



## NIPA Arms DEC Officers for the Digital Age

By Merit B. Katotobwe

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forensic techniques that would make Hollywood hackers envious. This was not your typical classroom experience; these officers were training to become financial-crime hunters in the digital age.

The intensive course covered financial crime typologies, legal frameworks, and, most crucially, hands-on experience with cutting-edge digital tools. They learned to follow money trails that snake through virtual currencies, uncover hidden assets in digital wallets, and build cases that can stand up in court against some of the most sophisticated criminal

minds of our time.

### The Battle for Zambia's Financial Future

Every day, financial crimes threaten not just individual victims, but the entire fabric of Zambia's economy. These are not petty thefts; they are calculated attacks on our financial systems, our institutions, and ultimately the socio-economic well-being of every Zambian citizen.

Full story on page 5

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National  
Institute of Public  
Administration



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## ABOUT US

The National Institute of Public Administration (NIPA) was established in 1963 by the Government as a Staff Training College (STC) for the Civil Service, addressing the critical need for capacity building during the formative years of Zambia's nationhood following Independence on 24th October 1964.

Pursuant to the Government Reforms of 1966, the institution was formally re-designated the National Institute of Public Administration (NIPA), reflecting its expanded mandate for public service training and development.

In 1998, NIPA was transformed into a commercial entity under Act of Parliament No. 15 of 1998, operating under the following mandate:

- To provide high-quality training, research, and consultancy in public administration;
- To enhance the Institute's capacity in teaching, research, and consultancy;
- To offer high-quality training, research, and consultancy in private sector management;
- To undertake all activities connected with or incidental to the aforementioned objectives.

Over the years, NIPA has evolved and is now anchored on four fundamental pillars, namely:

1. Mandatory Public Service Training and Certification,
2. Academic Education,
3. Research, Innovation and Collaborations, and
4. Commercialisation of Business Entities.

### OUR VISION

To provide market-driven Training, Research and Consultancy services to the public and private sectors and individuals to enhance their capacity for sustainable development.

### OUR MISSION

An Institute of choice promoting an ethical and competent Public Service.

### CORE VALUES

- Integrity
- Transparency
- Customer Centric
- Accountability
- Innovativeness
- Confidentiality
- Teamwork

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# Executive Director's Message

**Dear Valued Stakeholders,**

**I**t is with great pleasure that I welcome you to the third quarter edition of the NIPA Newsletter. This quarter has been marked by exceptional growth, meaningful partnerships, and significant milestones that underscore our commitment to excellence in public administration training and capacity building.

The third quarter has witnessed remarkable progress in strengthening our institutional partnerships and collaborative relationships. Through strategic

alliances with key educational institutions and government agencies, we continue to enhance our capacity to deliver quality training programmes that meet the evolving needs of the public service sector.

Our visibility and community engagement have reached new heights this quarter. Through active participation in national exhibitions, trade fairs, and agricultural shows, NIPA has demonstrated its relevance and impact in the public-service landscape. These platforms have provided valuable opportunities to showcase our programmes and connect with diverse stakeholders across the country.

The quarter has been particularly rewarding in terms of our training delivery and support services. We have successfully provided comprehensive coverage and logistical support for numerous high

profile government events, graduations, and training programmes. These activities showcase our technical capabilities and unwavering commitment to supporting government institutions in their capacity building initiatives.

As we look ahead to the final quarter of the year, I am confident that the momentum generated this quarter will propel us toward even greater achievements. I extend my sincere gratitude to all our stakeholders, partners, and the dedicated NIPA team whose unwavering commitment makes these accomplishments possible.

Thank you for your continued support and partnership.

*Prof. Jacob R.S.  
Malungo (PhD)*



## Chief Editor's Note



**Merit B. Katotobwe**

**Dear Readers,**

**W**elcome to another vibrant edition of the NIPA Newsletter, recounting an exceptionally dynamic third quarter filled with achievements, partnerships, and meaningful engagements that have strengthened our institution's position as a leading centre for public administration excellence.

This edition captures the essence of NIPA's multifaceted approach to capacity building, institutional partnerships, and community engagement. The stories featured in this newsletter reflect our commitment to transparency, innovation, and public-service excellence across all our operational areas.

This edition highlights the power of collaboration and strategic partnerships that have enabled NIPA to enhance its service delivery and institutional visibility. The content showcases our institution's growing influence and expanding reach within the public-administration landscape. We are particularly pleased to present content that showcases NIPA's technological advancement and

modern approaches to training delivery.

As you navigate through this edition, you will discover stories of dedication, innovation, and progress that define NIPA's journey in the third quarter. Each article, photograph, and feature has been carefully curated to provide you with comprehensive insights into our institutional growth and service delivery excellence.

We remain committed to delivering quality content that informs, educates, and inspires our diverse readership. Your feedback and engagement continue to be invaluable as we strive to improve our communication and storytelling approaches.

*Thank you for your continued readership and support.*

# NIPA Arms DEC Officers for the Digital Age

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## The Battle for Zambia's Financial Future

Every day, financial crimes threaten not just individual victims, but the entire fabric of Zambia's economy. These are not petty thefts; they are calculated attacks on our financial systems, our institutions, and ultimately the socio-economic well-being of every Zambian citizen.



