



**UNITED PARTY FOR
NATIONAL DEVELOPMENT**

**ZAMBIA *FORWARD*
TOGETHER**

VOTE UPND FOR MORE JOBS, CONTINUED ECONOMIC
GROWTH AND SUSTAINABLE DEVELOPMENT

www.upnd.co.zm



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ZAMBIA FORWARD, TOGETHER

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A MESSAGE TO THE ZAMBIAN PEOPLE: MOVING ZAMBIA FORWARD, TOGETHER

Fellow Citizens,

When we asked for your trust five years ago, we did so with a clear vision: to fix the country, rebuild a better economy, and bring real and lasting change. We saw the challenges confronting our nation, and we knew that together we could build something better.

Today, looking across our great country, we can say with humility and pride — Zambia is moving forward, together. While the road has been difficult, we have turned the corner, and the signs of progress are visible everywhere.

We committed to investing in our children — and today, free education is a reality for every child in Zambia. We are committed to restoring order — and today, our markets, bus stations, workplaces and communities are free from the cadre violence that blighted public life just a few years ago. We committed to empowering our communities — and we have delivered record Constituency Development Fund support and new jobs across the country.

We began by laying the foundations for change. Progress is real. You trusted us to follow the process, and today those foundations are strong enough for us to begin realising the full potential of our great nation. Yet this is only the beginning. There is so much more to do.

This Manifesto sets out our commitments for the years ahead, as we continue on our shared journey towards a better and more prosperous Zambia. Just as we delivered on free education, peaceful streets and empowered communities, the commitments contained herein are not merely words on paper; they are concrete deliverables we are making to you, the Zambian people.

Together, we will build a stronger economy, create new jobs, ease the cost of living and expand opportunities so that every Zambian can share in the progress we are making. This Manifesto presents an ambitious jobs agenda, underwritten by sound economic management, stable policies and lower costs of doing business. By continuing to implement steady reforms, we will raise productivity and transform the economy. We are acutely aware of the daily pressures and the pain of high prices that many families and businesses still face. We are committed to lightening those burdens — whilst also unlocking the great untapped potential in every community, amongst our women and men, our boys and girls.

Through this Manifesto, we recommit ourselves to a strengthened social contract with the Zambian people — one that places citizens at the centre of every decision, as an expression of our deep concern for the burdens each person carries and our firm belief in the power of collective effort.

With continued unity, patience and hard work, we will achieve the lasting progress, peace and prosperity our country has always deserved. Let us therefore join hands and commit to working as One Zambia, One Nation, One People — to continue moving **Zambia forward, together**.

Hakainde Hichilema

President of the Republic of Zambia

BALLY

A man with short dark hair, wearing a dark grey suit jacket, a white dress shirt, and a red patterned tie, stands against a white background. The bottom of the image features a red gradient. The word "BALLY" is written in large, bold, red capital letters at the top.

**BALLY LOVES.
BALLY CARES.
BALLY DELIVERS.**

But there is still more
work to be done.

INTRODUCTION

The first UPND term was about rescue, repair and rebuilding our country's foundations. The next term is about delivery at scale: more jobs, lower costs, and better lives for Zambian families.

When the UPND took office in August 2021, our task was clear: to restore dignity, fix the economy and rebuild trust in government. Zambia needed stability, order, and a clear path forward.

The challenge was stark. Zambia was in debt default — the first sub-Saharan African country to default during the COVID-19 era. Commodity prices were rising sharply, the Kwacha was sliding, foreign reserves were dwindling, and public finances had been strained by years of wasteful spending. The economy was not merely declining; it was broken.

Social, governance and national unity indicators were all deteriorating simultaneously. Education outcomes were weakening, health systems were stretched to breaking point, corruption was rife, and cadre violence had eroded order in markets, bus stations and public spaces across the country.

Against this backdrop, our priority was to halt the decline — then to begin rebuilding.

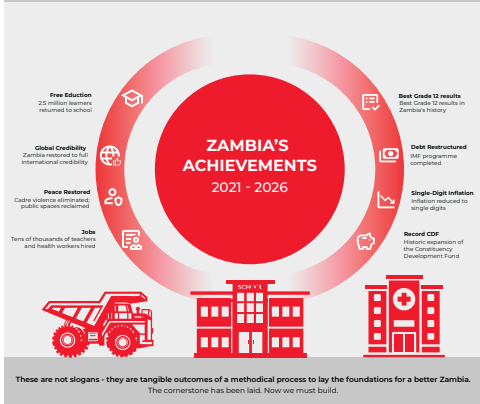
We instituted free education, enabling 2.5 million learners to return to school. We recruited thousands of new teachers and health workers, ensured the consistent availability of essential medicines, and expanded health infrastructure — all whilst protecting social spending under fiscal consolidation. We strengthened decentralisation and dramatically expanded the Constituency Development Fund, enabling communities to build schools, clinics, markets, water systems and roads at an unprecedented scale.

At the same time, we repaired the macroeconomy. We restructured Zambia's external debt and anchored fiscal discipline through a homegrown reform programme supported by the IMF. Inflation fell to single digits, the Kwacha stabilised and regained strength, and foreign reserves increased substantially. Zambia moved from debt default and international isolation to renewed confidence at home and abroad.

We also restored order in public life — ending cadre violence and intimidation, and reclaiming markets and public spaces for all citizens. Zambia is now calmer and more peaceful, and the business and investment climate has improved substantially as a result.



UPND GOVERNMENT - KEY ACHIEVEMENTS 2021 - 2026



These were not slogans — they are tangible outcomes of a methodical process to lay the foundations for a better Zambia. But we speak honestly and with humility: it is the trust and patience of the Zambian people that made these outcomes possible, and we count on that continued support as we move to the next phase of development. Stabilisation and early gains, whilst significant, are not the end of the story. Much remains to be done.

Together, we shall provide millions of new jobs and local opportunities faster and at scale, with a particular focus on employment for our young people.. We shall reduce the cost of living to manageable levels for our families. Electricity insecurity and load-shedding shall be permanently resolved. We will further improve the business environment to enable private sector expansion, create business opportunities and encourage entrepreneurship. The public sector shall be restructured to become more effective and delivery-oriented, ensuring strong accountability and a focus on results.

The cornerstones have been laid. The foundation is established. Now we must move forward — beyond stabilisation, towards full transformative growth and development.

OUR VISION AND MISSION

OUR VISION

A united, inclusive,
prosperous and
equitable Zambia



OUR MISSION

To empower Zambians by
harnessing our resources for
transformative economic
growth and sustainable
development.



