
 An accessible well maintained fit-for-purpose road network

 To provide sustainable road infrastructure for domestic and regional accessibility to spur socio-economic development

KAZUNGULA BRIDGE AUTHORITY LAUNCHED

By Fridah Nkonde-Mubanga



President Hakainde Hichilema and Botswana's President Advocate Duma Gideon Boko on 24th February 2026 launched the Kazungula Bridge Authority (KBA) in Kazungula, Botswana.

The KBA will govern the operations of the Kazungula Bridge, a key trade corridor in Southern Africa.

The KBA is aimed at streamlining border management, strengthen transport efficiency, and accelerate cross-border trade between the two countries and the rest of the continent.

This iconic Kazungula Bridge infrastructure (Bridge and One Stop Border Posts) symbolizes regional

cooperation between Botswana and Zambia, connecting the two countries at Kazungula in Botswana and Kazungula in Zambia.

The objective of the infrastructure is to improve efficiency in transit, facilitate trade and global competitiveness of Zambia and Botswana, improve regional connectivity of the North-South Corridor and contribute to the regional integration of the economies in the SADC region and beyond.

The Kazungula Bridge spans 923 meters, connecting Zambia and Botswana downstream of the Zambezi and Chobe confluence.

The bridge is a combined cable stay/box girder road and rail bridge, with two lanes, single railway track and pedestrian walkways on both sides of the bridge. Its unique design allows for efficient trade and travel between Zambia and Botswana.

The bridge infrastructure was constructed from December 5, 2014 to November 11, 2020 and was commissioned on May 10, 2021.

The Kazungula Bridge replaced the unreliable ferry pontoons. The two motorized pontoons operated, acting as a major, though often slow, link on the North-South Corridor for the SADC region. Each pontoon had a capacity of 70 tonnes and often caused long delays, with queues for trucks sometimes lasting days, and was plagued by maintenance issues.

It is an undeniable fact that the bridge infrastructure will enhance regional trade and contribute to global trade. The Kazungula Bridge Project cost \$267 million, inclusive of the Bridge and One Stop Border Posts and services. A testament to the commitment of Zambia and Botswana to boost regional trade and connectivity.

During the launch of the Kazungula Bridge Authority, President Hakainde Hichilema described the bridge

as a shared asset belonging not only to Zambia and Botswana but to the region and the World.

President Hichilema said Africa needed to take ownership of its development agenda because it had all it needed for growth.

“The Kazungula Bridge is a shared asset belonging not only to Zambia and Botswana but to the region and the world. This bridge is not just for two countries, it is a regional and continental asset,” President Hichilema said.

He said there was a need for African nations to take the lead in unlocking Africa’s economic potential.

“Allow me to thank the Government and the people of Botswana for hosting the launch. Allow me also to thank the local communities of Kazungula and Kasane for safeguarding the bridge and surrounding crossing points over the years,” President Hichilema said.

He said it was clear that initiatives such as the Kazungula Bridge were helping restore economic unity and regional cooperation in Africa.



President Hakainde Hichilema during the launch of the Kazungula Bridge Authority.



Botswana's President Advocate Duma Gideon Boko during the launch of the Kazungula Bridge Authority.

And President of Botswana Advocate Duma Gideon Boko said the Kazungula Bridge was an iconic symbol of regional connection, cooperation and trade.

He said Africa is the youngest continent, dynamic, hopeful, and full of vitality.

“Our duty as leaders is to remove every obstacle that delays progress and frustrates delivery. Africa has lived through the resource curse. Our infrastructure was built to move raw materials out. That must stop. It is time to benefit from our resources, harness our talent, and power the real economy where goods and services create value,” President Boko said.

He described the Kazungula Bridge as iconic and transformative.

“The bridge represents the kind of regional integration needed to unlock Africa’s potential. Truck queues at the border have already been reduced significantly, with plans to move toward a 24-hour operation and eventually a non-stop border post,” said President Boko.

Meanwhile, Minister of Infrastructure, Housing and Urban Development, Hon. Eng. Charles Lubasi Milupi said the Kazungula Bridge Authority was an institution created by a bilateral agreement between two Republics charged with the mandate to oversee and manage the iconic infrastructure.

