



LOOKING BACK AT A GOLDEN YEAR

2018

*RFA Rated among Top Employers
in the Country*

*Delivering on our Promise to construct Kindergarten
at Buitepos*

*Stakeholders consulted on RFA's five-year
Business Plan*

*Investing in decent housing for our Border Post
Employees*



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Message from the CEO

As the year draws to a close, with many of us already enjoying the holiday season, may we think of those who are less privileged and open our hearts and pockets to them. The RFA is after all "a big-hearted" company and has a culture of sharing and caring. The 2018 Best Company to Work For Gold Achievers Award speaks volumes and on behalf of the Board and Management may I unreservedly thank the hard working, loyal and committed men and women of the RFA for upholding a high performance culture in the spirit of good team work and ethical conduct.

I would also like to thank our shareholder and all our stakeholders who too have made an immense contribution to the RFA's success. As we strive towards continuing to deliver on our mandate of achieving a safe and economically efficient road network in our country, we look forward to working with you in the coming year.

One motor vehicle accident is always one too many, and even though our national road network is well maintained and regarded as one of the best in Africa, the accident rate is unacceptably high. Please be vigilant, respect the rules of the road and most of all have an attitude of patience and consideration towards other motorists and pedestrians.

May you and your families enjoy a blessed, safe and Merry Christmas, and a healthy, happy and flourishing New Year 2019.

Ali Ipinge
Chief Executive Officer



The Road Fund Administration rated among Top Employers in the Country

“Excellence is never an accident, it is the result of high intention, sincere effort, intelligent direction, skilful execution and the vision to see obstacles as opportunities.” – Anonymous.

Deloitte.
SEAL OF ACHIEVEMENT



The Road Fund Administration (RFA) proudly received the Gold Achievers Award on 17 November in the Small/Medium size company category of the 2018 Deloitte best Company to Work For survey.

The RFA participated in the small-and-medium category (for organisations employing less than 500 employees). The Bank of Namibia obtained first place in this category and was awarded the Platinum Award.

The RFA is honoured to be rated amongst the best employers in the country. This achievement was made possible by all RFA employees who participated in the survey, through which they expressed their overall employment experience and rational engagement with the RFA. This is a clear indication of the workforce’s high trust and confidence in the leadership of the RFA.

Looking ahead the institution plans on excelling in every area of its business and through its committed and dedicated workforce will uphold a high reputation and working environment of being the best company to work for in order to garner even greater heights of operational excellence.



Ms Patricia Keeja, Executive Strategic Services receiving the award on behalf of the RFA



**“WE HAVE SAFELY
ARRIVED AT THE GOLD
ACHIEVERS AWARD”**

Mr. Penda Ithindi – Chairman of the Board

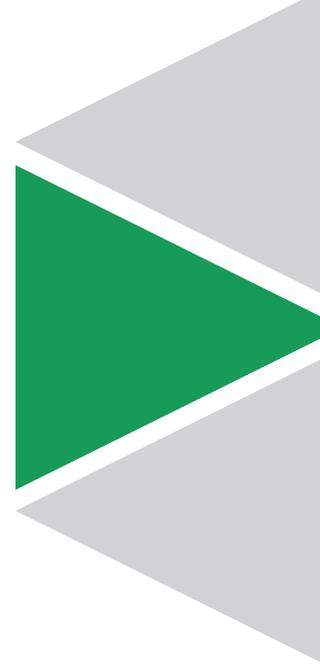
THE 2018 BEST COMPANY TO WORK FOR GOLD ACHIEVERS AWARD

Receiving the Gold Achievers Award in the Small/Medium size company category of the **2018 Deloitte Best Company to Work For** survey is not just an honour. It is a tribute to the loyalty, commitment and hard work of the people who make us who we are. Without the high-performance culture we uphold, we would not be able to continuously deliver on achieving a safe and economically efficient road network in our country. Here's to our team, and to putting all Namibians on the safe road to success.



Deloitte.
SEAL OF ACHIEVEMENT





CORPORATE SOCIAL INVESTMENT

Delivering on our promise to construct a Kindergarten at Buitepos

One of the objectives of the RFA's Corporate Social Investment (CSI) programme is to address some of the pressing needs of previously disadvantaged communities in Namibia.

