



# ROAD FUND MAGAZINE

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The National Road Fund Agency (NRFA) was established in May 2000 with not more than 27 employees. In 2013, the Agency established the Road Tolling Programme (RTP). This consequently increased the number of employees over the years in tandem with the increase in the number of toll stations. The Agency currently has over 700 employees.

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country automatically sets it at the fore.

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The image of an organisation is as important as the product or service they sale and The National Road Fund Agency (NRFA) is no different, with the toll collector being the face of the Agency. NRFA is responsible for the mobilisation of all financial resources in the road sector and a toll collector is in the forefront in making sure that this mandate is achieved. The basic duty of a toll collector is to collect money from the motorists, but there's more to it than meets the eye. Allow me to walk you through the bumpy roads of tolling.

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## 29 FEEDBACK FROM FACEBOOK

I lost my toll card yesterday, is it possible to replace it and the value in it?

Answer

Yes it is possible, kindly visit your nearest toll station or our head office in Lusaka for guidance and procedure.



# Message from the Chief Executive Officer



**T**he function of the National Road Fund Agency (NRFA) lies in mobilizing resources for the road sector, which resources are then utilized by relevant implementing agencies to drive road infrastructure growth and development.

It is this function that places the Agency at a pivotal position as the engine room of the

road sector, essentially driving the implementation of road infrastructure development in the country.

The biggest task we have is to continue raising funds for the road sector and to continually remind ourselves of our role to mobilize funds for road rehabilitation, construction, maintenance and road safety activities.

Ours is to finance the institutions that implement these activities and that in itself is a huge task.

These implementing agencies and partners in the road sector are, the Road Development Agency (RDA), whose function is to care, maintain and construct public roads in the country, the Road Transport and Safety Agency (RTSA), mandated to effectively coordinate road safety programmes and the Ministry of Local Government, concerned with feeder roads projects countrywide through the municipalities.

We still have a huge backlog of payments to be made out to contractors, hence we cannot relent in seeking out innovative avenues of mobilizing more resources.

The asset of road tolling, needs to be taken care of and this is where our colleagues from the toll stations come in.

This institution could not have succeeded without the tolling team.

They are the engine room of the Agency, diligently driving this institution and the bigger picture, which is the economic development of our country.

In the past our clients were limited but with the growth of the tolling footprint, we now come face to face with the public and other stakeholders.

They take the punches and we commend them for their resilience.

As we step into 2023, our focus will be on cost consciousness and quality delivery.

We will strive to ensure that every toll counts and the true value of the National Road Tolling Programme (NRTPII) is exemplified.

**Eng. Wallece Mumba**





# 2023 NATIONAL BUDGET ANALYSIS

By Alinani Simukonda.tif

**The 2023 National Budget was presented by the Minister of Finance and National Planning Hon. Situmbeko Musokotwane to the National Assembly on 30<sup>th</sup> September 2022. The theme of the 2023 budget is "Stimulating Economic Growth for Improved Livelihoods"**

This submission is a summary analysis of key points that have been presented in the 2023 National Budget and how they could potentially affect the National Road Fund in terms of performance in 2023.

According to the Minister of Finance in his Budget Speech, the country is projected to achieve a positive GDP growth of 3% in 2022 compared to a recovery rate of 4.6% in 2021. The slowdown in growth is mainly attributed to power output in agriculture due to late onset of rains and weak performance of key sectors such as the construction sector.

## Thematic Areas of the 2023 National Budget

The 2023 National Budget is anchored on four (4) thematic areas for growth. These include,

**Economic Transformation and job creation-** The Government intends to adopt a very aggressive private sector investment strategy in key sectors of the economy thereby create sustainable jobs particularly for the youth. The idea is to transform Zambia into an industrialized Nation, with the participation of all citizens.

**Human and Social Development-** The New Dawn Government has undertaken an aggressive recruitment drive of school teachers across the country in order to enhance skills and effective curriculum for the Zambian education system. This is coupled with the implementation of free education from primary to secondary school level.

**Environmental Sustainability-** The Government has adopted action plans in line with the UN Sustainable Development Goals aimed at ending poverty, protect the environment and climate. To that effect the New Dawn established the Ministry of Green Economy with the mandate of formulating policies and programmes that are aimed at ensuring environment sustainability and climate resilience.

**Good Governance environment-** Prioritize discipline, through enhanced transparency and accountability. Zero tolerance to corruption and ensure effective rule of law applies to everyone regardless of status in society.



## Policies and Strategies for 2023/ Economic Transformation and Job Creation

The Minister in his Budget Speech highlighted a number of interventions into the key economic sectors, that are aimed at transforming the economy. When relating to NRFA and road sector in general the critical interventions are

- a) Implementing the Farming Blocks projects across the country- Government has since secured USD\$300 million from the World Bank for the development of farm blocks particularly in Central Province. This shall entail the road sector coming up with a plan to design and construct feeder roads into those farming blocks. Infrastructure such as roads shall form a critical component of the value proposition to potential investors.
- b) Small and Medium Enterprises Development- The Minister in his budget speech informed the nation that the Government through the Citizens Economic Empowerment Commission has developed various empowerment products valued at ZMW365 million targeting SMEs. Additionally, the Government has further increased budgetary allocation to the Zambia Credit Guarantee Scheme and through collaboration with the Bank of Zambia a USD\$20 million loan guarantee scheme shall be formulated similar to the stimulus funds. This then entails that the road sector needs to come up with mechanisms that will allow for local contractors acquire equipment and funds for trade finance.
- c) Transport and Logistics- The Government has acknowledged the fact that there is a lot work to be done in order to undertake effective periodic maintenance of the country's core road network, construct new roads and dismantle the outstanding arrears owed to contractors. Key projects have been highlighted in the budget speech that will be undertaken using the PPP type financing model. Additionally, the Government has indicated in the Budget that the ZNS will be a critical partner in the road sector in terms of construction and rehabilitation of mostly feeder roads.