RELIGION, THE FAMILY AND THE STATE



Zambia is strongest when families are strong, communities are peaceful, and every citizen is treated with dignity and respect.

The UPND Government will preserve Zambia's Christian heritage whilst firmly protecting freedom of religion for all. In a nation richly blessed with many faiths and traditions, we will foster tolerance, peaceful coexistence and mutual respect among all religious communities — promoting unity in diversity, dignity and equal treatment under the law for every citizen.

We recognise the family unit as the first school for good morals, values, discipline and responsibility. Government policy will therefore actively support family unity and protect the dignity of the home — promoting family-friendly workplaces, strengthening social protection for vulnerable households, supporting responsible parenting, and ensuring that public institutions and labour policies respect and safeguard the stability of families.

At the heart of this approach is the enduring Christian principle that within a healthy family, each member is raised and guided to contribute according to their ability. Parents nurture responsibility, young people are prepared for work and service, and economically active members support the wellbeing of the whole — thereby strengthening both the family and the nation.

OUR VALUES AND GOVERNING PRINCIPLES

The values and governing principles that drive sustainable development and empower our people are:

OUR VALUES & GOVERNING PRINCIPLES



**UNITY IN
DIVERSITY**



HARD WORK



EQUITY



**RIGHTS &
FREEDOMS**



TRANSPARENCY



ACCOUNTABILITY



INTEGRITY



SOCIAL JUSTICE

These are not just words. They guide how we govern: with unity, humility, discipline, accountability and love for the Zambian people.

WHAT COMES NEXT: OUR FUTURE, TOGETHER

The next five years are about delivering more for the Zambian people.

Easing the cost of living, creating jobs at scale, and expanding opportunity so that every family can benefit and build a better future.

We have laid the foundations. Progress is real. But we are clear: the job is not finished. Life is still not easy for many families. Globally, prices remain high, and many young people are still looking for work. That is why our full focus is on what comes next — making progress felt in every home, every community, and every part of the country.

Across Zambia, people want the same things: the chance to work, to earn, to provide for their families, and to build a better future. This Manifesto is about delivering exactly that.

Just as we delivered free education, restored peace, and rebuilt the foundations of the economy, we will now deliver more jobs, ease the cost of living, and expand opportunity for every Zambian.

Our plan, going forward:

- Ease the cost of living for families
- Create jobs at scale, especially for young people
- Expand energy, infrastructure and connectivity
- Grow agriculture, mining and manufacturing to drive opportunity
- Ensure development reaches every province and district

Government's role is clear: to make it easier for Zambians to work, run businesses and succeed — by keeping policies stable, reducing costs, delivering services that work, and supporting enterprise across the country.

These priorities are backed by clear commitments and measurable targets set out in this manifesto.



UPND Agenda - 15 Clear Targets



Jobs and Opportunity

01. Work with private sector to create 2 million new jobs, with the deliberate inclusion of youth and women
02. More than double TEVET enrolment, supporting 100,000+ young people with industry-linked training
03. Position Zambia as a regional manufacturing and industrial powerhouse



Food, Farming and Lower Costs

04. Raise maize production to 10 million metric tonnes, subject to local and global demand.
05. Bring 500,000 additional hectares under irrigation and modernise agriculture
06. Target US\$1 billion per year in beef exports and grow the cattle herd to 11 million



Power, Growth and Industry

07. Double the size of Zambia's economy (GDP) creating stability, prosperity and jobs
08. Expand electricity generation from around 3,400 MW to over 10,000 MW
09. Grow copper production to 3 million metric tonnes





Opportunities in Every Province

10. Establish a public university in every province where none currently exists.
11. Strengthen decentralisation so growth reaches every province and district
12. Designate a specialist economic identity for each province, driving the growth of local and provincial economies focused on their specific resource endowment.



Cleaner, Faster Government

13. Develop key urban centres and border areas into 24-hour economic hubs
14. Digitise government services, national identity, land registry, business registration and tax administration
15. Advance economic diplomacy, making Zambia a preferred investment and tourism destination in region



The agenda ahead is structured around five pillars that together address every dimension of Zambia's development. **Pillar 1 — Growing the Economy** — drives job creation, agricultural transformation, mining expansion, manufacturing, and tourism. **Pillar 2 — Connecting the Nation** — delivers the energy, infrastructure and digital economy that make growth possible. **Pillar 3 — Serving the People** — ensures that growth translates into better lives through lower costs of living, stronger health and education systems, housing, water, and social protection. **Pillar 4 — An efficient, effective, and delivery-oriented public sector** — builds the institutions, accountability frameworks, governance systems and foreign policy that underpin everything else. **Pillar 5 — Financing Our Future** — unlocks the capital markets, public-private partnerships, and strategic investments needed to fully fund and sustain Zambia's transformation. Together, these five pillars form a coherent and mutually reinforcing programme for Zambia's transformation.



PILLAR 1: GROWING THE ECONOMY

Jobs • Skills • Entrepreneurship • Agriculture • Mining • Manufacturing • Tourism



JOBS & SKILLS

2 million new jobs



AGRICULTURE & FOOD SECURITY

3M MT soy beans target,
10M MT maize target,
1M MT wheat target,
5M USD beef export



MINING & MINERALS

3M MT copper target



ENERGY & INFRASTRUCTURE

10,000+ MW target



ENTERPRISE & INNOVATION

Reducing the cost of doing business



TOURISM

5M visitors



MANUFACTURING & DISTRIBUTION

Building a regional powerhouse

Produce More

Produce Better - Produce Smarter



Jobs, Skills and Entrepreneurship

The next phase of Zambia's development will be defined by one overriding priority: jobs, skills and enterprise opportunities for our people. With the stability and investor confidence we have built, Zambians across the country are opening businesses and creating jobs for fellow citizens. The task now is to build on this momentum — reaching every family, every young person, every man and woman, in every community.

In partnership with the Zambian private sector, the UPND Government will work to create millions of new jobs in the years come, driven by investment in skills and enterprise across every sector and every province.

Our young people will be at the centre of this national effort. Zambia is a young, dynamic country, and the energy and ambition of our youth must become the engine of economic transformation. In the years ahead, we will harness technology and innovation to create income opportunities at a pace faster than at any other point in our country's history.

We will reorient our training institutions to deliver skilled, productive and confident citizens ready to contribute to the economy. Over 100,000 students in universities, TEVET institutions and professional colleges will receive training support through industry-linked programmes. Every beneficiary will be linked to a work placement, internship or enterprise opportunity.

