

RAILROADER

Newsletter

11/2022



Anti-Corruption Workshop for NRZ

ZACC praises NRZ for anti-corruption stance

The Zimbabwe Anti-Corruption Commission has commended the National Railways of Zimbabwe for taking the initiative to set up an Integrity Committee to fight against corruption in the organisation. ZACC recently conducted a one-day training workshop for NRZ managers on the operations of the Integrity Committee.

ZACC General Manager (Prevention of Corruption) Mrs Clara Nyakotyo said: “This training workshop was proposed and organised by NRZ to capacitate management and (spell out) the role and responsibility of the Integrity Committee in combating corruption. This is a positive response by the NRZ to our call to organisations to establish Integrity Committees for the purposes of prevention of corruption”.

She said so far, 24 Integrity Committees had been set up at other organisations in the country, including parastatals, and NRZ would become the 25th organisation to have such a committee.

She said ZACC on its own could not fight corruption and was depending on organisations such as NRZ to assist through the establishment of Integrity Committees.

Mrs Nyakotyo said the Integrity Committee would be part of the organisational structure and would identify and investigate corruption. It would be required to submit reports to ZACC.

“The Integrity Committee will spearhead the prevention of corruption, related vices and maladministration. You are going to be the masters in the fight against corruption in your own organisation,” she said.

Members of the Integrity Committee, who will not be paid or receive allowances for their role, were expected to promote integrity in the NRZ.

Mrs Nyakotyo said the Integrity Committee was expected to instil values such as transparency, accountability and good governance



ZACC General Manager Mrs Clara Nyakotyo (left) and another official from the Commission at the NRZ training workshop

at both individual and institutional level.

“The expected role and responsibilities of the Integrity Committee include fostering of anti-corruption policies and practices, training staff on anti-corruption strategy and providing a transparent monitoring and reporting mechanism,” she said.

The committee is also expected to expose unethical conduct and activities in the organisation and providing redress on complaints of corrupt activities within and outside the organisation.

Mrs Nyakotyo said the Integrity Committee would help cement relations between ZACC and the NRZ.

Acting Chief Operations Officer Mrs Ainah Dube-Kaguru said the NRZ, because of the nature of its operations, was vulnerable to corruption.

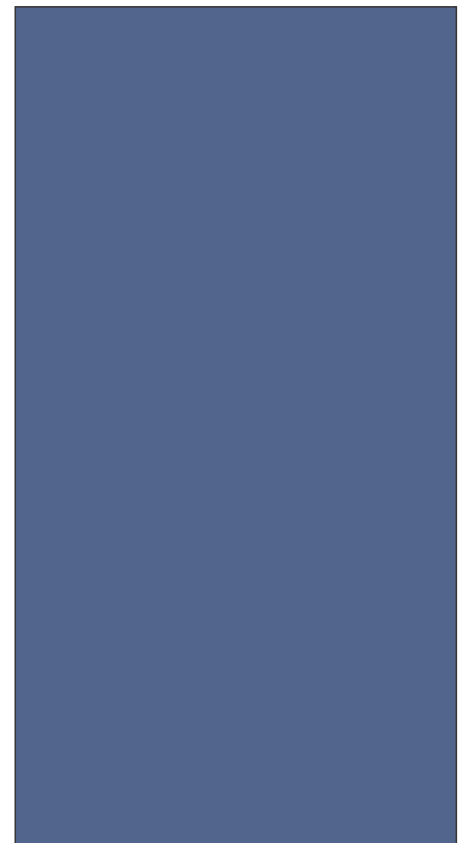
This, she said, made the setting up of the Integrity Committee essential.

“What make us vulnerable is that we are an entity that is spread out. Risks are all over. Issues of corruption follow us in every

way,” she said.

Mrs Dube-Kaguru said after the workshop and setting up of the Integrity Committee, the expectation for NRZ was a principled and cultured organisation.

“Everyone who is looking at us should say NRZ is exemplary and want to copy us,” she said.



Anti-corruption Integrity Committee set up

The General Manager, Mrs Respina Zinyanduko, has appointed six managers to the National Railways of Zimbabwe Integrity Committee which will take the lead in fight against corruption.

