



SPECIAL | PAGES 6 AND 7

Minister in Profile: Dr Situmbeko Musokotwane

From the Bank of Zambia to the 2027 Budget, in pictures and in his words.

INSIDE THIS EDITION

02 Budget 2027: the numbers before 6 November
03 CDF and six things to watch
04 Cabinet: 24 ministers and their qualifications
05 Ten provincial ministers
06 Minister in profile: Dr Musokotwane
08 Latest: FISP, Germany, information
09 Thirty ministries, eight targets
10 Why fuel rose, and December's risk
11 Where the kwacha closes each day
12 Tourism's missing crisis plans
13 Lusaka sells itself in Busan
14 Zambia at 62: from stability to growth
15 Grand Inga and Super El Niño
16 LDF books for Mansa and partnerships
17 The week in numbers
18 Our partners and advertisers

WHAT TO WATCH ON 6 NOVEMBER

- How much of the K12.1bn gap the third quarter closed
- New tax measures, or compliance alone
- Funding for FRA and FISP
- The CDF rate across 226 constituencies



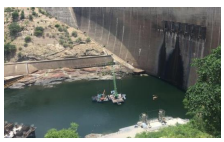
PAGES 4 AND 5

All 30 ministries filled: meet the 40 ministers



PAGE 12

Tourism knows its risks. Few operators have a plan



PAGE 15

Can the Congo River light Africa?

Budget 2027: a bigger envelope with only K6.9 billion of room

Revenue ran K12.1 billion behind target by June while spending ran ahead. The 6 November budget is a test of choices, not appetite.

By The Zambian Economist Analyst | 27 October 2026

KEY TAKEAWAYS

- Dr Situmbeko Musokotwane presents the 2027 National Budget on Friday 6 November 2026, within an envelope of K271.9 billion, up 7.4 per cent on 2026.
- Revenue and grants fell K12.1 billion short of target in the first half while spending ran K12.0 billion over.
- After existing commitments and K44.9 billion of planned borrowing, roughly K6.9 billion is free for new spending.
- Holding the CDF at K40 million across 226 constituencies would cost K9.04 billion, more than that free space.

Next Friday's budget answers one question above all: what can a government that collected less than it planned in 2026 actually spend in 2027? The arithmetic says about K6.9 billion of new money, less than 3 per cent of the envelope.

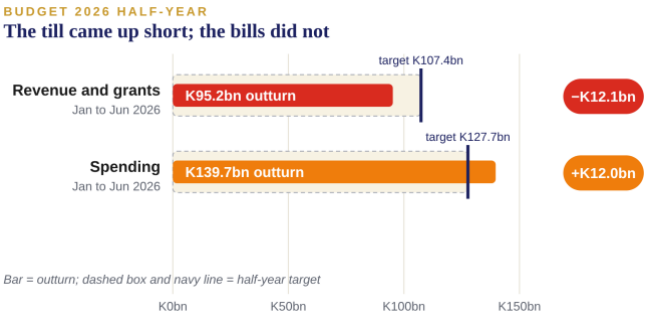
Our special report, Budget 2027: The Run-Up, draws on the Treasury's first and second quarter Economic Reviews, Budget Speeches and Auditor General reports. The third quarter review was not yet published, so third-quarter revenue is an open question for 6 November.

A good half-year for prices, a weak one for the till

The 2026 budget, presented on 26 September 2025, totalled K253.1 billion, or 27.4 per cent of GDP. Debt service took K73.7 billion of it, close to 29 per cent of planned spending.

The first half of 2026 brought mixed news. The economy grew 7.7 per cent in the first quarter. Inflation ended June at 6.5 per cent, inside the 6 to 8 per cent band. Reserves reached US$6.2 billion, 5.2 months of import cover, and the kwacha averaged K18.55 to the dollar in the second quarter.

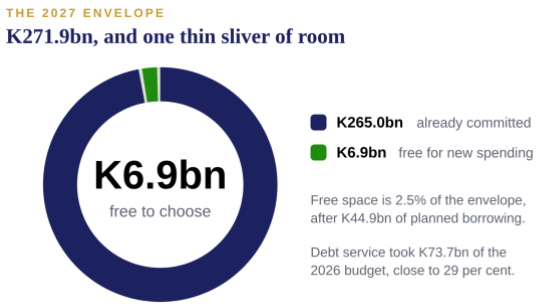
The fiscal accounts did not keep pace. By June government had collected K95.2 billion in revenue and grants against a K107.4 billion target. VAT was the weakest line in the second quarter: K5.9 billion against K11.3 billion expected. Part of that was deliberate. Government suspended excise duty on petrol and diesel and zero-rated fuel for VAT from April to June, at about K1.3 billion a month. Grants came to K2.5 billion, less than half the K5.6 billion planned.

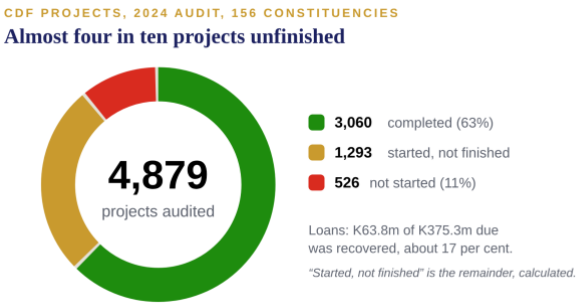


Source: MoFNP Q1 and Q2 2026 Economic Reviews.

Spending ran the other way. Expenditure reached K139.7 billion against a half-year target of K127.7 billion. FISP alone took K7.87 billion in the first quarter, and two supplementary estimates followed: K26.3 billion in May and K19.9 billion in October, most of it for FRA maize.

The Zambia Revenue Authority now projects 2026 collections of K169.6 billion against its K185 billion target. Its Commissioner General says compliance must rise by at least 10 percentage points to close the gap.





K271.9bn 2027 envelope

6 November Budget presented

K44.9bn Planned borrowing

226 Constituencies for CDF

The CDF question: K40 million times 226

With 70 new constituencies, the fund's headline rate collides with the budget's free space. The audit record suggests the rate is not the real constraint.

Guest expert section by Lubinda Sinyani, economist | from Budget 2027: The Run-Up

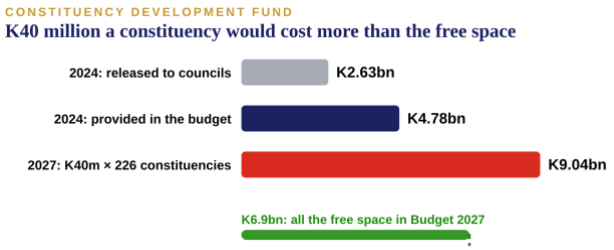
Where the growth went

Between 2025 and 2026 the budget grew K36.0 billion, or 16.6 per cent. Debt service rose K19.7 billion, more than half that increase. Education's share fell from 14.5 to 13.0 per cent even as its allocation rose 4.9 per cent, and social protection fell 3.0 per cent in kwacha terms. A budget whose fastest-growing line is interest has to find money for classrooms and clinics elsewhere, and that space is now largely used up.

