

Accelerating Malawi's Economic Growth

# ROADS AUTHORITY STRATEGIC & BUSINESS PLAN 2025-2030





# ACKNOWLEDGEMENT

The successful development of this Strategic and Business Plan is the result of a shared vision, strong collaboration, and unwavering dedication from a wide range of contributors. We extend our heartfelt appreciation to all who played a role in shaping this important document.

We are deeply thankful to the Roads Authority Board of Directors for their visionary leadership and strategic foresight. Their commitment to institutional growth and sustainable development has provided the backbone for this plan and inspired a clear sense of direction.

Our sincere gratitude goes to the Ministry of Transport and Public Works, the Road Fund Administration, and other key stakeholders whose guidance and input have ensured alignment with national priorities, sectoral policies, and regulatory frameworks. Your support has been invaluable in creating a strategy that is both ambitious and grounded.

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Special recognition goes to the Strategic Planning Task Force, led by the Chief Executive Officer. Your dedication to research, data analysis, and goal-setting has produced a forward-looking and results-oriented plan that positions the Roads Authority for success.

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# ABBREVIATIONS AND ACRONYMS

**ANRP:** Annual National Roads Program

**Beneficiaries:** The party/ group/ person/ institution expected to be better off as a result of the project or programme;

**Construction of roads and bridges:** New road construction projects are mainly upgrading of an earth road to a bitumen standard road. The construction is the final stage in the project implementation circle, from earth to bitumen surface. To reach this stage the project will have undergone several stages such as the Economic Feasibility and preliminary engineering design stage where the economic viability of the road is carried out;

**District roads:** a district road shall be any collector road and a link between local centres of population and other traffic generators in any district so designated by the Minister by notice published in the Gazette, after consulting the local government authority concerned

**Effectiveness:** The degree or extent to which the project has achieved its outputs, objectives and reached its intended target group;

**Efficiency:** The ratio of costs incurred relative to the output, i.e., a measure of productivity;

**Emergency Works:** The work necessitated by damages to the road and restrictions to the safe and expedient flow of traffic, which require immediate action. These include repair due to landslides, flooding, and wash-away of structures;

**Evaluation:** A process which attempts to determine as systematically and objectively as possible, the relevance, effectiveness, efficiency, sustainability and impact of activities of a project in the light of predetermined objectives;

**Indicator:** Quantitative or qualitative factor that describes the attainment of results in measurable terms or a variable that provides means to measure level of achievement;

**Input:** The resources needed to implement the project activities and produce results or outputs;

**Main Road:** A main road shall be an international or national arterial road being an inter-territorial road defined as such under any law for the time being in force in Malawi, and the territorial main road so designated by the Minister, by notice published in the Gazette;

**Monitoring:** A management process which systematically seeks to supply to the stakeholder's information on the progress of implementation of a project in order to facilitate timely decision making;

**Objectives:** The future desirable position the project is expected to achieve (mainly tangible) which, once attained, brings about the project purpose

**Output:** Specifications of the major achievements of the project activities which once achieved result in attainment of the project objectives;

**Performance:** Measurement of a system for assessing performance of an intervention against the planned objective or stated goal

**Periodic Maintenance:** This programme aims at restoring the original condition of relatively short stretches where other intervention measures have become ineffective. The programme targets paved roads that are characterized by excessive material loss, deformation and development of potholes due to factors such as aging, traffic action and environmental damage.

**Project Activities:** The complex array and sequence of technical tasks or actions or initiatives which are carried out, and hopefully yield expected project outputs;

**Project:** A planned undertaking of inter-related activities designed to achieve specific objectives from predetermined outputs using resources within a specified time frame;

**Rehabilitation:** Rehabilitation of roads is carried out where the road has deteriorated to such an extent that periodic maintenance of the pavement is no longer feasible. Rehabilitation is normally undertaken on pavements showing initial structural distress while reconstruction is carried out on pavements that have failed structurally. This is mainly a result of prolonged deferring of periodic maintenance, which if carried out at an appropriate time would arrest further road deterioration. These works include the ripping off of the road surface to base and the sub base layers followed by reconstruction of base, sub base and the road surface.

**Routine Maintenance:** Road maintenance programmes are aimed at road asset preservation. The activities include carrying out maintenance of all designated public roads in Malawi. This is achieved through implementation of several programmes which include routine and minor periodic maintenance, concrete decking of bridges, grading and reshaping, grass cutting, emergency works and provision of associated supervision services.

**Secondary Road:** A secondary road shall be an arterial and collector road between main centres of population and other traffic generators of national importance, so designated by the Minister, by notice published in the Gazette

**Stakeholder:** Parties who are involved either directly or indirectly or those who will be affected either positively or negatively in the project;

**Strategy:** Statement of how or method for accomplishing or achieving objectives; and

**Sustainability:** The ability to maintain/continue the flow of benefits/outcomes/impact for an extended period after any support or assistance ends

**Tertiary Road:** Roads so designated by the Minister by notice published in the gazette. These roads collect traffic to and from the main and secondary roads;

**Upgrading of Roads and Bridges:** New road construction projects are mainly upgrading of an earth road to a bitumen standard road. The construction is the final stage in the project implementation circle, from earth to bitumen surface. To reach this stage the project will have undergone several stages such as the Economic Feasibility and preliminary engineering design stage where the economic viability of the road is carried out;

#### **Urban Roads:**

(a) a collector road which is—

(i) a road linking a local centre with any other local centre;

(ii) a road linking a local centre with a ward centre; or

(iii) a road within an urban carrying through traffic which

predominantly originates from out of town and links with either a main road or a secondary road; or

(b) an access road which is a road within an urban area that links a collector road and other minor roads within the vicinity and collects or distributes traffic between residential, industrial and principal business centres of a city, a municipality or a town, as the case may be.



## FOREWORD

BY THE BOARD CHAIRPERSON  
FOR ROADS AUTHORITY

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REV. MATILDA MATABWA PhD

Road transport infrastructure continues to anchor the demand and the provision of transport services in Malawi. It is the mode with the highest coverage and accordingly plays a critical role in the facilitation of mobility and access to social and economic facilities within and beyond the country borders.

The Government, through the Malawi 2063 and its first 10-year Implementation Plan (MIP-1) shows how the 3 identified pillars of Agriculture Productivity and Commercialisation, Industrialisation and Urbanisation which are anchoring the Malawi 2063 vision thrive on a developed transport system. The plan clearly shows the synergies between transport and all other sectors and rightly categorises the transport sector as an economic infrastructure that will enable the attainment of an inclusively wealthy and self-reliant nation, a vision of the Malawi we want by 2063. The plan particularly envisions a world-class, well maintained and expanding road network connecting the urban and rural areas to local and international markets, a vision that is largely dependent upon road network stakeholders among which Roads Authority is the key player.

The Roads Authority was established to ensure that public roads are constructed, maintained or rehabilitated at all times; and to advise the Minister, and where appropriate, the Minister responsible for Local Government on the preparation and efficient and effective implementation of the Annual National Roads Programme (ANRP) referred to in section 22 of the Roads Authority Act. Drawing upon this mandate, the Authority has a significant role in facilitating the achievement of Mw 2063. This knowledge, together with the increasing demand for better road transport systems by Malawians, continues to compel the Authority to align its annual plans and projects to meet the needs of all road users within the context of the Mw 2063.

With guidance from the Ministry of Transport and Public Works, the Authority also aligns its goals and strategies with the National Transport Policy (2019) and The National Transport Master Plan (2017-2037), and the Sustainable Development Goals (SDGs). This strategic plan therefore embodies and operationalises all these strategic goals to meet the goals of the institution, the sector and the Ministry, and the nation at large.

To promote value for money in all parts of the economy on a whole-lifecycle basis, the strategy emphasises the delivery of projects and programmes at the right price, of agreed design quality and within the prescribed delivery time. The Authority will further enhance collaboration with stakeholders to enhance capacity in the planning, management and development of the road network and road infrastructure in the country.

The preparation of the 2025-2030 Strategic Plan has been made possible through the concerted effort of the Board of Directors, Management and Staff of the Roads Authority. The Board also appreciates the participation of the stakeholders during the planning and development of this Strategic Plan.

The Board of Directors is confident that through the continued support of all stakeholders, the strategic outcomes in the 2025-2030 Strategic and Business Plan will be fully attained to enable the Roads Authority contribute to the overall national programmes.

A handwritten signature in black ink, appearing to read 'MT Matabwa', with a stylized flourish at the end.

Rev. Matilda Matabwa PhD

**Board Chairperson**



## PREFACE

BY THE CHIEF EXECUTIVE OFFICER

ENG. AMMIEL CHAMPITI

Quality road infrastructure is needed for Malawi to attain its 2063 vision. As Roads Authority, we envision “A sustainable public road network that is well-developed, maintained and managed at all times.” To deliver this vision, we have identified the need of our public road network and its management through the development of this Strategic and Business Plan.

We recognise the value of our infrastructure and its wide coverage and also realise the need to prioritise its maintenance, the need to upgrade the network to respond to the growing demand and the need to ensure that all emerging issues are incorporated throughout the project cycle among other considerations.

Development of this Strategic and Business Plan, which is the fourth for the Authority, comes at an opportune time when Malawi and the whole world is recovering from the impacts of global issues such as Covid-19, Global economic inflation, and the occurrence of natural disasters among others. This Strategic and Business Plan therefore gives the Authority an opportunity to not only build back better but to also ensure that appropriate measures are in place to mitigate the impact of similar occurrences in future. This Plan also integrates capacity building among its implementing stakeholders of the transport sector and the nation.

I recognise the fact that this plan is a result of hardworking core team of Projects Coordinators which was deployed to critically and holistically analyse the political, social and economic environment to come up with outcomes and objectives that are not only strategic but also feasible and responsive to the mandate of the Authority. I wish to appreciate the special taskforce led by the Corporate Planning Unit for taking up the task of coordinating this plan and executing it successfully.

I would like to further recognise the guidance and input of the RA Board of Directors and Management during the development of this plan. The Board and Management provided the relevant guidance from inception to finalisation, ensuring that the Authority owns up the Plan and is inspired to attain the ambitious targets therein.

As the CEO of the Authority, I appreciate the contribution of all our stakeholders on all our programmes and plans. The inputs during the formulation of this document confirms the relevance of our stakeholders to our existence.

This Strategic and Business Plan seeks to guide, drive and create common understanding of the strategies and actions amongst Roads Authority Staff, Management, the Board of Directors and the nation at large so as to enhance the contribution of Roads Authority to the national development goals. The pragmatic approach outlined in its application is aimed at transcendence beyond the prescribed assumed expiry date.

Eng. Ammiel Champiti  
**Chief Executive Officer**

An aerial photograph of a multi-lane highway interchange, overlaid with a semi-transparent green filter. The image shows several vehicles, including cars and trucks, navigating the curves and lanes of the road. A white arrow points from the text towards the right side of the image.

# EXECUTIVE SUMMARY



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ESADC

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Presidential Way  
Area 2 & 3



# EXECUTIVE SUMMARY

This Strategic and Business Plan serves as a roadmap for the Roads Authority for the next six years from 2025 to 2030. It clearly highlights the Authority's vision and mission and aligns them with the Authority's mandate through Strategic Outcomes. The plan capitalises on identified opportunities and leverages on challenges to chart the roadmap towards the achievement of the Strategic Outcomes. The Strategic and Business Plan has employed the Balance Scorecard methodology in order to improve strategy execution and performance reporting, to further enhance alignment of projects and initiatives, and manage information among others. Using the Balance Score Card approach, the plan cascades the strategic outcomes into strategic objectives which will guide departments, and actions that will inform each employee's annual work plan, ensuring that every person, section, unit and Department performs their functions to the best of their ability to achieve the strategic outcomes.

The Strategic and Business Plan is a tool for realizing the long-term Government aspiration of Malawi as outlined in the Malawi 2063. The Plan operationalizes the First 10 Year Implementation Plan (MIP-1) (2021 to 2030) that aims to transform Malawi into a lower middle-income economy by year 2030. The Plan also identifies objective performance measures specific to the goals and objectives set out in the National Transport Master Plan (NTMP) (2017-2037), the Comprehensive Medium-Term Implementation Framework (CMTIF) and the National Transport Policy (2019).

## Mandate and Institutional Framework

The Roads Authority was established in 2006 by the Roads Authority Act (Cap 69:07) to ensure that public roads are constructed, maintained or rehabilitated at all times; and to advise the Minister and, where appropriate, the Minister responsible for Local Government on the preparation and the efficient and effective implementation of the Annual National Roads Programme referred to in section 22 of the Roads Authority Act. The Authority implements its mandate through four departments of Planning and Development, Major Projects, Maintenance and Corporate Services headed by directors who report to the Chief Executive Officer. Besides the four Departments, the Authority has four Divisions of Information and Communications Technology (ICT), Human Resources and Administration; Procurement and Audit; and has two Units of Public Relations and Research & Development; and two Sections of Records and Stores

In accordance with the Roads Authority Act (Cap 69:07), the Road Fund Administration Act (Cap 69:08) and the Public Roads Act (Cap 69:02), the role of managing the road network is a delegated function from the Ministry of Transport and Public Works and is shared between the Authority and local councils; whereas RFA is the designated road fund manager. The Ministry provides policy



Works progress on the Kaphatenga-Nkhotakota-Dwangwa (M005) Road

direction and oversees RA's conformity with policy mandate guiding the roads sub-sector. The road network in Malawi is 24,929 km long of which only 15,451 is classified. While the Authority leads in road infrastructure planning, implementation is shared with the local authorities for purposes of enhancing efficiency. The road reclassification process is at draft report stage and this strategic plan will be updated as soon as the schedule is gazetted.

Of the paved network, only 20% is currently paved (RDM, 2022) of which 15 percent, 67 percent, and 18 percent are in good, fair and poor condition respectively.

## Implementation of the 2017-2022 Strategic and Business Plan

The 2017-2022 Strategic and Business Plan had seven strategic outcomes which guided the operations of the RA for the five years. Whereas some notable achievements were registered, the Authority faced challenges to fully attain its goals. The strategies employed proved to be effective and relevant as they were able to deliver on the intended outputs. The Authority managed to efficiently utilise the resources availed despite being inadequate. Whereas some initiatives had significant impact on the local communities and the nation at large, the impact of some projects could not be fully realised due to inadequate available resources amongst some key challenges. With continuous improvement strategies applied, the interventions are proving to be sustainable.

The most notable achievements during the implementations include successful completion of most of its road projects including the Area 49-Parliament Building Dual Carriageway Road and Area 18 Interchange; and Sustenance of Development Partners' confidence with signed financing agreements for projects such as the M001, M003 and M005 with EU/EIB, World bank, OPEC Fund and the AfDB respectively. During the five years, the Authority also made strides towards successfully mainstreaming environmental and social issues by establishing the Environment and Social Management Unit that was later upgraded to a division.

## Implementation of the 2025-2030 Strategic and Business Plan

The 2025-2030 Strategic and Business Plan has five strategic outcomes which are guiding the operations of the RA for the next six years. At the time of finalising the Strategic Plan some parts of the plan had already been implemented. It therefore helps to bring the foretaste of the progress registered during the start-up months of the period. The progress being registered includes, completed Kanengo – Crossroads dual carriageway (M1 Section), the substantially completed six lane Mzimba street and Kenyatta Drive, the completed KCH Interchange, the completed 40km road sections on the M1 KIA to Chiweta road rehabilitation project, and the substantially completed Lilongwe bridge.

The focus for effective use of support from Development Partners has seen the Authority secure funding for infrastructure projects from World Bank, AfDB, OPEC Fund, Saudi Fund, Kuwait Fund, and EIB. The fruits of the efforts with Development Partners are also evident from the awarded Nsipe - Liwonde (55km) and Phase 2 of Benga – Dwangwa (105km) road rehabilitation projects. Other projects which are advanced at various procurement and funding levels include, Mangochi – Makanjira (96km), Liwonde – Matawale (48km), Thabwa – Bangula (89km) and Thabwa-Fatima (70km),

The Authority has also launched multiple detailed designs and construction projects funded by the Government of the Republic of Malawi in all the regions and we expect to register the mile stones included in this strategic plan.

The major challenges encountered include Budgetary Constraints, Increased Construction Costs/ Global inflation; Procurement Challenges; Scarcity of construction materials; Scarcity of Fuel; Shortage of Forex; Inadequate Capacity of contractors and consultants; Inadequate Construction equipment; Vandalism of road infrastructure and furniture and Climate change and Environmental Degradation.

