



Association of Southern African National Road Agencies (ASANRA)

**Five-Year Strategic and Business
Plan for ASANRA (2020-2025)**

SEPTEMBER, 2021

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ACRONYMS AND ABBREVIATIONS

AfDB	African Development Bank
ASANRA	Association of Southern African National Road Agencies
CEO	Chief Executive Officer
GIS	Geographic Information Systems
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
DFID	Department for International Development
EU	European Union
IRF	International Road Federation de Hub.
NORAD	Norwegian Agency for Development Cooperation
NTB	Non-Tariff Barriers
PESTELD	Political, Economic, Social, Technological, Environmental, Legal, and Demographics
RTRN	Regional Trunk Road Network
SADC	Southern African Development Community
SIDA	Swedish International Development Agency
SSTLDP	Sub-Saharan Transport Leadership Development Programme
TANROADS	Tanzania National Roads Agency
USAID	United States Agency for International Development

Foreword

ASANRA was established in 2001 in line with the SADC Protocol on Transportation, Communications, and Meteorology with the goal of enhancing regional policy coordination and road transport systems integration to improve intra-regional road transport efficiency and lowering transport costs. ASANRA has for the past years since inception, prepared and implemented three Strategic and Business plans of 2005-2009, 2009-2014, and 2014-2019. This plan is the fourth and is being prepared to guide the entity for the period 2020-2025.

With a strategic and business plan, ASANRA will have defined measurable objectives and strategies for operationalization of its vision and mission. The purpose of the Strategic Plan is to provide a road map for defining the key functions, roles, and responsibilities to address the opportunities and challenges ahead. The strategic plan also outlines a renewed vision and mission, goals, objectives, and priorities to fulfil its core mandate in an efficient and sustainable manner.

The plan will help ASANRA to effectively deal with emerging issues and changes in the environment that would have significant impact on its operations.

Although ASANRA registered achievements since its formation, there are still areas which require concerted and proactive efforts by management, stakeholders, and the Board of Trustees. The current operating environment has become so unpredictable that only those organisations, with a clear strategic vision will excel. This strategic plan will constitute a great tool for ASANRA to deal with environmental challenges to become more competitive while remaining focused on its main purpose and continue to achieve positive results.

The strategic plan for 2020-2025 will enable ASANRA achieve the following key milestones:

- i. Provide a strategic direction and a coherent framework to guide ASANRA operations and support the activities in the next five years.
- ii. Target to optimise the organisation's scarce resources (financial, human skills, and knowledge) on selected areas of focus that can deliver the greatest overall impact.
- iii. Align ASANRA activities to its mandate to achieve stakeholders' expectations in the growing and changing environment among the member states and beyond.

Management and stakeholders have highlighted the following as some of ASANRA's achievements and challenges during the last five years:

Achievements

- i. Effective management of ASANRA resources evidenced by unqualified audited financial statements.
- ii. Commitment from member States in areas of finance and technical capacity.
- iii. Good stakeholders' relationships.
- iv. Held two of its biennial T2 Conferences that is: 7th T2 Conference hosted by Zimbabwe in 2015 and 8th T2 Conference hosted by Zambia in 2017.

Challenges

- i. Inadequate resources for implementation of projects.
- ii. Delays in payments of members contributions which is the major source of finance for ASANRA.

President ASANRA
September 2021

Programmes Officer ASANRA

1.0 Executive Summary



Maputo Suspended Bridge

1.0 Executive Summary

This document presents the Strategic and Business Plan for the Association of Southern African National Road Agencies (ASANRA) for the period 2020-2025. This is the fourth strategic plan consistently developed after the previous three plans of 2005-2009, 2009-2014, and 2014-2019. The current Strategic and Business Plan has been prepared with a view of reengineering and improving the operations of ASANRA considering the challenges that the organization has faced over the years.

The purpose of the Strategic and Business Plan is to provide a roadmap and guiding tool for management, stakeholders, and the Board to follow the path they should take to better drive the aspirations of ASANRA and its members.

The current vision of ASANRA is to provide ***“a sustainable regionally harmonized road transport system that competes internationally.”***

The mission of ASANRA is ***“to support the development of harmonized, safe, effective, and efficient integrated road system while meeting national and regional goals and objectives through application of best practices in the development and maintenance of the regional road network, provision of integrated road transport infrastructure, adoption of environmentally sustainable practices and optimization of benefits to the road users.”***

The current membership of ASANRA consists of national road agencies and roads departments from the member States drawn from the 16-member Southern Africa Development Community (SADC). However, it is observed that the current active members are 10 out of the 16. This plan is advocating to lobby with the 6 members to actively become members of ASANRA so that the membership is enhanced to the full 16 members of SADC who can actively participate in the activities and operations of ASANRA. The Strategic and Business Plan has also proposed subject to provisions of its constitution, expansion of membership of ASANRA as part of the drive to boost its financial base. To this end, there is a proposal to intensify membership at Associate membership level where all the target members in the roads sector from the member States should become members of ASANRA. The targeted members are the officers from the roads departments in the countries where there are no road agencies. The belief is that ASANRA activities significantly contribute to the operations of all these players in the road sector. These proposals on Associate members will require amendments of the ASANRA Constitution on Article 3 (4) regarding the Associate Members to include provisions for possible expansion of this membership.

From the review of the operations of ASANRA, it has been reported and acknowledged by the members that there are numerous benefits that accrue to members through the following:

- i. Harmonization of standards and guidelines on roads infrastructure within the SADC region.
- ii. Participate in the biennial conference where knowledge, information and experiences on roads are shared among members. This knowledge transfer helps the participating members to improve their skills in their respective countries.
- iii. Augment resource base by expanding the network of business contacts through ASANRA.
- iv. Interact with the “Who is Who” of the road industry within the SADC region and beyond.
- v. Have access to the Geographic Information Systems (GIS) database which enables one to know the roads conditions of each country within SADC before embarking on any travel.
- vi. Help support the continuation of the profession by mentoring the next generation of engineers.

In addition to the above benefits, it is envisaged that Associate members will also benefit from the following opportunities:

- i. Collaboration with counterparts in other countries and share lessons learned on projects of similar nature.

- ii. Learn and get up-to-date information and knowledge on the standards and guidelines of road design and construction of roads within the SADC region.
- iii. Members will have a chance to attend trainings and conferences organized by ASANRA on roads construction, designs, maintenance, and other related issues.

The process of developing the 2020-2025 Strategic and Business Plan for ASANRA involved the following activities:

- i. Review of previous Strategic and Business Plan (2005-2009), (2009-2014), and (2014-2019).
- ii. Review of documentation of ASANRA and other roads construction documents.
- iii. Review of the SADC Master Plan on the road construction.
- iv. Consultations with management at the Secretariat to check on how the organization has performed over the years and what they consider to be key areas to focus in the new Strategic and Business Plan.
- v. Consultations with stakeholders from the member States and this was done through virtual meetings, physical meetings, and questionnaires which were sent and filled by representatives in the member states.

The findings from the review and consultations have revealed the following key issues on ASANRA which should be considered in the current Strategic and Business Plan:

- i. ASANRA is faced with financial challenges since it relies on member contributions as its main source of finance. The new plan is proposing an enhancement of financing by promoting increase in membership from the member States and increase in member contributions. The plan also advocates for the expansion of the Associate Membership which will draw increased categories of members from the member states from the Roads departments of the respective Ministries where no road agencies exist.
- ii. ASANRA members should strengthen their commitment to the activities of the organization as over the years, it has been observed that delays were experienced on implementation of projects. The Strategic and Business Plan proposes that there is need to encourage members to fully commit to the tasks assigned to implement them on time for the achievement of the objectives of ASANRA. More engagements should be done with SADC Committee of Ministers so that ASANRA is visible and relevant to the needs of the Member States.
- iii. ASANRA has not been able to implement numerous projects for the past five years and some of the projects are still relevant as advised by member states representatives during the consultations. The consensus from the members is that these uncompleted or unimplemented projects are still relevant to the operations of ASANRA and hence they should be included in the 2020-2025 Strategic and Business Plan.
- iv. ASANRA had problems on the implementation of projects relating to choosing who implements the projects between committee members from the road agencies and independent consultants. The consensus from the consultations is that the mode of implementation should change where a combination of committee members and consultants should be used to implement the projects to achieve consolidation of expertise on the project implementation.
- v. ASANRA has not taken advantage of its wider geographical spread and potential wide membership base to organize regular trainings and workshops on latest developments in the road construction and transport system. The proposal is that ASANRA should plan for more trainings and workshops among its members on areas which could help them in advancements on the road transport systems in their countries.

The Strategic and Business Plan for ASANRA for 2020-2025 is coming at a time when countries are faced with the COVID-19 pandemic and this has brought some restrictions on the movement of people from one country to the other. The implementation of most activities will have to adapt to the new ways of doing things and online platform must be adopted for the organization to continue its operations.

The new Strategic and Business Plan provides new interventions for ASANRA to improve in some critical areas of its operations. There is a high likelihood that in the next five years, ASANRA will expand its presence and operations in the whole SADC region and will have attained a high recognition as being an organization which is there to improve the road transport network for all member countries.

2.0 Background of ASANRA



Kazungula Bridge linking Botswana- Zambia-Namibia and Zimbabwe

2.0 Background of ASANRA

2.1 Background

Road transport is the most dominant mode of freight and passenger transport carrying 80 to 90 percent of goods and services in the Southern Africa Development Community (SADC) region (www.asanra.com/about-asanra). It also accounts for about 20% of the regions cross border trade and is the only form of access to rural areas where most of the population dwell. Road transport is therefore critical to the economy of the SADC region (www.asanra.com/about-asanra).

Currently, the SADC road transport system comprising some 930,000 km, with a proposed Regional Trunk Road Network (RTRN) of 62,674 km, is the largest public sector asset. However, despite the huge investment and importance of the sub-sector to the economy of the region, it is not-integrated, not-harmonised and poses major barriers to intra-regional transport efficiency resulting in high transport costs.

To reduce and eventually eliminate these unacceptable barriers, an urgent need to establish a regional institutional framework and mechanism for enhanced regional policy coordination and road transport systems integration was identified. The Association of Southern African National Roads Agencies (ASANRA) was therefore founded under a charter on 19th March 2001 at a regional conference held in Maputo, Mozambique. It was established in line with the SADC protocol on Transport, Communication, and Meteorology.