Seventy new constituencies

The question every MP will ask first is what happens to the Constituency Development Fund now that Zambia has 226 constituencies instead of 156.

Holding K40 million per constituency would cost K9.04 billion, a rise of K2.80 billion on 2026, and would use about 40 per cent of the uncommitted envelope. Holding the 2026 total instead would mean about K27.6 million each, a 31 per cent cut per constituency.



Source: Budget 2027: The Run-Up; Auditor General CDF report 2024.

The case for simply raising the rate is weak, Sinyani argues, because the published rate already overstates what constituencies receive. In 2024 Treasury released K2.63 billion of the K4.78 billion provided, about 55 per cent, and councils began that year holding K3.56 billion carried over from earlier years.

What the audit found

The Auditor General's CDF report for 2024, covering the 156 constituencies then existing, found 3,060 of 4,879 projects completed and 526 not started. Councils paid K514.2 million for 356,460 school desks; by September 2025, 71,301 desks worth K130.7 million had not arrived.

Clinics, police posts and classrooms worth K22.0 million in 18 constituencies were finished but had stood unused for up to 23 months. Of K375.3 million in CDF loans due by October 2025, councils had collected K63.8 million, about 17 per cent, without terminating a single defaulting agreement.

The report proposes an equal base, for example K30 million per constituency released in full and on time, with up to K10 million more only for councils that complete projects and account for the base. Council capacity to finish projects, enforce contracts and recover loans limits what CDF delivers, more than the headline rate.

Six things to watch on 6 November

1. How far third-quarter revenue went towards closing the K12.1 billion gap.
2. The 2026 deficit, and what K44.9 billion of borrowing implies for an interest bill already at K73.7 billion.
3. Whether new tax measures appear, or the K218.6 billion revenue target rests on compliance alone.
4. Whether FRA and FISP are funded well enough to avoid a third supplementary estimate.
5. The CDF rate and total across 226 constituencies.
6. How the budget replaces donor money in health, where grants ran at 45 per cent of plan in the first half.

Households and businesses

For households, the budget touches three prices directly: fuel, through the excise and VAT treatment restored after the suspension; food, through what FISP and FRA receive; and borrowing, through an interest bill that crowds out other spending. For businesses, the K37.3 billion of domestic borrowing planned for 2027 competes with private credit, and K270.7 billion of government securities outstanding at end-June already anchor the yield curve.

The production agenda gives the spending a direction: 1.08 million tonnes of copper in 2027, 10,000 MW of generation in the medium term and average growth of 6.9 per cent from 2027 to 2029. Each sector has been asked to state what it will produce and where it will invest. On 6 November those statements get a price tag.

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Download the full 9-page special report, Budget 2027: The Run-Up. zambianeconomist.com

A full Cabinet of 30: 26 new ministers and ten provincial ministers

Charles Milupi takes Transport and Logistics and Christopher Kalila Housing, sworn in on 29 October. With four September appointees, every one of the 30 ministries now has a minister.

By The Zambian Economist Analyst | 28 and 29 October 2026

40	18 of 38	4 of 38	16 of 38	5 of 38
Ministers now in office	Profiled list a postgraduate degree	Profiled hold doctorates	Held ministerial office before	Qualifications not published



President Hakainde Hichilema. File photograph.

LUSAKA, 28 October 2026. President Hakainde Hichilema swore in 24 Cabinet ministers and ten provincial ministers at State House, assigning portfolios across the economic, security and social sectors. Four Cabinet ministers were sworn in separately on 14 September.

The split portfolios get their own heads. Dr Caroline Katotobwe takes Trade and Exports and Noel Nkhoma Industry. Peter Kapala, a structural engineer who has served as Energy Minister, takes Electricity, and Makozo Chikote Petroleum.

The table gives each minister's portfolio and the highest qualification listed in public records, mainly National Assembly member profiles supplied by the members themselves.

● SWORN IN YESTERDAY, 29 OCTOBER

Charles Milupi Transport and Logistics
Engineer; nominated MP under Article 68(2)(b); Minister of Infrastructure, Housing and Urban Development, 2021 to 2026.

Christopher Kalila Housing
Medical doctor; MP for Lukulu East since 2011; former deputy minister.

Source: State House press release, 29 October 2026.

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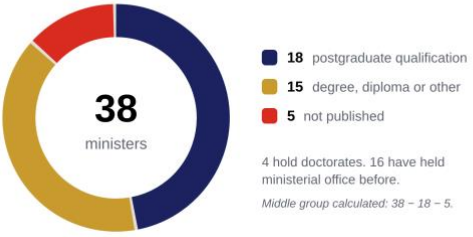
NEWLY SWORN-IN CABINET MINISTERS

Minister	Portfolio	Highest qualification listed
Lufuma Ambrose	Defence	MA, Community and Regional Planning
Clement Andaleki	Home Affairs and Internal Security	PhD in Laws
Moses Moyo	Agriculture	Bachelor of Business Administration
Chibola Olive	Fisheries and Livestock	MSc, Agricultural Economics
Katotobwe K. Caroline	Trade and Exports	PhD, Business Management
Noel Nkhoma	Industry	Postgraduate diploma (UK)
Lackson Sichone	Small and Medium Enterprise Development	Not published
Brenda M. Tambatamba	Mines and Minerals Development	MA, Social and Community Work (Bradford)
Peter C. Kapala	Electricity	Master's, Civil and Structural Engineering
Makozo Chikote	Petroleum	BA
Kasune Princess	Tourism	Master of Divinity; Master's, Non-Profit Administration
Collins Nzovu	Infrastructure and Urban Development	Master's, Water Engineering
Patrick Mucheleka	Lands	Not published
Elisha Matambo	Water Development and Sanitation	MBA
Elvis Nkandu	Information and Media	Diploma, Business Management
Douglas Siyakalima	Skills and Higher Education	MSc, Applied Psychology
Felix C. Mutati	Technology and Science	ACCA; Bachelor of Accountancy
Harry Kamboni	Education	BA Education
Gift S. Sialubalo	Local Government and Rural Development	Not published
Jack J. Mwiimbu	Justice	LLB
Misheck Nyambose	Labour and Social Security	Degree, Human Resource Management
Sheal Mulyata	Community Development and Social Services	Banking certificates
Likando Mufalali	Youth and Sports	Diploma in Management
Chris Chibuye	Culture and Arts	BA, Public Administration
Charles Milupi *	Transport and Logistics	Engineer; studied at University College Cardiff
Christopher Kalila *	Housing	Medical doctor; degree not published

** Sworn in on 29 October; background from public reference sources. The chart below covers the 38 ministers sworn in on 14 September and 28 October.*

THE 38 MINISTERS ON PAPER

What the public record lists



Ten provincial ministers, one for each province

Postgraduate training is concentrated in Cabinet: 16 of 28 Cabinet ministers against two of ten provincial ministers.

