



From Evidence to Impact: Shaping
Policy for a Resilient and Inclusive
Zambia

ANNUAL REPORT
2025

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Message from the Board Chairperson

Governance, Accountability, and Strategy in 2025



It is my honour to present the 2025 Annual Report of the Zambia Institute for Policy Analysis and Research (ZIPAR), a leading national think tank. This report provides a concise update on the institute's performance from January 1st 2025, to December 31st, focusing on core operations and financial management.

In 2025, ZIPAR upheld its mission to champion evidence-based public policies for sustainable economic development, shaping Zambia's policy landscape. This was accomplished through the effective execution of its three-tier mandate, including conducting policy analysis and research, policy dialogue and advocacy, and policy capacity-building training, as set out in its annual work plan and budget. Notably, the Institute continued to produce quality, timely, and relevant outputs that served as a trusted resource for government institutions, the private sector, civil society, the media, and the wider public, ensuring that policy debates were grounded in rigorous research and practical insights.

Strategic Direction

ZIPAR's work was guided by four strategic imperatives that framed its activities and performance:

- a) Institutional accountability and excellence,
- b) Financial sustainability,
- c) Operational excellence, and
- d) Policy analysis and research excellence.

Institutional accountability and excellence

The Board and its Committees provided consistent oversight and strategic guidance throughout the year. To reinforce ethical conduct and transparency, ZIPAR established an Integrity Committee, aligning with national directives and international best practice. This step underscored the Institute’s commitment to accountability and its values-driven approach to governance.

Financial sustainability

Building on the clean audit record of 2024, the Board prioritised financial sustainability and strengthened internal controls. This commitment culminated in another unqualified audit opinion for 2025, reflecting prudent financial management and reinforcing stakeholder confidence in ZIPAR’s stewardship of public resources.

Operational excellence

The Board supported targeted investments in office infrastructure, data and physical security, and fleet management. These enhancements improved efficiency, safeguarded institutional assets, and ensured that ZIPAR remained well-positioned to deliver on its mandate.

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I take this opportunity to thank all our partners for their continued support, the Board of ZIPAR for their strategic guidance, and the staff for their commitment to driving the Institute’s mission.

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Policy analysis and research services excellence.

ZIPAR delivered rigorous, policy-relevant research that informed national discourse and shaped decision-making. Notable outputs included the 2026 National Budget Analysis and the Beyond Zambia’s 2020 Sovereign Debt Default study, both of which engaged policymakers, civil society, and future leaders in navigating complex economic challenges. Outputs such as these highlight ZIPAR’s capacity to deliver timely insights that advance fiscal sustainability, economic resilience, and inclusive growth. Notably, there has been growing interest in ZIPAR’s research services, primarily due to its ability to maintain service excellence.

Outlook

Anchored in its mission and vision, ZIPAR continues to deepen collaborative partnerships at home and abroad. By focusing on fiscal discipline, economic diversification, inclusive growth, and institutional strengthening, the Institute ensures its work remains academically rigorous, policy-relevant, and actionable. The Board is confident that ZIPAR will build on these achievements, expand its influence, and continue to deliver evidence-based insights that empower decision-makers and inspire progress for all Zambians.



Ms Mwaka C. Mukubesa
Chairperson, Board of Directors

Foreword by the Executive Director

Advancing Evidence-Based Policy for Sustainable Economic Transformation



In 2025, Zambia continued advancing a broad set of macroeconomic, fiscal, and structural reforms to restore stability, strengthen governance, and lay the foundation for inclusive and resilient growth. In this context, robust development research plays a pivotal role in identifying solutions, informing policy choices, and supporting effective implementation. Against this backdrop, the Zambia Institute for Policy Analysis and Research (ZIPAR) continued to strengthen its role as a leading source of independent, evidence-based policy analysis for sustainable economic development.

ZIPAR delivered several policy analysis and research outputs across critical thematic areas, including public finance management, debt sustainability, economic transformation, and inclusive growth. The analysis of the national budget, both *ex-ante* and *ex-post*, remained central to our work, providing timely, objective insights into government priorities contributing meaningfully to

policy decision-making. These outputs were strategic, ensuring value for money for the Government of the Republic of Zambia.

Our strategic focus for 2025 was to strengthen the link between research and practice. We deepened engagement with government, civil society, development partners, and academia to stimulate policy dialogue and advocacy, ensuring that evidence informs policy action. We are particularly proud of our outreach to universities nationwide, which underscores the importance of investing in collaborative research and nurturing pipeline talent to prepare the next generation of policy analysts. Our work was further strengthened through strategic partnerships with national, regional, and international partners, including the United Nations family in Zambia and internationally, which expanded the reach and policy impact of our research

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Internally, 2025 was a year of institutional consolidation and financial sustainability, with continued investment in governance, research quality, and operational systems to ensure responsiveness to an evolving policy environment.

”

As Zambia completes its reforms, supported by the International Monetary Fund (IMF) under the Extended Credit Facility (ECF) arrangements, having restored fiscal prudence and macroeconomic stability, and looks forward to a new programme anchored in sustainable growth and job creation, the importance of evidence-based policymaking cannot be overstated. ZIPAR will continue to champion evidence-based public policies for sustainable economic development. Thus, the Institute will support the implementation

of reforms that expedite the translation of economic growth into meaningful improvements in quality of life.

I express my sincere appreciation to our partners and stakeholders, to our Board for its relentless support, and to ZIPAR’s management and staff for their dedication and professionalism.

Together, we will continue to contribute to a more resilient, inclusive, and prosperous Zambia.



Mr Zali B. Chikuba
Interim Executive Director

Dr Jonathan M. Chipilia
Member
Director of Research, Bank of
Zambia (BoZ)



Ms Mwaka C. Mukubesa
Interim Chairperson
Permanent Secretary, Budget and
Economic Affairs, Ministry of Finance
and National Planning (MoFNP)



Dr Bona Chitah
Vice-Chairperson
Head, Department of Economics,
University of Zambia (UNZA), Great
East, Lusaka

Mr Isaac Mwaipopo
Member
Executive Director, Centre for
Trade Policy and Development



Ms Avet Mulonga
Member
Zambia Institute for Chartered
Accountants (ZICA)

Dr Sichizwe Musokotwane
Member
Director of Industry, Ministry
of Commerce Trade and
Industry (MCTI)



ZIPAR Board of Directors 2025



Mr Bernard J. Kamphasa
Member
Permanent Secretary, Office of
the President, Cabinet Office

Mrs Mwenya Kaela Bwalya
Member
Permanent Secretary, Ministry
of Justice (MoJ)



Dr Oswald Mungule
Member
President, Economics
Association of Zambia (EAZ)

Mr Anthony Kabaghe
Member
President, Zambia Chamber
of Commerce and Industry
(ZACCI)



EX OFFICIO



Mr Zali B. Chikuba
Interim Executive Director
Zambia Institute for Policy Analysis and
Research (ZIPAR)

Finance And Administration Committee



Ms Avet Mulonga
Chairperson
Zambia Institute for Chartered Accountants (ZICA)



Mr Anthony Kabaghe
Member
President, Zambia Chamber of Commerce and Industry (ZACCI)



Dr Venus Seti
Member
Zambia Institute of Human Resource Management (ZIHRM)

Audit and Risk Committee



Dr Sichizwe Musokotwane
Chairperson
Director of Industry
Ministry of Commerce Trade and Industry (MCTI)



Ms Tabitha Mangomba
Member
Institute of Internal Auditors



Mrs Mwenya Kaela Bwalya
Member
Permanent Secretary
Ministry of Justice



Mrs Barabina M. Mporokoso
Member
Chief Internal Auditor
Office of the Controller of Internal Audit

Technical Committee



Dr Bona Chitah
Chairperson
Head, Department of Economics
University of Zambia (UNZA)
Great East, Lusaka



Mr Bernard J. Kamphasa
Member
Permanent Secretary
Office of the President
Cabinet Office



Mr Isaac Mwaipopo
Member
Executive Director
Centre for Trade Policy and
Development



Dr Jonathan M. Chipili
Member
Director Research
Bank of Zambia

Senior Management



Mr Zali B. Chikuba
Interim Executive Director



Ms Malindi M. Chatora
Acting Senior Research Fellow



Ms Charity B. Mwansa
Finance and Administration Manager



Mr Nchima Mulota
Audit and Risk Manager

Staff Welfare and Employee Engagement

The Institute considers staff welfare a crucial strategic priority that supports institutional performance, service quality, and organisational unity. Recognising that a skilled and motivated workforce is essential to achieving the Institute's mandate, specific initiatives have been introduced to improve employee engagement, raise morale, and foster teamwork.

In this context, an awards programme was established to recognise and celebrate outstanding performance across various categories. The programme aims to motivate staff, foster a culture of excellence, and acknowledge the contributions of individuals and teams that consistently exceed expectations in line with its core values, particularly professionalism and excellence.

A notable highlight of the year was the end-of-year team-building event, which brought the staff together to promote unity. The activity was designed to enhance the team spirit, improve communication, and foster trust among staff members. Through structured exercises and informal interactions, employees reflected on the year's achievements and challenges

while strengthening working relationships across departments and units. This initiative renewed the culture of cooperation and shared responsibility within the Institute.

