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BEHAVIOUR KEY TO POLICY SUCCESS – LUHANGA

By Alexis Chilumbwe

The Ministry of Labour and Social Security has called for greater integration of psychology and behavioural science into national development planning... *(To P2)*



Ministry of Labour and Social security Minister Hon. Misheck Nyambose during his tour of duty in Chasefu district of Eastern Province on 19th November, 2026. Picture by MLSS



Higher Taxes Alone Cannot Guarantee Revenue Growth

(Full story on P5)



Zambia breaks ground for vaccine manufacturing plant in push for health self-reliance

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Human behaviour key to successful implementation of government policies – Luhanga

By Alexis Chilumbwe

The Ministry of Labour and Social Security has called for greater integration of psychology and behavioural science into national development planning, saying government policies can only deliver meaningful results when they take into account how people think, behave and make decisions.

Ministry Permanent Secretary Zechariah Luhanga said human behaviour, mental health and psychosocial well-being were critical to effective policy implementation, workplace productivity and sustainable development.

Speaking when he officially opened the recently concluded 4th Biennial Psychology and Behavioural Science Conference, held under the theme "Navigating the Polycrisis: The Role of Psychology and Behavioural Science in Human Development," Mr Luhanga said development programmes should go beyond putting systems and resources in place to addressing the human factors that determine their success.

He noted that workplace productivity was not solely dependent on available resources and organisational structures but also on leadership, employee motivation, trust and mental well-being.

"Decent and healthy workplaces, labour standards and sound industrial relations require a shared commitment to workers' well-being," he said.

Mr Luhanga urged employers, workers and the Psychological Association of Zambia (PAZ) to work together in applying psychological expertise to prevent workplace conflicts, promote occupational safety and improve employees' welfare.



Ministry Permanent Secretary Zechariah Luhanga

He also called on academia, employers and other stakeholders to support Government's efforts to improve youth employability through internships and mentorship programmes, giving young people opportunities to turn their academic and professional skills into employment.

On professional regulation, Mr Luhanga stressed the importance of continued dialogue towards establishing an appropriate regulatory framework for the psychology profession to promote professional competence, ethical conduct and accountability.

Meanwhile, PAZ president Professor Given Hapunda said national development should not be measured only through infrastructure, economic indicators, policies and available resources, but also through the development of human capital.

He said people's capabilities, aspirations, motivation, relationships and behaviour played an important role in determining whether development interventions achieved their intended objectives.

Professor Hapunda observed that even well-designed policies could fail if the people responsible for implementing them did not understand, embrace or translate them into action.

"A programme may have adequate resources, but its effectiveness depends on the behaviours of those implementing it and those expected to benefit from it," he said.

He explained that psychology provided an important understanding of why people accepted or resisted change, how resilience could be developed and how institutions could create environments that encouraged positive behaviour.

Professor Hapunda further said psychology should not be restricted to clinical practice, academic institutions and research publications, but should be applied in workplaces and other sectors of national development.

He cited workplace productivity as an example, explaining that it depended on several factors, including employee motivation, leadership, organisational culture, skills, incentives and working conditions, rather than simply the number of hours employees spent at work.

He called for stronger collaboration between the association, Government, industry and other stakeholders to address the behavioural aspects of national development and promote growth-oriented individuals, organisations and institutions.

And Red Cross representative Serah Kalumbilo said mental health and psychosocial well-being were essential to human dignity, resilience and the ability of individuals and communities to cope with life's challenges.

Ms Kalumbilo urged stakeholders to prioritise the welfare of frontline workers and volunteers, who are frequently exposed to distressing situations while serving vulnerable communities.

She said supporting humanitarian workers was equally important to ensuring sustainable humanitarian interventions.

Ms Kalumbilo disclosed that the Red Cross had trained more than 3,000 volunteers in Psychological First Aid, equipping them with skills to recognise signs of distress, provide basic psychosocial support and connect affected individuals to appropriate medical services.



Mr Luhanga said development programmes should go beyond putting systems and resources in place to addressing the human factors that determine their success.