“I am happy to report, Your Excellencies, that the Kazungula Bridge Authority is ready to commence operations and deliver the mandate given to it by your governments. Allow me Your Excellencies, on behalf of my counterpart, the Minister of Transport and Infrastructure of Botswana, Hon. Noah Salakae, to congratulate our team of officials for their dedication and hard work in ensuring the successful establishment of the Authority. We wish to encourage the team to continue working together to build a shared common destiny as the people of Botswana and Zambia are one,” Hon. Eng. Milupi said.

He said since the opening of the Kazungula Bridge in May 2021, the number of trucks crossing the bridge had significantly increased – from an average of 214



President Hichilema and President Boko launching the Kazungula Bridge Authority.

trucks per day in 2021 to 491 trucks per day as at December, 2025.

“This clearly demonstrates that our efforts towards regional economic integration through infrastructure development are yielding positive results. Kazungula has become a preferred crossing point on the North-South Corridor, contributing to increased revenue generation for our two countries,” Hon. Eng. Milupi said.

“We believe that with the Kazungula Bridge Authority in place, this investment will further enhance, sustain and improve the efficiency of the operations of the border. This will result in increased trade and traffic volumes. The operational efficiency at the border will be further enhanced by the Kazungula Bridge authority in that we intend to quickly move from a one-stop border post to a non-stop border post by leveraging technology. This is the vision given to us by you Your Excellencies.”

Hon. Eng. Milupi said the Kazungula Bridge was a master piece of infrastructure that stood out to be Africa’s newest super-bridge.

He said the bridge was not just a marvel but a benchmark for the region and the continent as a whole.

“I wish to conclude by restating the commitment of your Council of Ministers and the Board of the Authority to provide strategic support and direction to the Authority in line with the mandate of the two governments,” Hon. Eng. Milupi said.

“I wish to assure your Excellencies that the Kazungula Bridge Authority will operate as a model for efficient management, achieve long-term growth and sustainability, to benefit not only our two countries, but the region and Africa at large. This infrastructure will remain a marvel and a sign of our fraternal brotherhood for generations to come.”

HER NAME IN STEEL AND STONE.... ENG. KAULU'S DEFINING CHAPTER

By Peggy Mwanza



Eng. Kaulu Mushota's name engraved on the Kazungula Bridge.

The Kazungula Bridge project stands as a masterpiece born of brilliant minds, where exceptional engineering skill and innovation were on full display. It is a marvel of modern infrastructure, uniquely connecting four countries Zambia, Botswana, Namibia, and Zimbabwe at one strategic geographic point.

Following its completion, the Engineers who worked tirelessly to bring the project to fruition had their names engraved on this monumental structure, a lasting tribute to their dedication, resilience, and expertise.

In this edition of *VOKA*, we get up close with Eng. Kaulu Mushota, who shares her passion for creativity, her engineering journey, and what it means to be part of such a historic achievement.

“Seeing my name engraved on such a monumental structure and knowing that I contributed to something that will serve generations to come is deeply humbling,” Eng. Kaulu recounts. “To have one’s name memorialized in the history of the Kazungula Bridge is an honour that words can scarcely capture.”

Who Is Eng. Kaulu?

Kaulu is the third born in a family of four. She is a Civil and Environmental Engineer, passionate about driving economic development in Zambia through infrastructure advancement. Beyond engineering, she enjoys reading, cooking, baking, and outdoor activities such as hiking. She also intentionally challenges herself by stepping outside her comfort zone, a trait that mirrors her professional resilience.

Educational Background

Eng. Kaulu began her primary education at Mary Queen of Peace Girls School. She later moved to the Copperbelt for secondary school, attending Fatima Girls School (Grades 8–9) and Mpelembe Secondary School (Grades 10–12). She went on to obtain her Bachelor’s Degree from the University of Zambia.

Was Engineering Always the Dream?

“I wanted to be many things growing up,” she reflects. “Anything cool I saw on TV or read in a book, I envisioned myself becoming.”



Eng. Kaulu during the construction of the Kazungula Bridge.

However, in retrospect, her path seemed destined for engineering. She has always loved Mathematics and Physics, and more importantly, she has always been drawn to building things. As a child, her favourite toys were puzzles and building blocks. She would spend hours and still does creating mini structures and imagining alternate, more developed worlds.

Her Journey with RDA

Eng. Kaulu's journey with the Road Development Agency (RDA) began ten years ago when she was posted to the Kazungula Bridge project as an engineer seconded to the Consultant from the Client, RDA, under a knowledge transfer programme.