## The 2023 Budget

The Government has proposed to spend ZMW167.3 billion or 31.4% of GDP. To support this expenditure ZMW111.6 billion or 20.9% of GDP will be raised as domestic revenue, ZMW1.7 billion as grants from cooperating partners and ZMW54 billion or 10.2% of GDP as financing, leaving a deficit of ZMW40.9 billion or 7.7% of GDP.

ZMW6.8 billion is the proposed allocation towards the dismantling of arrears may include allocations of funds to dismantle arrears in the road sector after verification of local debt being undertaken by the Government through Audit Firms. The ZMW6.8 billion is an increment from ZMW3.1 billion allocated last year. If this is done, it will help to stimulate the economy.

## Outlook

The 2023 National Budget is a progressive budget that is aimed at re-engineering and repositioning the Zambian economy thereby creating jobs and investment opportunities, improving the social sector and good governance. In this vain the NRFA needs to undertake the following in order to ensure alignment with the Government's strategy

- 1) Ensure cost effectiveness and efficiency in operations of the Agency
- 2) Finalize the Strategic Plan i.e. 2022-2026
- 3) Present mechanisms of how the arrears can be dismantled upon verification by external auditors
- 4) Solicit for increased grants allocation
- 5) Enhance revenue collections via road tolling revised fees and establishment of new Toll Stations on selected roads, strategically increase number of Ports of Entry across the country
- 6) Establish partnerships with institutions such as the CEEC and the Zambia Credit Guarantee Scheme. The idea would be to create financing opportunities for the local contractors so that they become more effective in the implementation of projects.
- 7) Restructure the NAPSA loan facility thereby unlock cash flow to be used for maintenance of tolled roads.
- 8) Tap into climate resilient funding that can be used to target specific road projects in terms of funding





# ACC EXTOLS NRFA'S COMMITMENT TO CORRUPTION FIGHT... *By Rachel Namukolo Nali*

*By Rachel Namukolo Nali*

**T**he National Road Fund Agency prides itself in upholding its Core Values of Transparency, Accountability, Integrity, Teamwork, and Excellence. It takes exception to maintain integrity among its employees and build a work environment of zero corruption.

It therefore come as no surprise when the Agency was recognized by the Anti-Corruption Commission as the second-best Integrity Committee in the country, further inspiring its stance and benevolent fight against corruption within the institution.

At a recently held training workshop for the Agency's Focal Point Persons, ACC Director General, Mr. Gilbert Phiri extolled the Agency's management for its total commitment to the fight of corruption, stating "the tone must always be set from the top."

Mr. Phiri reiterated governments resolve to place the prevention and combat of corruption at the top of the economic recovery agenda.

"This drive is premised on the fact that there can never be meaningful development if corruption is allowed to thrive. The line of service that your agency delivers is very vulnerable and yet critical to national development through revenue collection and hence requires that all staff embrace integrity and commit to implementing a rigorous corruption prevention program," he said.

Mr. Phiri noted that tolling functions involved the collection of colossal amounts of money daily, hence the need for mechanisms that will ensure that the revenue collected is safeguarded.

He said the public demands transparency in the manner in which funds are collected and managed and the Agency must, therefore, be seen to be undertaking activities that enhance transparency and accountability.

"You as IC Focal Point Persons are charged with a huge responsibility of decentralizing the work of the IC in terms of integrity development at your respective stations."

He further implored the FPP's to live beyond reproach in their dealings both at work and outside the work environment. adding that the commission remains committed to working with the Agency in preventing corruption.

And NRFA Director Tolling, Mr. Daniel Mtonga said he hoped the training would deliver the expected objectives.

About 60 toll collectors were being inducted as focal point persons.

Focal Point Persons are individuals within the NRFA selected by the Integrity Committee to foresee anti-corruption activities at all the toll stations.

Integrity Committees are an initiative of the ACC, formed in institutions to enable them fight corruption within their spheres of control.

The programme has been identified as one of the most effective corruption prevention measures designed to reduce the occurrence of corrupt practices and other related malpractices in both public and private institutions.

They are designed to proactively deal with triggers to corrupt practices and unethical conduct, thereby reducing opportunities for corruption in an

organization.

To date, the commission has facilitated the establishment of one hundred and thirty-nine Integrity Committees, entailing steady progress made towards the commission mainstreaming the anti-corruption measures in the routine business of both public and private institutions.

The existing Integrity Committees have been implementing several corruption prevention measures in their organizations including the development of integrity related policies on issues such as gift handling, conflict of interest and whistle blower protection.

They have also conducted staff sensitization on ethics, corruption and integrity.

The five-day induction training programme comprised seventeen discussion topics ranging from highlights of the provisions of the Anti-Corruption Act No.3 of 2012, corruption as a global phenomenon, the integrity committee programme for Zambia, handling gifts in the public service and conflict of interest.







# NRFA JOINS ACC CAMPAIGN TO FIGHT TRAFFIC CORRUPTION

By Patrick Nzima

**T**he National Road Fund Agency (NRFA) joined various stakeholders in march past aimed at encouraging people who commit traffic offences to pay fines and not bribes.

The march past organized by the Anti-Corruption Commission (ACC) was dubbed "The Campaign Against Traffic Corruption."

Speaking at the event, Home Affairs and Internal Security Minister, Ambrose Lufuma commended the anti-corruption commission for coming up with an initiative adding that it marked the beginning of an era where corruption shall no longer be condoned by traffic officers and road users.

"I would like to commend the Anti-Corruption Commission ACC for coming up with this initiative. It marks the beginning of an era where corruption shall no longer be condoned by traffic and road users," he remarked.

