

REPORT

OF THE

COMMITTEE ON TRANSPORT, WORKS AND SUPPLY

ON THE

REPORT OF THE AUDITOR GENERAL

ON

MANAGEMENT
OF INFRASTRUCTURE DEVELOPMENT 2010 - 2015

**FOR THE SECOND SESSION OF THE TWELFTH NATIONAL ASSEMBLY
APPOINTED ON 20TH SEPTEMBER, 2017**

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REPORT OF THE COMMITTEE ON TRANSPORT, WORKS AND SUPPLY ON THE REPORT OF THE AUDITOR GENERAL ON THE MANAGEMENT OF INFRASTRUCTURE DEVELOPMENT 2010 – 2015, FOR THE SECOND SESSION OF THE TWELFTH NATIONAL ASSEMBLY APPOINTED ON 20TH SEPTEMBER, 2017

Consisting of:

Mr D M Syakalima, MP (Chairperson); Ms C C Kasanda, MP (Vice Chairperson), Mr P Daka, MP; Mr J Kabamba, MP; Ms G Katuta, MP; Mr R Lihefu, MP; Mr A C Mumba, MP; Mr G Sialubalo, MP; Mr Y Siwanzi, MP; and Mr G Zimba, MP.

The Honourable Mr Speaker
National Assembly
Parliament Buildings
LUSAKA

Sir

Your Committee has the honour to present its Report on the Report of the Auditor General on the Management of Infrastructure Development 2010 – 2015 for the Second Session of the Twelfth National Assembly.

Functions of the Committee

2.0 Your Committee is mandated to carry out the functions set out below.

- i) study, report and make appropriate recommendations to the Government through the House on the mandate, management and operations of the Government ministries, departments and/or agencies under its portfolio;
- ii) carry out detailed scrutiny of certain activities being undertaken by the Government ministries, departments and/or agencies under its portfolio and make appropriate recommendations to the House for ultimate consideration by the Government;
- iii) make, if considered necessary, recommendations to the Government on the need to review certain policies and certain existing legislation;
- iv) examine annual reports of Government ministries and departments under its portfolio in the context of the autonomy and efficiency of Government ministries and departments and determine whether the affairs of the said bodies are being managed according to relevant

- Acts of Parliament, established regulations, rules and general orders;
- v) consider any Bills that may be referred to it by the House;
 - vi) consider International Agreements and Treaties in accordance with Article 63 of the Constitution;
 - vii) consider special audit reports referred to it by the Speaker or an Order of the House;
 - viii) where appropriate, hold public hearings on a matter under its consideration; and
 - ix) consider any matter referred to it by the Speaker on an Order of the House.

Meetings of the Committee

3.0 Your Committee held six meetings during the period under review to receive submissions on the Report of the Auditor General on the Infrastructure Development 2010 – 2015.

Procedure adopted by the Committee

4.0 To help it appreciate the issues raised in the Report, your Committee requested both written and oral submissions from various relevant stakeholders.

The list of stakeholders who made submissions before the Committee is attached at Appendix I.

Auditor General's Comments

5.0 The Auditor General reported that the Performance Audit Report on Infrastructure Development 2010 – 2015 was conducted in accordance with the provisions of Article 250 (1) (c) of the Constitution of Zambia.

Background to the Audit

5.1 Your Committee was informed that infrastructure development was one of the Government's priority areas, and this was upheld in both the National Vision 2030, and Revised Sixth National Development Plan (SNDP) for the period 2013 - 2016. The aim was to achieve availability of reliable, and affordable public infrastructure services for sustainable economic

development. In the Revised Sixth National Development Plan, focus was on investing and increasing employment opportunities in rural areas, and providing key infrastructure in education and health, among the prioritised areas.

Your Committee was informed that Zambia had been facing a very critical shortage of schools and health facilities since independence, particularly in the rapidly growing towns and districts. There was also enormous potential for modern cluster style homes, commercial and social facilities. Demands for social infrastructure included construction and development of schools, health facilities and other public infrastructure services.

Your Committee was informed that the Ministry of Works and Supply was mandated to formulate and administer policies as well as regulate activities relating to infrastructure development, among others. Some functions had, however, been delegated to other line ministries, which had units that carried out infrastructure development projects. However, the Buildings Department in the Ministry of Works and Supply played an important role in the monitoring, control, and provision of professional advice on infrastructure projects in all the ministries; except for the Ministry of Education which carried out all its infrastructure development activities independently of the Ministry of Works and Supply.