To further promote transparency and inclusive communication, ZIPAR institutionalised staff meetings aligned with each Board meeting cycle. These sessions provide a platform for management to update staff on quarterly performance, strategic priorities, and key Board decisions. This approach enhances internal communication, strengthens alignment between governance and operations, and fosters trust while promoting a shared sense of ownership over the Institute's objectives.

Overall, ZIPAR's approach to staff welfare in 2025 demonstrates a growing recognition that employee well-being, engagement, and appreciation are vital to institutional effectiveness. The Institute remains dedicated to enhancing these initiatives as part of its broader human capital development strategy in the coming years.



Year Open

37



Peak Month (July)

41

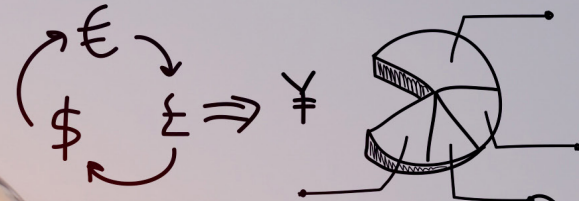
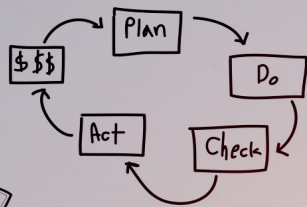
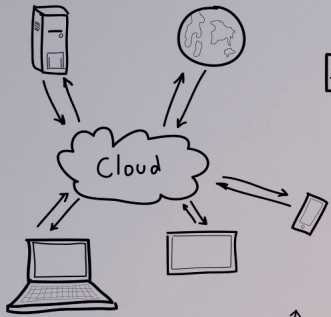


Year Close

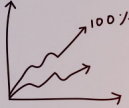
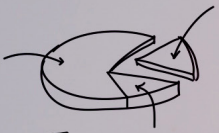
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ZIPAR Staff

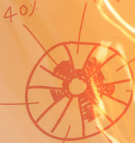
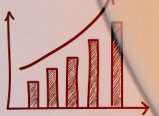




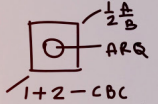
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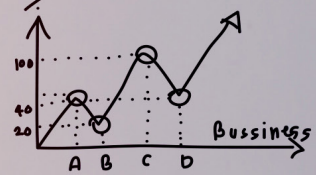
Team



$$A+B = \frac{2+C+K^2}{3 \times 6}$$



$$\frac{A+B+C+D}{1+4^2+\frac{3}{2}}$$



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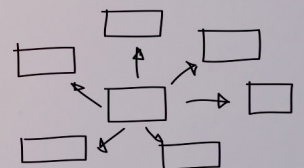
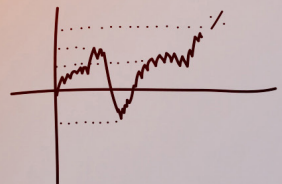
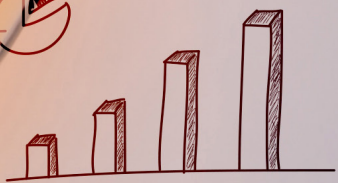
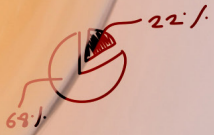
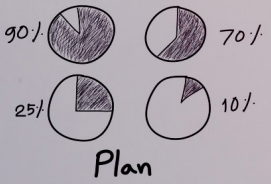
Key



Target



Production





Mission

To champion evidence-based public policies for sustainable economic development.

ZIPAR champions evidence-based public policy by producing high-quality, policy-relevant research, translating empirical evidence into actionable policy options, and facilitating informed dialogue among key stakeholders to support inclusive, resilient, and sustainable economic development in Zambia and the region.



Vision

A think tank of international repute influencing public policy.

ZIPAR generates rigorous, evidence-based research and policy dialogue that informs and influences public policy decisions at national, regional, and international levels.

The Three Tiers of the ZIPAR Mandate



1

POLICY ANALYSIS AND RESEARCH

ZIPAR undertakes rigorous, evidence-based research to generate insights that inform policymaking and development planning. This work focuses on analyzing economic and social issues, evaluating policy options, and providing objective recommendations that support effective and sustainable national development outcomes.

2

POLICY DIALOGUE AND ADVOCACY

Through policy dialogue and advocacy, ZIPAR facilitates constructive engagement among government, civil society, the private sector, and development partners. This approach promotes informed debate, builds consensus around key policy issues, and supports the uptake of research findings into policy decisions.

3

POLICY CAPACITY BUILDING AND TRAINING

ZIPAR strengthens the capacity of policymakers, institutions, and other stakeholders by providing targeted training, technical support, and knowledge-sharing platforms. This work enhances the ability of stakeholders to design, implement, and monitor policies effectively using evidence-based approaches.

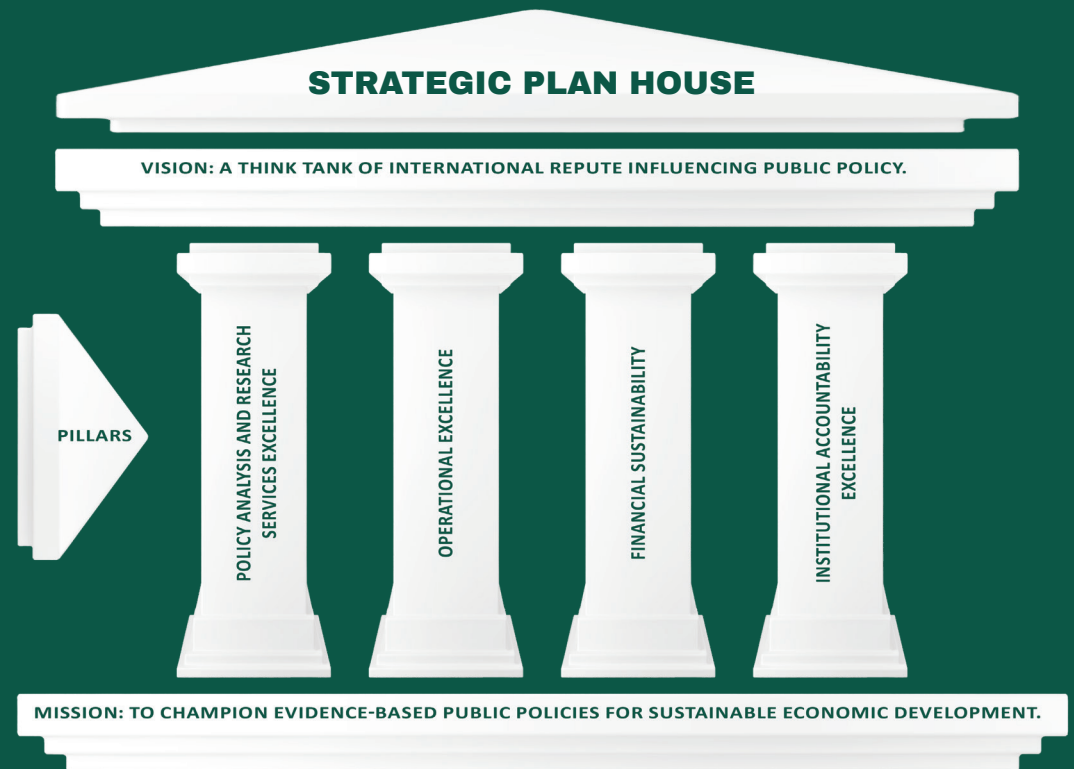


Strategic Direction 2025 - 2029

On 16 January 2025, the Board approved the 2025–2029 Strategic Plan and its Implementation Plan, setting a clear, structured direction for the Institute over the five-year period. The Strategy is firmly driven by the Institute’s mission to deliver high-quality, evidence-based policy analysis and research that supports Zambia’s development aspirations. It establishes a results-focused framework with defined objectives, performance indicators, and annual targets to guide implementation and measure progress.

The Strategic Plan is anchored on four pillars: Policy Analysis and Research Services Excellence; Operational Excellence; Financial Sustainability; and Institutional Accountability Excellence. Together, these pillars provide the foundation for strengthening research impact, improving institutional systems and processes, ensuring sustainable financing, and reinforcing governance and accountability standards.

By the end of 2025, the Institute had successfully met its annual targets across all four pillars of the Strategy. The strong performance in the first year of implementation demonstrates effective coordination, disciplined execution of the Implementation Plan, and a shared institutional commitment to delivering on the strategic objectives set out for the 2025–2029 period.



Shaping Policy Through Evidence

Gap Analysis for Greening Micro, Small, and Medium Enterprises in Zambia

ZIPAR was engaged to undertake a Gap Analysis for Greening Micro, Small, and Medium Enterprises (MSMEs) in Zambia. The study report has been delivered. The objective of the study was to assess the policy, financial, market, institutional, technological, and knowledge-related gaps hindering the practical greening of MSMEs in the country. In addition, ZIPAR

was tasked with developing a Roadmap for Greening MSMEs in Zambia. MoFNP used the roadmap to train and raise awareness among MSMEs in Zambia on green financing and greening processes. The roadmap will support the development of green financial products and help MSMEs adopt greener business practices.