The managers are Loss Control and Security Manager Mr Lithin Ndlovu, Corporate Affairs Secretary Mrs Siphétangani Zhou, Chief Human Resources and Administration Manager Mr Stanley Mlambo, Internal Audit Manager Mr Gilbert Sukwe, Public Affairs and Stakeholder Relations Manager Mr Andrew Kunambura and the Executive Assistant to the General Manager, Mr Joseph Temayi.

The committee is chaired by Mr Ndlovu and his deputy is Mr Sukwe.

Mrs Zinyanduko said there should be no conflict between the Integrity



Ms Respina Zinyanduko

Committee and other branches whose key result areas are to safeguard NRZ assets through detection and prevention of fraud such as Loss Control and Security and Audit.

The Integrity Committee will focus on corruption issues while Loss Control and Audit will continue with the roles of exposing cases of theft and fraud.

“Corruption related issues to be dealt by the Integrity Committee. Others of theft and fraud will be dealt in the usual manner,” she said.

The General Manager said the roles of Loss Control and Security and Audit branches will be enhanced by activities of the Integrity Committee as they would be expected to pursue criminal charges on people accused of corruption.

NRZ overcomes difficult 2021- GM

The National Railways of Zimbabwe is now clear on where it is headed as an organisation following the restructuring exercise, the General Manager, Ms Respina Zinyanduko, has said.

In her opening remarks at the 2023 Strategic Planning Workshop, she said the year 2022 had been a difficult one due to the restructuring exercise which saw massive staff movements.

However, the exercise had allowed the organisation to introspect.

“It has been a difficult year for me working on restructuring and filling vacancies. It was not easy but I think as we are today, most of us would agree with me we know with certainty where we are coming from and where we are going. A team that is substantive has confidence in whatever they are doing,” she said.

Ms Zinyanduko commended her management team for executing their duties well in 2022, especially with regards to timely payment of salaries

despite a tough economic environment, saying some parastatals were in salary arrears of three months. She said though the organisation faced capacity challenges and aging equipment, managers should remain

focused for the company to meet its targets.

“Even without any (capital) injection, I am sure we can do better. Let's operate like we are operating in the



NRZ managers follow presentations at the Strategic Planning Workshop

private sector. Let's expedite whatever we are doing and be sensitive to time," she said.

The General Manager warned abuse and misuse of company resources for personal gain would not be tolerated.

She said the fact that salaries were low was not an excuse to steal from the organisation either directly or indirectly.

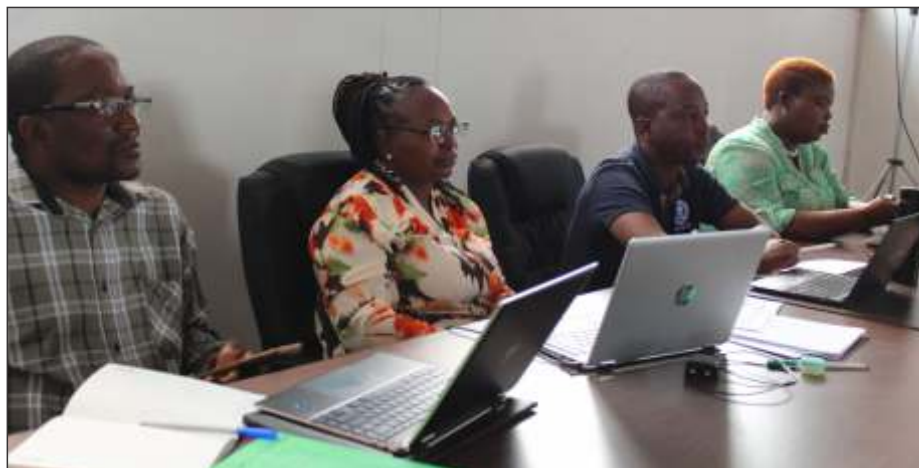
Ms Zinyanduko urged managers who have been involved in self-enrichment deals to choose whether they wanted to remain NRZ employees or dealers.

"You can't be a *gumaguma* at NRZ as well as an employee. That will not be acceptable," she said.

Working for the NRZ, she said, was a privilege.

"We are favoured to be working for NRZ. Let's live with whatever we have. If we choose to be NRZ employees, it means we also agree to the remuneration we are getting. Yes I know it's not enough," she said.