The Ministry of Health and Ministry of Education had undertaken a number of infrastructure development projects during the period under review, as they were among the prioritised areas in the Revised Sixth National Development Plan.

Your Committee was informed that in the Estimates of Revenue and Expenditure for the financial years 1st January to 31st December, 2013 to 2015, an approved budget in respect of two ministries (Ministry of Works and Supply and Ministry of General Education) was released for all the infrastructure development projects as shown below:

Infrastructure Development Budget and Releases Table

YEAR	WORKS & SUPPLY		Education	
	Budget	Release	Budget	Release
	K 000	K 000	K 000	K 000
2011	76,124	71343	452,071	497,699
2012	148,105	103,030	655,881	578,213
2013	57,936	28,769	642,579	538,454
2014	44,615	35,970	664,862	657,154
2015	111,139	10,244	1,376,267	512,458
	437,919	249,356	3,791,660	2,783,977

Source: Ministry of Education and Works and Supply

The table above shows that the percentage of the total budget that was actually released varied greatly for the two ministries. For 2013, it was 49.7 percent for Ministry of Works and Supply and 83.8 percent for Ministry of Education. It was further noted that the release for Ministry of Works and Supply in 2015 was less than 10 percent of the budgeted amount, which was 1.5 times higher than in 2014. This variance was due to the huge infrastructure development in 2015, as can be seen from the budgets under Ministry of Works and Supply and Ministry of Education.

However, it can be noted that out of a total of 185 projects planned to be undertaken, 119 projects had been completed while works on sixty six projects had stalled and remained incomplete as of March, 2016. Included in the projects that had stalled were twelve projects with contract sums totaling K215,123,257 which started before 2010.

Motivation for the Audit

5.2 The Auditor General stated that the audit was motivated by the factors set out below.

- i) There had been debate in the National Assembly and concern with regard to misapplication of funds meant for infrastructure development, thereby hindering development within the country.
- ii) Public reports such as the Auditor General's Report for the financial year 2010 to 2015 had highlighted some irregularities in the funding for infrastructure development, delays in completion of projects, irregular variation of works, failure to follow procurement guidelines and non-issuance of completion certificates, among others.

Audit Objective

5.3 The objective of the Audit was to assess the effectiveness of the measures that the Ministry of Education and the Ministry of Works and Supply, had put in place to carry out management of infrastructure development.

Audit Questions

5.4 Based on the audit objective, the audit was designed to answer the questions below.

- i) To what extent do the Ministry of Works and Supply and the Ministry of Education ensure that infrastructure development is carried out?
- ii) To what extent do the ministries implement infrastructure development?

Methodology

In gathering audit evidence, the following auditing techniques were used:

i. Documentary Review

A documentary review of 185 contracts, annual work plans, progress reports and payment certificates for the period under review was conducted. These documents were reviewed to help determine the status of the projects in relation to adherence to contract schedules, monitoring and supervision plans, in order to have a conclusive result of all the projects undertaken.

ii. Interviews

Interviews were held with the Chief Architect, Senior Architects, Provincial Buildings Engineers, District Works Supervisors, Building Officers and Planning Officers from the Ministry of Works and Supply, the Ministry of Education, and the Ministry of Health. This was carried out in order to understand the infrastructure development process, and confirm projects that had taken long to complete.

iii. Physical site inspection

Out of the sixty six incomplete projects, the audit team visited twenty-eight projects in five provinces. The purpose of this exercise was to establish the status of the projects and the level of completion.

Audit Criteria

5.5 The performance audit of infrastructure projects was assessed against the criteria drawn from the list hereunder.

- a. Ministry of Works and Supply Strategic Plan 2011-2015.
- b. Ministry of Education National Implementation Framework III, 2011 – 2015.
- c. *The Public Procurement Act of 2008.*
- d. The National Policy on Construction.

CONSIDERATION OF SUBMISSIONS ON THE AUDIT FINDINGS AND OBSERVATIONS

6.0 Your Committee considered submissions from the identified stakeholders and the Controlling Officer of the Ministry of Housing and Infrastructure Development (the portfolio of infrastructure development has since been moved from the Ministry of Works and Supply to the Ministry of Housing and Infrastructure Development). The submissions of these stakeholders and the Controlling Officer, as well as the observations and recommendations made by your Committee are set out below.

a. Projects not Budgeted for Completion

It was stated in the Auditor General's Report that the Ministry of Education and the Ministry of Works and Supply effectively planned for implementation to cater for allocation of resources to undertake projects to completion.