The criminals behind these schemes understand that in today's interconnected world, a successful financial crime in Lusaka can have ripple effects that reach rural communities across the country.

The stakes could not be higher, and now Zambia has officers who understand this reality intimately. As the NIPA Executive Director, Prof. Jacob Malungo, reminded the graduates, "The true measure of this course lies not in the certificates you receive today, but the impact you will make in preventing, detecting, and prosecuting financial crimes." These officers returned to their stations armed with more than just knowledge; they carried the responsibility of protecting Zambia's financial future.

## The New Reality of Law Enforcement

Gone are the days when financial investigations involved only paper trails and bank statements. Today's DEC officers must navigate virtual asset recovery, cryptocurrency tracking, and digital forensics. They must understand blockchain technology, follow transactions across multiple digital platforms, and piece together evidence that exists entirely in the digital realm.

The criminals they face operate without borders, but now Zambia's officers are equipped to pursue them wherever the digital trail leads.

This transformation did not happen by accident. Expert facilitators brought years of specialised knowledge and practical experience to shape these officers into the specialised investigators Zambia needs.

The Drug Enforcement Commission's visionary leadership recognised that fighting modern financial crime requires modern training—and they invested in exactly that.

## A New Chapter Begins

As these newly graduated officers return to their posts, they carry with them more than certificates and new skills. They represent Zambia's commitment to staying ahead of financial criminals who think they can operate with impunity in the digital shadows.

The message to financial criminals is clear: Zambia now has officers who can follow you through virtual networks, trace your digital footprints, and bring you to justice no matter how sophisticated your schemes.

# NIPA's Transformative Journey to India

By *Muyani Shinjabale*

In a visionary move that signifies a revolutionary shift in public service training, NIPA recently embarked on a transformative journey to Chennai, India. This mission was not just a mere trip but a groundbreaking step towards embracing cutting-edge technology, fostering international collaboration, and advancing the landscape of public service training in Zambia.

The delegation from NIPA set foot in Chennai with a clear agenda to immerse themselves in innovative educational technologies and engage with global educators and researchers at the prestigious National Institute of Technical Teachers Training and Research (NITTTR).

Through a series of enlightening interactions, guest lectures, and strategic meetings with renowned institutions like S.A. Engineering College and Anna University, NIPA forged strategic partnerships and laid the groundwork for joint research and technology transfer.

The delegation's commitment to embracing cutting-edge technologies and driving educational advancement on a global scale is set to redefine the standards of public service training in

in Zambia for generations to come.

In a bid to advance NIPA's mission of fostering innovation and digital transformation in public service training, two employees embarked on a transformative business trip to India. NIPA Information and Communication Technology Director, Robert M'sendo, and NIPA Acting Principal Lecturer-Development Studies, Lucky Musonda, engaged in a week-long journey that transcended geographical boundaries and enriched their professional competencies.

Robert M'sendo's visit to Chennai, India, was marked by groundbreaking collaborations with leading educational institutions such as NITTTR Chennai, S.A. Engineering College, and Anna University.

By attending a programme on Enterprise Development in Noida City, India, Ms Lucky Musonda delved into the intricacies of global trade relations and cultural exchange, alongside participants from diverse African nations.

Their experiences highlighted the power of international partnerships in

capacity building for sustainable development. The exchange of knowledge, research insights, and cultural immersion not only widened their perspectives but also paved the way for strategic collaborations with Indian counterparts.

Mr M'sendo emphasised the importance of leveraging emerging technologies and innovative teaching approaches in public service training, underscoring the need to bridge the gap between theory and practice.

Ms Musonda also emphasised the shared responsibility in promoting trade and fostering co-operation across nations, echoing the sentiment that development thrives on collaborative efforts.

Their experiences in India serve as a testament to NIPA's commitment to nurturing a global mindset and driving excellence in public service education.

As NIPA continues to chart new paths in digital transformation and capacity building, the journeys of Robert M'sendo and Lucky Musonda stand as beacons of inspiration for fostering international collaboration and advancing the Institute's mission of innovation and excellence.

## NIPA CONFERENCE CENTRE

### Facilities and Services

- Ultra modern Auditorium with a capacity of 800 persons.
- 2 Board rooms with a capacity of 25 persons each.
- Integrated state of the art audio-visual systems.
- Business Centre.
- Catering services.
- Weddings.
- Outdoor events such as kitchen parties.

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# NIPA Launches Environmental and Social Risk Management Curriculum

By Muyani Shinjabale



The country recently introduced the Environmental and Social Risk Management (ESRM) Curriculum at Chalimbana Local Government Training Institute, marking a significant milestone in empowering local authorities with the necessary skills to protect communities and the environment in development projects.

During the official launch ceremony, Hon. Gift Sialubalo, Minister of Local Government and Rural Development, underscored the importance of this training in addressing pressing challenges such as pollution, land degradation, gender-based violence, and public health risks. He emphasised the critical role of environmental and social safeguards in achieving

sustainable development at the district level.

Prof. Jacob Malungo, Executive Director of the National Institute of Public Administration (NIPA), hailed this programme as a groundbreaking initiative for Zambia. He commended the inaugural group of 232 officers from 116 councils as trailblazers who will soon become certified champions of environmental and social excellence.