Specific priority areas identified by the RFA requiring support is education and training, and in this regard the RFA pledged to fund the construction of the Buitepos Kindergarten during the inauguration of its staff accommodation facilities in June 2017, after learning that the community Kindergarten and Early Childhood Development Centre (ECDC) was operating from an informal structure, which is non-conductive and unsafe for early childhood development activities.

The institution upheld its commitment and constructed a brand new Kindergarten and ECDC at the Trans Kalahari Border Post (well known as Buitepos) in the Gobabis area. Constructed at a cost of N\$1.2 million, the modern structure consists of two classrooms, a play area, a kitchen and ablution facilities. The project architects, Prinsloo Loubser Architects donated kiddies' chairs, tables, white boards, markers and learning posters to the centre.



New Buitepos Kindergarten

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Delivering on our promise to construct a Kindergarten at Buitepos



Buitepos Kindergarten

The newly constructed Kindergarten was unveiled on Friday, 02 November 2018 by Hon. Ignatius Kariseb on behalf of the Governor of the Omaheke Region, Hon. Festus Ueitele.

Speaking at the event, Mr. Ali Ipinge, the CEO of the RFA said that through undertaking to support much needed development initiatives of communities, the RFA reaffirms its commitment to contribute to the empowerment of underprivileged communities in line

with Vision 2030, and more so paving the way for a more equitable and child-friendly education system in Namibia.

The Kindergarten will cater for the children of the community, including those of the RFA employees and the various Government agencies operating at this border post such as Customs, Immigration, NamPol, Ministry of Health, Meat Board, Veterinary Services and AMTA.

ROAD SAFETY TIP # 1

ADHERE TO THE ROAD SIGNS

Traffic signs and road markings are silent speakers to the road users. They give advance information about road conditions ahead e.g. they give orders, warning or guidance. Learn the meaning of these signs and markings and look out for them when on the road. Good road users are always prepared.



Festive Season Road Safety Campaign Sponsorship

As a road safety partner, the RFA supports and actively participates in various programmes and discussions aimed at reducing preventable deaths and injuries on our roads. Sponsorship and promotion of road safety programmes and law enforcement, remains two key areas of continued support.

Road accidents are unfortunately more prevalent during the holiday season and in order to curb road accident statistics, the RFA joined its Road Safety Partners in the 2018/2019 Festive Season Road Safety Campaign and made a financial contribution of N\$ 250,000 towards this important initiative.

The road fatalities are often due to negative human behaviour and human error, from consequences such as speeding, driving under the influence of alcohol, non-adherence to traffic rules and regulations, and negligent driving. Human thoughts and ideas emanates from the mind, which result in behaviour, attitude and eventual action.

While the RFA lives up to its mission of delivering a safe and economically efficient road network in our country, we cannot directly control the attitude and behaviour of motorists. We would therefore wish to make a special appeal to all motorists to maintain positive and considerate road user habits at all times.

Re-activation of Emergency Medical Rescue Services (EMRS) bases

The recent re-activation of two temporal Emergency Medical Rescue Services (EMRS) bases along the B1 (Etunda Farm) and B2 highways (Karibib-Wilhelmstal Farm) was made possible through support rendered by the RFA. This included the purchase of two mobile Office units, one for each ERMS base and the rental of an accommodation unit for the paramedics on duty at Karibib-Wilhelmstal ERMS base.

Both sponsorships demonstrate RFA's commitment to the safety of Namibians and visitors on our national roads, under the theme:

"#DoTheRightThingAndSaveLives"



Tanidare Evangelical Lutheran Church History, Heritage and Cultural Tour

The Tanidare Lutheran Church took their 2018 confirmation class on an excursion to the Heritage sites of early Church settlements and places of worship. Moreover, to learn about the role Churches played during the liberation struggle for our independence. The RFA sponsored the tour in kind with refreshments.