She spent four and a half years on the project before transitioning to Engineer Planning and Design in Eastern Province. She currently serves as Engineer - Structures under the Bridge Unit in the Planning and Design Department.

What Her Role Entails

Her work focuses on managing bridge infrastructure across the country. This includes conducting inspections, planning new bridge constructions, maintaining existing bridges, and supervising consultants and contractors.

In addition, she manages procurements for African Development Bank (AfDB) projects and serves as a counterpart on the JICA Technical Cooperation Project, roles that further demonstrate her technical and administrative versatility.

The Kazungula Bridge: Her Defining Chapter

As part of the knowledge transfer programme, Eng. Kaulu worked across every section of the bridge project, road, railway, and building inspections, materials testing, measurements and survey, as well as contract and claims management. This comprehensive exposure shaped her into a well-rounded engineer.

Being a female engineer in a traditionally male-dominated industry has not been without challenges. She candidly shares that she has often been overlooked or underestimated, sometimes needing to work twice as hard to prove her competence.

"There are moments when you have to speak louder and repeat yourself to be heard," she notes. Yet, she is equally quick to

acknowledge the mentors, both male and female who have supported her growth and provided platforms for her to thrive. That support system, she says, has given her the confidence to work with conviction.

A Name Etched in History

Seeing her name engraved on the Kazungula Bridge fills her with immense pride and gratitude.

"I feel immensely proud, privileged, honoured, and forever grateful that my name is memorialized in the history of the bridge for generations to come. Working on the Kazungula Bridge changed the trajectory of my life in ways I'm still discovering to this day."

She hopes more young engineers will be given similar transformative opportunities.

Who Inspires Her?

Eng. Kaulu draws inspiration from remarkable professionals who exemplify excellence in different ways.

She admires Eng. Suzanne Rattray for her impeccable attention to detail and forthright leadership style. She looks up to Eng. Jairos Mhango for his calm, diplomatic demeanour under pressure and his influential leadership. She is equally inspired by Eng. Maketo Muyunda for his depth of knowledge in structural engineering and exceptional stakeholder management skills.

From each of them, she has drawn lessons in precision, composure, leadership, and technical mastery qualities she continues to cultivate in her own career.



From L-R Eng. Maketo Muyunda, Eng. Kaulu Mushota, and Ms. Emeldah Mulenga during the launch of the Kazungula Bridge Authority (KBA).

If Not Engineering?

Had she not pursued Civil Engineering, she might have ventured into Robotics or Mechatronics Engineering or perhaps become a lawyer or economist. Clearly, analytical thinking and problem-solving would always have been central to her path.

Her Legacy at RDA

Eng. Kaulu hopes to be remembered as a highly effective and efficient engineer who applies herself fully in every role, big or small. She strives to advocate for fairness, justice, innovation, and excellence in the workplace values that reflect both her professional ethos and personal character.



Eng. Kaulu working as site Engineer at the construction of Matero Level 1 Hospital in Lusaka.



Eng. Kaulu supervising paving of the Kazungula bridge surface in 2020.



Eng. Kaulu supervising a Force Account project in Eastern Province in 2021.

RDA EASTERN PROVINCIAL OFFICE AWARDED FOR HARDWORK

By Brian Chavula



From L to R: Acting Director - Road Maintenance, Eng. Paul Habasimbi, Provincial Roads Engineer (PRE) Eastern Province, Eng. Iwwananji Sikombe and Director- Corporate Services, Mr. Review Namanje.

The Road Development Agency (RDA) Management recently honoured the Eastern Provincial office for successfully completing the construction of Lusangazi Bailey Bridge in Petauke District.

The Eastern Province team was not only recognized for successfully completing the construction of the bridge but also for ensuring that the project was delivered in full and within the agreed timeframe.

The award was presented to the RDA Eastern Province team by RDA Director- Corporate Services, Mr. Review Namanje and his counterpart Acting Director-Road Maintenance, Eng. Paul Habasimbi at a colourful ceremony held at Eastern Comfort Lodge in Chipata and was attended by Eastern Province based members of staff.

Members of staff who had convened at Eastern Comfort Lodge to celebrate the achievement later extended the celebrations to the RDA Chipata Provincial office.

The construction of the Lusangazi Bailey Bridge has enhanced connectivity, reduced travel time, and strengthened economic activity in Eastern Province.

