

RAILROADER

Newsletter

12/2022



**Col. Tshinga Dube Appointed to
NRZ Board**

Minister makes NRZ Board appointment

The Minister of Transport and Infrastructure Development Honourable Felix Mhona has appointed Colonel (Retired) Tshinga Dube to the National Railways of Zimbabwe Board.

Col Dube will serve for a three-year term ending 6 December 2025.

An induction ceremony for the new board member was held to familiarise him with the organisation. The induction was chaired by fellow board member Ms Dorothy Mavalwane.

The General Manager, Ms Respina Zinyanduko, said as per the NRZ culture when a new board member is appointed, meetings are convened so that the new member gets to know senior management and their duties.

“I know you are not going to remember each and every one of them who are here but at least you would have seen them and as you continue to interact with them you will know them better, both in terms of how they operate and their areas of jurisdiction and NRZ operations,” she said.

She said the NRZ stood to benefit from Col Dube's vast experience.

“They say with age comes wisdom. There are certain things that we can



Col (Rtd) Dube with Ms Zinyanduko and Board member Ms Dorothy Mavalwane

only learn through experience and you have seen it all. We are going to benefit much from you because of your experience in government, in different boards, organisations and interactions with other international players.

“We are really excited as NRZ to have you as one of our board members. Our board is one of hands-on type in terms of ensuring that they keep the organisation running and the management on their toes,” she said.

Col Dube said NRZ was critical in the development of the country.

“Thank you for the introductions and I'm very happy to join the National Railways Board and be part of you in developing this company because I know that this organisation is the centre of all government enterprises.

“I've been following what's happening within the National Railways in the press, internet and so forth and I think you have done very, very well so far.”

Col Dube holds a Master of Science degree in Electro-Tech from MAD I Institute of Technology in Moscow, Russia.

16 Days of Activism Against Gender based Violence

The National Railways of Zimbabwe recently joined the rest of the world in commemorating 16 Days of Activism Against Gender based Violence.

The campaign starts on 25 November annually to coincide with the International Day for the Elimination of



NRZ employees march to mark launch of 16 Days of Activism Against Gender Based Violence

Violence against Women and Girls. Activities for the event were held at Bulawayo Raylton Club under the theme 'UNITE! Activism to End Violence against Women and Girls'.

The acting Chief Operations Officer (COO), Mrs Ainah Dube-Kaguru, said it was the first time NRZ was marking the day on the designated date as in previous years, the event was delayed.

The atmosphere was blithe, jolly, merry, and electrified as NRZ

women expressed their excitement for the recognition of the day.

Several of them took turns to lead in song and dance as they marched around the Raylton area carrying placards and banners showcasing what they celebrated.

Top male managers were invited to participate at the event while external guests and partners who included Zimbabwe Republic Police (ZRP), Zimbabwe Women Lawyers Association and the Zimbabwe Women's Microfinance Bank were also invited.



NRZ employees sit in a queue to register for the wellness programme



Mrs Shellybarm Nkala is tested for blood pressure

Prostate, cervical cancer awareness for employees

The National Railways of Zimbabwe medical section recently teamed with a reproductive health service provider to raise awareness on cervical and prostate cancer among employees as part of its wellness campaign.

The section roped in officials from Population Solutions for Health to educate employees on identifying warning signs for the cancers which are deadly if detected late.

Cervical and prostate cancer can be treated if caught early and workers were told to regularly check for symptoms so that they seek early treatment.

Nursing Officer Sister Matilda Hadebe said more than 80 people attended the campaign, with 41 being employees and

the were spouses of employees.

“It was very successful and the community was involved, especially spouses of employees at Westage and Sizinda,” she said.

She said unlike previous wellness campaigns, they had introduced Visual inspection with acetic acid and cervicography (VIAC) for women to screen for cervical cancer.

She said male workers had shown appreciation for information they received on prostate cancer.

An official from Population Solutions for Health said while samples were taken from women, the tests and results would be issued at their clinics.

He also said men were being encouraged to visit Population Solutions for Health clinics for prostate tests.

Population Solutions for Health was previously known as Population Services Zimbabwe and specialises in offering reproductive health services such as short, medium and long term family planning products for women, Voluntary Male Medical Circumcision for men and treatment of Sexually Transmitted Infections.