The Association of Southern African National Roads Agencies (ASANRA) was established in 2001 in line with the SADC Protocol on Transport, Communications and Meteorology with the goal of enhancing regional policy coordination and road transport systems integration to improve intra-regional road transport efficiency and lowering transport costs.

2.1.1 Relevance of ASANRA in SADC

ASANRA is a forum for networking on policy formulation and technical exchange among industry and professionals in the transport sector in the region. It affords members the opportunity to share and exchange experiences and innovative ideas hence establishing mutually agreed best practice. The association is a consultative member of the SADC Sub-Sectoral Committee on road reform programmes. It therefore represents member interests at all relevant SADC meetings and other forums where SADC is represented. ASANRA also hosts a research database where members and other stakeholders can access valuable outputs and documentation. The association's website offers a formidable discussion forum on contemporary industry specific topics. It conducts studies on technology development and the outcomes are disseminated during technical trainings and workshops. It offers training programmes through Regional Technology Transfer and Capacity Building committee aimed at addressing skills gap in the region. The association is well-placed to lobby Governments through the SADC Council of Ministers for adoption and implementation of best practice.

2.1.2 The Board

ASANRA is governed by a board of directors which meets twice in a year and has ultimate responsibility on governance of the association. Each member state is represented by the Chief Executive Officer (CEO) or relevant government official where a roads agency or authority was not constituted. Representatives of regional bodies established in line with the SADC protocol on Transport, Communication, and Meteorology attend board meetings in an ex-official capacity. The board is chaired by an elected president.

2.1.3 Organisational Structure

The board delegates management to an Executive Committee comprising the President, Vice-President, and the

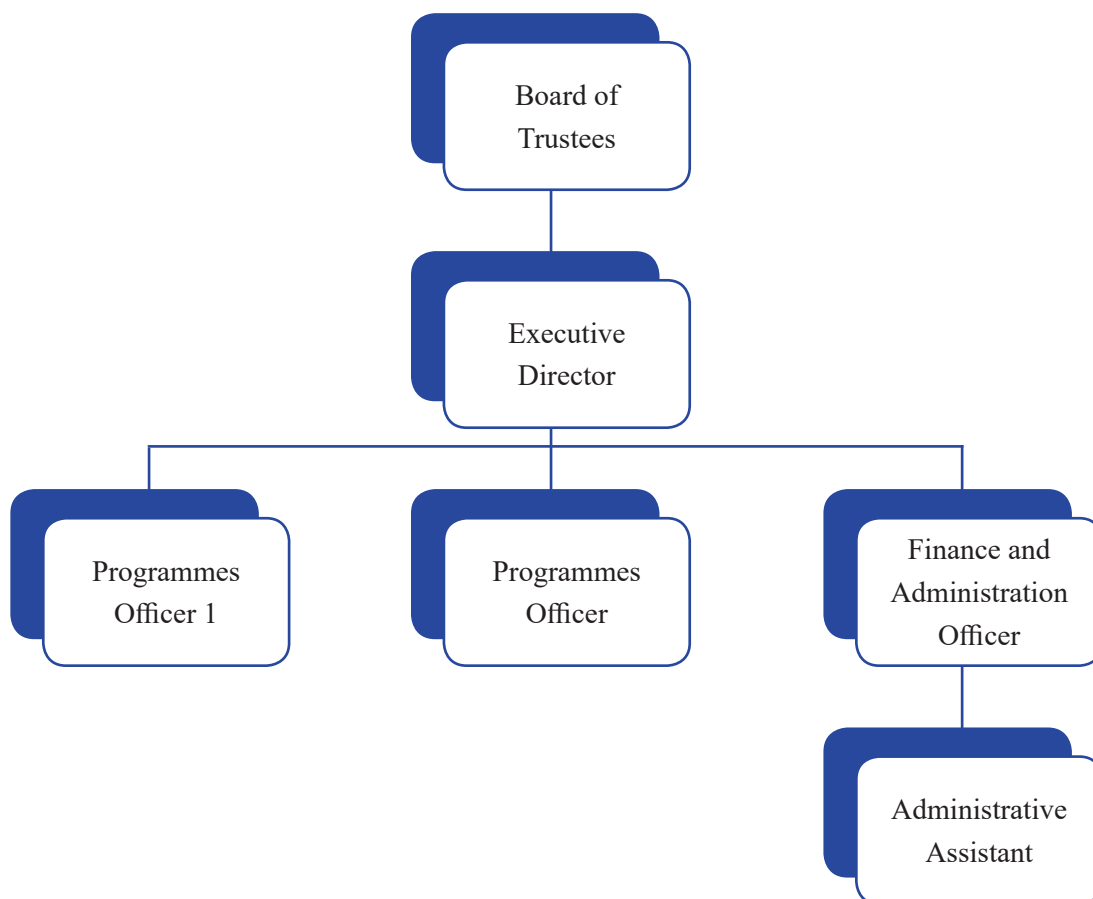
Chief Executive Officer, presently of Roads Authority in Malawi where ASANRA Secretariat is based.

To achieve its objectives, ASANRA identified six focal programme areas to address several critical issues emanating from a review of performance of the region's road system. The programmes include Road Network Management and Financing, Construction and Maintenance, Materials and Design Standards, Road Safety, Research and Development, and Regional Technology Transfer and Capacity Building. The six programme areas reflect priority concerns in the region.

ASANRA implements the programmes through the following six Standing Committees:

- i. Network Management and Financing.
- ii. Construction and Maintenance.
- iii. Materials and Design Standards.
- iv. Road Safety.
- v. Research and Development, and
- vi. Technology Transfer and Capacity Building.

The Chairpersons of the Standing Committees are the CEOs of a member roads agency and are appointed by the President. Under the general direction of the Executive Director and the day-to-day supervision of the Programmes Officer, their main function is to develop their committee's Work Programme in consultation with their constituents and stakeholders for the approval of the Board.



2.1.4 Membership

The association has two categories of membership, full membership with voting rights for road agencies/authorities and associate membership participating in an ex-officio capacity without voting rights for transport professionals and private industry representatives concerned with transport issues.

2.1.5 Benefits of ASANRA Membership

ASANRA defines, develops, and promulgates road engineering standards and their associated guidelines and procedures for implementation at national level, hence the motto – *“Thinking Regionally... Acting Nationally”*.

You become better at delivering quality services to your country because of your participation in ASANRA activities.

The benefits of belonging to ASANRA include but not limited to access to leading-edge research and members will have:

- i. Harmonization of standards and guidelines on roads infrastructure within the SADC region.
- ii. Participate in biennial conference where knowledge, information and experiences on roads are shared among members which helps on learning how to improve in member country.
- iii. Increase member value to governments/enterprises by expanding warehouse of skills through participation in ASANRA activities.
- iv. Augment resource base by expanding the network of business contacts through ASANRA.
- v. Interact with the “Who is Who” of the road industry within the SADC region and beyond.
- vi. Have access to the GIS database which enables one to know the roads conditions of each country within SADC before embarking on any travel.
- vii. Help support the continuation of the profession by mentoring the next generation of engineers.

2.1.6 Corporate Governance

ASANRA’s core values place great emphasis on Good Governance, Transparency, and Accountability. To work with cooperating partners and member States, the Association must demonstrate high Integrity, Accountability, and Transparency.

ASANRA has a constitution and legislation under a legal entity status of Trust in the host country, Malawi.

2.2 Goals and Objectives

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. It aims at:

- i. Fostering the development, operation, and maintenance of a region-wide integrated road transport system while cooperating with other SADC agencies in matters of mutual interest serving the region’s highway needs.
- ii. Developing and improving methods of administration, planning, research, design, construction, maintenance, and operation of infrastructure and facilities.
- iii. 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.
- iv. Studying all problems connected with the region’s highway network and its impact on other modes of transportation.
- v. Consulting with SADC ministers on regional transportation policy and developing technical, administrative, and operational voluntary standards and policies.

Financial Resources

ASANRA is currently funded by member subscriptions. At the current levels, the subscriptions adequately cover operating expenses and contribute towards financing some of the projects.

The 2014-2019 Strategic and Business Plan projected that the association would secure additional funding through grants to cover at least 40% of programme costs. Such grants would be fully utilised for “soft” projects such as studies, guidelines etc and not “hard” capital projects such as road construction and rehabilitation. From the reviews, this was not achieved in the period of the strategic plan.

ASANRA has to date collaborated with development partners on bilateral or multi-lateral basis. These include, but not necessarily limited to:

- i. African Development Bank (AfDB)
- ii. Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)
- iii. European Union (EU);
- iv. Norwegian Agency for Development Cooperation (NORAD);
- v. Swedish International Development Agency (SIDA);
- vi. United Kingdom Department for International Development (DFID);
- vii. United States Agency for International Development (USAID);
- viii. International Road Federation (IRF) and;
- ix. USA Trade Hub.

3.0 Rationale for Developing the Strategic and Business Plan

3.1 Rationale for Developing the Strategic and Business Plan

ASANRA has reviewed the implementation of 2014-2019 Strategic and Business Plan to deal effectively with emerging issues and changes in the environment that will greatly impact on the implementation of the plan for the period 2020-2025.

The new strategic plan for 2020-2025 will enable ASANRA achieve the following key milestones:

- i. Provide a strategic direction and a coherent framework to guide the Association of Southern African National Road Agencies (ASANRA) operations and support the activities in the next five years.
- ii. Target the organisation's scarce resources (financial, human skills, and knowledge) on selected areas of focus that can deliver the greatest overall impact.
- iii. Align the ASANRA activities as much as possible to its mandate to achieve stakeholders' expectations in the growing and changing environment within the SADC region and beyond.

As highlighted above, the strategic planning process employed by ASANRA was highly participative, consultative, and result oriented. While the overall direction was provided by management, the Strategic and Business Plan evolved from the consultations with management, stakeholders, and board members to ensure ownership and commitment of those charged with implementing the plan is permanently and extensively unveiled. The role of the Consultants was that of a catalyst, facilitator, and synthesizer, to effectively guide the strategic and business plan preparation process.

The consultations with management team were undertaken for the purpose of evaluating the findings from the review of the 2014-2019 Strategic and Business Plan for ASANRA, carrying out environmental scans through a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis whereby internal strengths and weaknesses as well as opportunities and threats were identified. Strategies and action plans were developed in line with the factors identified during the consultations and environmental scan.