Entrepreneurship will be a driver of job creation. In partnership with the private sector, the UPND Government will expand targeted enterprise financing — including establishing a Youth Enterprise Growth Fund — whilst improving access to credit guarantees, blended finance and business development services for MSMEs, with particular focus on youth-owned enterprises.





Youth and women-owned businesses will be accorded preferential access to public procurement. We will streamline licensing processes, reduce unnecessary regulations, and ensure formalisation becomes a pathway to opportunity rather than a burden.

Industrial parks, farm blocks, logistics corridors and value-addition hubs will spread opportunities across all provinces and districts, ensuring that economic growth reaches every corner of the country.

This agenda is grounded in a simple truth: Zambians are hardworking and entrepreneurial. Government's responsibility is to create an enabling environment, open doors, build the capabilities of our people, and ensure that talent, innovation and effort are properly rewarded.

In the coming years, we will diligently and transparently measure and report on results. Jobs must be available and rewarding, businesses must grow, and every Zambian must have a fair chance to live well and build a better future through effort, skill and enterprise.

Government shall also strengthen frameworks that provide young people with access to internships and apprenticeships in both private and public institutions. We shall reorient our training institutions to deliver skilled, productive and confident citizens who are ready to contribute to the economy. The UPND Government will upgrade the professional status of teachers in our society, recognising their fundamental role in national development.

Agriculture, Agri-Business, Food Security and Rural Prosperity

Agriculture sits at the heart of our economy and at the centre of family life across our country. It feeds our people, supports millions of livelihoods, and holds the key to sustainable food prices, stronger rural incomes and increased export capacity.

10M MT maize production target — including 3M MT under irrigation, subject to local and global demand

CROP & LIVESTOCK TARGETS	HOW WE'LL GET THERE
Wheat: 1 million MT	Increase irrigatable land and rain-fed wheat
Soya beans: 3 million MT	Rehabilitate and expand irrigation schemes
500,000 ha additional irrigation	Work with the private sector to establish warehouses and silos.
Productivity: 1.7 + 10 MT/ha	Improved soil health management
Cattle herd: 11 million head	Establishing animal disease free compartments
Beef exports: US\$1bn per year	Extension services and digital farm platforms

Zambia has the land, water, climate and people needed to become a regional food basket. What has been missing is sustained productivity, irrigation and value addition. We will change that by eliminating regulations that impede production and delivering strategic investment across the full agricultural value chain.

In partnership with the Zambian private sector, the UPND Government shall mobilise capital and create enabling policies to increase agricultural production by investing in agro-processing hubs, storage facilities and market infrastructure in every province, turning agricultural output into lasting economic value for farmers and communities.

Reforming Inputs and Farmer Support

Farmers must have reliable access to inputs, finance and knowledge. We will continue improving the e-voucher Farmer Input Support Programme (e-FISP), ensuring it is more efficient, transparent and responsive to farmers' real needs:

- The private sector is empowered to lead the delivery of inputs and farmer support services in a commercially viable manner
- Farmers have timely access to quality fertiliser, seed and other inputs through improved and responsive delivery systems
- Soil mapping and targeted fertiliser recommendations guide farmers towards better soil health and higher productivity
- Fertiliser availability improves through local manufacturing, reducing import dependence and lowering costs for farmers
- Crop diversification expands beyond maize to include soya beans, groundnuts and other climate resilient crops

Investing in Irrigation and Climate Resilience

Agriculture must become less dependent on rainfall. We will foster strategic public and private investment to protect food supply and stabilise farmer incomes even during drought years:

- Identify both surface and underground water resources suitable for irrigation nationwide
- Rehabilitate and fully utilise existing irrigation schemes
- Develop new irrigation infrastructure in high-potential farming zones
- Promote climate-smart agricultural practices to improve soil health, water efficiency and resilience
- Repeal regulations that delay irrigation development

Mechanising and Modernising Agriculture

To increase productivity and make agriculture more attractive to entrepreneurs, the UPND Government will promote widespread agricultural mechanisation and modernisation. We will:

- Continue establishing mechanisation centres of excellence to cover the whole country
- Develop mechanisation service centres at Farmer Training Centres, giving farmers easier access to equipment
- Strengthen agricultural research and farmer training institutions
- Improve access to finance for mechanisation
- Enhance extension services to support farmers with additional knowledge and best practices.





Improving Storage, Markets and Agro-Processing

Food prices rise when crops are lost, poorly stored or exported without value addition. Our next phase of agricultural reform will focus strongly on storage, processing and market access:

- Fully operationalise the Warehouse Receipts System to enable farmers to store produce, access affordable financing and sell strategically at better prices
- Establish decentralised household and cooperative-level storage systems through the CDF, including micro-warehouses and hermetic storage solutions
- Establish commodity grading systems aligned with international standards
- Develop agro-processing hubs in every province, supporting milling, oil pressing, cold storage and value addition
- Strengthen farmer cooperatives and commodity aggregator alliances to improve bargaining power and market access

Revitalising the Livestock Sector

The UPND Government will unlock Zambia's full potential in livestock and improve incomes, particularly in rural areas. Working closely with the private sector, we will:

- Target US\$1 billion per annum in beef exports — more than doubling the national cattle herd to 11 million head
- Develop beef marketing centres throughout the country and strengthen quality standards and traceability systems
- Rehabilitate veterinary laboratories and strengthen vaccination programmes
- Revive artificial insemination programmes and develop disease-free livestock compartments to access premium export markets
- Promote increased production of small ruminants, poultry and dairy sub-sectors at small-scale farm level

Expanding Agricultural Finance and Extension Services

Access to finance and knowledge allows farmers to invest in irrigation, machinery and productivity improvements. The UPND Government will strengthen the Sustainable Agriculture Financing Facility, mobilise private investment through irrigation financing facilities and agricultural investment bonds, and expand digital and e-extension platforms to provide farmers with real-time information on weather, prices, production and post-harvest techniques.

Mining and Mineral Development

The mining sector will remain a key catalyst for Zambia's economic transformation. The world has entered a new industrial era driven by electrification, renewable energy and battery technology — and copper and other critical minerals are at the heart of this transition.

