

RAILROADER

Newsletter

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**NRZ Engages Beitbridge Community in
Anti-Vandalism Fight**

Boost for Beitbridge Clinic

By Gerald Kuvaeya
The National Railways of Zimbabwe clinic in Beitbridge has received Information Communication Technology infrastructure from the Government to facilitate speedy transmission of health information using the Internet.

NRZ Beitbridge Clinic becomes the first in the organisation to receive Internet-based Communication Infrastructure from the Ministry of Health and Child Welfare.

The equipment supports clinic communication and allows staff to work collaboratively with other health facilities. It also supports access to digital information.

The Sister-in-Charge, Sister Jerom Khumalo, said they were using the ICT equipment for information gathering, dissemination and sharing with the Ministry of Health and Child Welfare and clinics in the district.

“Last year we got Wi-Fi equipment which was provided by the Ministry of Health and we are using it, especially on information gathering, dissemination and sharing,” Sister Khumalo said.

The equipment enables the NRZ Clinic to be incorporated into the Ministry of Health and Child Welfare weekly disease surveillance system which is a critical component of the health management information system.

Prior to the donation the Beitbridge clinic struggled with incomplete and delayed reporting at district and national levels.

Sister Khumalo said they still had challenges with information storage as they did not have a computer and were using smartphones to transmit



Local Area Network equipment donated by the Government to Beitbridge Clinic



Sister Khumalo (standing) checks Blood Pressure on Mrs Shyline Gumpo, a Health and Safety Practitioner

the information.

The NRZ Beitbridge Clinic is a community clinic as its services are not limited to NRZ employees and their dependents but the surrounding community as well. The clinic works hand-in-hand with the district hospital to serve the community.

“At times, we go to the District hospital to get medication to keep us going so that we are able to give to the community and NRZ employees,” said Sister Khumalo.

High tech conference room for Training Centre



The conference room. Insert Mr Talent Mnkandla

By Gerald Kuveya
A room at the Civil Block at National Railways of Zimbabwe Training Centre is being converted into a fully-fledged conference room to host high level meetings and for hiring to outside organisations.

Acting Training and Development Manager Mr Talent Mnkandla said the renovation of the room, which has been previously used as an examinations room, would unlock value for the training centre as it would generate income through hiring it out.

“When we looked at unlocking the value of the training centre, this is when we started thinking about converting the room into a conference room.

“We have got the infrastructure but we had scaled down on the training

especially apprentices so we said the best way we could generate income from what we have and unlocking value of the training centre was to convert Room 10 Civil Block into a conference room,” Mr Mnkandla said.

As part of the renovation, the room has been fitted with floor tiles, a ceiling and curtains while the walls have been repainted.

New furniture has been bought and will be fitted once the renovations are complete.

“We have about 60 chairs. Once the room has been done, we are going to assemble everything there. Right now, we are putting burglar bars and screen doors to make sure that once we put our equipment and our furniture, no one can have access without being authorised,” he said.

Also to be installed in the conference room are an air conditioner, Public Address system and Wi-Fi.

Mr Mnkandla said the setting up of conference room at the training centre will result in NRZ cutting on costs for booking meetings such as Strategic Planning Workshops at outside venues as has been the case before.

“We are going to save the company money. Instead of us hiring hotels, we can always have our meetings there and in between those meetings we can hire it out and generate income so in a way we are actually unlocking the value,” he said.

The project was initially proposed in 2011 but never took off the ground due to financial constraints. Work on the project eventually started in 2018 before progress was stalled by the outbreak of Covid-19.

NRZ in Beitbridge anti-vandalism awareness campaign

By Gerald Kuveya

More than 1 000 villagers attended awareness campaigns organised by the National Railways of Zimbabwe in Beitbridge East.

The campaigns were spearheaded by Loss Control and Security and the Health and Safety section in the Midlands.

The villagers were drawn from Chomunanga, Lutumba, Kapfuche and Langeni areas under ward 5 in Beitbridge Rural District Council.

