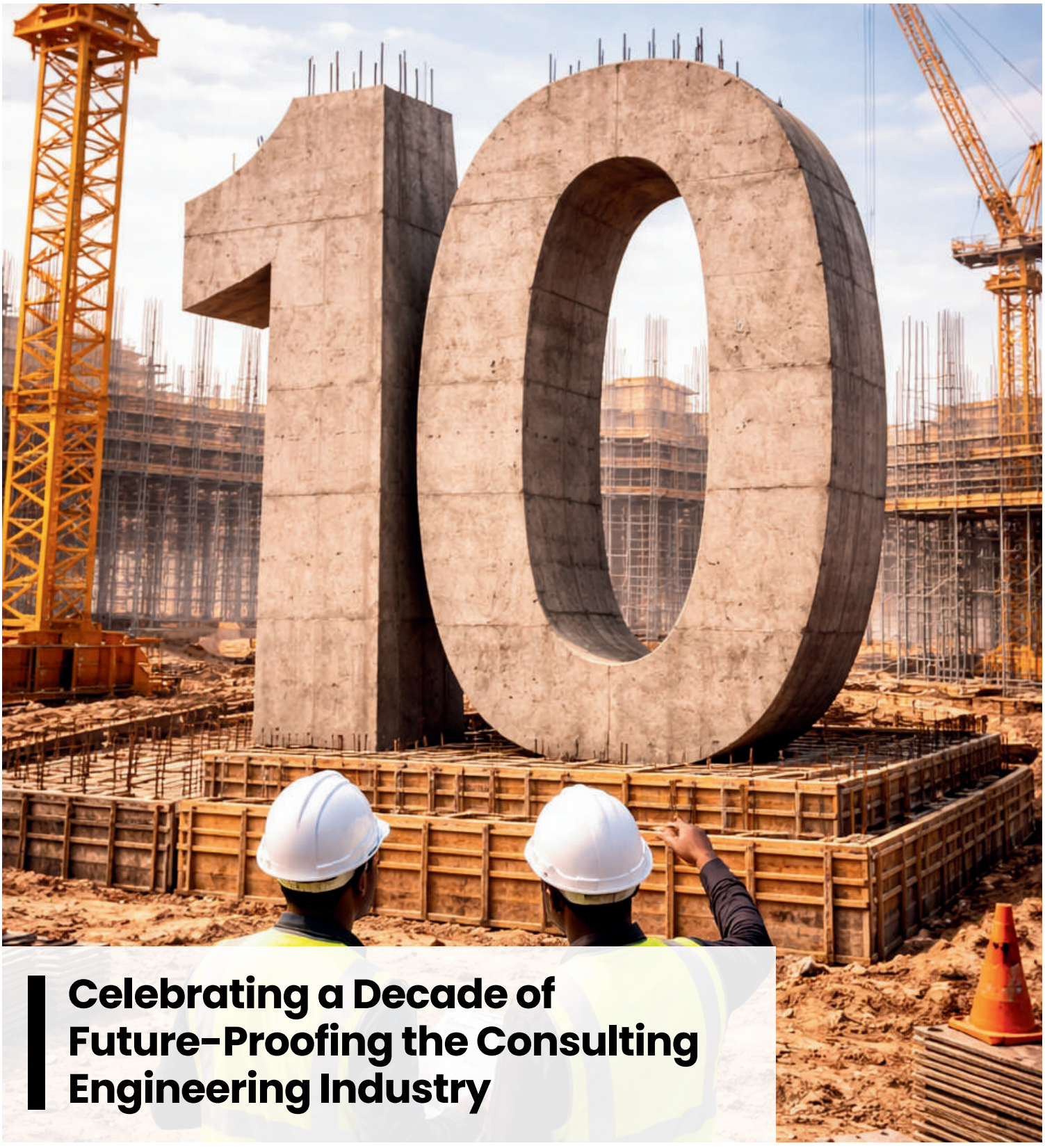
THE ASSOCIATION OF CONSULTING ENGINEERS OF ZAMBIA

FUTURE LEADERS

10 YEAR ANNIVERSARY
2016 - 2026



Celebrating a Decade of Future-Proofing the Consulting Engineering Industry

www.acez.co.zm

Contents

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ACEZ FUTURE LEADERS GROUP

Shaping the next Generation of Consulting Engineers

Who Are the Future Leaders?

