

ROAD FUND MAGAZINE

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A Publication of the National Road Fund Agency



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NRFA WOMEN CELEBRATE INTERNATIONAL WOMEN'S DAY ,DONATE TO MUKOBEKO WOMEN'S CORRECTIONAL CENTRE.

International Women's Day is a global day celebrating the social, economic, cultural, and political achievements of women. The day also marks a call to action for accelerating women's equality. The International Women's Day theme this year was #breakthebias.

25 THE FACES BEHIND THE NAMES

Mr Banda is travelling through Eastern Province, as he approaches Katete from Chipata he finds a toll plaza. The first thing he does when he approaches the plaza is to check that he has cash or E-Toll Card. Then as he eases into traffic, he notices a name over the toll plaza. He starts to wonder, who is or was this Reuben Kamanga and why is this toll plaza named after him? It then occurs to him that a lot of plazas around the country have prominent Zambian names. Maybe you've been wondering like Mr. Banda, who are these toll plazas named after?

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In this edition of The Road Fund Magazine, we sit down with Patson Phiri to find out more about the man who has to deal with an average of over a hundred contractors on a monthly basis and how he has mastered the art of dealing with people on the Help Desk.

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I am a registered E-Toll Card user. However, my card says valid till 12/2021. Does this mean I can't use the card anymore? And if so how can I get a new one?

Message from the Director/Chief Executive Officer



ello and welcome to the first edition of our now bi-annual Road Fund Magazine.

Our in-house publication will now be known as the Road Fund Magazine from the former Tolling Newsletter which, will be produced every six months.

We believe this change will reflect the true essence of what is captured in the stories we share with you that go beyond the Tolling Programme.

For the past sixteen years, since we began operations in 2006 known then as the National Roads Board, our functions have evolved.

The mandate of the NRFA as stipulated in the NRFA Act No.13 of 2002, is to manage and administer the Road Fund.

Over the years, we have evolved from administering and managing the road fund to mobilizing resources and ensuring Value for Money.

In 2015 when we were appointed Lead Toll Agent by the Road Development Agency under the mandate of resource mobilization, we sparked a growth trend that we never imagined would culminate into something this big. Our tolling footprint has grown to 37 toll points across the country, this has also necessitated the tremendous growth of our workforce, from operating from a small office building housing 16 employees to managing over 700 staff.

In the last two years, the country has battled the devastating impact of the Covid-19, and at NRFA our normal operations were not spared.

Road Tolling placed the Agency right in the face of the virus as Toll Collectors interfaced with motorists.

As we adjust to what has become the new normal, it is the resilience of our staff at the toll stations and Head Office that remains a source of inspiration.

The Agency has continued to push forward in these times, and although the pandemic has slowed down, our people's resolve to meet our targets has not faltered.

Our total revenue collections for the year 2021 exceeded our projections.

During this period, we also managed to go live with the E-Toll value loading platform online and on mobile networks, giving our clients the convenience of loading their E-Toll Card at a click of a button

Each of these milestones is attributed to a dedicated workforce that is the core of who we are as an Agency.

You have been working hard towards this, and we have noticed your outstanding work. We are continually impressed by the results you produce!

You are the success of this institution and we applaud you!

Eng. Wallece Mumba



ROAD FUND INDABA OOT WAY FORWARD

By Alphonsius Hamachila

ambia, through the National **Road Fund Agency (NRFA)** joined 26 other Road Funds in Africa for the 19th African Road **Maintenance Funds Association** (ARMFA) Annual General Assembly in Dakar Senegal from the 9th to 15th May 2022.

The Road Fund indaba whose theme was Sustainability of Road Funds, came in the aftermath of Covid-19 which had negatively impacted the judicious mobilisation of financial resources for road infrastructure development by respective ARMFA member countries.

Zambia led the Southern African Road Fund regional group - the ARMFA Southern African Focal Group, in making a presentation on Utilisation of Technology to Improve operational efficiency.

The General Assembly was held on the back-drop of networking on best practices to mobilise and finance road works and the operations of Road Funds themselves.

The Assembly came up with a list of resolutions for onward implementation by member countries in their respective jurisdictions.

The set of regulations included the following:

- Align/strengthen strategic partnerships with others in international entities,
- Seek recognition / affiliation with African Union (AU)
- · Embark on vigorous stakeholder engagement programs
- Introduce/investigate alternative revenue sources
- · Invest in research and development programs
- Adopt the automation of revenue collection mechanism by using advanced information management system



Major Constantine Hara, Director Corporate Services, led the NRFA delegation to the 19th ARMFA General Assembly

· Develop/adopt robust Road Asset Management principles/procedures/ standards towards ISO55000 accreditation

- Implement Performance Based Contracts/Performance Management Frameworks to enhance operational efficiencies
- · Invest and advocate for road safety programmes to respond to high road traffic accidents
- · Develop/implement monitoring and evaluation (M&E) frameworks
- Develop broad guidelines for the maturity of Road Funds from one generation to the next

It was agreed that the next ARMFA Annual General Assembly would be hosted by Mozambique in early 2023.

19[™]Assemblée Générale de l'Association des Fonds routier africains (AFERA) DAKAR/SÉNÉGA

A Technical Session during the General Assembly



Some of the delegates who attended the General Assembly



NRFASAVES K450 MILLION By Rachel Namukolo Nali



Front left to right NRFA Director Monitoring and Evaluation Dr. Yohane Tembo, Dr. Steven Malubila TA-IRC PMLGTG, NRFA Director CEO Eng. Wallece Mumba, North Western Proncial Planning Director Davison Mapiza, Eng. Nshindano. E, NCC Executive Director, NRFA Manager Monitoring and Evaluation Eng. Vernon Ngulube.

he National Road Fund
Agency has since 2011 to
date saved over K450 Million,
monies which would have been
wrongly paid out to contractors
through irregular expenditure on
various road construction projects.

The Agency processes over 1000 contracts from the Ministry of Local Government and Road Development Agency (RDA).

Through its Monitoring and Evaluation Department, the Agency reviews every contract and IPC received for payment, as part of the process of checks and balances to ensure Value for Money.

Various IPCs get adjusted during the routine IPC processing, resulting into savings due to various reasons such as mathematical errors, unsubstantiated and overstated quantities, withheld payments due to observations made during inspections and failure to provide required documents as claimed for in the bill of quantity.

Addressing a capacity building workshop of 40 engineers in Solwezi District held earlier this year, NRFA Director/CEO Eng. Wallece Mumba disclosed that the Agency has been able to save the K450 million over the years due to its diligence in counter checking contracts.

He reiterated the focus on Value for Money in road construction projects, adding that road construction projects need to be cost reflective, which should be seen through the quality and completion period.

"We have a huge responsibility to ensure that public infrastructure is delivered within the right price, on time and be of the right quality and also to ensure that premature failing of these roads are avoided. We need to make sure that we build public confidence [by improving the quality of road projects]."

Eng. Mumba said the synergy that exists between the NRFA, National Council for Construction (NCC) and Ministry of Local Government will help spur government's development agenda while strengthening the diverse work culture for the technical stuff in the local authorities.

Through this partnership 126 engineers have been trained from different local authorities from 56 districts in Lusaka, Central, Luapula, Northern, Southern

and Western Province.

The Agency has a target to train 256 engineers from 116 districts across the country and remains committed to ensure that the rest of the programme is funded.

And North Western Province
Permanent Secretary Grandson
Katambi said the capacity building
workshop had come at a significant
time when North Western Province is
being considered for the World Bank
improved rural connectivity projects
and the quantum of Community
Development Fund which has also
increased.

He urged engineers to do the right thing as government was spending a lot of money on road projects hence there was need to prevent road failings.

Colonel Katambi said some engineers are compromised because of the numerous cartels in the road construction projects.

He said this in a speech read on his behalf by Provincial Planning Director Davison Mapiza.