Regional Loss Control and Security Officer (Midlands) Mr Richard Mhakure appealed to the villagers to work with NRZ in protecting its infrastructure.

“We have come to ask for collaboration and co-operation from you as a community to safeguard railway infrastructure as it belongs to the nation as a whole, and your community included, hence let us have a sense of ownership and prevent vandalism and destruction of railway infrastructure,” he said.

Mr Mhakure said the awareness campaign meetings would also serve to issue out warnings to villagers that they would be arrested if found in possession of NRZ property at their homes.

“It is not fair to come to inspect people's homes and arrest those who are in possession of NRZ property without first informing the community about such,” he said.

Mr Mhakure said theft of NRZ infrastructure is governed under the Railways Act which is different from Criminal Law Codification and Reform Act used for other crimes.

The Railways Act states that “any person who receives or takes possession of stolen equipment used



Area Loss Control and Security Officer Mr Richard Mhakure addresses the local community at an anti-vandalism awareness campaign



Members of the local community at one of the awareness campaigns in Beitbridge

for the provision of a railway service be liable to imprisonment for a period of not less than ten years”.

The Health and Safety Practitioner (Midlands Area), Mrs Shylene Gumbo, said vandalising railway lines resulted in derailment of trains which could be transporting harmful chemicals such as ammonium and sulphuric acid which may lead to serious damage to the environment and community as a whole.

“As NRZ we don't only move grains but also harmful chemicals like ammonia and sulphuric acid which when they spill they can

cause the land to be barren and also cause damage to the livestock and may lead to the community relocating to safer places,” she said.

Mrs Gumbo said it was important to preserve rail infrastructure so that the NRZ can serve its customers efficiently and effectively without delays.

Permanent Secretary Corporate Governance Unit at NRZ

The recently appointed Permanent Secretary Corporate Governance Unit Mr Allen Choruma visited National Railways of Zimbabwe to get an understanding of its operations.

Mr Choruma was taken on a tour of the Mechanical Workshops and Mpopoma Marshalling Yard by senior management led by the General Manager Ms Respina Zinyanduko.

Mr Choruma was informed of NRZ operations including its background, performance, assistance from Treasury under the Public Sector Investment Programme (PSIP), workshop capacity, Performance Contracts, Performance Appraisals and compliance issues among other issues.

Mr Choruma is taken on a tour of the Mechanical Workshops



Medical induction for recruits

Loss Control and Security recruits at Westgate Training Centre recently underwent a medical induction programme.

The induction was carried out by a team from the medical section.

In an interview, Nursing Officer (Southern) Sister Matilda Hadebe said the programme was meant to educate recruits on health and medical issues as well as the procedure to follow should they fall ill.

Topics covered included places where the students can access medical services and the process of seeking treatment.

There were also discussions on personal hygiene such as the need to bath regularly and brushing teeth.

Also discussed were ways to avoid contracting HIV.

“We told them they should maintain

the highest standards of personal hygiene to prevent the spread of diseases,” she said.

The induction was interactive with recruits also actively participating. Some recruits raised concerns about sharing bath tubs in their dormitories saying this might lead to them inadvertently catching infectious diseases, especially women.

They requested that showers be provided instead of bath tubs.

Sister Hadebe said the concern was genuine and said the matter would be taken up with higher offices.

She said this was the first time a medical induction had been held for security recruits.

The induction was attended by 59 recruits undergoing a six-week training programme.



NRZ in CBD clean-up exercise



Picture collage showing NRZ employees cleaning the Central Business District

The National Railways of Zimbabwe in January participated in a clean-up campaign to keep the Bulawayo Central Business District (CBD) clean.

The campaign was undertaken at the request of the Bulawayo City Council which identified litter hotspots in the CBD.

In a bid to clear litter at these hotspots, the Bulawayo City Council approached companies operating in the city to assist in a three-day cleaning exercise from 18 to 20 January 2023.