## Methodology

This Plan is an outcome of a comprehensive consultative process on the RA's Mandate, Vision, Mission, Core Values and priorities aimed at setting a new direction for achieving its objectives efficiently and effectively. The Corporate Planning Unit of the Roads Authority with guidance from RA Management facilitated the creation of a future desired by the Board, secretariat and all stakeholders. This Plan is therefore a culmination of our individual and collective thinking. The Strategic and Business Plan has employed the Balance Scorecard methodology in order to improve strategy execution and performance reporting, enhance alignment of projects and initiatives, and manage information among others

# The 2025-2030 Strategic and Business Plan

## VISION

A well integrated, safe, sustainable and smart road network that drives economic growth.

## MISSION

To develop and maintain a modern, inclusive and climate-smart road network that supports economic growth and connectivity



## **The Plan outlines the following Strategic Outcomes:**

- Strategic Outcome 1: Optimised Preservation of Road Infrastructure
- Strategic Outcome 2: Optimised Improvement and Expansion of Road Network
- Strategic Outcome 3: Increased Compliance with Legislation and Guidelines on Road Infrastructure Development
- Strategic Outcome 4: Enhanced Research and Innovations
- Strategic Outcome 5: Enhanced and Improved Operational Efficiency of Roads Authority
- Strategic Outcome 6: Enhanced Road Asset Management

In order to ensure that all the Strategic Outcomes are achieved, the authority will require finances as summarised below which are detailed in Annex 2.

Table 1.0 - Summary of Finances

| Item No. | Strategic Outcome                                                                                                | Currency     | Year        |             |             |             |             | Total     |
|----------|------------------------------------------------------------------------------------------------------------------|--------------|-------------|-------------|-------------|-------------|-------------|-----------|
|          |                                                                                                                  |              | 2025/<br>26 | 2026/<br>27 | 2027/<br>28 | 2028/<br>29 | 2029/<br>30 |           |
| 1.0      | Strategic Outcome One: Optimised Preservation of Road Infrastructure                                             | MWK billion  | 530.027     | 636.033     | 731.437     | 804.581     | 844.810     | 3,546.890 |
|          |                                                                                                                  | US\$ million | 302.700     | 363.240     | 417.726     | 459.498     | 482.473     | 2,025.640 |
| 2.0      | Strategic Outcome Two: Optimised Improvement And Expansion Of Road Network                                       | MWK billion  | 621.092     | 745.311     | 857.107     | 942.818     | 989.959     | 4,156.290 |
|          |                                                                                                                  | US\$ million | 354.707     | 425.649     | 489.496     | 538.446     | 565.368     | 2,373.670 |
| 3.0      | Strategic Outcome Three: Increased Compliance with Legislation and Guidelines on Road Infrastructure Development | MWK billion  | 12.030      | 14.436      | 16.602      | 18.262      | 19.175      | 80.510    |
|          |                                                                                                                  | US\$ million | 6.871       | 8.245       | 9.481       | 10.429      | 10.951      | 45.980    |
| 4.0      | Strategic Outcome Four: Enhanced Research, Development and Innovation in RA operations                           | MWK billion  | 2.926       | 3.512       | 4.038       | 4.442       | 4.664       | 19.580    |
|          |                                                                                                                  | US\$ million | 1.671       | 2.005       | 2.306       | 2.537       | 2.664       | 11.180    |
| 5.0      | Strategic Outcome Five: Enhanced and Improved Operational Efficiency of Roads Authority                          | MWK billion  | 16.647      | 19.977      | 22.973      | 25.270      | 26.534      | 111.400   |
|          |                                                                                                                  | US\$ million | 9.507       | 11.409      | 13.120      | 14.432      | 15.154      | 63.620    |



| Item No.    | Strategic Outcome                                     | Currency     | Year        |             |             |             |             | Total     |
|-------------|-------------------------------------------------------|--------------|-------------|-------------|-------------|-------------|-------------|-----------|
|             |                                                       |              | 2025/<br>26 | 2026/<br>27 | 2027/<br>28 | 2028/<br>29 | 2029/<br>30 |           |
| 6.0         | Strategic Outcome Six: Enhanced Road Asset Management | MWK billion  | 9.203       | 11.044      | 12.701      | 13.971      | 14.669      | 61.590    |
|             |                                                       | US\$ million | 5.256       | 6.307       | 7.253       | 7.979       | 8.378       | 35.170    |
| Grand Total |                                                       | MWK billion  | 1,191.927   | 1,430.312   | 1,644.859   | 1,809.345   | 1,899.812   | 7,976.254 |
|             |                                                       | US\$ million | 680.712     | 816.854     | 939.382     | 1,033.321   | 1,084.987   | 4,555.256 |

Source : 2025/2026 ANRP



# CHAPTER ONE

# INTRODUCTION

This document is the fourth Strategic and Business Plan for the Roads Authority since inception in 2006 and it covers the period 2025-2030. The three previous Strategic and Business Plans were for the periods 2017 - 2022, 2011 - 2016 and 2006 - 2011.

## 1.1 Rationale for the Strategic Plan

The Roads Authority has developed this fourth Strategic and Business Plan following the expiry and review of the 2017 – 2022 Strategic and Business Plan. The purpose of this plan is to provide guidance to Roads Authority in executing its mandated functions as stipulated in the Roads Authority Act (Cap 69:07). The Strategic and Business Plan will form the basis for planning upon which the entire RA's functional operational areas will be undertaken. It is also meant to inform stakeholders what RA intends to achieve in the next six years, providing a basis for accountability for its performance.

The Plan builds on the positive achievements registered during the implementation of previous strategic and business plans. It identifies objective performance measures specific to the goals and objectives set out in the Comprehensive Medium-Term Implementation Framework (CMTIF), the National Transport Policy (NTP) & Strategic Plan and National Transport Master Plan (NTMP). It is a tool for realizing the long-term Government aspirations of Malawi as outlined in the Malawi 2063. The Plan operationalizes the First 10 Year Implementation Plan (MIP-1) (2021 - 2030) that aims to transform Malawi into a lower middle-income economy by year 2030.

## 1.2 Strategic Planning Process

This Plan is an outcome of a comprehensive consultative process on the RA's Mandate, Vision, Mission, Core Values and priorities aimed at setting strategic direction for achieving its objectives efficiently and effectively.

The Corporate Planning Unit of the Roads Authority with guidance from RA Management facilitated the creation of a future desired by the Board, secretariat and all stakeholders. The process to develop the plan was consultative and participatory. Management created a committee composed of senior staff to lead the strategic thinking process and which also acted as a bridge between the Board, Management, Staff and other stakeholders. The committee produced the working documents that served as inputs for the consultation process leading to the production of a draft plan for Management and Board approval.

The outcome from this process formed the basis of other stakeholder consultations and facilitated the drafting of the final strategic plan. This Plan is therefore a product of our individual and collective thinking.

The underlying principles guiding successful implementation of this Strategic and Business Plan include:

- Collective action through teamwork in defining key issues and priority strategic intervention;
- A participatory process to ensure full stakeholder engagement and ownership of the plan;
- Development of innovative mechanisms that will facilitate the smooth realization of the agreed strategic objectives and strategic targets;
- Strong and committed leadership to champion desired changes through consistent implementation of the Strategic and Business Plan; and
- Robust measures for assessing performance, reporting and accountability for results

The Strategic and Business Plan has employed the Balance Scorecard methodology in order to



improve strategy execution and performance reporting. It enhances alignment between strategic outcomes and employee agreed performance targets, and manages information among others.

### 1.3 Strategic Linkages

The strategic outcomes and objectives for the RA Strategic and Business Plan have been developed to support a number of policy and strategic frameworks. On a global front, the Sustainable Development Goals (SDGs) provide an overarching agenda for driving universal and integrated development efforts, which is cascaded into Africa's Agenda 2063. The SDGs have 17 goals and 169 targets that inform different national policies, priorities, realities, capacities and levels of development. Africa's Agenda 2063 has 7 aspirations and 20 goals.

The current RA's Strategic and Business Plan provides a link between the SDGs and the targets in the roads sector. To this end, the mandate of the Roads Authority is linked to Goal 8 "Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all" and Goal 9 "Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation. Similarly, the RA Strategic and Business Plan speaks to Goal 10 "world-class infrastructure criss-crosses Africa." This plan further speaks to the Decade of Action for Road Safety (2021-2030) and the Stockholm Declaration on Road Safety that are aimed at 50% reduction of road traffic fatalities by 2030 through country specific contextual interventions and operationalization of road safety SDGs actions.

The Malawi 2063 is the country's long-term vision expected to transform the country into a wealthy and self-reliant industrialised upper middle-income country by the year 2063. MW2063 is anchored on three key pillars, namely: Agriculture Productivity and Commercialization; Industrialization and Urbanization. The attainment of these three pillars is expected to be characterised by seven enablers, one of which is Economic Infrastructure. This enabler among others prioritizes interventions on road infrastructure in pursuit of a world-class, well maintained and expanding road network connecting the urban and rural areas to local and international markets. This Strategic and Business Plan is a tool for achieving this long-term vision.

The National Transport Policy 2019 builds on the MW 2063 and its main goal is to ensure the development of a coordinated and efficient transport system that fosters a safe and competitive operation of viable, affordable, equitable and sustainable transport and infrastructure services. The aspirations of the National Transport Policy are further articulated in the National Transport Master Plan (NTMP 2017-2037). The main objectives of the National Transport Master Plan are to reduce transport costs and prices across all modes; improve the safety of transport infrastructure and services; and enhance sustainable passenger and freight transport systems. Therefore, this Plan articulates the strategic issues, road programmes and resource requirements for road construction, maintenance and rehabilitation over the planned period.

The current RA's Strategic and Business Plan is aligned to the MoTPW 2023 - 2030 Strategic Plan key results areas of Transport management, regulation, and infrastructure development, policy and planning and administration and financial services. The RA plan further takes into account the expected financial resources as projected in the RFA Strategic Plan (2024-2029).

The Plan also takes cognizance of the following key policies among others:

- Draft National Tourism Policy 2011
- National Agriculture Policy;
- National Climate Change Policy 2016;
- National Construction Industry Policy 2015;
- National Building Policy
- National Decentralization Policy 1998;
- National Disaster Risk Management Policy 2015;
- National Environmental Policy 2004;
- Occupational Health and Safety Policy 2011.
- National Export Strategy 2013;
- National Forestry Policy 2016;
- National Gender Policy 2008;
- National HIV and AIDS Policy 2013;
- National Lands Policy 2002;
- National Meteorological Policy 2017;
- National Mines and Minerals Policy 2013;
- National Social Protection Policy 2012;
- National Water Policy 2005

## CHAPTER TWO

# MANDATE AND INSTITUTIONAL ARRANGEMENTS

## 2.0 Mandate

The Roads Authority (RA) was established in 2006 through an Act of Parliament (69:07). The purpose of the Roads Authority is to:

- Ensure that public roads are constructed, maintained or rehabilitated at all times;
- Advise the Minister and, where appropriate, the Minister responsible for Local Government on the preparation and the efficient and effective implementation of the Annual National Roads Programme referred to in Section 22 of the Roads Authority Act.

## 2.1 Management of the Road Infrastructure

The public road network coverage is 24,929 km of which 15,451 km is designated and 9,478 km is undesignated. The paved public road network is 4,873 km representing 20 percent of the total network and the rest (80%) being unpaved and mostly of earth standard.

In accordance with Section 25 of the Roads Authority Act (Cap 69:07), the Authority is responsible for the management of the national road network made up of main and secondary roads. The Local Authorities on the other hand, in accordance with Section 5 of the Public Roads Act (Cap 69:02), are responsible for the management of district, community and urban roads within their jurisdiction. Furthermore, the Road Fund Administration Act (Cap 69:08) mandates the Road Fund Administration to finance the maintenance and rehabilitation of the public road network. However, for roads under the Local Authorities, the financing shall be in line with the cost sharing principle as per the Roads Fund Administration Act of 2006 (Section 19(a) (ii)). Table 2 below presents the public road network composition and management.



The substantially completed partial cloverleaf interchange at the Kamuzu Central Hospital

Table 2 1: Malawi Road Network

| Road Class                      | Pavement Type |         |         |         |        |         | Responsible Authority |
|---------------------------------|---------------|---------|---------|---------|--------|---------|-----------------------|
|                                 | Paved         |         | Unpaved |         | Total  |         |                       |
|                                 | Km            | % Share | Km      | % Share | Km     | % Share |                       |
| Main                            | 2,802         | 58%     | 573     | 5%      | 3,375  | 22%     | RA                    |
| Secondary                       | 1,183         | 24%     | 6,063   | 57%     | 7,246  | 47%     | RA                    |
| District                        | 56.275        | 1%      | 3,444   | 33%     | 3,500  | 23%     | LA                    |
| Urban                           | 823.56        | 17%     | 506     | 5%      | 1,330  | 9%      | LA                    |
| TOTAL                           | 4,865         | 31%     | 10,586  | 69%     | 15,451 | 100%    |                       |
| Community Roads (Undesignated)2 | 50.03         | 1%      | 9,428   | 99%     | 9,478  |         | LA                    |
| Total Road Network              | 4,873         | 20%     | 20,056  | 80%     | 24,929 |         |                       |

Source: Draft Roads Authority Malawi Road Network (March 2023)

The RA implements this mandate through delegated authority from the Ministry of Transport and Public Works (MoTPW). The Ministry provides policy direction and oversees RA's conformity with policy mandate guiding the roads sub-sector. In execution of its mandate, the RA works very closely with other key Government Ministries, Departments and Agencies (MDA's) that play a major role in road matters. The RA coordinates with the Ministry of Local Government, Unity and Culture on the basis of the Local Government Act (Cap 22:01) which gives the Local Authorities the responsibility for provision and maintenance of transport infrastructure in areas of their jurisdiction. The RA also works in liaison with the Roads Fund Administration (RFA) which provides financing for road programmes as per Roads Fund Administration Act (Cap 69:08)

<sup>1</sup> Secondary road is combination of secondary and tertiary road as defined in in the Public Roads Act 1967

<sup>2</sup> There is an ongoing road reclassification exercise at the moment.

2.2 Corporate Governance

RA is committed to the principles of Corporate Governance which emphasize on understanding and respecting of specific roles of the Board of Directors and Management, Risk Management and Internal Controls, Prevention of Fraud and Corruption, Value for Money, Transparency, Accountability and Integrity. RA adheres to a culture of good governance in the achievement of its mandate through the following:

2.2.1 Board of Directors

The Board is composed of eleven (11) members who have the requisite educational, professional and technical expertise to perform their functions and, most importantly, provide effective leadership to the Authority. The Board defines the overall policy of the Authority and sets the general conditions for its operations. The members are the chairman, vice chairman, a chartered accountant, a legal practitioner, a procurement specialist, a professional civil engineer and two members of the public of high integrity, representing the general interest of the public. The Secretary responsible for Transport and Public Works, the Secretary for Local Government, Unity and Culture and the Director of Road Traffic and Safety Services are ex-officio members. The Board members serve a three-year term and are eligible for re-appointment at the expiry of their tenure. The board provides policy guidance and oversight role to the authority's management.

BOARD OF DIRECTORS



Rev. Dr. Matilda Matabwa  
Board Chairperson

.....



QS Frank Honde  
Board of Directos -  
Vice Board Chairperson

.....



**Counsel Chisomo Nyemba**

Board of Directors -  
ARCC Chairperson



**Eng. Ignasio Ngoma**

PhD - Board of Directors  
TAC Chairperson



**CA Gillian Kachikondo**

Board of Directors  
CSC Chairperson



**Rt. Rev. Fanuel Magangani**

- Board of Directors -  
Member



**Mr. Arnold Chirwa**

Board of Directors -  
Member



**Mrs. Chifundo Malemia**

Board of Directors -  
Member



**Eng. David Mzandu**

Board of Directors -  
Ex Official



**Richard Hara**

Board of Directors -  
Ex Official



**Andrew Sandula**

Board of Directors -  
Ex Official



2.2.2 Existence of Board Committees

The RA Board operates through three committees with clear Terms of References (ToR). The Committees are Technical Advisory Committee (TAC), Corporate Services Committee (CSC) and Audit, Risk and Compliance Committee (ARCC).

2.2.3 Existence of Internal Audit Unit

There is an Internal Audit Unit which reports directly to the ARCC.