The Association of Consulting Engineers Zambia (ACEZ) Future Leaders Group (FLG) is a dynamic initiative designed to nurture, empower, and retain young professionals in Zambia's consulting engineering industry. Formerly called the ACEZ Young Professionals Forum (YPF), it all begun in 2016 with a clear and unambiguous message — "Consulting Engineering must be promoted as a career of choice and major efforts must be made to continuously develop and retain Future Leaders in the industry". The FLG is positioning itself as a vital bridge between emerging talent and the demands of national development.

History of ACEZ Future Leaders Group

The need for such a forum was identified at the FIDIC conference in 2013. The FLG was formed in order to uplift the industry where new ideas could be generated to assist, promote and identify possible problems that the industry may be facing with a view of providing solutions. The forum was also formed to enhance capacity building of Future Leaders and make a platform to create opportunities for knowledge sharing among the professionals and member firms.

Like many other countries, Zambia was not left out. An initial steering committee worked tirelessly in order to have YPF launched in Zambia. Zambia officially launched its forum on 18th March, 2016. As a member of FIDIC, ACEZ continued to incorporate local YPs in international activities and initiatives. In 2019, FIDIC changed the name from Young Professionals to Future Leaders to better reflect the, often senior, leadership roles many young professionals hold and to focus on developing the next generation of industry leaders, rather than just highlighting age. The FL Group includes consulting engineering professionals under the age of 40

About ACEZ Future Leaders

MISSION

To be an open, unbiased platform where young consulting engineering professionals can freely share their views, concerns, and ideas.

VISION

To be a young professional driven solution-oriented space that facilitates dialogue and action to strengthen the engineering profession in Zambia.

Objectives

The FLG's objectives reflect its commitment to both young professional growth and industry sustainability by:

- Raising awareness about the engineering profession and its critical role in national development.
- Promoting excellence by developing high-quality professionals.
- Addressing challenges affecting Future Leaders, including mentorship gaps, remuneration concerns, and industry image.
- Enhancing capacity building of Future Leaders by creating platforms and opportunities for knowledge sharing among the young professionals and member firms.
- Providing a unified voice for the Future Leaders within the FIDIC community.
- Providing a platform for Future Leaders to network effectively locally, regionally and globally.

The FLG is more than a forum, it is a movement to secure the future of consulting engineering in Zambia. By investing in young professionals, promoting awareness, and tackling systemic challenges, ACEZ is laying the foundation for a resilient, innovative, and inclusive engineering industry.

ACEZ Future Leaders Chairpersons over the Years

Eng. Austin Vwaali
2016 -2017

Eng. Harold Chibwe
2017 -2019

Eng. Jairus Phiri
2019 -2021

Eng. Mercy Tembo
2021 -2022

Eng. Pauline Phiri
2022 - 2024

Eng. Frank Mwangilwa
2024 - 2026

ACEZ Future Leaders Significant Milestones

Building on the leadership of those who have guided the journey, the Future Leaders Group has reached several defining milestones that showcase its growth and influence over the years.

TIMELINE	SIGNIFICANT MILESTONE
>2016	**LAUNCH OF THE ACEZ YOUNG PROFESSIONALS FORUM (YPF)** Zambia launched the ACEZ Young Professionals Forum. The Forum was led by the ACEZ YPF Steering Committee

TIMELINE	SIGNIFICANT MILESTONE
2019	**INTERNATIONAL LEADERSHIP REPRESENTATION** ACEZ YPF had representation on FIDIC GAMA Young Professionals Steering Committee – Harold Chibwe became Chairperson. **BUSINESS/ STRATEGIC PLAN FORMULATION** The first YPF Guidelines and Business Plan were formed
2020	**FROM YOUNG PROFESSIONAL TO FUTURE LEADER** ACEZ changed the name of the Young Professionals Forum into Future Leader Group (FLG) along with FIDIC. The group was now to be led by the Future Leaders Committee (FLC)
2021	**FIRST GROUP NETWORKING SESSION** ACEZ FL hosted its first networking Mixer. This was the first time that Future Leaders congregated as a group, rather than just as a Committee.
2022	**FIRST KNOWLEDGE SHARING SESSION** First ACEZ FL Symposium – a virtual session on 'Challenges Faced by Young Engineers in the Consulting Industry in Zambia and Possible Solutions.' **FIRST FUTURE LEADER PUBLICATION** The ACEZ FL published the first edition of the periodic newsletter which was dedicated to promoting young consulting engineers in the industry. **FUTURE LEADERS WIN FIRST FIDIC MEMBER ASSOCIATION EXELLENCE AWARD FOR THE ASSOCIATION** ACEZ FL wins FIDIC Award for Best Publication or Website - First ACEZ FL Newsletter
2023	**FIDIC AFRICA FUTURE LEADERS SYMPOSIUM HOSTS** ACEZ FL host FIDIC Africa Future Leaders Symposium at the FIDIC Africa Infrastructure Conference in Livingstone, Lusaka
2024	**FIRST FUTURE LEADER SPECIFIC TRAINING SESSION** ACEZ FL hosts the first Consulting Engineering Business Seminar for Future Leaders
2025	**FIRST CROSS PROFESSION COLLABORATIVE SESSION** ACEZ FLs host first built environment young professional collaborative workshop