Emmanuel Muma presenting at the launch of the MICE Study

Harnessing Meetings, Incentives, Conferences and Exhibitions (MICE) for Zambia’s Tourism Sector Growth

The MICE study served as a key input into Zambia’s 2025 World Trade Organisation (WTO) National Trade Policy Review and was officially launched by the Minister of Tourism, Hon. Rodney Sikumba. He noted that the insights would inform strategic decisions to enhance tourism infrastructure, improve air connectivity, and

establish the Zambia Convention Bureau. Furthermore, the Ministry of Tourism invited ZIPAR to continue its technical contributions to policy development in the tourism sector through representation on the committee established to develop the national Strategy.



Kalemba Mpandamwike at the launch of the MICE Study



Mr. Zali B. Chikuba, joined by the Hon. Rodney Sikumba (left), during the launch of the MICE Study

Country Economic Transformation Outlook Study for Zambia

The Country Economic Transformation Outlook (CETO) study, which was launched on 20th March 2025, has become a cornerstone of Zambia's policy dialogue on economic transformation. The launch, officiated by The Ministry of Finance and National Planning (MoFNP) through Mr Mulele Mulele, Permanent Secretary for the Economic Management Division, signalled strong Government endorsement. Following its release, the study attracted high-level attention from the Cabinet, the Presidential Delivery Unit (PDU), and MoFNP, shaping ongoing discussions on a suitable results measurement framework to support national development plans, notably the imminent development of

the Ninth National Development Plan (9NDP). Its recommendations include, prioritising agro-processing, light manufacturing, tourism, and ICT, directly informed the Government's economic focus, as reflected in the pre-2026 State of the Nation Address (SONA). The study also led to the establishment of the Zambia CETO Pan-African Coalition of Transformation (CETO-PACT), a collaborative platform uniting government, the private sector, academia, and think tanks. Now in its second phase, the coalition continues to support the Government in strengthening M&E systems and advancing Zambia's transformation agenda.



Participants at the launch of the CETO Study



Dr. Joseph Phiri presenting at the launch of the CETO Study



Margaret Mbewe presenting at the launch of the CETO Study

Implementation of the Tazama Open Access Policy

On the invitation of the Ministry of Energy, ZIPAR participated in the implementation of the TAZAMA Open Access Policy through the pre-qualification and Final Selection Committees responsible for assessing and awarding Oil Marketing Company (OMC) supply contracts allocations through a transparent and competitive bidding process. The Open Access Policy is a reform aimed at improving competition and efficiency in Zambia's fuel supply chain, providing OMCs fair access to the TAZAMA pipeline for 9 transporting Low Sulphur Gas (Diesel) from Dar es Salaam to

Zambia, reducing costs and improving supply efficiency. Following these reforms, diesel prices dropped significantly, from ZMW32.54 per litre in March 2025 to K25.35 per litre in November 2025. While fluctuations in global oil prices and exchange rates also affected this trend, the implementation of the Open Access Policy has been a key factor in lowering fuel costs, enhancing market competitiveness, and increasing transparency in Zambia's petroleum sector.



TAZAMA Pipeline (Picture from the DailyNationZambia by Nation Reporter) on AGRO Fuel only company using TAZAMA Pipeline



TAZAMA PIPELINES LIMITED

OPEN ACCESS GUIDELINES

FOR THE TRANSPORTATION OF LOW SULPHUR GAS OIL

VERSION 3.0

**JUNE, 2025.
TAZAMA PIPELINES LTD
NDOLA, ZAMBIA.**



Collaborating, Learning and Sharing Evidence

Advancing Policy Through Collaboration

KNOWLEDGE EXCHANGE AT THE UNU-WIDER CONFERENCE

ZIPAR participated in the UNU-WIDER Development Conference 2025, held from 9–11 June in Helsinki, under the theme “Safeguarding Tomorrow: Innovative Approaches to Growth and Equity.” The conference convened leading researchers and policymakers from across the globe to examine the design, financing, and political economy of social protection systems, particularly in contexts marked by overlapping economic, climate, and humanitarian crises. ZIPAR participated in a session on Environmental Insurance, contributing insights from Zambia and the broader Global South on managing climate and shock-related risks.

In addition, the Institute moderated a session on Rethinking the Global Financial Architecture to Finance Social Protection. Discussions across other plenary panels and parallel sessions explored the role of welfare systems in promoting equitable growth, building resilience, and creating fiscal space for social spending. The conference concluded with the 29th WIDER Annual Lecture, which reinforced the importance of evidence-based social protection policies for advancing inclusive and sustainable development.



2025 WIDER Development Conference in Helsinki for the first time since 2022, on the far right is Nazir Pandor, ZIPAR, moderating the panel discussion.

WIDER AT 40

As part of UNU-WIDER's 40th-anniversary celebrations, ZIPAR, in collaboration with UNU-WIDER, hosted a high-level evening exchange in Lusaka on 4 April 2025 to launch the UNU-WIDER Statement on Reforming the International Financial Architecture (IFA). The event brought together state and non-state actors to reflect on Zambia's role in a rapidly evolving global economic landscape characterised by constrained development financing and heightened debt vulnerabilities.

Discussions underscored the importance of evidence-based reform of the international

financial system to advance domestic resource mobilisation, strengthen social protection, and build climate resilience. Held under the anniversary theme "The Power of Shared Knowledge," the exchange reaffirmed the importance of rigorous research and policy dialogue in countering misinformation and informing effective development responses. The event also reinforced ZIPAR's long-standing partnership with UNU-WIDER in supporting Zambia's pursuit of inclusive growth and sustainable development.



ZIPAR Executive Director Zali B. Chikuba (far left), UNU-WIDER Director Kunal Sen (centre) and Communications Team Assistant Leeni Varis (far right) at the high-level evening exchange in Lusaka marking UNU-WIDER's 40th anniversary and the launch of the IFA Statement.



P.S. Mulele Mulele giving his welcome remarks at the high-level evening exchange in Lusaka marking UNU-WIDER's 40th anniversary and the launch of the IFA Statement.

STRENGTHENING POLICY ANALYSIS THROUGH MICROSIMULATIONS

In July 2025, ZIPAR, in collaboration with the United Nations Children’s Fund (UNICEF) and UNU-WIDER, facilitated a five-day technical training retreat on the MicroZAMOD, Zambia’s tax-benefit microsimulation model, held in Lusaka from 28 July to 1 August. The training specifically targeted members of the Social Protection Financing Strategy Technical Working Group, focusing on strengthening analytical capacity to inform the design, financing, and potential expansion of the Social Cash Transfer (SCT) programme. Participants engaged in hands-on policy simulations assessing alternative

reform options, including scaling up cash transfers and adjusting tax and benefit parameters, to examine their impacts on poverty, inequality, and fiscal costs. By the end of the training, participants demonstrated an improved ability to independently run simulations, interpret distributional outcomes, and assess trade-offs between social protection coverage and fiscal sustainability, supporting more evidence-based decision-making on the future expansion of Zambia’s SCT programme.



Participants during the five-day MicroZAMOD technical training retreat facilitated by UNICEF and UNU-WIDER, held in Lusaka, Zambia, from 28 July to 1 August 2025.

ZIPAR Integrity Committee

EMBEDDING INTEGRITY AT THE CORE OF ZIPAR'S WORK

In response to the Government's directive to strengthen internal accountability mechanisms within public institutions, ZIPAR, in collaboration with the Anti-Corruption Commission (ACC), established its inaugural Integrity Committee (IC) in August 2025. The formation of this Committee reflects ZIPAR's commitment to the Cabinet's initiative to institutionalise integrity committees under the National Anti-Corruption Policy framework, signalling a strategic shift towards preventive, systems-based approaches to managing corruption risks. The inaugural meeting was presided over by ZIPAR's Interim Executive Director, Mr. Zali Chikuba, with a delegation of the Anti-Corruption Commission, led by the Director General, Mrs. Daphne Chabu, in attendance.

The Integrity Committee's objective is to instil ethical leadership, promote transparency, and reinforce accountability within ZIPAR's operational and governance structures. This initiative underscores ZIPAR's understanding that the credibility of policies is intrinsically linked to the trust placed in institutions. As a national policy think tank that engages with governmental entities, development partners, and the public, ZIPAR regards integrity as fundamental to its mandate and influence, thereby positioning the Institute as an exemplar of the governance principles it advocates.



ZIPAR Integrity Committee during an integrity training session facilitated by the Anti-Corruption Commission (ACC) at Legacy Resort.

Formalised Partnerships and Collaborations



Mr. Zali B. Chikuba exchanges MoU documents with Zambia Army Brigadier General Emmanuel Chilala Choonya.



ZIPAR and the Zambia Army pose for a group photo following the signing of a MOU

MEMORANDA OF UNDERSTANDING

In 2025, ZIPAR formalised several strategic partnerships through Memoranda of Understanding (MoUs) to strengthen evidence-based policymaking, applied research, and institutional collaboration across key sectors. An MoU was signed with the Zambia Army, marking ZIPAR's first formal collaboration with an institution in Zambia's defence forces. The partnership establishes a framework for joint research, innovation, and knowledge exchange in areas of mutual interest, reinforcing the role of research and evidence in supporting national development objectives. ZIPAR also strengthened its international research linkages by signing an MoU with the London School of Economics and Political Science (LSE), formalising long-standing collaboration under the International Growth Centre (IGC). The agreement provides a structured platform for collaborative research, training, and policy engagement on issues of national relevance, connecting Zambia's policy research ecosystem to global academic networks and reinforcing ZIPAR's role as a national knowledge hub.