With this development, motorists will now cover 65 kilometres between Lusangazi and Petauke instead of the previous

120-kilometre detour through Sinda. This reduction significantly cuts fuel costs, travel time, and vehicle wear, improving mobility and economic efficiency for residents.

The construction of the bridge commenced in July 2024, and it was successfully completed on time and commissioned on November 28, 2025.

“We are presenting this award to the Provincial Office in Eastern Province in recognition of their outstanding leadership, dedication, and successful completion of the Lusangazi Bridge construction project. This achievement reflects several key accomplishments. The team completed the Lusangazi Bridge to the required standards, ensuring structural integrity, safety, and longterm durability,” Eng. Habasimbi said.

“This project will improve connectivity and support socioeconomic activities in the region. By delivering a highimpact project like the Lusangazi Bridge, the Eastern Province team has directly supported the Agency’s mission of providing safe, reliable, and sustainable road infrastructure. The achievement is as a result of commitment, discipline, and teamwork. The award acknowledges the collective effort of engineers, supervisors, administrators, and support staff who all contributed to this milestone.”



RDA Eastern Province team during the event at Eastern Comfort Lodge in Chipata



The RDA Eastern Province team pose for a picture outside RDA offices in Chipata.



During the construction of the Lusangazi Bridge.

ENG. WANZI ZULU OFFICIALLY MEETS LUAPULA STAFF

By Grace Mambwe Kanda



The Provincial Roads Engineer for Luapula Province, Engineer Wanzi Zulu, on 4th February, 2026, held a general meeting with staff at the Permanent Secretary's Conference Room in Mansa, marking his official engagement with employees in the Province.

The meeting was attended by Road Development Agency (RDA) staff, Drivers on attachment and temporary employees based in Mansa.

Addressing the gathering, Eng. Zulu stated that his mandate was to build on the progress achieved by his predecessor. He encouraged staff to demonstrate punctuality

and regular attendance, avoid unnecessary absenteeism, and ensure the timely completion of assignments with high-quality output.

He further emphasized the importance of effective communication, adherence to high ethical standards, maintenance of confidentiality, and proper care for Agency property.

Meanwhile, the Provincial Roads Engineer assured staff of his full support, pledging to provide the necessary tools and materials to enable them to execute their duties efficiently. He also reaffirmed his commitment to an open-door policy, encouraging openness and teamwork within the Agency.

RDA INSPECTS POTHOLE PATCHING WORKS ALONG THE KAZUNGULA-KASANE ROAD

By Fridah Nkonde – Mubanga



Acting Director-Road Maintenance, Eng. Paul Habasimbi and Acting Director-Construction and Rehabilitation, Eng. Chabala Pandeki during the inspection of pothole patching on the Kazungula-Kasane Road.

Road Development Agency (RDA) acting Director-Road Maintenance, Eng. Paul Habasimbi and acting Director-Construction and Rehabilitation, Eng. Chabala Pandeki took time to inspect the pothole patching works along the Kazungula-Kasane Road ahead of the Kazungula Bridge Authority launch in Kazungula, Botswana.

“Director-Construction and Rehabilitation and I took the opportunity to inspect the pothole patching works along the Kazungula - Kasane Road. Pothole patching reduces maintenance costs because when early, patching is faster, cheaper and less labour-intensive. This makes pothole patching cost-effective compared to large-scale road repairs needed when damage is ignored,” said Eng. Habasimbi.

Pothole patching is one of the most essential road-maintenance activities carried out to keep road networks safe, functional, and economically sustainable. Pothole patching is important because it enhances road safety.

Potholes can cause loss of vehicle control, sudden braking, and swerving into oncoming lanes. By patching potholes quickly, authorities reduce accident risks and make roads safer for motorists, cyclists, and pedestrians.

Pothole patching also prevents vehicle damage, potholes can damage; tyres, suspensions, rims, and steering components. Timely repairs help protect road users from costly repairs and reduce insurance claims related to road conditions.

UPDATE ON REHABILITATION OF ROAD PROJECTS



TRAFFIC MOVEMENT RESTORED ON MKUSHI-SERENJE ROAD AFTER CULVERT DAMAGE

The section of the Mkushi-Serenje Road at Nkolonga Area in Central Province, which was affected by vandalism of a culvert resulting in partial damage to the road pavement, was recently temporarily reinstated.