HOW HIGHER TAXES AFFECT THE ORDINARY MARKET TRADER

For an ordinary marketeer in Zambia, changes in taxation are not just government figures or economic policy discussions. They can have a direct impact on the cost of running a business, the prices of goods and the money left after a day's sales.

Consider a trader selling cooking oil, sugar, soap and mealie meal at Soweto Market in Lusaka. The business depends on regular customers, affordable stock and small profit margins. When suppliers adjust their prices due to increased tax-related costs, the trader must decide whether to pass the increase on to customers or absorb it at the expense of profits.

Neither option comes without consequences.

Customers may respond to higher prices by buying fewer goods, choosing cheaper alternatives or postponing purchases. For the trader, this could mean lower turnover, slower restocking and less money available for household expenses.

This is the everyday economic reality that should form part of the wider conversation about taxation.

Economist Andrew Phiri recently observed that increasing tax rates does not necessarily guarantee higher Government revenue indefinitely. He argues that Zambia should place greater emphasis on expanding productive economic activity, improving business formalisation and creating more formal employment opportunities.

His observations come against the backdrop of proposed tax adjustments in the 2027 National Budget, which are expected to generate an additional K10.8 billion in domestic revenue from January 2027.

From a Peza News perspective, the important issue is understanding how these changes interact with the realities of doing business, particularly for Micro, Small and Medium Enterprises (MSMEs).

Taxation remains an important part of economic development, but its effectiveness also depends on the capacity of businesses to operate, grow and comply. A small trader dealing with limited capital and unpredictable daily sales faces different challenges from an established company.

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EDITORIAL

There is therefore a need to consider the cumulative cost of doing business, including market levies, licensing fees, transportation and supplier prices. Simplifying tax procedures and encouraging formalisation could also help bring more businesses into the tax system.

Ultimately, Zambia's economic growth depends not only on revenue collection but also on the strength of businesses generating that revenue.

The real test of a sustainable tax system is whether businesses can meet their obligations while remaining profitable, creating employment and supporting household livelihoods.

Zambia breaks ground for vaccine manufacturing plant in push for health self-reliance

By Alexis Chilumbwe

Zambia has taken a major step towards reducing its dependence on imported vaccines following the ground-breaking ceremony for the ZamVax Vaccine Manufacturing Facility at the Lusaka Multi-Facility Economic Zone (MFEZ).

The project is expected to strengthen the country's public health security, build local manufacturing capacity and position Zambia as a potential supplier of vaccines to the wider African market.

Speaking during the ceremony, Minister of Health Roma Chilengi described the development as a historic milestone in Zambia's efforts to transform vaccine manufacturing and improve access to essential vaccines across Africa.

Professor Chilengi acknowledged President Hakainde Hichilema's leadership in advocating for investment in local vaccine manufacturing to serve both Zambia and the African continent.

He said the COVID-19 pandemic had exposed the risks of relying heavily on imported medical products, demonstrating that countries with domestic vaccine manufacturing capabilities were better positioned to protect their populations during health emergencies.

The Minister also cited persistent shortages of cholera vaccines despite the availability of vaccines globally, noting that supply constraints continued to affect access and contribute to preventable loss of lives.

He said the ZamVax facility would initially undertake fill-and-finish operations before gradually progressing towards full-scale vaccine manufacturing, beginning with the cholera vaccine.

Professor Chilengi expressed optimism that local production would not only meet domestic requirements but also contribute to regional demand and the global cholera vaccine stockpile.

Meanwhile, Industrial Development Corporation (IDC) Director General Cornwell Muleya said the project was structured as a joint venture between the IDC, which holds a 60 per cent stake, and Chinese partner JIJIA Health, with a 40 per cent shareholding.

Mr Muleya said the partnership would also strengthen local technical capacity by equipping Zambian scientists, engineers and technicians with the specialised skills needed to operate and maintain vaccine manufacturing processes.

JIJIA Health Deputy Managing Director Su Yonglin reaffirmed the company's commitment to supporting Zambia's vaccine manufacturing ambitions through technology transfer, technical assistance and workforce training.

Mr Su disclosed that the partnership would facilitate the transfer of manufacturing and quality-control documentation to enable Zambian personnel to progressively acquire the expertise required to independently manage production operations.