Hon. Lufuma who is also Defence Minister says the event was important as it would help bring sanity on the roads.

He charged that traffic corruption was no longer a perception, but it was real hence the need to come up with such initiatives to fight the vice. "Traffic corruption is no longer a perception, but it is real, and it is important to come up with initiative that will help to fight the growing scourge."

"Several lives have been lost on the roads due to corruption and this is a situation that should not be allowed to continue."

He added: "The dangers of traffic corruption are well known, and I would like to call upon the police to work closely with Road Transport and Safety Agency (RATSA) to tray and end the vice."

And speaking at the same event Gilbert Phiri, Director General, Anti-Corruption Commission (ACC) said the ACC was unapologetic in its quest to rid the country of corruption.

"It is unacceptable for public-officers who are paid to openly embrace corruption on the roads. It is sad because traffic corruption has greatly contributed to road carnage and should not be allowed to continue," he stressed.

Mr. Phiri says all non-road worthy vehicles and unlicensed drivers on the road were due to corruption.

Meanwhile, Lemmy Kajoba, Inspector General of Police has warned that his office would not tolerate any bad eggs in the service.

He says officers must adhere to ethics and ensure that all vehicles on the roads were roadworthy. Mr Kajoba said this in a speech read on his behalf by Creto Nkanza, Lusaka Province Police Commissioner.



*Defence Minister Ambrose Lufuma flags off the march past*



*Zambia Traffic Police lead the march past*



*NRFA staff join the ACC and other stakeholders in a march past against traffic bribes*



*By Rachel Namukolo Nali*

## LOADING VIA USSD

Its easy! The E-Toll platform provides a quick and efficient service that saves you time. Efficient! Cash management for large fleet operators. The E-Toll Card offers a system that allows corporate entities running large fleets to monitor movement of their vehicles. They can pull up weekly and monthly reports that give a summary of their fleet movement.

With the above feed-in option, net meters can be installed to monitor the in-flow and out-flow of power between the national grid and consumers (toll gate). This





feature can allow the toll station to operate at a meter reading of zero which does not only save the NRFA on power bills but also provides relief on the national grid.



*Solar Power Connection*

### Sun 6 Accounting System

The Sun Flow System or Sun 6 Accounting System is a payment processing system allows the Agency to make transactions to contractors and suppliers seamlessly. It automatically generates invoices and sends them out.

In the past the Agency had to write manual payment vouchers but now this is done electronically and emails are sent out to suppliers notifying them of payments.

The Agency through the system is also able to print the proof of payment from the bank side without physically having to go to bank.

### Control Centre

The Agency's Control Centre under the Road Tolling Department, provides a secondary layer of control on tolling operations centralized after the toll stations. Driven and premised strategically by achieving set objectives. The Control Centre uses the set Standard Operating Procedures Manual to ensure adherence and compliance by tolling staff. Further, it helps provide a baseline on client complaints through the call centre to help management with information for control purposes.



*Control Centre Monitors*

The Control Centre allows visual surveillance of toll operations and general activities at all toll stations in real time made possible by a Wide Area Network provided by Zamtel.

The cameras placed both in and outside the booth allow the entire transaction between the motorist and the toll collector to be captured, from the instant the motorist approaches the booth, pays a toll and collects a receipt. This live feed is monitored by Control Room operators, who are on hand to see what is happening and quickly identify challenges and solutions.

The Centre comprises a monitoring system, an internal and external communication system, a management information system, as well as a network monitoring system. The Internal Communication System allows calls to be made from the Control Centre to the toll stations using an Internet Protocol phone network that does not go through a conventional mobile network system but are transmitted through NRFAs network.



*Control Centre Monitors*

### All tolling activity is monitored here.

This system is a value-added transaction that is free and allows officers to communicate back and forth in resolving issues as monitored. The External Communication System initiates a call centre which will allow the public to call our customer care line 700 with queries and concerns regarding any tolling issue. The Control Centre also comprises a management information system which essentially gives a report on toll collections and how much has been collected from which station based on vehicle classification. The Network Monitoring System monitors the availability of the network, it informs the technical staff when there is a network challenge or connectivity via email and he

Below is the table summarizing the operations of the Control Center.

S/N	ITEM	PURPOSE	OBEJECTIVE
1	Proper Lane Management	To ensure smooth flow of traffic at all times.	<ul style="list-style-type: none"> <li>To avoid customer complaints resulting from congestions due to non-operational lanes.</li> </ul>
2	Toll Systems Performance	To ensure tolling systems are improved and operate efficiently at optimum level.	<ul style="list-style-type: none"> <li>To avoid service downtime due to unstable system.</li> <li>To ensure optimization of Asset Capital.</li> <li>To attain customer satisfaction.</li> </ul>
3	Transaction Processing Time	To monitor Operational Efficiency and ensure Service Excellence.	<ul style="list-style-type: none"> <li>To attain excellent service delivery</li> <li>To build a positive corporate image</li> <li>To attain customer satisfaction</li> </ul>
4	Guideline adherence	To operate in a standard and uniform manner and comply with the stipulated guidelines.	<ul style="list-style-type: none"> <li>To attain a uniform professional conduct.</li> <li>To protect tolling machines from sabotage and manipulation.</li> <li>To operate under recommended practice.</li> <li>To ensure health and safety of tolling staff</li> </ul>
5	Data Center	To have a centralized storage of tolling data.	<ul style="list-style-type: none"> <li>To have a mirror record of tolling transaction data within the department after the toll station and ICT.</li> <li>To analyse toll transactions for irregularities.</li> </ul>





*By Rachel Namukolo Nali*



"In the same vein, it is our desire that this platform should benefit first the Zambian Truck Operators making it possible for them to operate extensively in the region bringing in the much-needed foreign currency. If local cargo owners will work with local transporters in cross border transportation, it means foreign currency which should have gone out of the country will remain in the economy."