The Retrospective: A Decade in the Rear-view

A Past Chairperson's perspective

Eng. Pauline Phiri, Civil Engineer
FIDIC Africa Future Leaders Chairperson

Looking back at the last 10 years of the FLG, what has surprised you most about the evolution of young engineers in Zambia?

Reflecting on the past ten years, what has surprised me most, is the confidence and eagerness to implement ideas that young engineers have today. A decade ago, young consulting engineers were finding their voice; today they are boldly shaping the industry. Many of us predominantly focused on gaining technical experience, hoping to land well-paying jobs at big companies. Today young engineers are not just learning how to do the work, but elevating their experience by taking on roles that allow them to spearhead project delivery either as firm owners or in partnerships. The transition from young professional to industry guru has been fast-tracked with the aid of globalization and digital technologies that provide easier access to learning materials.

Share a "then vs. now" observation. What was the "vibe" of the industry when you chaired compared to today?

When the FLG started, the vibe was more about learning the ropes and finding our place in the consulting engineering profession. Today the energy feels more entrepreneurial, ambitious and forward-looking. Young consulting engineers are more willing to collaborate across borders, and explore new knowledge areas like digital engineering, climate resilience, and smart infrastructure.

The Growth of the FLG

Reflect on the transition from a small gathering of peers to a formal, influential wing of the ACEZ.

In the early days, the ACEZ FLG, then known as Young Professionals Forum (YPF) consisted of a group of dedicated YPs working tirelessly to promote the cause of sustaining the future talent pipeline of the consulting engineering by demonstrating its importance in the industry. Over time, it has grown into a structured platform that gives FLs a voice within the profession on a local and international scale, with Zambian FLs extending their leadership beyond boarders in the FIDIC and FIDIC Africa community. Seeing ACEZ FLG become a recognized and contributory wing in fulfilling ACEZ's mandate shows how important it is to invest in the next generation for sustainability of the profession.

What was the biggest hurdle your committee faced, and how does seeing the group's current scale make you feel?

Building momentum, creating consistent engagement and showing that the platform could add real value to young engineers were the biggest hurdles. Today, seeing the group grow, organize meaningful programs, and influence conversations in the profession is very rewarding. The FLG has released publications, participated in international panel discussions, hosted multidisciplinary collaboration sessions AND won a FIDIC Member Excellence Award on behalf of ACEZ. This demonstrates how the early efforts to build a strong foundation have allowed the platform to evolve and thrive.

Unlocking Current Opportunities

Where are the "hidden" doors for young consultants today? (e.g., Green energy).

In my view, the biggest opportunities for innovation today lie in solving everyday infrastructure challenges such as water supply and sanitation, energy access, urban mobility, waste management, and climate-resilient infrastructure. These call for responsive, adaptable solutions which first requires an understanding of how people actually interact with infrastructure in their daily lives (human centred-design) and thereafter combining technical expertise with technology, data and sustainability to design practical, responsive solutions. Understanding the real experience behind a problem is the first step to designing a solution that works, and young consultants should develop the skills of engaging end users to get vital information for project delivery without bias.

If you were starting your career again today, which specific niche would you run toward?

An exciting career path for me today would be as a data-driven engineering solutions expert—grounded in engineering fundamentals and leveraging data and digital tools to design and implement scalable solutions. The implementation process would involve human-centred infrastructure consulting that shapes and delivers data-driven solutions across the full infrastructure development lifecycle—turning insights into impactful, real-world outcomes.