ROAD SECTOR KEY TO NATIONAL DEVELOPMENT

By Loveness Kaonga



Members of the Committee during orientation at NRFA Head Office

he Road Sector comprises three agencies, the Road Transport and Safety Agency (RTSA) established by an Act of Parliament No.11 of 2002, The Road Development Agency (RDA) established by an Act of Parliament No.12 of 2002, and the National Road Fund Agency (NRFA) established by an Act of Parliament No.13 of 2002.

RTSA has the mandate to among other things provide a system of road safety and traffic management, the Road Development Agency (RDA) was established to provide for the care, maintenance, and construction of public roads in Zambia while the NRFA has the mandate to mobilize resources that go towards various road interventions.

Even though the Agencies have different mandates, their work is intertwined. A recent tour in Lusaka, Central and Copperbelt Province undertaken by the Committee of Transport, Works and Supply was key in strengthening inter-agency cooperation and demonstrated synergies and areas of mutual cooperation.

As part of Parliamentary duties, the Committee which was led by the Chairperson Hon. Mubika Mubika was on a tour of the Copperbelt Province with a central focus around a study on the Implementation of the tolling system in Zambia and receiving stakeholder submissions covering the application of the road fund towards road construction, rehabilitation, and maintenance.

Of particular interest to the Committee were areas of road infrastructure, public transport operators, and heavyduty vehicle operations as the road sector were key to the development of the Nation in revenue collection and distribution.

Speaking during the tour, Hon. Mubika Mubika said public infrastructure had suffered negligence for a long but it was time for the sector to take deliberate steps in incorporating maintenance to facilitate economic growth, especially on the Copperbelt.

He said that roads on the Copperbelt were in a deplorable state and attributed the deteriorating roads to overloading by many truckers and urged the Road Development Agency to increase the frequency of inspections.

And Copperbelt Province, Minister Elisha Matambo described the current state of roads in the province as "death" traps. Mr. Matambo said 95 percent of roads in the mining region are in "horrible" state and need urgent attention to prevent loss of lives.

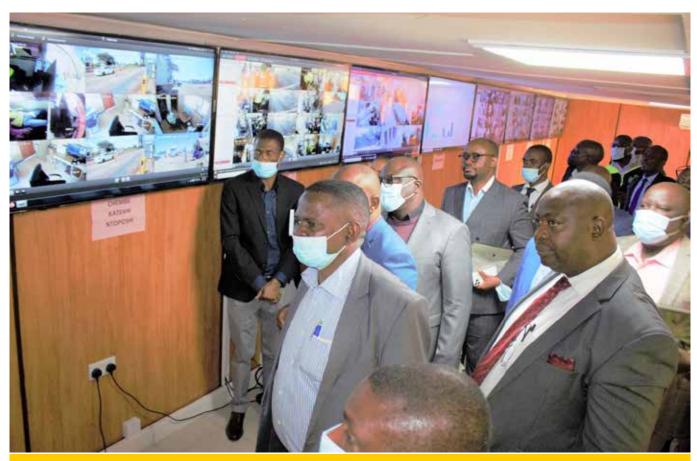
Mr. Matambo said this in Ndola when the Committee on Transport, works and supply, and the Road Sector Agencies paid a courtesy call on his office.

"The roads are in a very bad state and to me, I can say they are death traps. Minsundu, Mokambo-Mufulira, Ndola-Mufulira and many other roads give a very sorry sight. "He said.

The Members of Parliament also inspected various toll stations in Lusaka, Copperbelt, and Central



Members of the Transport, Works and Supply Committee pose for a photo at Ndola Municipal Council



Inspection of the Tolling Control Centre at NRFA Head Office

Provinces and were generally impressed with the workmanship at the toll stations.

Hon. Mubika Mubika noted that there was a need to integrate the tolling system at toll gates to allow for a free flow of traffic.

We look forward
to a time where a
motorist can pay
at one toll gate for
passage at all toll
gates without having
to interact with
toll collectors or
stopping at each toll
gate."

And NRFA Director/Chief Executive
Officer Eng. Wallece Mumba said
the Agency intended to aggressively
pursue the increase of toll collections
on its Cashless Electronic Tolling
Platform to improve efficiency and cash
management.

Eng. Mumba said the Agency seeks to reduce cash handling in a bid to provide enhanced security through reduction of cash handling by tolling officers and reduced costs in CIT services. In addition, with the concerns over the Covid -19, a cashless system becomes a safer method of transacting through reduced contact between tolling staff and clients.

The members of the Transport, Works and Supply Parliamentary Committee included the Chair, Hon. Mubika Mubika, and Vice Chair. Hon. Tasila Lungu, Hon. Emmanuel Musonda, Hon. Sunday Chanda, Hon. Gift S. Sialubalo, Hon. Joseph Munsanje, Hon. Kabwe Chewe, and Hon. Mayungo Simushi, including representation from the Road Transport and Safety Agency, and the Road Development Agency.



Members of the Committee pose for a picture at Shimabala Toll Gate



NRFA SIGNS RECOGNITION AGREEMENT WITH UNIONS IN HISTORIC CEREMONY

By Rachel Namukolo Nali



NRFA Director/CEO Eng. Wallece Mumba (r) signs recognition agreement with CSAWUZ President Mr. Davy Chiyobe (l) at NRFA Head Office



NRFA Director/CEO Eng. Wallece Mumba (r) signs recognition agreement with ZUFIAW Secretary General Mr. Kasapo Sundrea Kabende (l) at NRFA Head Office in Lusaka

he National Road Fund Agency successfully signed memoranda of understanding with two trade unions in what marked a historic recognition agreement among the three parties.

The agreements signed are between the National Road Fund Agency and the Civil Servants and Allied Workers Union of Zambia (CSAWUZ). The National Road Fund Agency and the Zambia Union of Financial Institutions and Allied Workers (ZUFIAW).

The objectives of the agreements are set out to establish a framework for consultation and collective bargaining, ensuring the highest standards in employment practices and enhancing effective communication.

Further, the agreements are meant to ensure heightened employee engagement through participation and involvement of staff members on the issues affecting them and the development of the Agency, ensuring equal opportunities for unionized staff and that the treatment of staff will be fair and equitable in all matters.

Speaking during the signing ceremony, NRFA Director/CEO Eng. Wallece Mumba noted the Agency's resolve toward building relationships based on cooperation for optimum results for the Agency and its stakeholders.

Eng. Mumba said staff members remained the heart and soul of the institution and while the functions of the Agency had evolved, so had the needs and roles of employees, thereby necessitating the introduction of trade unions within the NRFA.

"This recognition agreement will recognize the common interest of staff, the mutual purpose in furthering the objectives of the Agency to maintain reasonable solutions to all matters and declare commitment to maintaining good industrial relations," he said

He said the Agency recognizes the right of employees to belong to a union of their choice and is committed to upholding this right and hopes that industrial harmony would continue to prevail.

"The staff complement expanded from 26 employees when we started operations to over 700 employees now and to maintain a harmonious working relationship, it became necessary to create various avenues of staff engagement."

"I want to reiterate that signing this recognition agreement does not deny you access to management or the right to communicate directly with management."

And ZUFIAW Secretary General, Mr. Kasapo Kabende applauded management's commitment in facilitating the opportunity for the trade unions to engage its workforce across the country.

He noted that ZUFIAW was committed to ensuring that the Agency continued to be a viable and productive institution while ensuring that the needs and aspirations of workers were being met.

"We are confident that the relationship between our two institutions shall be a productive one, given the consultative and open relationship that we have natured so far."

He said ZUFIAW believes that priority areas important for workers and the Agency are a robust education program that imparts skills in the general membership, home empowerment key to a basic but decent life for workers.

Meanwhile, CSAWUZ President Davy Chiboye said the unions should take a neutral stance between management and the workers while reiterating that the union remained committed towards fighting for pension reforms for employees among other benefits.

"I want to congratulate management because you have respected workers' rights, labours rights including the constitution where each member has the right to belong to a union. Workers' rights are just like human rights and when they are violated then you expect people to make a cry."

"The Unions must maintain neutrality or not go to bed with management because members would suffer and also not totally side with members because management holds on to the conditions of service."