By The Zambian Economist Analyst | 28 October 2026

PROVINCIAL MINISTERS SWORN IN ON 28 OCTOBER

Provincial minister	Province	Highest qualification listed
Mwabashike Nkulukusa	Central	MBA
Emmanuel Kasambo	Copperbelt	Not published
Phiri Yamikani	Eastern	Not published
Lesley Mulwanda	Luapula	Bachelor of Mineral Science
Obvious Mwaliteta	Lusaka	Grade 12
Simbeye Jairos	Muchinga	Grade 12
Wedden Chileshe	Northern	Master's, Development Innovation and Entrepreneurship
Robert Lihefu	North-Western	Bachelor of Business Administration
Edgar Singombe	Southern	Diploma in Legal Studies
Kapelwa A. Mbangweta	Western	BA, Public Administration

CABINET MINISTERS SWORN IN ON 14 SEPTEMBER

Minister	Portfolio	Highest qualification listed
Situmbeko Musokotwane	Finance and National Planning	PhD, Monetary Economics
Mulambo Haimbe	Foreign Affairs and International Cooperation	LLM, Construction Law and Arbitration
Gilbert Siame	Green Economy and Environment	PhD, City and Regional Planning (UCT)
Roma Chilengi	Health	MBChB; MSc Epidemiology (London)

What the line-up shows on paper

The economic portfolios most tied to the Grow Zambia targets show a mixed match between training and brief. Finance is held by a monetary economist, Fisheries and Livestock by an agricultural economist and Electricity by a structural engineer. Trade and Exports goes to a holder of a doctorate in business management, and Industry to a former bank executive.

Mines is held by a social worker by training who previously ran Labour, and Agriculture by a business administration graduate. The Small and Medium Enterprise Development minister's qualifications are not published. Two provincial ministers list Grade 12 as their highest qualification.

Experience is spread more evenly. Sixteen of the 38 have held ministerial or provincial office before, including the ministers now responsible for Electricity, Petroleum, Justice and Local Government. Olive Chibola and Lesley Mulwanda bring technical training but no earlier ministerial office found in public records.

These records capture formal qualifications and earlier offices only. They do not measure management record, and the qualifications have not been checked with awarding institutions.

HH asked Parliament to approve a realignment

On 26 October President Hichilema asked Parliament to approve the establishment, merger and dissolution of ministries under Article 92 of the Constitution, saying the changes would align government with the Grow Zambia Agenda. Vice President Mutale Nalumango was expected to move the motion, which the order paper listed for 27 October. Page 9 examines the 30-ministry proposal.

▶ READ THE FULL ARTICLE *Click here to continue on our website*

Disclaimer: *Qualifications are taken from information in the public domain, mainly the National Assembly of Zambia website, as published at the time of reporting. "Not published" means the information did not appear in any source checked. Names follow the State House press release of 28 October 2026.*

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■ MINISTER IN PROFILE | A TWO-PAGE SPECIAL PAGES 6 AND 7



Dr Situmbeko Musokotwane takes the oath as Member of Parliament for Liuwa, National Assembly, 8 September 2026. Photo: TheZambianGov / Wikimedia Commons, CC BY 4.0.

FINANCE AND NATIONAL PLANNING | THE MAN HOLDING THE PURSE STRINGS

Dr Situmbeko Musokotwane: the monetary economist at the Treasury

A central banker turned Secretary to the Treasury turned minister, twice. Next Friday he presents the 2027 Budget with about K6.9 billion of room to manoeuvre.

By The Zambian Economist Analyst | Compiled from public records



FACT FILE

BORN	25 May 1956
OFFICE	Minister of Finance and National Planning
CONSTITUENCY	Liuwa, Western Province (MP since 2011)
PARTY	UPND (formerly MMD)
EARLIER POSTS	Deputy Governor, Bank of Zambia; Secretary to the Treasury; Finance Minister 2008 to 2011
HONOURS	Finance Minister of the Year 2026, African Banker Awards
ON HIS WATCH	Annual inflation fell from 24.4% (Aug 2021) to 6.2% (Aug 2026), ZamStats

Few Zambian officials have seen the Treasury from as many sides as Dr Situmbeko Musokotwane. Born on 25 May 1956, he trained as an economist at the University of Zambia, took a master's in monetary economics at the University of Dar es Salaam and a doctorate in the same field at the University of Konstanz in Germany. He has also lectured economics at UNZA.

The central banker

At the Bank of Zambia he rose through the economics and financial markets departments to Deputy Governor. Public profiles credit him with helping to reintroduce Treasury bill and government securities auctions and to introduce open market operations, tools that still sit at the centre of how the Bank manages liquidity.

Inside the State

From 1995 to 2011 he held senior government posts: economic adviser to the Finance Minister during the HIPC debt relief talks, Deputy Secretary to the Cabinet for Finance and Economic Development, Secretary to the Treasury and economic adviser to the third Republican President.

First term at Finance, 2008 to 2011

Appointed Finance Minister under President Rupiah Banda during the global financial crisis, he steered the 2009 budget, which removed the copper windfall tax and cut customs duty on heavy fuel oil. In 2011 he won Liuwa, in Western Province, and has held the seat since, crossing from the MMD to the UPND, where he chaired economic and finance affairs and served as party whip from 2018.

Second term: restructuring the debt

Returned to the ministry in August 2021, he led the talks that produced an IMF staff-level agreement that December. The Extended Credit Facility, worth about US$1.3 billion, was approved in August 2022. Agreement with the Official Creditor Committee, co-chaired by China and France, followed in June 2023, then an agreement in principle with Eurobond holders in October 2023. By 2025 the Eurobond restructuring was complete and servicing had resumed.

Re-elected unopposed in Liuwa in 2026, he was among the first four ministers sworn in on 14 September. In May the African Banker Awards named him Finance Minister of the Year, which he described to staff as recognition of "collective Zambia".

★ **Finance Minister of the Year 2026** | *African Banker Awards, Brazzaville*



Speaking on the Lobito Corridor at the Global Gateway Forum, Brussels, October 2023. Photo: Nicolas Landemard / European Union, 2023, CC BY 4.0.



Signing with EU Commissioner Jutta Urpilainen at the Global Gateway Forum, 2023. Photo: Nicolas Landemard / European Union, 2023, CC BY 4.0.

TIMELINE

1988	Starts an agribusiness that grows into a large dairy operation
Before 1995	Rises to Deputy Governor at the Bank of Zambia
1995 to 2011	Senior Treasury and Cabinet Office posts, incl. Secretary to the Treasury
2008	Appointed Minister of Finance under President Rupiah Banda
2011	Elected MP for Liuwa; re-elected 2016, 2021 and 2026
Aug 2021	Returns as Minister of Finance and National Planning
Aug 2022	IMF Board approves the Extended Credit Facility
Jun 2023	Deal with the Official Creditor Committee
May 2026	Named Finance Minister of the Year
Sep 2026	Sworn in for a second term at Finance
6 Nov 2026	Presents the 2027 National Budget





Left: at the IMF and World Bank Spring Meetings, Washington DC, April 2009. Photo: IMF Staff Photo / Robert Giroux, public domain. Right: launch of the Borrowers' Platform, Washington DC, 15 April 2026. Photo: UNCTAD, CC BY-SA 4.0.