NRZ was one of the organisations which agreed to the request and offered to clean the area around the New Headquarters bound by 9th Avenue, George Silundika Avenue, Fife Street and 10th Avenue.

The exercise was led by the General Manager Ms Respina Zinyanduko and included members of the Management Executive and other workers.

After two hours, the targeted area had been cleared of all rubbish as workers gave total commitment to the exercise.

Speaking at the end of the clean-up exercise, acting Chief Operations Officer Mrs Ainah Dube-Kaguru commended workers for their efforts.

She said the exercise had seen an improvement in the cleanliness of George Silundika and Fife streets. Mrs Dube-Kaguru said the clean-up campaign should be extended to NRZ owned premises.

“I want to encourage you that as



you have started the year with a clean-up campaign for the city of Bulawayo, we continue to do the same to do the same in our environs where we are working,” she said.

Planning Security Survey

Continued from last edition

By E Mashayanye

It is important that before embarking on a security survey, emphasis should be placed on intelligence gathering. This entails the collection of as much information as possible about the organization, nature of operations, its mission and strategic thrust. It also involves an insight of the following attributes:

A thorough assessment of existing security policies and procedures
Identification of critical assets, their vulnerabilities and threats ranking them according to probability and impact

Interviews with senior management and others familiar with critical assets of the organization and those responsible for establishing and operating security and safety measures such as access control, pre-employment screening, perimeter and interior security and loss prevention

Changes in security and safety policies and procedures aimed at mitigating the security risks to your organization's most critical and vulnerable operations.

Assessment of Existing Security Policies and Procedures

The existence of a dynamic and sound risk and loss control policy is paramount in directing the surveyor to develop appropriate benchmarks on what are security expectations. By definition a security policy is that which informs staff of the principles, approaches and responsibilities for security risk management and in totality ensures that staff act in a manner that is appropriate for the organization. By studying the policies, procedures and operation, one can identify critical factors affecting the security of the premises or operations as a whole.

For example, a policy on perimeter security, the supposed questions to be posed include:

Is there security fence at the site?



If there is, how is it structured? Is it made of barbed wire or mesh?

Is it walled? If so, what type of material makes up the wall?

Is it patrolled or there are static guards?

How are the gates structured?

The existence of security policies and procedures would assist to develop a loss control checklist which would be used in the actual survey. The following could additionally aid in the analysis of the policies and procedures:

Discussions with supervisors downstream and upstream of the operations under review

Check correspondence files

Check previous survey, audit or inspection reports

Check Incident and crime reports

Budget data

Mission or objectives statements or reports

Check procedural (operational) manuals

Check reports by or to government agencies

Identification of Critical Assets, vulnerability and threats

The identification of critical assets is of paramount importance. The question of criticality of such

assets should be recognizable. By criticality, we refer to the impact that the loss of a particular asset (employees included) will have on the business as a whole. Asset identification gives guidance on budget allocations and security focus on it. Most organizations seek to protect their employees, customers, suppliers, property and proprietary information, the National Railways of Zimbabwe is no exception. A risk profile is developed from identification, threats and asset vulnerability. The process evaluates controls and safeguards and measures for each asset-threat-vulnerability combination and then assign a risk score. Such scores should be based on the threat level and impact on the organization should the risk actually occur.

The risk assessment which begets risk profile will consider at least three factors namely:

The importance of the asset at risk (Criticality analysis)

Degree of the threat (Hazard identification)

And how vulnerable the system is to the threat (Exposure analysis)

The fourth area which could be

optional is the consequence analysis which identifies the nature and range of consequences that would occur if resources or assets are exposed to various threats.

As a construct, security risk could be visualized as:

Security Risk = Asset x Threat (hazard) x Vulnerability

Where vulnerability being a weakness that allows some threats to breach your security and cause harm to the asset. And threat being an event or happening that can lead to breaches of security.