The World Bank, a key supporter of the project through the Zambia Devolution Support Project, reaffirmed its commitment to assisting countries in establishing strong risk-management frameworks for sustainable development.

The ESRM Curriculum, developed in collaboration with top academic institutions and government bodies, such as the University of Zambia, University of Lusaka, NIPA, and Chalimbana Institute, represents a significant step forward in capacity building and promoting green growth in Zambia.

This initiative aligns with Zambia's Vision 2030 and underscores the country's dedication to sustainable development and environmental stewardship. We are excited to see the positive impact that this training programme will have on local communities and the environment.

# NIPA Equips Permanent Secretaries

By Merit B. Katotobwe

The hallways of NIPA's main campus buzzed with unprecedented energy as Zambia's newest government leaders gathered for a transformative three-day journey. From 25 August to 3 September 2025, the National Institute of Public Administration hosted a ground-breaking Senior Management Training programme that redefined how the country prepares its top public servants for modern governance challenges.

The programme brought together newly appointed Permanent Secretaries and Chief Executive Officers in what the Secretary to the Cabinet, Mr Patrick K. Kangwa, described as "leadership transformation". This intensive training marked a significant shift from traditional bureaucratic models to embrace innovation-driven leadership focused on practical, real-world solutions.

Participants engaged with Zambia's finest experts, developed actionable strategies for immediate implementation, and built strategic networks for cross-government collaboration. The curriculum addressed critical areas including strategic governance, public-finance management, diplomatic protocol and e-governance implementation, emphasising the interconnected nature of today's challenges—from economic diversification and climate resilience to digital transformation and youth empowerment.

Unlike typical training programmes focused primarily on theory, this initiative equipped participants with immediately applicable tools for achieving zero audit queries,



implementing e-governance solutions and managing effective budget formulation and execution. The programme demonstrated how transformation at the senior-management level creates cascading improvements throughout the public-service system, ultimately benefiting citizens directly.

The training challenged participants to embrace data-driven decision-making and world-class service-delivery standards that match citizen expectations. It emphasised constitutional values, integrity, accountability, transparency and respect for human dignity—not as mere compliance requirements, but as the foundation of public trust and effective governance.

This comprehensive approach to senior-management training positions NIPA and Zambia at the forefront of public-administration excellence in Africa. The programme's emphasis on innovation, collaboration and citizen-centred service delivery establishes new standards for preparing public-service leaders for 21st-century challenges..

The true success of this training will not be measured in certificates awarded, but in the transformed citizen experience across government services. As these newly trained leaders return to their posts, they carry enhanced skills, renewed purpose and a clear understanding that their growth directly translates into better outcomes for Zambian citizens.

As Secretary Kangwa noted in his closing remarks, "Your transformation began three days ago. Today it is complete, and your impact begins immediately." The ripple effects are expected to be felt across all levels of government, creating the world-class public service that Zambian citizens deserve.

The Senior Management Training represents more than an educational programme; it is an investment in Zambia's future, delivered by leaders committed to excellence and implemented by an institution that understands the transformative power of quality Public Administration Training.



The Executive Director, Prof. Jacob R. S. Malungo (third from left), with ZIALE CEO Mr. Fabian Mayondi (fourth from left) and NIPA staff during the 97th Agriculture and Commercial Show, held from 30th July to 4th August 2025.



Burma Road Campus lecturer, Mr. Royd Chisulo with nursing students during an exhibition at Main Campus on Friday, 12th September 2025.



NIPA Executive Director, Prof. Jacob R. S. Malungo, receives a stethoscope from Dr. Steady Moono following a donation by Dr. Moono and his wife, Kelly, to NIPA Nursing students at the Burma Road Campus on Tuesday, 1st July 2025.



Hon. Vincent W. Versaci delivers a lecture to NIPA Law students on 30th September 2025 at the Main Campus, sharing insights on the judiciary, trusts, and fiduciary responsibilities during the SUNY Schenectady delegation's visit.



Capping Ceremony held on Thursday, 28th August 2025 in the Auditorium



NIPA and Evelyn Hone sign MOU on Friday 11th July 2025 at Main Campus .



Mrs. Mutinta Nabuyanda, the Librarian, attended the 52nd LIAZ Annual General Conference with library staff in Livingstone, 22 -25 July 2025.



The library team proudly presented the Best Outreach Programme award to the Executive Director, recognizing Outstanding Impact at the Library and Information Association of Zambia, 52nd Annual General Conference in Livingstone on July 25, 2025.



Renewable Energy Seminar participants toured the Lusaka MFEZ on 23rd September 2025, gaining insights into power generation at Bangweulu Power Company under the guidance of Fulbright Scholar, Professor Henry Louie.

# Cost of Quality and Its Application

By Launstein Musonda

In the modern education and training landscape, institutions of higher learning face growing demands for efficiency, accountability and quality service delivery. NIPA as a leading provider of management studies, business studies and legal studies in Zambia, must continuously improve its facilities, processes and client satisfaction in order to maintain its status as the leading training institution in Zambia and meet its objective of being the institute of choice in the country. One of the most effective approaches to meeting these goals is adopting the Cost of Quality (CoQ) framework.

