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## LIST OF ABBREVIATIONS

AFCAP	African Community Access Programme
AFDB	African Development Bank
ANE	Administração Nacional de Estradas
ARMFA	African Road Maintenance Fund Association
ASANRA	Association of Southern African National Roads Agencies
AU	African Union
CSIR	Council for Scientific and Industrial Research
FESARTA	Federation of Eastern and Southern African Road Transport Associations
INEA	Instituto Nacional De Estradas De Angola
IRF	International Road Foundation
LTAP	Local Technical Assistance Programme
LVSR	Low Volume Sealed Road
NEPAD	New Partnership for Africa's Development
REC	Regional Economic Community
RTRN	Regional Trunk Road Network
SABITA	Southern African Bitumen Association
SADC	Southern Africa Development Community
SARA	Southern African Railways Association
SATCC	Southern Africa Transport & Communications Commission
SATCC-TU	Southern Africa Transport and Communications Commission –Technical Unit
SSATP	Sub-Saharan Africa Transport Policy Programme
UNECA	United Nations Economic Commission for Africa

## PRESIDENT'S FOREWORD

This Rolling Strategic Plan (RSP) for ASANRA for the period 2014–2019 is a key management framework that sets out the future vision of the Association and defines the broad programs, projects and initiatives for achieving the vision.

ASANRA aspires *“to create a sustainable regionally harmonized road transport system that competes internationally.”* This vision is in conformity with the overall goal of the SADC Protocol on Transport, Communications and Meteorology which seeks to ensure the development of a safe, sustainable, efficient and effective road transport system in support of social-economic growth and development and, ultimately poverty alleviation. It is my cherished hope that the implementation of this Strategic Plan, within the provisions of the ASANRA constitution, will bring us closer to the realization of this aspiration.

I wish to assure all the stakeholders, including ASANRA’s partners and the Secretariat, of the Board’s commitment and support in the implementation of the Rolling Strategic Plan: 2014-2019.

President, ASANRA Board  
October 2014

## EXECUTIVE SUMMARY

The main aims of ASANRA are to enhance regional policy coordination and road transport systems integration with the key objectives of improving intra-regional road transport efficiency and lowering transport costs.

In fulfilling its objectives, ASANRA compliments SADC governments in the mobilization and use of public/private sector resources in the roads sector for optimal development of road transportation.



*Figure 1: Example of Developed Roads*

The members of ASANRA comprise representatives of national road agencies, educational institutions, industry/private sector and other interested parties designated by the Board of Directors. As of March, 2014, ASANRA's membership comprised ten fully paid up member states all of which were fully involved in the activities of the organization.

ASANRA is governed by a Board of Directors comprising the Chief Executive Officers from each roads agency/authority or, where no agency/authority has been established, the relevant government department.

The Board has the ultimate responsibility for the governance of ASANRA. The Board delegates management to an Executive Committee comprising the president, vice-president and the Executive Director of ASANRA Secretariat. ASANRA has six Standing Committees which implement the various projects for the Association.

The first Strategic Plan covered the period 2005-2009 and in 2009, the second Strategic Plan of the Association was prepared to guide activities up to 2014.

The second Strategic Plan needed to be reviewed and a new Strategic Plan developed in light of the many situational changes that have taken place over the five year period in the region. Hence the development of the third Strategic Plan covering the period 2014-2019.

Participants from eight member states of the Association: Malawi, Zambia, Mozambique, Zimbabwe, Botswana, Namibia, Lesotho and Tanzania reviewed and developed the 2014-2019 Strategic Plan.

### **Strategic Future Direction**

The strategic future direction of the Association is depicted by the re-formulated vision, mission, functions and core values.

### **Vision**

The activities of ASANRA will continue to be inspired by the following vision:

*A sustainable regionally harmonized road transport system that competes internationally.*

### **Mission**

ASANRA mission is:

*To support the development of a harmonized, safe, effective and efficient integrated road transport system while meeting national and regional goals and objectives.*

### **Core Functions**

The main goal of the association is to enhance regional policy coordination and road transport systems integration with the key objectives of improving intra-regional road transport efficiency and lowering transport cost. This is achieved by:-

1. Fostering the development, operation and maintenance of a region-wide integrated road transport system,
2. Cooperating with other SADC agencies in considering matters of mutual interest in serving the regions highway needs,

3. Developing and improving methods of administration, planning, research, design, construction, maintenance and operation of infrastructure and facilities,
4. Contributing to the provision of efficient, safe and effective transportation of persons and goods in support of regional as well as national goals and objectives in an environmentally and economically sustainable manner,
5. Studying all problems connected with the region's highway network and its impact on other modes of transportation,
6. Consulting with SADC ministers on regional transportation policy and;
7. Developing technical, administrative and operational voluntary standards and policies.

### **Core Values**

The agreed core values of ASANRA are:

1. Commitment,
2. Respect,
3. Innovations,
4. Teamwork,
5. Integrity,
6. Caring,
7. Accountability and
8. Leadership.

### **Strategic Objectives 2014-2019**

The following are the strategic objectives that will be pursued during 2014-2019 in an effort to address the identified priority issues and thereby enhance the Association's contribution towards achieving its vision:

1. To coordinate the development, harmonization and promotion of technical, administrative, regulatory and operational standards, specifications and practices in the roads sector for the region,
2. To foster cooperation with international and other regional associations including advocating policy and legislative change and implementation,
3. To facilitate standards that contribute to the reduction in traffic congestion, road accidents, pollution and vehicle emissions in urban areas through the use of appropriate travel demand strategies, urban road design standards and guidelines and the promotion of public transport systems,

4. To facilitate standards that incorporate social development, environmental, HIV/AIDS, gender awareness, and climate change programs in regional road network activities,
5. To coordinate the development of human capital through structured programs to attain self-sufficiency in the region, and
6. To assure ASANRA's financial and organizational sustainability including assessment and mitigation of all risks involved in the implementation of ASANRA projects to ensure successful and timely completion.

This Strategic Plan contains proposed programs and projects/activities for realizing the strategic objectives.

### **Budgetary Requirements**

The financial requirements for implementing the Strategic Plan indicate that ASANRA will require additional support amounting to about USD 1.7 million over the next five years to implement programme activities. This amount excludes secretariat budget.

# 1 INTRODUCTION

## 1.1 RATIONALE FOR THE STRATEGIC PLAN: 2014-2019

This Strategic Plan presents the strategic framework under which ASANRA will carry out its programs and activities efficiently and effectively in order to achieve its mandate. The development of this Strategic Plan is premised on ASANRA's mandate and is grounded on the 2009 – 2014 Strategic Plan which was intended to achieve the following objectives:

1. To coordinate the development and management of the road sector,
2. To develop, harmonize and promote technical, administrative, regulatory and operational standards, specifications and practices,
3. To promote and share regional best practices in road safety,
4. To advocate policy and legislative change and implementation,
5. To undertake a situation analysis of problems associated with regional road transport,
6. To foster cooperation with international and other regional associations,
7. To promote multi-modalism in the transport sector, and
8. To develop human capital through structured programs.

### 1.1.1 Key result Areas: 2014-2019

The 2014 - 2019 Strategic Plan has identified the following Key Result Areas:

1. Harmonization and promotion of road sector standards,
2. Cooperation with international and other regional associations and governments,
3. Promotion of safe public road systems,
4. Social development and environment,
5. Development of human capital, and
6. ASANRA's financial and organizational sustainability.

The implementation of this Strategic Plan will be championed by an Executive Committee that will receive and examine quarterly and annual reports on progress made on implementation and also ensure that it is circulated to its key stakeholders and development partners.