3M MT copper production target — more than tripling current output

To achieve this, in partnership with the private sector, the UPND Government will:

- Support the establishment and development of new large-scale mines
- Support the modernisation of mining at all levels — legal, formalised, safe, technology-driven and focused on value addition within Zambia
- Complete national geological mapping and intensify mineral exploration
- Provide stable, predictable and competitive mining policies that attract long-term investment
- Establish a transparent and accountable licensing framework
- Take measures to end illegal mining and the illegal export of minerals to ensure the Zambian people benefit from their minerals through legitimate mining activity*

In partnership with the Zambian private sector, the UPND Government will deepen local supply chains, grow Zambian-owned businesses in the mining ecosystem, and ensure that the benefits of copper expansion are felt throughout our communities.





National Critical Minerals Strategy

Beyond copper, Zambia possesses significant deposits of gold, cobalt, manganese, nickel, lithium, tin, tantalum, tungsten, zinc and rare earth elements. The UPND Government will implement a homegrown Critical Minerals Strategy — prioritising value addition, industrial integration and domestic processing rather than the export of raw minerals. Government will also lead efforts to establish a Pan-African Minerals and Metals Exchange under SADC and COMESA, expanding continent-wide under AfCFTA.

Empowering Artisanal and Small-Scale Miners

Artisanal and small-scale miners (ASMs) are an important part of Zambia's mining ecosystem, particularly for the empowerment of local communities in business ownership and job creation. The UPND Government will pursue an inclusive approach that integrates ASMs into the formal economy. We will prioritise Zambian beneficial ownership and grant preferential access to artisanal and small-scale mining rights to Zambian citizens. Specifically, we will:

- Expand and simplify licensing programmes and formalisation pathways for artisanal mining operations
- Support the creation and expansion of financial instruments for artisanal miners
- Provide targeted incentives and preferential access to Government empowerment programmes and specialist financing windows
- Support cooperative mining structures and access to equipment
- Establish formal mineral trading centres and gold marketing hubs
- Improve environmental, safety and labour standards across the sector

The goal is to transform artisanal mining into a structured, formalised, well-incentivised and productive source of livelihoods for Zambian communities.

Building Regional and Global Value Chains

Zambia will champion a regional approach to mineral trade and value addition. Government will lead efforts to establish a Pan-African Minerals and Metals Exchange, beginning within SADC and COMESA and expanding continent-wide under the African Continental Free Trade Area (AfCFTA). This initiative will:

- Improve price discovery for African minerals
- Strengthen regional mineral trading systems
- Support mineral beneficiation and processing industries across Africa
- Position Africa as a coordinated and influential player in global mineral markets



Manufacturing

With eight (+one) countries bordering Zambia and approximately 300 million consumers within its immediate neighbourhood, the country is poised to become the next great manufacturing centre in Africa. The UPND Government will:

- Review tax regimes to reduce the cost of machinery, capital equipment and raw materials for producers
- Support incentives for training, apprenticeships and skills development
- Create a framework of minimal bureaucracy — reviewing and reforming regulations that constrain rather than enable production
- Leverage AfCFTA, COMESA and SADC instruments to position Zambia as a regional manufacturing hub
- Promote joint ventures and partnerships to drive skills transfer and industrial capacity

In partnership with the Zambian private sector, the UPND Government will build a strong, competitive manufacturing base that adds value to our natural resources, creates decent jobs, and drives export-led growth across the region and beyond.

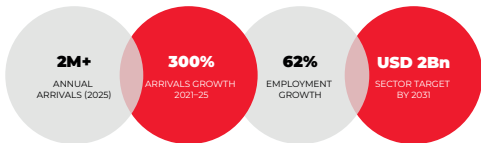
The UPND recognises that achieving increased manufacturing output, quality and sophistication will require reviewing and amending key policies, laws and regulations in this sector and overall, establishing a genuinely conducive environment. With these policy, legislative and regulatory reforms, the contribution of the manufacturing sector to growth, new jobs and national transformation will be substantial.

Zambia's manufacturing future also depends on strong linkages between production and the rest of the economy. We will therefore invest in industrial parks equipped with reliable power, water and digital connectivity; support supplier development programmes that link local manufacturers to anchor investors in mining and agriculture; and promote export readiness support for Zambian manufacturers seeking to access regional and global markets under AfCFTA.



Tourism

UPND policies have increased tourist arrivals by over 300 per cent — from around 500,000 to over 2 million annually between 2021 and 2025 — with formal employment in accommodation and food services rising by 62 per cent.



Building on this success, the UPND Government will: grow tourism into a USD 2 billion-plus sector attracting over 5 million visitors; develop Zambia into a regional aviation hub; enable Zambians in all parts of the country to participate in tourism by showcasing their resources, culture and traditions; and protect and improve management of wildlife and forest resources.

To achieve this, the UPND government shall intensify the country branding and marketing campaign to establish Zambia as a safe and reliable destination for tourism and business. To enhance the appeal of our national parks and GMA's and to ensure local communities gain benefit from resources in their areas, every National Park and GMA through the DPNW, shall create a "game management plan" to ensure protection and sustainability of these valuable resources.



PILLAR 2: CONNECTING THE NATION

Energy Security • Infrastructure • Digital Economy • Connectivity



Energy Security



Infrastructure



Digital Economy



Connectivity

In partnership with the Zambian private sector, the UPND Government will accelerate the expansion of electricity generation capacity through solar, hydro, wind and thermal projects that will power our mines, farms and businesses.

The UPND Government will drive this expansion through large-scale solar generation projects, expansion of hydropower capacity, development of wind and other renewable energy sources, accelerated private sector investment in generation, and promotion of thermal power plants. Our energy policy will pursue two objectives simultaneously: reliability and resilience — assuring citizens and businesses of adequate, stable power supply throughout all seasons, for generations to come.

Expanding National Power Capacity

Working with the private sector, the UPND Government will increase electricity generation capacity to support rapid growth across industries including mining, agriculture and tourism. This will involve diversifying the energy mix across all sources of power generation. The UPND Government will drive this expansion through:

- Large-scale solar generation projects across the country
- Expansion of hydropower capacity
- Development of wind and other renewable energy sources
- Accelerated private sector investment in new power generation projects
- Promotion of thermal power plant development

Ending Power Insecurity

Our energy policy will pursue two objectives simultaneously: reliability and resilience. We will:

- Diversify Zambia's energy mix beyond hydropower dependency
- Invest in solar energy parks and distributed solar generation
- Promote mini-grids and off-grid solutions for rural communities

With these measures, citizens and businesses can be assured of consistent, sustainable, and reliable power supply.