> ***Our job now is to produce, produce, produce and export, export and export.***
>
> ZNBC Sunday Interview, 20 September 2026

HIS IN-TRAY BEFORE 6 NOVEMBER

■ **Revenue:** Revenue and grants ran K12.1 billion behind target in the first half of 2026; tax compliance stood at about 58% at the end of 2025.

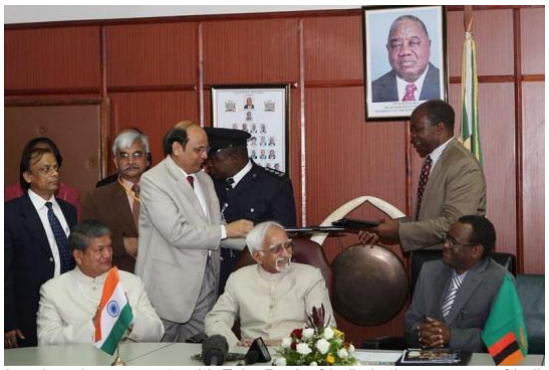
■ **Supplementaries:** A K19.9 billion supplementary budget, K14.7 billion of it for FRA maize farmers, mostly financed by K18 billion of domestic borrowing.

■ **The IMF:** A US$1.47 billion successor programme agreed at staff level on 9 October still needs Board approval.

■ **Investment:** US$2.14 billion of UAE memoranda to turn into "bankable projects, increased production, stronger exports", in his words.

■ **Digital revenue:** 572 government services online and K9.78 billion collected through digital platforms, by his account.

US$1.47bn New IMF programme	**K19.9bn** Supplementary budget
58% Tax compliance, end 2025	**572** Services online



Exchanging signed agreements with Exim Bank of India in the presence of India's Vice President Hamid Ansari, Lusaka, January 2010. Photo: Vice President's Secretariat, Government of India, GODL-India.

Debt diplomacy. In Bangkok on 13 October he spoke for African members at the first Governing Council of the Borrowers' Platform, calling for it to move "from establishing structures to delivering practical results."

Sources: *National Assembly of Zambia; International Growth Centre profile; public reference biographies; Ministry of Finance and National Planning statements; The Zambian Economist reports of 18 September to 22 October 2026. Photographs from Wikimedia Commons under the licences stated. This profile describes the public record; it is not an endorsement.*

AGRICULTURE AND EL NIÑO | 29 OCTOBER 2026

670,371 farmers redeem FISP inputs as Zambia prepares for El Niño

About 65 per cent of targeted farmers had collected inputs by 22 October, as the Government widens drought preparations for the 2026/27 season.

By The Zambian Economist Analyst



Source: Ministry of Finance and National Planning statement. Percentages and the "yet to redeem" figure are calculated from the Ministry's numbers.

Zambia's Farmer Input Support Programme had reached 670,371 farmers with redeemed inputs by 22 October, Finance Minister Dr Situmbeko Musokotwane told Parliament, speaking as Acting Minister of Agriculture. That is about 65 per cent of the 1,024,434 beneficiaries targeted for 2026/27. The e-voucher system covers all 116 districts, and 761,666 farmers had received redemption codes.

The Government has approved 805 agro-input suppliers from 1,734 applications. About 600,000 farmers have received climate-smart agriculture training ahead of expected below-normal rainfall, with drought-tolerant seed, district disaster plans and weather advisories. The farmer register, linked to Zamtel, MTN and Airtel for verification, covers about 4.6 million farmers, 1.9 million of them with biometrics.

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ECONOMIC DIPLOMACY | 29 OCTOBER 2026

Zambia and Germany line up cooperation behind the Grow Zambia Agenda

Permanent Secretary Etambuyu Anamela Gundersen received German Ambassador Soenke Siemon, also Germany's Special Representative to COMESA, at Charter House in Lusaka. The talks covered cooperation in agriculture, water and good governance under the Grow Zambia Agenda, and the Ambassador reaffirmed Germany's support.

No programmes or timelines were named. Watch whether co-financed lines appear in the 2027 Budget.

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INFORMATION AND MEDIA | 29 OCTOBER 2026

Nkandu calls for wider reach of Government information



New Information and Media Minister Elvis Nkandu asked management and staff to work together so that information on Government policies reaches more Zambians, and every citizen can take part in the Grow Zambia Agenda.

Permanent Secretary Thabo Kawana told him that new laws replacing the IBA and ZNBC Acts await commencement orders, and recommended full briefings first. He said Zambia has no statutory law regulating journalists, and the ministry cannot intervene in cases before law enforcement or the courts. No budget, coverage target or timetable was announced.

▶ READ THE FULL ARTICLE *Click here to continue on our website*

600,000 Farmers trained in climate-smart farming

805 Approved input suppliers

116 Districts on e-voucher

4.6 million Farmers on the register

Thirty ministries, eight targets: what Zambia should demand in return

A bigger Cabinet needs a clearer bargain with taxpayers: published costs, clear responsibilities and measurable improvements in services.

By The Zambian Economist Analyst | 27 October 2026 | drawing on a policy paper by Lubinda Sinyani

Thirty ministries is an easy number to argue about. A harder question is what a farmer, a factory owner or a school leaver should receive in return.

In Thirty Ministries, Eight Targets, a policy paper dated 26 October, economist Lubinda Sinyani reads the proposed structure against the Government's production ambitions. His assessment is practical: the splits have an economic logic, but an organisation chart cannot substitute for functioning public administration.

Why propose 30?

Compared with the previous 25 portfolios, five ministries would be split in two. Energy becomes Electricity and Petroleum. Commerce, Trade and Industry becomes Trade and Exports alongside Industry. Education separates from Skills and Higher Education. Housing leaves Infrastructure and Urban Development, and Culture and Arts separates from Youth and Sport.

The move from 25 to 30 is a 20 per cent increase in the number of ministries. It does not establish a 20 per cent increase in spending. Departments and staff can move between portfolios; the extra cost depends on new posts and facilities and what remains shared.

The strongest case for specialisation is electricity. A minister responsible for the 10,000 MW ambition would have a narrower brief than an energy minister also handling fuel supply and pricing. Separating trade from industry has a similar rationale: finding buyers abroad and building competitive factories are different jobs.

Eight targets, many dependencies

Agriculture carries four of the eight Grow Zambia targets. Wheat shows the problem: irrigation sits with Agriculture, water management with Water Development and Sanitation, and pumping depends on electricity. One crop needs decisions across several desks. Each target needs a named lead minister and permanent secretary, a joint work plan and published deadlines for decisions.

What will the extra ministries cost?

The paper says the motion contains no transition cost estimate. Parliament needs to separate one-off expenses from recurring spending, and new posts from transferred ones. Sinyani proposes sharing corporate services between split ministries for the first two years, and the 2027 budget should show the gross cost, expected savings and the net increase.

The small print

The paper places the Zambia Metrology Agency under both Trade and Industry, the Environmental Protection Fund under both Mines and Green Economy, and Zambia University College of Technology under both education portfolios. These need checking in the final instruments. The Energy Regulation Board, listed under Petroleum, also regulates electricity, and its reporting line should be clear.