### 1.1.2 Critical Success Factors

It should be noted that the successful implementation of this plan is dependent on the following critical success factors (CSF):

1. Stable political environment,
2. Positive and stable socio-economic environment,
3. Development partner support,
4. Human resource capacity,
5. Having technology in place to support ASANRA programs,

6. Sufficient funding,
7. Leadership support, and
8. Cordial stakeholder relationships.

## **1.2 STRATEGIC PLANNING PROCESS**

The development of the Strategic Plan for ASANRA is a product of a highly participatory process that involved key stakeholders. The following are the major steps that were involved in the preparation of the Strategic Plan: Consultants started the process by conducting an extensive literature review and electronic search. The literature review was followed by a three day Consultative Workshop. The objective of having a three day workshop was to conduct a situation analysis of ASANRA. The situation analysis workshop identified the extent to which the strategic objectives in the previous plan were addressed and achieved. Furthermore, it identified the factors that may have contributed to success or hindered successful implementation of the Strategic Plan so as to provide lessons for the formulation of the 2014 - 2019 Strategic Plan.

The situation analysis included an environmental scan that sought to appreciate the key challenges confronting the roads sector in SADC region, as well as systemic challenges to do with structures and systems of ASANRA Secretariat and its member states. In addition, participants discussed strategic issues facing the organization and charted the way forward in terms of strategic direction for ASANRA Secretariat and its member states for the next five years. The Strategic Plan was endorsed by the Board of Directors.

The Consultative Workshop was held in Lesotho. It brought together key stakeholders of ASANRA from Malawi, Zambia, Mozambique, Zimbabwe, Botswana, Namibia, Lesotho and Tanzania who reviewed the 2009 – 2014 Strategic Plan and developed the 2014-2019 Strategic Plan.

## **1.3 LAYOUT OF THE STRATEGIC PLAN**

The 2014-2019 Strategic Plan is divided into six main chapters preceded by an Executive Summary. Chapter one focuses on significance and rationale for the Strategic Plan and the process used to prepare the plan. Chapter Two captures the analysis of the current situation: highlighting key achievements, strengths, weaknesses, opportunities, threats and strategic issues of the Association. Chapter three articulates the desired future direction for the Association in terms of vision and mission, functions and core values. The strategic objectives, programs and projects/initiatives are presented in chapter four and the budget for the 2014 – 2019 is presented under Chapter five. Implementation, Monitoring and Evaluation arrangements are dealt with in Chapter six.

## 2 SITUATION ANALYSIS

### 2.1 INTRODUCTION

This Chapter reviews the implementation of the Strategic Plan: 2009-2014 as well the Association's current and unfolding strategic external and internal contexts. The outcome is an overview of the lessons learnt from the implementation and effects of the Strategic Plan for 2009-2014 and the main Strengths, Weaknesses, Opportunities and Threats (SWOTs) of the Association. An analysis of the SWOT and environment focusing on the political, Economic, Social, Technological, Environmental, Legal and Demographic factors (PESTELD) pointed to the strategic issues which the Rolling Strategic Plan: 2014 – 2019 focuses on.

### 2.2 REVIEW OF STRATEGIC PLAN 2009-2014

The Strategic Plan 2009-14 included six outcome areas, each of which addressed critical issues in the roads sector aimed at reducing transport costs, increasing competitiveness of goods, generating wealth and, ultimately, reducing poverty – the overarching goal of all SADC governments. The strategic outcomes were:

1. A regionally consistent approach to road network management and financing,
2. A better developed and more efficient contracting industry,
3. Harmonized, more consistent and appropriate materials utilization and application of design and testing standards,
4. A safer road and road transport environment for all road users,
5. The establishment of an efficient and effective research environment, and
6. Improved technology transfer activities in the region.

#### 2.2.1 Shortfalls

The shortfalls in the Strategic Plan: 2009-2014 included:

1. Lack of training programs due to delays in training needs assessment,
2. Absence of programs to promote multi-modalism in the transport sector,
3. Inadequate advocacy on policy and legislative change and implementation,
4. Lack of harmonized, more consistent and appropriate materials utilization and application of design and testing standards. Each member state had its own standards,
5. Mixed results on road safety, and
6. Technology transfer in the region did not improve much.

### **2.2.2 Implementation Achievements**

Despite the aforementioned shortfalls, the following major achievements were realized through the Strategic Plan 2009-2014:

1. Regular meetings were held to coordinate the development and management of the road sector,
2. Some technical and regulatory standards were developed and harmonized such as completion of road signs guidelines and guidelines and studies on materials,
3. There was a lot of knowledge sharing between the standing committees on various issues regarding roads,
4. Cooperation with international and other regional associations such as PIARC, SSATP and AFCAP, LTAP, IRF was fostered, and
5. Some member states developed sustainable programs such as ENU, EIA but not promoted across the region.

### **2.2.3 Lessons Learnt**

ASANRA learnt some lessons which it envisages to capitalize on in order to improve the delivery of its services to the stakeholders in the next Strategic Plan implementation period. These include:

1. Need to identify alternative funding for projects,
2. Lack of commitment due to absence of ASANRA representatives in member countries,
3. High staff turnover at the Secretariat and member states organizations and inconsistencies in people attending workshops resulted in little knowledge sharing and slow implementation of projects,
4. Lack of harmonized standards on asset management, project implementation guidelines, axle load control coordination contributed to each member state to develop its own standards,
5. Standing committees were not very active to implement the projects,
6. It is not easy to lobby change of regulation and policy in many member countries,
7. There is more to road sector than construction and maintenance. There was lack of an integrated transport sector approach,
8. Properly align M&E tools with the strategic objectives, outcomes and results of the SP to ensure that implementation stays on course, and
9. Advocacy with key stakeholders (Government, Development Partners, and Owners) is a crucial role for the delivery of results.

## **2.3 ENVIRONMENTAL SCAN**

### **2.3.1 SWOT Analysis**

This sub-section presents a summary regarding the Association's environment using strengths, weaknesses, opportunities and threats (SWOT).

**Table 1: ASANRA SWOT Analysis**

<b>Strengths</b>	<b>Opportunities</b>
<ol style="list-style-type: none"> <li>1. Well supported by member states</li> <li>2. Internal drive of members to succeed</li> <li>3. The bottom up, membership-based approach</li> <li>4. Has dedicated and qualified staff</li> <li>5. Has an organization structure</li> <li>6. Has Strategic Plan giving direction shared by shared mission and vision by the member states</li> <li>7. Able to coordinate meetings</li> </ol>	<ol style="list-style-type: none"> <li>1. Possible to coordinate better with member states</li> <li>2. Possible to increase membership fees</li> <li>3. Members are willing to attend meetings</li> <li>4. Strong link with regional bodies such as SADC and AFCAP</li> <li>5. Room to increase membership</li> <li>6. Funding opportunities from development partners</li> <li>7. High level of international awareness about the Association</li> </ol>
<b>Weaknesses</b>	<b>Threats</b>
<ol style="list-style-type: none"> <li>1. Understaffing on key positions- Executive Director and 2<sup>nd</sup> program officer</li> <li>2. Weak financial base</li> <li>3. Limited capacity to influence policy making</li> <li>4. High staff turnover on program officer position</li> <li>5. There is no legal framework to enforce standards and recommendations</li> <li>6. Does not advocate well on important issues with SADC ministerial committee on transport and member states governments</li> <li>7. Does not coordinate activities well due to absence of desk officers in member states</li> <li>8. Does not have a comprehensive M&amp;E, Advocacy, Risk Management and Fund mobilization strategies</li> <li>9. Slow implementation of projects</li> </ol>	<ol style="list-style-type: none"> <li>1. Financial sustainability of ASANRA</li> <li>2. Weak cooperation from some members</li> <li>3. Membership fees not guaranteed as member states can withdraw anytime</li> <li>4. Competing agents from SADC can do ASANRA's mandate</li> <li>5. Lack of enforcement power over project implementation and non-payment of membership fees</li> <li>6. Inability to retain high performing staff</li> <li>7. Donor fatigue</li> <li>8. Inactive executive committee or weak supervision of secretariat staff</li> </ol>

The strategy is to build on the strengths and opportunities while minimizing the impact of the weaknesses and threats confronting ASANRA. ASANRA will,

therefore, further build on its membership and seek to expand, it will seek to have right capacity in terms having adequate numbers of staff in some key positions and keeping its qualified staff members, it will seek to further uplift its ability to coordinate meetings. It will seek to exploit the opportunities available by: building strong linkages with regional and international partners and look for funding opportunities. It will seek to minimize its weaknesses by: improving on the conditions of service, introducing a comprehensive monitoring and evaluation and risk management system and enhance its capacity to influence policy.