Rural Electrification for Inclusive Growth

Rural electrification is central to Zambia's inclusive development and productive transformation. The UPND Government will support a least-cost, technically sound and scalable approach that expands access whilst directly powering production, services and livelihoods in rural communities. We will:

- Prioritise electrification of Rural Growth Centres, farming blocks, schools, health facilities and water systems to unlock local economic activity
- Facilitate private sector participation in rural electrification through clear frameworks, targeted incentives and viable delivery models
- Strengthen community-level productive use of electricity, supporting agro-processing, small enterprises and rural industrialisation
- Align rural electrification investments with agriculture, mining and regional development strategies to ensure power directly supports jobs and incomes

Strengthening the National Grid

Regional energy trade will create new export opportunities for Zambia. We will modernise and expand the national transmission system to ensure it is fully interconnected. We will upgrade existing and develop new transmission lines and substations nationwide and connect new generation projects to the grid efficiently and on schedule.

Infrastructure, Connectivity and National Productivity

Infrastructure is the physical backbone of the economy. Roads, railways, digital networks and logistics systems determine whether businesses expand, farmers access markets and industries compete globally. Zambia's next phase of development requires infrastructure that directly supports production, trade and investment.

Strategic Transport Corridors

- Upgrade key national road corridors linking mining regions, agricultural zones and export markets
- Operationalise at least one logistical hub to reduce costs and improve trade along key corridors
- Maintain selected rural roads under the Improved Rural Connectivity Project (IRCP)
- Expand rural feeder road networks to support commercial agriculture and agro-processing
- Modernise border infrastructure to accelerate regional trade flows

Reviving Road and Rail Infrastructure

Improving road and rail transport will reduce logistical costs and improve export efficiency, particularly for bulk agricultural, agro-processed products and primary commodities. Both road and rail transport will play a critical role in supporting agricultural and mining expansion and regional trade — connecting Zambia's major transport corridors from the Indian Ocean to the Atlantic through TAZARA and the Lobito Corridor respectively. The UPND Government will:

- Rehabilitate and expand key road and rail networks across the country
- Increase freight capacity for mineral, agricultural and other exports
- Strengthen regional road and rail corridors linking Zambia to international ports, including the Lobito and Nacala corridors



Affordable, Reliable, Efficient Water Infrastructure and Drainage

Reliable, affordable and efficient water supply is essential for public health, household welfare and economic productivity. High water costs and unreliable supply are often driven by energy-intensive pumping, inefficient systems and infrastructure losses. The UPND Government shall:

- Support water utilities to invest in solar-powered pumping systems and large-scale reservoir storage, improving reliability whilst reducing reliance on grid electricity
- Upgrade water infrastructure to significantly reduce non-revenue water through leak detection, network rehabilitation and smart metering
- Promote joint and bulk procurement of water treatment chemicals, and UV technology across utilities to lower input costs
- Strengthen operational efficiency and governance of water utility companies
- Implement cost-reflective and socially balanced water tariffs, ensuring long-term sustainability whilst protecting vulnerable households
- Invest in drainage to reduce flooding risks in high density urban areas

Digital Infrastructure and the 24-Hour Economy

As Zambia moves towards a 24-hour economy, digital connectivity will become a core pillar of productivity — enabling businesses, services and markets to operate continuously, day and night. The UPND Government, in partnership with the private sector, will:

- Expand the national fibre broadband network across the country
- Enhance affordable and reliable internet access for businesses, communities and public institutions
- Establish and deploy digital platforms that support entrepreneurship, creative industries, innovation, e-commerce and 24-hour digital services

Government will prioritise the emergence of a 24-hour economy in key urban spaces, commercial centres and selected border areas — embracing continuous operation to unlock new employment opportunities and improve economic productivity.

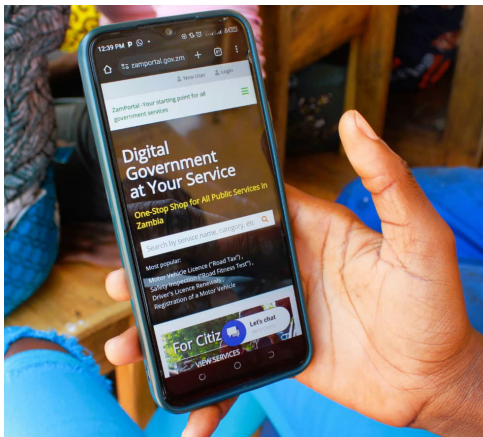


Digital Economy

Zambia's digital economy is growing rapidly, with mobile network operators now covering over 95 per cent of the population. The UPND Government will deliver:

E-GOVERNMENT	DIGITAL INCLUSION
Add all Government services to the Zamportal	Mobile Money expansion nationwide
Implement the National Digital Transformation Policy	Village Banking services in rural areas
Update and implement our Artificial Intelligence Strategy	Content creators enabled to monetise their work
Provide faster, transparent, lower-cost public services online	Smart Village Programme: 100+ rural communities

In partnership with the Zambian private sector, the UPND Government will connect more than 100 rural communities across all 10 provinces to the digital economy through the Smart Village Programme, expanding incomes and opportunity in every corner of Zambia.



PILLAR 3: SERVING THE PEOPLE

Cost of Living • Health • Education • Water • Housing • Social Protection

**COST OF
LIVING****HEALTH****EDUCATION****WATER****HOUSING****SOCIAL
PROTECTION**

Cost of Living and Living Standards

Globally, the cost of living is a real and daily struggle for many families. The cost of living is about whether salaries and other earnings stretch far enough for families to cover their outgoings.

We hear this cry clearly. The next phase of our shared development will make life more affordable, ensure incomes hold their value, and make the family economy stronger.

Over the past five years, the UPND Government focused on repairing a broken economy. That work was necessary. To lessen the burden, the Government implemented social programmes that included free education, a scaled-up school feeding programme, increased social cash transfers, cash-for-work schemes, student meal allowances and increased CDF allocations, but we are clear that there is still much more work to be done.

The family is the most important economic unit in the nation. When the family is under pressure, the nation is under pressure. When the family is stronger, Zambia is stronger. Our policies will therefore, aim not only to stabilise prices, but also to strengthen the purchasing power, resilience, stability and dignity of households.

The long-term answer to the cost of living challenge is not dependency on subsidies, it is having more access to decent, productive well-paying jobs and opportunities. That is why the wider jobs agenda of this Manifesto matters directly to the cost of living. More jobs, better jobs, stronger enterprise, more stable incomes — that is how families cope better, save more and plan for the future.