John Fay in Contemporary Security Management (2002) summed up to say in coming up with security risk

analysis, the following are pertinent for analysis and discussion:

Identification of the assets deserving protection

Threat identification- those that can produce loss by adversely affecting assets

Estimation of the probability of the threat occurrence

Estimation of the impact of threat when occurring

Estimation of frequency of occurrence

Assessing the manageability of the threat

And identification of threat countermeasures

Where in this context, a threat being an indication, circumstances or event with a potential to cause a loss or damage to the asset. For example internal threats in a rail transport environment could be employee thefts, sabotage, vandalism, espionage, employee violence, robbery, assaults. And probability being the likelihood of a particular threat would occur, This could be explained further diagrammatically:

Event	Probability Legend (P)	Impact Legend (I)	Frequency Legend (F)
Assault of employees/customers	L	HI	Y
Employee Pilferage	C	LI	W
Fraud	L	HI	M
Vandalism	L	LI	M
Robbery	C	HI	M

Where the Legends are depicted below:

Probability Legend

PU - Probability Unknown

NL - Not Likely

L - Likely

C - Certain

Impact Legend

LI - Low Impact (Value

under \$ 1000, 00)

MI - Medium Impact (Value \$1000, 00- \$5000, 00)

HI - High Impact (Value over \$10 000, 00)

Frequency Legend

D - Daily

W - Weekly

M - Monthly

Y - Yearly or longer

To be continued....

About the writer:

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The Railroader welcomes your feedback and editorial articles for consideration for publication. Please contact the Editor on email: amutemi@nrz.co.zw or pubrelooffice@nrz.co.zw.

RECOGNITION AND EVALUATION OF THE PROJECT ORGANISATION'S DYNAMIC SYSTEM INTERACTIONS

with Eng. Clifford Moyo



In this article we shall continue our exploration of project principles. The subject seems to get more and more exciting as we delve deeper and deeper into it. Let us examine, in this segment, the next two project principles namely '**Recognition and Evaluation of the Project Organisation's Dynamic System Interactions As Well As Response To Such Interactions**' and then '**Demonstrating Leadership Behaviours**.'

Recognition And Evaluation Of The Project Organisation's Dynamic System Interactions As Well As Response To Such Interactions:

- It is, sometimes, very important and helpful to view projects as complete systems with their own interdependent parts that interact to function in a whole.
- In such broad view point, projects are realised to possess multidimensional attributes in ever-changing environments, thereby making them resemble systems.
- Every well-meaning projects person (expert or not) should be able to appreciate the holistic view of projects wherein they (projects) may be observed as complete functional systems working within other systems.
- Projects could be stand-alone systems or may be part of other more complex program or portfolio systems whose deliverables may form part of a broader benefit

realisation system.

- The duty of the project manager and his team in such interrelated project systems approach would then include facilitation of complete alignment across and harmonisation among the systems involved.
 - A t t i m e s separate/individual project team segments are made to work on and produce particular fractional parts of the whole deliverable thereby giving rise to subsystems mentality and the need for proper project t e a m interaction for alignment in effective subsystem integration.
 - There is a great need to clearly realise, weigh out as well a s r e s p o n d to the ever dynamic circumstances within which projects operate holistically, to leverage on expected performance and outcomes.
- EMPHASIS ON 'SYSTEMS CONSIDERATION'**
- The Advanced English Dictionary defines a 'system' as an 'instrumentality that combines interrelated interacting artifacts designed to work as a coherent entity'
 - In the same (definition) vein, a project is deemed to be 'a system of

interdependent and interacting domains of activity' according to the PMBOK Guide 7th edition.

- Such systems approach involves consideration of a holistic view of the way in which different segments of a project interact, both within themselves and then with other external systems.
- The internal and external environments/conditions of the project systems need consistent and relevant monitoring due to their persistent dynamism.
- Good projects personnel should timely and appropriately respond to project systems interactions in a manner capable of soliciting some required results.
- The systems approach to projects should also consider and manage the timing concepts of the project systems, as in checking the actual deliverables or results and outcomes but over time space.
- For interest sake, one may consider a block release of project deliverables (opposed to a once off delivery). In such a setup, each current release of deliverable portion would cumulatively add to the previously released deliverable portions, thereby expressing the notion of continued cumulative build-up of the deliverables and

outcomes through complementary portions differently situated in the time slot.