The affected steel culvert is located approximately 30 kilometres from Mkushi in the direction of Serenje. Following the vandalism, the carriageway at the site collapsed, leaving only a small portion of the road intact at the centre.

On February 1st 2026, immediately upon receiving information on the incident, a team from the RDA promptly mobilised to the site and carried out emergency remedial works to temporarily restore traffic connectivity.

Permanent works commence February 2, 2026, and involved the installation of concrete culverts as well as the construction of a detour to ensure safe and uninterrupted passage for road users.

INSPECTION OF KATETE - CHANIDA ROAD PROJECT IN EASTERN PROVINCE

Infrastructure, Housing and Urban Development Minister, Hon. Eng. Charles Lubasi Milupi, recently inspected Katete-Chanida Road in Eastern Province.

During a tour of the road today, Hon. Eng. Milupi emphasized the strategic importance of the Katete-Chanida Road, describing it as vital to boosting Zambia's economy through trade and commerce.

He said the Katete-Chanida Road was critical, adding that about 70 percent of the full stock from the Port of Beira was transported via this route.

The Government, through the Road Development Agency (RDA), has signed a Concession Agreement with Messrs. Lutembwe Consulting Company Limited to rehabilitate the Katete-Chanida Road and construct a new border facility at

Chanida to One Stop Border Post (OSBP) standards.

The project is being implemented under the Public Private Partnership (PPP) financing model.

The Minister was joined on the tour by National Road Fund Agency (NRFA) Board Chairman, Mr. Noel Nkhoma, who also serves as a member of the Public Private Partnership (PPP) Council.

INSPECTION OF CHIPATA-CHADIZA ROAD WORKS IN EASTERN PROVINCE

Minister of Infrastructure, Housing and Urban Development Hon. Eng. Charles Lubasi Milupi recently inspected Chipata-Chadiza Road project in Eastern Province.

During the site visit, Hon. Eng. Milupi commended the quality of workmanship and the pace at which the project was being implemented.

The Minister reiterated Government's policy that all infrastructure projects must be delivered at the right cost, meet high-quality standards, and be completed within the stipulated time-frame.

He described the Chipata-Chadiza Road as a strategic route that will play a vital role in unlocking economic potential in the region by facilitating trade and supporting various economic activities.

Hon. Eng. Milupi said upon completion of the project, Government will intensify sensitization efforts aimed at attracting investment in key sectors such as agriculture, mining, and manufacturing.

The Minister noted that infrastructure development remains central to economic expansion and the improvement of livelihoods across the country.

Hon. Eng. Milupi reaffirmed Government's commitment to delivering high-quality road infrastructure nationwide.

EZILON SIMWANZA'S CAREER ODYSSEY

By Brian Chavula.



RDA Registry Supervisor Mr. Simwanza.

When we share our career journeys, we turn our experiences into guideposts. Someone walking the same uncertain path might find clarity in the steps we took, the choices we made, and even the mistakes that shaped us.

In this January edition of the VOKA, we feature the Road Development Agency Registry Supervisor Mr. Ezilon Simwanza to find out about his career journey. RDA Registry Supervisor Mr. Simwanza.

“My qualifications include; Information Science & Public Administration (UNZA), Diploma in Information Management System (IMS) and a Certificate in Library Studies (Evelyn Hone College). I joined the Agency on August 7, 2007 as a Registry Clerk and previously worked for the Zambia Revenue Authority in the same capacity. In my 18 years of service to the Agency, I have been involved in the management of records for various projects and general administration of the Agency,” Mr. Simwanza said in an interview.

“The Registry being the central office for management of official records, the work involves controlling and

preserving RDA’s official records, organizing them in a secure, accessible and retrievable manner, and also ensuring operational continuity, and accountability. For example, compliance with the Access to Information Act of 2023 requires sound record keeping.

By the way, operational continuity is a key attribute of official records. Registry work also facilitates seamless flow of information within the RDA and between the Agency and stakeholders (contractors and consultants). Our work supports informed decision-making for efficient and effective organisational operation. If I may borrow the President, Mr. Hakainde Hichilema’s words, meticulous record keeping is key to the fight against corruption and to national development.”

Mr. Simwanza said the main challenge he was facing was the under-valuing of records management by some individuals due to limited knowledge of the importance of the Agency’s Registry.

He said RDA was also facing a challenge of limited space for keeping records.



RDA Registry Supervisor Mr. Simwanza at his work place.