The Strategic and Business Plan provides a guideline and roadmap for the operations of ASANRA in the next five years and it will also be a reference document on the activities to be undertaken when implementing the plan.

4.0 The 2020-2025 Strategic and Business Plan Preparation Process

4.1 Review of ASANRA's Operations

The following documents were reviewed to have a clear understanding of how the organisation had performed over the past five years, identifying gaps in the operations, and understanding future aspirations for the organisation for the next five years. The following documents were reviewed:

- i. Strategic and Business Plan for ASANRA for 2014-2019.
- ii. Board Minutes for the past 5 years.
- iii. Audited Financial Statements for the last three years.
- iv. Operational Budgets and activity plans for the coming 5 years.
- v. Malawi transport master plan and the regional transport master plan (SADC).

4.2 Consultations with the Management and Stakeholders

This stage involved holding discussions with members of the Management, Stakeholders, and Board Members of ASANRA with a view of getting an understanding of how they perceive ASANRA had performed over the past five years, identifying gaps in the operations, and suggesting on what needs to be done to achieve the future aspirations of the organisation. During the process, consultations were made with Management and Stakeholders from 7 of the 10 members of ASANRA. The consultations have been through virtual meetings and response on the standard questionnaires which were sent to all the ten member states.

4.3 Presentation of the Draft Strategic and Business Plan to Board Members

This stage involved presenting the Draft Strategic and Business Plan to the Board members. The Board members made their observations and comments on the draft document and recommended the areas to review based on the comments provided. The areas noted have been reviewed throughout the documents which have formed part of the finalization of the plan.

5.0 Review of the 2015-2019 ASANRA Strategic and Business Plan

5.1 Review of the Strategic and Business Plan for 2014-2019

The review of 2014-2019 ASANRA Strategic and Business Plan showed the projects which were implemented and those not yet implemented which according to the stakeholders consulted must be implemented in the 2020-2025 Strategic and Business Plan period as they are still considered relevant to the operational success of ASANRA.

5.1.1 Projects not implemented in 2014-2019 Strategic and Business Plan

The following projects were not implemented in the Strategic and Business Plan of 2014-2019.

- i. Impact of super single tyres on SADC Regional roads.
- ii. 9th Africa Road Transport Technology Transfer Conference.
- iii. Updating of SATCC Standard Specifications and Code of Practice
- iv. Regionalization of Volumes 2 and 3 of the SADC Road Traffic Signs Manual.
- v. Harmonised guidelines in respect of contract documentation and appropriate methods of contracting.
- vi. Establish a baseline for public transport usage in the region and guidelines for the adoption of improved, reliable, and efficient public transport system.

Summary of the Projects and implementation Status in 2014-2019

Committee	Projects	Status
Construction and Maintenance Committee	1. Develop guidelines on performance-based contracting for maintenance.	This project was implemented and completed.
	2. Develop Harmonized guidelines in respect of contract documentation and appropriate methods of contracting.	70% Complete
	3. Develop guidelines on incorporation of social, gender, HIV/AIDS and environmental issues in road construction.	Not Active
	4. Develop guidelines on employment of local labour and the development of local contractors in road construction and maintenance.	Not Active
	5. Develop guidelines on preferential treatment of local (indigenous) contractors.	Not Active
	6. Revision of design standards and construction codes to consider the effects of climate change.	Not Active
Materials and Design Standards Committee	1. Preparation of harmonized materials laboratory and field training manuals.	This project was completed by adopting the Namibian document.

	2. Production of harmonized guidelines for road construction materials and codes of best practice on materials utilization, safety, and environmental concerns.	0% comments on the draft to have been received in January 2020.
Road Network Management and Finance Committee	1. Develop guidelines for promoting integrated land use and urban city planning.	Not Active
	2. Optimize urban road use through appropriate intermodal strategies such as walking and cycling.	Not Active
	3. Optimize urban road use through appropriate intermodal strategies such as walking and cycling.	Active
	4. Develop harmonized design standards for urban roads contributing to road safety.	Software ready. Challenges have been faced in getting data submitted in the correct format. Data format specifications have been circulated at least twice. Some members submitted spatial data but no condition data and other submitted condition data but without the spatial data.
	5. Establish a baseline for the regional trunk road network conditions, vehicle operating costs and travel time on selected major roads.	Not Active
	6. Establish a baseline for public transport usage in the region and guidelines for the adoption of improved, reliable, and efficient public transport System.	Not Active
	7. Impact of super single tires on the SADC regional road network and policies.	Not Active
Road Safety Committee	1. Road safety awareness, education, and enforcement workshops.	25% Complete. Only 2 member countries submitted the Mid-term review reports on Decade of Action presented in Brazil in November 2015
	2. Guidelines on dealing with problems of vandalism/theft of road signs.	Board decided not to continue with the project.
	3. Regionalization of Volume 2 and 3 of the SADC Road Traffic Signs Manual.	0% Complete. The existing Volume 2 and 3 manuals were circulated to member countries for studying after the November 2019 Committee meeting. The intention was for member countries to report back at the postponed March 2020 Committee meeting and thereafter submit the documents to the SADC Secretariat for harmonization.

	4. Development of Guidelines for Road Safety Audits	South African guidelines have been adopted. Emphasis has been placed on training on how to conduct audits. South Africa has been providing training to members for free.
Regional Technology Transfer and Capacity Building Committee	<ol style="list-style-type: none"> 1. Training needs analysis pertaining to capacity building. 2. Promote implementation of the developed guidelines amongst member states. 3. Organizing of Regional technology Transfer Conferences. 	The project was successfully completed. What is remaining is the implementation of the recommendations made, one of which is to engage the universities.

5.2 Consultations findings and feedback on the 2014-2019 Strategic and Business Plan

As part of review of 2014-2019 ASANRA Strategic and Business Plan and formulation of the new 2020-2025 ASANRA Strategic and Business Plan, consultations were made with members of Management, Stakeholders, and then presentation of the Draft Strategic and Business Plan to the Board members to get their views on how they have seen the operations of ASANRA. This section presents some of the feedback from the consultations and how they helped in the development of the new strategic and business plan.

The Consultations focused on the following areas:

- i. ASANRA mandate – whether achieved or not.
- ii. Key achievements of ASANRA in the past five years (2014-2019).
- iii. Major Challenges faced by ASANRA in the implementation of the plan.
- iv. Key Focus areas in the next Five Years (2020-2025).

The consultations yielded the following outcomes which are pertinent to the new strategic and business plan and needs to be considered by ASANRA in the future operations.

5.2.1 Consultations findings on whether the mandate has been achieved or not

The Management team and Stakeholders had the following comments on the fulfilment of mandate of ASANRA over the past five years.

Management felt ASANRA had to a larger extent fulfilled its mission, vision, and core values for the past five years and the performance of the organization has been satisfactory despite financial limitations.

On the part of the Stakeholders, their views on the mandate of ASANRA were mixed as follows:

- i. ASANRA has not fully fulfilled its mandate considering that this can only be measured through the evaluation of the rate of implementation of the projects that were outlined in the Strategic Plan.
- ii. ASANRA has fulfilled its mandate though with limitations due to inadequate resources.
- iii. ASANRA has partially achieved the mandate on the principle of sharing of expertise, experiences, and technologies among the member countries.
- iv. Has fulfilled its mandate to some extent.

5.2.2 Consultations findings on Key achievements of ASANRA in the past five years (2014-2019)

According to the consultations with Management of the Secretariat and the Stakeholders, the following are the recorded achievements during the previous period of the Strategic and Business Plan.

No	Activity recorded as achievement	Comments
1	Effective management of ASANRA resources evidenced by unqualified audited financial statements.	A review of the audited financial statements indicated that over the period, all the reports were unqualified.
2	Enriched job description of Programmes Officer to fill the gap of not having the Executive Director.	The current job description has been enhanced for the Programme Officer to take care of the gap.
3	Strengthened capacity of the Secretariat through training and workshops.	Over the period, the Secretariat team attended several training and workshops to equip them for the activities of the association.
4	Support from member States in areas of finance, technical skills, and moral support.	Through member contributions though other members still owe the Association.
5	Good stakeholders' relationships.	Stakeholders have commended the operations of ASANRA.
6	Stable political environment within the member states.	No major setbacks in member states to affect ASANRA activities.
7	Held two of its bi-annual T2 Conferences that is the 7th T2 Conference hosted by Zimbabwe in 2015 and 8th T2 Conference hosted by Zambia in 2017.	Commended on the two conferences and others failed due to the COVID pandemic.
8	Developed the GIS-based Regional Trunk Road Network map.	Very useful tool and will assist in revenue generation in the future.
9	Harmonized contract documentation and appropriate methods of contracting.	Member states commended ASANRA for these activities.
10	Collaborated with ReCAP and together set up Centre for Sub-Saharan Transport Leadership Development Programme (STLDP) which is offering Masters in Transport Leadership.	Good development which will promote growth in transport leaders.

5.2.3 Consultations findings on the Major Challenges faced by ASANRA

The consultations with management and stakeholders highlighted the following major challenges being faced by ASANRA during implementation of 2014-2019 Strategic and Business Plan. The table below provides a summary of challenges faced as to how they can be addressed and should be addressed to improve the operations of ASANRA.