A group of women is shown how to take a sample for cervical cancer screening



Mr Nzoma Zulu (Right) from Population Solutions for Health discusses prostate cancer with an NRZ employee

Tree Planting Day marked

The National Railways of Zimbabwe commemorated National Tree Planting Day with a ceremony at the Raylton Recreation Club in Bulawayo.

The General Manager Ms Respina Zinyanduko led the tree planting ceremony, which coincided with the Southern Area Sports Gala held on 12 December 2022.

This year's tree planting ceremony was held under the theme: Trees and Forests for Ecosystem Restoration, Improved Livelihoods.

The national tree for this year is the Water Berry or Mukute/Muhute in Shona or Umdomi/Imiswi in IsiNdebele. It is a tree whose fruit are rich in Vitamin A and Iron.

The General Manager planted a Water Berry tree before members of senior Management planted other trees. Acting Safety and Environment Manager Mr Gilbert Mukarati said similar tree planting events would be held in the Midlands and Eastern Areas.

NRZ has been commemorating tree planting ceremonies every year since 1980 when the Government designated the first Saturday of December as National Tree Planting Day.



Mrs Zinyanduko plants this year's National Tree at Bulawayo Raylton Sports Club



The Head of ZDF attachees at NRZ, Col Mafunga prepares to plant a tree



Acting Regional Manager Southern Mr Ben Ben also took part in the tree planting ceremony



Acting Chief Operations Officer Mrs Ainh Dube-Kaguru waters a tree she planted

Best time to conduct security survey

Although it may be difficult to point the best time/period when to do a security survey, each organization is guided by its philosophical values and strategic approaches in relation to security risk management consciousness.

Fennely in his submission, Handbook of Loss Prevention and Crime Prevention (1989) supposes that the appropriate time or period to conduct security surveys includes the following episodes:

- a. After a crises within the organization
- b. After occurrence of some criminal malfeasance
- c. As per dictates of the Security policy of the organization

The writer strongly believes that ideally, the timing could be guided by contemporary exogenous factors such as incidences of thefts, robberies, espionage, and vandalism.

Security surveys may be routinized in such a way that they are done quarterly, bi-annually or yearly. Be that as it may, conducting of security surveys needs a proactive approach rather than reactive thrust.

The adage prevention is better than cure should be part of the indoctrinated security values which every risk and loss control officer should comprehend.

Does Management have a

Role in Security Surveys?

The motivation to conduct security surveys should ideally be supported by management to ensure that adequate funding, if any, for undertaking the function. Management support guarantees maximum cooperation from all personnel in the organization.

Management should understand the importance of such surveys for the wellbeing of the organization. As managers are accountable to the Board for the management and effective utilization of resources and asset protection, they should have utmost interest in the running of security surveys.

They are the guarantors of security culture and therefore should give directions in terms the need to have periodic security surveys.

Decision to whether Outsource/Insource

The decision whether to outsource or utilise internal security staff rests with management being

guided by the depth of the survey.

The pros of outsourcing are that experts from outside could approach the task with more objectivity and would provide a more comprehensive appraisal of existing conditions.

Internal staff may take certain practices/areas for granted and overlook critical areas that need attention. It is paramount to measure criticality of certain points during the course of the survey.

However, internal staff have their fair share of positivity in that they are familiar with the locality to be surveyed which bolsters coverage and enables the ensuing security plan to be developed as the aftermath of the recommendation of the security survey. The internal staff is able to develop a suitable checklist which serves as a guide and reminder of the areas that must be closely monitored.

Additionally, their loyalty enhances their objectivity as they take ownership of the survey process.

Essence of Security Survey

Conducting of security surveys is an essential skill for security practitioners. It should be conducted in a thorough,

methodical and systematic manner taking cognizance that organizations differ.

A team approach will yield a more comprehensive assessment of vulnerabilities to specific risks. Occupants' participation is essential, especially when ascertaining the presence of assets.

The security survey should at most attempt to answer the following issues/questions:

- i. What is the possibility of a specific occurrence?
- ii. What is the probability of a specific occurrence?
- iii. What set of circumstances have to be in place for a situation to happen?
- iv. If a problem occurs, how much will it cost to control and restore it?
- v. Is there any personal risk for people?
- vi. If we don't install a security system, can we handle most situations on our own?
- vii. What is the correct security level required to accomplish our mission?

To be continued...