“Both these challenges can be attributed to lack of an approved Records Management Policy and Records Retention and Disposal Schedule. With the policy in place, it is easy for everyone to value the Registry by adhering to the policy. The Retention and Disposal Schedule would guide us which records to keep and for how long and which ones to dispose of, thereby creating space,” Mr. Simwanza said.

“My advice to young people or indeed anyone desiring a career in Records Management is that they need to understand the records management profession and that records are important for accountability, transparency and legal compliance in an organization. People who work in

the Registry need to be organized, be able to maintain high levels of confidentiality and integrity. In this field you come across various information.”

Mr. Simwanza said good written and oral communication were other skills one needed to have in order to work in the Registry.

“Having a right mindset, like being proud of protecting institutional memory and evidence, is also very important. Above all, get the right education by studying Records Management, Archives, Information Management or Library Science,” said Mr. Simwanza.

FEBRUARY: THE MONTH OF LOVE



Why People Celebrate Valentine's Day:

People celebrate Valentine's Day for several cultural, historical, and emotional reasons. Over time, what began as a religious observance evolved into a global celebration of love and affection. Here are the main reasons:

1. To Honor Saint Valentine (Historical & Religious Roots)

The holiday originated as a Christian feast day dedicated to Saint Valentine, a third-century martyr who defied Roman laws to help Christians or perform marriages. Early traditions include stories of Saint Valentine restoring sight to his jailer's daughter or sending her a note signed "Your Valentine," which inspired modern romantic messages.

2. To Celebrate Romantic Love (Medieval Influence)

Valentine's Day became associated with romantic love during the 14th and 15th centuries, when ideas of courtly love flourished in Europe. Medieval poets, including Geoffrey Chaucer, helped connect February 14 with romance and mate-selection. Over time, couples began expressing affection through flowers, poems, and loving gestures.

3. To Exchange Tokens of Affection (Cultural Tradition)

By the 18th century in England, Valentine's Day had become a day for people to present flowers, sweets, and greeting cards

known as valentines. The oldest surviving Valentine message was written in 1415 by Charles, Duke of Orleans, to his wife — showing that exchanging love notes is a centuries-old tradition.

4. To Share Love Beyond Romance

While often viewed as a romantic holiday, Valentine's now includes affection for friends, family, and even communities. Many cultures and modern organizations highlight February as a time to express appreciation and connection, not just romantic love.

5. Because It Aligns with Long-Standing Mid-February Love Traditions

Long before modern Valentine's Day, mid-February was associated with fertility, pairing, and renewal, influenced by ancient festivals such as Rome's Lupercalia. These early traditions helped establish mid-February as a symbolic period for love, connection, and new beginnings.

6. Because It Has Become a Global Cultural Celebration

Valentine's Day is now a worldwide celebration of affection, supported by centuries of cultural tradition, literature, and commercial evolution. By the 19th century, handmade cards gave way to mass-produced Valentines, helping spread the celebration globally.

HEALTHY EATING HABITS



Healthy eating habits are essential for maintaining overall well-being, boosting energy levels, and preventing lifestyle-related diseases. A balanced diet not only nourishes the body but also supports mental health, productivity, and long-term wellness. Developing healthy eating habits is not about strict limitations - it's about making informed, sustainable choices every day.

1. Eat a Balanced Diet

A balanced diet includes a variety of food groups that supply the body with essential nutrients:

- Fruits and vegetables for vitamins, minerals, and antioxidants;
- Whole grains like brown rice, whole-wheat bread, and oats;
- Lean proteins such as fish, poultry, beans, and legumes;
- Healthy fats from nuts, seeds, and avocados; and
- Eating a wide range of foods ensures that the body gets all the nutrients it needs for proper growth, repair, and energy.

2. Practice Portion Control

Overeating - even of healthy foods - can lead to weight gain and digestive discomfort. Portion control helps regulate calorie intake and supports a healthier metabolism. Simple strategies include:

- RUsing smaller plates;
- REating slowly;

RListening to your hunger cues; and

This promotes mindful eating and prevents unnecessary snacking.

3. Stay Hydrated

Water is vital for nearly every function in the body—digesting food, regulating temperature, and removing toxins. Aim for 6–8 glasses of water a day, and increase intake when active or in hot weather. Replacing sugary drinks with water or herbal teas can significantly reduce excess sugar consumption.