However, an analysis of the budgets and releases revealed that for the period under review K5.021 billion was budgeted and only K 3.724 billion was funded, representing 74 % of the budget.

A review of projects under the Ministry of Education and Ministry of works and Supply revealed that thirteen projects which started more than five years ago remained incomplete despite a total expenditure of K45, 480,304 having been incurred against the contract amount of K111, 008,860. The Ministries had not planned for the completion of the projects in the years that followed, and were not included in the progress report for the year ended December 2015.

Stakeholder's Submission

Stakeholders noted with great concern that the Ministry of Education (and other Ministries) whose core mandate was not infrastructure development, had taken on this responsibility and created an Infrastructure Development Project Implementation Unit. This approach had led to many challenges as could be seen from the findings of the Auditor General's Report.

Stakeholders further submitted that failure by the ministries to budget for the thirteen projects in subsequent years revealed a poor project tracking mechanism. They noted that incomplete projects had wasted K45 million of tax payers' money, and had additionally denied citizens beneficial use of their own infrastructure and associated services.

Controlling Officer's Response

In response to the above findings, the Controlling Officer informed your Committee that it was regrettable that thirteen projects were not planned for up to completion, and had not been included in the progress report for the year ended December 2015. The Controlling Officer stated that Government had however, prioritised completion of all on-going projects starting with the 2018 Budget and beyond.

The controlling officer further informed your Committee that when the Government noted the weaknesses in planning and implementation of infrastructure development projects in the country, it created the Ministry of Housing and Infrastructure Development to improve project planning, design, contracting and implementation through a coordinated approach.

Committee's Observations and Recommendations

Your Committee observes that the Auditor General's Report did not highlight issues encountered during project implementation from the contractors' perspective and recommends that in order to bring such challenges to the fore, efforts should be made to interact with the contractors.

Your Committee further observes that despite the establishment of the Ministry of Housing and Infrastructure Development, the Ministry of Education and the Ministry of Health still have in place the infrastructure development units. Your Committee, therefore, recommends that a full evaluation of the operations of these units be undertaken, in order to justify their continued existence.

b. Monitoring of Projects under Construction

It was stated in the Auditor General's Report that one of the responsibilities of the Ministry of Works and Supply (currently Ministry of Housing and Infrastructure Development) was to monitor the construction, rehabilitation and renovation of infrastructure. According to the general procedures on project implementation, it was provided that in order to ensure that works were completed within the annual work plan and budget, site visitation, supervision and effective monitoring were key cornerstones towards effective delivery of projects.

The infrastructure operational plans for the period revealed that project monitoring was allocated 5% of each project cost. The project monitoring fund was expected to be administered by the provincial and district offices at 3% and 2% respectively.

However, the project monitoring fund was managed by the Headquarters. This coupled with the untimely release of funds, made monitoring at critical points during the construction period challenging for the provincial and district buildings officers, who were the clerks of works. It further led to dependency on the client ministry to provide resources for monitoring. As a result, monitoring of projects was mostly conducted at point of issuing payment certificates.

Stakeholders' Submissions

Stakeholders observed that the difficulty in monitoring of projects was an organisational challenge and indicative of serious weaknesses in project planning, financing and management. It reflected a serious flaw and

weakness in the prioritisation and application of supervision funds by the Ministry of Education and the Ministry of Works and Supply.

The stakeholders further noted that adequate project supervision and quality control assured value-for-money. However, often times, Government focused on releasing funds to contractors to accelerate the physical works, while losing focus on adequate funding for the supervision aspects.

They noted that if indeed supervision funds were released to the ministries, but supervising officers at district level were not funded to undertake routine project inspection, then the situation required urgent redress. Ministry headquarters staff could not be present at all sites, and should thus rely on the established district offices for effective project oversight.

Controlling Officer's Response

The Controlling Officer submitted that with the establishment of the Ministry of Housing and Infrastructure Development, the provincial and district infrastructure officers were mandated to undertake day to day supervision and management of construction works, while the Ministry Headquarters was expected to play an oversight function of regular monitoring and periodic evaluation of works. To this effect, the budget lines for infrastructure development in the newly created districts and provincial centres had been decentralised, and were currently under the provincial infrastructure office. Out of the total budget for infrastructure development, 5% was dedicated to site visitations and supervision of works, including purchase of the necessary tools and equipment to undertake effective supervision.