In support of Zambia's economic diversification and sustainable growth agenda, ZIPAR signed an MoU with the Zambia National Advisory Board for Impact Investment (NABII). The partnership aims to advance Zambia's impact investment ecosystem through evidence-based research, policy dialogue, capacity building, and the development of the Zambia Impact Policy Roadmap, with a particular focus on supporting small and growing businesses. ZIPAR also entered into an MoU with the Ministry of Tourism, strengthening collaboration on policy research, sector analysis, and evidence-based strategies to support tourism-led growth and economic diversification. Collectively, these MoUs reflect ZIPAR's commitment to building cross-sectoral and cross-border partnerships that enhance the relevance, reach, and impact of policy research in Zambia.

Regional Partnerships

ZIPAR strengthened its regional and international engagement through partnerships that advanced policy dialogue, regional integration, and collaborative action on inclusive growth. ZIPAR partnered with Global Citizen to co-host the 6th Global Town Hall, a full-day virtual convening held under the theme “The Future We Need.” The event brought together civil society leaders, global thinkers, and policymakers to deliberate on pressing global challenges, reinforcing ZIPAR’s role as a convener linking national policy debates to global development conversations.



At the regional level, ZIPAR participated in the Southern African Development Community (SADC) National Planning Entities and Think Tanks Workshop held in Lusaka from 10–12 September 2025, convened in collaboration with the European Union (EU), Alliance for African Partnership (AAP), and United Nations Economic Commission for Africa (UNECA). ZIPAR presented institutional experiences and policy insights alongside planning authorities and think tanks from across the region. A key outcome of the workshop was the launch of the Southern Africa Network of Think Tanks (SANTT), to whose interim steering committee ZIPAR was appointed, positioning the Institute at the centre of emerging regional collaboration between think tanks and national planning entities.

Local Partnerships

At the national level, ZIPAR deepened its engagement with key domestic institutions to advance informed public debate and evidence-based policymaking. A central partnership during the year was with the Economics Association of Zambia (EAZ), through which ZIPAR contributed to multiple high-level policy dialogues. ZIPAR’s Interim Executive Director, Zali B. Chikuba, served as a panellist at an EAZ Public Lecture, sharing insights on the role of transport infrastructure in shaping Zambia’s economic growth and development. ZIPAR researchers also participated in the EAZ National Economic Summit 2025, where discussions focused on achieving debt sustainability, balancing risks and opportunities, and strengthening macroeconomic resilience. Dr Joseph Phiri, Research Fellow I – Macroeconomics Unit and Mr Emmanuel Muma, Acting Business Development Manager, featured as panellists respectively.

Beyond macroeconomic dialogue, ZIPAR also expanded its public-facing outreach by participating in the 97th Agricultural and Commercial Show in Lusaka, where it showcased policy work under the theme “Adapting to Climate Change” and engaged a broad audience of policymakers, stakeholders, and citizens—including interaction with His Excellency the President of the Republic of Zambia, Mr. Hakainde Hichilema. Collectively, these engagements reinforced ZIPAR’s role as a trusted national platform for policy dialogue, integrity, and public engagement.



ZIPAR Exhibition at the 2025 ACS

Executive-Level Policy Engagements

ZIPAR’s institutional standing was further reflected through its participation in the International Monetary Fund (IMF) Regional Dialogue with African Think Tanks, held in Johannesburg in June 2025 on the margins of the On Think Tanks (OTT) Conference. The dialogue convened a small, curated group of African think tank leaders to engage with senior IMF officials on regional macroeconomic challenges, debt dynamics, and the role of policy research institutions in shaping inclusive and sustainable growth strategies. ZIPAR was represented by its Interim Executive Director, Mr. Chikuba, reflecting the Institute’s recognition as a thought leader on macroeconomic policy issues in Africa and reinforcing its role as a trusted contributor to high-level regional and global policy dialogue.

Other targeted engagements led by the Interim Executive Director aimed at advancing policy dialogue and strengthening collaboration among think tanks and development partners. Mr Chikuba represented ZIPAR at the 30th Anniversary Gala Dinner of the Botswana Institute for Development Policy Analysis (BIDPA), held on 28 October 2025 under the theme “Celebrating 30 Years of Providing Evidence-Based Policy Advice: The Role and Future of Think Tanks in a Rapidly Changing World.” He participated in a high-level panel reflecting on the contribution of think tanks to policy influence and Africa’s development agenda, highlighting common challenges

faced by African policy research institutions in translating evidence into policy action and the importance of sustained engagement with governments and stakeholders.

The Interim Executive Director also undertook a high-level engagement in China at the invitation of the International Department of the CPC Central Committee, participating in a regional dialogue on China–Africa Cooperation in a Changing World that examined the evolving role of think tanks in shaping Africa–China relations, including through the Forum on China-Africa Cooperation (FOCAC). This is in addition to dialogues with the Scottish Government, including engagements with John Ramsay Swinney and the British High Commission, where discussions focused on Zambia’s reform trajectory, investment climate, and opportunities for collaboration in renewable energy, climate action, education, health, gender equity, and poverty reduction. These engagements underscored the alignment between Zambia’s macroeconomic stabilisation and fiscal reform efforts and international interest in supporting inclusive, productivity-enhancing investments, while reinforcing ZIPAR’s role as a trusted interlocutor in regional and global policy conversations.



ZIPAR in the Field

Strengthening Tax Administration through Taxpayer Evidence

Reliable taxpayer data is a cornerstone of effective revenue administration. In 2025, ZIPAR supported the Zambia Revenue Authority (ZRA) by conducting the 2024 Taxpayers' Perception Survey, a nationwide study that captured taxpayers' experiences, perceptions, and interactions with the tax system. Using a structured questionnaire administered to 1,327 randomly selected taxpayers across all 10 provinces, disaggregated by Large, Medium, and Small Taxpayers, the survey provided direct feedback on registration and compliance processes, digital tax platforms, service delivery, access to information, and perceptions of integrity and fairness. The nationwide coverage enabled the identification of regional and firm-size variations in taxpayer experiences.

The findings point to encouraging progress in tax administration, with over 98% of surveyed firms registered for at least one form of tax and widespread use of digital platforms, particularly among Medium and Large Taxpayers. At the same time, the results highlight persistent challenges, including limited digital access for small and rural businesses, delays in tax refunds, and low awareness of tax appeal and dispute resolution mechanisms. By systematically capturing taxpayer voices, the survey provides actionable evidence to inform ZRA's efforts to enhance taxpayer education, strengthen digital inclusion, improve service consistency, and build trust, while reinforcing ZIPAR's role in delivering policy-relevant, data-driven support to Zambia's public finance institutions.



ZIPAR staff during data collection, Kabwe, Central Province

Choma Scenarios Study



Participants at the Choma Scenarios Study, Choma, Southern Province



Ms. Mulima Nyambe presenting at the Choma Scenarios Study, Choma, Southern Province

ZIPAR completed a participatory scenario study for Choma District to identify long-term, climate-resilient development pathways aligned with the Integrated Development Plan and the effective use of the Constituency Development Fund. The study culminated in the Choma Development Scenarios for 2045 report, which presented two alternative development pathways that integrate land, water, and energy considerations and assessed their resilience to climate change. The findings are intended to support evidence-based local development planning and decision-making.

At the national level, ZIPAR also finalised studies on policy implementation gaps in Extended Producer Responsibility under Statutory Instrument No. 65 of 2018, as well as on greening the manufacturing sector in Zambia. The SI 65 study identified weak implementation, largely attributable to voluntary compliance provisions and limited enforcement mechanisms, and provided evidence to inform the ongoing policy review. Meanwhile, the manufacturing sector study revealed low awareness of the green economy transition and the Green Growth Strategy as key constraints, with findings aimed at strengthening policy design and implementation.

Evaluation of the Potential of Zambia's Textile Industry for Industrialisation: Opportunities And Challenges

ZIPAR undertook a study on the Evaluation of the Potential of Zambia's Textile Industry for Industrialisation to examine whether Zambia can move beyond raw cotton production and develop a competitive and integrated cotton–textile–garment (CTG) value chain. The study was anchored in extensive field-based research, drawing on surveys, interviews, and consultations with 317 respondents, including cotton farmers, value chain actors, consumers, and key informants from government, industry, and representative associations. Fieldwork was conducted across Lusaka, Central, Copperbelt, and Eastern Provinces to capture regional perspectives on production, processing, and market dynamics.

The analysis was complemented by secondary trade and economic data to assess competitiveness, domestic demand, structural constraints, and sustainability practices. Findings indicate that while Zambia has a comparative advantage in raw cotton production, mid- and downstream activities—particularly spinning, weaving, and garment manufacturing remain underdeveloped. The study identifies targeted intervention opportunities to strengthen industrialisation, expand local employment, and promote sustainable and inclusive growth within the textile sector.



Thomas Mwimba interviews a stakeholder during data collection for the evaluation of the potential of Zambia's textile industry for industrialisation, focusing on opportunities and challenges.

Honouring Women in Policy and Research

ZIPAR marked International Women’s Day as an opportunity to reaffirm its commitment to inclusive development and gender-responsive public policy. The occasion recognised the vital contributions of women across the institution and within Zambia’s broader policy landscape, where they play central roles as researchers, analysts, and policymakers shaping evidence-based decision-making.