The Cost of Quality refers to the total expenditure incurred to ensure that products or services meet quality standards. It does not merely mean the price of creating a quality service but includes all costs associated with preventing, identifying and correcting poor performance. CoQ is usually categorised into four components:

1. **Prevention Costs** – expenses aimed at avoiding errors before they occur. For NIPA, this may include staff training, policy development, curriculum reviews and regular maintenance of learning facilities.
2. **Appraisal Costs** – costs incurred in measuring and monitoring activities to ensure they meet set standards. At NIPA, this could include student-evaluation systems, internal audits and accreditation processes.
3. **Internal Failure Costs** – costs of correcting errors identified before the client (student, government department or training participant) receives

the service. Examples include timetable errors, miscommunication in admissions or redoing poorly prepared teaching materials.

4. **External Failure Costs** – costs arising when errors are discovered by clients. For NIPA, this may involve student complaints, negative feedback from employers of graduates or loss of reputation due to poor service delivery.

## Adoption of CoQ Concepts

1. **Enhancing Facilities**  
Preventive maintenance: regular servicing of lecture halls, IT equipment and hostel facilities would minimise breakdowns and emergency repairs (prevention costs vs internal failure costs).  
Modern infrastructure: investing in digital platforms, e-learning tools and modern library resources improves reliability and reduces client dissatisfaction (external failure costs).
2. **Improving Processes**  
Streamlined admissions: automating application and registration processes reduces internal errors such as lost documents or delays.  
Quality-assurance systems: establishing a structured monitoring-and-evaluation framework ensures teaching and administrative processes consistently meet standards.  
Standard Operating Procedures (SOPs): documented guidelines for staff foster consistency and minimise rework.
3. **Enhancing Client Satisfaction**  
Feedback mechanisms: regular surveys, suggestion

boxes and online feedback forms help NIPA detect external failures early and act on them swiftly. Staff capacity building: training faculty and administrative staff improves service delivery, reduces mistakes and enhances student satisfaction.

4. **Client-centred culture**: promoting a culture where both students and government agencies are viewed as customers creates an environment of respect, responsiveness and continuous improvement.

By systematically applying CoQ concepts, NIPA can realise several benefits:

1. **Cost savings**: reducing rework, errors and complaints lowers operational costs.
2. **Reputation growth**: consistent delivery of quality education enhances NIPA's standing as a premier institution for public administration and business studies.
3. **Sustainable development**: improved facilities and processes ensure long-term service-delivery efficiency.
4. **Increased client loyalty**: satisfied students, employers and government agencies are more likely to return for further training and recommend NIPA to others.

The Cost of Quality (CoQ) is a strategic approach that helps NIPA focus on prevention, quality assurance, and client satisfaction, strengthening its position as a leading higher education and training institution in Zambia.

# From Dreams to Reality

By Nataizya Kapata

At just 21 years old, Mweenzi Mwaanga has already done what many only dream of, travelling from Zambia to Canada on a prestigious scholarship to attend a global training programme. But this was not just a trip abroad; it was the beginning of a life-changing journey.

Born on 1st January 2004, fourth-born in a family of six and the only sibling to reach university, Mweenzi's passion for human rights and advocacy for the boy child was born from personal struggle. His experience as a vulnerable boy growing up in a rural area, Shibuyunji District, Mukulaikwa Village in Zambia, fuels his mission today. Founder of the 'Keep a Boy Child Safe Organisation', Mweenzi has used his voice and social media to build bridges, break stereotypes and inspire a generation. His story is one of resilience, purpose and the life-changing power of opportunity.

As a law student, Mweenzi is passionate about justice, equity and the well-being of vulnerable boys, especially those growing up in disadvantaged environments. His passion led him to found the 'Keep a Boy Child Safe Organisation', a public initiative focused on advocacy, mentorship and community outreach.

His story is one of firsts: he is the first in his family to reach university, the first to travel abroad and the first to start an NGO. That alone, he says, keeps him grounded and driven.

When Mweenzi applied for the Canadian training programme online, he never imagined it would change his

"At first I could not believe it, because it is something I applied for online," he states. "When I got the call for an interview, I was thrilled and joyful."

Even his friends struggled to accept the news. "Some of them thought I was joking or faking life," he shares. "Even after I went and came back, some still did not believe me. But that made me realise how powerful social media can be when used the right way, it opens doors."

The two-week programme in Canada exposed him to world-class training, expert mentorship and a network of like-minded change-makers. He returned home not only with fresh ideas but also with renewed energy and purpose.



Mweenzi (on the left) in Canada during the Training Programme.

Shortly after his return, Mweenzi and a friend were selected for another prestigious programme—the Young Leaders Development Programme (YLDP), run by Friedrich-Ebert-Stiftung. Through this, he gained deeper leadership training, exposure to policy-making and ongoing mentorship.

"It is from this programme that I managed to officially launch my organisation," he says proudly. "They did not just teach, they empowered."

Mweenzi will graduate from YLDP in November, a milestone he considers just the start of his larger mission.

Today, Mweenzi continues to expand the work of Keep a Boy Child Safe Organisation, which supports boys in rural areas through workshops, mentorship programmes and advocacy campaigns.

The YLDP has played a critical role in shaping his vision and purpose. Through mentorship and structured leadership training, he found the courage and clarity to launch his own organization, one that focuses on advocacy and empowerment in his community.