2.2.4 Internal Control Systems

RA operates through strong internal control systems and procedures which are reviewed and audited frequently to ensure their functionality.

2.2.5 Risk Management

RA has a Risk Management Plan that identifies risks and its mitigating strategies. The Authority has included a dedicated Risk Management Office in the current functional review.

2.2.6 Code of Ethics

The RA has a code of ethics which outlines guidelines on the expected standards of behaviour.

2.2.7 Financial Statements

The Authority prepares Financial Statements in compliance with International Financial Reporting Standards (IFRS) which are audited by the Auditor General or by independent professional auditors appointed by the Board with the approval of the Auditor General.

2.3 Management of Roads Authority

The Board delegates its authority on the day to day running of the institution to the Chief Executive Officer. The Chief Executive Officer carries out his activities through various departments, divisions, units and sections which are headed by Directors, Managers, Senior Officers and Officers accordingly. The Roads Authority has four main departments as follows; /

MANAGEMENT



**Eng. Ammiel Champitti**  
Chief Executive Officer



**Eng. Willard Kaunde**  
Director of Planning and Development



**CA Robson Piringu**  
Director of Corporate Services



**Eng. Joel Longwe**  
Director of Major Projects





**Eng. Flora Hauya**  
Director of Maintenance



**Eng. Charles Mtawali**  
Regional Manager - Centre



**Eng. Fletcher Mkandawire**  
Regional Manager - North



**Mr. Moses Malinda**  
Procurement Manager



**Mr. Allan Kaziputa**  
Environmental and Social  
Planning Manager



**Mr. Michael Mkandawire**  
ICT Manager



**CA. Emmanuel Kapichila**  
Internal Audit Manager



**Mr. Chesterfield Phiri**  
Human Resource and  
Administration Manager



**David Hopson Chimbaza**  
Finance Manager



**Counsel Lonest Michongwe**  
Legal Counsel



Rehabilitation of M1 Lot 3 in Progress

**2.3.1 Planning and Development**

The core functions of the department are to provide and coordinate planning, design and research and development services in RA. These functions include:

- a. Management of the road management system which is a decision support tool on appropriate road improvement and maintenance interventions.
- b. Coordination of long, medium- and short-term planning of the construction, maintenance and rehabilitation of the road network.
- c. Coordination of the development of appropriate road design standards and policies as well as specifications for road construction and maintenance activities.
- d. Conducting feasibility studies and detailed engineering design including preparation of

tender documents for periodic maintenance, rehabilitation, construction and upgrading of the road network.

- e. Coordinating the monitoring and evaluation of the implementation of the road management activities.
- f. Coordinating all road related research and development activities.
- g. Management and Coordination of Environmental and Social Safeguards on construction, rehabilitation and maintenance road projects

### 2.3.2 Major Projects

The function of the department is to provide leadership in the management all major road projects carried out by RA including procurement, implementation, evaluation and monitoring and liaison with stakeholder and donors. These functions include:

- a. Coordinate and liaise with key stakeholders and agencies involved in road construction;
- b. Manage the procurement, monitoring and assessment of contractors and consultants for construction projects;
- c. Participate in the development of standards for construction projects; and
- d. Manage the implementation of the annual construction programme;

### 2.3.3 Maintenance

The department provides leadership in the management of all maintenance (routine, periodic and rehabilitation) activities carried out by RA including procurement, implementation, evaluation and monitoring, and liaison with stakeholders. Administration and supervision of all maintenance contracts is carried out at the three Regional Offices located in the cities of Mzuzu, Lilongwe and Blantyre. The functions of the department include:

- a. Coordinate and liaise with key stakeholders and agencies involved in maintenance activities;
- b. Participate in development of standards for maintenance projects;
- c. Manage the procurement, monitoring and assessment of contractors and consultants for maintenance projects; and
- d. Manage implementation of annual maintenance programmes and emergencies;

### 2.3.4 Corporate Services

The function of the department is to provide corporate service and strategic leadership, direction and guidance on prudent use and management of RA financial, human resources and assets. These functions include:

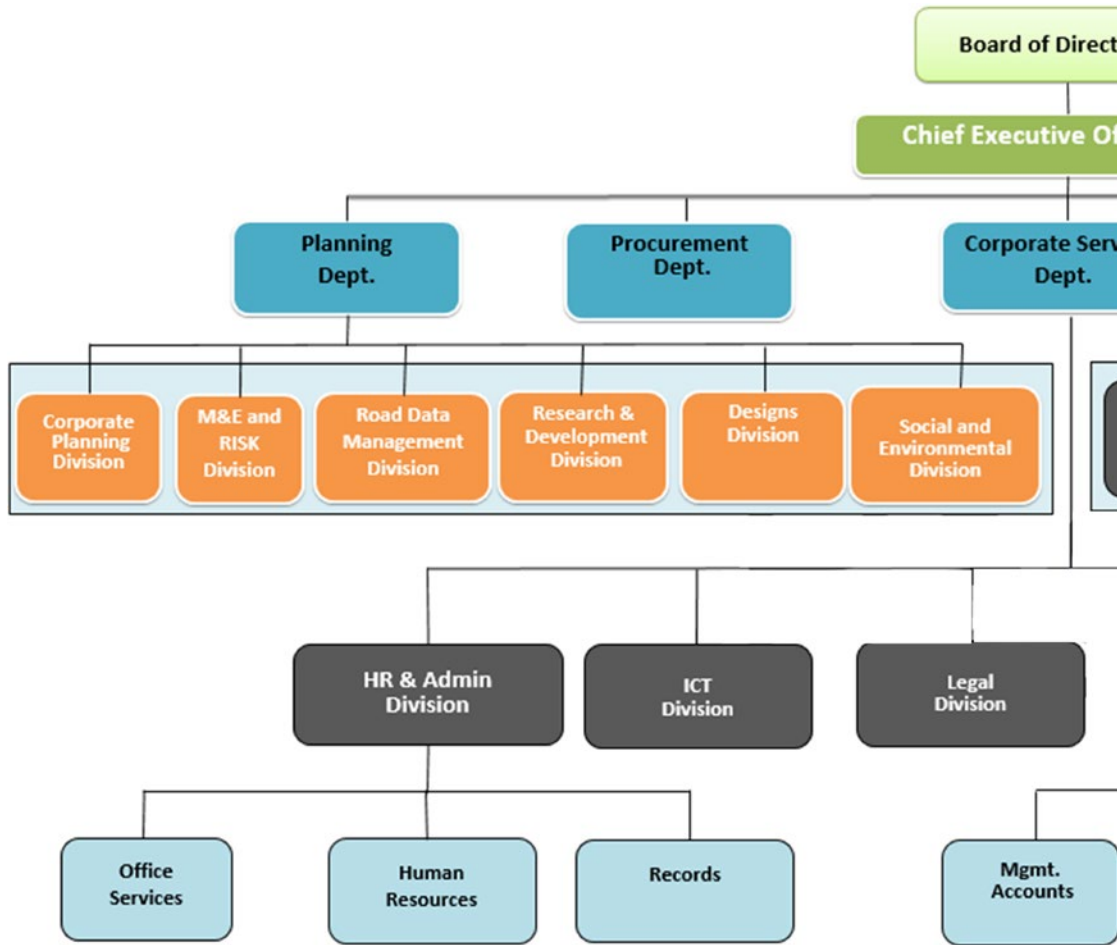
- a. Facilitate and interpret policies and regulations on management of financial, HR, ICT and administration matters;
- b. Ensure all decisions comply with legal and professional standards and Good Corporate Governance principles;
- c. Ensure efficient management of all financial transactions in RA;
- d. Manage the fixed assets portfolio of the Authority;
- e. Manage Human resources for a motivated workforce; and
- f. Co-ordinate the provision of legal advice to Management and the Board.

In addition to the four departments there are the Procurement Division and Public Relations Unit that report to the Chief Executive Officer and the Internal Audit Division that functionally reports directly to the Board of Directors and administratively to the Chief Executive Officer.

### 2.3.5 Roads Authority Establishment

The full establishment and staffing of the Roads Authority comprise one hundred thirty-two (132) members of staff of which 58% are professional and technical staff while the rest / remainder is occupied by support staff.

The Roads Authority Organizational Structure



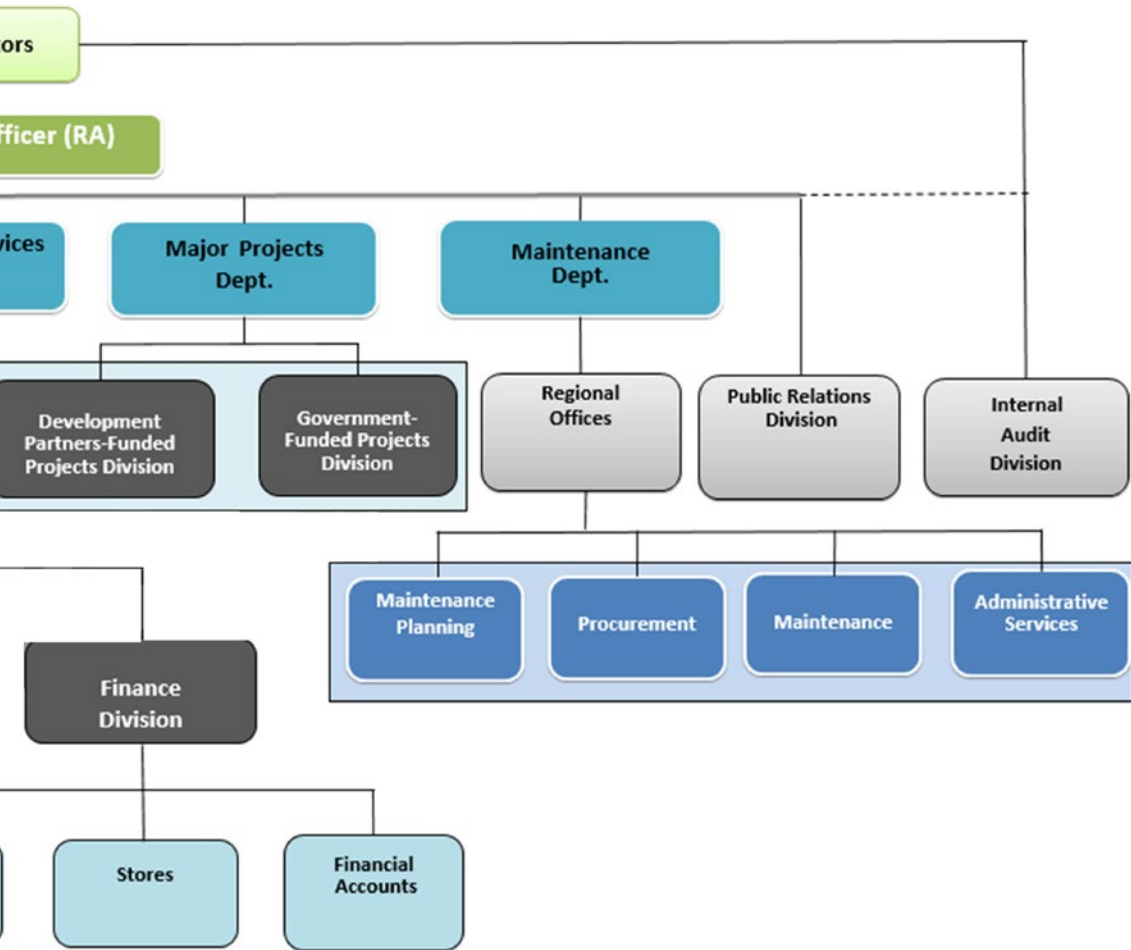


Figure 1: Table Amplifying Organization Structure (Graders and Abbreviations)

| Level | Grade | Designation & Their Abbreviations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-------|-------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1     | RA 1  | Chief Executive Officer (CEO)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 2     | RA 2  | Directors of [1. Planning & Development (DoPD); 2. Corporates Services (DoCS); 3. Major Projects (DoMP); 4. Maintenance (DoM)]                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 3     | RA 3  | Managers [1. Regional Manager South (RM-S); 2. Regional Manager Centre (RM-C); 3. Regional Manager – North (RM-N; 4. Information Communications Technology (ICT); 5. Internal Audit (IAM); 6. Procurement (PM), 7. Legal Counsel (LC); 8. Environment And Social Planning (E&SPM); 9. Human Resource and Administration (HRAM); 10. Finance (FM)                                                                                                                                                                                                                                                         |
| 4     | RA 4  | Chief [1. Design Engineer (CDE); 2. Projects Engineer (CPE); 3. Maintenance (CME)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 5     | RA 5  | Senior [1. Engineer Data Management (SEDM); 2. Engineer Projects (SPE-2 Positions); 3 Engineer Maintenance (SME); 4. Public Relations Officer (SPRO); 5. Planning Officer (SPO-M & E); 6 Environmental Planning (SEPO); 7. Social Planning (SSPO); 8 Research & Development Officer (SRDO)                                                                                                                                                                                                                                                                                                               |
| 6     | RA 6  | Professional Officers [1. Design Planning Engineer (DPE); 2. Traffic Engineer (TE); 3. Materials Engineer (MATE); 4. Maintenance Planning Engineer (MPE-3 Positions) 5. Maintenance Engineer (ME-9 Positions); 6. Construction/ Projects Engineer (PE-4 Positions); 7. Planning Officer (PO-M & E); 8 Environmental Planning (EPO); 9. Social Planning (SPO); 8 Research & Development Officer (RDO); 9. Records Officer (RECO); 10. Management Accountant (MA); 11. Financial Accountant (FA); 12. Administration Officer (AO); 13. Human Resources Officer (HRO); 14. Senior Executive Assistant (SEA) |
| 7     | RA 7  | Senior Roads Inspector; Senior Assistant Management Accountant (SAMA); Senior Assistant Financial Accountant (SAFA)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 8     | RA 8  | Assistant Management Accountant (Ama); Assistant Financial Accountant (AFA); Corporate Services Supervisor (CSS); Roads Inspectors (RIS); Assistant Procurement Officers; Executive Assistants;                                                                                                                                                                                                                                                                                                                                                                                                          |
| 9     | RA 9  | Human Resources Assistant; Accounts Assistants;                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 10    | RA 10 | Head Driver                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 11    | RA 11 | Drivers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 12    | RA 12 | Office Assistants; Guard (Watchmen)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |



## 2.4 Implementation of 2017 – 2022 Strategic Plan

The 2017-2022 Strategic and Business Plan (5YS&BP) was developed in line with the Sustainable Development Goals (SDGs), Malawi Growth and Development Strategy III, the National Transport Policy (2015), National Transport Master Plan (2017), the RAA Act (2006), and the RFA Act (2006) among other key policy and legislative documents. It also considered the previous Strategic and Business Plans (2006-2011 & 2011-2016) and its Mid-term Review Report (2015) and RA Annual Reports (2011 – 2016).

While several achievements were attained, there were some challenges encountered in the implementation process and lessons learnt that informed the development of this strategic plan.

A review of the Authority's mandate, vision and mission as well as the comprehensive review of the 2017 – 2022 Strategic Plan identified 5 Key Result Areas which present the inputs and outputs of the Authority's performance in the delivery of its mandate as outlined below:

- i. Road infrastructure development
- ii. Road reserve management
- iii. Human resource capacity development
- iv. Environmental and Social safeguards
- v. Research, Development and Innovation

## 2.5 The Roads Authority Activities 2023 – 2024

Roads Authority business between 2023 - 2024 was guided by the previous SBP coupled with the respective ANRPs.



Part of the M001 road section that has been opened to the public

## CHAPTER THREE

# ENVIRONMENTAL ANALYSIS

### 3.1 External Environmental Analysis

The external environment in which the RA operates is diverse and constantly evolving. An analysis of the external environment was conducted using the PESTEL Model. This involved analysing developments that had or may in future have an impact on the operations of the Authority. The analysis revealed the following:

#### 3.1.1 Political

##### 3.1.1.1 *The Malawi 2063*

The Malawi 2063 with the First 10 Year Implementation Plan (MIP-1) (2021 - 2030) that aims to transform Malawi into a middle-income economy by year 2030 is a policy road map which provides a clear guide to this Strategic Plan. Other policy guides include The Comprehensive Medium-Term Implementation Framework (CMTIF) and the National Transport Policy (2019). Economic Transformation and Job Creation, among other things, highlights the following priorities:

- i. The Government will take deliberate steps to ensure that more infrastructure projects are undertaken to provide an enabling environment for attainment of the Vision 2063.
- ii. The Government through the National Construction Industry Council (NCIC) has set 30% mandatory subcontracting on all works contracts being carried out by International Contractors.
- iii. The Government has increased its efforts on getting projects implemented under the private sector and other development partners; and
- iv. Key programmes to be implemented include:
  - Road development and maintenance; and
  - Rural roads connectivity.