Eng. Harold Chibwe
CEO – Deklan Consulting Engineers

From the Future Leaders Table to the CEO's Chair.

Harold's Reflection: A Decade in the Rear-view

Starting out in 2016, my goal was to learn the craft and build competence. Like most young engineers, I was focused on the technical side. But somewhere along the way, the journey became about something bigger: getting to a point where I can lead an engineering consulting firm.

Credibility Has to Be Earned

As a young professional, I quickly realized that experience is usually judged by years not always ability. The only way through is consistent performance: quality work, meeting deadlines. Over time, results start speaking for themselves.

Relationships Open Doors

Engineering projects run on trust. The relationships I built with clients, contractors and other industry professionals became the foundation of sustainable work.

You Never Stop Learning

New software, shifting regulations, emerging standards, the industry keeps moving. I have had to stay adaptable. Learning never really stops.

Running a Firm is a Different Game

Cash flow, pricing, contracts, project management all these become just as critical as engineering design. Many firms don't struggle because of poor technical work. They struggle because of weak financial planning and lack of projects.

Leadership is About People

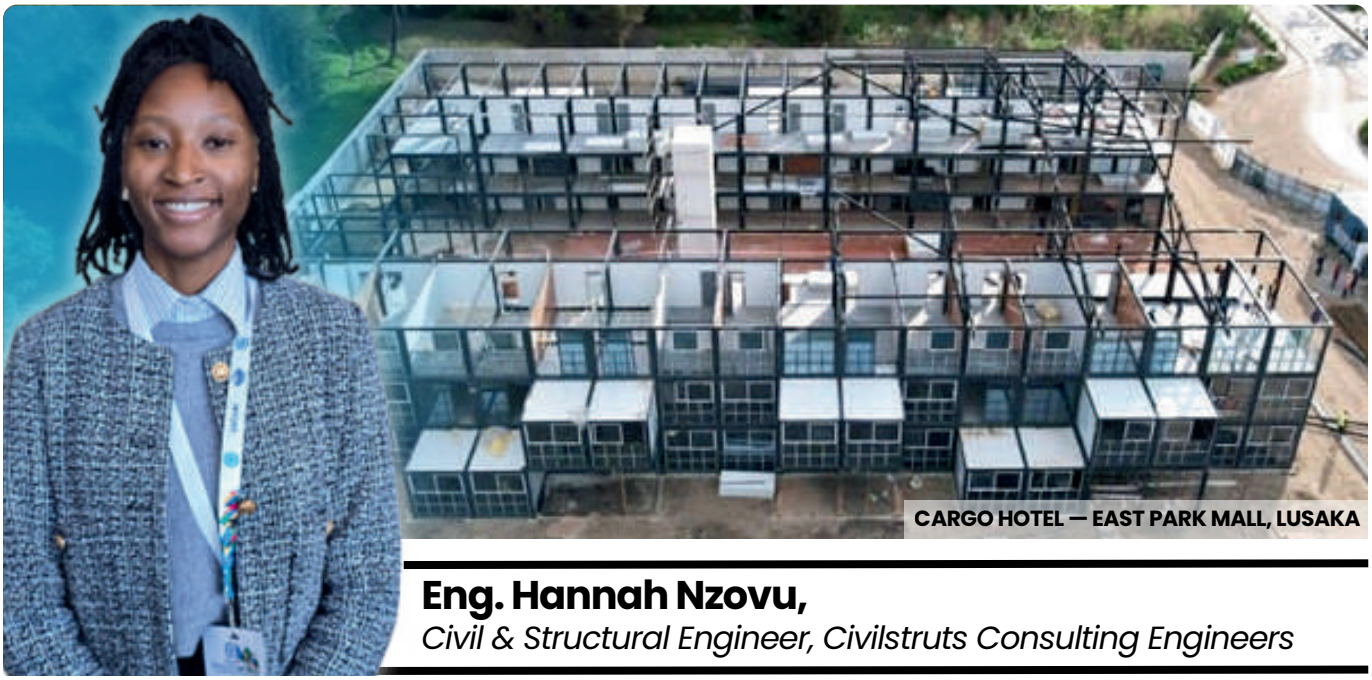
The shift from engineer to firm leader meant investing in others as much as in projects. Building people, mentoring younger engineers, and keeping a culture of integrity, that's what defines long-term impact.