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FOCUS ON VALUE

with Eng. Clifford Moyo



Continued from last edition

The value of a project may be expressed as a financial contribution to the sponsoring or receiving organization' (PIMBOK Guide 7th edition).

Value that factors in customer-centred outcomes is considered to be of vital importance as a pointer to project success and fuel to project performance.

The extent to which the customer/public leverages/perceives some benefit from the project outcome(s) amounts to value.

The essence of any project should be to produce the expected outcome that will fulfil the customer need with a value-focussed solution.

Properly placed and planned projects usually seek to assume proper strategic alignment as well as reasonable and bearable exposure to risk, assurance of fair project feasibility, offer a good promise on the return on investments, blended with clear key performance measures and evaluations including alternative project approaches.

Evaluation and adjustment of project alignment to strategic business objectives is done through the mirror of intended value and benefits.

The expected project value to be realised is usually mentioned in key documents like the

business case, in qualitative and/or quantitative terms.

One of the most key indicators of project success is achievement of intended value, which may be realised throughout the project life cycle, including after project closure.

Value creation results when the project teams explore and zero into outcomes that support the **intended benefits**, thereby evaluating progress towards and adapting to maximised **expected benefits**.

Business need informs value by being the very reason why the project should be undertaken in the first place. The business need leads to consideration, exploration and spelling out of the foundational and fundamental business requirements that drive the project.

The project charter, as a project authorising document, normally includes the business need issue to allow it to act as a key driver and pointer towards the actual value to be created.

A proper understanding of the organisation's goals and objectives should help channel its projects in a manner that makes it easy to identify any opportunities or threats the response to which would multiply the potential value to be realised from projects.

Project selection criteria is an important ingredient of final value creation and realisation. In simpler terms, in view of intended value, project selection should be guided by general business thrust.

Value consideration should include a check on why the particular business need should be pursued and invested on and also check on the proper timing of such

pursuit.

A realistic cost-benefit analysis, therefore, (under realistic prevailing conditions), would be of crucial assistance towards establishing intended project value.

It is vital that intended project value be clearly spelt and understood by the project team, for regular proper assessment and revisiting throughout the project, in line with the dynamics of the project.

There are times when, due to project dynamics, the project may seem very unlikely to deliver the intended business value. In such times, some organisations may be tempted to opt for project abandonment and subsequent termination.

Any study on **value** remains incomplete until the scholar realises its **subjective** nature (i.e. its **dependence upon the beholder's perspective** or understanding), the overall **crucial** attribute, and its general and particular **usefulness**.

The issue of **value may be a very complex** one if closely, deeply and critically considered and followed, in that the worth (or value) of the same project concept maybe conceived to bear different weighting when observed by many separate stakeholders.

From the viewpoint of standalone organisations who enjoy different short, medium and long-term strategic focus, mixed with financial and non-financial obligations, it is inherent and inevitable that, value assessment and attribution will be unique from organisation to organisation.

Sometimes what is to be considered as of value in different organisations at various focus times may be imposed or stipulated by relevant stakeholders and/or prevailing market forces.

It may be of great interest to imagine that complex value chains may be generated to cover different kinds and levels of stakeholders thereby posing a need of balance in establishing the big, legitimate and universal organisational value chain (so to term it).

Project Value Engineering and Maximisation

It should be exciting to conceive the idea that **value** may be crafted, panel-beaten, directed, focussed, tailored, maximised and so on. The important concepts to consider in all this could include (but not limited to) the following:

- Value engineering for maximisation, within the project confines, may take many different forms depending on context and leeway.
- The engineer could aim at maximising value to stakeholders including the customer or to the project executing company.
- Value realisation would be obviously supported where results and/or outcomes of project execution are aimed to be achieved with minimal risk exposure, achieving acceptable quality levels, within required scope, employing optimal resources, without much waste but in good time, sufficiently satisfying stakeholders and friendly utilisation of the environment.
- The value engineer should hold as of essential importance the idea of working together with the customer in establishing and selecting project elements that deserve investing on and those that are not as all that deserving.
- The project teams are encouraged to shift their traditional focus from the project deliverables to the intended outcomes or results
- The very broad aim and essence of the project should be the real focus to score on finally, after the

simple achievement of particular project deliverables.

A good question to ponder on here would be, 'After the customer has received the tangible product and consumed it or the good service and enjoyed its utilisation, what long-term impact would it introduce to their lives or business? '

It is of paramount importance for both project teams and other stakeholders to understand the difference between the actual deliverable and its (long-term) intended outcome.