Mr. Patrick Klaaste of the RFA handing over some of the refreshments donated to the confirmation class

Namibian Pick 'n Pay Cycle Classic

It has become customary for the RFA to take part in the Namibian Pick 'n Pay Cycle Classic, an annual cycling event that grants cyclists from around Windhoek and afar an opportunity to compete for the coveted titles in the various categories.

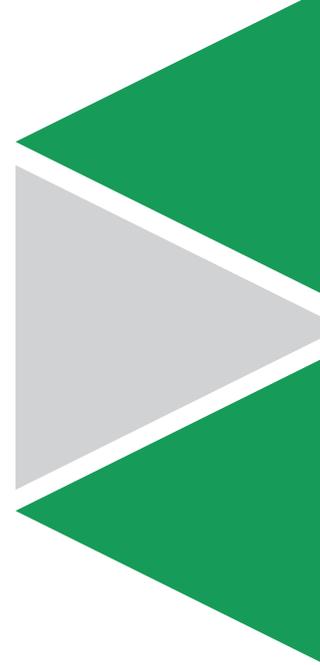
The RFA proudly made a sponsorship of N\$30,000 towards the sports competition, and was especially proud of our cycling enthusiast Fikameni Shixungileni who did exceptionally well by completing the 30km leg of the race in 12th place.



Cyclists in action during the race



Fikameni Shixungileni, the RFA's Cyclist, flanked by his colleagues after completing the race in the 12th place



STAKEHOLDERS ENGAGEMENTS

Stakeholders consulted on RFA's Five-year Business Plan

The RFA is currently crafting its five-year business plan for the 2019-2024 period. The business plan which places particular focus on road funding will be implemented in April 2019. In light of this, the RFA embarked on consultations with key stakeholders in the road fraternity, local authorities and regional councils in order to solicit their input to assist the institution in mapping out its objectives for the next five years. The five-year Business Plan Consultation meeting as provided for in the RFA Act, took place on 20 November 2018 at NIPAM.

Stakeholder inputs and recommendations gathered from this consultative workshop will go a long way in assisting the RFA to plan ahead and find solutions to the challenges facing the road sector, more so on matters of roads maintenance and rehabilitation at both national, regional and local authority level.

During the consultations, Mr. Ali Ipinge, CEO of the RFA shared some of the strategic outcomes and business plan achievements of the 2017/2018 financial year:

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ROAD SAFETY TIP # 2 KEEP A SAFE FOLLOWING DISTANCE

The minimum following distance is the “three second plus” rule of thumb. When the vehicle in front of you passes a stationary object begin counting. At a minimum, you should reach the same object no sooner than three seconds after the vehicle in front of you....four seconds is even better.



Stakeholders consulted on RFA's Five-year Business Plan



Five-year Business Plan Stakeholders Consultation meeting

- A total of N\$2.37 billion in revenue was generated through the Road User Charges as compared to N\$2.21 billion in the 2016/2017 financial year;
- The RFA invested over N\$2.2 billion in the preservation and development of the road network, of which:
 1. 76% (about N\$1.7 billion was allocated to the Roads Authority for the preservation and maintenance of the national road network as well their administrative expenditures which includes the management of GRN funded roads capital projects, NATIS operations as well as road management systems) and,
 2. 24% was allocated to other Approved Authorities (Local Authorities and Regional Councils); Traffic Law Enforcement and road safety programmes; and the RFA administrative expenditures

Amongst several recommendations made during the consultations, was that the RFA consider a base payment method to be developed as part of road user charges, charging on the road type by tracing vehicles with a GPS; creating a road inventory using the Geographic Information Systems (GIS) approach; and ensuring improved training needs, as well as skills transfer and capacity building of technical personnel at Local Authorities and Regional Councils.

Memorandum of Agreement of the Procedures Manuals signed with Approved Authorities

A series of engagements with all seventy-two recipients of the Road Fund was conducted by the RFA during February and March this year.

The outcome of the engagements were successful, with the conditions and procedures to be followed by the Approved Authorities (AAs) in terms of application for, allocation of, and utilisation of funding from the RFA having been agreed upon.

These Recipients, referred to as AAs include, amongst others, the Roads Authority, Local Authorities and Regional Councils.