What Stood Out in the ACEZ FLG

The engagement sessions with experienced consulting engineers were the moments that stuck with me most. For example during the ACEZ FLG Business Workshop we had in 2023. Listening to the experienced/leading engineers, their journeys, the setbacks, the turning points, the hard lessons all that helped me understand what resilience and ethical practice actually look like in practice. The FLG created a space where those conversations could happen, and that made a real difference in how I approached my own path.

From that young engineer in 2016 to where I stand today, one thing has stayed constant: engineering is not just about solving technical problems. It's about building trust, growing people, and creating value for communities.

Young Engineers Shaping Zambia's Built Environment



CARGO HOTEL — EAST PARK MALL, LUSAKA

Eng. Hannah Nzovu,

Civil & Structural Engineer, Civilstruts Consulting Engineers

I'm Hannah Nzovu, a Civil and Structural Engineer at Civilstruts Consulting Engineers in Lusaka. My journey into engineering took me all the way to the University of Liverpool, but coming back home to Zambia to build a career here was always the plan. Zambia is growing, and I wanted to be part of building it. I'm a registered Professional Engineer with the Engineering Institution of Zambia (EIZ), and every project I work on feels like a small contribution to something much bigger than myself. Outside of my day-to-day engineering work, I sit on the ACEZ Future Leaders Committee and volunteer with When Females Lead.

A PROJECT THAT SHAPED ME: The Cargo Hotel, East Park Mall

When people ask me which project has meant the most to me, I always come back to the Cargo Hotel at East Park Mall. It was one of my early projects at Civilstruts, and from the moment the brief was explained to me, I was hooked. The concept was simple but bold: a multi-storey hotel constructed entirely from prefabricated containers. Each container served as a structural module, a self-contained unit that had to work both independently and as part of a larger system.

Designing for that kind of behaviour, understanding how loads transfer through stacked containers, how the connections needed to perform, and how the whole structure would respond, was exactly the kind of technical challenge I had been looking forward to getting my hands on.

My role covered both the structural design and construction supervision on site. The two together taught me things I could never have learned from a textbook alone. On the design side, working with non-standard structural elements meant thinking carefully about load distribution, connection details, and material behaviour. On site, I learned how quickly things can drift from the drawings if you're not paying close attention, and how important quality control is, not as a box-ticking exercise, but as a genuine commitment to the safety of the people who will use the building.

I was fortunate to go through that experience under the mentorship of Eng. Sabelo Moyo. He has a way of asking you questions that make you slow down and think rather than just react. He pushed me to own my decisions and to understand the reasoning behind every choice I made structurally. That kind of mentorship is rare, and I don't take it for granted.

Eng. George Sampa

Civil & Structural Engineer, Civilstruts Consulting Engineers

I'm George Sampa, a Civil and Structural Engineer at Civilstruts Consulting Engineers in Lusaka. My engineering education began at the Copperbelt University, where I built not only my technical foundation but also a network of relationships with peers and industry professionals that have shaped my career in ways I did not fully appreciate at the time. Zambia's built environment is a small world, and the connections you form early tend to follow you in the best possible way. I sit on the ACEZ Future Leaders Group (FLG) Committee, and outside of my day-to-day project work, I have a deep interest in contract and construction management.

A PROJECT THAT SHAPED ME: Africa Milling Grain Silos & Mill Building

If I had to point to a single project that pushed me the furthest, it would be the Africa Milling grain silo and mill building complex. On the surface, the scope was straightforward, large-diameter steel silos supported on individual reinforced concrete foundations, with perimeter retaining walls and a reinforced concrete transfer pit to serve the grain intake and reclaim conveyor system. But the moment you get into the engineering detail of a project like this, you quickly understand that straightforward and simple are two very different things.

The silo structures themselves demanded a level of structural rigour that I had not encountered on previous projects. These are massive, heavy, dynamic structures. The loads they impose on their foundations are not just large in magnitude, they change in character depending on how full the silo is, how quickly grain is being loaded or extracted, and what wind conditions the structure is experiencing at any given moment. Designing foundations that could reliably carry all of that, with the tolerances that industrial structures require, meant going back to first principles repeatedly and checking every assumption.