The plan provides an opportunity to improve the Main Road Network (MRN) with private sector and development partners participation in financing construction and rehabilitation works. The Government will be able to improve the roads without necessarily increasing the debt burden in the sector through Public Private Partnerships (PPPs) and the support of cooperating partners. Further, the priority on timely maintenance is key to having sustainable road infrastructure.

The Roads Authority will undertake the following initiatives to optimise the provisions in the master plan:

- i. Undertake due diligence studies to establish feasible projects for private sector participation in financing road development;
- ii. Actively participate in the review and development of the PPP legislation and regulations to ensure that the road sector is adequately covered;
- iii. Enhancing partnerships with cooperating partners;
- iv. Ensuring value for money in planning and project developments;
- v. Align institutional programmes and projects to ensure increased and accelerated donor funds absorption.
- vi. Create intentional capacity building through projects for indigenous contractors to develop and become active private sector arm.
- vii. Undertake to upgrade procurement department to a higher level of authority and responsibility

### **3.1.1.2 Political will for development**

The drive and promotion of servant leadership is bearing fruits as Government funded organisations take up their roles to implementation of the vision.

The Roads Authority will undertake the following initiatives to optimise the good political will for development.

- i. Undertake systematic capacity building among implementing stakeholders. Exposure to large scale projects will be initiated for indigenous contractors.
- ii. Ensure efficiency in processes so that more support is provided to service providers by ensuring timely payments.
- iii. Create an interactive atmosphere for stakeholders aimed at oneness of purpose.

## **3.1.2 Economic**

### **3.1.2.1 Depreciation of the Kwacha and increasing inflation rates**

The depreciation of Kwacha between 2018 and 2022 resulted in foreign exchange averaging MWK1,000 to the US\$ in 2018 compared to MWK1,700 in 2022. There was an increase in the average inflation ranging from 23% in 2019 rising to 33% in 2022. The depreciation of the Kwacha and the increasing inflation led to increased cost of goods and services thereby negatively impacting projects and operations in general.

To mitigate the above negative impact, the Authority will ensure the prudent use of available resources and institute cost-saving measures across all operations. In projects management only services received will be paid for.

### **3.1.2.2 Debt burden for the Road Sector**

The road sector is faced with a huge debt burden in excess of MWK33 billion as of September 2024. The debt is likely to increase due to the accumulation of interest on the outstanding debt and certification of ongoing works.

To address the debt burden, the Authority will:

- i. Engage relevant stakeholders on terminating some of the ongoing projects in order to allow for repackaging of projects for tendering and or endeavour to keep a balance between works contracts and available contract funding;
- ii. Engage willing concerned contractors who are still interested to do business with Government for a settlement without additional charges. The goal in this approach is to minimize interest charges through negotiated payment terms
- iii. Continue engaging relevant authorities on transfer to and settling of road sector debt by the Treasury.

### **3.1.2.3 Fluctuations in Fuel Prices**

The instability in fuel prices on the market cannot be overlooked. These fluctuations have the potential to gradually raise the cost of projects beyond the initial provisions. To address the above impact, the RA will review and optimize standard contract provisions on price adjustments.

## **3.1.3 Social**

### **3.1.3.1 Pandemics**

There have been disruptions to global commodity supply chains thus project implementation has been negatively impacted. Prices of some of the commodities and supplies have increased thereby pushing project costs upwards. The global spread of COVID-19 led to delays and disruption in project implementation.

To mitigate the impact of such developments in future, the RA will develop and implement appropriate and responsive Risk Management Strategies and reinforce safeguards.

### **3.1.3.2 Increase in unplanned settlements**

There has been an increase in unplanned settlements that has led to encroachments along road reserves across the country. This endangers the road infrastructure integrity and may in some cases lead to damage. The Authority will institute the following initiatives to halt encroachments:

- i. Continue installing beacons for road reserves;
- ii. Enhance specific projects on public awareness and
- iii. Engage local authorities as key stakeholders in protecting road reserve for services.

### **3.1.4 Technological**

#### **3.1.4.1 Availability of contemporary material testing equipment and criteria**

Technological developments available globally include advancements in contemporary material testing equipment and criteria. The Authority associates with the Central Materials Laboratory (CML) which is used to enhance quality control management. The Authority will further embark on the following:

- i. Support the Upgrading of the technology and equipment at the CML
- ii. Set up the Authority's own laboratory for audit and control tests and capacity building.
- iii. Pursue international accreditation for the RA and its Quality Control set up.

#### **3.1.4.2 Automated Road condition survey equipment Base line setting for monitoring and evaluation.**

The Authority will procure two (2) vehicles with automated road condition survey equipment for creation of baseline data at project completion. The equipment incorporates an on-board system for capturing, analysing and reporting the condition of roads. The equipment is used for both paved and unpaved roads. In addition, the Authority will procure two (2) drones and a state-of-the-art Bridge Inspection Vehicle for bridge inspections.

The Authority will enhance and optimise the use of the automated road condition survey equipment and drones to update data on road and bridge conditions.

### **3.1.5 Ecological**

Climate change has led to extreme weather events in Malawi such as extreme temperatures and flooding. These have led to deteriorating road conditions and the washing away of road sections and culverts. The RA will undertake the following initiatives to mitigate the impact of climate change:

- i. Ensure road and bridge designs are climate resilient and vulnerability compliant
- ii. Employ technologies and methods with a low carbon footprint.

### **3.1.6 Legal**

There were legal developments that significantly impacted the operations of the RA as highlighted below:

#### **3.1.6.1 National Construction Industry Council**

The National Construction Industry (NCI) Act (Cap 53:05) provides for the promotion, development and regulation of the construction industry to promote economic growth, and competitiveness and create sustainable employment.

In particular, the act provides for subcontracting of a certain percentage of the works value by foreign registered contractors to small and medium local contractors.

The road sector engages foreign and large-scale contractors who are expected to comply with the legal provision on sub-contracting works. However, the percentage of works to be sub-contracted currently pegged at 30% has been a problem during implementation. A negotiated approach has been observed to be more appropriate.

The regulatory authority also provides for the capacity development of contractors and technical compliance in project execution. In this regard, the Act requires that contractors are engaged in works for which they are adequately equipped. In addition, the Act promotes joint ventures with foreign contractors to enhance the capacity development of local contractors. Further, the Act mandates institutions such as the RA to ensure that the procurement of construction works comply with regulations and policies that relate to empowering citizens and local suppliers, promoting women, persons with disability, the youth and aims at achieving gender equality.

To optimise the opportunities presented in the Act, the Authority shall:

- i. Continue engaging relevant authorities on expediting the development of regulations for the enforcement of the NCI Act;
- ii. Enhance implementation of guidelines on engaging sub-contractors.
- iii. Build capacity by populating fleet of equipment and plant for indigenous contractors

### **3.1.6.2 Local Government**

The Local Government is a stakeholder in the infrastructure development. The Local Authorities are the implementers of the devolution functions, responsibilities and services at all levels. The devolution requires local authorities to carry out certain road works based on traffic class and location.

This serves to distribute work load and allow for focus and balance of allocation of resources. However, it is observed that most of the resources are allocated to construction of new roads and the fundamental maintenance duty of the councils has been neglected. This has resulted in a lot of potholes in residential road network.

The Authority will, therefore, continue to take part in the review of the road network reclassification to ensure that there is clear guidance. Meanwhile, as a responsible authority, efforts are being made to give necessary support on maintenance.

### **3.1.6.3 The Public Procurement and Disposal of Assets Authority (Cap 37:03)**

The Public Procurement and Disposal of Assets Act demands transparency, efficiency, effectiveness, value for money, competition and accountability in public procurement.

The Authority, in procuring its works, goods and services shall comply with the Act.

To optimise the provisions of the Act, the Authority shall:

- i. Promote transparency, competition and accountability in the procurement of road works, services and goods;
- ii. Rationalise the procurement plan for road projects in line with available resources;
- iii. Ensure timely preparation of road designs prior to commencement of procurement for road works;
- iv. Ensure works tender documents and Requests for Proposals provide for price adjustments clauses accordingly.
- v. Ensure road works procured are carried out in an efficient, effective and economic manner. This will be in line with the Government's policy to procure goods and services at the right price, of the right quality and delivery in the right timelines.

### **3.1.6.4 The Public Finance Management Act (Cap 37:02)**

The Public Finance Management Act provides among other things for:

- An institutional and regulatory framework for the management of public funds;
- The strengthening of accountability, oversight, management and control of public funds in the public financial management framework;
- Responsibilities and fiduciary duties of controlling officers and controlling bodies and;
- The processes for efficient production of the Financial Report for the Republic.

The Act defines general revenues and gives power to the Treasury to determine annual revenue targets for a Ministry, Department and Government Agency. The Authority contracts out services and works contracts. The Act gives guidance on handling public funds. It provides for the

appointment of controlling officers and outlines the responsibilities of those charged with fiduciary duty over finances

The RA will, therefore, leverage on the provisions of the Act to strengthen institutional financial management.

3.1.7 Stakeholder and Client Analysis

3.1.7.1 Clients and their needs

An analysis of the clients’ needs is presented in the Table 3-1 below

Table 3 1 : Clients Needs

| No. | Client Category | Needs                                                                                                                                                                                                                                                                        |
|-----|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | Contractors     | i. Consultancy services;<br>ii. Implementation of road construction/maintenance;<br>iii. Quality assurance services;<br>iv. Laboratory services;<br>v. Diversion of traffic during road works; and<br>vi. Authority to undertake works across, on, and within road reserves. |
| 2   | Consultants     |                                                                                                                                                                                                                                                                              |
| 3   | Road users      | i. Accessible road network;<br>ii. Crossing points;<br>iii. Provision of Axle Load permits;<br>iv. Determination of Axle Load weights; and<br>v. Escort of abnormal loads.                                                                                                   |

3.1.7.2 Stakeholders and their interests

The analysis revealed their major interests as presented in the Table 3-2 below:

| No. | Cluster                    | Area of Interest                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | Government Ministries      | i. Adequate and timely financing of road projects and programmes;<br>ii. Prudent utilization of financial resources;<br>iii. Adherence to labour laws;<br>iv. Adherence to SME Policy on the engagement of contractors;<br>v. Adherence to the Policy on green economy and environment of funded road projects;<br>vi. Adherence to the Transport Policy of funded road projects;<br>vii. Application of efficient and effective technologies of funded road projects; and<br>viii. Harmonization and compliance with relevant laws. |
| 2   | Local Authorities          | i. Collaboration on township road projects; and<br>ii. Appointments as local road implementing agents.                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 3   | Cooperating Partners (CPs) | i. Prudent utilization of financial resources;<br>ii. Capacity building; and<br>iii. Timely payment of obligations to road Contractors and Consultants.                                                                                                                                                                                                                                                                                                                                                                              |
| 4   | Public Institutions        | i. Transparency and accountability in the contracting process;<br>ii. Accountability for public resources;<br>iii. Adherence to Legal provisions; and<br>iv. Prevention of money laundering.                                                                                                                                                                                                                                                                                                                                         |



| No. | Cluster                         | Area of Interest                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----|---------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5   | Private Sector and Associations | i. Collaboration on implementation of Public Private Partnerships (PPPs) in the road sector;<br>ii. Collaboration on implementation of best practices in engineering, financial and management accounting, transport and logistics management;<br>iii. Collaboration on vehicle load management;<br>iv. Collaboration on the engagement of Consulting engineers and Contractors on road projects; and<br>v. Timely payment of Contractors and Consulting engineers.<br>vi. Capacity building of the service providers and contractors |
| 6   | Media                           | i. Access to information on road projects, road user fees, and funds disbursements.                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

## 3.2 Internal Environmental Analysis

This section highlights the past and current performance of the Authority through the analysis of internal capabilities. The strengths, opportunities, weaknesses and threats in the operations as well as optimisation and/or mitigation measures respectively were identified.

### 3.2.1 Past Performance Analysis

An analysis of the past performance was conducted to determine the extent of achievement of set targets in the 2017 - 2022 Strategic and Business Plan. During the period under review, the Authority recorded an average performance with a score of 60%.

This performance, though considered average, was attributed to the following enablers:

- Government goodwill and support
- Continued support by stakeholders
- Hard working attitude by the members of staff

Nonetheless, the Authority's performance was impeded by the following factors, among others:

- Erratic and inadequate financing towards projects and operations;
- Inadequate staffing levels;
- High debt burden in the road sector;
- Lack of contemporary Materials Laboratory Testing equipment.
- Disasters such as cyclone Freddy and pandemic such as COVID 19

### 3.2.2 SWOT Analysis

An analysis of Strengths, Weaknesses, Opportunities and Threats (SWOT) identified issues that would respectively facilitate or hinder the implementation of identified interventions during the Institutional Capabilities Assessment.

#### 3.2.2.1 Strengths

- Availability of assets for service delivery
- Availability of dedicated and qualified staff
- Availability of relevant institutional policies and guidelines
- Established Research and Design unit to lead in innovation
- Existence of enabling legislation
- Existence of institutional governance tools
- Investment in ICT Infrastructure
- Low staff turnover rate

- Incorporation of capacity building initiatives in road contracts
- Intentional internal collaboration

### 3.2.2.2 Weaknesses

- Inadequate technical capacity to perform specialized functions
- Inadequate Investment and use of some ICT facilities and technologies to leverage service delivery;
- Inadequate monitoring and evaluation function;
- Gaps in the organisational structure to address the targeted strategic objectives
- Limited operational resources
- Non-competitive conditions of service for staff;
- Underdeveloped road data and project management system;

### 3.2.2.3 Opportunities

- Availability of national policy and legal framework in the transport sector
- Availability of technological advances to make road works processes more efficient
- Continued engagement and collaboration with relevant key stakeholders
- Continuous demand for improvements to the road infrastructure;
- Emergence of sustainable road construction techniques
- Improvement in regional collaboration and partnerships
- Incorporation of capacity building initiatives in road contracts
- Political stability and peaceful co-existence
- Political will to support the road sector programmes
- Proliferation of social media and artificial intelligence
- Support from development partners (technical assistance, financial resources)
- Support from the parent Ministry and other key stakeholders;

### 3.2.2.4 Threats

- Adverse climate change negatively impacting the road sector
- Conflicting legislation affecting effective road management
- Lengthy procurement processes
- Inadequate enforcement of axle load control
- Lawlessness affecting road infrastructure management
- Limited and erratic funding
- Limited capacity of the construction industry
- Inadequate enforcement of capacity building policy for service providers

## 3.3 Challenges

A number of challenges hindered the successful achievement of the goals and target set out in the 2017-2022 Five Year Strategic and Business Plan. The most significant challenges include the following:

- > Covid-19 Pandemic
- > Budgetary Constraints
- > Procurement Challenges
- > Increased Construction Costs/Global Inflation
- > Scarcity of construction materials
- > Scarcity of Fuel
- > Shortage of Forex
- > Inadequate Capacity of contractors and consultants
- > Inadequate Construction equipment
- > Vandalism of road infrastructure and furniture
- > Climate change and Environmental Degradation

### 3.4 Lessons learnt and need for revised approach to the 2025-2030 Strategic and Business Plan

Based on the implementation experiences for the previous 2017-2022 Strategic and Business Plan, the Authority learnt the following lessons:

- a) RA did not fully meet its strategic targets largely due to inadequate funding, and to this end, the GoM needs to address, as a matter of urgency, the inadequate funding particularly the issue of arrears and interest payments to the construction industry. This will have the effect of reducing further government liabilities and will also provide the industry with the necessary financing to complete and continue with delivery of project outputs;
- b) Inadequate specific skills among technical personnel: NCIC to implement specific skills building training courses to address the technical personnel needs of the construction industry;
- c) Deficiencies in materials testing: Capacity of public institutions for testing of construction materials and works and specialised services require urgent augmentation as efficiency of these institutions usually translates into smooth implementation of projects;
- d) Projects delays in starting due to compensation and relocation of services: The lead times between project design and subsequent implementation needs to be adequate to allow for compensations and service providers to relocate their infrastructure to the last 5 metres of the Road Reserve; and
- e) Backlog of periodic maintenance and rehabilitation of paved roads: Government should increase funding towards periodic maintenance and rehabilitation of paved roads.
- f) Inadequacies in project Management: A robust project management system coupled with related software must be put in place for the organisation to be efficient.
- g) Inadequate organisation staff numbers and low motivation: Functional review coupled with salary structure review is required for officers to handle contracts effectively and efficiently.
- h) Low Publicity: Updates to the public must be scheduled to ensure visibility of the authority and its efforts.
- i) Work Environment related issues: Good and adequate office accommodation is required for the Authority to perform its duties effectively. The adequate office space also helps in accommodation of Projects Implementation Units and specific project experts usually demanded by Development Partners.
- j) Lack of alternative road works financing: The road network preservation and development should be made part of major investments in industrialisation so that Government is not overburdened. Such investments include Mega farming, mining and tourism.