Professor Chilengi said the investment aligned with the Government's Grow Zambia Agenda through job creation, skills development, industrialisation and increased revenue generation.

He commended the IDC and its Chinese partners for supporting the initiative, expressing optimism that the country would return in the coming months to commission the facility and celebrate the production of Zambian-made vaccines.



Minister of Health Roma Chilengi at the he ground-breaking ceremony for the ZamVax Vaccine Manufacturing Facility at the Lusaka Multi-Facility Economic Zone (MFEZ)

Nyambose urges emoluments commission to clarify role in civil servants' pay negotiations

By Alexis Chilumbwe

Minister of Labour and Social Security Misheck Nyambose has urged the Emoluments Commission to clearly explain its mandate to trade unions to avoid misunderstandings over its role in determining civil servants' salaries and conditions of service.

Mr Nyambose said the Commission needed to engage trade unions and clarify that its mandate did not undermine their collective bargaining rights as representatives of public service workers.

He said the Commission's responsibilities should not be interpreted as taking over the traditional role of unions in negotiating salaries and conditions of service for their members, as protected under International Labour Organisation (ILO) Convention No. 98.

The Minister was speaking when Emoluments Commission Director General Chembo Mbula paid a courtesy call on him.

Mr Nyambose called on the Commission to strengthen engagement with trade unions and explain its role in determining and harmonising emoluments in the public and quasi-government sectors to promote understanding and prevent unnecessary disputes.

He explained that the Commission was established to determine, harmonise and rationalise salaries, allowances and conditions of service across the public sector, particularly in addressing significant disparities in remuneration among government-funded institutions.

"The commission holds the ultimate authority to set the parameters for public spending on wages and sees to it that the national wage bill remains financially sustainable," he said.

His remarks come against the background of concerns raised by trade unions, which have questioned whether the Commission's involvement in determining public sector remuneration could undermine their collective bargaining responsibilities.

The Minister also challenged the Commission to strengthen oversight of employers' compliance with statutory obligations, particularly the timely remittance of workers' pension contributions to pension schemes.

He stressed that pension deductions made from employees' salaries must be remitted within the stipulated time, warning that delays or failure to remit the contributions threatened workers' financial security after retirement.



Minister of Labour and Social Security Misheck Nyambose

Mr Nyambose said it was unacceptable for employees to contribute towards their retirement throughout their working lives only to discover, upon retirement or when seeking to access their benefits, that the money deducted from their salaries had not been remitted.

He cited experiences during the introduction of the National Pension Scheme Authority (NAPSA) 20 per cent partial withdrawal in 2023, when some employees discovered that their employers had failed to remit contributions, affecting their ability to access the pre-retirement benefits.

He urged the Commission to actively monitor employers' compliance with pension obligations and alert relevant authorities whenever irregularities were identified.

Mr Nyambose emphasised that protecting workers extended beyond their current salaries and conditions of service to safeguarding their future financial security.

He said pension contributions were workers' entitlements and not money employers could retain or use at their discretion.

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Government Urges Stronger Quality Standards For Local Manufacturers



Minister of Industry Noel Nkhoma

By Alexis Chilumbwe

Government has called for stronger adherence to product quality standards as part of efforts to build a competitive manufacturing sector and expand market opportunities for locally produced goods.

Minister of Industry Noel Nkhoma said institutions such as the Zambia Bureau of Standards (ZABS) play a critical role in ensuring that locally manufactured products meet required quality standards, improving their acceptance in both domestic and international markets.

Nkhoma was speaking when he received a delegation from ZABS, led by its Executive Director, Nathan Sing'ambwa, who paid a courtesy call on him.