The ultimate goal of Government was to fully devolve functions to the district level, so that the headquarters could concentrate on policy and oversight functions. The Ministry of Housing and Infrastructure Development, in collaboration with Cabinet Office, was in the process of finalising its Sector Devolution Plan, which would highlight all the functions to be devolved to the districts in line with the Constitution.

Committee's Observations and Recommendations

Your Committee expresses serious concern at the inadequate monitoring of infrastructure development projects in the districts. Your Committee, therefore, recommends the establishment of adequate and efficient monitoring mechanisms at provincial and district level.

c. Delayed Completion of Projects

It was stated in the Auditor General's Report that contract documents of projects were drawn up with a specified period of execution. The contract periods varied depending on the complexity of the project.

A review of contract documents and project status reports of 185 projects, with a total contract sum of K2,925,186,294 revealed that 66 completion of projects with a contract sum of K817,726,740 were delayed for periods ranging from sixteen weeks to 358 weeks. In addition, it was observed that projects which commenced in 2010 had not been completed within the stipulated project time, an indication of inefficiencies in project implementation.

A physical verification of twenty eight sites revealed that thirteen projects with a contract sum of K111, 008,860 and actual expenditure of K45, 480,304 did not have contractors on site as of March, 2016.

Below is a detailed explanation of the abandoned projects:

(i) Chikowa Primary School in Petauke

It was indicated in the Auditor General's Report that in the year 2008, a contract for construction of Chikowa Primary School was awarded to Gabmans Electrical Limited at a contract sum of K2, 667,303.20. The contract was for construction of 1x3 and 1x2 classroom blocks, eight VIP latrines, five staff houses, five external kitchens and five single pit latrines within a period of forty two weeks. Therefore, the works were supposed to be completed in November 2008.

As of March, 2016, a sum of K613, 790 had been paid and the project was partially completed while the contractor was not on site. The reasons for the contractor's absence from the site could not be determined as the Ministry did not provide the information. The failure to complete the structures had resulted in the pupils not having access to a conducive learning environment, as they were using the partially completed structures and makeshift classrooms.

ii. Umi Primary School – Lundazi

It was indicated in the Auditor General's Report that the construction of the school started in 2007, and the contract was awarded to Gabmans Electrical Limited at a contract sum of K2, 321,205. The contract was for construction of 1x3 classroom blocks, 1x2 classroom blocks, five staff houses, eight VIP toilets and associated external works. The contract was for a duration of fifty

two weeks. As of March, 2016, a total of K1, 925,149 had been paid to the contractor, but the construction of the school was not complete, and the contractor was not on site.

iii. Kapekesa Primary School - Lundazi

It was highlighted in the Auditor General's Report that a contract was awarded to Gabmans Electrical Limited, at a contract sum of K2,321,205 in 2007. The contract was for construction of 1x3 classroom blocks, 1x2 classroom blocks, five staff houses, eight VIP toilets and associated external works. The contract was for a duration of fifty two weeks. As of March, 2016, a total of K1, 925,149 had been paid to the contractor, but the construction of the school was not complete and the contractor was not on site.

iv. Masangano Boarding School in Masaiti

It was stated in the Auditor General's Report that the contract was awarded to Solatec Limited in 2009, at a contract sum of K22, 449,544 for a contract duration of 112 weeks. Works commenced in 2009 and were supposed to be completed on 4th July, 2011. The scope of works included the construction of eighteen senior staff houses, two Head/Deputy Headmasters' houses, one tuck shop, four girls' hostels, four boys' hostels, two hostel ablution blocks for girls, two hostel ablution blocks for boys, four 1x3 classroom blocks, one classroom area ablution block for girls, one classroom area ablution block for boys, one library and resource centre, two 1x2 science laboratory block, one 1x3 home economics block, one sickbay, one assembly/sports hall, one administrative block, one kitchen/dining hall, borehole drilling, water tank stand, plumbing installations and external works. As of March 2016, a total sum of K7, 617,153 had been paid. However, the contract was not fully executed, and the contractor abandoned the site in February, 2013.

v. Mumbwa Day Secondary School in Mumbwa

It was indicated in the Auditor General's Report that the contract was awarded by the Ministry's Headquarters in Lusaka to Zcon Contractors in November, 2011, at a contract sum of K15, 481,594 for construction of a secondary school. The contract completion period was fifty weeks. The scope of works included the construction of two 1 x 3 classroom blocks, two classroom toilets, 1 x 2 laboratories, tuck-shop, assembly hall, administration block, library, home economics block, ten staff houses and external works

such as electrical substation, water reticulation, soil drainage, drive and covered walk ways, boundary walls and sports fields. As of March, 2016, amounts totaling K4, 183,269 had been paid to the contractor, and the construction of the school had not been completed. The contractor was not on site. Most of the incomplete structures were at roof level.