## CHAPTER FOUR

# THE STRATEGIC DIRECTION

Ensuing from the external and internal analysis, the RA has set for itself an operational framework for strategic decision-making relating to the effective execution of its mandate. The strategic framework includes the following key features:

### 4.1 MANDATE

- a) To ensure that public roads are constructed, maintained or rehabilitated at all times; and
- b) To advise the Minister, and where appropriate, the Minister responsible for Local Government on the preparation and efficient and effective implementation of the Annual National Roads Programme referred to in section 22 of the Roads Authority Act.

### 4.2 VISION

A well integrated, safe, sustainable and smart road network that drives economic growth. Through this Vision Statement, the Authority commits to undertake a cost-effective and efficient road construction and maintenance programme for connectivity, accessibility and mobility. Further, the Authority will ensure the road network responds to the needs of the stakeholders.

### 4.3 MISSION

To develop and maintain a modern, inclusive and climate-smart road network that supports economic growth and connectivity  
Through this Mission Statement, the Authority will provide sustainable road infrastructure that not only links all parts of the country but also ensure regional accessibility to enhance socio- economic development.

### 4.4 CORE VALUES

- Stakeholder Focus: Our stakeholders come first;
- Quality conscience: Quality of the road network is our image;
- Accountability: We are responsible to our stakeholders for technical and financial undertakings;
- Transparency: We conduct our business openly;
- Excellence: We are committed to professionalism, innovation, and creativity;
- Teamwork: We emphasize teamwork within and outside our organisation;
- Integrity: We serve with honesty, fairness, and impartiality,
- Inspired staff: We are conscientious and responsible staff

## 4.5 STRATEGIC THEMES AND STRATEGIC RESULTS

In order to realise the strategic vision that the Authority has set for itself, the following strategic themes have been set:

### 4.5.1 Road Infrastructure Development

In order to optimise connectivity and accessibility, the RA will implement the ANRP coupled with progressive Feasibility Studies and Detailed Designs for rehabilitations, perioding maintenance and upgrading of new roads. The goal is to keep the authority prepared for opportunities of funding.

### 4.5.2 Road Asset Management

Roads are an important aspect of socio- economic development and growth. Therefore, the RA will focus on a cost-effective and efficient maintenance of the existing infrastructure to ensure road network sustainability.

### 4.5.3 Good Corporate Governance

To ensure efficient and effective operations, the RA set for itself a theme on Good Corporate Governance. This entails enhancing RA processes as well as enhancing effective communication among management, the Board of Directors, stakeholders and the public in line with the Board Charter, Management Charter and other internal policies. Interventions in this thematic area aims at high quality service delivery.

The political, Economic, Social, Technological, Environmental and Legal (PESTEL) factors that would affect the implementation of the Strategic Plan were also analysed to ascertain its operational context. The purpose was to ensure that the Authority meets the expectations of all its key stakeholders. The key PESTEL factors are outlined in Section 3.1.



A section of the newly constructed Kanengo-Crossroads Road

## CHAPTER FIVE

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# THE STRATEGIC OUTCOMES OF THE 2025 – 2030 RA STRATEGIC PLAN

Based on the three thematic areas and the Vision to be achieved, the Authority will pursue the following five (5) Strategic Outcomes:

### 5.1 Strategic Outcomes and Targets

#### 5.1.1 Strategic Outcomes

The five Strategic Outcomes (SOs) below are aligned to the mandate, vision and mission statements of RA as specified in the preceding sections. The Strategic Outcomes have been focused on addressing the weaknesses and mitigating against the threats while utilizing strengths and taking advantage of opportunities.

1. Optimised Preservation of Road Infrastructure
2. Optimised Improvement and Expansion of Road Network
3. Increased Compliance with Legislation and Guidelines on Road Infrastructure Development
4. Enhanced Research and Innovations
5. Enhanced and Improved Operational Efficiency of Roads Authority
6. Strategic Outcome 6: Enhanced Road Asset Management

#### 5.1.2 Objectives

1. **Strategic Outcome One:** Optimised Preservation of Road Infrastructure
  - To carry out routine maintenance of the entire trunk road network;
  - To carry out periodic maintenance on 1614km of paved roads by 2030;
  - To carry out periodic maintenance on 2550km of unpaved roads by 2030;
  - To rehabilitate 1602 km of paved roads by 2030; and
  - To rehabilitate 2224 km of unpaved roads by 2030.
2. **Strategic Outcome Two:** Optimised Improvement and Expansion of Road Network
  - To upgrade 1243 km of earth roads to paved standard by 2030;
  - To improve capacity on 200km of the road network by 2030;
  - To construct 177km of new roads by 2030;
  - To replace 913m of timber decked bridges to concrete by 2030;
  - To replace 860m of Bailey Bridges with Concrete bridges by 2030;



- To replace 31 No. single lane bridges with double lane concrete bridges on Trunk Roads by 2030.

### **3. Strategic Outcome Three: Increased Compliance with Legislation and Guidelines on Road Infrastructure Development**

- To ensure the Authority's compliance with all relevant legislation and regulations all the time;
- To ensure that the entire designated trunk road network is free of encroachers by 2030;

### **4. Strategic Outcome Four: Enhanced Research and Innovations**

- To ensure the Authority has the capacity to identify priority research needs, develop and implement research programmes.
- Set up laboratory facilities for purposes of audit, research and quality control
- To align the road sector's investment with sector training needs to achieve economies of scale through the optimisation of resources.
- To ensure there is knowledge transfer and road research uptake
- To ensure active collaboration with individuals, groups and institutions of high learning – nationally, regionally and internationally.

### **5. Strategic Outcome Five: Enhanced and Improved Operational Efficiency of Roads Authority**

- To attract and retain qualified human capital;
- To provide conducive work environment;
- To enhance financial management and accountability;
- To ensure optimized ICT systems;
- To enhance corporate identity, robust communication, mind-set change and institutional capacity strengthening
- To mainstream cross cutting issues;
- To enhance internal control systems, risk management and corporate governance.
- To reduce cost of litigation;
- To improve the monitoring and evaluation system.

### **6. Strategic Outcome Six: Enhance Road Asset Management**

- To develop and implement a 100% project life cycle road asset management system by 2030
- To carry out a physical inventory of the entire 24,292 km public road network by 2030
- To carry out condition and performance assessment of the entire 24,293 km public road network by 2030
- To develop road development and maintenance plans, strategies, programmes, standards, designs, manuals and specifications

The following sections present the detailed strategies for each objective for all the five strategic outcomes. The strategies are aligned to the four perspectives of the balanced score card. These perspectives are as follows:

- Stakeholder/Customer Perspective - "If we succeed, how will we look to our stakeholders?"
- Internal Business Processes Perspective - "To satisfy our customers, at which processes must we excel?"
- Learning and Growth - "To execute our processes, how must our organization learn and improve?"
- Financial Perspective - "In order to succeed, what investments in people and infrastructure must we make?"

Annex I (Presents the action plan in form of Scorecard). The section 5.1.3 presents the list of activities to be used for attainment of the objectives.

### 5.1.3 List of Activities for the Strategic Outcome

#### Strategic Outcome 1: Optimised Preservation of Road Infrastructure

To ensure improvement in the Road Network, timely project completion at the right price, of the right quality, enhanced compliance to axle load regulations and increased participation of Micro, Small and Medium Enterprises (MSMEs), the RA commits to the following:

- i. Expedited procurement processes in order to facilitate appropriate interventions
- ii. Scaling up implementation of the Road Maintenance Strategy;
- iii. Set priorities for adequate allocation of resources;
- iv. Aligning implementation to ANRP
- v. Enhancing project management through effective Monitoring and Evaluation
- vi. Strengthening Research and Development
- vii. Strengthening control mechanisms on weighbridges and upgrading existing weighbridges;
- viii. Exploring the use of contemporary weighbridge monitoring mechanisms;
- ix. Strengthening collaboration on axle load compliance with other enforcement Agencies;
- x. Developing mechanisms for recovery of funds on damaged infrastructure;
- xi. Enhancing capacity building of MSMEs in project planning and delivery;
- xii. Enhancing synergies among implementing Authorities and financial institutions;
- xiii. Enhancing implementation of the preferential treatment of MSMEs in payment for works.
- xiv. Initiate modern project management systems

#### Strategic Outcome 2: Optimised Improvement and Expansion of Road Network

Under this outcome, the Authority will ensure 100% compliance with road construction standards and contracts; improved road project planning; increased construction and rehabilitation of core roads; and reduced road failures through the following interventions:

- i. Enhance technical capacity building in quality management;
- ii. Enhance the use of procedures manuals;
- iii. Review and implement the vendor rating policy;
- iv. Develop project-specific risk management strategies;
- v. Implement the use of concrete roads where appropriate;
- vi. Use internationally recognised project management tools;
- vii. Enhance international affiliation on quality standards
- viii. Improve and implement guidelines for PPPs
- ix. Improve partnerships with the private sector and industry;
- x. Develop capacity-building programmes for planning and executing of PPPs and other innovative project funding techniques;
- xi. Scale up and align implementation of construction and rehabilitation to ANRP
- xii. Develop and adhere to Annual Procurement Plans;
- xiii. Establish Materials Laboratory for Audits and Controls.

#### Strategic Outcome 3: Increased Compliance with Legislation and Guidelines on Road Infrastructure Development

Roads Authority commits to the following:

- i. Enhance technical capacity building in quality management;
- ii. Enhance the use of procedures manuals;
- iii. Review and develop local standards and specifications for roads and bridges;
- iv. Develop project-specific risk management strategies
- v. Compile compliance booklet

#### Strategic Outcome 4: Enhanced Research and Innovations

The RA is committed to the following:

Carry out pilot projects for all current trial sections on observations

- ii. Develop proposals for more financing for research.
- iii. Engage professional institutions for collaborative research work

### **Strategic Outcome 5: Enhanced and Improved Operational Efficiency of Roads**

#### **Authority**

Emphasis is to put on increasing stakeholder awareness and the RA commits to implementing interventions aimed at enhancing accountability and efficiency, increasing funds mobilisation and related resources. To achieve this, the RA will:

- i. Expedited procurement processes in order to facilitate appropriate interventions
- ii. Scaling up implementation of the Road Maintenance Strategy;
- iii. Set priorities for adequate allocation of resources;
- iv. Aligning implementation to ANRP
- v. Enhance implementation of the Communication Strategy;
- vi. Enhance mechanism for monitoring public awareness levels;
- vii. Increase awareness levels and interaction with stakeholders;
- viii. Enhance Customer Care Services; and
- ix. Enhance mechanism for monitoring stakeholder satisfaction levels.
- x. Strengthen internal controls;
- xi. Promote community and private partnerships;
- xii. Develop and implement a Staff Motivation Strategy;
- xiii. Develop and implement a Remuneration Policy;
- xiv. Review and implement Human Capital Policies;
- xv. Develop staff satisfaction survey tools;
- xvi. Prioritise the construction and expansion of office accommodation; and
- xvii. Develop and implement Resource Mobilisation Strategy.
- xviii. Review and implement operational procedures manuals;
- xix. Review and integrate systems;
- xx. Strengthen the Monitoring and Evaluation system;
- xxi. Strengthen implementation of the Service Charter;
- xxii. Review and enhance the implementation of the Board Charter.
- xxiii. Review and implement the Record Management Policy;
- xxiv. Procure and implement the Document Management system;
- xxv. Review and implement an Asset Management Plan;
- xxvi. Strengthen Internal Procurement processes and procedures to attain value for money.
- xxvii. Carry out a functional review of the Authority
- xxviii. Develop and implement the Training and Development plans;

### **Strategic Outcome 6: Enhanced Road Asset Management**

The authority is committed to ensure thorough and detailed inventory of the road network, road data capturing, processing and management with the intent to ensure progressive feasibility studies, detailed designs and maintenance interventions which embraces the entire road network.

To achieve this the RA will:

- i. Enhance the use of procedures manuals;
- ii. Planning and designing for upgrading, rehabilitation and maintenance
- iii. Review and develop local standards and specifications for roads and bridges;
- iv. Develop project-specific risk management strategies;
- v. Strengthen the Monitoring and Evaluation of project designs and execution;
- vi. Use internationally recognised project management tools;
- vii. Enhance international affiliation on quality standards
- viii. Develop and adhere to Annual Procurement Plans;

## CHAPTER SIX

# ENABLING FACTORS

The successful implementation of the 2025 - 2030 Strategic Plan is centred on the following pre-conditions and assumptions:

### 6.1 Pre-conditions

Pre-conditions are key enabling factors to the successful implementation of the Strategic Plan that are within the control of the RA. The following are the pre-conditions:

- i. The Strategic Plan will be the basis for the planning and implementation of projects;
- ii. Availability of adequate, dedicated, motivated, and competent professional staff;
- iii. Timely routine and periodic maintenance of the road network.
- iv. Availability of efficient and effective requisite systems;
- v. Supportive and committed Board of Directors and Executive Management;
- vi. Adherence to procedures, standards and guidelines by all members of staff throughout the projects' life cycles; and
- vii. Preparedness for high impact risks.

### 6.2 Assumptions

These are critical enabling factors for the successful implementation of the Strategic Plan but are outside the control of the RA. The following are the assumptions:

- i. Economic and political stability of the country;
- ii. Adequate and timely release of funds to the road sector by the Treasury and Cooperating Partners;
- iii. Continued support from key stakeholders;
- iv. Amortisation of the road sector debt by the Treasury; and
- v. Adherence of stakeholders to ANRP.



An operational Mchinji/Mwami One Stop Border Post executed by the RA

# CHAPTER SEVEN

# IMPLEMENTATION OF THE PLAN

## 7.1 The Log Frame

Table 7-1 below provides a log frame for Strategic Outcomes, Intended Results, Measures, Targets and Strategies.