And staff representative, Mr. Sungani Phiri thanked management for showing goodwill by finalizing the two agreements and having always maintained an open-door policy.

He said workers were elated with the development which was the first in the history of the Agency and had great expectations from the unions.

"We look forward to you immediately engaging in your discussions because it has been long awaited. We look forward to this alliance working and what we can promise management is hard work and commitment since you have taken the best step to make sure that we have the peace of mind that every employee needs to work hard."



ROAD FUND PLACES HIGH PREMIUM ON VALUE FOR MONEY.

ON VALUE FOR MONEY, AS THE AGENCY CALLS FOR MINDSET CHANGE IN THE SUPERVISION OF ROAD PROJECTS

By Rachel Namukolo Nali

he construction sector plays a critical role in delivering quality infrastructure, which influences economic change and development.

A country's road quality infrastructure is driven by the knowledge and skills of its engineers.

The critical role that good-quality road networks play in determining the course of industrialization, structural transformation, and economic development in any economy cannot be understated, spurring growth in other sectors such as agriculture and tourism.

One of the NRFA's core mandate is to ensure Value for Money on projects implemented by the road sector.

This mandate is actualized by periodic inspections on road projects undertaken by implementing agencies in the road sector.

These inspections have over-time exposed gaps in project supervision undertaken by local authorities in the area of contract management and material testing.

In the quest for capable staff to lead the dispensation of quality projects delivered on time and paid at the right price, the Agency has been working with training providers such as the National Council for Construction in building capacity in local authority engineers across the country.

In a program rolled out in 2021, the Agency has trained over 60 engineers in Central, Southern, Western, Luapula, and Lusaka Province.

At the close of a five-day capacity building program held for local authority engineers in Southern and Western Province earlier this year, NRFA Director/CEO Eng. Wallece Mumba emphasized the premium placed on Value for Money by the Agency and emphatically called for a complete mindset change in the approach towards supervision of road projects across the country.

He noted that it was time for engineers to re-establish public confidence in the road sector which, had been eroded by poor quality work.

"This interaction brings one other thing together, that is developing the right mindset. When people are paying at the

toll gate, this is part of the money that goes into some of the infrastructure services, so we have to ensure that we are doing the right thing, knowing that we are dealing with public funds," he said.

Meanwhile, the Ministry of Local Government and Rural Development Director Department of Housing and Infrastructure challenged engineers to change the negative public narrative that engineers condone poor work.

He urged the engineers to undertake quality work as resources were scarce.

And National Council for Construction Executive Director, Ernest Nshindano

said the goal of the training was to see an improvement in the way engineers manage projects under local authorities.

And giving a vote of thanks Eng. Ricky Siamatu from Kazungula Council thanked the NRFA for facilitating the training program.

"It is one of its kind, and it is one that we engineers have been yearning to have. It was especially enlightening with the practical's we had to do for material testing. We will apply all those technics."

The participants also received certificates based on their performance during the material testing practical's.



Engineers undertaking practical's during the workshop

CAPACITY BUILDING PROGRAMME RECEIVES OVERWHELMING RESPONSE By Rachel Namukolo Nali



NRFA Director/CEO Eng. Wallece Mumba (centre I) poses for a group photo with participants at a capacity building programme in Solwezi

he Zambian Government is implementing a national feeder roads project that will cover 6390 kilometers.

The program valued at K8 billion will be implemented by the Ministry of Local Government and is set to improve accessibility, mobility, and connectivity to agriculture sites and social-economic facilities in rural areas.

In an interview, NRFA Highway Engineer, Winifridah Ludaka said as key drivers in the program, it was essential for local authority engineers to enhance skills in contract management and material testing among other subjects.

The Agency has been building capacity in engineers in local authorities across the country through capacity building Programmes.

These practicals, Ms Ludaka noted, would allow the engineers to supervise road projects effectively.

Under its mandate of ensuring Value for Money, the Agency conducts inspections on some road projects across the country.

Eng. Ludaka said it was through these inspections that the Agency identified gaps in the supervision of projects by local authorities.

"These workshops are enhancing the skills of the engineers in contract management and material testing as well as road safety audits."

"The Agency is confident this is the way to enhance and ultimately ensure value for money on projects."

She noted that there has been tremendous feedback from the local authorities concerning the program, adding that equipped with the skills from the capacity building program, engineers can go on site and know exactly what they are testing for to ensure that the contractors are doing the right things.

Meanwhile one of the participants at the workshop held in Solwezi District, Eng. Daniel Kalebaila who is the Assistant Civil Engineer for Solwezi Municipal Council, said the training had

come at a critical time when funding was being pulled into projects in the district.



"Very informative, a refresher course was needed especially now when there is funding that is pulled in to the projects in the district. It will help us to monitor these projects effectively."



UPGRADE OF SIMPLIFIED TOLL STATIONS BEGINS

By Rachel Namukolo Nali



Toll station upgrade at Mweeke Toll Station in Western Province

weeke Toll Station in
Western Province began
operations on the 4th of
March 2019.

Located between Kaoma and Mongu in Western Province, it has operated as a simplified toll station since its commissioning.

Over the years, however, tolling operations at a simplified toll station have proved to be a cumbersome experience, both for motorists and tolling staff.

A simplified toll station has a boom gate and an operations building on the side. It requires a toll collector to mechanically open and close the boom barrier each time a motorist comes through, collects the amount to be paid, heads to the operations office to get a printed receipt, and then heads back to the motorist to hand them the receipt.

The experience is exacerbated as toll collectors become exposed to adverse weather conditions such as rain, extreme cold, and heat.

The National Road Fund Agency (NRFA) has since embarked on a gradual structural upgrade of all simplified toll stations (Class C) to boom and booth

(Class B) to make conditions conducive for both tolling staff and motorists.

The upgrade will involve the construction of a control building, police officer's accommodation, canopy, and toll booths. In addition, the road will be expanded, increasing the lanes from two to four.

That entails that toll collectors will then operate from a booth and be able to toll while protected from external weather factors.



Maintenance of manual swing arm at Lui

While the toll station will undergo a structural upgrade, its current traffic volume does not warrant an automatic upgrade from a Class C to a Class B.

Toll stations are classified according to their daily traffic volumes, this also determines the infrastructure type set up. There are Class A toll stations with an average daily traffic volume of 3000 and above, Class B with a traffic volume of between 800 and 2999, and Class C toll station with a daily traffic volume of between 250 and 299.

The Agency currently has ten simplified toll stations. These are;

Mweeke, Tapo, Lui, Kalense, Kateshi, Kakonde, Mpongwe, Chembe, Mibenge and Ntoposhi.

The Agency has mapped a rollout of this upgrade to all the ten simplified toll stations across the country, starting with Mweeke Toll Station.

Construction works are to be completed by the end of 2022, with the project managed by the Road Development Agency under Force Accounts.



Solar Power at Tapo



NRFA, KEEN ON ROAD SAFETY AND ENHANCED ROAD MAINTENANCE

Eng. Wallece Mumba and Mr. Frederick Mwalusaka during the courtesy call

ational Road Fund Agency
(NRFA) Director/Chief Executive
Officer Eng. Wallece Mumba
says the Road Tolling Maintenance
Programme (RoToMaP) is key in
sustaining the National Road Tolling
Programme as an innovation intended
to facilitate the maintenance of roads
in various towns where road tolling is
being conducted.

Speaking when he paid a courtesy call on Ministry of Transport and Logistics, Permanent Secretary, Mr. Frederick Mwalusaka, Eng. Mumba called for combined efforts and a close working relationship between the NRFA and the Ministry to share ideas and come up with innovations that will facilitate road infrastructure development in the country and promote road safety.

Eng. Mumba noted that it was important that the Agency and the ministry worked closely in implementing RoToMaP and ensuring that money is used for maintenance so that the public see the impact of the National Road Tolling Programme.

"It is important to ensure that money collected on tolled roads is used for maintenance, this can only be attained if there is a constant flow of information exchange between our two institutions," he said.