The bargain Parliament should insist on

Broad portfolios can bury important work, and a dedicated minister can give a neglected sector sustained attention. Yet a larger structure earns its place only when it solves a problem the old arrangement could not solve at reasonable cost. Are power interruptions shorter? Do approvals move faster? Are farmers selling more and workers finding lasting jobs? Those answers will decide the case.

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THE GROW ZAMBIA TARGETS FOR 2031

Measure	Target	Proposed lead in the paper
Maize	10 million tonnes	Agriculture
Installed electricity capacity	10,000 MW	Electricity
Tourist arrivals	5 million a year	Tourism
Copper	3 million tonnes	Mines and Minerals Development
Soya beans	3 million tonnes	Agriculture
Wheat	1 million tonnes	Agriculture
Sugar	1 million tonnes	Agriculture, with Industry
Beef exports	US$1 billion a year	Fisheries and Livestock

Source: Lubinda Sinyani, Thirty Ministries, Eight Targets, 26 October 2026. Targets are ambitions, not forecasts. The author works at the Emoluments Commission; his views are his own.

THE PROPOSAL IN FIGURES

25 → 30 Ministries, first term to proposed	**5** Portfolios split in two	**4 of 8** Grow Zambia targets led by Agriculture	**0** Transition costings in the motion

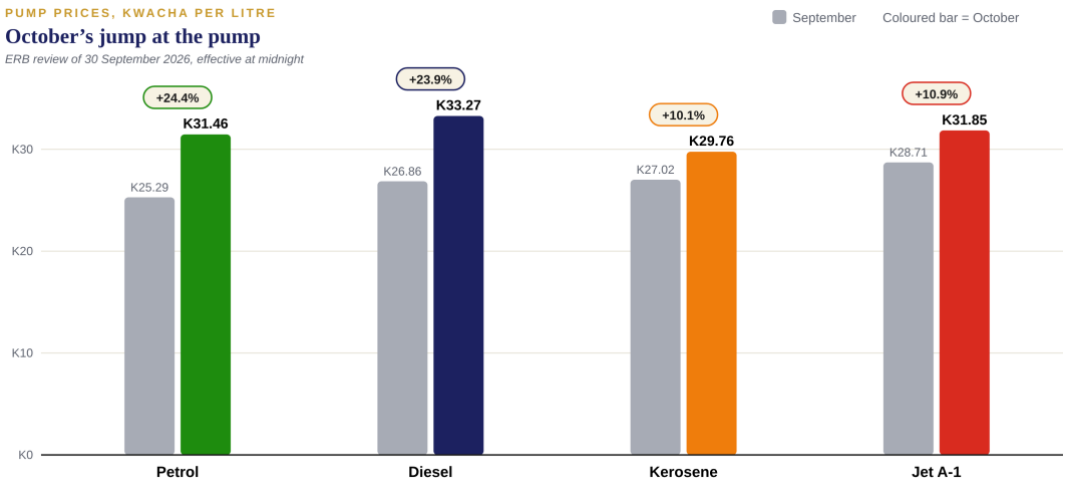
Why October's fuel prices rose, and what December could bring

A 50-litre petrol refill now costs K308.50 more. Import prices and a weaker kwacha explain part of the rise; the return of excise duty explains another.

By Chiti Mulenga Bwalya | For The Zambian Economist | 27 October 2026

KEY TAKEAWAYS

- Petrol rose to K31.46 a litre and diesel to K33.27 in October, increases of about 24 per cent.
- The ERB cites international product prices, a weaker kwacha and reinstated excise duty.
- VAT on fuel is due to return on 1 December 2026. That is a price risk, not a confirmed December price.



Source: Energy Regulation Board statement of 30 September 2026, effective at midnight that day. Kerosene: the ERB variance column gives K2.75; the published prices subtract to K2.74.

Zambia's October fuel increase reflects a costlier import bill compounded by the return of excise duty. For a driver buying 50 litres, petrol now costs K1,573, up from K1,264.50. Diesel costs K1,663.50 rather than K1,343. That extra K320.50 matters to a delivery business making repeated trips as much as to a household filling up once a month.

What pushed the price up

The ERB recorded higher international prices for the refined products Zambia imports, which it linked to continuing Middle East tensions. A weaker kwacha added to the pressure: the exchange rate in the review moved from K19.28 to K19.76 per dollar, so a US$1 million cargo needed K480,000 more before any change in its dollar price.

Tax returned to the calculation too. The October price build-up applies excise duty of K2.34 a litre on petrol and K0.75 on diesel. Ending the April relief exposes consumers to more of the cost; continuing it would have cost public revenue.

Will VAT raise prices in December?

The ERB has announced VAT reinstatement on 1 December, and the ZRA's standard rate is 16 per cent. October's build-up applies zero VAT. That is a reason to budget cautiously, but not a December price. Import costs and the exchange rate will move too, and could offset or amplify the tax.

Budgets at home and at work

An operator using 1,000 litres of diesel a month faces K6,410 more in fuel if consumption is unchanged. That is a better starting point for reviewing routes, quotations and cash flow than applying the pump percentage to every cost. Shop prices will not all rise by 24 per cent; competition, older stock and margins shape how much is passed on.

▶ READ THE FULL ARTICLE *Click here to continue on our website*

YOUR EXTRA FUEL COST: 50 L petrol +K308.50 | 50 L diesel +K320.50 | 1,000 L diesel a month +K6,410



ABOUT THE AUTHOR

Chiti Mulenga Bwalya

Contributor | Ndola

Chiti Mulenga Bwalya has industry experience in extractive and physical metallurgy and beverage production. He holds degrees in Metallurgy and in Economics and Enterprise Management from Ural Federal University, Russia, and an MBA from Information and Communication University, Zambia. His interests include economic policy and how global affairs affect Zambia.

zambianeconomist.com/meet-our-contributors

What decides where the kwacha closes each day?

Nobody announces the closing rate, not even the Bank of Zambia. It is the last price at which banks agreed to swap dollars for kwacha.

By Lubinda Sinyani | For The Zambian Economist | 26 October 2026

K20.11	K22.19	K17.3	6%	10.75%
BoZ mid-rate, Friday 23 October	Opening rate, January 2026	Strongest, mid-June	Intraday fall on 6 October	Policy rate after 30 September cut



Kwacha per US dollar at reported points: 1 January opening, mid-June high, 6 October intraday low (Bloomberg), 23 October Bank of Zambia mid-rate. The line joins those points; it is not a daily series.

The kwacha's closing rate is set by trading between commercial banks on the interbank market, where dealers buy and sell dollars for mining houses, importers, government agencies and their own books. Most days the figure answers one plain question: were there more dollars for sale than people wanting them?

This year has shown how far the rate can travel. The kwacha opened 2026 at about K22.19, strengthened to roughly K17.3 by mid-June and has since given back much of the gain. Even so, The Rio Times ranked it the best performer among 12 African currencies, up 14.8 per cent between 31 December and 9 October.