Project teams should try to distinguish between value contributed by projects and that contributed by day-to-day business operational activities. It should be, however, noted that such an exercise may, sometimes, be no walk in the park.

Projects may be run as stand-alone entities or as part of programmes or as part of portfolios, whereupon the value assessment and evaluation should be done at the appropriate and required levels, as necessary.

Evaluation of project value should remain a contextual exercise carried out on project output along the complete life cycle of the project.

Good project implementation is capable of enabling organisations to enjoy early value realisation which may be achieved from prioritised delivery outcomes like excellent customer care or improved work environment.

As a final thought to value engineering and maximisation, let us note that mere project deliverables may be crafted and coined to bring about the planned outcomes or results.

GM's Sports Tournament coming



General Manager Ms Respina Zinyanduko, managers and employees take part in procession to launch the Southern Area Sports Gala

The National Railways of Zimbabwe will next year hold a sporting tournament pitting winning teams from 2022 area sports galas, the General Manager, Ms Respina Zinyanduko, has said.

Speaking at the 2022 Southern Area Sports Gala in Bulawayo, she said the competition would be held in the first quarter of 2023.

She said it was her hope that with time, the General Manager's Annual Show will also make a comeback.

"I wish and hope that with time and as our financial position as a company improves, we will bring back the General Manager's Annual Show so that sporting teams from all over the country can meet at one venue for a day of sports and fun.

"(In the meantime) my expectation is that winning teams from Southern, Midlands and Eastern regions will meet

for the General Manager's tournament in each and every discipline sometime in the first quarter of 2023."

The General Manager's Annual Show was last held nearly a decade ago.

Ms Zinyanduko said sports was important in the health and welfare of employees and urged all NRZ employees to take part in at least one sporting discipline.

"A person who takes part in sporting activities is generally healthy. In this regard, I am urging all employees to take part in at least one sporting activity so that they remain fit and healthy," she said.

She hailed the Southern Area Sports Council for ensuring the success return of the sports gala which was last held in 2019

following the outbreak of Covid-19. The gala saw teams from Bulawayo, Victoria Falls, Plumtree and Shangani competing in sports codes which included football, tug of war, netball, darts and pool.

The Sports and Recreation Commission Regional Co-ordinator Mr Sam Dzvimbo said sports can help improve productivity at workplaces.

"A healthy body carries a healthy mind and for production purposes, we need everyone to have a healthy body so that production capacity can be increased. By re-activating your sports galas, you are re-activating your productivity levels in NRZ," he said.

The sports gala was held under the theme: NRZ promoting Sport through Employee Wellness.



NRZ employees who were part of the procession to launch the sports gala

Announcements

Long Service
40 YEARS

MASUKU Bekithemba
Finance Accounts Clerk

35 YEARS

MAPONGA Debra
Human Resources Typist

MAPHOSA Otilia
Security Services Sergeant Major

NDLOVU Aleck
Security Services Security Guard

30 YEARS
KIMU Juma
Traffic Senior Engineman

MATARUSE Mwoyowese Traffic
Senior Engineman

SHADRECK Meshack
Traffic
Running Shed Foreman

MUDHOMBO Takawira Traffic
Loco Inspector

Retirement

The following employees proceeded on normal retirement during the month of December 2022. We wish them well in their future endeavours.

GONESE Kebias
Vehicle Maintenance Handyman

NYATHI Elmon
Traction & Rolling Stock Skilled Worker 2 Electrician

GOVERA Tendai
Traction & Rolling Stock Manual Worker

SISHOMA Enos Traffic Service Driver

CHIPUMHA Norman Traffic Operating Clerk

NRZ in Pictures



New NRZ Board member Col (Rtd) Tshinga Dube poses for a picture with members of management who attended his induction meeting.



Acting Chief Operations Officer Mrs Ainah Dube Kaguru is joined on the dance floor by Head of ZDF Attachees at NRZ Colonel Mafunga and other workers



Mrs Dube-Kaguru looks at drinks manufactured by NRZ female employees as part of an income generating project



NRZ employees follow proceedings at launch of 16 Days of Activism Against Gender Based Violence



A Tug of War team in action at the Eastern Area Sports Gala



Meal time: Netball players queue for lunch after their match at the Southern Area Sports Gala