### 2.3.2 PESTELD Analysis

For the external scan, PESTELD was used. This enabled an understanding of the political, social, economic, technological, environmental, legal and demographic factors that will influence the performance of the Strategic Plan in the next five years.

These are summarized in Table 4 below:

**Table 2: PESTELD**

<b>Factor</b>	<b>Comments</b>
Political	<ol style="list-style-type: none"> <li>1. Politicians interested only in capital projects</li> <li>2. Change in political leaders affects member states and policy adoption</li> <li>3. There is awareness of the importance of regional integration -major emphasis on regional corridors</li> <li>4. Road safety awareness is aligned with the political agenda</li> <li>5. There is political stability in the region</li> <li>6. All countries - are democratic systems</li> <li>7. ASANRA issues not properly taken to high level political forums -Ministerial /regional</li> <li>8. Politics have a huge influence on technical matters</li> </ol>
Economical	<ol style="list-style-type: none"> <li>1. Unstable economies of member countries having an influence on the operations of ASANRA</li> <li>2. Varying sizes of economies of member states making it difficult to harmonize transport system</li> <li>3. Imbalanced economic interests in the region</li> </ol>
Social	<ol style="list-style-type: none"> <li>1. Increased movement of people has implications on the transport system -the removal of NTB (non-tariff barrier)</li> <li>2. Strategies to look at other modes of transport to reduce traffic due to migration of people from rural to urban</li> <li>3. Road safety projects were possible due to public support</li> <li>4. Social cross cutting issues on gender, HIV and AIDS, IAPS, compensation</li> </ol>

Factor	Comments
	5. Focus on poverty alleviation has influence on policy strategic direction- fences plus road signs theft and vandalism
Technology	<ol style="list-style-type: none"> <li>1. ASANRA website needs revamping</li> <li>2. Increased use of technology -plus research and development</li> <li>3. ASANRA lagging behind in adapting to technology advances: survey equipment and stabilizers</li> <li>4. Different levels of technology advancements in member countries</li> <li>5. Innovations needed for construction materials</li> <li>6. Potential for technological improvements given the advancement of other member states</li> <li>7. Lack of funding for technology</li> </ol>
Environmental	<ol style="list-style-type: none"> <li>1. Increase in effects of climate change</li> <li>2. Lack of adherence to environmental issues in the region</li> <li>3. Existing environmental framework in the region plus awareness</li> <li>4. Secretariat lacking environmental specialist.</li> </ol>
Legal	<ol style="list-style-type: none"> <li>1. Lack of legal framework to enforce project recommendations and best practices</li> <li>2. Legal reforms resulted in the formation of Road Agencies</li> <li>3. Slow progress in changing legislation</li> <li>4. Lack of harmonized legal frameworks</li> </ol>
Demographics	<ol style="list-style-type: none"> <li>1. Gender imbalances in the transport sector</li> <li>2. Increase in population and urbanization puts more demand on infrastructure and system</li> </ol>

The strategy is to build on the political stability in the region and promote the objectives of ASANRA while raising awareness of the importance of regional integration with major emphasis on regional corridors. ASANRA issues will be properly taken to high levels of political forums -Ministerial/regional.

ASANRA will focus on poverty alleviation because it has influence on policy strategic direction for fences, road signs theft and vandalism. It will also focus on cross cutting issues on gender, HIV and AIDS, IAPS and compensation.

ASANRA will seek to build on the potential of technological improvements given the advancement of other member states. Innovations will include innovations needed for construction materials. ASANRA will seek funding for technology and innovations.

## 3 VISION, MISSION, FUNCTIONS AND CORE VALUES

### 3.1 INTRODUCTION

As a regional Association, ASANRA is challenged to take advantage of the enormous opportunities that exist and also to contribute towards addressing the challenges of the roads sector. It is against this background that ASANRA has re-formulated its vision, mission and core values statements as it considers its future, moving forward and bearing in mind the key results areas and strategic issues underscored by its core stakeholders.

### 3.2 VISION

The activities of ASANRA will continue to be inspired by the following vision:

*A sustainable regionally harmonized road transport system that competes internationally*

### 3.3 MISSION STATEMENT

ASANRA's mission is:

*To support the development of a harmonized, safe, effective and efficient integrated road transport system while meeting national and regional goals and objectives.*

### 3.4 CORE FUNCTIONS

ASANRA's core functions are to provide an elaboration of the mission into statements of functions which can guide detailed planning and implementation of activities. The agreed core functions of the Association are:

1. To foster the development, operation and maintenance of a region-wide integrated transport system,
2. To cooperate with other SADC agencies in considering matters of mutual interest in serving the region's highway needs,
3. To develop and improve methods of administration, planning, research, design, construction, maintenance and operation of facilities,
4. To provide the efficient, safe and effective transportation of persons and goods in support of national as well as regional goals and objectives in an environmentally and economically sustainable manner,
5. To study all problems connected with the region's highway network and its impact on other modes of transportation,
6. To consult with SADC ministers on regional transportation policy, and

7. To develop technical, administrative and operational voluntary standards and policies.

### 3.5 CORE VALUES

ASANRA ascribes to the following core values:

#### 1. *Commitment*

We are committed to serving the needs of our community.

#### 2. *Respect*

ASANRA will embrace diverse cultures, communities and points of view while supporting everyone's worth and dignity, regardless of background, abilities or beliefs and will always be considerate while being aware of and honour others' rights and feelings.

#### 3. *Innovation*

Innovation means developing creative solutions and putting them into action. ASANRA shall encourage responsible innovation and risk taking and put them into action.

#### 4. *Teamwork*

The best solutions come from working together. Effective teamwork demands strong relationships, respect and sharing. ASANRA, therefore, shall promote a culture of mutual respect and collaboration among its staff, members, partners and communities across the region.

#### 5. *Integrity*

Employees shall discharge duties ethically, morally and without fear, favour or prejudice.

#### 6. *Caring*

ASANRA shall feel and show concern for those it works with.

#### 7. *Accountability*

ASANRA shall strive to be answerable to the member countries, clients, communities and staff.

#### 8. *Leadership*

ASANRA shall inspire and motivate others to develop a sustainable regionally harmonized road transport system.

## 4 STRATEGIC ASPIRATIONS FOR 2014-2019

### 4.1 INTRODUCTION

Chapter 4 presents the core of ASANRAs' Strategic Plan for 2014-2019. It indicates the key result areas, strategic objectives, expected outcomes and programme activities for the five year period.