And Mr. Frederick Mwalusaka said his office was more than ready to work closely with NRFA to share ideas on how best to enhance road safety through road maintenance.

He said the stretch between Lusaka and Ndola, was associated with high traffic volumes and was predominantly recording the highest number of road traffic accidents.



"Due to having deep potholes and rutting, travel speeds have reduced to lower than the 70km/h speed limit. This has resulted in impatient driving, which has led to excessive speeding, improper overtaking, misjudging of distance resulting in head-on collision crashes."

RoToMap is enshrined under the NRFA and RDA maintenance strategy to support Local Authorities in carrying out pothole patching, road markings, signage and construction of speed humps.



Eng. Wallece Mumba and Mr. Frederick Mwalusaka during the courtesy call



GOVERNMENT BACKS PR FRATERNITY FOR GROWTH

By Patrick Nzima



Information Minister Hon. Chushi Kasanda officiates at the 12th ZAPRA AGM

ublic Relations (PR) has always been an elusive industry that many people do not know how to categorize. What used to be sending news releases, monitoring media, and placing stories has morphed into an industry that touches almost every aspect of business, reinventing communication as we know it.

One encounters so many misconceptions and erroneous assumptions about this field of work.

The most common ones are that PR is just like advertising or marketing or needed only when there is a crisis.

While both advertising and PR help build brands, advertising is paid for visibility, while PR is earned visibility.

Consumers perceive PR coverage to be much more credible than advertisements, hence building the image of the company in question.

And while marketing focuses on promoting a specific product, service, or idea; and increasing sales, PR is focused on maintaining a positive reputation for the company overall.

Building a reputation takes time and is an ongoing process. Research has shown that a customer needs to know, trust, and believe in your product or service before buying, with the general rule of thumb being at least seven

interactions. So, if you are only reaching out when in trouble, it's unlikely to be effective.

It may seem like public relations is a modern profession, but people have been strategically placing stories in the media far back as the late 1800s. Famous historical figures and occurrences were promoted through smaller scale weekly newspapers.

According to the Public Relations Society of America (PRSA), public relations is "a strategic communication process that builds mutually beneficial relationships between organizations and their publics."

This boils down to a few core concepts that PR works to influence, engage and

build connections and relationships between businesses/organizations and the public across multiple platforms, protect organizations' reputations and create content to improve brand awareness.

PR is an incredibly underrated yet important industry. From helping place news stories to spreading awareness about a brand or even managing crisis communications.

It is beyond the corporate branding of things like shirts, pens, calendars, and diaries to ensure the success of an organizations objectives.

As PR professionals, we are responsible for the content we share for and with clients, to ensure it is accurate, equitable, and innovative.

It cuts across all spheres of life, starting at a personal level, where you are required to relate well with others to succeed in what you want to do.

At a family level, you need public relations to relate well with neighbors and other people whom you interact with.

PR becomes even more critical at a corporate and national level without which it is difficult for you to attain your goals and aspirations.

It is key to improving and sustaining the brand image of an institution, higher and better media profile, and improving industrial relations, among others.



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ROAD FUND MAGAZINE



Information Minister Chushi poses for a picture with ZAPRA National Governing Council and members at Avani in Livingstone during the AGM

The country's professional communicators came together at the 2022 Zambia Public Relations Association (ZAPRA) Annual General Meeting in Livingstone in May.

Chief Government Spokesperson and Information Minister Chushi Kasanda, who officiated at the event on behalf of President Hakainde Hichilema, commended the efforts made by the communication and public relations professionals through ZAPRA aimed at improving relations between organizations and their publics.

She disclosed that the government had made considerable progress towards the enactment of the Zambia Institute of Public Relations and Communication (ZIPRAC) Bill.



"We are implementing a government communication policy and its strategy to ensure that the dissemination of government information is well-coordinated, leading to a well-informed public.

It is important that the critical role you are playing as PR and communication specialists is adequately supported with the necessary legislation."

Hon. Kasanda said Public Relations was not propaganda but the bedrock for integrity, truth, responsibility and fairness.

"Public Relations is not about reactions and clarifications. it is not propaganda where you want to paint something bright when it is not. Rather, Public Relations is a proactive, deliberate and planned communication function that seeks to keep your publics engaged with your organisation in service delivery."

The proposed ZIPRAC Bill will significantly change PR practice in Zambia by ensuring that all practitioners are licensed.

Meanwhile, ZAPRA President Irene Chipili said the association would work closely with the government to ensure that PR practitioners were adequately involved as they play a

role in disseminating information to the communities, especially on the Constituency Development Fund-CDF.

"Capacity building and training workshops are needed for PR practitioners to maximize image branding and dissemination of vital information on developmental activities in their institutions," said Chipili.

And Peter Mutie, a communications specialist from Kenya and guest speaker at the conference, emphasized the importance of PR in the country.

"A great country is defined by its people, or it will be a wilderness. The best way to build a country is to build the state of PR and its people."

The Zambia Public Relations
Association (ZAPRA) is the professional body for Communications and Public Relations Practitioners in Zambia whose objective is to promote professionalism, knowledge sharing, and ethical conduct among the members.

The conference was held under the theme "Quantifying Public Relations."

Credits- The Evolution Of PR As We Know It.

Kelly Ehlers Forbes Councils Member.





he Anti-Corruption
Commission (ACC) in
Zambia is mandated by law
to spearhead the fight against
corruption. However, every
institution has the responsibility to
fight corruption within its sphere of
control.

The ACC, therefore, came up with an initiative where Integrity Committees would be formed in institutions to enable them to fight corruption within their spheres of control.

The NRFA Integrity Committee was formed in October of 2010 and members were sworn in by the Secretary to the Cabinet.

The Integrity Committee is composed of the chairperson, a position currently held by the Director of Internal Audit Mr. Richard Shikoki, other members are the Director of Corporate Service Major Constantine Hara, Mrs. Muyunda Sakala, Manager Fund Management, who is also Secretary of the IC, Mr. Charles Kandeke, Manager Tolling, Mr. Vernon Ngulube Manager Monitoring, and Evaluation.

The Committee is assisted by the secretariat Mrs. Mbita Nakazwe and Focal Point persons at each toll station.

The composition comprises senior and middle management to ensure that the right balance of influence within the Committee is attained.

Members are appointed by the Director/ CEO for a three-year term and eligibility of membership is entirely up to the Director/ CEO.

The work of the IC is to Spearhead and facilitate the process of preventing corruption within the NRFA and produce and implement the Annual Institution Corruption Prevention Action Plan (ACPAP).

The ACPAP is a plan that lists all the activities in the fight against corruption within the Agency.

The IC facilitates the continuous review and internalization of a Code of Ethics within the Agency, training staff in ethics, integrity, and anti-corruption strategies, and facilitates the continuous review and implementation of the Service Charter.

Their fight against corruption within the Agency leans on three pillars.

These are Prevention, Education, and Enforcement.

Under Prevention, the IC ensures that policies that prevent people from undertaking any corruption activities are in place.

Under Education, the Committee undertakes sensitization activities for staff members and the public using various tools such as brochures, leaflets, and billboards. These programs are to raise awareness against corruption.

Under Enforcement, compliance and enforcement exercises are undertaken.

To solidify their work within the Agency, the IC has appointed Focal Point Persons at each toll station.

These Focal Point Persons are key to ensuring that anti-corruption activities are monitored and undertaken at the toll

stations.

The IC also undertakes monthly meetings to review the progress of anti-corruption activities undertaken and submit the report to the ACC.

Sensitization activities are done at the toll stations on values and ethics that are expected of an employee.

The Committee has also been instrumental in spearheading the formation of key documents within the Agency.

Among these is the Service Charter. This document informs the public of the services they should expect from the NRFA.

The IC was also instrumental in coming up with the Conflict of Interest Policy. These guidelines set what is expected of employees in areas such as procurement.

Other policies are the Fraud Policy, the Code of Ethics for employees, and the Whistle Blower Policy which protects whistleblowers.