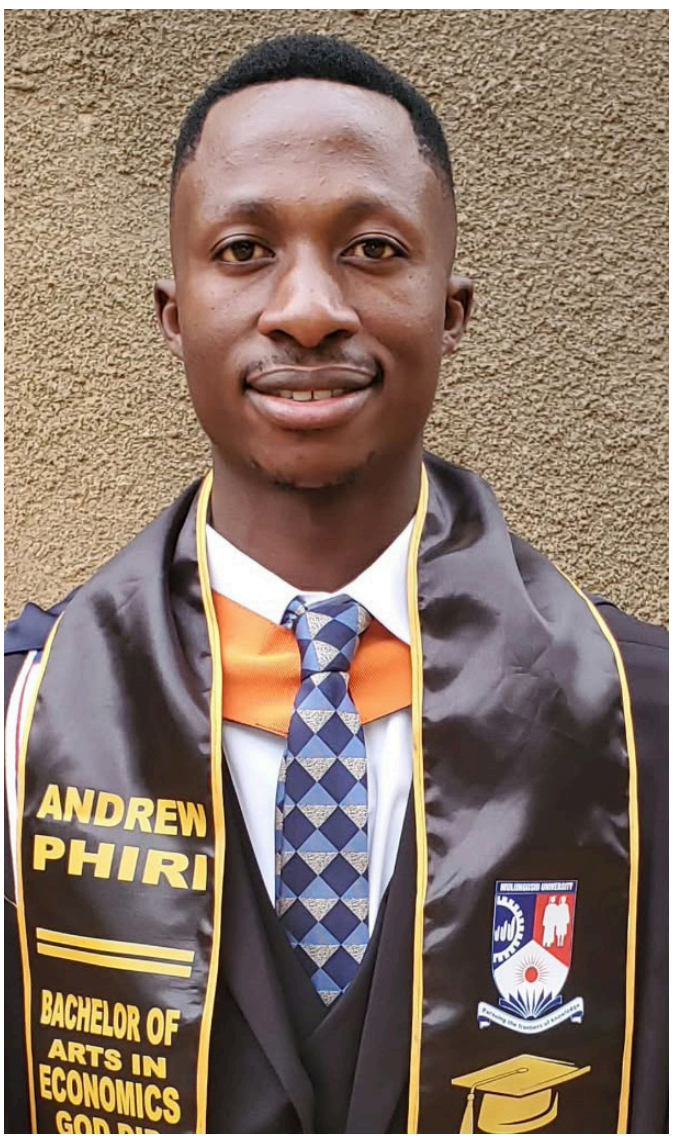
He commended the Bureau for its contribution to standardisation and quality assurance, noting that its services were essential to advancing the country's industrial development objectives under the Grow Zambia Agenda.

And Sing'ambwa congratulated Nkhoma on his appointment and reaffirmed the Bureau's commitment to working with the Ministry in strengthening the manufacturing sector.

He said access to quality assurance services was particularly important for manufacturers, local suppliers, Micro, Small and Medium Enterprises (MSMEs) and exporters, as it enables them to meet market requirements, build consumer confidence and compete effectively.

Stronger quality standards are expected to support local businesses in improving product competitiveness while creating opportunities to access wider markets.

Higher Taxes Alone Cannot Guarantee Revenue Growth



Economist Andrew Phiri

By Alexis Chilumbwe

Economist Andrew Phiri has cautioned that increasing tax rates does not necessarily translate into higher government revenue indefinitely, arguing that Zambia's focus should shift towards expanding productive economic activity and broadening the tax base.

Phiri said the country's fundamental challenge was not merely the level of taxation but also the structure of economic activity, concentration of tax contributions, informality, compliance levels and business productivity.

He noted that while increasing Pay As You Earn (PAYE) rates could serve as a legitimate short-term fiscal measure, it should not replace broader structural economic transformation.

Phiri said a sustainable tax system should grow alongside the economy through improved tax administration, increased formalisation of businesses and ensuring that enterprises contribute according to their actual tax obligations.

"I would therefore favour a strategy that prioritises expanding productive economic activity and the tax base while maintaining a fair and progressive tax structure," Phiri said.

He further argued that although a progressive tax system was important, Government should place greater emphasis on increasing the number of productive enterprises and creating more formal employment opportunities.

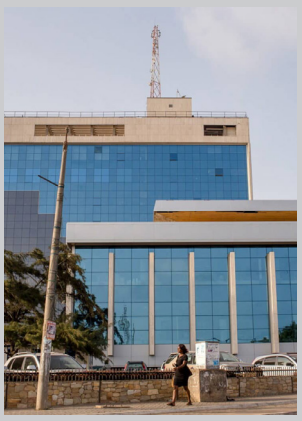
"The progressive tax system is okay, but the government should be more concerned with increasing the number of productive enterprises and improving formal employment," he said.