The mill building itself presented a different kind of challenge. Heavy industrial plant, significant vibration loads, the need to integrate structural elements with process equipment, all of this required a design approach that was precise. There is very little room for approximation in an industrial structure of this type.

Designing foundations that could reliably carry the loads with the tolerances that industrial structures require, meant going back to first principles repeatedly and checking every assumption.

Precision under Pressure

What the Africa Milling project taught me above all else is that structural precision is not just a design-office discipline, it extends onto the site. I spent significant time on site during construction, and I came to appreciate just how critical the relationship between the design intent and the physical execution really is. A tolerance that looks acceptable on paper can become a serious problem when you are placing and aligning a structure of this scale.

Eng. Thembi Ndhlovu

ACEZ FL Vice Chair (2024-2026)
First Quantum Minerals – Trident, Kalumbila

My name is Thembi Ndhlovu, and I'm a Registered Civil Engineer with a professional focus on operation, risk management and continual improvement of high consequence tailings and water infrastructure. My role as Operations Superintendent for a Tailings Storage Facility (TSF) has exposed me to some of the most demanding and rewarding learning curves of my engineering journey.

Working in tailings has taught me the value of disciplined operational control, structured monitoring and evidence-based decision making. The TSF environment demands a deep respect for detail such as understanding how small changes in deposition behavior, water balance, phreatic response or embankment condition can influence long term performance. These lessons have shaped my technical judgment and strengthened my ability to anticipate and manage risk.

Much of my growth has come from learning to interpret data with context translating instrumentation trends, surveillance findings and operational indicators into actionable steps that protect facility integrity and ensure regulatory compliance. Tailings work requires patience, consistency and the ability to respond proactively rather than reactively.

Each operating day provides an opportunity to refine deposition strategy, improve operational discipline and strengthen team capability.

> ***Tailings work requires patience, consistency and the ability to respond proactively rather than reactively.***

Another key learning curve has been the importance of cross functional alignment. Collaboration with engineering, environmental, geotechnical and metallurgical teams has taught me how interconnected TSF performance truly is. This integration has helped me develop a holistic understanding of the system, ensuring that operational decisions support long term stability, environmental protection and corporate standards.

Eng. Misheck Daka,
Civil Engineer, Zulu Burrow Consulting Limited

Future Leaders in Dispute Resolution:

My Role at the DRBF Southern Africa Regional Conference

From August 28–30, 2024, the Dispute Resolution Board Foundation (DRBF) hosted its Southern Africa Regional Conference at the Radisson Blu Hotel in Livingstone, Zambia. Under the theme "DBs to the Rescue: Paving the Path to a Dispute-Free Infrastructure Project", the event brought together experts, policymakers, and practitioners to explore the transformative role of Dispute Boards (DBs) in construction projects.

As a Future Leader, I had the privilege of participating in the planning and moderating of one of the sessions. This experience not only deepened my understanding of Alternative Dispute Resolution (ADR) but also reinforced the importance of equipping young professionals with the tools to navigate and prevent disputes in the construction industry.

My Role as a Moderator

Moderating a session at such a high-level conference was both a responsibility and an opportunity. It required balancing technical content with audience engagement, ensuring that discussions remained focused yet inclusive. By guiding dialogue among seasoned professionals and fellow Future Leaders, I was able to highlight the practical relevance of Dispute Boards in Zambia and across Southern Africa.

This role also underscored the importance of youth participation in industry conversations. Future Leaders must not only observe but actively contribute to shaping the frameworks that will define the next generation of infrastructure delivery.

Why ADR and Dispute Boards Matter for Construction

Construction projects are complex, involving multiple stakeholders, tight timelines, and significant financial investments. Disputes are almost inevitable—but how they are managed determines whether projects succeed or stall.

Key Insights from the Conference:

- **Dispute Boards as proactive mechanisms**: Unlike arbitration or litigation, DBs are established at the start of a project to monitor progress, encourage dispute avoidance, and resolve conflicts early.
- **Efficiency and cost savings:** DBs resolve disputes faster and at lower cost compared to traditional court proceedings.
- **FIDIC definitions of claims and disputes**: Understanding these distinctions is crucial for preventing escalation. A claim becomes a dispute when rejected, underscoring the need for early intervention.
- **Case studies:** The Zambia Roads Development Agency reported that out of 332 claims across eight projects, only 26 reached DBs—and none escalated to arbitration. This 100% resolution rate demonstrates the effectiveness of DBs in practice.