### 4.2 KEY RESULTS AREAS AND STRATEGIC ISSUES

The results of the SWOTs and PESTELD Analyses and in-depth consultation were used to identify the key areas in which the Strategic Plan for 2014-2019 should create positive results and the strategic issues which need to be addressed in order to bring the desired results. The key result areas were:

1. Harmonization and promotion of road sector standards,
2. Cooperation with international and other regional associations and governments,
3. Promotion of safe public road systems,
4. Social development and environment,
5. Development of human capital, and
6. ASANRA's financial and organizational sustainability.

#### 4.2.1 Key result area 1: Harmonization and promotion of road sector standards

##### 1. *Problem statement*

Lack of harmonized road sector standards has led to inadequate road maintenance and increases vehicle operating costs and eventual cost of rehabilitation or reconstruction. This lack of harmonized standards has also led to limited integration of transport infrastructure between countries. This inhibits trade due to the high cost of transportation between member states.

##### 2. *Strategic Objective*

To coordinate the development, harmonization and promotion of technical, administrative, regulatory and operational standards, specifications and practices in the roads sector for the region.

##### 3. *Expected Outcomes*

Developed road sector standards that promote regional integration, reduce transport costs, consistent and appropriate design standards that integrates codes of practice and an efficient contracting industry of the member states.

#### **4.2.2 Key result area 2: Cooperation with international and other regional associations and governments.**

##### **1. *Problem statement***

ASANRA is in a unique position to influence road infrastructure and transport policy issues and attract funding from government, international and regional bodies in the SADC region but has not done much.

##### **2. *Strategic Objective***

To foster cooperation and partnerships with international and other regional associations to advocate for policy, legislative change and implementation of its activities.

##### **3. *Expected Outcomes***

- a) Increased Resource mobilization by ASANRA,
- b) Increased knowledge sharing among member states through ASANRA activities and
- c) Improved coordination between ASANRA and SADC governments on issues affecting the roads sector.

#### **4.2.3 Key result area 3: Promotion of safe public road systems.**

##### **1. *Problem statement***

Advancing urbanization coupled with the rapid motorization has stretched the supporting road transport infrastructure and institutional capacity to the limit. This has resulted in road traffic congestions, increased air pollution from vehicle emissions and high accident rates. Road safety should therefore remain a critical concern of all road agencies in the region.

##### **2. *Strategic Objective***

To facilitate standards that contribute to the reduction in traffic congestion, road accidents, pollution and vehicle emissions through the use of appropriate travel demand strategies, road design standards and guidelines and the promotion of safe public road transport systems.

Figure 2: Urbanization and road congestion



### 3. *Expected Outcomes*

Design standards that promote use of safe public road transport and non-motorized transport (NMTs) adopted.

#### 4.2.4 **Key result area 4: Social development and environment**

##### 1. *Problem Statement*

Poverty and unemployment are prevalent and the exposure of HIV during road construction and maintenance is high in the region. In addition, regional road design standards have not incorporated climatic issues and have not mostly considered the impact on the environment.

##### 2. *Strategic Objective*

To facilitate standards that incorporate social development, environmental, HIV/AIDS, gender awareness, and climate change programs in Regional Road network activities.

##### 3. *Expected Outcomes*

Developed standards that ensure:

- a) Increased labour based programs in the Regional Road Networks,

- b) Implementation of HIV/AIDS Policies and Strategies on construction and maintenance sites,
- c) Implementation of Strategic Environmental Assessment (SEA), Environmental Impact Assessment (EIA) and Environmental Management Plans (EMPs) on construction and maintenance projects, and
- d) Climate resilient design standards.

#### **4.2.5 Key result area 5: Development of human capital**

##### **1. Problem Statement**

Lack of skilled human resources in the sector is also an area of concern and there is a pressing need to enhance human capacity development through appropriate skills development and training.

##### **2. Strategic Objective**

To coordinate the development of human capital through structured programs to attain self-sufficiency in the region.

##### **3. Expected Outcomes**

Educational Programs that ensure development of human capacity of the road agencies on issues to do with roads to lead to improved management of the road sector in members states.

#### **4.2.6 Key result area 6: ASANRA's financial and organizational sustainability**

##### **1. Problem Statement**

The capacity of ASANRA is constrained due to understaffing in key positions such as Executive Director and programming due to current level of funding which appear not sustainable for the implementation of the Association's mandate.

##### **2. Strategic Objective**

To improve staff capacity and assure ASANRA's financial and organizational sustainability including assessment and mitigation of all risks involved in the implementation of ASANRA projects and ensure successful and timely completion of the projects.

### 3. **Expected Outcomes**

Changed job descriptions to cover up for the vacant positions; this entails elevating the program officer role to take up the roles of an Executive Director to ensure adequate funding amongst other strategic responsibilities and that of Secretary to Monitoring and Evaluation officer to ensure proper implementation and coordination of the delivery of the planned project activities.

#### 4.2.7 Key programs and projects

Table 3 presents the proposed set of programs, projects and interventions for 2014 – 2019.

*Table 3: Key Programs and Projects*

	STRATEGIC OBJECTIVE	IMPLEMENTATION STRATEGIES	ACTIVITIES	KEY PERFORMANCE INDICATORS/TARGETS	RESPONSIBILITY
1	To coordinate development, harmonization and promotion of technical, administrative, regulatory and operational standards, specifications and practices in the roads sector for the region by 2019	<p>1. Promote preventative maintenance using appropriate maintenance optimization systems</p> <p>2. Provide guidelines on measures for undertaking optimal road network maintenance.</p> <p>3. Effective control of axle loads along the Regional Trunk Road Network</p>	<p>1. Develop guidelines on performance based contracting for maintenance.</p> <p>2. Develop Harmonized guidelines in respect of contract documentation and appropriate methods of contracting.</p>	<p>1.Guidelines on:</p> <p>a) road network condition, measured by IRI [Good = <math>3.5 \leq IRI \leq 1.0</math>] [Fair = <math>5.0 \leq IRI &lt; 3.5</math>]</p> <p>b) axle load control limits.</p>	Construction and Maintenance Committee
		<p>4. Identify needs for, develop and promote the use of harmonized design standards, legislation, guides, manuals and codes</p>	<p>5. Preparation of harmonized materials laboratory and field testing manuals</p> <p>6. Production of harmonized guidelines for road construction materials and production of codes of best</p>	<p>2.Completed materials laboratory and field testing manuals</p> <p>3.Completed harmonized guidelines for road construction materials and production of codes</p>	Materials and Design Standards Committee

	STRATEGIC OBJECTIVE	IMPLEMENTATION STRATEGIES	ACTIVITIES	KEY PERFORMANCE INDICATORS/TARGETS	RESPONSIBILITY
		of practice; 5. Arrange for the publication, dissemination and training in the use of the harmonised design standards, legislation, guides, manuals and codes of practice.	practice on materials utilization, safety and environmental concerns	of best practice on materials utilization, safety and environmental concerns	
2	To facilitate standards that contribute to the reduction in traffic congestion, road accidents, pollution and vehicle emissions in urban areas by 2019.	1. Promoting a coordinated approach to integrated land use and transport planning 2. Promote the adoption of appropriate travel demand management strategies 3. Promote the use of appropriate design standards for urban roads to contribute	1. Develop guidelines for promoting integrated land use and urban city planning 2. Optimize urban road use through appropriate intermodal strategies such as walking and cycling 3. Develop harmonized design standards for urban roads contributing to road safety 4. Establish a baseline for the regional trunk network condition, vehicle operating costs and travel	1. Guidelines by 2019 that ensure: a) Reduced number of accidents in member states b) Appropriate travel demand management strategies by member states c) Good designs for urban roads by member states d) Appropriate number of vehicles given size of road network in any member state	Road Network Management and Finance Committee