The UPND Government also recognises that the family economy is built on multiple pillars of income. Because families cope best when more than one member can earn income — through employment or by running a small business — our economic policies will focus on expanding decent jobs, skills, fair wages and business opportunities so that every family has several pillars of income and security.

To achieve these aims, we commit to:

- Fostering stabilisation and modernisation of food and essential commodity markets — reducing unnecessary regulations and unwarranted market interference
- Facilitating increased agricultural productivity at scale through irrigation, reliable inputs, improved agro-processing and enhanced financial services
- Pursuing programmes that enhance financial inclusion and access to affordable finance through inclusive lending systems and digital financial services
- Sustaining disciplined macroeconomic management to keep inflation low and stable, protecting purchasing power
- Enabling private sector investments in energy, transport and ICT to reduce the cost of doing business and everyday life
- Expanding access to information, services and opportunities through digital public platforms and citizen-facing systems
- Protecting the most vulnerable through strengthened social protection whilst empowering earning households through targeted 'family economy' programmes as a bridge to productivity, self-reliance and long-term economic participation

This is our solemn pledge on the cost of living: to protect stability, support family incomes, strengthen food markets, reduce key household pressures, and continue building an economy in which all Zambian citizens can thrive. **The Zambian family has carried our country through difficult years. The coming years must now do more for the Zambian family.**

Human and Social Development

The strength of our country does not lie only in our minerals, land or infrastructure — it lies in the health, knowledge and dignity of our people. Every child who learns, every patient who receives care, every family with clean water and safe shelter strengthens the future of our nation.

Over the past five years, the UPND Government placed people at the centre of national policy. Free education opened the doors of learning to millions of children who would otherwise have remained at home. Tens of thousands of new teachers and health workers were recruited, expanding both service delivery and household incomes. Health facilities were expanded, essential medicines became more available, and social protection programmes reached vulnerable households across the country.

These are important achievements — but there is more work to be done. In the coming years, we will deepen our investment in human development so that every Zambian can live a life of peace, dignity, and prosperity.



"Education is the best investment, equaliser, and inheritance we can give our children." - President Hakainde Hichilema

Education

Education remains the foundation of opportunity for most Zambians. Government will safeguard and strengthen free education so that no child is denied the right to learn because of poverty. We will expand classroom infrastructure, recruit additional teachers and improve the quality of learning across the country.

At the same time, education must prepare young people for the future. We will expand technical, vocational, entrepreneurial and talent-based training so that young people leave school with practical skills, innovation capacity and readiness for work in agriculture, industry, the digital economy and beyond.

Government will transform technical and vocational education to equip Zambia's youth with the skills required for a modern and growing economy. Specifically, we will:

- Establish a national network of employer-led centres of excellence, aligned to priority sectors and regional needs
- Partner with industry to co-design curricula, strengthen teaching and ensure clear pathways into employment through internships and apprenticeships
- More than double TEVET enrolment and support over 100,000 young people with industry-linked training
- Establish a public University in every Province where none currently exists — including Luapula, Northern, North-Western, Western, Southern, and Eastern Provinces.

Health

A healthy population is the foundation of a productive nation. Government will continue strengthening Zambia's health system by expanding access to health services, building localised infrastructure, recruiting medical personnel and ensuring the consistent availability of essential medicines.

Public health systems will also be strengthened so that Zambia is well prepared for future epidemics and emerging health challenges. Prevention and healthy living will receive greater emphasis, with particular focus on addressing non-communicable diseases including diabetes, hypertension, and mental health conditions, which are placing an increasing burden on our health system and our communities. Access to emergency services will be enhanced through the improved coordination, equipping, and training of first responders.



Maternal and child health remains a national priority. Government will accelerate efforts to reduce maternal and infant mortality rates by improving antenatal care, skilled birth attendance, and nutrition programmes targeting vulnerable mothers and children across all provinces. We will continue to play a regional and global role in the fight to end preventable deaths due to Malaria, HIV/AIDS, Tuberculosis and Cholera, among others.

Investment in health is investment in Zambia's future. Government will pursue sustainable financing for the health sector, including strengthening partnerships with cooperating partners, while progressively increasing the domestic health budget to meet the needs of a growing population.



Water, Sanitation and Housing

Access to clean water and safe sanitation is a fundamental human right. The UPND Government will expand water supply infrastructure, protect water sources and strengthen sanitation systems in both rural and urban communities.

We will establish a framework which facilitates private sector participation in water and sanitation delivery, bringing investment and operational efficiency to utilities across the country.

We will also facilitate more affordable, well-planned and properly serviced housing development through public-private partnerships — combining mass housing delivery with reliable access to water, sanitation and energy, so that growing cities, towns and rural spaces remain safe, organised and comfortable for families.



Social Protection and Dignity

Some citizens require social support — the elderly, vulnerable children, persons with disabilities and households facing hardship. The UPND Government will continue expanding social protection programmes, including social cash transfers and other targeted support initiatives, ensuring that no Zambian is left behind.

Our commitment is simple: development must be felt in the everyday lives of our people. When families are healthy, educated and secure, the nation is stronger. Zambia's future will continue to be built not only through economic growth, but through the dignity, wellbeing and potential of every citizen.

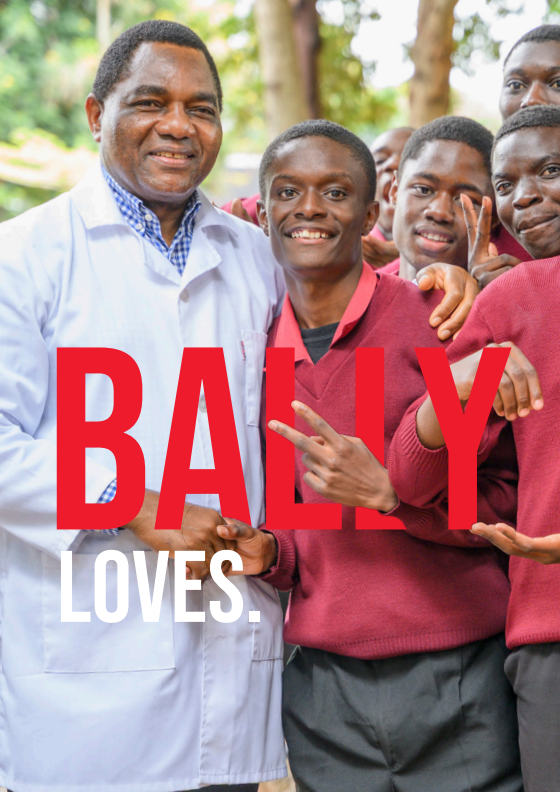
Inclusion: Women, Youth and People Living with Disabilities

WOMEN'S EMPOWERMENT	YOUTH EMPOWERMENT
Actively work to increase women in leadership positions	Expand real pathways from education to economic life
Strengthen legal protections for women	Youth Fellowship Programme, Internships and apprenticeships
Support women-owned enterprises to grow	Entrepreneurship as the national backbone of job creation
Remove barriers to accessing land, finance, and markets	Youth-owned businesses get preferential public procurement access

Every Zambian deserves the dignity of full participation in national life. The UPND Government affirms its commitment to upholding the rights and inclusion of people living with disabilities in education, employment, public services and community life — removing physical, social and economic barriers, enforcing accessibility standards, and ensuring that social protection reaches those who need it most.