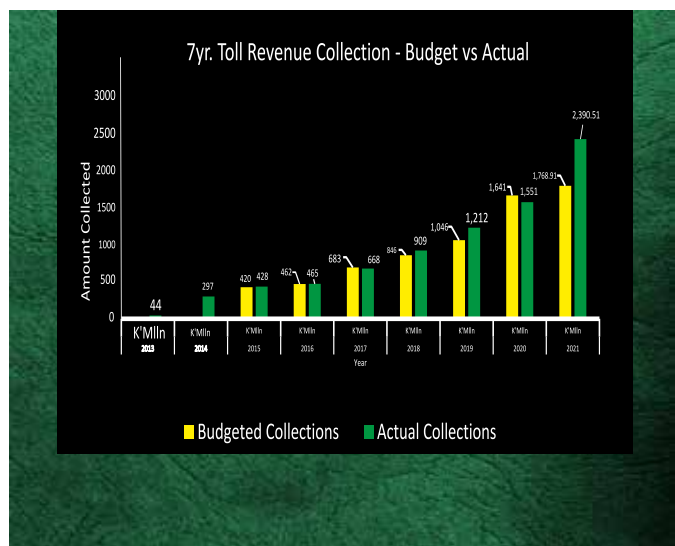
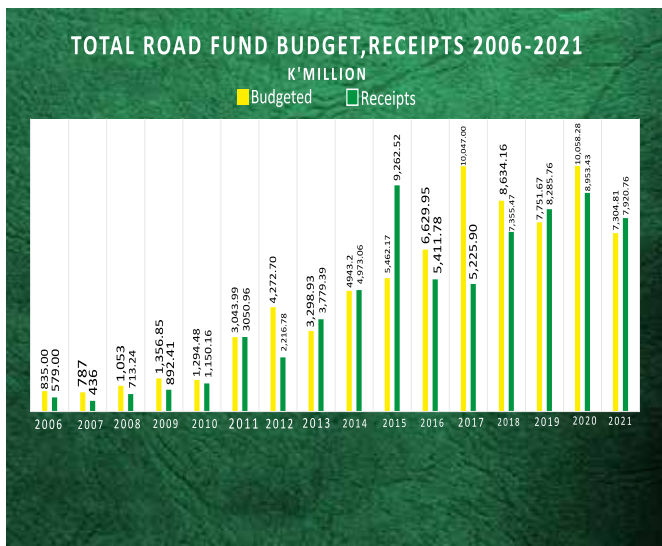
'Government has put in place policies

And Nyamula Logistics Chief Executive Officer Mr. Stephen Murag hoped the Nyamula App would level the playing field between small-scale truck operators and well-established fleet owners.





# PROMOTING VALUE ADDITION FOR SUSTAINABLE GROWTH

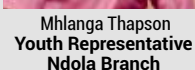




- i. To ensure mandate collections and consolidations are done at branch level and submitted to ZUFIAW secretariat.
- ii. To be part of the Bargaining Unit (BU) during negotiations.
- iii. To hold consultative meetings with management in relation to major changes in working methods that may affect the staff.
- iv. To advise and help members by

v. To maintain harmonious working relationship based on mutual cooperation.

## PART OF THE ELECTED EXECUTIVE







# TRADITIONAL AND CULTURAL RECOGNITION DAY

By Patrick Nzima and Ali Mukwavi



NRFA Manager HR, Mrs Ruth Ngongola (l) and Ms. Florence Chanda of Prestige Hygiene Control (r) display an array of traditional delicacies

**The National Road Fund Agency (NRFA) has continued to demonstrate respect and love for its employees' traditional and cultural values, and this prompted them to dedicate 29<sup>th</sup> October of 2022 as a day to inaugurate the traditional and cultural experience day.**

This day was characterized by a show of traditional dance, forklare, proverbs, parables and a competitive football match between NRFA Head Office staff and toll collectors from nearby toll stations, a match that gave a 4:2 victory to the toll collectors.

As a cultural embracing event, the dress theme was traditional attire. The Director Chief Executive Officer Engineer Wallece Mumba opened the session by emphasizing the importance of the event. Eng. Mumba said in order to thrive, it was imperative to embrace and appreciate every cultural background among staff. "We all come from different tribes but we are one people of significant

importance and we need each other to thrive."

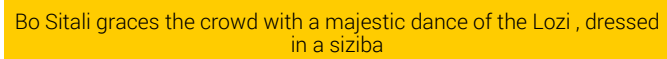
"As the Redwood trees, that support each other by staying interconnected, lets support each other because we are stronger together."

Indeed the strength of an institution is dependent on unity, team work and recognition of each other's traditional values. The CEO then invited Mr. David Chileshe the then NRFA Legal Counsel to deliver a fair well message. Mr. Chileshe had been called back into service as commissioner of Police Central Province.



Ali leads his Mambwe counterparts in a dance called Nsimba





The event continued with Bemba proverbs, a vibrant dance displayed by the Lozi's, an insight into the male lozi dress, a brief about the Mambwe culture by Ali Mukwavi who led a couple of other Mambwe tribes men into a vibrant dance called Nsimba.

It was indeed a delightful cultural experience that left a mark.

A large green bowl filled with numerous small, reddish-brown, cube-shaped pieces of food, likely a type of meat or vegetable, with a clear plastic bag partially visible on the left side.

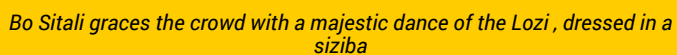




## A photograph showing a group of people dancing at a wedding reception. In the center, a man in a grey military uniform is dancing with a woman in a red and white checkered shirt. To the left, another man in a white t-shirt is dancing. In the background, many guests are seated at tables under a large white tent. A speaker is visible on a stand in the background.