	STRATEGIC OBJECTIVE	IMPLEMENTATION STRATEGIES	ACTIVITIES	KEY PERFORMANCE INDICATORS/TARGETS	RESPONSIBILITY
		<p>to road safety reduction and traffic congestion</p> <p>4. Promoting the use of Public Transport and other transport modes such as walking and cycling through improved urban transport reliability and efficiency, policies that discourage private vehicle usage</p> <p>5. Harmonized regional approach to regulatory control over Para-transit transport systems</p>	<p>time on selected major roads</p> <p>5. Establish a baseline for public transport usage in the region and guidelines for the adoption of improved, reliable and efficient public transport system</p> <p>6. Impact of super single tires on the SADC regional road network and policies</p>		
		<p>6. Establish and document best road safety procedures and practice for dissemination to all member states;</p>	<p>7. Road safety awareness, education and enforcement workshops</p> <p>8. Guideline on dealing with problem of vandalism/theft of road</p>	<p>2. 2 Road Safety workshops per year</p> <p>3. Completed guideline on dealing with problem of vandalism/theft of road signs</p>	<p>Road Safety Committee</p>

	STRATEGIC OBJECTIVE	IMPLEMENTATION STRATEGIES	ACTIVITIES	KEY PERFORMANCE INDICATORS/TARGETS	RESPONSIBILITY
		<p>7. Review and update road safety policy and legislation in member states;</p> <p>8. Identify institutions in the region for road safety training and development;</p> <p>9. Promote the use of publicity campaigns and other appropriate measures for keeping road safety at the forefront of public awareness;</p>	<p>signs.</p> <p>9. Regionalization of Volumes 2 and 3 of the SADC Road Traffic Signs Manual.</p> <p>10. Development of Guidelines for Road Safety audit</p>	<p>4. Regionalized manuals adopted by SADC.</p> <p>5. Completed guidelines on road safety audits</p>	
3	To facilitate standards that incorporate social development, environmental, HIV/AIDS, gender awareness, and climate change	1. Ensure implementation of social development programs and environmental good practice within the region, including HIV/AIDS, gender awareness and air pollution	<p>1. Develop guidelines on incorporation of social, gender, HIV/AIDS and environmental issues in road construction.</p> <p>2. Develop guidelines on employment of local labour and the development of local contractors in road construction and</p>	<p>Guidelines to members states that ensure:</p> <p>a) Increased proportion of women engaged on construction project by 30% by 2019 in member states.</p> <p>b) Increased HIV/AIDS care and support programs during</p>	Construction and Maintenance Committee

	<b>STRATEGIC OBJECTIVE</b>	<b>IMPLEMENTATION STRATEGIES</b>	<b>ACTIVITIES</b>	<b>KEY PERFORMANCE INDICATORS/TARGETS</b>	<b>RESPONSIBILITY</b>
	programs in Regional Road network activities by 2019.	2. To ensure the adoption of climate resilience in all road infrastructure design standards.	<p>maintenance</p> <p>3. Develop guidelines on preferential treatment of local (indigenous) contractors</p> <p>4. Revision of design standards and construction codes to take into account the effects of climate change.</p>	<p>road construction in member states.</p> <p>c) All projects compliance with environmental regulations in member states.</p> <p>d) 100% of unskilled labour during road construction or maintenance are indigenous people</p> <p>e) 20% of all contracts sums are awarded to local indigenous contractors in member states</p> <p>f) Climate resilient design standards adopted by member states.</p>	
4	To foster cooperation with international and other regional associations	<p>1. Identify areas of need for partnerships with other associations in the road sector</p> <p>2. Cooperation with associations for</p>	<p>1. Training needs analysis pertaining to capacity building</p> <p>2. Promote implementation of the developed guidelines amongst member states</p>	<p>1. Two new partners supporting various projects by 2019</p> <p>2. List of potential cooperating partners by 2016</p> <p>3. Two MOU's signed</p>	Regional Technology Transfer and Capacity Building Committee

	<b>STRATEGIC OBJECTIVE</b>	<b>IMPLEMENTATION STRATEGIES</b>	<b>ACTIVITIES</b>	<b>KEY PERFORMANCE INDICATORS/TARGETS</b>	<b>RESPONSIBILITY</b>
	including advocating policy and legislative change and implementation by 2019	resource mobilisation and knowledge sharing 3. Promoting ASANRA initiatives through policy research 4. Lobbying SADC on policy formulation and implementation	3. Organizing of Regional technology Transfer Conferences	with cooperating partners 4. Two policy researches conducted 5. Three presentations made at SADC fora	
5	To coordinate the development of human capital through structured programs to attain self-sufficiency in the region each year.	1. Publish and disseminate a bi-annual Regional T2 newsletter 2. Host bi-annual African T2 conference 3. Identify, plan and execute skills development and training Programs for the region 4. Formalize capacity building mechanisms in all member States		1. 4 courses organized by ASANRA by 2018 2. 2% of ASANRA revenue budget spent on training 3. Publications- Regional T2 newsletter	Technology Transfer and Capacity Building Committee

	<b>STRATEGIC OBJECTIVE</b>	<b>IMPLEMENTATION STRATEGIES</b>	<b>ACTIVITIES</b>	<b>KEY PERFORMANCE INDICATORS/TARGETS</b>	<b>RESPONSIBILITY</b>
6	To assure ASANRA's financial and organizational sustainability including assessment and mitigation of all risks involved in the implementation of ASANRA projects to ensure successful and timely completion of projects	<ol style="list-style-type: none"> <li>1. Secure alternative funding options</li> <li>2. Cut costs by 5% by 2019</li> <li>3. Enhance revenue by 10% by 2019</li> </ol>	<ol style="list-style-type: none"> <li>1. Seek more grant funding.</li> <li>2. Implement projects in-house (implementation committees).</li> <li>3. Organize Fundraising activities ( Training courses, Conferences and Foundations)</li> </ol>	<ol style="list-style-type: none"> <li>1. Three successful funding proposals by 2019</li> <li>2. 20% of projects completed within budget and time per year</li> </ol>	Board of Directors
		<ol style="list-style-type: none"> <li>4. Undertake Risk Assessment and develop guidelines</li> </ol>	<ol style="list-style-type: none"> <li>4. Change job descriptions of existing officers to play roles of Executive Director.  M&amp;E officer to develop Risk Management Guideline and</li> </ol>	<ol style="list-style-type: none"> <li>3. At least 80% of the planned projects implemented within 2014 – 2019 period</li> <li>4. M&amp;E guidelines for ASANRA by 2016</li> </ol>	Board of Directors

	STRATEGIC OBJECTIVE	IMPLEMENTATION STRATEGIES	ACTIVITIES	KEY PERFORMANCE INDICATORS/TARGETS	RESPONSIBILITY
			Management Plan and the following: <ul style="list-style-type: none"> <li>• Promote implementation of the guidelines amongst member states</li> </ul>		
		5. Formulation of implementation schedule for activities 6. Publication and dissemination of progress reports 7. Timely reporting schedule for activities 8. Strengthen the current ASANRA organizational structure	<ul style="list-style-type: none"> <li>• Preparation of implementation schedule</li> <li>• Production of scheduled activity Status reports</li> <li>• Establish desk offices in respective member states</li> </ul> Existing programs officer to assume role of Executive Director and be responsible for the implementation of the Strategic Plan amongst other things.	5. Timely production of progress reports 6. Desk officers established in member states by 2014/15. 7. Job enrichments completed by 2014/15	

## 5 FINANCIAL PLAN

### 5.1 BASIC ASSUMPTIONS

Table 4 gives the assumptions, which guided the preparation of the indicative budget required to implement the strategic activities outlined in the Rolling Strategic Plan.