The impact of the work the IC does in the NRFA is evident.

It, therefore, comes as no surprise that it was recognized by the ACC, as the Second-Best Integrity Committee in the country.

NRFA IC Secretary, Mrs. Muyunda Sakala said it was encouraging to be recognized for the work that it was doing in the Agency and country.

"This will encourage us to work harder. We always share with the ACC monthly updates on the work that we are doing as an IC, which has an impact not only on the Agency but the country too. So, it's good to see that they have recognized the work that we put in," she said.

"As the Integrity Committee, we champion the values of NRFA which are Transparency, Integrity, Teamwork, Innovation, Excellence and Accountability."

Photo CUSS



Eng. Kayombo (r) from Zimba Town Council receives his certificate from NRFA Director CEO Eng. Wallece Mumba after successfully participating in a capacity building programme for local authority engineers in Southern Province held in Livingstone, organised by the NRFA and NCC



An expo-goer signs up for the E-Toll Card at the Lusaka Business Expo



NRFA's Xenia Tembo (I) and Visule Chela conducting an E-Toll sensitisation campaign at Katuba Toll Station



NRFA exhibiting at the 2022 Lusaka Business Expo



An expo-goer signs up for the E-Toll Card at the Lusaka Business Expo



Miss. Abigal Chinyanta graduates Degree in Economics and Finance from the University of Lusaka (UNILUS)



Mr. Museka Chiluba graduates Master of Business Administration(MBA) General from University of Lusaka (UNILUS)



Miss. Visule Chella graduates Degree in Business Administration from University of Lusaka (UNILUS)



Mr. Patrick Musonda graduates Masters Of Business Administration from Cavendish University



Mrs. Mutinta S. Siulapwa graduates Masters in Economic Policy Management from the University of Zambia



Mr Eddie Milimo, Miss Lhodzindaba Ng'ombe graduates Masters in Accountancy from Zambia Institute of Chartered Accountants





he National Road Fund Agency (NRFA) is determined to build a safety culture that equips staff with the knowledge on safety, identifying and reporting fire hazards.

This creates a safe work environment and maintains a motivated workforce.

A safe workplace is a happy workplace, which creates a comfortable and conducive environment for employees to do their job.

Without proper workplace safety measures, the Agency puts its employees, customers, and revenue in danger. Failure to teach employees how to maintain a safe work environment may lead to on-the-job accidents, injuries, and, worst of all, fatalities.

Keeping employees safe and free from any danger is one of the top priorities in the Agency.

The Agency through the occupational health and safety committee has appointed health and safety coordinators in all the toll stations.

Their role is to inspect the workplace and ensure that all employees are in safe clothing such as reflective gear and face masks when going on the platform. They maintain a safe working environment by identifying, reporting, and correcting safety hazards as they conduct their day-to-day work, they also ensure that all fire extinguishers are fully serviced and publicize the health and safety policy at their respective toll stations to fellow toll collectors.

Knowing that the most dangerous place on the highway is the toll plaza, NRFA has put safety measures to protect its employees from any dangers. NRFA has created easy access to exit routes, fire assembly points at every building and has installed alert alarms.

The Agency also provides fire extinguishers and carries out risk assessments regularly.

NRFA has advised its employees to follow the correct safety procedure, fix any unsafe conditions and report any hazards as soon as they notice them. If it is dangerous for you to remove the risk, notify a supervisor or health and safety coordinator right away.





CREATIVE AND INNOVATIVE TECHNOLOGY DRIVEN SOLUTIONS: A PRE-REQUISITE TO LANDSCAPE TOLLING PROGRAM IN ZAMBIA



he ability to originate a bright and innovative idea and later implement it is vital in every sphere of life.

This process provides one with extraordinary opportunities to achieve new objectives, new perspectives, new initiatives, and new projects and often distinguishes leaders from followers.

While this ability is inherent in every person, it may lie dormant in others. It gives the same results regardless of the input because they see change as a threat and not as an opportunity.

Albert Einstein once said, "If you always do what you always did, you will always get what you always got."

To uniquely landscape the tolling program in Zambia, tolling experts must actively engage in creative and innovative technology-driven solutions that will effectively communicate operational efficiency and service excellence.

These will help overcome unforeseen challenges and provide solutions to unconventional problems.

Through consultations with immediate supervisors and line managers, tolling experts can innovatively participate in formulating critical operational strategies and effective internal control systems to help strengthen the operations of the

Agency and approach tolling issues from every angle rather than a linear and logical approach.

One most important thing is definite, tolling facilities are multi-disciplinary facilities and like any other discipline in life, when a multi-disciplinary team is constituted to perform one formalized task, there is a temptation to stagnate innovation and stifle creative solutions.

Currently, there is no university offering a tolling program as a profession in Zambia. This means that tolling experts must creatively and innovatively craft their skills, experiences, and competencies to help the Agency foster and unlock new business pathways.

However, this is not to say that every idea will be great. Nevertheless, through increased consultation with those with experience in tolling, one creative and innovative driven solution can be built on to effectively execute the mandate of the Agency.

In a particular setup, a tolling team can comprise 20 individuals with qualifications in accountancy, eight human resources experts, and four graduates in business management-related fields. If the team does not embrace creativity and innovations, their results will be the same year in and year out.

However, if the same team decides to become creative and innovative, their results will significantly change.

This will turn toll facilities into knowledge mines and reserves for expert opinions and insightful business perspectives capable of offering new and traditional best practices.

As earlier stated, creativity and innovation come naturally but often, it requires to be natured by experienced and qualified personnel. This means that those who want to be creative and innovative must be willing to learn from the experienced staff and embrace change. It should not be a forcing matter kind of arrangement.

As a matter of emphasis, the Agency has provided an enabling environment by anchoring its business operations on innovations as one of its core values. It is up to individuals to be knowledge uptakes and consider the following touchpoints.

- Increase consultations with immediate supervisors and line managers to widen the understanding of the internal business operations of the NRFA.
- Flip soft assumptions and encourage open and positive communications and curiosity.
- Identifying points of growth and seeking technical support where necessary.
- Share general ideas and initiatives that are capable of providing numerous business perspectives.
- Develop new and innovative ideas that can intelligently challenge old ways of thinking.
- Develop oneself into a forward-thinking asset.
- Network and surround oneself with inspiration.

In conclusion, it is always vital to be creative and innovative if we are to record positive strides, market places demand adaptations to rapid and relentless technological change. The original and homegrown solution is of great importance.



ENOCH KAVINDELE LADIES CELEBRATE WOMEN'S DAY IN STYLE

GENDER EQUALITY TODAY, FOR A SUSTAINABLE TOMORROW

When women become leaders, they provide a different set of skills, imaginable perspectives, and structural and cultural differences that drive effective solutions.

Gender equality is not only a fundamental human right but a necessary foundation for a peaceful, prosperous and sustainable world.

It implies a society in which women and men share and enjoy the same opportunities, outcomes, rights, and obligations in all spheres of life.

In the National Road Fund Agency (NRFA), equality between men and women exists as both gender share equally in the distribution of power and influence.

They have equal opportunities for financial independence through work, privileges, careers, and other organizational opportunities.

The women of Enoch Kavindele Toll Station took advantage of this year's theme to share and educate each other, understand their roles in balancing gender equality with key lessons which will shape the future, and balance their participation in society through;

- (I) Transformative approaches to be integrated into personal and project design.
- (II) Working with men as gatekeepers is customary practice.
- (III) Participatory approaches to facilitate gender-inclusive outcomes if combined with specific strategies to target women.
- (IV) Promoting unconventional and new roles for women help shift the mindset and community-held benefits.

Station Manager, Ms. Malama Chola, assured the team of her desire to continue supporting women by identifying their potential in various areas.

She said women's engagement adds to the community and society's well-being of their families and nations, making a gradually expanding influence that benefits everybody.

Therefore, the roles men and women play

are not biologically determined, they are socially determined and changing.

We will continue championing a gender balance for empowering women.

What a memorable moment for us!