No	Challenges	Comments
1	Financial problems due funding constraints which affected the operations of the organization and failure to appoint consultants to implement the identified projects within ASANRA operations.	Need to find additional financial resources to enhance the activities of ASANRA.
2	Noncommitment from some project implementation team members in ensuring assignments are undertaken and completed.	Members should be reminded of the importance of their commitment to success of the projects.
3	Low capacity of the Secretariat through training and workshops. Understaffing at Secretariat which makes the Programmes Officer be faced with a huge task to run the projects and this is overburdening.	Over the period, the Secretariat team attended several training and workshops to equip them for the activities of the association.
4	Lack of commitment from some member states in areas of finance, technical skills, and moral support as they seem not to value ASANRA and how the harmonization of the regional road network promotes social and economic development in their countries.	This needs to be improved as it will also drive the collection of member contributions on time.
5	Limited membership and inactiveness of some members despite the outcomes from ASANRA operations/projects shared by all members.	SADC has 16 members but only 10 countries are active members of ASANRA. The other countries should be encouraged and motivated to join ASANRA.
6	Language barriers especially for Portuguese and French speaking countries which make the members not actively participate in meetings which are all in English.	There is need for translation services during meetings and conferences so that all members are operating at same level. ASANRA should explore possibilities of operating like SADC and other regional bodies which ensure that translation services are available to enhance participation among all members.
7	Major mode of transport in some countries are not roads and this makes them have low interest in operations of ASANRA.	Despite that mode of transport differs among member countries, there is still need for all countries in SADC to collaborate as a regional block and this will enable other countries to learn from other member states.
8	Difficulties to transfer money between countries for joint funded projects due regulatory restrictions on exchange control.	Need to review regulations to allow joint financing of projects between countries be done without any hitches on transfer of funds.
9	Donor funding comes with conditions mostly relating to choosing of consultants who may not be knowledgeable with local environment.	The donor funding should be taken once properly agreed on the inclusion of the local consultants who are familiar and knowledgeable of the local environment.

10	Lack of road agencies in some countries make them have little interest in ASANRA.	Need to find a way of accommodating such countries with no road agencies.
11	Ineffective methods of implementing projects and ASANRA uses committees who have no capacity and sometimes Consultants who may be very expensive.	Need to design an effective means of how to implement projects effectively and efficiently through a combination of committee members and consultants.
12	Lack of expertise and limited knowledge by the committee members from Road agencies meant implementation of the projects not done effectively resorting to use of expensive external consultants.	Equip agencies with technical experts to be able to implement projects within their countries.
13	Lack of coordination within the committees and this causes delays on the projects.	ASANRA should put tight measures in follow ups and deadlines to the responsible parties on the projects.
14	Effect of COVID-19 pandemic on project implementation and committee meetings.	The Institutions should also embrace virtual meetings and online platforms in conducting their meetings.
15	Inadequate time for ASANRA activities among member agency staff delaying implementation of activities.	There is need to establish clear roles and responsibilities among member countries and well-defined timelines.
16	Failure by member states to honour their subscription and attend meetings which directly affect funding.	There is need to put control measures for the member countries that are not honouring their dues and incentives to member countries that pay on time.
17	Secretariat not provided capacity building programmes and training programmes to the member states.	The secretariat should organise quarterly trainings to members states in collaboration with universities for research and developments.
18	Failed to host the 9th Edition of Africa Transportation Technology Transfer Conference due to Cyclone IDAI and COVID-19 pandemic.	This will be reconsidered once the situation improves, and alternatives will be explored on how to still hold conference at virtual level
19	Long delays and slow flow of information and implementation by Standing Committees affect time dependent projects which end up going beyond one financial year and this affects project deliverables.	Member states should provide the requested information on time to match the set time lines of the project.
20	Staff turnover in some member states leads to poor participation of bi-annual meetings as there is continuous reshuffling of member states representatives which affect business continuity.	There is need for Member States to put proper mechanism on the staff utilization on ASANRA activities to ensure continuity among the members in case one leaves.
21	Lack of clearly defined roles on the need for the Secretariat to have inhouse or self-assessment, monitoring, and evaluation of achievements on implementation of project activities.	ASANRA should clearly define the roles of the members and provide tools for self-assessment and monitoring of their activities.
22	Lack of detailed project proposals as most ASANRA projects lack details which makes implementation and tracking progress difficult.	Project proposals should be detailed enough to indicate timelines, outcomes, personnel requirements, and implementation plan and milestones.
23	Lack of enthusiasm on assigned responsibilities which leads to slow implementations of projects especially those done in-house by selected member states through task teams or committees.	Need to assign competent and skilled personnel to the implementation of the projects.

6.0 Situational Analysis – SWOT and Pestel Analysis

Strategic plans provide a broad roadmap, assessing where an organization currently stands, what it expects to provide to its members now and in the future, and what actions it must take to get there. The strategic plan at most asks and answers such questions as: What do we do? For whom do we do it? How do we excel? What should our priorities be? and What do we need to change? As a response to these pertinent questions, a situational analysis was carried out to understand the environment in which ASANRA operates and select appropriate strategic objectives. This analysis examined both the external environment through an understanding of the Political, Economic, Social, Technological, Environmental, and Legal (PESTEL) factors which would impact on the implementation of activities of ASANRA.

The analysis also reviewed the Strengths, Weaknesses, Opportunities, and Threats (SWOT) of ASANRA. A SWOT analysis is a thoughtful assessment of the “here and now,” Strengths and Weaknesses that exist today for the organization and the “what might be,” Opportunities and Threats that may emerge over time, both internal to the association as well as its external operating environment.

The purpose of carrying out a SWOT analysis for ASANRA was to have a thorough understanding of the organisation and develop effective strategies to realise defined objectives. This exercise was carried out to determine the organisation’s strengths and weaknesses as well as identify opportunities and threats that the operating environment provides to the organisation. This analysis would:

- i. Enable management and other stakeholders to solve problems before they get out of hand.
- ii. Reinforce the organisation’s bargaining position with its partners and stakeholders.
- iii. Help the organisation anticipate possible problems and enable management and stakeholders to timeously identify solutions.

6.1 THE SWOT ANALYSIS

The analysis of Strengths, Weaknesses, Opportunities, and Threats for ASANRA in the current business environment are as outlined below:

6.1.1 STRENGTHS

ASANRA is currently known for the following strengths which keeps the organization becoming a reliable and dependable regional roads association and these strengths needs to be sustained in the operations of the organization.
<ul style="list-style-type: none">i. Well supported by the member states.ii. Internal drive of the members to succeed.iii. The emphasis on the bottom-up and membership-based approach.iv. Has dedicated and qualified management staff members.v. Existence of a well-structured organization chart.vi. Availability of the Strategic Plan which provides direction of the organization which is shared by member states.vii. Capacity to coordinate meetings for the members.viii. Functional governance structures.ix. Pool of qualified and experienced personnel for programme implementation.

6.1.2 WEAKNESSES

ASANRA is currently facing the following weaknesses which retards effective implementation of the programmes that have been earmarked for the upcoming years. These weaknesses need to be dealt with to ensure smooth operation of ASANRA.

- i. Understaffing on key positions of Executive Director and the second Programme Officer.
- ii. Weak and narrow financial base mostly on membership contributions.
- iii. Limited capacity to influence policy making as it must follow government policy and SADC protocols.
- iv. There is no legal framework to enforce standards and recommendations.
- v. Poor coordination of activities due to lack of desk officers in member states.
- vi. Slow implementation of projects in the member states.
- vii. Delays in the payments of membership contributions and no punitive measures.
- viii. Lack of permanent and own offices leading to high costs of renting premises for office.

6.1.3 OPPORTUNITIES

The following presents the available opportunities for ASANRA which provides avenues to support on the planned activities of the organization and these need to be utilized in the implementation of the projects.

- i. Possibility to coordinate better with member states.
- ii. Possibility to increase membership and fees.
- iii. Potential to expand membership by drawing and modifying associate membership to bring in more players from the road transport and construction sector especially in countries where there are no road agencies.
- iv. Members' willingness to attend meetings provide support for sustainability of the organization.
- v. Strong links with regional bodies and donor such as SADC and DFID.
- vi. Funding opportunities from development partners.
- vii. High level of international awareness about the Association.
- viii. Political stability in the member states and the region.
- ix. Cordial relationships with stakeholders.

6.1.4 Threats

ASANRA is currently faced with the threats which impinges on its efforts to succeed in the endeavours and these are as follows:

- i. Weak financial base which threatens financial sustainability of ASANRA.
- ii. Weak cooperation from some member states on member contributions and activeness of ASANRA activities.
- iii. Membership financial contribution is not guaranteed as member states can withdraw anytime.
- iv. Competing agents from SADC can do ASANRA's mandate.
- v. Lack of enforcement power over project implementation and non-payment of membership contribution.
- vi. Inactive executive committee or weak supervision of Secretariat Staff.
- vii. Economic instability in member states which affects the timeliness of member contributions.
- viii. Staff turnover in member states road agencies which disturbs continuity of projects. There should be possibility of signing term commitments of 3 to 5 years cycles.
- ix. The COVID-19 pandemic which has brought uncertainty.

6.2 THE PESTEL ANALYSIS

ASANRA being a grouping of road agencies from diversified member states from the Southern African Development Community (SADC) is faced with many factors in its implementation of the projects across the countries. There are many external factors identified under Political, Economic, Social, Technological, Environmental, Legal and Demographics (PESTELD). A critical consideration of these factors is important as they can affect the achievement of ASANRA objectives and aspirations of the members in the next five years. The analyses of each factor are presented in the table that follow:

FACTOR	KEY ISSUES
Political	<ul style="list-style-type: none"> i. Interests of politicians not in line with ASANRA priority projects, politicians after political mileage while ASANRA is for quality infrastructure of capital projects. ii. Change in country leadership may affect member states allegiance to ASANRA objectives and policies. iii. Political stability has an impact on ASANRA as it brings strong coordination among the members. iv. ASANRA issues are not properly taken at higher Ministerial level thereby affecting implementation of projects. v. Regional integration has a greater political influence of leaders and ASANRA activities help to promote integration among member states. vi. Road safety issues have positive impact on the political agenda and success of ASANRA in this area satisfies political aspirations. vii. Different economic policies among countries create a problem of joint funded projects as differences in regulations exist on economic financial management and transfers of funds.
Economical	<ul style="list-style-type: none"> i. Unstable economies of member states affect ASANRA in getting the member subscriptions as they find difficulties to make contributions. ii. Economic differences among the member states create barriers to quickly harmonize the transport systems as other countries are at an advanced stage on road infrastructure compared to others. iii. Different sizes of the economies mean imbalances on the kinds of projects undertaken.
Social	<ul style="list-style-type: none"> i. Regular movement of people between member states has an impact on the transport systems and hence removal of non-tariff barriers (NTB). ii. Consideration of ways to have other modes of transport to reduce traffic due to migration of people from rural to urban areas. iii. Public support not the same in all members states and this affects the Road Safety projects which is one of ASANRA's key focus area. iv. Social orientation and cultural differences among the member states have an impact on the implementation of most projects. This also relates to consideration on issues on HIV/AIDS, etc. v. Poverty levels in member states and illiteracy levels affect the permanent existence of road safety signs and hence creating a danger of road users when road signs have been vandalized in some areas.