vi. Sinazongwe Day High School in Southern Province

It was highlighted in the Auditor General's Report that on 21st July 2011, the Ministry of Education engaged Marike Engineering Limited, to construct Sinazongwe Day High School at a contract sum of K16, 112,128. The contract completion period was sixty-eight weeks. As of March, 2016, the project had not been completed and the contractor was not on site. A sum of K6, 494,684 had been paid for the works done.

vii. Riverside Primary School Staff House and Twafweni Primary School Staff House

It was stated in the Auditor General's Report that the two schools were budgeted and planned for in 2009, with a budget provision of K107, 143 for each school. A total of K20,000 was released for each school. The Ministry awarded contracts for the construction of one bedroomed house at each of the schools in 2009, with a contract sum of K107,143.

In March, 2015, the projects were still at slab level and not planned for in the operation plans, nor were they included in the progress report for 2015.

viii. Theatre Hall Under Construction in Chipata

It was indicated in the Auditor General's Report that a review of contracts and other supporting documents at the Ministry of Works and Supply in Chipata revealed that there was a contract for the construction of the theatre hall under the Ministry of Tourism. The contract was awarded to DWA Limited at a contract sum of K1, 200,000, starting in 2010. As of March, 2016, the contractor had been paid K1, 361,356, which included penalties for late payment. However, the Auditor General reported that the works had stalled and the contractor was not on site.

Stakeholders' Submissions

Stakeholders who appeared before your Committee stated that the findings by the Office of the Auditor General reflected the serious weaknesses in project planning, financing and management in both the Ministry of Works and Supply and the Ministry of Education. This was of great concern, considering the quantum of work being administered by the two ministries.

The stakeholders noted that the core mandate of the Ministry of Education was not infrastructure development. The stakeholders insisted that the Ministry of Education should focus on its core mandate.

The stakeholders further noted with concern that delayed projects accounted for 35% of the total number of projects implemented in the period under review. More disconcerting to the stakeholders was the fact that some projects had remained incomplete for close to seven years, and yet no action was taken by the project managers to review the projects. This had resulted into unnecessary commitment to failed project by both Government and contractors. Additionally, Government may be unnecessarily accruing liabilities in the form of interest, standing time and other penalties.

Controlling Officer's Response

The Controlling Officer submitted that it was regrettable that completion of many projects had delayed. To address these concerns, the Government had come up with a strategy which involved prioritising completion of projects that were at 80% completion and above, and then move to those below 80% to ensure maximisation of the application of the limited resources. At the same time, no new projects were expected to be commenced by ministries, unless they were of great significance to the nation, until all current and ongoing projects were completed and handed over.

Committee Observations and Recommendations

Your Committee finds the high number of uncompleted projects unacceptable. Your Committee is further concerned that a large amount of money has been spent on the stalled projects. Your Committee, therefore, strongly recommends that the Government should strictly adhere to the policy of not commencing new projects until the old ones are completed. Your Committee is of the view that this will ensure that the country draws tangible benefits from the colossal amounts of money spent on these projects.

d. Completed Projects but not in Use

A review of documents and a physical inspection at Ministry of Works and Supply revealed that there were ten projects under the Ministry of Agriculture, with a total contract sum of K10, 098,122. These projects had been completed during the period under review. However, the buildings had not been in use since completion for periods ranging from one to five years. This had resulted in infrastructure being vandalised as shown below.

i. Livestock Market Centers

The construction of livestock market centres in Chipata, Katete, Nyimba, Petauke, and Lundazi was completed in 2008 at a total cost of K6, 711,121. Each of these centres comprised a staff house, a disease guard house, a dormitory block for male and female, an office block, ticket office, loading and offloading bay, overhead tank and one borehole.

However, as of March, 2016, the buildings were not in use and had been abandoned. The failure to utilise the infrastructure had resulted in various levels of vandalism such as thefts of wire fence, iron roofing sheets and broken window panes.

ii. Lusaka - Quarantine centre along Mumbwa Road

The construction of the quarantine centre was completed in 2010 at a total cost of K1,436,380. The centre comprised five houses, a quarantine facility and an office block. The houses had been occupied by officers from the Ministry of Agriculture, while the quarantine facility and office block had not been utilised since they were constructed. The centre had not operated as per the purpose for which it was constructed.

iii. Chipata - Mwami Border Quarantine

The facility, which comprised two houses, a quarantine facility and an office, was constructed in 2010 at a total cost of K861, 579. One house was occupied by the Extension Officer from the Livestock Department, while the office, the other house and the quarantine facility had not been utilised since they were constructed. The structures

had since been vandalised with broken window panes and quarantine facilities stolen.