Where the price is made

Every dealing bank quotes a bid and an offer. The Bank of Zambia sets the market's rules rather than its price: under rules revised in June 2024, banks update retail boards at 09:30, 12:30 and 15:30. Since 26 December 2025, domestic deals must settle in kwacha, and where parties have not agreed a rate, the central bank's 09:30 mid-rate applies.

Timing matters more than volume

Mining houses convert dollars when their own payment calendar requires it, and that calendar bunches near month-end, when salaries and taxes fall due. Mines may also pay tax by selling dollars directly to the Bank of Zambia. Governor Denny Kalyalya said about US$1.2 billion of mining revenue added to supply in the third quarter, when the kwacha appreciated 8.3 per cent. On the other side, fuel importers are the most regular buyers.

What 6 October taught the market

When temporary foreign exchange waivers for energy importers ended, their demand arrived at once. The kwacha fell as much as 6 per cent in one session, touching 21 per dollar before recovering to about 19.84, according to Bloomberg. Copper was still near US$14,000 a tonne. What changed was the queue.

The central bank's hand

Zambia runs a floating rate, with the Bank of Zambia smoothing sharp swings. Reserves reached a record US$6.5 billion in February. On 30 September the Monetary Policy Committee cut the policy rate by 250 basis points to 10.75 per cent. In the author's reading, October's weakness owes more to import demand than to the cut.

What to watch

Month-end conversions should keep the kwacha in a narrow band this week. Then come the ERB's November review, the MPC meeting on 25 and 26 November and VAT on fuel from 1 December. For firms paying suppliers in dollars, the last days of the month are usually when supply is deepest.

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Bringing dollars to the market	Taking dollars out of the market
Mines converting export earnings for wages, suppliers and royalties	Fuel importers paying for petrol, diesel and jet fuel
Exporters of agricultural and manufactured goods	Manufacturers and retailers paying for imported inputs
Companies converting for month-end salaries and taxes	Firms paying foreign loans, dividends, freight and fees
Foreign investors buying government securities	Investors selling securities and taking money home
The Bank of Zambia, when it sells from reserves	The Bank of Zambia, when it buys to add to reserves

09:30 BoZ reference mid-rate

25 to 26 Nov Next MPC meeting

1 Dec VAT on fuel returns

US$6.5bn Record reserves, Feb 2026

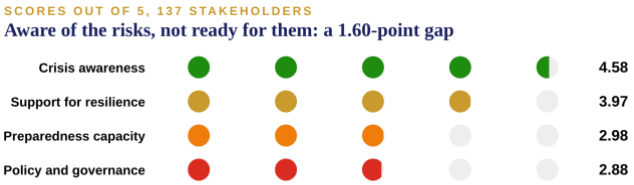
Zambia's tourism sector knows its risks. Most operators have no plan for them

A University of Zambia study of 137 stakeholders finds high crisis awareness but weak preparedness, and proposes a national model to close the gap.

By Dr Bruce Ernest | For The Zambian Economist | 27 and 28 October 2026



Mosi-oa-Tunya, the Victoria Falls. Tourism earns foreign exchange beyond copper.



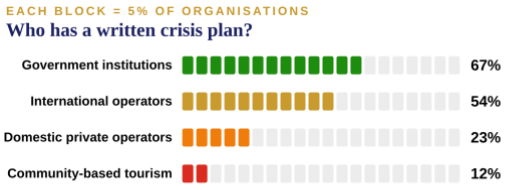
Source: Ernest, Kachamba and Nsama (2026), Science Mundi.

Ask anyone running a lodge in Livingstone or a camp in South Luangwa what could sink their business, and the list comes without pause: drought, load-shedding, a pandemic, a currency shock. Ask for a written crisis plan, and in most cases there is nothing to show.

That contradiction is at the centre of research Dr Bruce Ernest published with Norman Kachamba and Chaste Nsama. The authors call it the awareness and preparedness paradox. In 2020, international arrivals fell 75 per cent, revenue losses were estimated at around US$800 million and about 80 per cent of tourism jobs were put at risk, according to World Bank and WTTC figures cited in the study.

What 137 stakeholders said

Crisis awareness averaged 4.58 out of five. Preparedness averaged 2.98 and policy and governance 2.88. Early warning systems scored 2.52, simulation drills 2.11 and financial reserves 2.24. Eighty-seven per cent of interviewees named fragmentation between institutions as the main structural problem, and 73 per cent of tourists said preparedness information affects whether they would return.



The Z-CMRM model

The proposed Zambia Crisis Management and Resilience Model has five parts: a national early warning dashboard with SMS alerts; crisis planning scaled to business size, backed by a resilience fund and pooled insurance; a National Tourism Crisis Coordination Centre set up by statutory instrument; recovery and continuity planning; and long-term mitigation, including solar and battery backup for 80 per cent of registered businesses within ten years. Rollout would run in three phases over seven years.

A coordination problem

In a companion study, the authors examine who takes charge when a crisis hits. Responsibilities are spread across tourism authorities, disaster bodies, provincial offices and associations. Early warning scored lowest of seven governance measures, and 97.8 per cent of respondents wanted real-time alerts.

Ernest is candid about limits. The governance analysis rests on 46 respondents and its overall result, with a p-value of 0.066, is not statistically conclusive. The findings identify concerns worth addressing; they do not set national rates. The next step, he argues, is a clear allocation of responsibilities with a costed plan.

▶ READ THE FULL ARTICLE *Click here to continue on our website*



ABOUT THE AUTHOR

Dr Bruce Ernest

University of Zambia

Researcher at the University of Zambia. Both articles draw on research with Norman Kachamba and Chaste Nsama in Science Mundi and the African Scientific Annual Review (2026).

WHAT COVID-19 COST THE SECTOR IN 2020, AS CITED IN THE STUDY

75%	US$800m	80%	73%
Fall in international arrivals	Estimated revenue losses	Tourism jobs put at risk	Tourists who say preparedness affects a return visit

Lusaka Mayor takes the city's tourism pitch to Busan

Chitambala Mwewa asked global partners for smart city solutions, waste-to-value innovation and digital destination marketing, telling mayors that sustainable tourism begins with a clean environment.

By The Zambian Economist Analyst | 26 October 2026

Lusaka Mayor Chitambala Mwewa delivered his Mayoral Statement at the Mayors' Roundtable of the 2nd Global City Tourism Summit 2026 in Busan, South Korea, held under the theme "Local Tourism; Connecting Urban Economies and Tourism Innovation".

His message was that Lusaka, a city of an estimated 3.1 million people, should stop being treated as a stopover on the way to Livingstone or South Luangwa. He presented the capital as a destination built on culture, heritage, local food and community experiences.

What Lusaka already offers

The Mayor cited the Kabwata Cultural Village, city food tours, township arts and the Make Lusaka Clean, Green and Healthy campaign. He told the roundtable that sustainable city tourism depends on reliable infrastructure, effective waste management, environmental protection and maintained public spaces.

Mayors and delegates signed a declaration towards a Common Vision for Sustainable City Tourism in 2040. Its value for Lusaka is practical: access to models that have worked elsewhere and a reference point when the council argues for spending on public spaces.