Technology	<ul style="list-style-type: none"> i. Advancement in technology among the members is at different stages and this creates problems to harmonize systems as one country is digitalized while other is still operating manually. ii. ASANRA lagging in adopting of technology advances like survey equipment and stabilizers and currently, it is about to bring all member states on the same platform. iii. Great potential for advancement in technology among member states as they collaborate with those in advanced stages. iv. Limited funding means slow advancement in technology among the members. v. Increased use of technology in research and development of road infrastructure.
Environmental	<ul style="list-style-type: none"> i. Most infrastructure projects are subject to environmental impact assessments which may take long and delay implementation. ii. Secretariat lacking specialists in environment to ease operations when it comes to environmental issues. iii. ASANRA activities having increased effects on climate change. iv. Difference in framework on environment among member states meaning that implementation of projects delayed.
Legal	<ul style="list-style-type: none"> i. Lack of legal framework within ASANRA operational guidelines to enforce project recommendations and best practices. ii. Legal reforms created the Road Agencies among the member states. iii. Slow process in changing legislation which could be conducive to the operations of ASANRA. iv. Nonexistence of a harmonized legal framework among the member states.
Demographics	<ul style="list-style-type: none"> i. Gender imbalances in the transport sector among the member states. ii. Growth in population and urban migration among members states creates problems of congestion and illegal constructions along the road reserves thereby posing danger to road users. iii. Increased population creates more pressure on the demand for infrastructure and road network systems.

7.0 ASANRA Strategic Direction

The strategic vision reflects or identifies the organisation's ideal or desired future state. The various consultation meetings conducted with management team and stakeholders plus organisational situational analysis carried out during the strategic review and preparation process, has highlighted some common elements which management should consider as key and appropriate when implementing ASANRA's 2020 – 2025 strategic vision.

7.1 Vision

A vision is a statement of where the organisation intends to be and be seen in the future period after some time.

ASANRA's vision is *“To have a sustainable regionally harmonized road transport system that competes internationally”* This vision is coherent with the overall goal of 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.

During the consultations with management on the possibility of revising the vision, the view was that the vision still stands the test of the time and should be retained intact.

7.2 Mission

A mission is a statement of purpose and guides the actions of an organisation. ASANRA's intentions in terms of strategy for attaining the vision are articulated with the mission statement which is *“to support the development of a harmonized, safe, effective and efficient integrated road transport system while meeting national and regional goals and objectives through application of best practices in the development and maintenance of the regional road network, provision of integrated road transport infrastructure, adoption of environmentally sustainable practices and optimization of benefits to the road user.”*

7.3 Core Values

Core values are beliefs that a specific mode of conduct is preferable to an opposite or contrary mode of conduct. Values represent frameworks for the way things are done in an organisation and relate to how organisations deal with their beliefs about people and work. Core values underpin an organisation's vision.

Values are the essence of corporate culture since they define the 'do's' and 'don'ts'.

The association was founded, and its operations are guided by eight critical core values of Commitment, Respect, Innovation, Teamwork, Integrity, Caring, Accountability and Leadership (**CRITICAL**).

The core values attributes are explained below.

- i. **Commitment:** ASANRA believes in advocating to the fullest capacity on the planned activities.
- ii. **Respect:** ASANRA believes in according to staff and other stakeholders' due consideration they deserve.
- iii. **Innovative:** ASANRA believes in introducing new ideas, original, and creative with improvements.
- iv. **Teamwork:** ASANRA believes in working together collaboratively with a group of people to achieve a common cause.
- v. **Integrity:** ASANRA employees and all stakeholders shall discharge duties ethically, morally, and without fear, favour, or prejudice.
- vi. **Caring:** ASANRA upholds the spirit of custody and well-being of its clients and all its stakeholders.
- vii. **Accountability:** ASANRA employees shall conduct a cost benefit analysis of their undertakings and strive to provide value for money to all that it serves.
- viii. **Leadership:** ASANRA believes in providing guidance and direction on what it has planned to do.

8.0 Strategic Objectives and Focus Areas

8.1 Strategic Objectives

The consultations and reviews of the previous Strategic and Business Plan of 2014-2019 identified the following key objectives which ASANRA should prioritize apart from ensuring that projects which were not fully implemented are implemented considering the relevance to the mission of ASANRA.

- 1. Increase the revenue base for ASANRA by embarking on the following activities:**
 - i. Increase the current membership of member states from 10 to the full 16 members of the SADC.
 - ii. Raise the annual subscription fee of the member states from the current fee by an average of 5% of the current membership fee.
 - iii. Expand the associate membership of ASANRA by introducing various categories of membership under associate members.
 - o This will include expended representation from the roads departments responsible for roads infrastructure in countries where there are no road agencies. In these countries, expansion should be made to the private sector organizations involved in the operations of ASANRA.
 - o These additional members would provide more revenue generation opportunities on training, workshops, conferences which will be organized from time to time for members to interact and share experiences in the road's construction works.
 - o Membership of these might be better served by affiliation of their respective country's federation or association and not individual companies to prevent a potential risk of conflict of interest of lobbying to promote own products or technologies etc.
 - o The selection of new members should be based on those who directly work with the road agencies in their respective countries.
 - iv. Introduce sponsors programmes of ASANRA activities and these would be at various categories like Platinum and Basic Sponsorship (more details are presented in Appendix 2).
2. Establish multi-year budget to address interruption of projects – some projects are sacrificed due to unforeseen financial expenditures.
3. Intensify the search for more grant funding for projects from potential financiers.
4. To develop human capital and improve staff capacity and assure ASANRA's financial and organizational sustainability through:
 - Coordination and development of human capital through structured programs to attain self-sufficiency in the region.
 - Assessment and mitigation of all risks involved in the implementation of ASANRA projects.
 - Ensure successful and timely completion of the projects.
 - Promote knowledge sharing among member states through ASANRA activities.
5. To enhance cooperation and collaboration with international and other regional associations and governments and improve coordination between ASANRA and SADC governments on issues affecting the roads sector.
6. Intensify collaboration with stakeholders especially potential contributors to the implementation of the strategic plan. This includes raising awareness to develop interest from various sectors.
7. Promote timely implementation of priority projects and improve efficiency on projects delivery (address noncompliance to set deadlines and devise alternative plans).

8. To contribute 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.
9. To develop and improve methods of administration, planning, research, design, construction, maintenance and operation of infrastructure and facilities.
10. To develop technical, administrative, and operational voluntary standards and policies which will foster development, operation, and maintenance of a region-wide integrated road transport system.

The Key focus areas emanating from the outlined objectives are as follows:

- i. Membership mobilization at member state level and associate membership.
- ii. Enhancement of revenue generation through widening the financial base of ASANRA than only relying on one source.
- iii. Strengthen collaboration with stakeholders and potential financiers like development partners who could support with soft funds and funding on infrastructure projects in the roads sector.
- iv. Capacity building on the Secretariat staff through staff development and training and increasing the numbers of staff members to match the growth of ASANRA activities.
- v. Enhancement of commitment among members from the member states to promote the activities of ASANRA and dedicate their efforts to the success of ASANRA in the implementation of projects.
- vi. Lobbying with SADC Council of Ministers from the member states to help improve the support of ASANRA activities through financial and technical support from the governments within the SADC region.

The formulated objectives will require strategies and activities to implement the strategies developed. To ensure that there is proper monitoring of progress of implementation of the project activities, there is need to define the time frame when the objectives will be achieved. Overall, there must be a responsible officer or committee to be accountable and report on how the implementation is being undertaken. The next pages outline the Objectives, Strategies, Activities, Time frame and Responsible Office and presents the guiding implementation plan for the organization.

9.0 Key Objectives and Strategic Plan Implementation using the Balanced Scorecard Principles

9.1 Balanced Scorecard Principles

The Balanced Scorecard (BSC) is a strategic management system developed by Robert S. Kaplan and David Norton (1992) which is based on the mission of the company. It suggests establishment of an alignment of employees' goals with those of the company, based on the development of four perspectives: **The Learning and Growth Perspective and the Business Process Perspective** as internal variables, and the **Customer/Stakeholder and Financial Perspectives** as external variables.

The BSC allows the measurement and control of the tangible and intangible objectives based on the company's mission and vision statements. The implementation of the BSC has a great influence on the training and motivation of middle as well as executive management through empowerment and leadership.

The Balanced Scorecard is a very useful tool for the corporate strategic management as it coordinates the objectives derived from the mission statement with the active participation of employees through performance indicators.

It is important for ASANRA to measure the level of performance in the roads sector as well as that of internal functioning in the processes and the business involvement from the point of view of employee collaboration in the achievement of objectives. This is the reason why application of BSC in the implementation of the strategic plan is relevant.

For ASANRA to successfully implement the Balanced Scorecard, the following sequential application of the perspectives ranging from internal to external ones should be followed.

The following chart shows the sequential development of the Balanced Scorecard perspectives.



The BSC implementation requires development of objectives for each of the perspective in such a way that the strategy is made measurable through monitoring indicators that measure these objectives.

9.2 The Balanced Scorecard Approach to Strategic Planning

The Balanced Scorecard approach to strategic planning helps organizations to better organize and visualize the objectives. With the 2021 being a year of both daunting challenges and potentially remarkable recovery, ASANRA strategic should be both comprehensive and flexible.

The Balanced Scorecard approach segments strategic planning for ASANRA into four critical areas:

- 1. Customers/Stakeholders:** It is normal for ASANRA management to know the importance of customer/stakeholders' satisfaction. To truly know and fulfill their needs, ASANRA must identify the right indicators that measure the satisfaction. ASANRA must identify the types of customers/stakeholders to serve importantly best.

Key question: To fulfill ASANRA strategic objectives, how can ASANRA attract and retain the customers/ stakeholders that support the initiatives?

2. **Finance:** Companies generally know how to measure their financial performance and rely on finances as the only measure of overall operational stability and success. Financial data indicators lag because they focus on past events and not future performance. While ASANRA continues to properly generate financial statements, it must track data such as employee productivity and growth of membership.

Key question: To achieve ASANRA vision, how will ASANRA leadership and employees drive the company's financial success?