The Strategic Planning Workshop was attended by branch heads who presented their work plans for the coming year.



Members of senior management follow proceedings at the Strategic Planning Workshop



Officials from the Strategy and Planning branch which organised the workshop

NRZ library reopens

The National Railways of Zimbabwe Library has resumed operations following its closure to facilitate the restructuring exercise which ended recently.

The acting Training and Development Manager, Mr Absalom Msimanga, said the library reopened three months ago. NRZ Library membership is open to employees, NRZ Technical College students, apprentices and attacheses from government agencies.

The library's client base is huge as it caters for employees throughout the system.

"We cater for all grades of staff. The types of books we have are

actually in line with our work. If you are a manager in any field, we have got the book," said Mr Msimanga.

Secondary school educational books are also available.

"We have manual workers with less than five Ordinary Level subjects. They can be members of the library, read, go register, write their exams and pass," he said.

The suspension of inter-city passenger trains has, however, disrupted book borrowings.

"We are hampered by the lack of passenger train services because we used to send our books to clients be it Mutare, Bindura, Beitbridge, Victoria

Falls through passenger train service but now we don't have that service anymore so it's mostly localised. The client base is now localised here in Bulawayo though we might get one or two people coming in from outside and collecting books but it's no longer as widespread as it used to be," said Mr Msimanga.

The library is manned by one person, the library assistant, who is assisted by manual workers from the training centre.

"There are staffing challenges that affected its opening. The library assistant is trying hard to keep presentable the library stock. She is trying to make sure that everyone who has got our books brings them

back for redistribution,” he said.

In the past, the library used to have an officer post, held by the Librarian, before the restructuring, a library assistant, two clerks and a manual worker.

There were plans to provide Wi-Fi and online services to library members but these were shelved because of staffing challenges.

“We might consider activating it and obviously when we grow as an institution the online service might be included. We will also arrange for sheds outside the library where students could come and sit outside and access the Wi-Fi”.

Mr Msimanga said the library worked with other organisations which assisted with reading material.

“It is in partnership with Book Aid and is a Corporate Member of the British Council Library. We recently got new books from these organisations”.

The NRZ Library also collaborates with local libraries such as the National Free Library and the Bulawayo Public Library as a member of Library Association of Zimbabwe.



NRZ Library in Bulawayo



Some of the books in the library

A clean environment is everyone's responsibility.

Avoid littering and over grown vegetation.

Always look after your work-stations to present a welcoming clean environment.

Remember you are the face of the organization.

Together we can change the face of our NRZ.

Minister Gumbo tours NRZ

The Minister of State for Presidential Affairs and Monitoring Implementation of Government Programs recently toured National Railways of Zimbabwe Mechanical Workshops in Bulawayo.

Hon. Joram Gumbo and his team's visit was a follow-up to check on progress on locomotive refurbishment and establish needed government interventions to assist the organisation towards the attainment of Vision 2030.

Briefing the Minister and his team, NRZ Projects Engineer Charles Dube said the target was to refurbish four mainline locomotives, five shunt locomotives and 910 wagons this year.

"As of October month end we had refurbished one main line, two shunt locomotives, and 196 wagons," said Eng. Dube.

To operate at full capacity the National Railways of Zimbabwe requires 122 locomotives, 6130



Hon Gumbo being shown locomotives undergoing refurbishment in the workshops

wagons, and 170 coaches and these assets would be able to move 12.7 million tonnes, 2 million intercity passengers, and 4 million commuter passengers annually.

"NRZ management are engaging clients to partner the company in refurbishing its fleet of parked wagons and locomotives through Public Private Partnership (PPP)

arrangements.," Eng. Dube said.

At the beginning of this year, the government allocated RTGS 2 billion for track stabilisation and setting up of a sleeper manufacturing plant.

Hon Gumbo said he had taken note of the issues highlighted and promised to take them up with the Government to assist the organisation in every way possible.

Protocol training for NRZ employees

More than twenty National Railways of Zimbabwe employees recently underwent training in protocol, etiquette, and grooming conducted by officials from the Ministry of Foreign Affairs and International Trade.