For business and investors

Food tours, cultural villages and township arts signal demand for tour operators, lodges, restaurants, event planners, craft producers and digital marketers. Convention facilities, hospitality training, recycling ventures and destination marketing platforms sit inside the agenda the Mayor has taken abroad. The test will be at home, in council budgets for waste, toilets, parks and shade.

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Smart city	Waste to value	Digital marketing	2040
Lighting, transport and visitor data	Turning refuse costs into revenue	Competing for visitors online	Common Vision for city tourism

TRAFFIC NOTICE | 25 OCTOBER 2026

Great East Road: Chongwe-bound lanes closed until 12 November

Lusaka City Council has closed the Chongwe-bound carriageway of Great East Road between the Levy Mwanawasa and Hybrid roundabouts from Monday 26 October to Thursday 12 November 2026. The council says the closure will allow upgrades to the culvert crossing at Mumana and road expansion works.

Motorists should use Hybrid Road and Lubwe Road in Kaunda Square. The notice, signed by Town Clerk Oliver Muuka, covers only the Chongwe-bound side of that section, not the whole road.

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DIVERSION AT A GLANCE

Closed: Chongwe-bound lanes, Levy Mwanawasa to Hybrid roundabouts

Dates: 26 October to 12 November 2026

Why: Mumana culvert upgrade and road expansion

Use: Hybrid Road and Lubwe Road, Kaunda Square

Plan: Allow extra time for journeys and deliveries

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From stabilisation to growth: Hichilema sets the next chapter

On Independence Eve the President honoured the freedom generation and named the sectors where he wants measurable gains. On the day, he laid wreaths and decorated citizens.

By The Zambian Economist Analyst | 24 October 2026



The Freedom Statue in Lusaka, where wreaths were laid on 24 October.

In his address of 23 October, President Hakainde Hichilema said the Grow Zambia Agenda "moves us from economic stabilisation to accelerated growth". He named the generation that led Zambia to independence: Kenneth Kaunda, Harry Nkumbula, Simon Kapwepwe, Alexander Grey Zulu, Humphrey Mulemba, Nalumino Mundia, Mama Julia Chikamoneka and Mama Betty Chilombo Chilunga.

The list spanned ruling party and opposition traditions, and gave two women equal standing among the heroes of the struggle. He credited farmers, miners, young people, the armed forces, women and entrepreneurs for the country's progress.

Six sectors, no new numbers

The economic core was a short list: more maize, wheat and copper; more electricity; more tourists; more exports. Each touches a pressure point. Maize sets the price of mealie meal, copper supplies most export earnings, and low Kariba levels forced load management in recent drought years. He paired growth with two safeguards, protecting the vulnerable and building strong institutions, but gave no figures or budget allocations. The real signals, the article argues, will come in the 6 November budget.

Freedom into opportunity

On Independence Day the President laid wreaths at the Freedom Statue on Independence Avenue before an investiture ceremony at State House, where distinguished citizens were recognised for their service. "Let us turn our freedom into opportunity and our collective efforts into lasting progress," he said. The statement named no recipients and announced no new programme.

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ANALYSIS | 25 OCTOBER 2026

Kalyalya: resources must become jobs

Bank of Zambia Governor Dr Denny Kalyalya, reflecting on Thailand during the IMF and World Bank Annual Meetings in Bangkok on 12 to 18 October, called for Zambia to become "a goal-getting society" whose natural resources and workforce contribute more to economic activity.

He pointed to Bangkok's urban economy, where food services, transport and logistics sustain livelihoods, and expressed optimism about projects backed by the expanded CDF. He announced no allocation or jobs target. The useful test, our analysis argues, follows a project past disbursement: is the facility working, is the supported business still trading, and did construction work turn into lasting employment?

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> "
>
> ***Let us turn our freedom into opportunity and our collective efforts into lasting progress.***
>
> President Hakainde Hichilema, 24 October 2026

THE GROW ZAMBIA TARGETS FOR 2031

10m t	3m t	10,000 MW	5 million	US$1bn
Maize a year	Copper a year	Installed electricity	Tourist arrivals a year	Beef exports a year

Targets are ambitions, not forecasts. Source: Thirty Ministries, Eight Targets, 26 October 2026.

FREE EVERY FRIDAY

Follow the Grow Zambia targets with us

Every Friday The Ledger tracks the numbers behind the agenda, from maize and copper to megawatts.

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OPINION | 25 OCTOBER 2026

Grand Inga: can the Congo River help close Africa's power deficit?

By Dr Kelvin Kamayoyo | Technical Advisor, African Rivers



Kariba Dam on the Zambezi. Hydropower supplies about 85% of Zambia's generating capacity. Illustrative photograph.

Grand Inga could help narrow Africa's electricity deficit, but its estimated 42,000 MW is potential, not power already available. The World Bank describes up to eight projects at the site on the Congo River in the DRC. Inga 1 and Inga 2 operate already; Inga 3 would come next.

In June 2025 the World Bank approved a US$250 million credit as the first phase of a US$1 billion Inga 3 programme, focused on local development and preparation. The programme became effective on 2 February 2026, and the Bank rates its overall risk as high.

For Zambia, power from Inga would need a route through the regional grid, contracts buyers can honour and agreed pricing and payment rules. The test is the delivered cost of electricity, including transmission. Zambia cannot postpone domestic generation, storage and loss reduction while waiting for a project of Inga's scale.

River health must be a condition of development. Studies must show how altered flows affect habitats and the communities that depend on them, with fair compensation and enforceable remedies.

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OPINION | 24 OCTOBER 2026

A world at war with itself, and defenceless against Super El Niño

By Dr Kelvin Kamayoyo | Technical Advisor, African Rivers

On 22 October UN Secretary-General António Guterres warned that "war travels" through energy markets, shipping lanes, supply chains and financial systems, describing "an El Niño of war". Dr Kamayoyo argues that this pandemic of conflict arrives just as nature prepares its own shock.

He contends that the UN has under-used shuttle diplomacy, letting conflicts from the Middle East to Ukraine and Sudan spread. He draws on Kissinger, Tutu, Achebe, Annan, Carter, Mandela and Maathai to argue for persistent mediation, protection of civilians and attention to the legitimate grievances behind cost-of-living protests.

US$450 million

needed by the WFP to feed Gaza and the West Bank for six months: about 90 minutes of global military spending, Guterres said.

The WMO warns that the 2026 to 2027 El Niño may be one of the strongest on record. With about 60 per cent of Africa's population dependent on rain-fed farming, energy grids under strain and shipping disrupted, the author says the continent has no buffer. When the rains fail in the Zambezi basin, war will already have broken the supply chains that might have helped.

His proposal: a 30-day global ceasefire, with the military savings directed to El Niño response. The world, he writes, must choose between funding 90 minutes of war and six months of life.