3. **Internal Processes:** To operate productively and efficiently, identify problems within the processes and change the related processes. ASANRA should not just pay closer attention to a shortcoming because measuring productivity does not automatically increase it. ASANRA must analyze internal components of the processes involved in providing the services — from the demand to delivery and implement process improvements.

Key question: To meet ASANRA goals, in which business processes do we need to excel?

4. **Learning and Professional Growth.** Continuing capacity building requires more time and effort than organizations are willing or able to devote. Learning must go beyond simple training new hires but include mentoring and knowledge sharing through performance management programs. ASANRA's success will depend largely on the development and preservation of intellectual capital.

Key question: To accomplish ASANRA strategic plan, how can we better preserve and pass along knowledge, as well as encourage learning?

The above four perspectives on how ASANRA can implement the Balanced Scorecard are shown below:



Source: Kaplan and Norton (1996)

The indicators of performance for the four perspectives of the BSC are as described below:

- 1. Financial Perspective:** the most important lagging factor which acts as a system of checks and balances.
- 2. The Customer/Stakeholder Perspective:** What do stakeholders/customers think makes the business successful? Measures should capture customer opinion and these are checking stakeholder value, customer retention, product/service quality, flexibility, cost and response time.
- 3. Internal Business Processes:** What must be done internally to meet and exceed customer/stakeholder needs? These are predominantly nonfinancial measures e.g., measures of quality that are time-based and flexibility oriented.
- 4. Innovation and Learning/Capacity Building:** What needs to be done on a continuing basis to delight and retain customers/stakeholders? The focus should be on the future rather than current capabilities. Measures

should relate to new projects, percentage of success of implementation of new projects and process improvement rates. This can also relate to human resource measures.

As part of managing the strategy of the business, the four processes can be further explained as shown below.



9.3 Strategic Implementation and Action Plans for the Strategic Plan 2020-2025 using Balanced Scorecard

Using the Balanced Scorecard principles, the implementation of ASANRA objectives will follow the four perspectives as presented in the table that follow:

No	Strategic Objective	Strategies	Activities and actions	Key Performance indicators	Time Frame	Responsible Officer
A. FINANCIAL PERSPECTIVES						
FPI	Increase the revenue base for the Secretariat by embarking on the following activities.	<ul style="list-style-type: none"> Increase the current membership of member states from 10 to full 16 members of the SADC. Raise the annual subscription fee of the member states from the current fee to new fee increased by 10% of the current fee for the next five years. 	<ul style="list-style-type: none"> Lobby for members to rejoin ASANRA as active members from the SADC region. Introduce incentives on payment of membership fees as you increase the fee. 	<p>Number of member States</p> <p>Speedy payment of annual subscription fees</p>	<p>Monthly and Yearly</p> <p>Monthly and Yearly</p>	<p>Programmes Officer Board of Trustees</p> <p>Programmes Officer and Finance and Administration Manager</p>
		<ul style="list-style-type: none"> Increase the membership of ASANRA by introducing various categories of associate members. This will include more members from the Roads departments in countries where no road agencies exist and increase private sector participation in ASANRA activities 	<ul style="list-style-type: none"> Lobby with member states to convince all the targeted members to join as Associate Members of ASANRA. Outline the benefits at various categories of membership for the members to join and know their benefits of being associate members. Introduce incentives on payment of membership fees as you invite new members to join as associate members. 	<p>Number of associate members registered.</p> <p>Number of enquiries for joining membership.</p> <p>Number of new members joining</p>	<p>Monthly/Yearly</p> <p>Monthly/Yearly</p> <p>Monthly/Yearly</p>	<p>Board Members/ Secretariat</p>

		<ul style="list-style-type: none"> • Introduce more trainings, workshops, conferences which should provide a forum for members to interact and share experiences in the roads' construction works. • Introduce a podcast and webinars trainings that are accessible to subscribers. • Introduce e-magazines and newsletters. • Introduce online library and journals for subscribed members. • Introduce Online book shop. 	<ul style="list-style-type: none"> • Organize trainings and workshops. • Invite member states to send representatives to trainings, workshops, and conferences. • Provide guidelines for members to access online training materials. • The weekly e-newsletter and monthly magazines will contain paid adverts and vacancies available to subscribers only. • The online library and journals will only be accessed by paid-up members. • Publish books (hard copies and soft copies) in collaboration with research organizations and universities. 	<p>Number of trainings and workshops</p> <p>Number of subscribers to training.</p> <p>Number of paid adverts/Number of publications</p> <p>Number of books published</p>	<p>Quarterly</p> <p>Quarterly</p> <p>Monthly</p> <p>Monthly</p> <p>Monthly</p> <p>Yearly</p>	<p>Regional Technology Transfer and Capacity Building Committee/ Secretariat</p>
FP2	Establish multi-year budget to address interruption of projects – some projects are sacrificed due to unforeseen financial expenditures.	<ul style="list-style-type: none"> • Prepare multi-year budgets for the projects. 	<ul style="list-style-type: none"> • Monitor the implementation of projects budget over the year on monthly basis. • Compile a Risk Matrix of issues that may affect the budget (e.g., claims for the project and update /monitor monthly.) 	Availability of project budgets	Monthly/Yearly	Construction and Maintenance Committee

FP3	Intensify search for more grant funding for the projects from potential financiers.	<ul style="list-style-type: none"> Prepare funding proposal to potential financiers. 	<ul style="list-style-type: none"> Submit the funding proposals to potential financiers. Make follow on the status of the submission. 	Number of grants acquired	Monthly/Quarterly	Board/Programmes Officer
FP4	Review and rearrange the operations including expenses to optimize output.	<ul style="list-style-type: none"> Review the expenditure on the operations of the secretariat on monthly basis. 	<ul style="list-style-type: none"> Monitor the monthly expenditure on operations against budgets. Make necessary adjustments on any areas where over/under expenditure is noted. 	Percentage rate of expenditure over budgeted items	Monthly/Quarterly	Board/Programmes Officer
B. CUSTOMER/STAKEHOLDER PERSPECTIVES						
CSP1	To enhance cooperation and collaboration with international and other regional associations and governments.	<ul style="list-style-type: none"> Identify the targeted international organizations to collaborate with. 	<ul style="list-style-type: none"> Make contacts to the targeted organizations. Follow up feedback on the requests for collaboration. Draw Memorandum of Understanding with the identified organizations ready for collaboration. 	Number of international organizations in collaboration	Quarterly/Yearly	Roads Network Management and Finance Committee/ Programmes Officer
CSP2	Improve coordination between ASANRA and SADC governments on issues affecting the roads sector.	<ul style="list-style-type: none"> Liaise with the SADC governments on the need for more collaborations on roads sectors. 	<ul style="list-style-type: none"> Make contacts with all governments within SADC on the areas requiring coordination. Arrange for meetings with relevant authorities on roads sector. 	Number of meetings held with Ministers in member states	Quarterly/Yearly	Board/Programmes Officer

CSP3	Intensify collaboration with stakeholders especially potential contributors to the implementation of the strategic plan. This includes raising awareness to develop interest from various sectors.	<ul style="list-style-type: none"> Identify all potential stakeholders on implementation of projects within ASANRA. 	<ul style="list-style-type: none"> Make contacts with the identified stakeholders. Arrange for meetings to discuss on the developments and targets for collaboration. 	Number of stakeholders	Quarterly/Monthly	Board/Programmes Officer
C. BUSINESS PROCESSES PERSPECTIVES						
BPP1	Improve efficiency on projects delivery to ensure timely implementation of projects (address noncompliance to set deadlines and devise alternative plans).	<ul style="list-style-type: none"> Identify major inputs to the projects. Assess the project milestones that have been identified and monitor the progress of these milestones. Check on the planned times for the projects. Assess and identify possible delays as well as mitigating measures to prevent delays. 	<ul style="list-style-type: none"> Follow up on the implementation schedules. Organize the required resources for projects. Conduct inspections on the project sites to assess progress. Compile progress reports of each project. 	Number of projects completed.	Monthly/Quarterly	Construction and Maintenance Committee

BPP2	Contribute to the provision of efficient, safe, and effective transportation of persons and goods supporting regional and national goals and objectives in an environmentally and economically sustainable manner.	<ul style="list-style-type: none"> • Check on the quality of the roads in the member states. • Identify any areas requiring improvements. 	<ul style="list-style-type: none"> • Visit the member states to assess the conditions of the roads. • Hold meetings and discussions with relevant authorities on the roads. 	Number of visits to member states	Quarterly/Yearly	Roads Network Management and Finance Committee
BPP3	Developing and improving methods of administration, planning, research, design, construction, maintenance and operation of infrastructure and facilities.	<ul style="list-style-type: none"> • Design appropriate methods of planning and research. • Organize a lesson learned data base which contains success and failures of projects 	<ul style="list-style-type: none"> • Arrange for meetings with technocrats to work on the activity. • Review the guidelines and discuss with relevant authorities. • Document all projects critical issues which might help in risk management for the upcoming projects for the members states. 	Number of meetings	Quarterly/Yearly	Materials and Design Standards Committee

BPP4	Developing technical, administrative, and operational voluntary standards and policies.	<ul style="list-style-type: none"> Identify the relevant technical personnel. Develop the standards and policies. Develop awards and recognitions incentives for volunteers. 	<ul style="list-style-type: none"> Work on the standards and policies documents. Review the documents to meet the ASANRA requirements. 	Number of standards and policies	Quarterly/Yearly	Materials and Design Standards Committee
BPP5	Fostering development, and operation, and maintenance of a region-wide integrated road transport system with a database of regional trunk roads and standard maintenance budget.	<ul style="list-style-type: none"> Conduct visitations to member states to assess the road network status. Using a GIS road database that members can view, and only authorized personnel can update the data base 	<ul style="list-style-type: none"> Arrange for visits to the member states. Visit the relevant authorities and hold meetings with road agencies and other stakeholders in member states. Member states to periodically update the condition of the regional truck roads 	Number of visits to member states authorities.	Quarterly/Yearly	Roads Network Management and Finance Committee
D. LEARNING AND DEVELOPMENT/CAPACITY BUILDING PERSPECTIVES						
LDP1	To coordinate the development of human capital through structured programs to attain self-sufficiency in the region.	<ul style="list-style-type: none"> Conduct training needs assessment on Secretariat staff in line with ASANRA needs. Identify the relevant trainings for staff based on identified needs. 	<ul style="list-style-type: none"> Send staff on the training appropriate to the identified training needs. Monitor performance of the trained staff while on the job. 	Number of trainings done.	Quarterly/Yearly	Regional Technology Transfer and Capacity Building Committee/ Programmes Officer

<p>LDP2</p>	<p>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.</p>	<ul style="list-style-type: none"> Identify the financial targets and relevant sources of finance. Identify the potential risks that could face the organization. Identify Consultants to conduct and profile the risks and prepare a risk management plan for ASANRA. 	<ul style="list-style-type: none"> Mobilize the financial resources to finance the targeted activities. Conduct risk assessment of the whole organization and develop risk registers with appropriate measures. Develop a Risk Management Plan. 	<p>Number of targeted activities.</p> <p>Risk registers and Risk Management Plan developed</p>	<p>Quarterly/Yearly</p> <p>Quarterly/Yearly</p>	<p>Roads Network Management and Finance Committee/ Programmes Officer</p>
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10. ASANRA Financial Plan and Projections

The reviews and consultations with Management and various Stakeholders from the member states have repeatedly revealed that ASANRA major challenge is financing. Currently, the organization mainly relies on the member contributions which at times are not paid on time leading to liquidity problems. In addition, the current membership of ASANRA is 10 countries out of the full 16 members of SADC and this means contributions from 6 members are not part of the total revenue generated and this means despite servicing 16 members only 10 are active and subscribe to the membership of ASANRA. This creates pressure on the fulfillment of the target projects and activities.