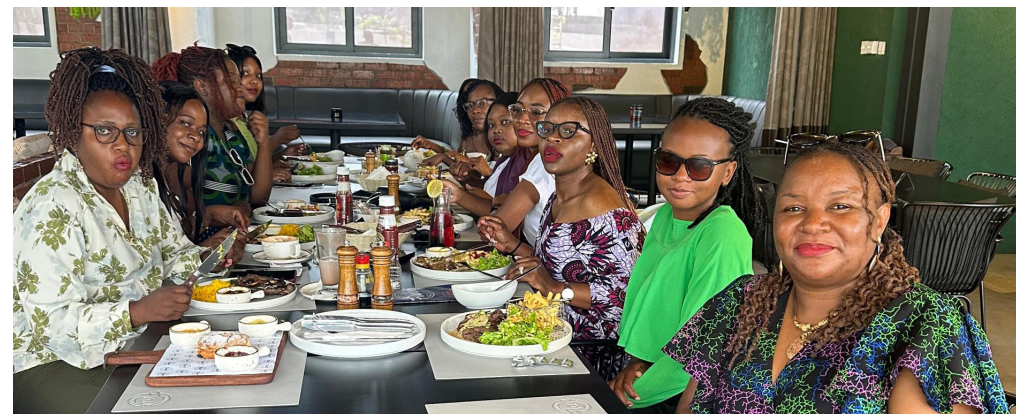
The commemoration also provided space for reflection on persistent gender disparities and for constructive dialogue on key development challenges, including women’s economic participation, access to education and health services, and representation in governance. ZIPAR emphasised the importance of gender-responsive policies and data-driven approaches to address structural inequalities and promote equitable development outcomes.

In celebrating International Women’s Day, ZIPAR further underscored its commitment to fostering an inclusive workplace that supports women’s professional growth, leadership, and meaningful participation. These efforts are aligned with national gender policies and global commitments, including the Sustainable Development Goals, particularly Goal 5 on achieving gender equality and empowering all women and girls.

In 2025, International Women’s Day was commemorated under the theme “Accelerate Action.” ZIPAR’s women marked the day by pledging to be agents of change, reinforcing the institution’s belief that advancing gender equality is fundamental to strengthening institutions, improving policy outcomes, and driving sustainable national progress.







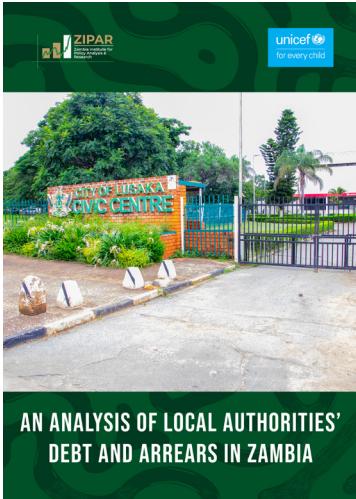
From left to right: Beenzu Puta, Malindi Msoni, Vivian Zulu, Penelope Chileshe, and Esther Chilala, pose for a group photo in commemoration of International Women’s Day



ZIPAR women sharing lunch in celebration of International Women’s Day.

Delivering Impact in 2025

<p>JAN</p>	<p>RESEARCH VALIDATION AND POLICY DIALOGUE</p> <p>ZIPAR convened a validation workshop to assess the performance of the National Road Fund Agency (NRFA). The workshop brought together stakeholders from the transport and logistics sector to review the agency’s mandate, operational challenges, and policy options to improve efficiency and accountability in the road sector.</p> 		
<p>FEB</p>	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p>TOURISM AND ECONOMIC DIVERSIFICATION</p> <p>ZIPAR, in collaboration with the Ministry of Tourism, launched a study into harnessing Meetings, Incentives, Conferences and Exhibitions (MICE) tourism to support Zambia’s growth. The launch, officiated by the Minister of Tourism as Guest of Honour, highlighted the sector’s contributions to economic diversification, employment creation, and domestic revenue mobilisation. The study identified opportunities to strengthen fiscal performance through improved licensing systems and tourism levies.</p> </td> <td style="width: 50%; vertical-align: top;"> <p>FOREIGN INVESTMENT AND LOCAL VALUE CREATION</p> <p>ZIPAR partnered with the Kiel Institute for the World Economy to host a high-level workshop on Chinese investments in Zambia. Discussions focused on policy options to strengthen technology transfer, skills development, local capacity building, and corporate social responsibility to enhance development outcomes.</p> </td> </tr> </table>	<p>TOURISM AND ECONOMIC DIVERSIFICATION</p> <p>ZIPAR, in collaboration with the Ministry of Tourism, launched a study into harnessing Meetings, Incentives, Conferences and Exhibitions (MICE) tourism to support Zambia’s growth. The launch, officiated by the Minister of Tourism as Guest of Honour, highlighted the sector’s contributions to economic diversification, employment creation, and domestic revenue mobilisation. The study identified opportunities to strengthen fiscal performance through improved licensing systems and tourism levies.</p>	<p>FOREIGN INVESTMENT AND LOCAL VALUE CREATION</p> <p>ZIPAR partnered with the Kiel Institute for the World Economy to host a high-level workshop on Chinese investments in Zambia. Discussions focused on policy options to strengthen technology transfer, skills development, local capacity building, and corporate social responsibility to enhance development outcomes.</p>
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<p>MAR</p>	<table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p>FISCAL SUSTAINABILITY AND LOCAL GOVERNANCE</p> <p>ZIPAR and UNICEF jointly launched the Local Government Debt and Arrears Analysis Report, which showed that local authority debt stood at K4.6 billion as of September 2023. The launch, officiated by the Minister of Local Government and Rural Development, emphasised the need for improved revenue mobilisation, debt monitoring, and financial transparency to support service delivery and decentralisation.</p> </td> <td style="width: 50%; vertical-align: top;">  </td> </tr> </table>	<p>FISCAL SUSTAINABILITY AND LOCAL GOVERNANCE</p> <p>ZIPAR and UNICEF jointly launched the Local Government Debt and Arrears Analysis Report, which showed that local authority debt stood at K4.6 billion as of September 2023. The launch, officiated by the Minister of Local Government and Rural Development, emphasised the need for improved revenue mobilisation, debt monitoring, and financial transparency to support service delivery and decentralisation.</p>	
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Delivering Impact in 2025

MAR

SUSTAINABLE TRANSPORT AND URBAN MOBILITY

ZIPAR facilitated a multi-stakeholder workshop on financing walking, cycling, and public transport. The discussions highlighted limited investment in inclusive transport systems and explored financing options, including local authority bonds and the Constituency Development Fund, to support urban mobility projects.



APR

UNLOCKING FINANCE FOR ACTIVE MOBILITY AND PUBLIC TRANSPORT




In April, we convened a multi-stakeholder workshop to examine how Zambia can unlock sustainable financing for walking, cycling, and public transport, which remain underfunded despite being the primary modes of mobility for most Lusaka residents. The discussions underscored that while local authorities have access to financing instruments such as local authority bonds and the Constituency Development Fund, attracting investment depends on developing bankable, well-structured projects that advance transport equity.



Delivering Impact in 2025

MAY	<p>INSTITUTIONAL LEARNING AND QUALITY ASSURANCE</p> <p>In May 2025, ZIPAR held its annual in-house seminar, bringing together research units to strengthen internal learning, collaboration, and quality assurance processes.</p>	<p>DIGITAL TRANSFORMATION AND INCLUSIVE GROWTH</p> <p>ZIPAR participated in the Eminent Persons Forum, contributing to discussions on digital transformation, with emphasis on inclusive digitalisation, regulation, youth innovation, and emerging technologies.</p>
JUN	<p>SECTOR ENGAGEMENT AND KNOWLEDGE DISSEMINATION</p> <p>In June 2025, ZIPAR participated in the Zambia Travel Expo (ZATEX) 2025, contributing to discussions on tourism data and statistics to support MICE tourism planning.</p>	<p>ADVANCING THE TRANSFORMATION AGENDA</p> <p>Later in June 2025, ZIPAR and ACET launched Phase II of the Country Economic Transformation Outlook – Pan African Coalition for Transformation (CETO-PACT). The engagement led to the establishment of a National Working Group to support implementation of reform recommendations aligned with Vision 2030 and national development priorities.</p>
JUL	<p>PERFORMANCE AUDIT REPORT OF THE AUDITOR GENERAL ON THE UTILISATION OF THE ROAD FUND FOR MAINTENANCE (2020–2023)</p> <p>In July, ZIPAR appeared before the National Assembly Committee on Local Governance, Housing and Chiefs’ Affairs to present recommendations on strengthening the implementation of the Auditor General’s Performance Audit on the utilisation of the Road Fund for maintenance (2020–2023). ZIPAR proposed enhanced inter-ministerial coordination, a legal review of the road sector framework, and increased private sector participation in rail through PPPs, proposals that were welcomed by the Committee as valuable contributions to improving infrastructure governance and service delivery.</p>	