As a law student, Mweenzi is passionate about justice, equity and the well-being of vulnerable boys, especially those growing up in disadvantaged environments.

His story is not just one of personal success. It is a message of hope and encouragement to his fellow students at NIPA and to all young people in Zambia who dare to dream.

"To all current students: be humble and accept your situation. Never stop believing in your potential. Pursue your passions, work hard and stay focused. Surround yourself with people who inspire and uplift you. Do not be afraid to take risks and explore new opportunities.

Your journey is unique and your contributions can truly make a difference."

He emphasises that the university journey is a rare and valuable privilege, one that not everyone is fortunate enough to experience. It is, he notes, an opportunity that should be embraced with gratitude, commitment, and a deep sense of purpose, as it shapes not only one's career but also one's character and outlook on life.

From the lecture halls of NIPA to prestigious international platforms, his journey stands as a shining example of how unwavering dedication, genuine humility, and the courage to take even the smallest of chances, such as clicking 'apply' on an online form, can open doors to extraordinary opportunities and lead to destinations beyond imagination.

Nataizya Kapata is a second-year student pursuing a Bachelor of Public Relations at the National Institute of Public Administration (NIPA).

## NIPA's Four Fundamental Pillars

### 1 Mandatory Public Service Training and Certification



### 2 Academic Education



### 3 Research, Innovation and Collaborations



### 4 Commercialization of Business Entities



# Promoting Literacy in the Digital Era

By Sharon Akapelwa

Literacy, in its broadest sense, encompasses not only the ability to read and write but also the capacity to communicate effectively across various formats. It extends beyond mere recognition of letters and words, involving the understanding, interpretation, and creation of both written and visual texts. Literacy is a cornerstone of education, a catalyst for economic growth, a means of personal empowerment, and a fundamental element of societal development. As the custodian of information, libraries play an instrumental role in promoting literacy. This vital initiative is celebrated annually on the 8th of September, with the theme for this year being "Promoting Literacy in the Digital Era." Nipa's Livingstone Compass actively participated in this celebration, addressing several key areas of discussion:

1. **Information and Data Literacy:** Emphasizing the importance of navigating and understanding information in today's data-driven world.
2. **Technical Skills:** Highlighting the necessity of acquiring essential technical competencies that enable effective engagement with digital tools.
3. **Communication Tools:** Exploring various platforms and methods for effective communication in a digital landscape.
4. **Digital Content Creation:** Encouraging the skills needed to produce engaging and relevant digital content.

5. **Data Safety and Security:** Underlining the importance of protecting personal information and understanding privacy in the digital age.
6. **Information Evaluation in the Wake of AI and Social Media:** Discussing the critical skills required to assess the credibility of information amidst the complexities introduced by artificial intelligence and social media.

Following these discussions, participants were also given an orientation on e-resources, further supporting their journey towards enhanced literacy in a rapidly evolving digital environment.



# Liberation of Condemnation: A Reflective Perspective

By Sharon Akapelwa

**T**he profound declaration, "There is now no condemnation for those who are in Christ Jesus, Romans 8:1." encapsulates a transformative truth found within the Scriptures. This assertion serves as a reminder that, upon discovering salvation, individuals are emancipated from numerous burdens and constraints that have long held them captive. However, what precisely are these constraints? They often manifest as chains of condemnation both internal and external forces that shape our perceptions of guilt, shame, and unworthiness.

In contemporary society, condemnation appears in both subtle and overt forms. It permeates families, communities, and institutions, frequently leaving individuals feeling ensnared and isolated. Prisons, for instance, are not solely physical enclosures of concrete and barbed wire; they also symbolize societal and emotional confinement. Consider a poignant scenario: a three-year-old child, traumatized by an assault perpetrated by an elderly man who, in a moment of appalling weakness, committed a grievous act. The offender, now incarcerated, may come to acknowledge his transgressions and seek repentance.

However, he encounters rejection and discrimination from



Director of the Management Studies Division, Mr Samuel Sakala (in a white shirt), presents the donation to the Zambia Correctional Service.

society—an unforgiving environment that may push him into despair, potentially leading him to contemplate ending his life within the confines of prison. Simultaneously, the child's mother endures an indelible anguish. Her love for her father her own kin—is overshadowed by the horror of his actions. She is left to navigate feelings of trauma, disappointment, guilt, and the devastating awareness that her child's innocence has been irrevocably violated. Her heart becomes a prison of grief and unresolved sorrow, prompting her to question whether her love can ever mend the wounds inflicted upon her family.

What, then, constitutes your prison today? Where do you transport this prison? Will you permit it to dictate your future? Will you erect barriers to shield yourself from a world that c

an often be judgmental and unkind, or will you surrender your burdens to God with humility and trust? Forgiveness is not always an effortless undertaking, yet it can serve as a pathway to liberation.

Are you prepared to forgive those who have wronged you, even when the journey of healing remains imperfect and scars persist?

Many individuals seek solace in divorce, perceiving it as an escape from challenging circumstances. Yet, does it truly yield the inner peace and happiness they desire?

Some turn to **co-parenting**, striving to protect their children from the tumult of fractured relationships. However, what kind of environment are these children maturing in?