The ministry's acting Deputy Director (Training), Ms Placida Chivandire, said the workshop was at the request of the National Railways of Zimbabwe to assist protocol officers within the organisation.

"NRZ requested us to train protocol officers on protocol, grooming, etiquette, and

department because protocol is about giving comfort to the VIPs and it's also a vehicle through which people of different cultures interact."

Topics covered during the training workshop included reciprocity, entertainment, hospitality, planning for a function and invitation to a function.

"The first person that delegates or invited guests see are protocol officers, hence the way that a protocol officer talks or dresses can have an impact on success or failure," she said.

The Protocol Department at the

Ministry of Foreign Affairs and International Trade is responsible for the preparation of State visits and providing the related protocol services in accordance with internationally acceptable protocol procedures..

The ministry has provided similar training to the Zimbabwe Electoral Commission (ZEC), Zimbabwe Anti-Corruption Commission (ZACC) and the National Peace and Reconciliation Commission (NPRC).

Effectively engaging with project stakeholders

with Eng. Clifford Moyo



In our last article we explored the **principles of Good Stewardship and Creation of a collaborative Project Team environment.**

Allow us, in this article, to take a brief look into the next two key project management principles: **(Effectively Engaging with the Project Stakeholders & Focussing on Value):**

Undoubtedly, projects rise and fall upon stakeholders' buy-in and/or lack of it (buy-in).

- By stakeholders we simply refer to those entities or persons who have some influence or view themselves to have some effect on the project for its success and/or (failure).
- The effect or drive that Stakeholders have on a project may be open or hidden, very predictable or at times complex, very minimal or maximal.
- Stakeholders may affect projects for the good success or bad failure, for the better or worse in its progression or finality.
- **I n v o l v e m e n t** of stakeholders should be deliberate, initial, progressive and properly sized to produce required effect or outcome.

The many ways in which stakeholders influence projects include, but not limited to, the following:

- Stakeholders may affect project selection, performance, direction and/or finality.
- Stakeholders may directly or indirectly determine the nature of project team employed, by way of standards setting on the man-skills,

know-how and level of experience required to get the expected project results accomplished.

- They may determine the necessity to include, alter or exclude certain elements of project scope or essentials.
- Stakeholders provide advice that helps expedite, retard or halt project activities thereby affecting project schedule.
- All project deliverables and outcomes are always coined in a manner to satisfy the expectations of the project stakeholders.
- Determination of project cost by means of stakeholders aiding the alteration, cutting down or at times removal of some **e a r l i e r s c h e d u l e d** expenditures/resources and/or putting new project steps, as necessary.
- They (stakeholders) affect the project risk level and handling when they set project risk boundaries and also involve themselves in the actual risk management processes.
- **Project planning** may, literally or otherwise, be influenced by stakeholder-determined information that even feeds any agreed changes made to the project work at any given moment.
- Stakeholders affect the **project culture** when they stipulate or spell terms of **t h e p r o j e c t t e a m** engagement and the nature of communications for

agreed information.

- Stakeholder engagement affects **benefits realisation** since stakeholders influence the setting of **project goals and objectives** that inform the **n a t u r e** of **deliverables**, leading to expected **value identification**.
- Project success is, to a large extent, determined by what stakeholders have set or expect.
- The extent of stakeholder interest, their classification and the duration of their meaningful link with the project may inform the nature of their influence and/or impact at a given point.
- The stakeholder base of a project may be dynamic over time, thereby realising a change in the stakeholders themselves and their impact or influence.
- Those key stakeholders who have high capacity of **i n f l u e n c e** and even detrimental/unfavourable impact in a the project needs to be effectively, carefully and appropriately engaged, making sure that their interests, concerns and rights are comprehended and treated accordingly.
- The project team needs to always aim at understanding the concerns and expectations of the stakeholders with view to address those through effective engagement and

support which guarantees high chances of project success.