4. Limit Processed and Sugary Foods

Highly processed foods often contain:

- Excess sugar;
- Unhealthy fats;
- High salt levels; and
- Low nutritional value.

Reducing intake of fast foods, sugary snacks, and soft drinks helps lower the risk of obesity, diabetes, and heart disease. Choosing fresh, whole foods is always the healthier alternative.

5. Eat Regular, Well-Timed Meals

Skipping meals can lead to low energy and overeating later in the day. Eating regular meals - especially breakfast - helps maintain steady blood sugar levels and supports mental focus. Healthy snacks like fruit, nuts, or yogurt can help maintain energy between meals.



MONEY

Matters

SAVING STRATEGIES

Saving strategies involve setting clear financial goals, budgeting, automating savings, and managing expenses to build financial security and achieve both short- and long-term objectives.

According to True Tamplin, a Financial Literacy Coach, saving strategies are financial plans designed to help individuals accumulate wealth and achieve financial goals by systematically setting aside a portion of their income.

Mr. Tamplin in his article on Saving Strategies stated that saving strategies often involve budgeting, reducing expenses, and increasing income to create a balanced financial plan.

“Saving money is essential for achieving financial stability and security. By consistently saving, individuals can prepare for unexpected expenses, reduce financial stress, and work towards long-term goals such as buying a home, starting a business, or retiring comfortably,” Mr. Tamplin stated.

“Implementing saving strategies helps individuals establish clear financial goals, develop discipline in managing their money, and ultimately achieve a greater sense of financial well-being. By following a well-structured plan, individuals can work towards financial independence and a more secure future.”

RISK CORNER

BUILDING BETTER ROADS STARTS WITH BETTER DECISIONS



Why integrating risk into decision-making improves project delivery

Let me tell you about a meeting that could happen in any of our provincial or headquarters offices.

A new road project is about to begin. The room is full of engineers, procurement officers, finance, supervision teams. The drawings are ready. The budget has been discussed. The timelines look achievable.

Everyone is eager to move forward.

Then someone asks:

“What could realistically delay this project?”

The room goes quiet.

Another voice follows:

“Was the road condition survey comprehensive?”

“Are we confident in the soil investigation results?”

“Is funding fully aligned to the project schedule?”

“Have we minimized the risk of variation orders?”

At first, those questions feel uncomfortable. They slow the momentum. They introduce caution into what was a confident discussion.

But that pause that moment of reflection is where better project delivery begins.

However, most contract review meetings are done without risk integration discussions, they focus on:

- Scope
- Timelines
- Deliverables

Everyone agrees. The meeting ends. The project proceeds and what follows in most cases are midway through construction, unexpected soil conditions are discovered. The initial investigations had not gone deep enough. Redesign became necessary. Variation orders followed. Costs increased. Completion timelines shifted.

What happened?

The project team had relied on available information but they had not fully interrogated the risks early enough.

Our mandate under the Public Roads Act No. 12 of 2002 is clear: **Plan, Manage and Deliver public roads effectively.**

But delivering roads today is complex, every project comes with, Technical uncertainties, Funding pressures, Stakeholder expectations, Environmental considerations, Contractor performance risks, Economic fluctuations

Risk management is not about being negative. It is about being prepared.

When we integrate risk into decision-making, we shift from asking:

“What if something goes wrong?”

to

“What should we be ready for?”

That shift transforms risk from a compliance exercise into a leadership tool.

We have all experienced reactive project management:

A delay occurs — we respond.

A dispute arises — we react.

A funding gap appears — we adjust.

But integrating risk into decision-making changes that culture.

Teams begin asking:

- What early warning signs should we monitor?
- Which Key Risk Indicators should trigger action?
- Are we operating within our approved risk appetite?

That mindset shift transforms the Agency from reactive to anticipatory.

When risk is integrated into decision-making, we improve our ability to, deliver projects on time, stay within budget, maintain quality standards, Protect the Agency’s reputation

Most importantly, we strengthen our ability to serve the nation effectively and sustainably.

Risk will always exist in infrastructure development, It is part of growth. But when we deliberately integrate risk into every major decision from feasibility studies to contractor performance monitoring we move from uncertainty to confidence.

At the end of the day, our work is visible across Zambia.

Every completed road is supposed to represent, Careful project planning, excellent Technical expertise, Financial stewardship in use of public funds, Accountability to the public.

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