Table 7 1: Optimise Road Network Preservation

| Strategic Outcome 1: Optimised Preservation of Road Infrastructure |                |                                                                              |                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|--------------------------------------------------------------------|----------------|------------------------------------------------------------------------------|------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Intended Results                                                   | Measures       | Baseline (2025)                                                              | Targets (2030)                                             | Strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| To carry out routine maintenance of the trunk road network         | Km maintenance | 10,621 (baseline obtained from the kms under routine maintenance as of 2025) | 10,621 of routine maintenance of roads carried out by 2030 | <ul style="list-style-type: none"><li>• Adopt a <b>Proactive Maintenance System</b>: Implement a road condition monitoring system (e.g., visual inspections, drones, or automated sensors) to detect and address issues before they escalate</li><li>• Regionalized <b>Maintenance Contracts</b>: Divide the trunk network into manageable sections and outsource routine maintenance to regional contractors with performance-based contracts.</li><li>• <b>Workforce Training</b>: Regularly train maintenance teams on efficient methods for pothole repairs, drainage clearance, and vegetation control.</li><li>• <b>Community Engagement</b>: Partner with local communities to report road issues and support minor maintenance tasks, ensuring rapid response.</li><li>• <b>Resource Mobilization</b>: Allocate a portion of the annual budget specifically for routine maintenance and ensure timely disbursement of funds.</li></ul> |

| Strategic Outcome 1: Optimised Preservation of Road Infrastructure   |                                        |                                                              |                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------------------------------------------|----------------------------------------|--------------------------------------------------------------|-------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Intended Results                                                     | Measures                               | Baseline (2025)                                              | Targets (2030)                                              | Strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| To carry out periodic maintenance on 1614km of paved roads by 2030   | Km periodic maintenance of paved roads | 70 (baseline of periodic maintenance of paved roads by 2025) | 1,614 (periodic maintenance of paved roads by 2030)         | <ul style="list-style-type: none"><li>• <b>Prioritization Framework:</b> Rank roads based on their condition, traffic volumes, and economic importance to ensure efficient use of resources.</li><li>• <b>Lifecycle Cost Analysis:</b> Incorporate tools to predict the optimal time for maintenance, minimizing long-term costs.</li><li>• <b>Use of Durable Materials:</b> Invest in high-quality asphalt mixes, sealants, and overlays to reduce maintenance frequency.</li><li>• <b>Leverage Technology:</b> Utilize GIS and pavement management systems to track and manage maintenance schedules.</li><li>• <b>Public-Private Partnerships (PPPs):</b> Partner with private companies for funding and execution, offering incentives for quality performance.</li><li>• <b>Grading and Re-gravelling Plan:</b> Establish a rotational grading and re-gravelling schedule based on road deterioration rates.</li></ul> |
| To carry out periodic maintenance on 2550km of unpaved roads by 2030 | Km maintenance of unpaved roads        | 100 (Periodic maintenance of unpaved trunk roads by 2025)    | 2,550 (Periodic maintenance of unpaved trunk roads by 2030) | <ul style="list-style-type: none"><li>• <b>Improved Drainage Systems:</b> Focus on constructing durable drainage structures to mitigate water-related damage.</li><li>• <b>Local Material Sourcing:</b> Use nearby materials for cost-effective re-gravelling while maintaining quality standards.</li><li>• <b>Monitor Environmental Impact:</b> Mitigate erosion and sedimentation issues by adopting environmentally sensitive practices.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |



| Strategic Outcome 1: Optimised Preservation of Road Infrastructure |                                          |                                                    |                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------------------------------------------------|------------------------------------------|----------------------------------------------------|------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Intended Results                                                   | Measures                                 | Baseline (2025)                                    | Targets (2030)                                       | Strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| To rehabilitate 1602 km of paved roads by 2030; and                | Km road rehabilitation maintenance       | 70 (Rehabilitation of paved trunk roads by 2025)   | 1,602 (Rehabilitation of paved trunk roads by 2030)  | <ul style="list-style-type: none"><li>• <b>Condition Surveys and Feasibility Studies:</b> Conduct detailed assessments to identify rehabilitation priorities.</li><li>• <b>Innovative Construction Techniques:</b> Use methods like full-depth reclamation (FDR) and cold recycling to minimize costs while ensuring durability.</li><li>• <b>Phased Implementation:</b> Divide the 1602km into annual targets based on funding availability and road conditions.</li><li>• <b>Funding Diversification:</b> Secure funding from government budgets, donor agencies, and concessional loans.</li><li>• <b>Quality Control:</b> Implement strict oversight mechanisms to ensure adherence to design specifications and material quality.</li></ul>                           |
| To rehabilitate 2224 km of unpaved roads by 2030                   | Km rehabilitation of unpaved trunk roads | 90 (Rehabilitation of unpaved trunk roads by 2025) | 2224 (Rehabilitation of unpaved trunk roads by 2030) | <ul style="list-style-type: none"><li>• <b>Prioritize High-Traffic and Economic Corridors:</b> Start with roads that serve agricultural hubs, mining areas, and other economically vital zones.</li><li>• <b>Upgrade to All-Weather Standards:</b> Where feasible, improve unpaved roads to gravel or sealed standards for longevity.</li><li>• <b>Rural Accessibility Improvement Programs:</b> Integrate unpaved road rehabilitation with broader rural development initiatives.</li><li>• <b>Robust Project Management:</b> Develop comprehensive project plans with milestones and monitoring to avoid delays.</li><li>• <b>Environmental Sustainability:</b> Incorporate erosion control and reforestation in project areas to maintain ecological balance.</li></ul> |

| Strategic Outcome 2: Optimised Improvement and Expansion of Road Network |          |                                                            |                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------------------------------------------------|----------|------------------------------------------------------------|--------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Intended Results                                                         | Measures | Baseline (2025)                                            | Targets (2030)                                               | Strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| To upgrade 1243 km of earth roads to paved standard by 2030              | Km       | 50<br>(Upgrading of earth roads to paved standard by 2025) | 1243<br>(Upgrading of earth roads to paved standard by 2030) | <p><b>o Feasibility Studies and Prioritization:</b><br/>Conduct technical, environmental, and socio-economic feasibility studies to prioritize sections with high economic and social returns.</p> <p><b>o Phased Implementation:</b><br/>Develop a phased upgrading plan (e.g., 200 km/year) based on priority, regional needs, and available resources.</p> <p><b>o Funding Strategies:</b></p> <ul style="list-style-type: none"><li>• Leverage domestic funding through government allocations and road funds.</li><li>• Partner with international development banks and donors for concessional financing.</li><li>• Explore Public-Private Partnerships (PPPs) for toll roads where feasible.</li></ul> <p><b>o Design Standards:</b><br/>Adopt cost-effective and climate-resilient designs suitable for the traffic and environmental conditions of Malawi.</p> <p><b>o Contractor Capacity Building:</b> Strengthen local contractor capabilities to deliver quality work within time and budget.</p> |
| To construct 177km of new roads by 2030                                  | Km       | 0<br>(Construct new roads by 2025)                         | 177<br>(Construct new roads by 2030)                         | <p><b>o Route Identification and Planning:</b><br/>Identify new road alignments that support economic zones, agriculture, and connectivity.</p> <p><b>o Environmental and Social Assessments:</b><br/>Conduct thorough Environmental Impact Assessments (EIAs) and Resettlement Action Plans (RAPs).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

| Strategic Outcome 2: Optimised Improvement and Expansion of Road Network |                                    |                                                         |                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------------------------------------------------------------------------|------------------------------------|---------------------------------------------------------|----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Intended Results                                                         | Measures                           | Baseline (2025)                                         | Targets (2030)                                           | Strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| To rehabilitate 1602 km of paved roads by 2030; and                      | Km road rehabilitation maintenance | 70 (Rehabilitation of paved trunk roads by 2025)        | 1,602 (Rehabilitation of paved trunk roads by 2030)      | <ul style="list-style-type: none"> <li>o <b>Mobilizing Resources:</b><br/>Apply for international funding grants or partnerships for green infrastructure projects.</li> <li>o <b>Community Engagement:</b><br/>Involve communities in planning to minimize resistance and delays.</li> <li>o <b>Road Reserve Preservation:</b><br/>Ensure Road corridor preservation by planting Road Reserve Beacons (RRB).</li> </ul>                                                                                                                                                                              |
| To replace 913m of timber decked bridges to concrete by 2030             | m                                  | 38 (Timber deck bridge improvement to concrete by 2025) | 913 (Timber deck bridge improvement to concrete by 2030) | <p><b>Inventory and Prioritization:</b><br/>Create a detailed inventory of timber-decked bridges, prioritizing replacements based on structural condition and traffic load.</p> <p><b>Bridge Standardization:</b><br/>Develop standardized designs for concrete bridges to streamline construction and reduce costs.</p> <p><b>Procurement Efficiency:</b><br/>Use frameworks for bundled bridge contracts to attract competitive pricing and reduce administrative overheads.</p> <p><b>Funding:</b><br/>Utilize Road funds and apply for grants targeting climate resilience in infrastructure.</p> |
| To replace 860m of Bailey Bridges with Concrete bridges by 2030          | m                                  | 36 (Bailey bridge replacement with concrete by 2025)    | 860 (Bailey bridge replacement with concrete by 2030)    | <ul style="list-style-type: none"> <li>o <b>Assessment and Planning:</b><br/>Evaluate current Bailey bridges and categorize them based on urgency for replacement.</li> <li>o <b>Integrated Program:</b><br/>Combine Bailey bridge replacement projects with nearby road upgrade projects to optimize resources.</li> </ul>                                                                                                                                                                                                                                                                           |

| Strategic Outcome 2: Optimised Improvement and Expansion of Road Network                       |                                         |                                                           |                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
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| Intended Results                                                                               | Measures                                | Baseline (2025)                                           | Targets (2030)                                             | Strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                                                                                |                                         |                                                           |                                                            | <ul style="list-style-type: none"><li>o <b>Technology Adoption:</b><br/>Use modular construction techniques to reduce time and costs.</li><li>o <b>Monitoring and Reporting:</b><br/>Establish a transparent monitoring framework to track progress and ensure accountability.</li></ul>                                                                                                                                                                                                                                                                                                              |
| To replace 31 No. single lane bridges with double lane concrete bridges on Trunk Roads by 2030 | No                                      | 1<br>Replace single lane bridges with double lane by 2025 | 31<br>Replace single lane bridges with double lane by 2030 | <ul style="list-style-type: none"><li>o <b>Traffic and Safety Studies:</b><br/>Conduct studies to determine traffic volumes and justify the need for wider bridges.</li><li>o <b>Design Innovations:</b><br/>Implement cost-effective designs like prestressed concrete girders for durability and efficiency.</li><li>o <b>Construction Phasing:</b><br/>Plan phased replacements to maintain traffic flow during construction.</li><li>o <b>Stakeholder Coordination:</b><br/>Engage with utility companies and local authorities to ensure smooth execution without service disruptions.</li></ul> |
| To develop road corridors/ freeways bypassing cities and connecting cities                     | No of stakeholder consultation meetings | 0                                                         | 20<br>(Quarterly meetings per year)                        | <ul style="list-style-type: none"><li>o <b>Stakeholder Consultations</b><br/>Engage relevant stakeholders on project concept development</li><li>o <b>Land Acquisition</b><br/>Identify land for the identified corridors and clear all encumbrances</li><li>o <b>Benchmarking</b><br/>Learn from best regional practices for corridor development through desk studies and visits</li><li>o <b>Resource Mobilisation</b><br/>Submit proposals and lobby for financing from GoM and Development partners</li></ul>                                                                                    |

| Strategic Outcome 3: Increased Compliance with Legislation and Guidelines on Road Infrastructure Development |                 |                 |                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| Intended Results                                                                                             | Measures        | Baseline (2025) | Targets (2030)     | Strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| To ensure the Authority's compliance with all relevant legislation and regulations by 2030                   | Tools / Reports | 3 Number        | Ongoing up to 2030 | <ul style="list-style-type: none"> <li>o <b>Develop a Compliance Framework</b> <ul style="list-style-type: none"> <li>• Establish a compliance management system to track, monitor, and evaluate adherence to relevant legislation and regulations.</li> <li>• Create a compliance checklist tailored to the laws and standards applicable to road management.</li> </ul> </li> <li>o <b>Legislation Awareness and Training</b> <ul style="list-style-type: none"> <li>• Regularly train staff on legal requirements, emerging regulations, and updates to existing laws.</li> <li>• Disseminate easy-to-understand legal briefs or summaries to all relevant personnel.</li> </ul> </li> <li>o <b>Stakeholder Engagement</b> <ul style="list-style-type: none"> <li>• Collaborate with policymakers, legal experts, and stakeholders to understand evolving legislation and ensure alignment.</li> <li>• Build partnerships with local government authorities to improve enforcement.</li> </ul> </li> <li>o <b>Audit and Monitoring</b> <ul style="list-style-type: none"> <li>• Conduct periodic internal audits to assess compliance.</li> <li>• Develop an independent compliance review system with external experts.</li> </ul> </li> <li>o <b>Technology and Data Systems</b> <ul style="list-style-type: none"> <li>• Invest in digital tools for real-time monitoring of compliance metrics.</li> <li>• Use Geographic Information Systems (GIS) to monitor road infrastructure against regulatory standards.</li> </ul> </li> </ul> |

| Strategic Outcome 3: Increased Compliance with Legislation and Guidelines on Road Infrastructure Development |                 |                 |                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
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| Intended Results                                                                                             | Measures        | Baseline (2025) | Targets (2030)     | Strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|                                                                                                              |                 |                 |                    | <ul style="list-style-type: none"><li>o <b>Policy Development and Documentation</b><ul style="list-style-type: none"><li>• Formulate internal policies to address legal gaps and clarify responsibilities.</li><li>• Maintain clear documentation of compliance efforts for accountability and external audits</li></ul></li><li>o <b>Legal Enforcement Mechanisms</b><ul style="list-style-type: none"><li>• Establish a legal team to handle cases of non-compliance and provide advisory support.</li><li>• Collaborate with law enforcement agencies to resolve legal challenges swiftly.</li></ul></li></ul>                                                                                                                                                                                                                                                                                            |
| To ensure that the entire designated trunk road network is free of encroachers by 2030                       | Tools / Reports | 1 Number        | Ongoing up to 2030 | <ul style="list-style-type: none"><li>o <b>Comprehensive Mapping and Surveying</b><ul style="list-style-type: none"><li>• Conduct a detailed survey of the trunk road network to map encroachments.</li><li>• Use drones or satellite imagery for consistent monitoring of encroachment activities.</li></ul></li><li>o <b>Awareness Campaigns</b><ul style="list-style-type: none"><li>• Educate communities about the dangers and illegality of encroachment.</li><li>• Partner with local leaders to gain support in discouraging encroachment.</li><li>• Issuance of stop orders</li><li>• Develop awareness media products</li></ul></li><li>o <b>Legislative Enforcement</b><ul style="list-style-type: none"><li>• Lobbying for strengthen existing laws related to land use and road reservations.</li><li>• Empower a dedicated enforcement unit to handle encroachment issues.</li></ul></li></ul> |



| Strategic Outcome 3: Increased Compliance with Legislation and Guidelines on Road Infrastructure Development |          |                 |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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| Intended Results                                                                                             | Measures | Baseline (2025) | Targets (2030) | Strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                                                                              |          |                 |                | <ul style="list-style-type: none"><li>o <b>Engagement and Relocation Programs</b><ul style="list-style-type: none"><li>• Collaborate with affected communities to find alternative settlements or land use options.</li><li>• Provide relocation support where necessary to minimize resistance.</li></ul></li><li>o <b>Regular Monitoring and Reporting</b><ul style="list-style-type: none"><li>• Use technology such as GIS to flag and track new encroachments.</li><li>• Develop a robust reporting mechanism for road inspectors to document violations promptly</li></ul></li><li>o <b>Partnerships and Collaboration</b><ul style="list-style-type: none"><li>• Work closely with local governments, traditional authorities, and land registries to protect road reserves.</li><li>• Engage civil society organizations to monitor and report encroachments.</li></ul></li><li>o <b>Incentives and Deterrents</b><ul style="list-style-type: none"><li>• Offer incentives for compliance, such as community development projects for areas adhering to road reserve laws.</li><li>• Impose penalties, including fines or legal action, on persistent encroachers.</li></ul></li><li><b>Road Reserve Marking and Demarcation</b><ul style="list-style-type: none"><li>• Clearly demarcate road reserves using permanent markers and fencing where feasible.</li><li>• Display visible signage indicating the legal limits of road reserves.</li></ul></li><li>o <b>Policy Review and Strengthening</b><ul style="list-style-type: none"><li>• Periodically review policies governing land use and road management to address new encroachment trends.</li></ul></li></ul> |

| Strategic Outcome 3: Increased Compliance with Legislation and Guidelines on Road Infrastructure Development |          |                 |                |                                                                                                                                                                                                                                                                                                                                                                                                                 |
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| Intended Results                                                                                             | Measures | Baseline (2025) | Targets (2030) | Strategies                                                                                                                                                                                                                                                                                                                                                                                                      |
|                                                                                                              |          |                 |                | <ul style="list-style-type: none"><li>Align national and local policies to close legal loopholes.</li><li><b>Performance Metrics and Accountability</b><ul style="list-style-type: none"><li>Establish performance indicators to measure progress toward a fully encroachment-free network.</li><li>Assign clear responsibilities to teams or departments for managing encroachment issues.</li></ul></li></ul> |

Cross-Cutting Strategies

1. Capacity Building:

- Train staff and contractors in modern construction techniques, project management, and sustainability practices.

2. Monitoring and Evaluation:

- Use digital tools and geographic information systems (GIS) for progress tracking.

3. Climate Resilience:

- Incorporate climate adaptation measures in designs to ensure longevity under changing weather conditions.

4. Public Awareness Campaigns:

- Engage communities to support projects and ensure their concerns are addressed during planning.