A group of men are shaking hands under a large, light-colored tent. In the foreground, a man in a blue and white striped shirt is shaking hands with a man in a red shirt. Another man in a blue and red plaid shirt stands behind them, smiling. In the background, other people are seated at tables, and a large black speaker is visible. The setting appears to be an outdoor event, possibly a wedding or a community gathering.









# MICHEAL CHILUFYA SATA TOLL PLAZA RECEIVES

By Francis Nkole



The Golden Lay truck and trailer offloading the manure at MCS Toll Plaza

**T**hroughout the globe, many individuals and groups have demonstrated a unique commitment that promotes networking opportunities, fosters and develops synergies that transcend times and inspire younger generations to celebrate heritage and traditions that promote interactions among members.

In all these commitments, joint collaborative efforts are recognized as the main drivers in personal achievements that come from shared knowledge, common values and mutual support.

Since inception in 2018, Michael Chilufya Sata Toll Plaza is one such workplace that has embraced this ideology whole heartedly. Previously, the station made exciting history through generous donations to Mutanda House for the Aged and most recently to Kasongo Combined School using one of its tremendous programs created for effective community participation projects called **MCS -Edu And Charity Fund.**

In all these iconic partnerships, the toll station has created positive and constructive relationships where individuals and groups live to get to know the interest of the neighbor, learn the culture and experiences, strengths and challenges and most significantly share the little even when not at the sharpest moments.

On Friday 23<sup>rd</sup> September 2022, the stations history was rewritten. One of the corporate agric-business companies called Golden Lay Farms Limited donated 15 tons of chicken manure to help the station with its transformational agenda of keeping the natural surrounding clean, green and healthy for a sustainable environment and positive corporate image.

Golden Lay Farms Limited is one of the largest producers and distributor of table eggs located in Luanshya's Baluba area and approximately 7km from Michael Chilufya Sata Toll Station.

Receiving the donations on behalf of the station, the Station Manager Mr. Kasolo Kalwazhi appreciated the material support rendered and bought 10 E-Toll Cards for Golden Lay Farms Limited.

He further said that the tangible support received would significantly supplement the maintenance cost budget, as the chicken manure was a critical component in the keep clean, green and healthy program the station was implementing.

He further charged that Golden Lay corporate social responsibility programs deserve more recognition because the agric-business company was instrumental in addressing the community concerns with sensitivity.

He reiterated the need to ensure that the warm and cordial relation that Micheal Chilufya Sata Toll Station and community enjoys continues to grow from strength to strength for the well-being of the community.





# HAPPY 3<sup>rd</sup> BIRTHDAY ENOCH KAVINDELE TOLL PLAZA

*By Kampamba Mulenga*



*One, two, three, jump!!*

**One**, two, three, Jump!! Shouted the photographer as the vibrant staff posed for a picture during the third anniversary of Enoch Kavindele Toll Plaza.

This year's festivities were extra special because they centred on new beginnings. The simplistic beauty of a united team makes a strong foundation for a successful entity.

Different people in a working environment are usually subject to personal differences and challenges among colleagues. This year we took the opportunity to sit down and bury any misunderstandings. It would have been unfortunate to conduct our traditional community outreach whilst our house was in disarray, burdened by heavy hearts.

The 26th of July 2022, started with a meeting whose theme was team unity and reconciliation aimed at bringing humility, harmony and oneness, amongst ourselves before extending any form of help to the community.

The tolling team then proceeded to the Christian Community Church, located around Ngosa area, about 3 KM from the toll gate, where we participated in the service line up and preaching.

Mr Msoni Joel (Shift Supervisor) led the church in prayer and a sermon while Mr Nchimunya Zawe (Toll Collector) and Mr Mululu Ricky (Toll Collector) conducted the first and second Bible readings respectively.

The sermon centred on Matthew 5:13, "We are the light and salt of the earth". Let your light shine before men so they may see your good works. We are unquestionably encouraged to be a beacon of light to others.

After the sermon, Madam Malama Chola the Senior Toll Collector, gave a speech before the Enoch Kavindele tradition of handing the donation box to the church (The tolling staff have an initiative where they put a range of clothing items and footwear in a big box for donations).

The church authority gave their speeches in appreciation and went out of their way to treat tolling staff to a beautiful matebeto as a token of appreciation.

A cake was then handed over to the church and shared amongst the congregation. We associated and left.

As part of turning over a leaf, we gathered at the Plaza and had a big traditional lunch (Matabeto). Sharing a light moment, having a good laugh and spreading positive vibes. This rubbed on to the following day, which began with

the tolling team taking over the kitchen to prepare a banquet for the afternoon festivities.

As the sun gazed through the clear skies, it was time to quench the thirst and fill the rumbling stomachs. The delightful aroma from the kitchen and the pleasant smoke from the braai stand were so mouth-watering that it would make a good run at an international cuisine competition.

It was finally time to dig in and toast to 3 years of Enoch Kavindele Toll Plaza's existence.

Pops of Champagne showers made a good watch for the astonishing social gathering. The dashing tolling staff geared up a notch with their party mood, laughing, and telling jokes by the thousands. One could get the joyous noise from miles away. Bearing in mind that work without play makes Kampamba a dull person.

As the feasting got up to speed, members of staff posed for photos, bringing to life the elegant and glamorous look like never seen before.

And so the photographer gave his last instructions, one two three Jump!! And the rest is history...