Delivering Impact in 2025

<p>AUG</p>	<p>WIRED FOR SUSTAINABILITY STAKEHOLDER WORKSHOP</p> <p>We convened a stakeholder consultative workshop in Lusaka as part of our study on decarbonising Zambia’s public transport system through electrification. The discussions generated practical insights from key sectors that will inform policy recommendations on accelerating the transition to electric mobility.</p>	<p>2025 MID-YEAR BUDGET REVIEW DISSEMINATION</p> <p>Together with UNICEF Zambia and UNU-WIDER, we disseminated the 2025 Mid-Year Budget Analysis and findings from a MicroZAMOD assessment of the Social Cash Transfer and Cash for Work programmes. The analysis highlighted modest macroeconomic gains alongside persistent social-sector gaps, underscoring the need for inclusive, well-targeted fiscal policy.</p>	
<p>SEP</p>	<p>SADC NATIONAL PLANNING ENTITIES AND THINK TANKS WORKSHOP</p> <p>We participated in the SADC National Planning Entities and Think Tanks Workshop in Lusaka, where we shared ZIPAR’s research achievements with regional counterparts. The launch of the Southern Africa Network of Think Tanks and our appointment to its interim steering committee marked an important step in strengthening regional policy collaboration.</p>		
<p>OCT</p>	<p>BEYOND ZAMBIA’S 2020 SOVEREIGN DEBT DEFAULT</p> <p>We jointly launched the report Beyond Zambia’s 2020 Sovereign Debt Default with the Finance for Development Lab, examining the drivers of the default and Zambia’s ongoing recovery efforts. The dialogue emphasised that lasting debt sustainability will require stronger institutions, enhanced domestic revenue mobilisation, and continued reform momentum.</p>		
<p>NOV</p>	<p>UNIVERSITY DISSEMINATION AND YOUTH ENGAGEMENT</p> <p>We disseminated the sovereign debt report at Mulungushi University, engaging students and academics in a robust discussion on Zambia’s debt journey. The inter-university quiz competition provided an innovative platform to deepen youth engagement on fiscal and economic policy issues.</p>		

Delivering Impact in 2025

DEC

STAFF RETREAT

In December, we concluded a five-day Staff Retreat and Team Building programme that combined structured learning, wellness, and team bonding activities. The retreat featured sessions on mental health, interactive games, and closing reflections by the Interim Executive Director, reinforcing teamwork, staff wellbeing, and renewed commitment as we move forward together



The 2026 Budget Analysis

The ZIPAR Budget Analysis is an annual flagship activity that analyses the National Budget to assess its alignment with Zambia’s macroeconomic conditions, national development priorities, and inclusive growth objectives. The exercise provides an independent, evidence-based platform for interrogating fiscal policy choices, expenditure prioritisation, and revenue mobilisation measures, and for generating practical policy recommendations to inform implementation and mid-course corrections.

This activity was held in collaboration with the United Nations, reflecting a continued strategic partnership to strengthen policy analysis, promote social-sector investments, and ensure that budgetary decisions are responsive to vulnerable populations, including children, women, and marginalised groups. Through this collaboration, the

analysis integrates macro-fiscal perspectives and social-sector lenses, bridging the gap between fiscal sustainability and development outcomes.

The activity began with a writing retreat held at Legacy Lodge from 26 October 2025 to 29 October 2025. During the retreat, ZIPAR researchers and associates convened to provide an expert, in-depth analysis of the 2026 National Budget presented by the Minister of Finance and National Planning, Honourable Dr Situmbeko Musokotwane. The retreat provided a structured, focused environment for interrogating key budget themes, including fiscal consolidation under the IMF-supported programme, domestic resource mobilisation, debt sustainability, public expenditure efficiency, and the implications of fiscal choices for economic recovery and long-term transformation.

TEXT BOX I: KEY FINDINGS FROM THE 2026 BUDGET ANALYSIS

- 1. Macroeconomic stability has improved but remains fragile.** The 2026 Budget builds on gains in growth, inflation management, and foreign reserves, but these remain vulnerable to external shocks, climate risks, and election-year fiscal pressures, requiring sustained policy discipline.
- 2. Growth targets are credible but implementation-dependent.** The projected 6.4% growth reflects realism and is anchored in mining, agriculture, ICT, and energy reforms; however, achieving this outcome hinges on the timely execution of investments and the resolution of structural constraints, particularly in the energy sector.
- 3. Debt restructuring has eased pressure, but fiscal space remains constrained.** While external debt restructuring has reduced near-term debt service burdens, rising domestic refinancing needs and escalating debt service costs continue to limit resources for development spending.
- 4. Fiscal consolidation is progressing but faces election-year risks.** The targeted reduction in the fiscal deficit signals commitment to consolidation, but historical patterns of spending overruns during election years heighten the risk of slippage without strong expenditure controls.
- 5. Revenue ambitions exceed structural capacity.** Domestic revenue targets are aligned with medium-term plans but remain heavily driven by inflation rather than structural tax base expansion, underscoring the need for deeper reforms in compliance, formalisation, and economic diversification.
- 6. Social and decentralised spending is rising, but the impact is uneven.** Increased allocations to social sectors and the Constituency Development Fund reflect strong policy intent; however, low absorptive capacity, efficiency challenges, and governance gaps continue to weaken service delivery outcomes.

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Closing The Loop: Sustaining Momentum Toward Inclusive And Resilient Growth.

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The theme underscored the need to translate recent macroeconomic stabilisation gains into tangible development outcomes, particularly through improved policy coherence, effective budget execution, and strengthened accountability mechanisms. The analysis examined whether the 2026 Budget effectively closes the gap between policy commitments and implementation, with a specific focus on sustaining growth, enhancing resilience to shocks, and ensuring the inclusive distribution of economic gains.

In addition, ZIPAR produced the 2026 Social Sector Budget Brief, themed “From Coverage To Impact: Sustaining Gains In Zambia’s Social Sector.” This complementary analysis assessed whether increased allocations to key social sectors, education, health, social protection, and water, sanitation and hygiene, are translating into improved service delivery and human development outcomes. The brief emphasised the need to move beyond nominal spending increases towards greater efficiency, equity, and impact, particularly amid fiscal constraints and rising social needs.

The 2026 Budget Analysis Report and the Social Sector Budget Brief were officially launched on 2 October 2025 at Pamodzi Hotel. The event was graced by the Permanent Secretary of the Ministry of Finance and National Planning, Ms Mwaka Mukubesa, who highlighted strong government engagement with independent policy research. The Governor of the Bank of Zambia, Dr Danny Kalyalya, also attended, and his presence reinforced the importance of policy coherence between fiscal and monetary authorities in sustaining macroeconomic stability and supporting inclusive growth.

Overall, the 2026 Budget Analysis reaffirmed ZIPAR’s role as a leading policy think tank providing timely, credible, and policy-relevant analysis. By combining rigorous macro-fiscal assessment with a strong social-sector focus, the exercise contributed to the national dialogue on how Zambia can consolidate recent economic gains while ensuring that growth remains inclusive, resilient, and people-centred.



Strategic Priorities and Research Focus for 2026

Research Agenda for 2026

The 2026 research agenda comprises 23 policy analysis and research activities, categorised as new initiatives, routine analyses, multi-year projects, and carry-over activities. Compared to the 2025 work programme, which focused on post-drought recovery and debt restructuring, the 2026 agenda shifts attention to macroeconomic stability, fiscal management, climate adaptation, renewable energy transitions, and resilience-building in key productive sectors.

Positioning for Impact In 2026

Building on excellent performance against the 2025 planned targets across policy research, dialogue, and dissemination, the 2026 Outlook of Activities sets out ZIPAR's priorities, research agenda, and engagement strategy for the second consecutive year under the Strategic Plan. The outlook highlights how the Institute will respond to evolving economic, fiscal, and climate-related challenges, while consolidating internal systems to enhance effectiveness, sustainability, and accountability.

New Activities

- 1. Regional Cooperation in Renewable Energy & Climate Resilience:** Boosts cross-country renewable energy investments, strengthens climate resilience, energy reliability, and supports Africa’s green industrialisation.
- 2. Agriculture Roadmap for Refugee & Local Communities:** Transforms refugee settlements into productive, food-secure socio-economic hubs integrating refugees and local populations.
- 3. Children’s Code Act Implementation Review:** Assesses law enforcement, resources, and coordination to strengthen child protection outcomes.
- 4. Financing Electricity Investments via PPAs:** Explores risk-sharing and PPP frameworks to attract private investment, address energy deficits, and ensure sustainability.
- 5. ICT-Led Economic Resilience & Diversification:** Promotes digital services and ICT to create jobs, drive economic diversification, and build resilience against shocks.
- 6. Critical Minerals & Energy Transition:** Analyses copper production and energy trade-offs, balancing industrialisation with environmental and climate considerations.
- 7. Socio-Economic Impact of Declining ODA:** Evaluates effects on social sectors, domestic revenue mobilisation, and fiscal sustainability.
- 8. Impact of Corporate Income Tax Cuts:** Studies how CIT reductions influence investment, growth, and competitiveness of domestic vs. foreign firms.
- 9. PAYE Reform Microsimulation:** Uses MicroZAMOD to model top-bracket PAYE, assessing fairness, revenue, and domestic resource mobilisation.
- 10. MSME Ownership & Performance Analysis:** Compares domestic and foreign MSMEs to inform policies enhancing competitiveness and enterprise growth.
- 11. AfCFTA Readiness & Opportunities:** Examines Zambia’s structural readiness, barriers, and strategies to boost intra-African trade and MSME participation.
- 12. Climate-Resilient Regional Transport Corridors:** Evaluates corridors for efficiency, sustainability, and role in supporting regional trade and industrialisation.