Representatives of AAs during a signing ceremony of the Procedures Agreement held at the RFA Head Office in Windhoek

Increased Brand Visibility and Customer Interactions at Trade Shows

Brand visibility and customer interaction was at the forefront of the RFA's brand identity drive as the institution strived to create awareness of its operations and bring services closer to its clients at the various trade shows held in different towns during the year.





HUMAN RESOURCE MATTERS

Investing in Decent Housing for our Border Post Employees



Chief Matias Walaula, Chief of Ombandja Traditional Authority, RFA CEO Mr Ali Ipinge, and Honourable Laurels Makana Ipinge, Constituency Councilor

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Investing in Decent Housing for our Border Post Employees

The leadership and management of RFA made a commitment to address the employees housing needs at the various border posts.

The housing development project is a welcome relief to RFA employees who often have to endure travelling long distances under unfavorable weather conditions at times to get to and from work at border posts.

Over the years, RFA management has observed with concern the lack of decent houses for staff members operating at most of its remote border posts, prompting the institution to address the housing plight by investing more than N\$65 million in staff accommodation, which saw the construction of houses at fourteen border posts across the country, accommodating a total of sixty-six employees.

The one-bedroom and two-bedroom housing units were constructed in the following three phases:

- Phase-one consisted of the construction of staff housing at Mata-Mata, Velloorsdrift and Mohembo, which was concluded in 2015 at a cost of N\$4 million.
- Phase-two included Trans-Kalahari, Noordoewer, Sendelingsdrift, Klein Mannase, Ariamsvlei and Ngoma border posts. This phase was completed in May 2017 at a total cost of N\$35 million. The nineteen two-bedroom houses and seventeen one-bedroom houses.
- Phase-three includes the construction of staff housing at Katwitwi, Omahanene, Kashamane, Oshikango and Wenela border posts.

RFA employees stationed at Oshikango and Kashamane Border posts recently became the beneficiaries of the housing project under phase three, which commenced in August 2017 and constructed at an estimated cost of N\$19 million. The two RFA Villages were inaugurated on 15 and 16 November 2018 respectively. The remaining houses under phase-three will be handed over in January and February 2019.

The provision of housing for employees manifests the RFA's commitment to its employee wellbeing. Housing is a basic necessity and a national challenge, and

therefore, it comes as no surprise that the institution received the Gold Achievers Award in the Small/Medium size company category of the 2018 Deloitte Best Company to Work For survey, as voted for by its workforce.



Hon. Fillipus Namundjebo (Oshikango Constituency Councillor) & Mr Ali Ipinge at the unveiling of the Oshikango RFA staff houses November 2018.



Recipients of the Staff Houses at the Oshikango Border Post

Tulonga's act of Heroism



Mr. Ipinge, CEO of the RFA, presents Ms. Tulonga Neputa with an honorary plaque for her bravery

Nobody could've predicted her bravery as Tulonga Neputa Senior Internal Auditor at the RFA, rushed to the aid of a stranded baby involved in a horrific car accident between Windhoek and Okahandja. Her heroic action of 07 June 2018, earned her deserving national accolades as she was soon hailed the national symbol of love and humanity. Ask her now and she'll say she was just doing what any person should have done.

Soon thereafter, she was appointed as Road Safety Ambassador by the MVA Fund on 14 June 2018, to advocate for responsible behaviour on our national

roads; a responsibility she has embraced wholeheartedly and vows to raise awareness about road safety in Namibia.

This was followed by her nomination and induction to the Namibian Business Hall of Fame, a special award for her bravery, bestowed on 02 November 2018.

The RFA is proud of Tulonga and her actions, and the fact that she is our employee. There are far too few role models today. May her selfless example remind all fellow Namibians that heroes don't wear capes—they are made every day by quick actions and good hearts!

Serving Your Way to Greatness: ARMFA Vice-Presidency



ARMFA
AFERA

Mr. Ali Ipinge, Chief Executive Officer of the RFA, was elected to the Vice-Presidency of the Association of Road Maintenance Funds in Africa (ARMFA), at the 16th Annual General Meeting (AGM), held in Addis Ababa, Ethiopia, on 23 February 2018, to serve for a two-year period.