The choices we make regarding our personal prisons can either perpetuate cycles of pain or create opportunities for genuine healing—if guided by wisdom and compassion.

Life, indeed, is a psychological journey. It is an ongoing odyssey of the mind and spirit.

On a more hopeful note, on Friday, 5th September 2025, Mr. Samuel Sakala, the Director of MSD, alongside Mr. Mutinta Mwananimbwe, the Deputy Registrar of Learners' Affairs, and dedicated staff, conducted a community outreach initiative at Mwembeshi Correctional Facility. They donated hampers filled with essential items to support the

inmates; an act that exemplifies their commitment to community development, rehabilitation, and the transformative power of compassion.

Professionals in the field of social work as well as responsible loving people, we are called to recognize the profound human narratives behind each prison cell, each act of condemnation, and each path to redemption. Our responsibility is to advocate for those who are often

marginalized, to facilitate healing where pain exists, and to remind society that no one is beyond the reach of grace. Let us remember that liberation begins within; when we choose forgiveness, understanding, and hope over condemnation and despair, for indeed true freedom and healing is only found in Christ Jesus.

**“I cried unto the Lord and He heard me out of his Holy hill  
Psalm 3: 4”.**

## Silent Burden: A Call to Action for the Boy Child

*By Herbert Muhango and Sharon Akapelwa*

A boy is not merely born into life; he is also ushered into a realm of responsibility, often enveloped in expectations before he even grasps the meaning of the word. The burden of strength is placed upon his shoulders long before he learns to walk, while silence is instilled in him before he learns to speak. His tears are seen as a sign of weakness, and his fears are met with shame, resulting in a journey characterized not by freedom, but by duty that shadows him throughout his formative years.

From a tender age, society impresses upon him the mantra that he must be strong— **“Mwamuna niku limba”**—which translates to “a man should be strong.” These words, repeated with the weight of law, serve less as guidance and more as a

demand. While considerable attention is devoted to nurturing the emotional growth of girls, the boy child is frequently denied the space to be vulnerable, to seek comfort, or to be truly heard.

Consequently, he grapples silently with expectations that shape his character. Some boys buckle under this weight, struggling to conceal their vulnerabilities, while others harden, surviving through resilience but at the cost of suppressing their emotions. In both scenarios, society's neglect profoundly influences their development—not through care, but through absence. The outcome is a man trained in endurance but rarely equipped to express himself, a leader expected to guide others yet lacking understanding of his own identity.

The adage **“Mwamuna sama lila,”** meaning “a man does not cry,” encapsulates the societal belief that a male child's plea for help signifies weakness. This notion is often perpetuated by guardians and parents—those entrusted with the upbringing of the boy child—who, influenced by cultural norms, inadvertently reinforce harmful stereotypes.

Is this a problem rooted in upbringing? Certainly, this is one aspect contributing to the broader issue. Are there organizations and individuals recognizing the need to address this matter? Yes, a number have emerged, yet the question remains: is this enough? This query prompts further reflection.

A pronounced social disparity exists

between the needs of the boy child and those of the girl child, often leaving the boy behind. While the girl child receives encouragement, guidance, and nurturing, the boy is too frequently subjected to “tough love.” In educational settings, boys are admonished to be strong, disciplined, and independent, yet insufficient effort is directed towards cultivating their ability to become responsible men who can care for themselves, their families, and society at large.

The absence of fathers, family heads, or positive male role models exacerbates this gap. Without proper guidance, many boys are deprived of the foundational support necessary for healthy character development. This absence is starkly evident in our streets, where a significant proportion of drug abusers, alcoholics, petty thieves, and homeless children are boys.

Did they choose this path willingly? For some, perhaps; but for many, it is neglect and a lack of guidance that have set them on this course.

For a considerable number of boys, character development is often shaped by peer influence. Having experienced this, myself, I (Herbert) can attest that when peers are misguided, a boy's life can take a destructive turn. I was once that boy, often hearing the refrain that “a man is supposed to be strong” and “a man does not cry.” These phrases became my law, compelling me to endure hardship in silence. Yet, not every boy is fortified by such messages; many find themselves crushed beneath their weight.

This highlights the urgent need for attention to the boy child. He requires care, guidance, and intentional support—not merely demands for strength. Without this support, society raises men who are

adept at enduring adversity but lack self-awareness, who know survival but struggle with healthy emotional expression. True character development necessitates more than tough love; it calls for presence, mentorship, and a balanced approach.

Can we assert that this neglect contributes to issues such as substance abuse, premature pregnancies or marriages, and even suicides? This is a complex question that invites thoughtful exploration from our brightest minds.

Addressing the challenges faced by the boy child demands concerted efforts from all stakeholders—from custodians and parents to governmental and non-governmental organizations. Only through a united front can we hope to bring about meaningful change and solutions.

**“Together we can.”**

# NIPA Empowers CCPC Staff Through Professional Communication Training

By Mwelwa Kunda and Joseph Mwenya

Nelson Mandela once declared, "Education is the most powerful weapon which you can use to change the world," recognising it as "the great engine of personal development." This sentiment rang true from 9th to 11th July 2025, when the National Institute of Public Administration (NIPA) delivered a transformative professional communication training programme to middle management staff members from the Competition and Consumer Protection Commission (CCPC).