*Table 4: Basic Budget Assumptions*

1	No changes in Membership
2	Projects to be financed from new funding sources/grants and ASANRA's core budget
3	Development partners support will be for specific projects
4	Implementation teams to complete certain projects. Meetings to be held in RSA at a cost of \$13,200 each.
5	Consultancy Costs per assignment: \$15,000 for one man month; Committee Review \$5,000; Member states review and adoption workshop \$35,000 and Office costs \$10,000

See Section 7.1.3 for detailed assumptions for each project

#### 5.1.1 BUDGET SUMMARY

Table 5 which is a summary of the financial requirements for implementing the Strategic Plan indicates that ASANRA requires additional support amounting to about USD 1.7 million over the five years of the Rolling Strategic Plan (exclusive of operational costs). Detailed budget is presented in section 7.1.2

*Table 5: Indicative Strategic Plan Projections in USD*

Programme	Year 1	Year 2	Year 3	Year 4	Year 5	Total Budget
Construction and Maintenance	66,000	13,200	100,000	-	400,000	579,200
Road Network Management and Financing	5,000	-	-	200,000	-	205,000
Research and Development	5,000	145,000	155,000	5,000	5,000	315,000
Road Safety	41,000	26,000	13,200	-	150,000	230,200
Materials and Design Standards	13,100	-	75,000	200,000	-	288,100
Technology Transfer and capacity Building	35,200	25,000	5,000	25,000	5,000	95,200
	-----	-----	-----	-----	-----	-----
<b>Total Funding Required</b>	<b>165,300</b>	<b>209,200</b>	<b>348,200</b>	<b>430,000</b>	<b>560,000</b>	<b>1,712,700</b>
	=====	=====	=====	=====	=====	=====

### 6.1 INTRODUCTION

This Chapter presents an overview conception of the M&E Plan. Monitoring is the process of maintaining close observation and follow-up over the implementation of the activities in the Strategic Plan. This requires systematic collection of data according to the targets and activities defined in annual work plans and budgets, derived from the Rolling Strategic Plan.

There will be four levels of monitoring as follows:

1. Information will be gathered in relation to activities in programs/projects using specific formats and checklists that will be developed along with the M&E framework.
2. Information will be gathered on the activities implemented through partnerships and third party agents (e.g., consultants and contractors)
3. Information in relation to the Secretariat's staff performance of some of the activities in the Strategic Plan.
4. Information relating to achievement of impact, based on the theory of change.

Evaluation will assess the extent to which the Rolling Strategic Plan is achieving the desired outcomes and impacts. There will be two types of evaluation. These will be self-evaluation of the programs/projects' activities at the end of each year and an ongoing external evaluation that, during implementation will help trigger changes in strategy and tactics and, after 5 years, will give a summative assessment. The criteria for evaluation will be based on the strategic plan's vision, strategic objectives, theory of change, and other requirements ordered by the Management Board. Both self-evaluation and external evaluation will require physical observation and interviews by internal and external evaluators respectively.

The external evaluation will focus significantly on assessing the impact of the Association, that is, on:

1. The effectiveness of the Rolling Strategic Plan
2. Impact of the Association's activities.
3. Efficiency in realizing the Strategic Plan objectives.

### 6.2 IMPLEMENTATION

The following measures will be taken in order to ensure optimal implementation of the Strategic Plan:

1. Full development of each programme and project into comprehensive and well- priced programme/project documents/proposals based on the log frame model.
2. Mobilization of funding for each programme/project – from national, regional and international sources.

3. Getting relevant stakeholders involved in the implementation as necessary. Efforts will be taken to ensure that the plan is well understood by the stakeholders – especially the member states.
4. Taking steps to assign a responsible officer/party for each key project in the Strategic Plan.
5. Preparing annual work plans and budgets for implementation of the projects in the Strategic Plan – as part of the annual budgeting exercise
6. The projects' targets will be disaggregated into specific individual targets in order to facilitate the implementation and monitoring needs of the projects under the Rolling Strategic Plan.
7. Steps to be taken to ensure that Officers/Programme/Project Coordinators and individuals develop detailed activities to implement and realize assigned targets must be taken
8. The Executive Committee to oversee and coordinate the implementation of the Strategic Plan.
9. Implement the monitoring and evaluation mechanisms proposed in this chapter and in the full Monitoring and Evaluation Plan to be developed later in order to assist in assessing successes and failures of implementation annually and in taking remedial measures
10. Ensuring that the human resources of the Association are adequate in line with the demands of the activities in the Strategic Plan.
11. Keeping staff regularly engaged in all relevant activities.
12. Assigning an officer to assist the Executive Director in managing the operational aspects related to implementation of the Strategic Plan.
13. Ensuring that an annual budget is provided for monitoring and evaluation of the Strategic Plan.

### **6.3 MONITORING**

Programme/project coordinators with the support of the Secretariat will provide quarterly reports on the activities carried out in the respective programme/projects. A monitoring form shall be designed.

The reports from programs will be compiled by the Programme Officer responsible for Monitoring & Evaluation, after every three months. These monitoring reports will form the basis of annual progress performance report of the strategic plan, which will be discussed by the Management Board and disseminated to the members of the Association.

### **6.4 MONITORING OF CRITICAL RISKS**

The following potential risks facing the implementation of the Strategic Plan will need to be monitored constantly and mitigation measures taken when and if problems are observed:

1. Inadequate response from donors for funding.
2. Failure of important actors to collaborate with the Association.

3. Inability to attract and retain key competent staff and members the Board.
4. Low enthusiasm of stakeholders, and
5. Insufficient funding.

## **6.5 EVALUATION**

The evaluation of the Rolling Strategic Plan, to be done towards the end of the fifth year, will aim at:

1. Justifying the use of resources.
2. Assessing the achievements and failures of the Strategic Plan.
3. To see whether adequate resources are being mobilized to implement the plan, and
4. Assess the impact of the Strategic Plan.

Evaluation will be an integral component of the ASANRA activity and will aim at facilitating learning and improvement in the implementation of the Strategic Plan. The Secretariat in consultation with the Board will prepare and issue terms of reference for both self-evaluation and external evaluation and impact assessment. The terms of reference will include the following:

1. Subject of evaluation
2. Study design; data collection procedures, sampling procedures, indicators to be used, basis for comparisons, etc.
3. Time span to be covered
4. Profile of evaluators
5. Executing the evaluation
6. Analysis and reporting, and
7. Feedback of evaluation findings

The criteria for selecting evaluators will consider relevant technical skills, evaluation skills and experience in similar assignments. The evaluators will also be responsible for providing feedback to the Executive Director and the Board.

The adopted recommendations will be the basis for the revision of the Strategic Plan after every 5 years.

## **6.6 ROLLING FORWARD AND REVIEWING OF THE STRATEGIC PLAN**

The Rolling Strategic Plan will be rolled forward every year based on the feedback received from quarterly and annual progress reports. However, the Strategic Plan will be reviewed after five years based on the external evaluation reports in addition to the quarterly and annual progress reports. Furthermore, during the review a wide spectrum of the Association's stakeholders will be involved or consulted.