Phiri's remarks come in the wake of proposed tax adjustments announced by Minister of Finance and National Planning Situmbeko Musokotwane during the presentation of the 2027 National Budget on October 6, 2026.

During the presentation, Musokotwane said the proposed measures were expected to raise an additional K10.8 billion in domestic revenue, effective January 2027.



Ghana central bank lowers key rate, citing gap with market rates



Pedestrians walk in front of Ghana's central bank building in Accra, Ghana, file. REUTERS/Francis Kokoroko

Ghana's central bank on Wednesday lowered its monetary policy rate by 300 basis points to 11%, saying a "realignment" was needed as market rates had fallen below its official policy stance.

Economists polled by Reuters had expected no change in the rate after inflation rose for a third month in a row in October, though at 5.5% in annual terms it remains below the central bank's target range.

"Prevailing market rates have evolved at levels below the current monetary policy rate, indicating that the effective policy stance is actually lower than the announced rate," Governor Johnson Asiama told a press conference.

Asiama said domestic macroeconomic conditions had improved and that the Bank of Ghana would carefully monitor risks to inflation from crude oil prices, the El Nino weather pattern and utility tariffs.

Standard Chartered economist Razia Khan said Asiama had gone to "great lengths to explain that this is not an easing".***CNBS***

Senegal president bypasses parliament to advance $2.2 billion IMF bailout

Senegalese President Bassirou Diomaye Faye has signed into force a revised 2026 budget by decree, bypassing parliament in a move seen as crucial to unlocking a 2.2-billion-dollar International Monetary Fund bailout.

The decision, announced on Thursday, comes amid a political standoff with parliament, where opposition lawmakers have resisted the government's budget measures.

The IMF reached a staff-level agreement with Senegal in September on a financial programme aimed at stabilising public finances and addressing the country's mounting debt. However, final approval remains pending, with the Fund insisting that agreed budgetary reforms must be completed.

Senegal's public-sector debt was estimated at 132 percent of GDP at the end of 2024, raising concerns over the country's financial stability.

The move could help advance negotiations with the IMF, but political tensions over debt restructuring and economic sovereignty continue to threaten the bailout.



Senegalese President Bassirou Diomaye Faye

For Faye, the challenge now is to restore fiscal credibility while navigating growing political. ***Africanews***

Ramaphosa woos tech giants in Silicon valley address

South African President Cyril Ramaphosa kicked off a week-long artificial intelligence mission in California on Monday, seeking to draw investment from US tech giants against a backdrop of strained political ties with Washington.

He addressed a gathering of tech founders, investors, and global policymakers to discuss the future of the technology sector.

Through this California tour, Pretoria aims to establish South Africa as a premier hub for digital innovation on the African continent and secure foreign capital to modernize its economy.

Ramaphosa's itinerary includes high-level meetings with executives from Google, Microsoft, and Cisco, as well as a stop at Stanford University.

However, the economic push comes amid ongoing friction between Pretoria and Washington.

During his appearance on stage, the South African leader also addressed his rocky relationship with US President Donald Trump following their tense 2025 White House meeting, as well as his differences with South African-born tech billionaire Elon Musk, a frequent critic of Pretoria's domestic policies. ***Africanews***



South African President Cyril Ramaphosa

African regional governments prep $9.5bn investment pipeline



African sub-national governments have presented an investment pipeline valued at about $9.5bn, as policymakers and investors seek to strengthen the role of states, provinces and regions in driving industrialisation, trade and economic development across the continent.

The pipeline comprises 134 investment opportunities across 14 sectors, according to the draft communiqué of the sixth African Sub-Sovereign Governments Network (AfSNET) Investment Conference, held in Calabar, Cross River State, from 12 to 14 November.

Africabusiness

Zambia, Kenya seek stronger ties in youth empowerment and sports development

(From P8)

Other proposed areas of cooperation include exchanges involving coaches, referees, sports administrators and sports scientists, as well as joint training camps for women's, youth and para-sport teams.