The three-day intensive training, conducted at CCPC's Head Office in Lusaka, was facilitated by NIPA's Research Consultancy and Development Division (RCDD), the Institute's dedicated arm for delivering research and consultancy services to government entities and external clients.

The training brought together middle management personnel from CCPC's Mergers and Acquisitions Department, creating a unique opportunity for cross-station collaboration and skills development. Participants engaged in comprehensive sessions designed to enhance their professional communication capabilities across multiple platforms, including meetings, email correspondence, and telephone interactions.

The course focused on professional communication, covering business etiquette and presentation skills to help CCPC staff engage stakeholders respectfully and effectively.



One of the training's key focus areas was non-verbal communication, helping participants develop a stronger professional presence. From body language to tone of voice, attendees learned how subtle cues can significantly impact their effectiveness in professional settings.

**"By empowering public officers with knowledge, NIPA helps to turn Mandela's vision of education as a weapon for change into reality."**

The training is expected to yield significant benefits for both CCPC and the consumers it serves. With improved professional communication skills, the participants are now better equipped to navigate complex stakeholder relationships, handle consumer complaints more effectively, and represent CCPC with enhanced professionalism at various forums.

This training exemplifies NIPA's broader mandate to strengthen public sector capacity through targeted interventions. The Research Consultancy and Development Division (RCDD), which coordinated and delivered the training, plays a critical role in the Institute's mission by undertaking research and consultancy services essential to organisational growth and development.

RCDD's work extends beyond training delivery to encompass comprehensive research and consultancy support for government institutions and external clients. Through such initiatives, NIPA continues to contribute to the professionalisation of Zambia's public service, one training programme at a time.

As the CCPC staff members return to their stations armed with enhanced communication skills and renewed confidence, they embody Mandela's vision of education as a catalyst for transformation, not just of individuals, but of the institutions they serve and, ultimately, the communities they protect.

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Mwelwa Kunda, co-author of the article, is a Research Consultant in the Research, Consultancy and Development Division.

## NIPA Debate Club Shines at World Investor Week Competition

By Joseph Mwenya

Aristotle, the ancient Greek philosopher, once observed, "It is not enough to know what to say, one must also know how to say it." This timeless wisdom resonates powerfully in today's digital age, where the ability to articulate ideas clearly, persuasively, and confidently remains as crucial as ever, whether in boardrooms, policy discussions, or public forums.

On 24th September 2025, students from the National Institute of Public Administration (NIPA) Debate Club demonstrated precisely this skill at the Members' Pavilion, Lusaka Showgrounds, where they competed against university teams from across Lusaka Province in a high-stakes debate competition.

The debate, organised by the Securities and Exchange Commission (SEC) Zambia as part of the 2025 World Investor Week, carried the theme "Empowering Zambians to Invest Wisely in a Digital Age." The competition brought together some of Lusaka's brightest tertiary students to engage with critical financial literacy issues facing modern Zambia.

NIPA's debaters rose to the challenge, successfully advancing to the semi-finals, a commendable achievement that showcased the calibre of students being nurtured at the Institute. Though the team was ultimately knocked out at the semi-final stage, their participation and performance underscored the value of debate as a training ground for future public administrators.

Debate competitions serve as invaluable laboratories for developing essential professional competencies. For NIPA students,

who are being prepared for leadership roles, the skills developed through debate extend far beyond the competition stage.

Debating requires participants to analyse complex issues rapidly, identify logical fallacies, and construct coherent arguments on the spot. These are precisely the skills public administrators need when formulating policies, responding to stakeholder concerns, or navigating bureaucratic challenges.

Effective debaters must listen attentively to opponents' arguments and adjust their strategies accordingly. This mirrors the consultative nature of public administration, where officials must consider diverse perspectives before making decisions.

Perhaps most visibly, debate builds the confidence to speak before audiences, a skill that transforms nervous students into poised professionals capable of addressing press conferences, community meetings, and parliamentary committees.

The debate's theme, Investing Wisely in a Digital Age, holds particular relevance for aspiring public administrators.



The NIPA Debate Club Patron, Mr. Joseph Mwenya (in red necktie) with Assistant Student Affairs Officer, Mr. Boaz Mwape pose with the Debate team during the competition.

As Zambia increasingly embraces digital transformation in governance and service delivery, public servants must be conversant with contemporary issues, from digital financial inclusion to cybersecurity. Whilst the NIPA Debate Club's journey ended at the semi-finals, the true victory lies in the experience gained and skills developed. Each rebuttal delivered, each cross-examination conducted, and each closing argument presented contributed to the professional development of participants.

These students have learned that public speaking, as Aristotle implied, is not merely about having knowledge but about effectively conveying that knowledge to influence, inform, and inspire action. In the modern world, characterised by information overload, shortened attention spans, and digital communication, this ability to cut through noise and communicate with clarity and purpose is more valuable than ever.

In empowering these students to debate wisely, NIPA is ultimately empowering them to serve wisely, and that investment in human capital will yield returns far beyond any competition trophy.

# EXPLORING THE FINANCIAL BEHAVIOURS OF ZAMBIAN BANK DEPOSITORS

We are delighted to celebrate Dr Mashombotwa Mukwena on successfully defending a PhD in Finance from the University of Greater Manchester (Bolton). Her research, “Assessing the Relationship between Socio-Demographic Factors and Financial Biases of Zambian Bank Depositors,” provides timely insights to strengthen Zambia's financial sector.