The Importance of Future Leaders

For young professionals in engineering and construction, ADR and DBs represent more than just technical processes, they are career-defining tools.

- **Mentorship and exposure:** Participating in conferences like DRBF provides Future Leaders with direct access to global best practices.
- **Professional credibility:** Understanding ADR mechanisms enhances employability and positions young engineers as valuable assets in project delivery.
- **Sustainability of the profession:** By embracing dispute avoidance and resolution, Future Leaders contribute to building an industry that is efficient, fair, and resilient

Looking Ahead:

The conference concluded with a forward-looking session on "The Next Chapter for DBs in Southern Africa." For Future Leaders, this chapter must involve:

- Advocating for stronger inclusion of DBs in public procurement frameworks.
- Building awareness among contractors and government bodies.
- Ensuring that ADR principles are embedded in professional development and mentorship programs.

A CASE STUDY ON THE KAZUNGULA BRIDGE SESSION

> ***Future Leaders must not only observe but actively contribute to shaping the frameworks that will define the next generation of infrastructure delivery.***

INSIGHTS FORM RDA SESSION

My participation in the DRBF Southern Africa Regional Conference was a powerful reminder that Future Leaders are not just beneficiaries of industry reforms—they are active contributors. By engaging in ADR and promoting Dispute Boards, we can help pave the way for dispute-free infrastructure projects that deliver value, efficiency, and fairness.


Marrakesh
2016
FIDIC
INTERNATIONAL
INFRASTRUCTURE
CONFERENCE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Into the Future:

Skills, Vision, Legacy

Eng. Pauline Phiri
Past Chairperson, ACEZ Future Leaders Group

Nurturing the Next Crop

Beyond formal mentorship, how do we create an environment where young talent feels safe to innovate?

As a young engineer, I do my best work when seniors are approachable and open to new ideas. Innovation thrives when young professionals feel safe to ask questions, share ideas, and learn from mistakes. Being empowered to experiment, work with others, and access the right tools and data helps us explore solutions while staying focused on clear goals. Working across teams and sharing knowledge also brings fresh perspectives and sparks creativity. Creating such an environment would drive ownership of solutions, build confidence and motivate innovative approaches.

Who was the person that "poured into" you, and what was the one gesture they made that changed your trajectory?

I was fortunate to have learnt from a senior engineer, Eng. Eugene Haazele, at my first job at an engineering consultancy firm, who believed in giving young professionals responsibility early.

One gesture that made a difference was being trusted to contribute meaningfully to key project deliverables and sitting in on decision-making discussions. That trust built my confidence and encouraged me to step up when it came to leadership roles. The mentorship I received was simply being trusted with responsibility, which allowed me to work on take on something new, learn from mistakes and quickly come up with efficient ways to optimize my performance. This is a trait I carry everywhere I go. I act, learn from my mistakes, build on them and repeat the process.

Skills for the next 10 years

As AI and automation reshape technical tasks, what "human-centric" skills will be the ultimate currency in the next decade?

The advancement in technology makes me believe that the most valuable engineering skills will be the ones that machines cannot replicate. We are fortunate that every day, there are new tools being introduced to the market, but their output is only as good as the input.

Engineers will need to develop strong prompting and critical thinking skills to work with AI tools, to ensure that they generate useful outputs rather than simply more data. We will need to ask the right questions, guide intelligent systems effectively, and make sound judgments from the information they produce. While technology helps reduce repetitive work, our role will center on ensuring that innovation delivers efficient and practical solutions for society.

Discuss the shift from being "just a technical expert" to being a "trusted advisor" or "societal problem solver.

As your career progresses, it becomes evident that the modern engineer is no longer just a problem solver, but also a guide who helps society navigate complex challenges. Engineering is evolving beyond just technical delivery and designing structures or systems. It involves about solving societal challenges such as rapid urban growth, climate resilience, and sustainable resource management among others. This requires engineers who understand people, policy, economics, and technology, which is what makes the consulting engineer a trusted advisor. They provide well-rounded advice and integrated solutions to clients and society beyond the structure.

Life Beyond the "Future Leader" Label

Being a "Future Leader" is a temporary title, but leadership is a permanent responsibility. How should one navigate the transition from the FLG into senior roles or principal ownership within the profession?