# CAMCO INTRODUCES FORLAND TRUCKS ON THE ZAMBIAN MARKET

By Patrick Nzima



CAMCO Group Chairman Li Tie, Fredrick Mwalusaka Permanent Secretary And Harry Han Regional General Manager at Forland during the launch of Forland

**G**overnment says it stands ready to support local investors that will continue to promote the development of new technology aimed at increasing productivity and efficiency in the country.

Minister of Transport and Logistics, Mr Frank Tayali said the development of new technology is important not only for the growth of the businesses but to help create more jobs for the Zambian people.

Mr Tayali said this in a speech read on his behalf by Fredrick Mwalusaka, Permanent Secretary in the Ministry of Transport and Logistics during the launch of Forland truck brand in Zambia at CAMCO head office in Lusaka on Friday.

"I have noted with delight that Forland is covering almost the whole part of Zambia with branches located in Choma, Chipata, Kapiri Mposhi, Kitwe, Ndola and Solwezi, bringing their services to the door steps of our people," he remarked.

Mr Tayali has since pledged government's support to Forland in ensuring that the economic environment of doing business is favourable for business and growth.

The Minister stressed that the milestone that Forland has achieved has brought about many benefits to the transport and motor industry in Zambia.

"Forland brings about famous and reliable brands from China that will grant the government aspirations for quality motor industry in Zambia," said Mr Tayali.

Speaking at the same function, Bernard Chiwala, Marketing Director at CAMCO Group of Companies noted that Zambia was transforming itself into a land-linked country, adding that it was CAMCO's ambition in partnership with Forland to provide motor vehicles on the Zambian market that would respond to the challenge of climate change the world was grappling with.

And CAMCO Group Chairman Li Tie said the decision to choose the new brand was arrived at after detailed consideration on what the company was able to offer on market.

Meanwhile Harry Han, Regional General Manager at Forland International East Africa said there was need to establish an automobile production plant in the country.

"In the future, we hope we can have a chance to establish an automobile production plant in Zambia together with CAMCO to realize the localized production of automobiles in Zambia," he concluded.



Government Officials with CAMCO Group management team after the launch of Foreland in Lusaka





*By Ali Mukwavi*

Finally, academic qualifications may provide entrance into the job market but what gives an intrinsic promotion is value and ability to articulate thoughtful initiatives. It is called competent.



# EDUCATIONAL TOUR BY TWATOTELA SCHOOL

The welcoming and warm smiles that Toll Collectors portray as they continue in their spirit of service is another motivating factor to these ambitious pupils, some of whom would like to become just like these hardworking Toll Officers in future.





# THE FACE OF TOLLING

By Kampamba Mulenga



HAPPY CUSTOMER SERVICE WEEK, LET US  
KNOW HOW BEST WE CAN SERVE YOU.

#THEPOWEROFSERVICE



NATIONAL ROAD FUND AGENCY  
"A Sustainable Road Fund"

**The image of an organisation is as important as the product or service they sale and The National Road Fund Agency (NRFA) is no different, with the toll collector being the face of the Agency. NRFA is responsible for the mobilisation of all financial resources in the road sector and a toll collector is in the forefront in making sure that this mandate is achieved. The basic duty of a toll collector is to collect money from the motorists, but there's more to it than meets the eye. Allow me to walk you through the bumpy roads of tolling...**

From time in memorial toll collection or any sort of tax collection in any way, shape or form, is met with a bad taste in people's mouths. So it's not surprising that people may dress toll collectors with a mischievous hut and thieves clothing. (Lake 3:12-13) Tax collectors also came to be baptised and said to him "Teacher, what shall we do?". And he said to them "collect no more than you are authorised to do". As toll collectors, we pride ourselves with integrity in conducting our work in

the most transparent, accountable and excellent manner.

A toll collector being an interface, bridges the gap between the Agency and the general public. We form part of the channel of communication for information dissemination.

Tolling is one of the most exciting jobs there is and one has mind-blowing fun working, especially for the social-maniacs.

We attend to people from all walks of life. This accords us vast opportunities to interact and learn from this multitude of experience, bliss, sadness, regret, loss, wins, failure knowledge, wisdom etc. It opens your eyes for the bigger picture and paints you a renaissance of new possibilities. Which in turn leads to self improvement.

Working from the toll booths and in shifts gives you ample time to read and develop, especially in classes B and C, where traffic is on the lower end. One also learns a lot from observing how other toll collectors interact with clients and usually cutting a leaf from it.

Working on the road also gives you an opportunity to meet people (family and

friends), you may otherwise not meet.

Like any other profession, tolling has a few hiccups, quite minimal, if I do say so myself.

We often fall victim of intimidation, especially from people of the high offices. One would expect better, but regrettably the perpetrators are sometimes the law markers, who fully understand the law. Sometimes toll collectors are hated for refusing to bend the law. Sometimes motorists vent their frustration on us, but like Mr Patrick Musonda says "smile, just smile".

We are labelled 'cadres', with a notion that it is impossible to work as a toll collector without some kind of a political connection.

Having a permanent job translates to job security, which does not feel so for most toll collectors, largely because of being expendable.

Handling money exposes toll collectors to corruption and fraudulent activities, which unfortunately sometimes takes a toll on people who can't resist temptations.



“Sitting is the new smoking “. Research shows that people who sit for long hours with no physical activities, develop similar health risks as the ones posed by obesity and smoking.

To be a good toll collector, one needs to be thick skinned, incredibly tolerate with a good sense of humour.

1. Toll Collector - Good morning... (with a smile on the face)
  - Motorist - utter silence. (No response)
  - Toll Collector - Good morning... (with an amplified voice and a smiley face)
  - Motorist - still no response, but awkwardly staring at the toll collector.

- Toll Collector: Thank you, have a nice day... (smiley face)
- Thank you for what? (While driving off).