## 7 APPENDICES

### 7.1 PROJECT/ACTIVITY ABSTRACTS

#### 7.1.1 Project briefs: The Strategic Plan 2014-2019

PROJECT NUMBER	PROGRAMME	ACTIVITY	ACTIVITY DESCRIPTION
1	Construction & Maintenance	Guidelines on performance based contracting for maintenance	Guidelines for promoting performance based contracts for maintenance in the region unlike the current conventional method. This entails preparation of contracts for longer contract period where a contractor will take more responsibility.
2		Harmonized guidelines in respect of contract documentation and appropriate methods of contracting.	Guidelines for preparation of contract documentation in the region to be standardized in order to ensure some harmony of terms and conditions.
3		Guideline on employment of local labour and the development of local contractors	Guidelines for the Promotion of Labour Based Works in Road Construction and Maintenance Projects Guidelines for Employment Creation Strategies, Pro-Poor Targeting Strategies and Targeting Priority Population Groups and Interested and Affected Parties in Construction and Maintenance Projects.
4		Guideline on preferential treatment of local (indigenous) contractors	Guidelines for the development of local contractors in road construction and maintenance including guidelines for preferential treatment and sub-contracting

PROJECT NUMBER	PROGRAMME	ACTIVITY	ACTIVITY DESCRIPTION
			local (indigenous) contractors
5		Revision of design standards and construction codes to take account effects of climate change	Guidelines for Addressing Social Impact Assessment and Compensation Issues in Road Construction and Maintenance Projects.
6	Road Network and Management Financing	Harmonized design standards for urban roads contributing to road safety	The project seeks to develop harmonized design standards for urban roads in an effort to contribute to road safety congestion reduction.
7		Establish a baseline for the regional trunk network condition, vehicle operating costs and travel time on selected major routes	This shall entail preparation of guidelines for minimum standards of the regional trunk network condition, vehicle operating costs and travel time on selected major routes.
8	Research and Development	Maintenance and updating of R&D Database	This project shall prepare guidelines for secure storage of data and periodic review of the same. The bottom line is to have reliable database all the time.
9		Guideline for in-situ in road rehabilitation and upgrading	Once the guidelines are available, then they must be marketed amongst the member states in order to get widespread use of them.  Develop marketing strategies Study tours to where these guidelines are in use

PROJECT NUMBER	PROGRAMME	ACTIVITY	ACTIVITY DESCRIPTION
10		Impact of super single tires on the SADC regional road network and policies	This is a study to assess the impact of super single tires on the SADC regional road network and relevant policies.
11	Technology Transfer and Capacity Building	Training needs analysis pertaining to capacity building	Carry out training needs assessments for each member state and consolidate the information to come up with a regional position document.  Use information from activity to identify appropriate training programs offered by different institutions and table them for training projects
12		Promote implementation of the guidelines amongst member states	Conferences and workshops that will discuss compliance and implementation of various guidelines amongst member states.
13		Organizing of Regional Technology Transfer Conferences	T2 Managers and Committee members (where there is no T2 centre) to submit information to be used to compile the ASANRA Regional newsletter  The member countries to discuss reports of previous T2 conferences, discuss recommendations and assist with organising the next T2 Conference drawing lessons from previous Conferences  The host T2 Centre to prepare a

PROJECT NUMBER	PROGRAMME	ACTIVITY	ACTIVITY DESCRIPTION
			comprehensive conference report after each conference and present it to the committee for adoption
14	Materials and Design Standards	Preparation of harmonized materials laboratory and field testing manuals	These projects involve review of various testing practices and manuals in member countries and preparation of harmonized materials testing manuals, codes and guidelines
15		Preparation of Guidelines for further development of materials inventory	Guidelines for suitable materials in the construction industry that is responsive to the changing environment.
16		Updating of SATCC standard specifications and code of practice	Periodic review of the current SATCC standard specifications and code of practice in order to respond to the changing environment.
17	Road Safety	Road safety awareness, education and enforcement	This project will involve organizing workshops for various stakeholders to share experiences and best practices.
18		Guideline on dealing with problem of vandal-ism/theft of road signs.	This project will involve providing a guide, information exchange on the modalities of mitigating of vandalism and theft of road signs.
19		Regionalization of Volumes 2 and 3 of the SADC Road Traffic Signs Manual.	This project will involve the adaptation of the 2 manuals for use in member states. Such as the previous adaptation of volume 1 & 4
20		Development of guidelines on road safety	This project will involve preparation of

PROJECT NUMBER	PROGRAMME	ACTIVITY	ACTIVITY DESCRIPTION
		audits	guidelines for undertaking road safety audits.
21	Secretariat	Organizational review of ASANRA	<p>Prepare and present project proposals to development partners for possible financing</p> <p>Take decisions to reduce costs through project activities that can be undertaken in-house with reference to experiences from other projects</p> <p>Enhance capacity by enriching job descriptions of program officer (to that of CEO) and Secretary (to double as M&amp;E officer)</p> <p>Organize Fundraising activities to enhance revenue through alternative sources such as offering training courses, organizing international conferences and from Foundations.</p>

## 7.1.2 Standing committees activities and budget 2014-2019

Project Number	Programme	Activity	Implementation Approach	Year 1 2014/15	Year 2 2015/16	Year 3 2016/17	Year 4 2017/18	Year 5 2018/19	Total Budget	Local Funding Contribution
1	<b>Construction and Maintenance</b>	Guideline for performance based contracting	Implementation team	40 000					40 000	40 000
2		Harmonised guidelines in respect of contract documentation and appropriate methods of contracting	Implementation team	26 000					26 000	26 000
3		Guideline on employment of local labour and the development of local contractors	Consultancy			100 000			100 000	
4		Guideline on preferential treatment of local (indigenous) contractors	Implementation team		13 200		-		13 200	13 200
5		Revision of design standards and construction codes to take account effects of climate change	Consultancy					400 000	400 000	
	<b>Subtotal</b>			<b>66 000</b>	<b>13 200</b>	<b>100 000</b>	<b>-</b>	<b>400 000</b>	<b>579 200</b>	<b>79 200</b>
6	<b>Road Network and Management</b>	Harmonized design standards for urban roads contributing to road safety	Consultancy				200 000		200 000	
7		Establish a baseline for the regional trunk network condition, vehicle operating costs and travel time on selected major routes	Implementation team	5 000	-			-	5 000	5 000
	<b>Subtotal</b>			<b>5 000</b>	<b>-</b>	<b>-</b>	<b>200 000</b>	<b>-</b>	<b>205 000</b>	<b>5 000</b>
8	<b>Research and Development</b>	Maintenance and updating of R&D Database	Secretariat	5 000	5 000	5 000	5 000	5 000	25 000	25 000
9		Guideline for in-situ in road rehabilitation and upgrading	Consultancy		40 000	150 000			190 000	40 000
10		Impact of super single tires on the SADC regional road network and policies	Consultancy		100 000				100 000	
	<b>Subtotal</b>			<b>5 000</b>	<b>145 000</b>	<b>155 000</b>	<b>5 000</b>	<b>5 000</b>	<b>315 000</b>	<b>65 000</b>