Routine Activities

- Mid-Year Social Sector Budget Review:** Tracks fiscal performance & expenditure effectiveness.
- 2027 Social Sector Budget Analysis:** Annual review of allocations & social expenditure outcomes.
- 2026 Mid-Year Budget Review:** Monitors macro-fiscal execution & trends.
- 2027 National Budget Analysis:** Informs fiscal policy debate & macroeconomic management.

Multi-Year

Harmonising the Water-Energy-Food-Ecosystem (WEFE)

Nexus: Develops a cross-sectoral management framework to ensure that Zambia’s water, energy, and food resources are managed as an integrated system, particularly to build resilience against recurring droughts.

Mapping Poverty Beyond Income: Updating Zambia’s MPI:

Moves beyond traditional monetary metrics to provide a granular map of poverty based on health, education, and standard of living, allowing for more targeted social protection interventions.

Country Economic Transformation Outlook (CETO): The

CETO initiative aims to assess and strengthen Zambia’s productive and industrial capacities to drive sustainable economic transformation. It seeks to identify and promote diversification pathways beyond mining to enhance local value addition, create jobs, and build a more resilient and inclusive economy.

Sustainable Urban Mobility Advisory Committee (SUMAC):

Provides long-term technical guidance on transforming Zambia’s urban transport systems into efficient, low-carbon, and inclusive networks.

Advancing Regional Cooperation for Renewable Energy:

(Extended to 2028) Investigates how regional investment models can scale renewable energy access to support Africa's industrialization under the AfCFTA.

Climate-resilience of Regional Transport Corridors:

(Extended to 2028) A multi-year assessment of the structural adequacy of trade corridors to withstand extreme weather while actively meeting decarbonization targets.

Policy Engagement and Advisory Services

ZIPAR will continue to play a central role in policy engagement and advisory services in 2026 and beyond. Planned activities include, but are not limited to, policy workshops, technical briefings, policy briefs, stakeholder consultations, and high-level policy dialogues aimed at ensuring that research findings inform decision-making processes. Targeted advisory support will be provided to Government Ministries, Statutory Bodies, Parliament, and Development Partners, with particular emphasis on economic policy, macroeconomic management, climate resilience, and sectoral reforms which are

aligned with the 8NDP and essential for sustained economic transformation. ZIPAR will also continue to respond to requests for analysis and submissions from Parliamentary committees as well as other institutions that request its input, reinforcing its role as a trusted source of independent policy advice. To enhance reach and impact, the Institute will expand its knowledge dissemination channels, including webinars, policy dialogues, media sensitisation programs, and publications, complementing traditional in-person engagements.

Capacity Building and Institutional Development

Strengthening internal capacity will remain a priority in 2026. ZIPAR will invest in staff training and professional development to deepen analytical skills, methodological competence, and policy communication capabilities. Planned initiatives include training in advanced economic analysis, macroeconomic modelling, climate and energy economics, and applied policy evaluation techniques. The Institute will also continue strengthening internal research and analytical systems, standard operating procedures, and performance management frameworks. The institutionalisation of these ideas will be a sequel to the needs assessment that will be facilitated by the Human Resources Department, with the guidance of the Research Department, to ensure the actualisation of these initiatives. Enhanced monitoring and evaluation mechanisms will be applied to better track research outputs, policy influence, and institutional impact, supporting continuous learning and improvement.

Partnerships and Collaborations

Partnerships will remain central to ZIPAR's work in 2026. The Institute will pursue planned collaborations with regional and international research institutions to support joint research, capacity building, and knowledge exchange. Engagement with academia, think tanks, civil society organisations, and the private sector will be strengthened to broaden perspectives and enhance policy relevance. ZIPAR will also participate in continental and regional initiatives, including AfCFTA-related research networks and African Union-supported policy platforms, positioning Zambia within wider African policy debates and contributing to regional learning.



Policy Engagement and Advisory Services

In 2026, ZIPAR moves beyond static research to Active Engagement. Under the banner of “Operational Excellence,” the Knowledge Management Unit will execute

492 strategic touchpoints to ensure evidence-based insights don’t just sit on shelves, but they shape the nation.

Engagement Pillar	Strategic Initiative	Frequency/Volume	Core Objective
1. High-Frequency Awareness (300+ Activities)	Digital Dominance	185	Transform digital platforms into a real-time policy hub for the public.
	Technical Integration	155	Embed ZIPAR expertise into national technical working groups and meetings.
	Visual Storytelling	8	Convert complex research into actionable Infographics & Factsheets.
2. Direct Policy Advocacy (50+ Activities)	Parliamentary Submissions	32	Provide data-driven evidence directly to the National Assembly.
	Media Amplification	46	Drive the national conversation via 30 Media Appearances and 16 Articles.
	Roundtables & Public Forums	3	Facilitate expert dialogue through the Eminent Persons Forum and webinars.
3. Formal Knowledge Bedrock (50+ Activities)	The ZIPAR Library	42	Launch 17 Reports, 17 Launches, and 8 Policy Briefs as the evidence base.
	In-House Excellence	11	Conduct internal seminars for peer review and institutional capacity building.
	Corporate Presence	1+	Visibility via exhibitions (e.g., Agricultural & Commercial Show) and branding.

2026 Quarterly Rhythm

Q1: Launch	Q2: Validation	Q3: The Peak	Q4: Conclusion
126 Activities	128 Activities	130 Activities	105 Activities
Setting the digital pace and initial legislative responses.	2025 Annual Report launch and technical validation.	Intensive Budget Analysis and high-volume media outreach.	Finalizing study reports and planning for 2027.

Resource Mobilisation and Funding Outlook

Ensuring financial sustainability will remain a key focus in 2026. ZIPAR will pursue diversified resource mobilisation strategies, including partnerships with donors and development partners, consultancy services, and competitively funded research projects aligned with its strategic priorities. Innovative financing approaches and strengthened project management systems will be pursued to sustain core activities, enhance financial resilience, and support the effective implementation of the 2026 work programme.



ZIPAR Finance Team

Programmes

Advancing Evidence-Based Policy for National Development



Market Economic Development

At ZIPAR, this programme focuses on promoting economic transformation by strengthening markets and productive sectors. We undertake research on private sector development, trade, investment, and industrial policy to inform reforms that enhance competitiveness, productivity, and job creation.



Non-Market Economic and Human Development

Through this programme, we support policies that improve social and human development outcomes. Our work addresses areas such as health, education, social protection, inequality, and inclusive growth, with the aim of ensuring that economic progress translates into improved wellbeing for all Zambians.



Fiscal and Financial Sector Management

Under this programme, ZIPAR provides evidence-based analysis on fiscal policy, public finance management, debt sustainability, and financial sector development. We support policies that strengthen fiscal discipline, improve resource allocation, and promote a stable and inclusive financial system.



Monetary and External Sector Management

This programme focuses on maintaining macroeconomic stability through analysis of monetary policy and external sector developments. Our research informs policies on inflation, exchange rates, balance of payments, and external debt, supporting economic stability and external resilience.