Stakeholders' Submission

The stakeholders noted that failure to utilise the completed structures showed lack of a sustainability plan, and failure by the project promoters to properly interrogate and understand the real needs of the intended beneficiaries of the project.

Controlling Officer's Response

The Controlling Officer acknowledged that some projects had been completed but had not been put to use immediately. He noted that the key reason for this was the lack of equipment, staff and other support services to operationalise the facilities. Therefore, using the new approach of completion of existing projects, one key criterion was that ministries had to ensure that all support equipment and services were factored into budgets required to complete the projects. In this regard, ministries had incorporated this concern into the budgets of the prioritised projects.

Further, through the Seventh National Development Plan (7NDP) 2017 – 2021, and the Ministries of National Development Planning, and Housing and Infrastructure Development, the Government was developing a database for all on-going and pipeline projects in the country. This was aimed at enhancing coordinated planning and monitoring.

Committee's Observations and Recommendations

Your Committee expresses great concern at the failure by the Government to put measures in place to ensure that the structures in question were put to use upon completion. Your Committee is concerned that this is a drain on Government resources as it denies people the right to utilise the facilities. Your Committee strongly recommends that henceforth, the Government should plan and budget adequately so as to ensure that all the requirements such as staff and equipment are adequately catered for in order to operationalise such facilities upon completion.

CONCLUSION

7.0 Your Committee is grateful to you, Mr Speaker, and to the Clerk of the National Assembly for the support rendered to it during the consideration of the Report of the Auditor-General on Management of the Infrastructure Development. Your Committee is also indebted to all the witnesses who appeared before it for their cooperation in providing the necessary memoranda and briefs.

Mr D M Syakalima, MP
CHAIRPERSON

Lusaka
MARCH 2018

APPENDIX I

List of Witnesses

OFFICE OF THE AUDITOR GENERAL

Mr E Tembo, Director – Specialised
Mr S N’guni, Principal Auditor - Specialised

MINISTRY OF HOUSING INFRASTRUCTURE AND DEVELOPMENT

Mr C Mushota, Permanent Secretary
Mr W H Kalonga, DHRA
Mr C Mweshi, Director, PRM
Mr B Chisompa, Chief Accountant
Mr D Mfune, Director
Mr I Maboshe, Internal Auditor
Mr D Makomeno, Planner

MINISTRY OF WORKS AND SUPPLY

Ms A Musunga, Permanent Secretary
Mr D Chimfwembe, Director
Mr G Mweenda, Principal Planner
Mr L Buumba, Senior Planner
Mr G C Phiri, Acting Director
Ms C Chiyoowa, Chief Accountant

MINISTRY OF GENERAL EDUCATION

Dr F V Phiri, Permanent Secretary
Mr F B Mponela, Chief Accountant
Mr K Musonda, Assistant Director
Mr I Manelele, Director of Infrastructure Development
Ms N Lufafa, Executive Officer – Parliamentary Affairs
Mr B Mutale, Administrative Officer – Parliamentary Affairs
Mr D I Mangani, Principal Planner

MINISTRY OF HEALTH

Mr K Malama, Permanent Secretary
Ms K C Mulalelo, Director PP and MT
Mr F Mwila, Director – HR
Mr G Mwile, Acting Chief Accountant
Mr E Malikana, Assistant Director – HP

NATIONAL COUNCIL FOR CONSTRUCTION

Mr Ernest Nshindanu, Director – Registration
Mr M Ngulube, ED

ENGINEERING INSTITUTION OF ZAMBIA

Mr G Sitali, President

Mr A Ng'andu, VIP

Mr N Zulu, Registrar CEO

Mr R Kalangu, Technical Officer

Ms C Ngwenya, Communications Officer

Mr E Haazele, Council Member

APPENDIX II
List of Officials

Ms C Musonda, Principal Clerk of Committees
Mr F Nabulyato, Deputy Principal Clerk of Committees (SC)
Mr S Chiwota, Acting Senior Committee Clerk (SC)
Mrs C K Mumba, Committee Clerk
Ms A Mulale, Typist
Mr M Chikome, Committee Assistant
Mr D Lupiya, Acting Committee Assistant