A man with short dark hair is sitting on a grey metal bench outdoors. He is wearing a blue and black checkered suit. He has a thoughtful expression, with his right hand resting on his chin. The background shows a concrete wall and some greenery. The text "Kampamba Mulenga" is visible in the bottom right corner.

## Kampamba Mulenga

- Motorist: Am sure you've mastered a number of frequently user discount number plates for K5. Use one of them, give me a K50 and get the K95.

The scope of a toll collector is so complex in dealing with human behaviour on the road. So as soon as we enter the tolling booth, we put on a courteous suite and throw away all our life challenges. For some it comes naturally, some have to learn while some have to put up an act. But we are all striving to serve the general public the best way possible, for a Sustainable Road Fund, with a smile on the face.





# SOCIAL CORPORATE RESPONSIBILITY A COORDINATED EFFORT

By Davies Mulenga



NRFA staff with the children of Umoyo Widows and Orphanage Centre

- Help local schools &
- Community projects.

It makes commercial sense to get involved in community based social corporate responsibility relating to our services.

We always look for opportunities that will mutually benefit us and our communities around our work stations.

We are determined to continue helping and supporting our community by;

- Encouraging our staff to volunteer for community based activities.
- Support charities that are chosen by our staff.
- Help our staff to volunteer and make donations to charities without restrictions.....

As well as improving community relations, involving our staff in cooperate social responsibility to motivate and encourage the community through their personal and professional development and experience.

We demonstrate our commitment to our communities to improve our services and business reputation and in turn, make it easier to work, associate and interact.

We are working on improved public image and encourage our people to be more positive and productive by promoting volunteering as a way of encouraging and building personal and professional growth.

- We are working on enhancing positive relationship with the community where we are operating from.
- For community sustainability.
- Build public trust - by helping the society through social cooperate responsibility through donations or through volunteering. The Agency gains trust from the community and the public.
- It also builds a good reputation for the Agency.
- Enhances positive relationship- By building a sense of oneness and togetherness within our communities.

Cooperate Social Responsibility is more than just a business trend.

**"WE ARE RESPONSIBLE AND WE'LL SEEK THOSE WHO ARE RESPONSIBLE. "**

**C**ORPORATE Social Responsibility is the effort we make to create positive social impact in our areas of operation as it goes beyond families and communities.

It is the practice adopted by the Agency and its employees as an Integrating, ethical, social and environmental operation in our daily interactions with our stakeholders.

It is a voluntary action we've taken that tackles economical, social and environmental issues in our areas of operation. We do so and committed to do so through an equitable, ecologically sustainable economy while fulfilling the society's need and contributing to the welfare of our communities.

The steps taken is now playing a significant role in determining the appropriate perception of our society and the communities where we are operating from.

## THE CORPORATE SOCIAL RESPONSIBILITY CONTEXT.....

- The concept of social responsibility can be described in different ways, However there are two(2) Main school of thoughts that reflect either the classical view and the socio-economic view.
- The classical view perspective is directly related to social obligations which means the Agency has to meet several

economical and legal responsibility.

- The socio-economic view requires us to go beyond collecting revenues (money) in action to preserve the environment and improve the community wellbeing. This perspective stems from the concept that, our organisation is an integral part of the society and it's not solely responsible towards the shareholders but also responsible towards the community and the environment.

This is now playing a significant role in determining the appropriate perception of our communities where we are operating from.

## THE POWER OF CHARITY

Many religious text contains assertions that encourage public good and charity. (LUKE 6:38) "Give and it will be given to you".

Therefore; we have adopted the spirit of sharing our happiness together.

**COMMUNITY ENGAGEMENTS:** Is one of the key pillars of our corporate social responsibility alongside the concerns with workplace , market place, orphanages, schools and environment.

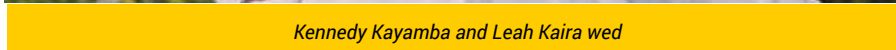
## WE DO...

- Support local charities with financial, material and food stuff.
- Clean up events





*By Mebelo Mwanangombe-Humphrey Mulemba Toll Station*



*Kennedy Kayamba and Leah Kaira wed*

couple. Midway into the preparations in June 2022, Kennedy transferred to Rueben Chitandika Kamanga Toll Station in Katete, Eastern Province. The complete opposite end of the country away from his wife-to-be.

The families in Lusaka stepped in to run the couple's wedding errands as distance plus different work schedules could not allow them to do so, social media also helped a great deal, and everything worked out beautifully.

Their big day was nothing short of magical. The bride looked stunning in a beautiful Cinderella ball gown while the groom looked dapper in a navy blue 3-piece suit.

The church service was intimate with a few close friends and family, followed by a beautiful reception to celebrate the couple's union.

Congratulations to the beautiful couple.  
To quote Barry Long,

"Love is all around you like the air and is the very breath of your being".

**6**th August 2022 marked the beginning of a tolling fairy-tale of happily ever after for Toll Collectors Kennedy Kayamba, of Reuben Chitandika Kamanga Toll Plaza and Leah Kaira, of Manyumbi Toll Station.

The two traded their reflectors for a tuxedo and wedding dress at a colourful ceremony attended by close friends and family to witness the beginning of the marriage destined by the booth.

The couple met at Enock Kavindele Toll Station in 2020, where they were co-workers. They had a good working relationship which blossomed into a good friendship. In August 2021, Leah transferred to Manyumbi Toll Station in Kabwe.

The pair maintained their friendship and continued to communicate even though they were now working at different stations. As the saying goes, 'Distance makes the heart grow fond' their friendship grew to courtship with time.

Despite being in a long-distance relationship, their relationship continued to flourish and by the end of 2021, Kennedy decided Leah was the woman he wanted to spend eternity with. He made his intentions for Leah known to her family by proposing to which she said yes.