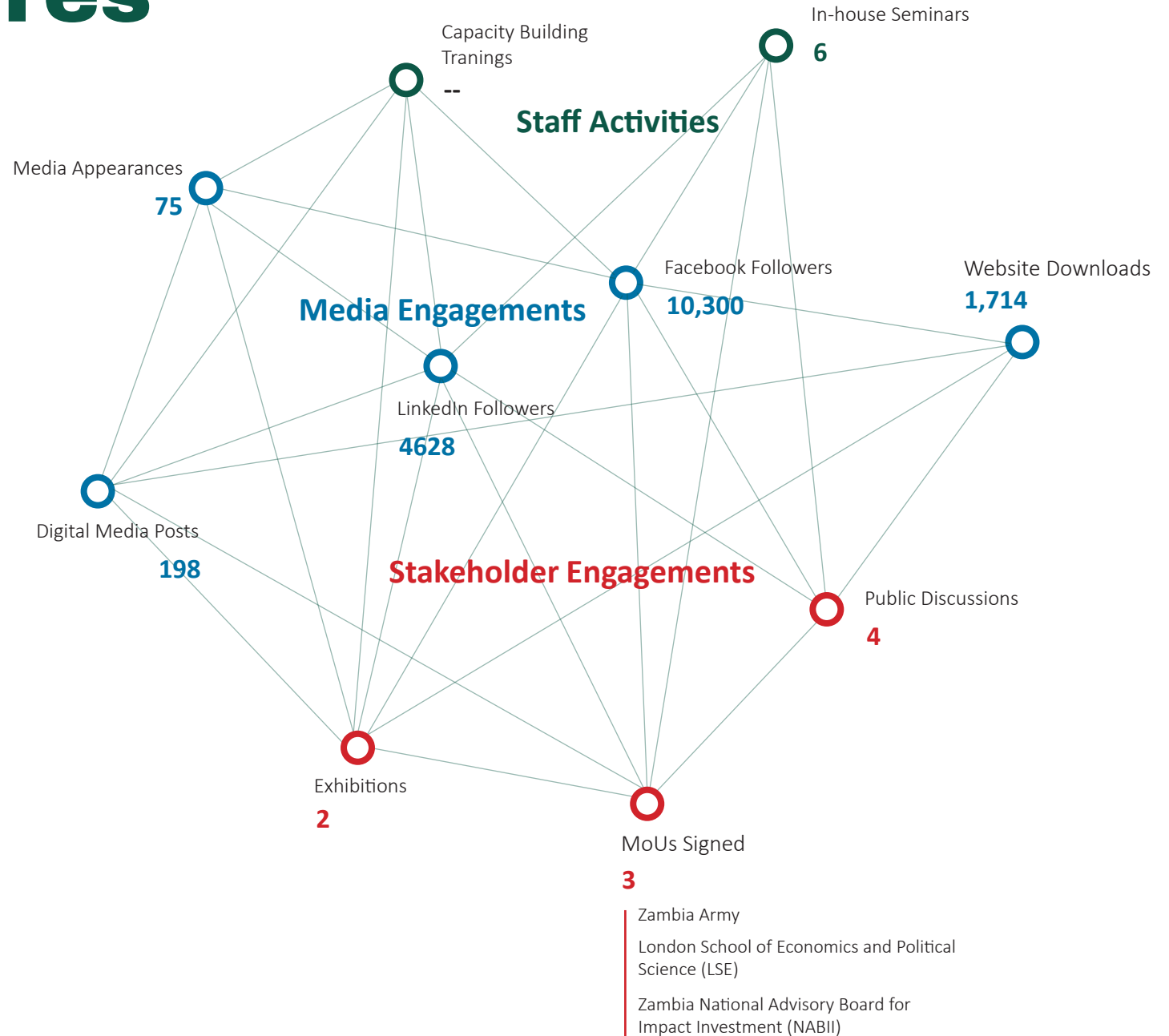
2025 Figures

Publications

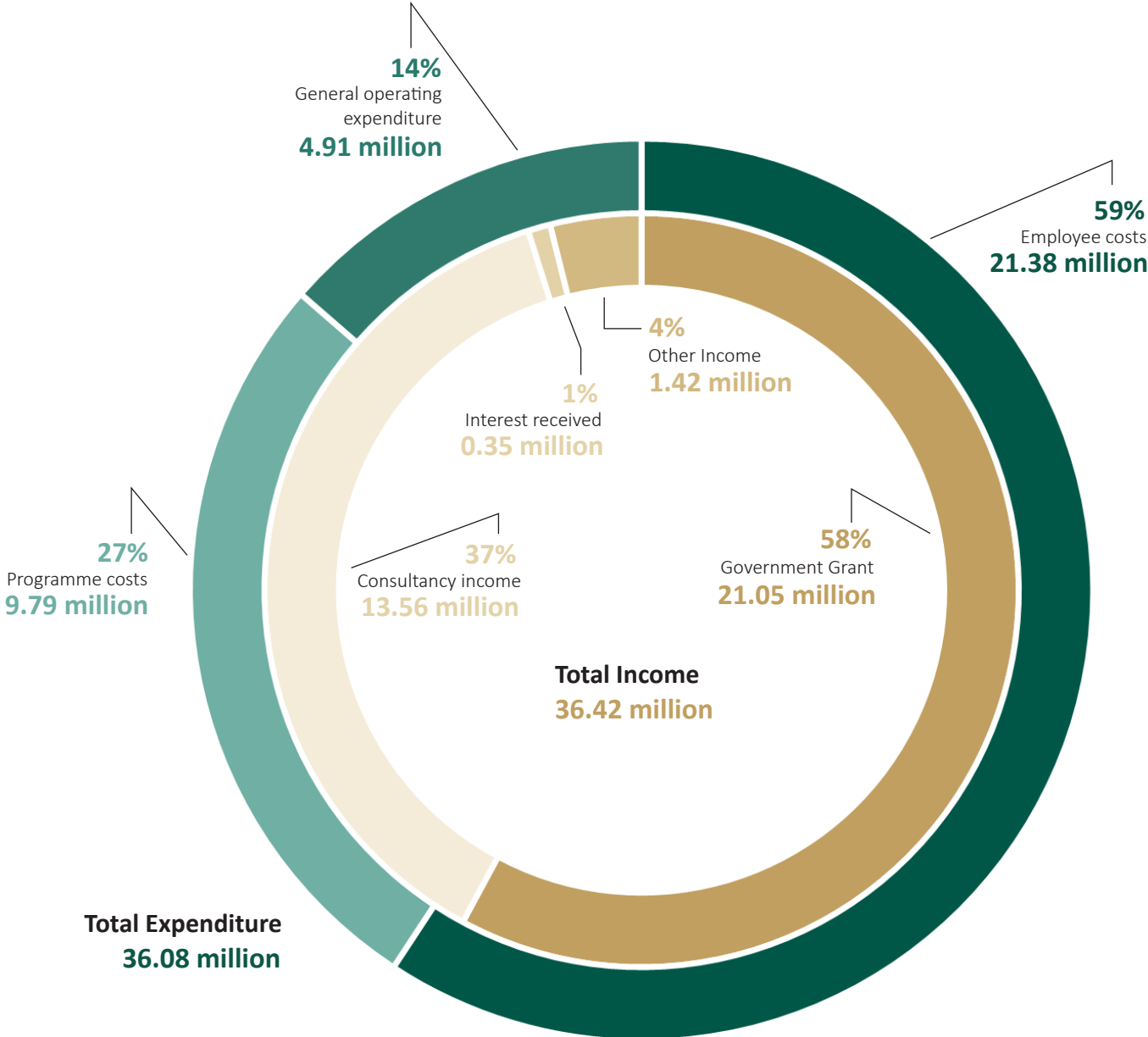
Commentaries/Articles	14
Infographics	5
Study Reports/ Policy Briefs	16

Events

Parliamentary submissions	35
Report Launches	6
Technical meetings	130



2025 Financials



In Closing

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If my mind can conceive it, and my heart can believe it – then I can achieve it.

These words by Mohammed Ali capture the spirit that continues to guide ZIPAR’s work. As we close this report, they serve as a powerful reminder that conviction, discipline, and belief are essential to turning ideas into impact. Anchored in rigorous evidence and a deep commitment to Zambia’s development, ZIPAR remains focused on translating research into policies that deliver real, lasting change. With the continued support of our partners, stakeholders, and a dedicated team, we move forward with confidence and purpose, conceiving bold ideas, believing in inclusive progress, and achieving outcomes that contribute to a more resilient, equitable, and prosperous Zambia.

Zambia Institute for Policy Analysis and Research

Financial Statements for the year ended 31 December 2025

Appendix 1: Detailed Statement of Comprehensive Income

INCOME	Note	2025	2024
		K	K
GRZ Grant Received		21,053,747	21,053,747
	12	21,053,747	21,053,747
OTHER INCOME		-	-
Income from Consultancy		13,585,229	11,920,555
Interest Received		203,179	325,945
Exchange Gains		254,673	157,029
Interest Earned from Staff Loans		151,677	105,478
Other Income		771,250	1,202,997
Amortisation of Capital Grant		397,482	397,482
	13	15,363,49	14,004,008
TOTAL INCOME		36,417,237	35,057,755
Bank Charges		32,292	30,046
Cleaning & Sanitation		35,654	41,077
Fuel & Oils		189,030	306,673
Computer Expenses		660,562	325,984
Courier & Postage		-	16,883
Depreciation		1,184,008	829,807
Electricity & Water		150,000	129,500
Policy Dialogue & Dissemination		1,652,058	564,534
Staff Training		316,221	112,751

Zambia Institute for Policy Analysis and Research

Financial Statements for the year ended 31 December 2025

Appendix 1: Detailed Statement of Comprehensive Income *(continued)*

Research Studies and Activities	6,579,233	7,073,578
Conferences & Seminars	843,541	1,066,378
FAO Data Collection	-	412,305
Insurance	208,469	289,253
Audit Fees	116,966	21,600
Board Expenses	486,970	648,499
Procurement	12,000	11,000
Recruitment	-	153,602
Professional Fees	27,107	221,219
Magazines & Journals	396,659	30,220
Motor Vehicle Expenses	68,904	32,743
Printing & Stationery	451,427	380,779
Exchange Loss	2,439	278,133
R & M- Motor Vehicle	394,794	278,133
R & M- Computer	8,400	21,540
R & M- Furniture	41,774	50,198
Transport Allowance	15,418	33,034
SUB-TOTAL	14,033,426	13,219,474

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Financial Statements for the year ended 31 December 2025

Appendix 1: Detailed Statement of Comprehensive Income *(continued)*

	2025	2024
	K	K
R & M- Building	159,401	129,829
R & M- Building, plant and equipment	-	-
Transport allowance	15,418	33,034
Tender fee	-	2,100
Lunch Allowance	26,075	28,132
Gratuity	2,487,368	2,644,475
Leave Pay	916,743	367,439
Staff Welfare	1,544,530	1,472,172
Salaries and Wages	15,310,523	13,759,132
NAPSA Contribution-	645,224	679,809
Workers Compensation	35,575	22,923
NHIMA- Employer's Contribution	116,975	88,095
Telephone, Internet & Fax	415,598	447,544
Official Entertainment	550,480	56,610
SUB-TOTAL	22,049,090	19,5 66,332
TOTAL EXPENDITURE	36,082,516	32,785,806
SURPLUS FOR THE YEAR	334,721	2,271,949