"The ministry is also interested in learning from Kenya's experience in organising major sporting events, particularly as Zambia continues to strengthen its sports infrastructure and grassroots talent development programmes," he said.

Mr Chileshe also highlighted Kenya's progress in the digital economy, particularly social media monetisation and e-commerce, as areas that could help Zambian young people explore new income-generating opportunities.

He said the Ministry had proposed formalising cooperation in youth and sports development through a Memorandum of Understanding (MoU), with the sector also considered for inclusion on the agenda of the next Joint Permanent Commission of Cooperation.

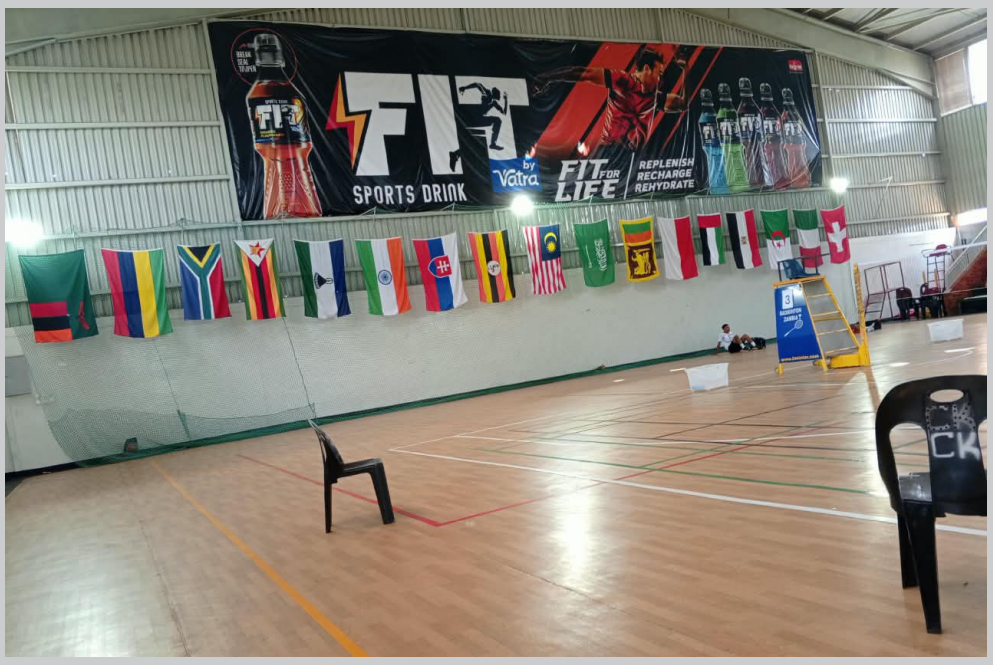
And Ambassador Okara welcomed the proposed areas of cooperation, emphasising the need to identify practical initiatives that could be implemented in the immediate future.

She noted that sporting cooperation was already taking place, with Kenyan athletes featuring in Zambian sports clubs, demonstrating the potential for stronger sporting relations.

Ms Okara identified athletics, marathons and football, involving both men's and women's teams, as some of the areas where the two countries could make progress.

She said the immediate priority should be to identify achievable areas of cooperation ahead of a broader review of the bilateral cooperation framework expected in early 2027.

Power Outage Halts International Badminton Tournament at OYDC



By Alexis Chilumbwe

A power outage has disrupted an international badminton tournament involving 22 countries at the Olympic Youth Development Centre (OYDC) in Lusaka, bringing play to a standstill today.

Badminton Association of Zambia General Secretary Josephine [surname not provided] said power was initially expected to be restored within 30 minutes of the outage.

However, technical glitches affecting the backup power system have prolonged the interruption.

She appealed to participating countries, players and tournament officials to remain calm as the organisers work to resolve the technical challenges and restore power.

Zambia is represented at the competition by its senior and junior teams in both the men's and women's categories.

The Zambian teams are seeking to put up strong performances against their international counterparts and secure places in the medal positions.

The tournament brings together competitors from 22 countries, providing a platform for players to showcase their talent and compete at international level.