Gender-based violence remains one of the gravest threats to the dignity and security of women and families. Government will strengthen enforcement of the Anti-Gender-Based Violence Act, expand survivor support services and establish fast-track courts for GBV cases.





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PILLAR 4: AN EFFICIENT, EFFECTIVE, AND DELIVERY-ORIENTED PUBLIC SECTOR**Strong Institutions • Rule of Law • Accountable Government • Decentralisation • Foreign Affairs****STRONG
INSTITUTIONS****RULE OF LAW****ACCOUNTABLE
GOVERNMENT****DECENTRALISATION****FOREIGN AFFAIRS**

Strong Institutions, Safe Communities and Accountable Government

A safe and just society is not only a democratic goal — it is an economic necessity. Investors require certainty. Businesses require security. Families require peace of mind. The UPND Government will continue strengthening governance, protecting democratic freedoms and ensuring the rule of law remains the firm foundation of Zambia's future.

Since 2021, the UPND Government has restored order and rebuilt confidence in the rule of law. Cadreism has been significantly reduced, and we commit to eliminating it entirely. Citizens have reclaimed public markets and other public spaces. Democratic freedoms have been expanded, and institutions now operate with greater independence and professionalism.

The next phase will deepen and institutionalise these gains so that governance reforms become permanent features of the Zambian State.

To this end, we will reorient the public sector towards improved efficiency, professionalism and service delivery across Government, to ensure effective and efficient facilitation in support of private sector enterprises, investments and job creation. We will reform key public institutions that are responsible for shaping economic governance and regulatory confidence building, notably the Zambia Revenue Authority (ZRA), Zambia Development Agency (ZDA), Water Resources Management Authority (WARMA), Zambia Environmental Management Agency (ZEMA), Zambia Medicines Regulatory Authority (ZAMRA), Zambia Qualifications Authority (ZAQA), the Emoluments Commission and Public Service Commissions

We will accelerate the digitalisation of public administration and reorganise administrative functions around service delivery, so that citizens, businesses and communities can access public services more quickly, more transparently and at lower cost. We will enact the Business Facilitation Act, establishing a clear legal framework empowering the Business Regulatory Review Agency (BRRA) to directly identify, review and correct inefficient national and local-level business regulations, ensuring that Zambia's regulatory environment actively supports enterprise, investment and job creation.

In the coming years, the UPND Government shall further strengthen democratic institutions and reinforce the rule of law through practical reforms, including:

- Strengthening the independence and operational capacity of the Judiciary, the Anti-Corruption Commission and other oversight institutions
- Expanding digital procurement and transparency systems to reduce corruption and improve public financial accountability
- Strengthening the autonomy and capacity of the Electoral Commission of Zambia

Public Safety

Public safety will remain a national priority. Families must feel safe in their homes, communities and workplaces. We will modernise policing and strengthen community safety systems by:

- Investing in modern investigative technology and forensic capabilities
- Strengthening community policing programmes to build trust between citizens and law enforcement
- Expanding infrastructure such as street lighting and safe public transport, particularly in urban centres
- Increasing police staffing and improving deployment to high-crime areas



Foreign Affairs and Economic Diplomacy

The UPND Government firmly believes that Zambia's prosperity is best achieved when there is peace in the world. **"Instability anywhere is instability everywhere."** Our foreign policy rests on two key anchors: peace, security and stability as the foundation for development; and economic diplomacy as the engine for growth and partnership. Zambia advocates for a world free from conflict. The UPND Government will:

- Commit to maintaining cordial, peaceful and non-aligned international relations with all of our international partners, for mutual benefit.
- Assert and advance Zambia's leadership and strategic interests within COMESA, SADC, the African Union and the United Nations — shaping regional and global agendas in support of peace, trade, investment and economic transformation
- Be a persistent advocate for peace, safety and security, particularly in regions where conflict persists
- Advance an open, facilitative and investor-friendly visa and entry policy, positioning Zambia as a welcoming destination for tourists, business persons, investors and global partners
- Strengthen diplomatic engagement and bilateral agreements to expand visa access and protect the rights and dignity of Zambian citizens abroad
- Position Zambian diplomatic missions as active economic and commercial platforms — promoting trade, attracting investment, supporting Zambian exporters and facilitating business linkages
- Strengthen consular services to encompass labour mobility support, diaspora investment mobilisation, business facilitation and responsive citizen welfare systems abroad



Delivery Accountability: A Renewed Social Contract

This Manifesto represents the UPND's renewal of its social contract with the Zambian people. The commitments herein are not mere aspirations — they are deliverables that will be met through disciplined execution, measurable targets and clear public accountability.

Effective, efficient, and delivery-oriented public sector

1. CLEAR GOALS

All major commitments translated into specific, measurable targets with clear timelines and responsible institutions

2. PERFORMANCE CONTRACTS

Senior officials operate under performance contracts tied directly to national priorities and sector targets

3. EFFECTIVE COORDINATION

Cabinet Office, Presidential Delivery Unit and PPDF streamlined to operate as one coherent national delivery system

4. DECENTRALISATION

Local authorities supported with stronger planning capacity, financial management and transparency

Our delivery approach is anchored on three principles: clear goals and targets; empowered leadership; and transparency and accountability. Disciplined, efficient and effective public service delivery is non-negotiable.

This approach is our renewed social contract for the years ahead. The Zambian people placed their trust in us to fix the economy and move the country forward. The UPND Government — working together with the private sector, cooperating partners and the Zambian people — will deliver tangible progress: steadily, transparently and with full accountability to all citizens.