The financial projections have proposed an average increase by 10% on the member contributions from the current annual membership of US\$40,700 to be at US\$44,770 for the next five years of the Strategic and Business Plan. The basis of the percentage increase is arising from the historical trends over the 5-year periods of the three Strategic Plans where it has been noted that the average increase has been around 10% to 12% as shown in the table below:

Analysis of progression of the Member Contributions over the three Strategic and Business Plans		
Period of Strategic Plan	Member Contribution (US \$) per year	Percentage Increase from previous period
2001 to 2008	33,000	0
2009 to 2014	37,000	12%
2014 to date	40,700	10%
2020 to 2025	44,770	10%

From the table, we have maintained and proposed a 10% increase of the membership contribution which is at the same level for the next five-years of this plan. The next revision will be after 5 years after the implementation of the 2020-2025 Strategic and Business Plan.

In addition to this, we have proposed for expansion of the Associate Membership to strengthen the mobilization from the Roads departments and private sector entities involved in the roads infrastructure development to register for membership of ASANRA to supplement the road agencies who are the main members of ASANRA. The proposed expansion and review of Associate membership is coming on the understanding that most of the activities of ASANRA aim at harmonizing the standards of the road network within the SADC region and there are many players who work on the construction of roads and bridges. The expectation is that if well-managed, this associate membership would help ASANRA generate more revenue which would be directed to some of its projects and boost the financial sustainability of the organization.

The financial projections have also proposed for ASANRA to mobilize revenue from trainings, workshops, and conferences. These activities will focus on equipping members and representatives on how to improve and follow the standards of harmonization set by ASANRA. It will also help the associate members from various countries interact and share knowledge and experiences on the developments in the road construction projects.

It is estimated that ASANRA will mobilize funds from the development partners who show interest and willingness to support the activities of the regional body. ASANRA's traditional Development Partners include the donors who have previously provided support to member states on bilateral or multi-lateral arrangement. The following are the donors likely to be approached to support ASANRA projects:

- i. African Development Bank (AfDB)
- ii. Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ)
- iii. European Union (EU);

- iv. Norwegian Agency for Development Cooperation (NORAD);
- v. Swedish International Development Agency (SIDA);
- vi. United Kingdom Department for International Development (DFID);
- vii. United States Agency for International Development (USAID);
- viii. International Road Federation (IRF) and;
- ix. USA Trade Hub.

Financial Sustainability and Projections

The financial sustainability of ASANRA is dependent on the strong cooperation from the member states and associate members appreciating the benefits that the organization brings to their countries and ensuring that Governments within the SADC region take a key role to support the operations of the entity. It is also imperative that the relationship and collaboration with Development Partners should be cordial to influence their support for ASANRA activities on the principle that most of the projects that donors support are dependent on the good road infrastructure and good road network which ASANRA is there to promote. This, therefore, should drive the Development Partners to support the programmes that are planned by ASANRA.

The financial projections have been made for the five years from the year 2020/2021 to 2024/2025 and this has been based on the current income sources and proposed and expanded revenue sources. The projections are shown below and the assumptions on which the projections have been developed are explained below the table.

ASSOCIATION OF SOUTHERN AFRICAN NATIONAL ROAD AGENCIES (ASANRA)					
CASH FLOW PROJECTIONS AND FINANCIAL FORECASTS FOR ASANRA FIVE YEAR PLAN (2021-2025)					
	2021	2022	2023	2024	2025
Cash Inflows (US\$)					
Membership Contributions	447,700.00	447,700.00	447,700.00	447,700.00	447,700.00
Associate Membership Fees	115,500.00	121,275.00	127,338.75	133,705.69	140,390.97
Trainings, Workshops, and Conferences	190,000.00	199,500.00	209,475.00	219,948.75	230,946.19
Other income (Bank interest)	1,871.10	2,058.21	2,264.03	2,490.43	2,739.48
Donor Funding and Grants (estimate)	150,000.00	165,000.00	181,500.00	199,650.00	219,615.00
Total Cash Flows	905,071.10	935,533.21	968,277.78	1,003,494.87	1,041,391.64
Cash Outflows/Operating Costs (US\$)					
Staff Costs	204,073.24	214,417.08	225,292.13	236,726.35	248,749.24
Audit Fees	11,884.00	12,478.20	13,102.11	13,757.22	14,445.08
Office Rentals	33,062.70	34,715.84	36,451.63	38,274.21	40,187.92
Communication	5,196.00	5,455.80	5,728.59	6,015.02	6,315.77
Local Travel	2,430.80	2,552.34	2,679.96	2,813.95	2,954.65
External Travel	19,915.81	23,898.97	28,678.76	34,414.52	41,297.42
Trainings, Workshops, and Conferences Costs	133,000.00	139,650.00	146,632.50	153,964.13	161,662.33
Other Costs	56,929.81	59,776.30	62,765.11	65,903.37	69,198.53
Total Operating Costs	466,492.35	492,944.52	521,330.78	551,868.75	584,810.95

ASSOCIATION OF SOUTHERN AFRICAN NATIONAL ROAD AGENCIES (ASANRA)					
CASH FLOW PROJECTIONS AND FINANCIAL FORECASTS FOR ASANRA FIVE YEAR PLAN (2021-2025)					
	2021	2022	2023	2024	2025
Capital Expenditure					
Fixed Assets Replacement	1,972.00	-	2,169.20	-	2,386.12
Total Fixed Assets Replacement	1,972.00	-	2,169.20	-	2,386.12
Programme Costs					
All Programmes	130,500.00	493,300.00	479,630.00	73,493.00	73,892.30
Total Cash Outflow	598,964.35	986,244.52	1,003,129.98	625,361.75	661,089.37
Net Cash Flow for the year	306,106.75	(50,711.31)	(34,852.20)	378,133.12	380,302.27
Opening Balance from 2020 b/f		306,106.75	255,395.44	220,543.24	598,676.36
Balance b/d	306,106.75	255,395.44	220,543.24	598,676.36	978,978.63

Assumptions on the Financial Projections

The following assumptions have been used in preparing the cash flow projections for ASANRA for the five years Strategic and Business Plan as follows:

- i. The 2020/2021 figures have been based on the approved budget as obtained from the management at the Secretariat.
- ii. Membership fees has been adjusted upwards from the current figure by 10% and the next adjustment will be done after five years.
- iii. Expenditures have been assumed to increase on yearly basis by a percentage ranging from 5% to 10%.
- iv. Associate membership projections have been expanded on the basis that ASANRA will be able to mobilize the target groups in the member states and this will be effectively done by the Road Agencies and Roads department operating in the member states.
- v. The proposal to have trainings, workshops, and conferences at periodical times has been raised by the stakeholders.
- vi. The costs of trainings, workshops, and conferences have been assumed to be at 70% of the revenue generated leaving a 30% as the overall profit realized from the activities.
- vii. The projections assume that there will be a minimal injection of funds by the Development Partners.
- viii. On the projects' implementation, it has been assumed that ASANRA will strive to implement some of the projects not previously implemented which stakeholders have recommended to be relevant to the mission of ASANRA.
- ix. There is an assumption that member states will refocus their commitments to the activities of ASANRA and provide full support through timely payment of the member contributions and help to mobilize targeted associate members.

11. Conclusions on the Strategic and Business Plan

From the above findings ASANRA should focus on enhancing revenue generation drive and outline activities to maintain its visibility and relevance within the region by:

1. Ensuring that ASANRA has diversified sources of revenue.

Apart from member contributions, ASANRA should develop revenue avenues like trainings, workshops, access to publications and information on ASANRA website, advertisements insertions in magazine, and sponsoring events.

2. Ensuring that there is always full payment of annual subscriptions from all member states.

The organisation should enforce member states on annual subscription payments and provide incentives to the members that pay their subscription on time to speed up the collections.

3. Publishing journals, magazines, and books.

The organisation should publish journals and monthly magazines that will be sold at a fee to members, and this will boost revenue collection for ASANRA. In these magazines, companies will be able to advertise and important research materials on road constructions and developments within the region shall be published to readers of the magazines.

4. Conducting seminars

The organisation should arrange for training seminars whereby participants shall pay a fee and advertisers in the journals as a way of generating revenue. Those organizations that would like to sponsor at various categories will pay and this will bring additional revenue to the ASANRA operations. The arrangement for payment of fees could be like using a sort of PayFast system that allows for payment once participants register, this will guarantee payments are received.

5. Licensing standard manuals e.g., SATCC

ASANRA produces standard manuals for member countries to use them in their roads construction projects and these manuals are currently offered for free. Therefore, there is need to license the manuals so that organizations requiring them will be able to pay and this will assist ASANRA generate additional revenues. ASANRA should finalize the draft SATCC documents using donors, private sector and business community while making them also advertise on the ASANRA website at a fee which would be another viable source of revenue.

In conclusion, there are numerous opportunities which can make ASANRA more vibrant in the drive to harmonize the SADC region with highly improved and modernized road transport network system which is equipped with standardized infrastructure.