A roundabout on the completed Liwonde-Mangochi road

### Strategic Outcome No. 4: Enhanced Research and Innovations

| Intended Results                                                                                                                     | Measures          | Baseline (2025)                  | Targets (2030)                            | Strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
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| To ensure the Authority has the capacity to identify priority research needs, develop and implement research programmes              | Reports/ Journals | Four Research products/ projects | 16 Reviews and or implementations by 2030 | <ul style="list-style-type: none"> <li>o <b>Establish a Research Steering Committee:</b> Form a multidisciplinary team to identify and prioritize research needs based on emerging trends, challenges, and road sector goals.</li> <li>o <b>Engage Stakeholders in Research Identification:</b> Conduct workshops with planners, engineers, policymakers, and end-users to identify gaps in road infrastructure and management.</li> <li>o <b>Develop a Research Agenda:</b> Create a rolling 3- to 5-year research agenda aligned with strategic goals, focusing on issues like climate resilience, traffic management, and cost-effective road maintenance techniques.</li> <li>o <b>Leverage Technology and Data:</b> Use tools like GIS, drones, and AI to monitor road performance and forecast research needs.</li> <li>o <b>Secure Funding and Resources:</b> Establish a research fund within the Authority's budget and seek partnerships with donors or private sector contributors to finance research initiatives.</li> </ul> |
| To align the road sector's investment with sector training needs to achieve economies of scale through the optimisation of resources | Reports/ Journals | 1 AI Report submitted            | 4 Reports                                 | <ul style="list-style-type: none"> <li>o <b>Skill Assessment Surveys:</b> Periodically assess the training needs of road sector staff to ensure investments target actual gaps.</li> <li>o <b>Integrated RD&amp;I Programs:</b> Design research initiatives that incorporate hands-on training components for engineers and technicians, ensuring they develop new competencies.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

| Strategic Outcome No. 4: Enhanced Research and Innovations     |          |                 |                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
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| Intended Results                                               | Measures | Baseline (2025) | Targets (2030)                    | Strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|                                                                |          |                 |                                   | <p><b>Collaboration with Training Institutions:</b> Partner with universities and technical colleges to co-develop curricula based on ongoing research outcomes.</p> <p>o <b>Capacity-Building Workshops:</b> Organize regular workshops to train staff on new technologies and methodologies emerging from research findings</p> <p>o <b>Monitor ROI on Investments:</b> Track the impact of RD&amp;I initiatives and adjust priorities based on their contributions to skill development and operational efficiency.</p>                                                                                                                                                                                                                                                                                                                  |
| To ensure there is knowledge transfer and road research uptake | Reports  | Zero            | 5 reports adopted and implemented | <p>o <b>Develop Knowledge-Sharing Platforms:</b> Create an online knowledge hub for publishing research findings, case studies, and best practices accessible to all stakeholders.</p> <p>o <b>Annual Research Dissemination Forum:</b> Host an annual conference to present research results, discuss findings, and gather stakeholder feedback.</p> <p>o <b>Policy Integration Framework:</b> Work with policymakers to incorporate research recommendations into national and sector-specific guidelines.</p> <p>o <b>Training and Implementation Teams:</b> Form teams tasked with testing and implementing research outputs on pilot projects before broader adoption.</p> <p>o <b>Evaluate Uptake and Impact:</b> Regularly review the implementation rate and success of research outputs in practice to refine future projects.</p> |

| Strategic Outcome No. 4: Enhanced Research and Innovations                                                                             |         |                         |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| Measures                                                                                                                               |         | Baseline (2025)         | Targets (2030) | Strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| To ensure active collaboration with individuals, groups and institutions of high learning – nationally, regionally and internationally | Reports | 1 Memorandum with MUBAS | 5 MoUs         | <p><b>Formalized Partnerships:</b> Sign MoUs with universities, research institutions, and think tanks to ensure structured collaboration.</p> <p>o <b>Participate in Regional Networks:</b> Join organizations like the Africa Road Maintenance Fund Association (ARMFA) or International Road Federation (IRF) to benefit from shared resources and expertise.</p> <p>o <b>Staff Exchange Programs:</b> Enable staff to participate in exchange programs with international road authorities or institutions to gain diverse insights.</p> <p>o <b>Leverage Regional Expertise:</b> Collaborate on joint research projects with neighboring countries to address common challenges such as cross-border transport or climate adaptation.</p> <p>o <b>Access Funding and Grants:</b> Apply for international research grants focused on road sector innovation and infrastructure development.</p> |

| Strategic Outcome 5: Enhanced and Improved Operational Efficiency of Roads Authority (Improve Management Systems) |               |                                  |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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| Intended Results                                                                                                  | Measures      | Baseline (2025)                  | Targets (2030) | Strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| To attract and retain qualified human capital                                                                     | Staff numbers | 124                              | 180            | <ul style="list-style-type: none"><li>o <b>Competitive Compensation Packages:</b> Conduct regular market benchmarking and offer attractive salary and benefits aligned with the industry standards.</li><li>o <b>Career Growth Opportunities:</b> Develop clear career paths, provide continuous professional development, and offer sponsorship for advanced education and certifications.</li><li>o <b>Recognition and Rewards:</b> Introduce employee recognition programs to reward exceptional performance and foster a culture of achievement.</li><li>o <b>Work-Life Balance:</b> Offer flexible working arrangements, wellness programs, and mental health support to ensure a productive and satisfied workforce.</li></ul>                                                       |
| To provide conducive work environment                                                                             | Reports       | 1 (Employee satisfaction survey) | 6 by 2030      | <ul style="list-style-type: none"><li>o <b>Talent Acquisition Strategy:</b> Partner with universities and professional institutions to identify and recruit top talent through internships, job fairs, and scholarships.</li><li>o <b>Modern Facilities:</b> Invest in ergonomic furniture, modern office layouts, and adequate infrastructure to create a comfortable workspace.</li><li>o <b>Supportive Culture:</b> Encourage inclusivity, open communication, and collaborative teamwork.</li><li>o <b>Health and Safety:</b> Ensure compliance with occupational health and safety standards by providing regular training and conducting inspections.</li><li>o <b>Employee Engagement:</b> Organize team-building activities, feedback sessions, and leadership retreats.</li></ul> |

| Strategic Outcome 5: Enhanced and Improved Operational Efficiency of Roads Authority (Improve Management Systems) |                           |                 |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| Intended Results                                                                                                  | Measures                  | Baseline (2025) | Targets (2030) | Strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| To enhance financial management and accountability                                                                | Unqualified Audit Reports | 1               | 6              | <ul style="list-style-type: none"><li>o <b>Automated Financial Systems:</b> Implement robust financial management software for real-time tracking, budgeting, and reporting.</li><li>o <b>Capacity Building:</b> Train staff in financial regulations, audit procedures, and international accounting standards.</li><li>o <b>Strict Compliance:</b> Establish internal and external audit mechanisms to ensure adherence to financial policies.</li><li>o <b>Performance-Based Budgeting:</b> Align financial planning with institutional priorities and performance indicators.</li><li>o <b>Fraud Prevention:</b> Introduce whistleblowing policies and systems to detect and deter financial malpractices.</li></ul> |
| To ensure optimized ICT systems                                                                                   | % of systems availability | 90              | 100            | <ul style="list-style-type: none"><li>o <b>Digital Transformation:</b> Adopt cloud computing, integrated databases, and automated workflows to improve efficiency.</li><li>o <b>Cybersecurity:</b> Strengthen IT infrastructure with firewalls, data encryption, and user training on security protocols.</li><li>o <b>Reliable Connectivity:</b> Ensure consistent internet access and deploy modern communication tools like virtual meeting platforms.</li><li>o <b>IT Support Team:</b> Maintain an in-house team to handle system maintenance and troubleshooting.</li><li>o <b>Regular Upgrades:</b> Review and upgrade hardware and software periodically to align with technological advancements.</li></ul>     |



| Strategic Outcome 5: Enhanced and Improved Operational Efficiency of Roads Authority (Improve Management Systems) |                                         |                 |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
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| Intended Results                                                                                                  | Measures                                | Baseline (2025) | Targets (2030) | Strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| To enhance corporate identity, robust communication, mind-set change and institutional capacity strengthening     | No. of Stakeholder satisfaction surveys | 0               | 6              | <ul style="list-style-type: none"><li>o <b>Branding Initiatives:</b> Develop a comprehensive corporate branding strategy, including logo, website, and social media presence.</li><li>o <b>Public Engagement:</b> Host stakeholder forums, press releases, and public awareness campaigns to build trust and visibility.</li><li>o <b>Training Programs:</b> Focus on leadership development and team capacity-building workshops.</li><li>o <b>Mindset Change:</b> Conduct change management training and promote innovation through internal campaigns.</li><li>o <b>Attain International Organization for Standardization (ISO) Certification:</b> Benchmark against global best practices.</li></ul> |
| To mainstream cross cutting issues;                                                                               | Policies and Reports                    | 1               | 6              | <ul style="list-style-type: none"><li>o <b>Gender Equality and Inclusivity:</b> Establish gender-sensitive hiring policies and create an inclusive work environment.</li><li>o <b>Environmental Sustainability:</b> Incorporate eco-friendly practices and technologies in operations.</li><li>o <b>Social Responsibility:</b> Collaborate with local communities on initiatives like road safety awareness and infrastructure development</li></ul>                                                                                                                                                                                                                                                     |
| To enhance internal control systems, risk management and corporate governance                                     | Reports                                 | 3               | 18             | <ul style="list-style-type: none"><li>o <b>Internal Audit Function:</b> Strengthen the independence and capacity of the internal audit department.</li><li>o <b>Risk Assessment:</b> Implement a risk management framework to identify, assess, and mitigate risks regularly.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                  |

| Strategic Outcome 5: Enhanced and Improved Operational Efficiency of Roads Authority (Improve Management Systems) |               |                 |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
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| Intended Results                                                                                                  | Measures      | Baseline (2025) | Targets (2030) | Strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|                                                                                                                   |               |                 |                | <ul style="list-style-type: none"> <li>o <b>Code of Conduct:</b> Enforce ethical behavior through a clear and comprehensive code of governance.</li> <li>o <b>Policy Review:</b> Regularly update corporate policies and procedures to ensure relevance and compliance.</li> </ul>                                                                                                                                                                                                                                                                                                                                              |
| reduce cost of litigation; and                                                                                    | %             | 100             | 20             | <ul style="list-style-type: none"> <li>o <b>Legal Compliance:</b> Ensure all operations adhere to regulatory requirements to prevent legal disputes.</li> <li>o <b>Dispute Resolution Mechanisms:</b> Establish mediation and arbitration channels to address conflicts early and minimize legal costs.</li> <li>o <b>Proactive Legal Counsel:</b> Maintain a legal advisory team to provide guidance on potential risks and contracts.</li> <li>o <b>Training:</b> Train employees in compliance and regulatory matters to avoid unintentional violations.</li> </ul>                                                          |
| To improve the monitoring and evaluation system                                                                   | M & E Reports | 3               | 18             | <ul style="list-style-type: none"> <li>o <b>Data-Driven Decision Making:</b> Deploy advanced M&amp;E software to track and analyze performance metrics effectively.</li> <li>o <b>Performance Frameworks:</b> Establish clear KPIs for programs and operations.</li> <li>o <b>Feedback Loops:</b> Regularly collect feedback from stakeholders and incorporate it into the M&amp;E process.</li> <li>o <b>Capacity Building:</b> Train staff in M&amp;E best practices and tools.</li> <li>o <b>Integrated Reporting:</b> Streamline reporting systems to consolidate data for better visibility and accountability.</li> </ul> |

| Strategic Outcome 6: Enhanced Road Asset Management                                     |                                     |                                        |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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| Intended Results                                                                        | Measures                            | Baseline (2025)                        | Targets (2030) | Strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| To develop and implement a 100% project life cycle road asset management system by 2030 | Reports with Development Percentage | 10% ( Existing RDM)                    | 100%           | <ul style="list-style-type: none"><li>• <b>Develop and Implement a computerized maintenance management system:</b> Develop and utilize a computerised system to store road asset data, manage maintenance activities and analyse asset performance.</li><li>• <b>Develop a risk-based asset management approach:</b> Identify and prioritize road assets based on their risk profile, ensuring that the most critical assets receive adequate attention in consultation with stakeholders</li><li>• <b>Develop a training and capacity-building program:</b> Provide training and capacity-building programs for staff to ensure they have the necessary skills and knowledge to effectively manage road assets.</li><li>• <b>Integrate with other systems:</b> Integrate the RAMS with other relevant systems, such as financial management, human resources, and geographic information systems (GIS) to reduce operational costs</li></ul> |
| To carry out a physical inventory of the entire 24,292 km public road network by 2030   | Km of roads covered                 | 24,292km (2006 Reclas-sification Study | 24,292km       | <ul style="list-style-type: none"><li>• <b>Stakeholder Engagement:</b> Involve the MoTPW and Local Authorities</li><li>• <b>Procure necessary equipment and software:</b> Acquire equipment such as GPS devices, cameras, and software for data collection and analysis through major projects</li><li>• <b>Conduct physical surveys:</b> Conduct physical surveys of each section, collecting data on road characteristics and features</li><li>• <b>Collect data on road usage and traffic volume:</b> Collect data on road usage and traffic volume to assess performance and capacity</li></ul>                                                                                                                                                                                                                                                                                                                                           |

| Strategic Outcome 6: Enhanced Road Asset Management                                                                       |                      |                 |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
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| Intended Results                                                                                                          | Measures             | Baseline (2025) | Targets (2030) | Strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|                                                                                                                           |                      |                 |                | <ul style="list-style-type: none"> <li>• <b>Analyze data and identify trends:</b> Analyze the data to identify trends, patterns, and areas for improvement.</li> <li>• <b>Generate reports and maps:</b> Generate reports and maps to visualize the data and communicate findings to stakeholders.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| To carry out a condition and performance assessment of the entire 24,292 km public road network by 2030                   | Km of roads assessed | 4,689km         | 24,292km       | <ul style="list-style-type: none"> <li>• <b>Conduct visual inspections:</b> Conduct visual inspections of the road network to assess condition and performance.</li> <li>• <b>Use automated data collection methods:</b> Utilize modern automated data collection methods, such as data loggers and GPS devices, to collect data on road condition and performance.</li> <li>• <b>Conduct structural testing and evaluation:</b> Conduct structural testing and evaluation to assess the structural integrity of roads and bridges.</li> <li>• <b>Develop a road maintenance and rehabilitation plan:</b> Develop a road maintenance and rehabilitation plan based on the assessment findings</li> <li>• <b>Generate reports and maps:</b> Generate reports and maps to visualize the data and communicate findings to stakeholders</li> <li>• <b>Explore alternative funding for condition surveys:</b> Include in major projects plans</li> </ul> |
| To develop road development and maintenance plans, strategies, programmes, standards, designs, manuals and specifications | Reports              | 100             | 150            | <ul style="list-style-type: none"> <li>• <b>Develop a road safety strategy:</b> Create a strategy outlining the measures to be taken to improve road safety, including the implementation of safety features and the enforcement of traffic laws</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

| Strategic Outcome 6: Enhanced Road Asset Management |          |                 |                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-----------------------------------------------------|----------|-----------------|----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Intended Results                                    | Measures | Baseline (2025) | Targets (2030) | Strategies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                     |          |                 |                | <ul style="list-style-type: none"><li>• <b>Develop a road maintenance strategy:</b> Create a strategy outlining the measures to be taken to maintain the road network, including the use of preventive maintenance techniques and the implementation of a maintenance management system.</li><li>• <b>Develop a road development program:</b> Create a program outlining the road development projects to be implemented over the next 5-10 years, including the construction of new roads and the upgrading of existing roads</li><li>• <b>Produce feasibility and design reports:</b> Produce reports feasibility and design reports before project implementation that respond to prevailing climatic and economic conditions</li><li>• <b>Provide training for RA staff:</b> Provide training for RA staff on road design, construction, and maintenance.</li><li>• <b>Update Existing Guidelines:</b> Regularly update the existing guidelines in consultation with the relevant stakeholders</li><li>• <b>Prepare Budgets and Funding Proposals:</b> Produce budgets and proposals for financing road programmes</li></ul> |

7.2    **Balanced Score Card (BSC) for Roads Authority Malawi (2025-2030)**

7.2.1    **Balanced Scorecard Framework**

The Roads Authority Malawi has developed this Balanced Scorecard (BSC) as a strategic management tool to guide the execution of its 2025-2030 Strategic and Business Plan. It serves as a Performance Management Framework that ensures alignment between strategic outcomes

and actionable initiatives, focussing on four key perspectives: Financial, Stakeholder/Customer, Internal Business Processes and Learning and Growth.