The two days leading to the 8th of March were busy. Preceded by rehearsals led by the Chingola Zambia Police.

On the 8th of March, the day began at six hours for the women of Enoch Kavindele Toll Station as they gathered to do their make-up and prepare for the rest of the day.

The team later proceeded to the marching arena, joined by their male counterparts.

The match-past was successful and the day wouldn't have been complete without a photoshoot to cement the memories.

We ended the day reminded as the whole team gathered for dinner that the fight for equality is everyone's business. Be it male or female.



The ladies from Enoch Kavindele Toll Station show up to celebrate Women's Day in Chingola



NRFA Staff at a Women's Day March past in Chingola





"Vincent sinigulisa milisi zoshoka for you to give me such kind of money, Nama coin sure?" She laughed as she said this.

Meaning, "Vincent, I don't sell roasted maize for you to give me such kind of Money. You even included coins?"

I only know her as Mwape. Mwape passes through Chongwe Toll Station frequently and every month, she qualifies for our Frequent User Discount.

A Frequent User Discount (FUD) is a discount a motorist automatically starts to enjoy 75% off their toll fee after using the same toll station ten consecutive times in a month.

She stays more than 10km away from the toll station and cannot enjoy our Local User Discount (LUD), which allows any motorist living within 10kms of the toll station to enjoy a 95% discount, paying K2 per passage or make a monthly prepayment of K50.

On that particular morning, she handed me a K100 note, and her change was supposed to be K95. It was only four days into the new month and she had already passed through the toll station ten times, making her qualify for a FUD.

I was working in the outer lane, so I was a bit depleted on the K50 notes I use for change, so when I handed her change of K95 consisting of K20 notes, K2notes, and coins, she expressed her displeasure.

I reminded her how often I had suggested to her to get an E-Toll Card, which would end her dilemma with the notes she so disliked

I said to her, "It will be easier, faster, and secure for you to transact with an E-Toll Card. You will receive a balance notification at every transaction."

Mwape already knew that the E-Toll Card cost K30 and had to make an initial top-up of K100. Her concern was getting to the toll station to top up.

It didn't seem convenient to her.

I told her, Mwape that is a thing of the past, you can now top-up from anywhere and anytime.

"Oh really!" She exclaimed and asked, "how do I do that Vincent?"

I said there are two options, you can either visit our website on www.nrfa. org.zm and click on Buy E Tolls or dial *115# on Zamtel then select pay bills, you will find NRFA Tolls on option 9 and follow the prompts then you are good to TAP AND GO.

"Thank you, Vincent, I will get the card. Work well."

She got the E-Toll Card two days later.



By Davis Mulenga

SERVICE DELIVERY COUPLED WITH INTEGRITY AND ACCOUNTABILITY

aking responsibility is an ethical concept in service delivery that refers to individuals and groups with morally based obligations and duties to deliver the expected results.

The standard and centre of our operations as an institution is based on Integrity and Accountability in our service delivery.

Tolling operations is one of the main and key duties we undertake with the needed attention at heart.

We do our best and we'll continue doing so to ensure the general public have confidence and feel happy about our operations, by making sure our services are delivered to best meet their needs.

In tolling operations, we have a key support system to help us meet our goals and win public confidence from internal expectations into external expectation and make them easier to prioritise.

We dream of a world where the word accountability evokes positivity, productivity and collaboration for positive results.

It's our desire and we'll continue doing our best to win public confidence in our service delivery as a focussed and determined team.

We see accountability as the appropriate people taking responsibility for working towards appropriate defined results.

By appropriate we mean accurately determining who should be responsible for what.

Integrity in our responses is armed at developing controls that support our operations and our daily encounters with the public.

Our work ethics on quality of service delivery is non-negotiable as our focus is to deliver the expected results, and our team are well organised to add value and contribute to the standard operation procedures.



INTEGRATING ENVIRONMENTAL RESPONSIBILITY INTO BUSINESS ESSENTIAL TO GROW ECONOMY

By Rachel Namukolo Nal



Finance Minister Hon. Situmbeko Musokotwane officiates at the 2022 Lusaka Business Expo at Taj Pamodzi Hotel

he Lusaka Business EXPO and Business forum is a platform pioneered by the PUSH Women Network in May of 2021 in conjunction with The Government of the Republic of Zambia under the auspice of the Ministry of Commerce, Trade, and Industry.

The National Road Fund Agency (NRFA) was among 300 exhibitors that participated at the second instalment of the Lusaka Business Expo that took place from the 5th to the 7th of May 2022, at East Park Mall in Lusaka under the theme "Adopting new technologies for climate responsive businesses, trade and investment."

The Expo sets a platform that facilitates business to business networking among participating corporations which such interactions if harnessed properly can produce benefitting partnerships.

The organisers of the Expo invited stakeholders to participate in discussion topics surrounding the theme, while each topic had a panellist of experts in their respective fields, the audience was given a chance to participate through questions.

Officiating at the event, Minister of Finance and National Planning Hon. Situmbeko Musokotwane said this year's theme spoke directly into the governments resolve to support the growth of business in a changing climate through the creation of the Ministry of Small and Medium Enterprises, the Ministry of Green Economy as well as the Ministry of Science and Technology.

He noted that climate change adaptation continued to be an area of growing concern to government because of the uncertain effects of the change in climate which negatively affects development, especially in the achievement of the millennium development goals.

"I am pleased that the Lusaka Expo has recognized this emerging challenge by organizing a large interactive platform intended to ensure that no one is being left behind from benefitting from the emerging opportunities," he said.

"Integrating environmental responsibility into business is essential to grow our economy and to create limitless opportunities for achieving profitability in a fast-emerging low carbon global economy."

The Minister said it was imperative for the country to develop home grown solutions to the challenges that are faced by the business community.

He noted that Zambia was endowed with natural resources and as a haven of peace

and stability, its geographical location within the African continent is an asset which allows her to position herself as a trade corridor and investment destination within the sub region and beyond.

"The expo platform is able to translate this positional asset by recording trade and investment within the participating partners."

Meanwhile, PUSH Women Executive Director Colonel Mwizukanji Namwawa said as a Women led Organization that advocates for more female voices in leadership, it was inspired to pioneer this platform because of a common resolve in the drive towards a more inclusive society.

"Through the Expo platform we are supporting over 30 female led businesses to strive and develop themselves. We recognize that when women are included in productive industries they are ultimately able to have access to other means of empowerment such as social, economic and political empowerment as well."



An expo goer signs up for the E-Toll Card



NRFA's E-Toll Officer Andrew Phiri showing a client how the corporate E-Toll account operates at the exhibition



NRFA WOMEN CELEBRATE INTERNATIONAL WOMEN'S DAY ,DONATE TO MUKOBEKO WOMEN'S CORRECTIONAL CENTRE.

By Loveness Kaonga



NRFA Human Resource Officer Mrs. Ruth Ngongola hands over donated items to inmate

nternational Women's Day is a global day celebrating the social, economic, cultural, and political achievements of women. The day also marks a call to action for accelerating women's equality. The International Women's Day theme this year was #breakthebias.

National Road Fund Agency (NRFA) women joined the rest of the world in commemorating the 2022 International Women's Day by donating sanitary pads, food and other items to the female inmates at Mukobeko Correctional facilities. The donated items included sanitary pads, bathing soap, washing soap, sugar, and rice.

According to the World Economic Forum's 2021 Global Gender Gap Report, it will take 135 years for us to achieve gender equality, a timeframe drastically increased by the pandemic. International Women's day is a day to highlight that there are steps that we can all take in our daily lives to accelerate the pace of gender equality.

Part of breaking the bias is to address the inherent, financial disadvantage that women experience due to gender inequality. This disadvantage is





NRFA women pose for a picture at Mukobeko Correctional Centre

experienced at every age and stage of a woman's life.

To help #breakthebias and create permanent change for disadvantaged and vulnerable women, everyone has a role to play collectively, and can help create a more inclusive and equitable world.