Project Number	Programme	Activity	Implementation Approach	Year 1 2014/15	Year 2 2015/16	Year 3 2016/17	Year 4 2017/18	Year 5 2018/19	Total Budget	Local Funding Contribution
11	<b>Technology Transfer and</b>	Training needs analysis pertaining to capacity building	Implementation team	35 200					35 200	35 200
12		Promote implementation of the guidelines amongst member states	Secretariat		5 000	5 000	5 000	5 000	20 000	20 000
13		Organizing of Regional Technology Transfer Conferences	Secretariat		20 000		20 000		40 000	40 000
	<b>Subtotal</b>			<b>35 200</b>	<b>25 000</b>	<b>5 000</b>	<b>25 000</b>	<b>5 000</b>	<b>95 200</b>	<b>95 200</b>
14	<b>Materials and Design</b>	Preparation of harmonized materials laboratory and field	Consultancy				200 000		200 000	
15		Preparation of Guidelines for further development of materials inventory	Consultancy			75 000			75 000	75 000
16		Updating of SATCC standard specifications and code of practice	Secretariat	13 100					13 100	13 100
	<b>Subtotal</b>			<b>13 100</b>	<b>-</b>	<b>75 000</b>	<b>200 000</b>	<b>-</b>	<b>288 100</b>	<b>88 100</b>
17	<b>Road Safety</b>	Road safety awareness, education and enforcement	Implementation team			13 200			13 200	13 200
18		Guideline on dealing with problem of vandalism/theft of road signs.	Implementation team	41 000					41 000	41 000
19		Regionalization of Volumes 2 and 3 of the SADC Road Traffic Signs Manual.	Implementation team		26 000				26 000	26 000
20		Development of guidelines on road safety audits	Consultancy					150 000	150 000	
	<b>Subtotal</b>			<b>41 000</b>	<b>26 000</b>	<b>13 200</b>	<b>-</b>	<b>150 000</b>	<b>230 200</b>	<b>80 200</b>
	<b>Grand Totals</b>			<b>165 300</b>	<b>209 200</b>	<b>348 200</b>	<b>430 000</b>	<b>560 000</b>	<b>1 712 700</b>	<b>412 700</b>

### 7.1.3 Assumptions for Project Activities

PROJECT NUMBER	PROGRAMME	ACTIVITY	ORIGINAL BUDGET	KEY ASSUMPTIONS
1	Construction and Maintenance	Guidelines on performance based contracting for maintenance	40,000	Services to be provided by implementation team. Costs to involve meetings of implementation Team
2	Construction and Maintenance	Harmonized guidelines in respect of contract documentation and appropriate methods of contracting.	26,000	Services to be provided by implementation team. Costs to involve meetings of implementation Team
4	Construction and Maintenance	Guideline on employment of local labour and the development of local contractors in road construction and maintenance	100,000	Two expert consultants for one and half months ( 3 man months ) @ \$15,000 per man month. Operational costs and review meetings costs by responsible committee and consultative workshop
5	Construction and Maintenance	Guideline on preferential treatment of local (indigenous) contractors	13,200	Services to be provided by implementation team. 22 people flying into RSA at a total cost of \$13,200
6	Construction and Maintenance	Revision of design standards and construction codes to take into account the effects of climate change.	400,000	Two expert consultants for six months ( 12 man months ) @ \$15,000 per man month. Other costs include meetings for review by responsible committee, member states and office.
<b>Totals</b>			<b>579,200</b>	

<b>PROJECT NUMBER</b>	<b>PROGRAMME</b>	<b>ACTIVITY</b>	<b>ORIGINAL BUDGET</b>	<b>KEY ASSUMPTIONS</b>
7	Road Network Management and Financing	Guidelines for promoting integrated land use and urban city planning	<b>200,000</b>	Two expert consultants for four months ( 8 man months ) @ \$15,000 per man month. Other costs include meetings for review by responsible committee, member states consultative meeting and office costs.
10	Road Network Management and Financing	Establish a baseline for the regional trunk network condition, vehicle operating costs and travel time on selected major routes	<b>5,000</b>	Implementation team
<b>Totals</b>			<b>205,000</b>	
13	Research and Development	Maintenance and updating of R&D Database	<b>25,000</b>	To be done by Secretariat
	Research and Development	Impact of super single tires on the SADC regional road network and policies.	<b>100,000</b>	Consultancy.
14	Research and Development	Guideline for in-situ in road rehabilitation and upgrading	<b>190,000</b>	Two expert consultants for three months ( 6 man months ) @ \$15,000 per man months. Other costs include meetings for review by responsible committee, member states consultative meeting and office costs.
<b>Totals</b>			<b>315,000</b>	

<b>PROJECT NUMBER</b>	<b>PROGRAMME</b>	<b>ACTIVITY</b>	<b>ORIGINAL BUDGET</b>	<b>KEY ASSUMPTIONS</b>
15	Road Safety	Road safety awareness, education and enforcement	<b>13,200</b>	as for implementation team projects
16	Road Safety	Guideline on dealing with problem of vandalism/theft of road signs.	<b>41,000</b>	Implementation team
17	Road Safety	Regionalization of Volumes 2 and 3 of the SADC Road Traffic Signs Manual.	<b>26,000</b>	Implementation team
18	Road Safety	Development of guidelines on road safety audits	<b>150,000</b>	Two expert consultants for two months ( 4 man months ) @ \$15,000 per man month. Operational costs and review meetings costs by responsible committee and member states and office costs.
<b>Totals</b>			<b>230,200</b>	
19	Materials and Design Standards	Preparation of harmonized materials laboratory and field testing manuals	<b>200,000</b>	Two expert consultants for two and half months ( 5 man months ) @ \$15,000 per man month. Operational costs and review meetings costs by responsible committee, Member states and office costs.
20	Materials and Design Standards	Preparation of Guidelines for further development og materials inventory	<b>75,000</b>	One expert consultant for one and half month ( 1.5 man months ) @ \$15,000 per man month. Review meetings and office costs.
22	Materials and Design Standards	Updating of SATCC standard specifications and code of practice	<b>13,100</b>	To be coordinated by Secretariat
<b>Totals</b>			<b>288,100</b>	

<b>PROJECT NUMBER</b>	<b>PROGRAMME</b>	<b>ACTIVITY</b>	<b>ORIGINAL BUDGET</b>	<b>KEY ASSUMPTIONS</b>
23	Technology Transfer and capacity Building	Training needs analysis pertaining to capacity building	35,200	Services to be provided by Implementation Team
24	Technology Transfer and capacity Building	Promote implementation of the guidelines amongst member states	20,000	Coordination by Implementation Team. Carried out bi-annually
25	Technology Transfer and capacity Building	Organizing of Regional Technology Transfer Conferences	40,000	Coordination by Implementation Team. Carried out bi - annually
<b>Total</b>			<b>95,200</b>	
<b>Grand Totals</b>			<b>1,712,700</b>	

### 7.1.4 Future Projects

Project Number	Programme	Activity	Description	Implementation Approach
1	<b>Construction and Maintenance</b>	Guideline on incorporation of social, gender, HIV/AIDS and environmental issues in road construction		Consultancy
2		Revision of design standards and construction codes to take account effects of climate change		Consultancy
3	<b>Road Network and Management Financing</b>	Guidelines for promoting integrated land use and urban city planning	The projects will attempt to address root cause of premature urban city congestion arising from increased motorization and urbanization. The high population in the urban areas coupled with increased access to private finance has empowered people with the ability to easily access cheap second hand vehicles from Japan and other sources. Lack of coordinated approach to land use and city planning has resulted in unnecessary congestion in the major metropolitan cities leading to increased pollution and road accidents. The project will therefore make recommendations to improvements to transport planning and land-use to address the high motorization and urbanization problems.	Consultancy

Project Number	Programme	Activity	Description	Implementation Approach
4		Optimizing urban road use through appropriate intermodal strategies such as walking and cycling	The project seeks to promote the use of other modes of transport in addition to road transport so as to address congestion in the major cities in the SADC region. The project will establish a baseline for walking and cycling and come up with recommendations for the adoption of the same as a means of sustainable transport.	Consultancy
5		Establish a baseline for public transport usage in the region and guidelines for the adoption of improved, reliable and efficient public transport system		Consultancy
6	<b>Materials and design</b>	Development of harmonized guidelines for materials utilization, safety and environmental concerns	These projects involve review of various testing practices and manuals in member countries and preparation of harmonized materials testing manuals, codes and guidelines.	Consultancy