Before Saturday, Leeds' most recent win at Stamford Bridge was in December 1999 - when a 2-0 victory took them top of the Premier League

Noah Okafor scored twice to deliver Leeds' first win at Chelsea since 1999

Noah Okafor scored twice to deliver Leeds' first win at Chelsea since 1999 and propel the visitors up to sixth in the Premier League.

Chelsea, looking to bounce back from defeat at Sunderland, struck first through Emmanuel Emegha on his full debut.

The Netherlands forward, who joined in the summer, scored his first goal for the club in the 28th minute, lashing home a left-footed strike.

But Okafor levelled three minutes later, taking advantage of the Blues' scrambling backline to slide into the far corner.

Dominic Calvert-Lewin spurned several chances to register in the first half - hitting the crossbar and having two headers saved - but made no mistake from the penalty spot early in the second half.

Referee Michael Oliver awarded the spot-kick when Morgan Rogers was deemed to have used his arm to block Jayden Bogle's attempt at goal, and Calvert-Lewin confidently found the bottom corner.

Leeds were in full control in the 58th minute when Okafor hooked a bobbling ball into the roof of the net.

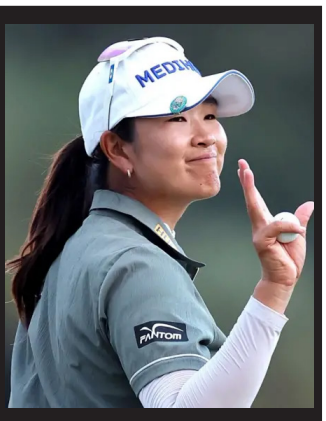
Xabi Alonso swiftly made a double change, bringing on Danny Welbeck and Pedro Neto, but Chelsea's woes in front of goal continued as Leeds held firm.

Brenden Aaronson put the icing on the cake for Leeds deep into stoppage time, breaking clear from the halfway line and slotting into the bottom corner.

Chelsea slip to eighth in the league with Leeds climbing to sixth, just a point shy of fourth-placed Bournemouth.

BBC

Kim moves clear at LPGA finale after hole-in-one



A-Lim Kim's only major title came at the 2020 US Women's Open

South Korea's A-Lim Kim aced the par-three 16th hole on her way to claiming a three-shot lead after the second round of CME Group Tour Championship.

The 31-year-old held a share of the lead after the first round at Tiburon Golf Club in Florida but is out on her own after shooting a superb 64 on Friday.

Kim made seven birdies and one eagle, the hole-in-one on 16, with a solitary bogey to head into the weekend 15 under and with a great chance of claiming the $4m (£3.05m) top prize.

BBC

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ZAMBIA, KENYA DEEPEN YOUTH, SPORTS TIES

By Alexis Chilumbwe

Zambia and Kenya are exploring opportunities to strengthen bilateral cooperation in youth empowerment, skills development and sports, with a focus on creating more opportunities for young people and improving sporting performance in both countries.

The discussions were held when Kenya's High Commissioner to Zambia, Her Excellency Grace Okara, paid a courtesy call on Permanent Secretary in the Ministry of Youth and Sport, Kangwa Chileshe.

Mr Chileshe said Zambia was keen to draw lessons from Kenya's experience in youth employment, enterprise development and sports while identifying practical areas of mutual cooperation.

He noted that the two countries enjoyed longstanding bilateral relations anchored on the Joint Permanent Commission of Cooperation, established in 1982.

The Permanent Secretary said Zambia was particularly interested in learning from successful Kenyan youth empowerment initiatives, including enterprise financing, digital employment and skills development programmes.

He proposed exchanges in digital skills, agro-processing and green skills, alongside opportunities for young people from both countries to participate in study visits, leadership programmes and other learning initiatives.

On sports development, Mr Chileshe said Kenya's experience and strength in athletics presented an opportunity for Zambia to benefit from technical expertise, training attachments and high-altitude training opportunities for its athletes.

(Continues P7)



Kenya's High Commissioner to Zambia, Her Excellency Grace Okara, paid a courtesy call on Permanent Secretary in the Ministry of Youth and Sport, Kangwa Chileshe