Key elements of the actual stakeholder engagement:

- At the beginning of the project, and continuously to closure, stakeholders need to be identified, analysed, classified and deliberately engaged (according to plan).
- It may evade the recognition of many readers that the project teams themselves are also a category of stakeholders.
- The project teams are a special entity of stakeholders whose key duties include engaging other stakeholders. Project teams need to quickly consider, comprehend, express precisely and address the concerns, suggestions, interests, opinions, expectations and needs of other stakeholders.
- For stakeholder engagement and liaison to be viewed as efficient and effective it should include fair answers the questions: When? How? How often? and Under what circumstances stakeholders need to (and should actually) be
- At the heart of stakeholder engagement is the recognition of the contribution of the important others to the making of a holistic approach to a

commonly accepted solution to project issues.

- Without effective communication, stakeholder engagement may remain parked in a good wish list.
- The art of good stakeholder engagement should, therefore, entail establishing, improving and sustaining strong social relations by means of regular two-way communications.
- Some viable ways of stakeholder engagement may include interactive personal physical meetings, informal dialogue (personally or over the telephone or other social media) and some other planned information-sharing encounters.
- There is an intensive dependence of stakeholder engagement on social/interpersonal skills that include: being able to take an initiative, stewardship, collaboration techniques, integrity, respect for others, self and situations, empathy (being able to get into others' shoes), confidence, fairness, humility, patience and many other such social skills.
- The chances of project success tend to also leverage

much on tactical attitudes that assist members of the project team to easily adapt to the project work at hand and to other stakeholders.

- It is through effective and efficient stakeholder engagement that detection, collection, and evaluation of project information, data, and stakeholder opinions and buy-in are made possible.
- Proper stakeholder engagement promotes a **common perspective** that fosters alignment towards enabling the **attainment of expected project outcomes**.
- Project tailoring**, that yields identification, adjustment, and response of the project to the dynamic environment/circumstances is all but a brain-child of good stakeholder engagement.
- The whole essence of the required continuous/proactive stakeholder engagement in the project is to enable project teams to minimize any possible detrimental results but to maximize positive expected ones.
- Stakeholder engagement ensures the satisfaction of the project sponsors (i.e. key Stakeholders) and also guarantees better project performance, outcomes, and stakeholder-centre project solutions.

Announcements

40 YEARS
JIMU K. Works & Buildings
Artisan's Assistant

35 YEARS
SIYAKANYANGA P. Traction &
Rolling Stock Leading Carriage &
Wagon Examiner/ Repairer

30 YEARS
MAFUME Z. Tracks Track
Patrolman
JERERA E. Traffic Station

Master
MUKUCHA R. Traffic Traffic
Officer
GUMEDE F. Internal Audit
Internal Auditor
GWARA M. Internal Audit
Internal Auditor
MUTUDZA L. Traffic Station
Foreman
CHAKWENYA L. Human
Resources Locomotive Instructor
SURUMETE J. Traffic Senior
Engineman

MOYO T. Traffic Branch
Senior Engineman

Retirements

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

To Page 10

Security Survey essential in organisational security programmes

By E Mashayanye

As organizations straddle the rough business terrain inundated with emerging technological advancement and criminal artistry, major challenges are evident in the course of attempting to address losses resulting from a myriad of criminal malfeasance such as fraud, cyber-related crimes, thefts, espionage, robberies, vandalism, terrorism and natural disasters amongst others.

The increasing security threats that turn to militate in the attainment of the business objectives, have in a way opened the eyes and ears of business and loss control managers as they realized how cardinal it is to invest in proactive security and loss control measures as a way of addressing the threats therefrom.

One such proactive tool as far as security risk management is concerned is the security survey. It is such an essential tool that should be part and parcel of any organization's security and loss control programme.

Definition

A number of definitions of security survey have been put across by a number of security risk management theorists. Fischer R and Green G in their submission (1992) proposed security survey, as essentially an exhaustive physical examination of premises and a thorough inspection of all



operational systems and procedures bearing in mind the multi-loss orientation of loss control. Fennely in his book Handbook of Loss Prevention and Crime Prevention (1989) saw security survey as an on-site examination and analysis of an individual plant, business, home, private/public institution to ascertain the following:

- To ascertain the pre-set security status
- To identify deficiencies or excess
- To determine the protection needed
- To make recommendations to improve the overall security

Raymond Mamboise in his epistle, Industrial Security for Strikes, Riots and Disasters (1968) comprehensively accedes security survey as the anticipation, recognition, and appraisal of a crime risk and the

possible initiation of action to remove or reduce its impact. Deriving from the submissions by Mamboise, the following may need to be elaborated:

- i. Anticipation
- ii. Recognition
- iii. Appraisal
- iv. Crime risk and
- v. The initiation of action to remove or reduce crime risk

The Anticipation

How does the anticipation of a crime risk become important to the risk and loss control officer? One of the primary objectives to a survey is anticipation or prevention aspects of a given situation i.e. the pre-or before concept. Therefore a risk and loss control officer who keeps anticipating in the proper perspective would be maintaining a proper balance in the total spectrum of security surveying. Anticipating stage could be considered a prognosis of further action.