The theme "Gender Equality Today for a Sustainable Tomorrow" is a reminder to our society that sustainable development relies on ending discrimination toward women and providing equal access to economic opportunities.

NRFA women commemorated this year's women's day by sharing it with inmates at Mukobeko correctional facility, as a way of breaking the bias.

The donation was part of the

Corporation's Corporate Social Responsibility (CSR) program, which women at the Agency's headquarters contributed money and bought the items to support the community of the women's correctional centre.

NRFA Human Resource Officer Mrs. Ruth Ngongola encouraged the women at the facility to always put God first and remember that the world outside the correctional facility still remembered them and would help out in any way to lighten the burden as they served their sentences.

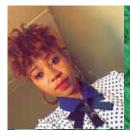
And one of the recipients of the donation Sera Ngoma thanked the women from the Agency for the donation.

She said the gesture would go a long way in helping her and others keep clean and healthy.

Miss Sera Ngoma, encouraged the ladies to always be patient in dealing with other people and show kindness in any way possible to avoid being incarcerated.

"I would like to encourage my fellow women to always be patient, as patience is a virtue, whether on the road when driving, or at home with our spouses, or even in the workplace because we can never know what can happen, and you end up in here with us due to a mistake that could have been easily avoided," she said.

She implored other members of society to emulate the kindness and donate to the needy.



THE FACES BEHIND THE NAMES

By Nancy Saili

r Banda is travelling through Eastern Province, as he approaches Katete from Chipata he finds a toll plaza. The first thing he does when he approaches the plaza is check that he has cash or an E-Toll Card. Then as he eases into traffic, he notices a name over the toll plaza. He starts to wonder, who is or was this Reuben Kamanga and why is this toll plaza named after him? It then occurs to him that a lot of plazas around the country have prominent Zambian names. Maybe you've been wondering like Mr. Banda, who are these toll plazas named after?

Here are a few.



Reuben Chitandika Kamanga

The Reuben Chitandika Toll Plaza is located along the Katete-Chipata route.

It is named after Reuben Kamanga who was a freedom fighter, politician and statesman. He was born on 2nd August 1929 in Chipata District of the Eastern Zambia at Chitandika Village of Chief Chinunda.

Mr. Kamanga was imprisoned several times during the independence struggle especially during the period 1959–60. In 1958 Mr. Kamanga along with other senior males from the Eastern Province joined the United National Independence party (UNIP). Before Zambia's independence he served as the deputy president of the United National Independence Party and as Minister of Labour and Mines.

Mr. Kamanga also served as Minister of Labour and Mines, Minister of Foreign Affairs, and Minister of Rural Development.

2. Alexander Grey Zulu

The Alexander Grey Zulu Toll Plaza is located between Nyimba and Petauke District.



It is named after Mr. Grey Zulu who was a politician and freedom fighter. He was born on the 3rd of September 1924 in Chipata. He was subsequently educated at Munali Secondary School in Lusaka.

After serving in several positions, Zulu was appointed Minister of Commerce and Industry in 1964. He also served as Minister of Transport and Works 1964, Minister of Mines and Cooperatives 1965–67, Minister of Home Affairs 1967–70 and Minister of Defence 1970–73.

He died on 16th August 2020.



Kebby Musokotwane

The Kebby Musokotwane Toll Plaza is located between the Zimba-Livingstone stretch.

The it is named after Mr. Kebby Musokotwane. Born on 5th May 1946, Mr. Musokotwane was a politician and educationist during the United Independence Party - UNIP regime. He served as the Secretary General and later president of the party. He was educated at Monze secondary school, as well as Livingstone teacher's college and later the University of Zambia.

He served as the 5th Prime Minister of Zambia from 24 April 1985 until 15 March 1989 Zambia and also served as Minister of Finance, Minister of Water and Natural Resources, Minister of Youth and Sport, Minister of Education and Culture.

He died on 11 February 1996.



Enoch Kavindele

The Enoch Kavindele Toll Plaza is located along the Chingola-Solwezi Road in North-Western Province.

It is named after Mr. Enoch Kavindele, a businessman and politician. He was born on 7th July 1950.

He was originally a member of the United National Independence Party (UNIP) and was elected to the National Assembly in the Chingola Constituency in a by-election in 1987.

He was subsequently appointed Minister of Science and Technology and later served as Minister of Commerce, Trade and Industry in 1997.

Kavindele was appointed Minister of Health in 2000, a post he held until being appointed Vice-President in 2001 by President Frederick Chiluba.

In the December 2001 general elections, he ran as the MMD Candidate in Kabompo West. He defeated the incumbent MP Daniel Kalenga.

Kavindele later became Chair of the North-Western Railway Company.



Humphrey Mulemba

The Humphrey Mulemba Toll Plaza is located in Solwezi along Mutanda Road.

Mr. Humphrey Mulemba was born in September 1932 in Lusaka. He

was a career politician and one of the main political companions of President Kenneth Kaunda and Simon Kapwepwe in the struggle for Zambian independence.

In his early career, he worked in the Copperbelt and served for years as Secretary General of the Mine Workers Union.

In the 1964 election he won a seat in the Legislative Council (Parliament) and was appointed deputy speaker, serving until 1967 when he was appointed a deputy minister. He became a full Cabinet Minister in 1968 as Minister of Luapula Province.

He later served as Minister of Trade and Industry. On February 18, 1981 he was appointed Secretary-General of the United National Independence Party (UNIP). He was also the UNIP Secretary for north Western Province.

In the historic multiparty election of 1991, which ushered in the MMD, Mr. Mulemba served under President Frederick Chiluba as Minister of Mines.

He died in February 1998.



Wilson Mofya Chakulya

The Wilson Mofya Chakulya Toll Plaza is located in Kitwe.

Mr. Mofya was born in Mansa District, where he attended school at Mansa Missionary School then later in Kitwe and Mufulira before going to Oxford University.

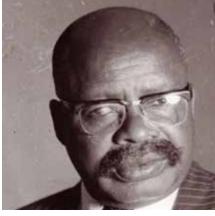
He was the first African Managing Director for Nchanga Consolidated Mines. He was also a member of the Zambia African Congress (ZANC) and general secretary for of the Northern Rhodesia Trade Union Congress.

He was a politician who served as Labour Minister, Defense Minister and was also appointed High Commissioner to Canada.

Daniel Munkombwe

The Daniel Munkombwe Toll Plaza is located in Choma.

Mr. Munkombwe was a politician and political organiser/administrator for ANC Northern Rhodesia. He was born in



1932 in Mbole Village in Choma District. He was educated at Muyanda primary and Sikalongo boys. He was Minister for Southern Province.

In 1959, he was elected Provincial Vice President of Southern Province ANC.

Mr. Mukombwe was elected in 1973 as Member of Parliament for Choma Central Constituency and later appointed Minister of State in the Ministry of Agriculture and Water Development, the Ministry of Tourism, and the Ministry of Lands and Natural Resources between 1983-88.

In 1988 he was appointed by President Kenneth Kaunda as Cabinet Minister for Decentralization.

In 2001 he was appointed by Levy Mwanawasa as Southern Province Minister.

He retired to his farm near Choma in 2015 and died in 2018 on June 15th, in Livingstone.



Michael Chilufya Sata

The Michael Chilufya Toll Plaza is located between Ndola and Kitwe.

It is named after the 5th President of Zambia. He was popularly known as the leader of the opposition party at the time.

He was born on 6th July 1937 in Mpika and later started out his career as a police officer and trade unionist. He once served as a Member of Parliament for Kabwata Constituency and held a Bachelor's Degree in Political Science from the Atlantic International

University.

A social democrat, he led the Patriotic Front (PF), a major political party in Zambia. Under President Frederick Chiluba, Sata was a minister during the 1990s as part of the Movement for Multiparty Democracy (MMD) Government. He went into opposition in 2001, forming the PF.

As an opposition leader, Sata – popularly known as "King Cobra" – emerged as the leading opposition presidential contender and rival to President Levy Mwanawasa in the 2006 presidential election but was defeated.