We shall also strengthen delivery capacity by bringing more talented and skilled young people into public administration, including through structured internships, technical placements and performance-based entry pathways aligned to the needs of a modern state. Clear authority will be delegated to responsible leaders to appoint, manage and, where necessary, act on officials who fail to deliver on agreed objectives. Every institution will be required to maintain a service charter as its social contract with stakeholders.



A man in a pink shirt and green vest is shown in profile, speaking at a podium. He has his right hand raised, gesturing towards the audience. The background is a large, blurred crowd of people, suggesting a public event or rally. The lighting is bright, possibly from the sun, creating a warm atmosphere. The text 'BALLY CARES.' is overlaid on the image in large, bold letters.

BALLY
CARES.

GREEN ECONOMY, SPORTS AND CREATIVE ARTS

Green Economy and Environment

The UPND Government prioritises the effective and sustainable use of Zambia's natural environment. We are committed to facilitating support for adaptation to and mitigation of climate change through low-carbon development pathways. Agriculture and energy policies will embed climate-smart practices, renewable energy and efficient irrigation — building a resilient economy that does not come at the expense of our natural heritage.

Zambia is richly endowed with natural resources — forests, wildlife, water systems and biodiversity — that underpin tourism, agriculture and the wellbeing of our communities. The UPND Government will strengthen environmental governance, invest in conservation and ensure that economic development does not come at the cost of the natural assets that sustain our people and our future. We will work with international partners to access climate finance, technology transfer and capacity building to support Zambia's low-carbon, climate-resilient development pathway.





Sports

Zambia is globally recognised for the prowess of its outstanding sportsmen and women. Building on this proud tradition, the UPND Government will:

- In collaboration with the private sector and other key stakeholders, mobilise investment to develop a wider range of sports to international standards, beyond Zambia's traditional areas of excellence
- Strengthen ministerial talent identification teams and improve youth training facilities
- Increase funding, and encourage private sector collaboration, to support sporting activities and provide community-level sporting facilities
- Use tax incentives to stimulate private sector investment in sports, tourism and creative arts infrastructure

Creative Arts

A thriving creative economy creates jobs, generates wealth and empowers young Zambians to build careers in film, music and the arts. The UPND Government will:

- In partnership with the private sector, establish support for streaming and a digital platforms for Zambian content creators
- Strengthen the institutional framework for the film, music and dance industries so that the creative sector can grow itself and create sustainable employment
- Enable content creators to monetise their work — fostering a new generation of Zambian innovators and digital entrepreneurs who can compete regionally and globally

PILLAR 5: FINANCING OUR FUTURE

Capital Markets • Public-Private Partnerships • Strategic Investments • Regional Integration



CAPITAL MARKETS

PUBLIC-PRIVATE
PARTNERSHIPS

STRATEGIC INVESTMENTS



REGIONAL INTEGRATION

Financing Our Future

To achieve the ambitious targets outlined in our first four pillars, Zambia requires robust financial engines and collaborative investment models.

The next phase of our national transformation will unlock the immense potential of our capital markets and leverage the operational dynamism of the private sector through highly structured Public-Private Partnerships (PPPs). This reflects our governing philosophy of prudence, and a shift from consumption to production.

Capital Markets Development

Deepening our capital markets is essential for long-term domestic wealth creation and securing the massive capital required for Zambia's industrialisation.



The UPND Government will:

Deepen Local Bourses: Modernise the regulatory framework to encourage more corporate and SME listings, improving liquidity and allowing ordinary Zambians to own stakes in highly profitable enterprises.

Strategic Equity Participation: Promote citizen empowerment by facilitating broader retail and institutional participation in state-owned enterprises and strategic investment holding companies, ensuring that the wealth generated from our natural resources, among other strategic sectors directly benefits the Zambian people.

Innovative Financing Instruments: Introduce and scale green bonds and sustainability-linked financial products to fund climate-smart agriculture, renewable energy, low-carbon development, and specialised agribusiness ventures.



Fostering Public-Private Partnerships (PPPs)

Government alone cannot build the infrastructure required to double the size of our economy. By working hand-in-hand with private capital and technical experts, we will accelerate project delivery across key strategic sectors:

Energy Infrastructure: Mobilise private capital to rapidly scale large solar power pipelines, thermal power plants, and commercial grid-scale energy storage systems. This collaborative approach will definitively address regional power deficits and guarantee the 10,000+ MW capacity needed to power our mines and industries.

Transport & Trade Corridors: Accelerate PPP concessions to upgrade and revitalise critical freight, road, and rail networks. By prioritising strategic transport links such as the Lobito Corridor and the TAZARA railway, we will position Zambia as the premier logistics hub for Southern Africa, drastically lowering the cost of cross-border trade.

Mining & Mineral Processing: Foster strategic joint ventures and aligned investment models to aggressively drive towards our 3 million metric tonnes copper target and beyond. Leveraging on our high resolution geophysical survey, PPPs will be utilised to develop new mines and domestic processing facilities, ensuring optimal tax revenue and local value addition.

By securing smart capital and building durable partnerships, we will ensure that every developmental target is fully funded, professionally executed, and built to last.



BALLY

DELIVERS.

FINAL THOUGHTS: MOVING FORWARD, TOGETHER

Five years ago, Zambia was in crisis. Today, Zambia is stable, respected and moving forward.

But the job is not finished. There is still much work to be done. Globally, life is still hard for many families and Zambia is no exception. Too many young people are still searching for opportunities and we will not rest until every member of every household feels the benefit of Zambia's growth and development.

That is why this next chapter in Zambia's story matters so much.

The task before us is clear: turn stability into opportunity, growth into jobs, and national progress into better lives for every Zambian.



We have the resolve, discipline and capability to grow agriculture, mining, manufacturing, tourism and enterprise — and to make sure that progress reaches families, communities and young people across the country.

We pledge to govern with humility, discipline and love for the people we serve.

Zambia's future will not be built by Government alone. It will be built by farmers, workers, entrepreneurs, teachers, miners, innovators, young people and families across this nation.

We have started the change.

Now let us finish the job — together.

Together, we will create more jobs.

Together, we will reduce the cost of living.

Together, we will build a stronger, fairer and more prosperous Zambia.

**There is still more work to be done.
Let's move Zambia forward, together.**

**ZAMBIA FORWARD
TOGETHER**

ONE ZAMBIA

ONE NATION, ONE PEOPLE



**THERE IS MORE WORK
TO BE DONE.**

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