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> "*Fund 90 minutes of war, or 6 months of life.*
>
> Dr Kelvin Kamayoyo

THE POWER PICTURE IN FOUR NUMBERS

42,000 MW Estimated Inga site potential	**US$1bn** Inga 3 programme; first phase US$250m	**85%** Hydro share of Zambia's generating capacity	**10,000 MW** Zambia's medium-term generation target



ABOUT THE AUTHOR

Dr Kelvin Kamayoyo

Economist, International Trade Law Scholar and Investment Consultant

Dr Kamayoyo has over 13 years in academia, policy and the private sector. He is Technical Advisor for African Rivers, Lead Consultant at Acacia Trade and Development Consulting Group and an adjunct lecturer at ESAMI, NIPA and Zambia Open University. Contributor opinions are the author's own.

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LITERACY | 27 OCTOBER 2026

Books for Mansa: LDF donates to Luapula Provincial Library and Kombaniya Secondary School

One shelf, one school, one province at a time. The remaining copies go next to Mansa Secondary School.

By The Zambian Economist Analyst



Books donated by the Library Development Foundation are handed over at the Luapula Provincial Library STEM Study Hub in Mansa.

The Library Development Foundation has donated books to the Luapula Provincial Library in Mansa and to Kombaniya Secondary School. The remaining copies will go to Mansa Secondary School. The handover was made by LDF representative Evans Lwimba, an author and inclusion activist.

The provincial library is one of the STEM Study Hubs that Book Aid International supports in public libraries across Africa, a space for students of science, technology, engineering and mathematics. The new books add to that shelf and to the wider collection serving pupils preparing for examinations and adults who want a quiet place to read.

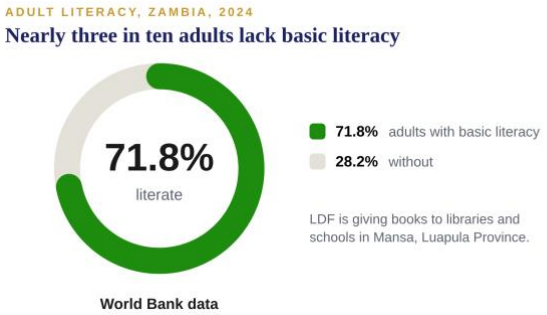
Where a school library is a single cupboard and a class shares its textbooks, every additional book changes something: one more pupil who can take a book home, one more teacher who can set reading beyond the syllabus.

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LDF was registered in November 2022 under the motto “Read to Be Empowered” and is led by Chairman and Chief Executive Jordan Stanley Nkonde. Before the August 2026 election it worked with the Electoral Commission on voter education through 200 volunteers. After the results it pointed to 126,556 rejected presidential ballots and announced plans for a five-year national civic and literacy programme in schools, universities and community libraries.

The Foundation says it will continue its book donations to schools and libraries in more communities.

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200 Voter education volunteers	**126,556** Rejected presidential ballots
3 Schools and libraries this round	**5 years** Planned civic and literacy programme

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Read the figures with their dates and sources

Targets are not results, potential is not supply, and a national average is not a household budget.

The Zambian Economist Team | 30 October 2026

Figure	Measure	Source and note
K271.9bn	2027 budget envelope, up 7.4%	Budget 2027: The Run-Up; presented 6 November
K6.9bn	Uncommitted space for new spending	After commitments and K44.9bn borrowing
K12.1bn	Revenue and grants shortfall, H1 2026	MoFNP Q2 2026 Economic Review
K46.2bn	Supplementary estimates, May and October	Mostly FRA maize purchases
K9.04bn	CDF cost at K40m x 226 constituencies	Against K6.9bn of free space
30 + 10	Cabinet and provincial ministers	Cabinet complete with 29 October appointments
18 of 38	Ministers listing a postgraduate qualification	National Assembly profiles
30	Ministries in the proposed structure	Up from 25; motion listed 27 October
K31.46 / K33.27	Petrol / diesel per litre, October	ERB review of 30 September
K20.1145	BoZ mid-rate, 23 October	Interbank market sets the daily close
10.75%	Policy rate after 250bp cut	MPC decision of 30 September
4.58 / 2.98	Tourism crisis awareness / preparedness	UNZA study of 137 stakeholders
42,000 MW	Estimated Inga site potential	Potential, not delivered power
3.1 million	Estimated population of Lusaka	Mayor's statement in Busan
71.77%	Adult literacy rate, 2024	World Bank data
670,371	Farmers who redeemed FISP inputs	As at 22 October; 65% of target

DATES TO WATCH

3 to 6 Nov African Hydro Symposium, Addis Ababa
5 Nov Mandevu parliamentary by-election
6 Nov 2027 National Budget presented
12 Nov Great East Road lanes due to reopen
25 to 26 Nov Monetary Policy Committee meets
1 Dec VAT on fuel scheduled to return

EVERY STORY IN THIS EDITION

24 Oct Hichilema calls for shift to growth
24 Oct Hichilema honours citizens at State House
24 Oct World at war and Super El Niño
25 Oct Kalyalya: resources into jobs
25 Oct Great East Road closure
25 Oct Grand Inga and Africa's power deficit
26 Oct Where the kwacha closes each day
26 Oct HH seeks approval for ministries
26 Oct Lusaka Mayor in Busan (two reports)
27 Oct Thirty ministries, eight targets
27 Oct Budget 2027: K6.9bn of room
27 Oct October fuel prices and December VAT
27 Oct Tourism crisis model (Z-CMRM)
27 Oct LDF books for Mansa
28 Oct Tourism crisis coordination
28 Oct Hichilema swears in Cabinet and provincial ministers
29 Oct Milupi and Kalila sworn in, Cabinet complete
29 Oct 670,371 farmers redeem FISP inputs
29 Oct Zambia and Germany line up cooperation
29 Oct Nkandu calls for wider reach of information

Reading room and sources

The Zambian Economist special report Budget 2027: The Run-Up; Ministry of Finance and National Planning Q1 and Q2 2026 Economic Reviews; 2025 and 2026 Budget Speeches; Auditor General CDF report 2024; ERB fuel review and price build-up, 30 September 2026; Bank of Zambia rates and MPC statement; Lubinda Sinyani, Thirty Ministries, Eight Targets; Ernest, Kachamba and Nsama (2026) in Science Mundi and the African Scientific Annual Review; World Bank Inga factsheet and reports; Lusaka City Council notice of 23 October; State House statements.

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People, payroll and daily operations in one secure workspace built for Zambian businesses.

- ✓ Staff records, attendance, leave
- ✓ Payslips with PAYE, NAPSA, NHIMA
- ✓ Clients, projects and deadlines
- ✓ Kwacha invoices and expenses
- ✓ Mobile money via Melo Pay

START FREE
Essential invoicing plan

www.peoplevanta.com

YOUR BRAND HERE

Put your business in front of readers who follow the budget, the kwacha and the markets.

+260 775 574 228
info@zambianeconomist.com
zambianeconomist.com/advertise

STARTER	MOST POPULAR GROWTH	FEATURED LISTING	DIRECTORY	EVENT LISTING
K1,500	**K4,500**	**K1,350**	**K600**	**K1,000**
for 30 days	for 30 days	a year	a year	per event
Premium advertising	*Our most-booked package*	*Top of the directory*	*Company profile*	*On our events page*

Embassies and high commissions | **Employers and recruiters** | **Universities and colleges** | **Development partners**