12. Recommendations on the 2020-2025 ASANRA Strategic and Business Plan

Based on the reviews and analysis of the Strategic and Business Plan for 2014-2019, the consultations from management and stakeholders and our understanding of the status of ASANRA and the future aspirations of the members, we provide the following preliminary recommendations worthy considering for the sustainability and viability of the operations of the organization.

1. There is a great need that ASANRA should intensify its efforts of increasing the membership from the member states of the SADC. In addition, there is need to expand and market the Associate membership which can pull a good number of financial resources if well managed. This will eventually increase the financial base of the organizations and easily expand its operations.
2. We recommend that ASANRA continues to lobby with Council of Ministers of the SADC countries to encourage their countries to take ASANRA activities with full commitment and the Ministers of Transport should take a keen interest in the operations of ASANRA and support its efforts to be a stable entity.
3. ASANRA should strengthen capacity of the Secretariat and focus to have adequate numbers to manage the growing number of activities of the organization. This should be supported by working towards constructing own offices which are spacious enough to show that they are a Regional Organization serving 16 councils within the SADC region.
4. ASANRA should improve on the efficiencies of implementation of projects and have monitoring mechanism on how projects are progressing monthly. This comes from the finding that there are significant delays observed in the projects which are not only because of financing but failure by members to closely monitor the projects.
5. ASANRA should market the organization to the public and other partners so that its activities are well supported through sponsorship and financing by development partners who find the objectives and the activities of the entity satisfying the themes of their organizations within the region.
6. ASANRA should also ensure that midterm reviews of the Strategic and Business Plans are conducted to help identify the progress on the implementation of the plans and where there are gaps, the organization should easily adjust its operations to remain successful in its plans.
7. All in all, there is need for full commitment of the member states by ensuring that obligations are paid on time and that each member state help in mobilizing the associate members. The aim is to get towards having a certification of players in the road sector to ensure full harmonization of the standards and have roads which are uniform within the region.

Appendices

A1 Financial Projections for the Five Years of 2020/2021-2024/2025

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Total Fixed Assets Replacement	1,972.00	-	2,169.20	-	2,386.12
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A2 Explanations of Sponsorship Programmes for ASANRA on its Activities

Sponsors and Partners

Overview

Why Become a Sponsor?

ASANRA sponsor can build relationships that foster success, extend your reach in transportation and government agencies, and let your voice be heard on issues that matter. ASANRA's events bring together key decision makers in a multidisciplinary setting, allowing for sponsors to network directly with and create specific marketing opportunities for your target audience. Take advantage of the daily communications, as well as over 100 meetings to get your message out!

ASANRA's Sponsorship Program includes various levels of opportunities, from Platinum Sponsors and a Tiered Level approach for support of ASANRA's meetings and programmes. As an ASANRA sponsor, relationships are fostered through networking opportunities with various categories of members, federal and government agencies, during the Annual and Committee Meetings throughout the year. Pick a level that works for your company's vision.

Sponsorship Opportunities

Platinum Sponsorship

A Platinum Sponsor will get the highest level of exposure and involvement with ASANRA members, Department of Transportation leaders, as well as a variety of professionals involved in planning and supporting the nation's transportation system. This is an exclusive opportunity for no more than five partners.

The Sponsoring organization will be represented in a variety of educational programs, legislative briefings, communication channels, annual membership meetings, as well as specialized committee meetings to help the Sponsor reach the right audience.

Basic Sponsorship

ASANRA Capitol sponsors also receive abundant exposure throughout a variety of ASANRA programs, communications, and events. They get a broad package of benefits and promotional programs to deliver the message to ASANRA members and delegates across the country, transportation policy makers, and members of Parliaments in the Member States.

PROGRAMME BUDGET 2021-2025

ROAD NETWORK MANAGEMENT AND FINANCING COMMITTEE (SC.1)		Proposed Budget 2020-2021	Proposed Budget 2021-2022	Proposed Budget 2022-2023	Proposed Budget 2023-2024	Proposed Budget 2024-2025
Project No	Description	US\$	US\$	US\$	US\$	US\$
1	Develop guidelines for promoting integrated land use and urban city planning	4,000.00	5,000.00	5,000.00	5,000.00	5,000.00
2	Optimize urban road use through appropriate intermodal strategies such as walking and cycling	3,500.00	4,000.00	4,500.00	5,000.00	5,500.00
3	Develop harmonized design standards for urban roads contributing to road safety	6,650.00	6,650.00	6,650.00	6,650.00	6,650.00
4	Establish baseline for public transport usage in the region and guidelines for the adoption of improved, reliable and efficient public transport system	3,500.00	4,500.00	5,500.00	6,500.00	6,500.00
5	Policy formulation for implementation of successful road financing and procurement programmes	3,000.00	3,500.00	4,000.00	4,500.00	5,000.00
6	Guidelines for alignment of ISO 55000 Asset Management among member states	4,500.00	4,500.00	4,500.00	4,500.00	4,500.00
Sub-Total		25,150.00	28,150.00	30,150.00	32,150.00	33,150.00

A3 Planned Project Expenditures fir the Five Years (2020/2021 to 2024/2025)

PROGRAMME BUDGET 2021-2025						
CONSTRUCTION AND MAINTENANCE COMMITTEE (SC.2)		Proposed Budget 2020-2021	Proposed Budget 2021-2022	Proposed Budget 2022-2023	Proposed Budget 2023-2024	Proposed Budget 2024-2025
Project No	Description	US\$	US\$	US\$	US\$	US\$
1	Develop guidelines on incorporation of Social, Gender, HIV/AIDS and environmental issues in road construction	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00
2	Develop guidelines on employment of local labour and the development of local contractors in road construction and maintenance	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
3	Develop guidelines on preferential treatment of local (indigenous) contractors	4,500.00	4,500.00	4,500.00	4,500.00	4,500.00
Sub-Total		10,000.00	10,000.00	10,000.00	10,000.00	10,000.00

PROGRAMME BUDGET 2021-2025						
MATERIALS AND DESIGN COMMITTEE (SC. 3)		Proposed Budget 2020-2021	Proposed Budget 2021-2022	Proposed Budget 2022-2023	Proposed Budget 2023-2024	Proposed Budget 2024-2025
Project No	Description	US\$	US\$	US\$	US\$	US\$
1	Updating of SATCC Standard Specifications for Roads and Bridges Works, SATCC to accommodate future traffic flows	64,250.00		67,750.00	67,750.00	
2	Revision of design standards and construction codes to take into account the effects of climate change	3,500.00	3,500.00	3,500.00	3,500.00	3,500.00
3	Guidelines for materials inventory for a regional quality control	3,500.00	4,500.00	5,000.00	5,500.00	6,000.00
4	Guidelines for Design Approach using Environmentally Friendly Materials	-		24,000.00		
Sub-Total		71,250.00	8,000.00	100,250.00	76,750.00	9,500.00

PROGRAMME BUDGET 2021-2025						
ROAD SAFETY COMMITTEE (SC.4)		Proposed Budget 2020-2021	Proposed Budget 2021-2022	Proposed Budget 2022-2023	Proposed Budget 2023-2024	Proposed Budget 2024-2025
Project No	Description	US\$	US\$	US\$	US\$	US\$
1	Guidelines and Standards for harmonized global road safety and traffic congestion management within member states	3,500.00	3,500.00	4,500.00	5,400.00	6,480.00
2	Guidelines and Standards for harmonized road safety audits	3,500.00	4,000.00	4,400.00	4,840.00	5,324.00
Sub-Total		7,000.00	7,500.00	8,900.00	10,240.00	11,804.00

PROGRAMME BUDGET 2021-2025						
RESEARCH AND DEVELOPMENT COMMITTEE (SC.5)		Proposed Budget 2020-2021	Proposed Budget 2021-2022	Proposed Budget 2022-2023	Proposed Budget 2023-2024	Proposed Budget 2024-2025
Project No	Description	US\$	US\$	US\$	US\$	US\$
1	Impact of super single tires on the SADC regional road network and policies	52,000.00	52,000.00	-	-	-
2	Development of user guide applications for mobile devices that member countries can utilize for unpaved/paved roads	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
3	Incorporate nanotechnology in the surfacing of low volume roads	-	5,000.00	5,000.00	5,000.00	5,000.00
4	Optimum utilization of locally available materials	-	4,500.00	4,500.00	4,500.00	4,500.00
5	Nonconventional or nontraditional soil stabilisers materials for road construction	-	3,000.00	3,000.00	3,000.00	3,000.00
6	Guidelines for resilient rural roads development	3,500.00	4,500.00	5,500.00	6,500.00	6,500.00
7	Research on new paved and unpaved road preservation methods	4,000.00	4,000.00	4,000.00	4,000.00	4,000.00
Sub-Total		64,500.00	78,000.00	27,000.00	28,000.00	28,000.00

PROGRAMME BUDGET 2021-2025						
RESEARCH AND DEVELOPMENT COMMITTEE (SC.5)		Proposed Budget 2020-2021	Proposed Budget 2021-2022	Proposed Budget 2022-2023	Proposed Budget 2023-2024	Proposed Budget 2024-2025
Project No	Description	US\$	US\$	US\$	US\$	US\$
1	Guidelines for development of human capital through structured programmes to attain self-sufficiency in the region	2,500.00	3,000.00	3,500.00	4,000.00	4,500.00
2	Training programmes to promote knowledge sharing among member states through ASANRA activities and improve coordination between ASANRA and SADC	8,500.00	9,000.00	9,500.00	10,450.00	11,495.00
3	Set up Trainings to improve staff capacity on financial and organizational sustainability to assess and mitigate all risks involved in the implementation of ASANRA projects and ensure successful and timely completion of the projects.	8,000.00	10,000.00		15,000.00	20,000.00
4	Setup webinars or podcast for regional road construction and maintenance training centres to respond to specific ASANRA need in terms of learning and technology transfer.		21,000.00		25,000.00	30,000.00
	Sub-Total	19,000.00	43,000.00	13,000.00	54,450.00	65,995.00
	STRATEGIC PLAN FORMULATION AND MIDTERM REVIEW	52,000.00		39,000.00		
	TOTAL PROGRAMME COST	248,900.00	174,650.00	228,300.00	211,590.00	158,449.00