ARMFA is a non-political and non-governmental association established in 2003 by African countries that have Road Funds. The objectives of this 35-member country organisation remains strong in guiding, forming and establishing cooperation among member states.

Cooperation is in the areas of road preservation and maintenance; promotion and support of key regional transport corridors; sharing of key information around best practices in road funding and maintenance; as well as sharing key policies and legislative matters, and research.



Mr. Ali Ipinge, Chief Executive Officer of the RFA

ROAD SAFETY TIP # 3 STAY IN YOUR LANE

Defensive driving means letting others go ahead of you and not defending your position in traffic. Avoid the urge to be a vigilante and stay away from weaving and cutting others off by sticking to your lane.



Traveling back to the 60s and 70s

The RFA held its Year-End Function and Award Ceremony on Friday, 07 December 2018, to celebrate and award innovation and service excellence reflected by employees throughout the year, which was celebrated under the theme “Disco Afro Punk of the 60s and 70s”. The day provided fun and laughter as the RFA employees reflected on the year gone by and networked among each other in a social setting.

The RFA Staff Year-end Function is an important event that brings together our internal stakeholders, namely

our employees, who are actively engaged across RFA offices throughout the country, and as brand ambassadors tasked to ensure efficient execution of duties on a daily basis.

At the event, employees who rendered exceptional service or delivered outstanding performance during the year in the execution of their duties were recognised and awarded cash prizes and gift vouchers, an incentive that serves as motivation and encouragement to ensure competitiveness.



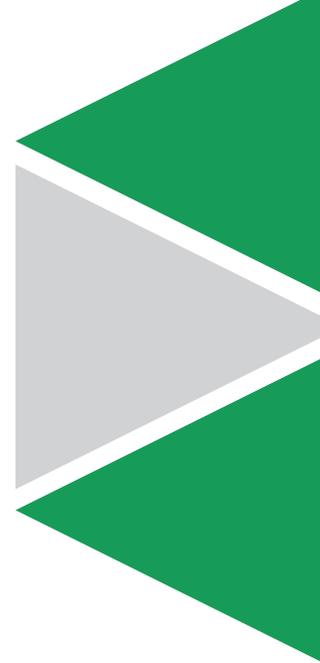
RFA employees showed up in true Disco Afro Punk of the 60's and 70's



Wenela Border Post received the CBC Office of the Year award in- Category A



Mr Ali Ipinge presenting the CEO's Award of Excellence to Ms Jenni Jacobs



SPORTS

Public Enterprises Sports Day



The RFA Sports team with Mr. Ali Ipinge, CEO of the RFA in the centre

The 2018 Public Enterprises Sports and Fun Day, now an annual event anticipated with pleasure by most State Owned Enterprises (SOEs) was held over two days (8th and 9th of June 2018) in the coastal town of Walvis Bay. The main objective of this Sports event is to create a networking platform for SOEs. Thirty-one brave men and women of the RFA locked horns with their counterparts from various SOE's, and proved their mettle in Netball, Soccer and Tug-of-war over the course of the two eventful days. The RFA soccer team (The Eagles) won the 3rd place play-off game. Perhaps next year gents 😊



OCCUPATIONAL HEALTH AND SAFETY

Emergency Response Testing

In compliance with its Business Continuity and Disaster Recovery Policy, the RFA conducted an emergency response test during March 2018. This involved the simulation of a real emergency situation including a fire drill with a compulsory evacuation of the RFA Head Office building. This was followed by the transfer of critical business functions to a disaster recovery site. The fire drill was conducted in line with our occupational, health and safety plan. The simulation exercise was

mainly done to ensure the RFA's preparedness in the event of any potential disaster. The RFA is committed to ensuring robust and effective continuity of key services in the event of a disaster or an emergency.

The exercise was observed by officials from the Disaster Risk Management Division of the City of Windhoek, the Emergency Services Division (fire brigade, ambulance), as well as the City Police.



Emergency response services on standby during the Fire Drill Simulation



RFA Fire Marshals conducting a head count after the evacuation of the building