Following Mwanawasa's death, Sata ran again and lost to President Rupiah Banda in 2008.

After ten years in opposition, Sata defeated Banda, the incumbent, to win the September 2011 presidential election with a plurality of the vote.

He died in London on 28th October 2014, leaving Vice President Guy Scott as Acting President until a presidential byelection was held on 20th January 2015.



George Kunda S.C

The George Kunda Toll Plaza is located in Mkushi.

George Kunda was born on 26th February 1956. The son of a miner, Kunda studied at Serenje Boys Technical School and obtained a law degree from the University of Zambia and began practicing on April 28, 1982.

He started his career at the Luanshya Municipal Council as a solicitor before creating his own law firm in 1990.

While Mr. Kunda did not compete in the 2001 parliamentary election, he gained one of the eight appointed seats in Parliament. President Levy Mwanawasa appointed him to the positions of Minister of Justice and Attorney General in 2002.

From 2008 to September 2011, he served as vice president during President Rupiah Banda's presidency until their party's loss to Michael President Sata's PF.

He died on 16th April 2012.



ON THE HELP DESK WITH PATSON PHIRI







In this edition of The Road Fund Magazine, we sit down with Patson Phiri to find out more about the man who has to deal with an average of over a hundred contractors on a monthly basis and how he has mastered the art of dealing with people on the Help Desk.



How long have you worked for the NRFA?



I have worked for 11 years of unbroken service. In this time, I have received two awards of recognition.



How did you transition into your new position as Help Desk Officer from Office Assistant?



Transitioning from Office Assistant to Client Help Desk Assistant, was an exciting one because i was already used to interacting with people of different characters, so i easily adjusted to face the new challenge of my new assignment.



Tell me about yourself. Where did you grow up from?



I was born and bred in Lusaka in Kamanga Township. I happen to be the fourth born in a family of seven. My village is Mbinga in Katete District in Eastern Province.



Where did you go to school?

I did my primary education at Chakunkula Primary School in Chelstone, that was grade one to seven. My junior secondary was at Munali Secondary School and my senior secondary was at Lumumba Private School.



Upon completion, I started work at Family Favourite Supermarket at Northmead, where I worked for two years before leaving to pursue my studies at the University of Zambia Ridgeway Campus. I obtained a craft certificate in Computer repairing and maintenance under adult education.



What led to your career?



I have the passion to serve people to the best of my ability. With that drive, I felt I could contribute to the Agency's mission and goals.



How did you start out in the Agency?



I started out as an Office Assistant.



Describe how you felt about the job in the beginning? How difficult was it dealing with enraged contractors?



I was very confident because I was looking forward to the challenges and how best I would be able to help clients. Dealing with people of different backgrounds always comes with challenges. The worst scenarios are dealing with a contractor who is owed money. There are times when some will just fire missiles at you, but I always keep my calm and respond to them without any offense.

They say that a customer is always right, that helps me a lot to deal with difficult or enraged contractors, because you never know what they are dealing with, what sort of pressure they have been dealing with their employees protesting or the banks pushing them because of loans that are due.

Bearing that in mind, I try my best to inform the contractors of what is on the ground so that we reach a common ground of understanding.



On average how many phone calls do you have to pick up in a day? How many contractors do you deal with on a daily and monthly basis?



It depends...When the Agency has received funds from Ministry of Finance for payments of contractors each contractor would want to find out if they are getting paid, so on average I pick about twenty to thirty calls in a day. On an average in a month the numbers range from one hundred to hundred and fifty calls from contractors.





How is it different from your previous position?



My previous position was mainly dealing with internal clients which I would say was easy because everything ended in the four walls of NRFA.



How have you mastered the art of dealing with people?



Dealing with people of different temperaments you just have to be very conscious of what you say and how they will take it, so I always try by all means to be accurate and truthful as much as possible when dealing with people.

Knowing that the image is not about you but the Agency. Working for NRFA has been an exciting journey for the 11 years I have been around, I have developed myself in many areas like right now I'm perusing my Bachelor of Science in Public Administration at the University of Lusaka, a third-year student.



What is the most difficult thing you find about your job and working for the Agency?



Difficult clients are indeed difficult for sure, because they always want solutions there and then. The best I do is listen to them and engage them on how best they can be helped.

If there's no funding I always tell them the truth this has helped me rather than giving them false hope. The most difficult thing about my office is that, some contractors would want to be treated so special such that even if you are attending to other contractors, they want you stop and attend to them, at times even using unpalatable language.



Describe your role as the Help Desk Officer?



The position is under the Public Relations Unit and its main function Is to help contractors with information regarding payments, reconciliations of their accounts and giving them proof of payments on request. This of course we do while working very closely with the Fund Management Department.



What do you think is the most important part about your job?



The clients are the reason my office was created, so client satisfaction is my goal and it helps the image of the Agency. I equally treat all clients with equal and fair treatment, which has helped me to gain the confidence from our clients. The important part about my job is that I deal with different people from different backgrounds to be able to talk at a common ground with the common goal which is customer satisfaction.

Feedback from facebook.





Joseph Mwenya asks

I am a registered E-Toll Card user. However, my card says valid till 12/2021. Does this mean I can't use the card anymore? And if so how can I get a new one?



Answer

The E-Toll card does not have an expiration date, the dates showing on your card have no effect on the card or the value in it and does not require to be changed. Kind regards



Sam Mwewa asks

Which number do I use to recharge the card?



Answer

Dial *115# on Zamtel network then select option 5 Pay Bill, you will find NRFA Tolls on option 9, follow the prompts or visit our website on www.nrfa.org. zm and click on Buy E-Tolls.



Ignatius Mwango Ziwa asks

How does the online payment work? It was asking me for username, how do I create one?



Answer

You can now top up your E-Toll Card using Zamtel by dialing *115#, choose option 5 and select Pay Bill, select option 9 NRFA Tolls, select from the list Fund Card. Enter your phone number linked to the card. Name and card number will appear then enter the amount and proceed. Finally, enter your pin to authorize the payment to complete the transaction.

To top up your E-Toll Card using the Web go to the NRFA website on www.nrfa.org.zm, click on Buy E-Tolls, and then click on Fund Now, it will give you an option to enter your card number after which you follow the prompts.



Kapungwe Ronald says

Tell me more about your products and services



Answer

The National Road Fund Agency is part of the wider road sector agencies. The NRFA draws its legal mandate from the National Road Fund (NRF) Act No 13 of 2002, with three key functional pillars of Resource Mobilization, Fiduciary Management of Resources and ensuring Value for Money. The NRFA was established on the principle of centralized operations and location to fund and finance the road sector requirements of the nation. This function is performed through direct

payment of all recommended claims by implementing Agencies and the Ministry of Local Government. The appointment of the Agency as the Lead Tolls Agent by RDA on 1st September 2015 has, however, necessitated the presence of the Agency across the country to operate the toll stations. You can head to our website on www.nrfa. org.zm to learn more



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HOW TO LOAD VIA MES

Head to the NRFA website on www.nrfa.org and click on buy E-Tolls
To top up an E Toll card, click on "Fund Now" under Top-up E-Toll Card.
Search for your card either by card number or the attached phone number

By Card Number

Select Search by Card Number, enter your card number then proceed.

Click the check box to activate the amount field then enter the intended loading amount.

To top up by Mobile Number

Select Search, enter your mobile Number and Proceed

A list of cards attached to the entered phone number is displayed with fields to enter the intended loading amount.

Click the checkboxes for the cards you wish to fund to activate the corresponding amount fields.

Fill the amount field

Click on Checkout then select the network provider

Fill in the payers phone number in the "Enter Your Phone Number" field then proceed.

A prompt will be displayed with instructions to follow on your mobile phone, then proceed.

A prompt for your mobile money password will appear on your phone, enter your password and submit.

Back on the website, a page showing the status of transaction will be displayed.

The status of the transaction will change to successful.

To load a pool or merchant account, follow the same steps as Top Up E-Toll Card by replacing the card number with the distributor code or merchant code.

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