Over time, I have learnt that the transition to senior roles requires a shift in mindset—from focusing on personal growth to creating opportunities for others. With construction in particular being a labour-intensive profession, the output of the project is a good as your team.

This means attracting and retaining talent, continuously mentoring younger professionals, upskilling your team and creating scalable, adaptable solutions which keep up with emerging trends and ensure business longevity. As leaders, we need to learn how to share our vision clearly enough that others feel inspired and empowered to help bring it to life—and are collectively proud of the outcome.

> **A leader's journey is never solitary, it continues in every person they equip to take it forward.**

Talk about the shift in identity. How did you handle the "jump" from being the one learning the ropes to being the one holding the ropes for others? What does the next phase of service to the ACEZ and the industry look like?

At some point I realized that the guidance I once received is now mine to give. The shift dawns on you gradually once you recognize that it is a lifelong, cyclic learning process that is necessary for the sustainability of the profession. Initially I was learning from others, but over time I noticed that people were looking to me for guidance. My next phase of service is about continuing to support young professionals, contributing to industry thought leadership, and helping build a stronger and more future-ready engineering profession through knowledge translation and improving on past experience. Being given a chance early in my career unlocked a drive in me to step forward and contribute, and ever since, I have committed to paying it forward by creating opportunities for my peers and the next generation.

FUTURE LEADERS

Join the Future Leaders Group

Are you ready to take the next step in your consulting engineering career?

Eligibility Criteria

- ☑ Must be registered as a Professional Engineer under Engineering Institution of Zambia
- ☑ Must work under an ACEZ Registered firm
- ☑ Must be under the age of 40 Years

Register Today: https://www.acez.co.zm/about-us/future-leaders/

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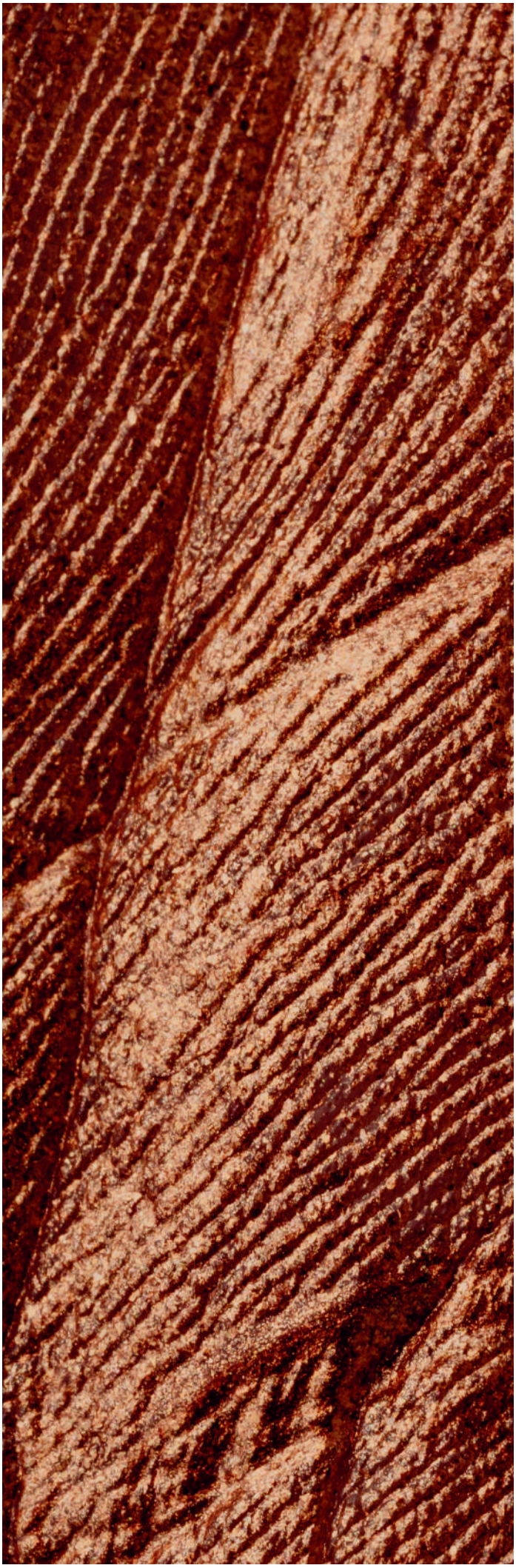

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