- Given the ideas discussed in this article so far, it should be possible for an average person to deduce that people working on projects need to think outside the box and go beyond just project commissioning where the deliverable is officially unveiled, but to delve deeper and further into the actual consequent operational state consideration, in order to recognise the realistic time-stamped expected outcomes.
- The dynamism that occurs in the internal and external conditions of projects as they (projects) develop from scratch need close monitoring as they may, at times, cause seemingly small changes to result in numerous non-trivial impacts on various project spheres which could even call for contractual changes with key stakeholders. Such changes could aggregate into

unplanned impact on project scope, schedule, costs and the entire project performance, thereby crossing the paths of the stakeholders.

- The instrument of systems approach to projects, complimented by constant attention to internal and external project conditions, provides an almost real time weapon by which project teams try to monitor and deal with a wide range of unpredictable changes that could impact the project adversely during its life cycle.
- The challenge of the systems approach to projects should also include how the project team members view themselves and consider their interactions within the project system.
- Project teams with diverse man-skills often work together on project systems in a manner that seeks to positively utilise

such diversity and produce optimum value in pursuit of a common project objective.

- Synthesised team cultures may be achieved through formation of deliberate project systems wherein team members from different organisational cultures are brought together in a combined team, by way of partnerships.
- In healthy and vibrant cross-culture project teams, advantage should be taken of the members' different work approach, functional beliefs, diverse assumptions and their unique company project models to produce unified work cultures that encourage common vision, jargon and resource pools wherein members are highly motivated to produce quality results.
- Given the fact of continued interaction of project systems in ever-changing system dynamics, it is wise for project teams to keep a vigilant eye on the shifting system dynamics, with view to timely respond accordingly.

Announcements

Long Service

40 YEARS

ECONOMOU K. Signals Administration Clerk

BOWDEN F. Board Chief Strategy and Planning Manager

35 YEARS

MOYO C. Traction & Rolling Stock Foreman Carriage & Wagon Examiner Repairer

TAPERA J. Supplies & Stores Stores Inspector

TAPFUMANEYI M. Tracks Track Patrolman

Kapeta Godfrey Security Services Security Inspector

CHARI A. Security Services Security Guard

SIBANDA T. Security Services Security Controller

30 YEARS

MAPURANGA L. Security Services Security Guard Dog Handler

MATEREKE T. Security Services Security Inspector

MATUMBIKE W. Traction & Rolling Stock Carriage and Wagon Attendant

NDLOVUK. Tracks Platelayer

MUKOROVIS. Traffic Pointsman

JENGERA T. Traffic Senior Engineman

Retirements

The following employees proceeded on normal pension during the month of January 2023. We wish them well in their future endeavours.

MAKUNYA S. Security Services Security Guard

MASUKUB. Finance Accounts Clerk

NCUBE K. Safety & Environment Sanitary Worker

KAMBA S. Human Resources Snr

Personnel Clerk

SOKO A. Traction & Rolling Stock Carriage and Wagon Attendant

MUROYIWA C. Security Services Security Inspector

SHAYAWABAYA O. Security Services Security Guard Dog Handler

MAPFUMOC. Traffic Traffic Recorder

ZULU T. Safety & Environment Assistant Safety Practitioner

NJANJAD. Tracks Track Patrolman

MATAGA Z. Security Services Security Guard

NDLOVU T. Traction & Rolling Stock Mechanical Engineer

NGWIRA Y. Traction & Rolling Stock Leading Carriage & Wagon Examiner/Repairer

MURADZIKWA J. Works & Buildings Handyman

MUZVIDZWAO. Traffic Yardmaster

NGWENYA G. Electrical Artisan's Assistant