With both their families in Lusaka, they decided they would get married there. Planning for their big day while living in different towns was difficult for the







# NRFA COPPERBELT REGIONAL GAMES HELD

By Francis Nkole

**"All work and no play makes Jack a dull boy" is a proverb that means without time off from work, a person becomes both bored and boring, and probably less innovative and motivated at work.**

Because tolling is 24/7 and requires continuity, toll collectors work some of the oddest and probably longest hours.

The dreaded night shift starts from 20:00 hours to 07:00 hours the following morning.

With the level of commitment that goes into the job, one cannot over-emphasize the time needed now and then for these front liners to take a break and let their hair down.

To put into perspective how strenuous and demanding it can be, a single toll collector can handle approximately 800 vehicles per day on average at Class A toll station like Katuba and roughly 200 at a Class B toll station like Enoch Kavindele.

And so, when an opportunity came up for Copperbelt regional recreational games, it was a welcome destruction from the daily count of vehicles and handing out receipts.

The games, which were the first to be held in the region, were held at Misundu Gardens in Ndola.

It was a good turnout, with stations such as Enoch Kavindele located as far as Chingola participating in the event.

The station managers in the region did not consider the task of facilitating teams to participate in a unique sporting day and ensuring the smooth-running operations of the toll stations complex.

They demonstrated determination to coordinate the competitive teams for a sports showdown.

Kafulafuta Toll Station sent a 32 team-member delegation representing 80% per cent of the staff establishment, Michael Chilufya Sata Toll Station unleashed a 30 member team representing 75% of the staff establishment, Wilson Mofya Chakulya sent a 25 member team delegation representing 50% of staff establishment.

Sabina and Enoch sent ten team member representing 40 %.



*Enjoying a game of Scrabble.*

The objective was not only to destress but significantly blend the power of play and strengthen regional collaborative efforts among tolling staff.

Other areas prioritized was the need to build creative, exciting and competitive teams in all the toll stations in the region.

The other motivating factor was the shared vision that a healthy workforce shall inevitably result in a productive workforce, fewer accidents, lower health demands and overall savings by reducing the incidence of disease and disability as envisioned in the Agency Healthy and Wellness policy.

Some sporting activities the teams participated in included Futsal, Egg and spoon race, Trust a Team Member, and board games (Chess and scrabbles).

In the introductory remarks, the Station Manager of Wilson Mofya Chakulya Toll Station (WMC) Mr Crispin Kakoma, thanked the participating teams for responding positively to the event.

He encouraged team members to practice behaviours that protect, maintain and develop healthy lifestyles like sporting activities.

He further urged participants to interact, enjoy themselves and make the day memorable.

In the gaming competition, team Kafulafuta emerged overall winners in the Futsal games category, accumulating four points in all the games played.

MCS was second with three points, Enoch had two points and WMC one point. Team Kafulafuta also won the trust a team member game by two goals to one after defeating team Wilson Mofya Chakulya in the finals.

In the egg and spoon category, team Wilson Mofya Chakulya (WMC) was the overall winner after defeating team Kafulafuta by two goals to one in the finals.

It was a pleasant surprise when Mr Patrick Musonda Road Tolling Operations Officer, visited the field of play and congratulated all the participants for successfully hosting the regional games.

He commended the organizers of the inaugural event for their initiative and appealed to them to make it a quarterly program.

He further presented them with monetary awards to the excitement of other team members.

The first-ever Northern Region sports tournament was a success



# Feedback from facebook®

**Derick Mulewa asks**

I lost my toll card yesterday, is it possible to replace it and the value in it?

**Answer**

Yes it is possible, kindly visit your nearest toll station or our head office in Lusaka for guidance and procedure.

**Justus Mukuka Musonda Nsama asks**

How do I pay using mobile money?

**Answer**

Head to the NRFA website on [www.nrfa.org](http://www.nrfa.org) and click on buy E-Tolls

2. To top up an E Toll card, click on "Fund Now" under Top-up E-Toll Card.

a. Search for your card either by card number or the attached phone

i. 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.

ii. 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

b. Fill the amount field

c. Click on Checkout then select the network provider

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

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

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

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

h. 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.

It's easier, faster and secure.

**Mwlia LIn asks**

Can I learn more about your business?

**ANSWER**

The NRFA is rolling out an Electronic Tolling Platform that allows motorists to access all toll gates across the country using an E-Toll Card that is being sold at K30 only at NRFA Head Office in Lusaka and all toll gates across the country. It comes with pre-loaded value of K100, so your initial buy purchase is K130. In order to make the service more convenient for motorists, the Agency has extended the E-Toll Card value top-up options to mobile money and via the web. You can now top up your E-Toll Card using Zamtel Mobile Money by dialing \*344#, choose option 5 then select Pay Bill, select option 11 NRFA Tolls, select option 1 Fund Card, your 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 on Airtel or Zamtel, go to the NRFA website on [www.nrfa.org.zm](http://www.nrfa.org.zm), click on Buy E-Tolls and follow the prompts.

**Pupe Asa asks**

Hello, what's your current website?



**Answer our website is [www.nrfa.org.zm](http://www.nrfa.org.zm)**

**Alick Daka asks**

I am a craft mechanic and I have a c1 driver's license any Job please

**Answer**

All job opportunities are posted on our website currently do not have any job openings, for future opportunities kindly visit our website on [www.nrfa.org.zm](http://www.nrfa.org.zm).

**Happysn Musowasowa asks**

What are the requirements for me to apply for reduced toll fees? because I work in Mumbwa at the same time I live in Solwezi

**Answer**

Kindly Visit Mumbwa Toll station and see the station manager for possible discount called Local User Discount (LUD) or Frequent User Discount (FUD) You will be advised.





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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

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.

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.

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.  
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## HOW TO LOAD VALUE MADE EASY



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