Recognition

What means will provide an individual/ risk and loss control officer who is conducting a survey of the relationship between anticipation and appraisal? Primarily the ability to recognize and interpret what seems to be a

crime risk becomes one of the important skills a risk and loss control officer acquires and develops.

Appraisal

The responsibility to develop, suggest and communicate recommendations is certainly the hallmark of a risk and loss control officer. What is communicated should be clear, understandable and meaningful on the perspective of securing organization's assets.

Crime Risk

It is about understanding that organisations are fallible to the pure risk of crime. There is therefore need to make sure that such appreciation of crime risk demands that organisations be proactive by eliminating opportunities. Although total elimination of opportunity is most difficult, if not impossible to manage, every effort should be put in place to make sure that security risks are kept at a minimum.

The initiation of Action to Remove or Reduce a Crime Risk

It reflects the phases of the security survey in which the recipient of the recommendations will make a decision to act, based on the suggestions (recommendations) set by the risk and loss control officer. In some cases, the identification of security risk is made early in a survey and it is advisable to act upon them prior to the completion of the survey.

Bhunu P (1995) in Journal of Security Services understood security survey as a comprehensive analysis of the company's physical

and technical facilities or premises, systems, and procedures to determine the level of resistance to any form of theft, unauthorized access, espionage, vandalism and other criminal acts.

Rationale of Security Survey

- Provides the information necessary to achieve the appropriate levels of safety and security the organisation needs
- Cost-effectively limits security risks and liability and prepares for continuous operations during a potential crises (Business continuity programme)
- Aids in measuring the security setting

currently in place, the identification and quantification of any weaknesses or vulnerabilities in the current security plans

- Determination of the degree of protection that is required juxtaposing it with the security plan available.
- Security survey in its matrix form, aids in revealing the direct impact of potential threats and risks on most valuable assets and operations of the organisation.

To be continued...

Mr E Mashayanye is Head of the Risk Management and Loss Control section of the NRZ Training Centre and can be contacted at BLR ext. 2902 and on Whatsapp number 0713904032

Announcements	
<p>From Page 8 BHULE T. Human Resources Administration Assistant DAKA F. Traction & Rolling Stock Handyman MATEMA N. Vehicle Maintenance Manual Worker CHAKANYA S. Security Services Sergeant Major MAPHOSA F. Traffic Pointsman MASUKU S. Tracks Track Patrolman NDEBELE M. Tracks Handyman MLAMBO P. Security Services Security Guard CHIRUME D. Tracks Track Patrolman MASHAYA M. Tracks Track Patrolman MUDONHI J. Signals Foreman PHIRI L. Traction & Rolling Stock Branch MCHMLDR/CM</p>	<p>CHIRUME D. Tracks Track Patrolman MASHAYA M. Tracks Track Patrolman MUDONHI J. Signals Foreman PHIRI L. Traction & Rolling Stock MCHMLDR/CM</p>

NRZ in Pictures



NRZ Board Vice Chairperson Major General William Dube and senior management at the Ministry of Transport and Infrastructure Development Strategy Workshop in Bulawayo



Hon Gumbo and NRZ managers in a briefing before his tour of Mechanical Workshops



Participants at a ZACC training workshop for NRZ managers



The General Manager hands a token of appreciation to a Zimra official after he made a presentation at the ZACC training workshop



Human Resources Manager Ms Sithokozile Maseko makes a contribution at the ZACC workshop



Senior NRZ managers hold certificates received on behalf of the General Manager from Zimbabwe CEOs Network



NRZ Managers at a Strategic Planning Workshop



NRZ employees attending a protocol training workshop listen to one of the facilitators