The study supports the implementation of the Deposit Insurance System (DIS), which safeguards depositors in the event of bank failures. DIS establishes a fund to which banks are required to contribute, and this fund can be utilised if a bank fails. This issue, highlighted by past bank insolvencies, appears to be relevant in Zambia, as seen in cases such as Intermarket Bank (2016) and Investrust Bank (2024).

DIS relieves governments from using taxpayers' funds to bail out failed banks. In 2011, Zambia enacted the Depositors Protection Bill, creating the legal framework for DIS. However, a DIS fund to collect banks' contributions has yet to be formalised. In Africa, 25 countries have DIS programmes, with the most recent fund established in South Africa in April 2025.

One of the prerequisites for effective DIS implementation, monitoring, and evaluation is the ongoing assessment of banks' and depositors' risk appetite. In this context, Dr Mashombotwa Mukwena investigated how socio-demographic factors influence financial behaviours, particularly risk tolerance, overconfidence, and trust in banks among Zambian depositors.

Using both quantitative analysis (Binary Logistic Models) and qualitative insights (thematic analysis), the study revealed:

1. Gender, marital status, and number of dependents significantly affect depositors' financial risk tolerance.
2. Education level and dependents influence trust in banks.
3. Bank managers often prioritise income, collateral, and transaction history over socio-demographic factors when assessing customers, highlighting gaps between theory and practice. Awareness of DIS among bank managers remains limited, indicating a need for capacity-building as Zambia advances in implementing depositor protection.

The findings not only guide the deployment of the DIS in Zambia but also improve understanding of how Zambians make financial decisions, which are insights valuable to a range of stakeholders, including investment advisers, policymakers, and banks.

Congratulations to Dr Mashombotwa Mukwena for contributing research that strengthens financial resilience and inclusion in Zambia.



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Dr. Mashombotwa Mukwena currently serves as the Chief Research Consultant in the Research, Consultancy and Development Division (RCDD) at the National Institute of Public Administration (NIPA).

## PROGRAMMES ON OFFER

### 1. Diploma Programmes

Entry Requirements: A Grade 12 Certificate with 5 Credits or better in English, Mathematics, and any other three subjects.

Duration: Three years | Fees: K6,550 per semester.

Available Programmes:

- Diploma in Management Studies
- Diploma in Human Resource Management
- Diploma in Health Services Management
- Diploma in Public Relations
- Diploma in Projects Management
- Diploma in Records Management
- Diploma in Public Administration
- Diploma in Social Work
- Diploma in Law
- Diploma in Business Administration
- Diploma in Banking and Finance
- Diploma in Information Systems and Programming
- Diploma in Accountancy and Government Accounting
- ZICA Diploma in Accountancy
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- Chartered Institute of Purchasing and Supply
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NIPA

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## PROGRAMMES ON OFFER

### 2. Bachelor's Degree Programmes

Entry Requirements: A Grade 12 Certificate with 5 Credits or better in English, Mathematics, and any other three subjects.

Duration: Four years | Fees: K10,400 per semester.

Available Programmes:

- Bachelor of Public Administration
- Bachelor of Human Resource Management
- Bachelor of Public Relations
- Bachelor of Development Studies
- Bachelor of Social Work
- Bachelor of Records, Archives, and Information Management
- Bachelor of International Relations and Diplomacy
- Bachelor of Laws
- Bachelor of Arts in Criminology and Criminal Justice
- Bachelor of Arts in Defense and Security Studies
- Bachelor of Business Administration
- Bachelor of Science in Computer Science
- Bachelor of Science in Purchasing and Supply Chain Management
- Bachelor of Transport and Logistics
- Bachelor of Accounting and Finance
- Bachelor of Economics
- Bachelor of Science in Information Systems
- Bachelor of Arts in Film and Media Studies
- Bachelor of Marketing and Creative Studies
- Bachelor of Science in Disaster Studies and Sustainable Development
- Bachelor of Science in Climatology and Meteorology
- Bachelor of Science in Land and Water Conservation
- Bachelor of Occupational Health and Safety

### 3. Master's Degree Programmes

Entry Requirements: A Grade 12 Certificate with 5 Credits or better in English, Mathematics, and any other three subjects; A Bachelors' Degree.

Duration: Two years | Fees: K8,800 per semester.

Available Programmes:

- Postgraduate Diploma in Teaching Methodology (Duration: One year | Fees: K7,200 per semester)
- Master of Business Administration (General, Finance, Marketing, and Entrepreneurship)
- Master of Public Administration
- Master of International Relations and Diplomacy
- Master of Public Relations
- Master of Records, Archives, and Information Management
- Master of Human Resources Management
- Master of Science in Projects Management
- Master of Arts in Climate Change and Global Sustainability
- Master of Disaster Risk Reduction
- Master of Science in Computer Science
- Master of Laws (General, Criminal Law and Criminal Procedure, Constitutional and International Law, Employment and Labour Laws, Corporate Law, Human Rights Law, Banking Law)

# Highlights from the Aerobics mania held on Saturday, 19th July 2025, at the Conference center frontage



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