The Balanced Scorecard enhances accountability, transparency, and efficiency in management. It facilitates structured decision making and ensures optimal preservation, expansion, compliance and innovation in the organisation. For a detailed breakdown of performance measures and targets, refer to the Summary Scorecard outlined appended in Annex 1

7.3 Financial Resources

Successful execution of this Strategic and Business Plan will depend on the availability of financial resources and their efficient utilization. The estimated annual budget estimates for the five-year period of the plan for each outcome and its corresponding objectives are presented in Annex 2. The total budget requirement for the five years is MWK 7.96 trillion which is equivalent to (US\$ 4,555 million). The total estimate is based on the needs based 2025/26 ANRP projected over the five-year period.

The sources of funding for this strategy are RFA, GoM and Development Partners. Based on historical trends and the total estimated annual revenue projections from these sources is **MWK 1 trillion** leaving an annual gap of **MWK 0.4 trillion**.

The key assumptions made in coming up with the financial projections are summarized in Table 7.0

Table 7.0 - Key Assumptions for Financial Projections

| Item No. | Description                                    | Unit | Year    |         |         |         |         |
|----------|------------------------------------------------|------|---------|---------|---------|---------|---------|
|          |                                                |      | 2025/26 | 2025/26 | 2025/26 | 2025/26 | 2025/26 |
| 1        | Inflation rate                                 | %    | 22.2    | 15.6    | 11.3    | 8.7     | 7.0     |
| 2        | Exchange rate against the United States Dollar | MWK  | 1,751   | 2,000   | 2,200   | 2,600   | 3,000   |

Source: Reserve Bank of Malawi

The key measures to be undertaken in order to minimise this financial deficit are efficient utilisation of the available resources by limiting wastage, improvement of internal capacities to enhance productivity, governance systems, regular performance measurement, continued lobbying for additional resources from the traditional financiers and various forms of public private partnerships. The lobbying of resources will be facilitated through continuous undertaking of feasibility studies and designs and packaging of development and maintenance interventions into large contracts for participation by international and local partnerships. The lobbying of resources will be facilitated through continuous undertaking of feasibility studies and designs and packaging of development and maintenance interventions into large contracts for participation by international and local partnerships. The anticipated increase in operational and oversight needs for projects shall be facilitated through amendments to the current financing legislation and an all-inclusive project planning.

# CHAPTER EIGHT

## MONITORING AND EVALUATION

### 8.1 Means of monitoring

The Roads Authority (RA) recognizes the importance of consistent monitoring and evaluation to ensure the effective implementation of its Six-Year Strategic Plan. The Monitoring and Evaluation (M&E) framework shall be designed to track progress, identify challenges, and recommend adjustments to achieve strategic objectives efficiently.

### 8.2 Annual Review Process

Management shall conduct a comprehensive annual review of the Strategic Plan every year, with the review process culminating in the month of April. This annual review will involve assessing the performance against Key Performance Indicators (KPIs), reviewing progress on strategic objectives, and identifying any areas requiring realignment or additional resources.

### 8.3 Reporting to the Board

Following the annual review, Management shall compile a detailed report on the findings, including accomplishments, challenges, and recommendations for improvement. This report shall be submitted to the RA Board in the month of May for their review and recommissioning of the Strategic Plan. The Board's feedback and directives will inform adjustments to the Plan and guide implementation for the subsequent year.

### 8.4 Five-Year Monitoring Framework

To ensure the Six-Year Strategic Plan remains effective throughout its lifecycle, the following measures will be adopted:

#### i. Regular Monitoring:

Quarterly monitoring of progress through progress reports and performance tracking systems.

#### ii. Mid-Term Review:

A mid-term review shall be conducted at the end of the two and a half year to assess overall progress and make strategic adjustments where necessary.

#### iii. Dedicated M&E Unit:

The RA is establishing a dedicated Monitoring and Evaluation Unit responsible for coordinating and overseeing the implementation of the M&E framework.

#### iv. Capacity Building:

Continuous capacity building for staff involved in the monitoring process to ensure accurate data collection, analysis, and reporting.

#### v. Evaluation Metrics:

Use of clear KPIs linked to strategic goals to measure success and impact.  
Integration of baseline data and benchmarks for effective evaluation



### vi. Stakeholder Involvement:

Regular engagement with stakeholders, including government agencies, development partners, and the public, to ensure transparency and inclusiveness in the M&E process.

### vii. Final Evaluation:

A comprehensive evaluation of the Strategic Plan at the end of the fifth year to measure overall impact and document lessons learnt for the development of the subsequent strategic plan.



# CHAPTER NINE

# REFERENCES

Draft Roads Authority Malawi Road Network (March 2023)  
The Roads Authority Strategic and Business Plan 2017-2022

## ANNEX 1: BALANCED SCORECARD (BSC) FOR THE RA STRATEGIC PLAN

|                   |                                                                                                                           |                                                                    |                                                                       |
|-------------------|---------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|-----------------------------------------------------------------------|
| VISION            | A well integrated, safe, sustainable and smart road network that drives economic growth.                                  |                                                                    |                                                                       |
| MISSION           | To develop and maintain a modern, inclusive and climate-smart road network that supports economic growth and connectivity |                                                                    |                                                                       |
| STRATEGIC THEMES  | Road Asset Management                                                                                                     | Road Infrastructure Development                                    | Good Corporate Governance                                             |
| STRATEGIC RESULTS | A well preserved road network with enhanced sustainability                                                                | Improved and expanded road network contributing to national growth | Efficient, transparent and accountable road infrastructure management |
| CORE VALUES       | Stakeholder focus, Quality conscience, Accountability, Transparency, Excellence, Teamwork, Integrity, Inspired staff      |                                                                    |                                                                       |

# ANNEX 1:

## BALANCED SCORECARD (BSC) FOR THE RA STRATEGIC PLAN

| BSC PERSPECTIVE             | STRATEGIC OUTCOME                                                           |                                                                 |
|-----------------------------|-----------------------------------------------------------------------------|-----------------------------------------------------------------|
| Stakeholder/<br>Customer    | Optimised Preservation of Road Infrastructure                               | Optimised Improvement and Expansion of Road Network             |
| Internal Business Processes | Increased Compliance with Legislation and Guidelines on Road Infrastructure | Enhanced Road Asset Management                                  |
| Learning and Growth         | Enhanced Research and Innovations                                           | Enhanced and Improved Operational Efficiency of Roads Authority |
| Financial                   | Optimised Preservation of Road Infrastructure                               | Optimised Improvement and Expansion of Road Network             |

| STRATEGIC OUTCOME 1: Optimised Preservation of Road Infrastructure   |                                          |                                                                              |                                                             |  |
|----------------------------------------------------------------------|------------------------------------------|------------------------------------------------------------------------------|-------------------------------------------------------------|--|
| Intended Results                                                     | Measures                                 | Baseline (2025)                                                              | Targets (2030)                                              |  |
| To carry out routine maintenance of the trunk road network           | Km maintenance                           | 10,621 (baseline obtained from the kms under routine maintenance as of 2025) | 10,621 of routine maintenance of roads carried out by 2030  |  |
| To carry out periodic maintenance on 1614km of paved roads by 2030   | Km periodic maintenance of paved roads   | 70 (baseline of periodic maintenance of paved roads by 2025)                 | 1,614 (periodic maintenance of paved roads by 2030)         |  |
| To carry out periodic maintenance on 2550km of unpaved roads by 2030 | Km maintenance of unpaved roads          | 100 (Periodic maintenance of unpaved trunk roads by 2025)                    | 2,550 (Periodic maintenance of unpaved trunk roads by 2030) |  |
| To rehabilitate 1602 km of paved roads by 2030; and                  | Km road rehabilitation maintenance       | 70 (Rehabilitation of paved trunk roads by 2025)                             | 1,602 (Rehabilitation of paved trunk roads by 2030)         |  |
| To rehabilitate 2224 km of unpaved roads by 2030                     | Km rehabilitation of unpaved trunk roads | 90 (Rehabilitation of unpaved trunk roads by 2025)                           | 2224 (Rehabilitation of unpaved trunk roads by 2030)        |  |
| To upgrade 1243 km of earth roads to paved standard by 2030          | Km                                       | 50 (Upgrading of earth roads to paved standard by 2025)                      | 1243 (Upgrading of earth roads to paved standard by 2030)   |  |
| To improve capacity on 200km of the road network by 2030             | Km                                       | 10 (Road network capacity improvement by 2025)                               | 200 (Road network capacity improvement by 2030)             |  |
| To construct 177km of new roads by 2030                              | Km                                       | 0 (Construct new roads by 2025)                                              | 177 (Construct new roads by 2030)                           |  |
| To replace 913m of timber decked bridges to concrete by 2030         | m                                        | 38 (Timber deck bridge improvement to concrete by 2025)                      | 913 (Timber deck bridge improvement to concrete by 2030)    |  |

| Balanced Scorecard Perspective and Strategies                                                                                  |                                                                                                                                                         |                                                                                                                   |                                                                                                                       |
|--------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| Stakeholder/<br>Customer                                                                                                       | Internal Business<br>Processes                                                                                                                          | Learn and<br>Growth                                                                                               | Financial                                                                                                             |
| <ul style="list-style-type: none"> <li>Community Engagement</li> </ul>                                                         | <ul style="list-style-type: none"> <li>Adopt a Proactive Maintenance System</li> <li>Regionalized Maintenance Contracts</li> </ul>                      | <ul style="list-style-type: none"> <li>Workforce Training</li> </ul>                                              | <ul style="list-style-type: none"> <li>Resource Mobilization</li> </ul>                                               |
| <ul style="list-style-type: none"> <li>Prioritization Framework</li> </ul>                                                     | <ul style="list-style-type: none"> <li>Use of Durable Materials</li> </ul>                                                                              | <ul style="list-style-type: none"> <li>Leverage Technology</li> </ul>                                             | <ul style="list-style-type: none"> <li>Lifecycle Cost Analysis</li> <li>Public-Private Partnerships (PPPs)</li> </ul> |
| <ul style="list-style-type: none"> <li>Engage Local Contractors</li> </ul>                                                     | <ul style="list-style-type: none"> <li>Grading and Re-gravelling Plan</li> <li>Improved Drainage Systems</li> </ul>                                     | <ul style="list-style-type: none"> <li>Monitor Environmental Impact</li> </ul>                                    | <ul style="list-style-type: none"> <li>Local Material Sourcing</li> </ul>                                             |
| <ul style="list-style-type: none"> <li>Condition Surveys and Feasibility Studies</li> </ul>                                    | <ul style="list-style-type: none"> <li>Phased Implementation:</li> <li>Quality Control</li> </ul>                                                       | <ul style="list-style-type: none"> <li>Innovative Construction Techniques</li> </ul>                              | <ul style="list-style-type: none"> <li>Funding Diversification</li> </ul>                                             |
| <ul style="list-style-type: none"> <li>Rural Accessibility Improvement Programs</li> </ul>                                     | <ul style="list-style-type: none"> <li>Upgrade to All-Weather Standards</li> </ul>                                                                      | <ul style="list-style-type: none"> <li>Robust Project Management</li> <li>Environmental Sustainability</li> </ul> | <ul style="list-style-type: none"> <li>Prioritize High-Traffic and Economic Corridors</li> </ul>                      |
| <ul style="list-style-type: none"> <li>Feasibility Studies and Prioritization</li> <li>Contractor Capacity Building</li> </ul> | <ul style="list-style-type: none"> <li>Phased Implementation</li> </ul>                                                                                 | <ul style="list-style-type: none"> <li>Design Standards</li> </ul>                                                | <ul style="list-style-type: none"> <li>Funding Strategies</li> </ul>                                                  |
| <ul style="list-style-type: none"> <li>Implementation Plan</li> </ul>                                                          | <ul style="list-style-type: none"> <li>Traffic Analysis</li> <li>Capacity Expansion Measures</li> </ul>                                                 |                                                                                                                   | <ul style="list-style-type: none"> <li>Funding and Partnerships</li> </ul>                                            |
| <ul style="list-style-type: none"> <li>Community Engagement</li> </ul>                                                         | <ul style="list-style-type: none"> <li>Route Identification and Planning</li> <li>Environmental and Social Assessments</li> <li>Road Reserve</li> </ul> |                                                                                                                   | <ul style="list-style-type: none"> <li>Mobilizing Resources</li> </ul>                                                |
| <ul style="list-style-type: none"> <li>Inventory and Prioritization</li> </ul>                                                 | <ul style="list-style-type: none"> <li>Preservation</li> <li>Procurement Efficiency</li> </ul>                                                          | <ul style="list-style-type: none"> <li>Bridge Standardization</li> </ul>                                          | <ul style="list-style-type: none"> <li>Funding</li> </ul>                                                             |

| STRATEGIC OUTCOME 1: Optimised Preservation of Road Infrastructure                                                      |                  |                                                           |                                                            |  |
|-------------------------------------------------------------------------------------------------------------------------|------------------|-----------------------------------------------------------|------------------------------------------------------------|--|
| Intended Results                                                                                                        | Measures         | Baseline (2025)                                           | Targets (2030)                                             |  |
| To replace 860m of Bailey Bridges with Concrete bridges by 2030                                                         | M                | 36<br>(Bailey bridge replacement with concrete by 2025)   | 860<br>(Bailey bridge replacement with concrete by 2030)   |  |
| To replace 31 No. single lane bridges with double lane concrete bridges on Trunk Roads by 2030                          | No               | 1<br>Replace single lane bridges with double lane by 2025 | 31<br>Replace single lane bridges with double lane by 2030 |  |
| To ensure the Authority's compliance with all relevant legislation and regulations by 2030                              | Tools / Reports  | 3 Number                                                  | Ongoing up to 2030                                         |  |
| To ensure that the entire designated trunk road network is free of encroachers by 2030                                  | Tools / Reports  | 1 Number                                                  | Ongoing up to 2030                                         |  |
| To ensure the Authority has the capacity to identify priority research needs, develop and implement research programmes | Reports/Journals | Four Research products/projects                           | 16 Reviews and or implementations by 2030                  |  |

### Balanced Scorecard Perspective and Strategies

| Stakeholder/<br>Customer                                                                                                                                  | Internal Business<br>Processes                                                                                                                                                                                                                  | Learn and<br>Growth                                                                                                       | Financial                                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Assessment and Planning</li> </ul>                                                                                 | <ul style="list-style-type: none"> <li>Integrated Program</li> </ul>                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Monitoring and Reporting</li> </ul>                                                | <ul style="list-style-type: none"> <li>Technology Adoption</li> </ul>          |
| <ul style="list-style-type: none"> <li>Stakeholder Coordination:</li> </ul>                                                                               | <ul style="list-style-type: none"> <li>Traffic and Safety Studies:</li> </ul>                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Design Innovations:</li> </ul>                                                     | <ul style="list-style-type: none"> <li>Construction Phasing</li> </ul>         |
| <ul style="list-style-type: none"> <li>Stakeholder Engagement</li> </ul>                                                                                  | <ul style="list-style-type: none"> <li>Develop a Compliance Framework</li> <li>Audit and Monitoring</li> <li>Policy Development and Documentation</li> <li>Legal Enforcement Mechanisms</li> <li>Comprehensive</li> </ul>                       | <ul style="list-style-type: none"> <li>Legislation Awareness and Training</li> <li>Technology and Data Systems</li> </ul> |                                                                                |
| <ul style="list-style-type: none"> <li>Awareness Campaigns</li> <li>Engagement and Relocation Programs</li> <li>Partnerships and Collaboration</li> </ul> | <ul style="list-style-type: none"> <li>Mapping and Surveying</li> <li>Legislative Enforcement</li> <li>Road Reserve Marking and Demarcation</li> <li>Policy Review and Strengthening</li> <li>Performance Metrics and Accountability</li> </ul> | <ul style="list-style-type: none"> <li>Regular Monitoring and Reporting</li> </ul>                                        | <ul style="list-style-type: none"> <li>Incentives and Deterrents</li> </ul>    |
| <ul style="list-style-type: none"> <li>Establish a Research Steering Committee</li> <li>Engage Stakeholders in Research Identification</li> </ul>         | <ul style="list-style-type: none"> <li>Develop a Research Agenda</li> </ul>                                                                                                                                                                     | <ul style="list-style-type: none"> <li>Leverage Technology and Data</li> </ul>                                            | <ul style="list-style-type: none"> <li>Secure Funding and Resources</li> </ul> |



| STRATEGIC OUTCOME 1: Optimised Preservation of Road Infrastructure                                                                     |                           |                                  |                 |  |
|----------------------------------------------------------------------------------------------------------------------------------------|---------------------------|----------------------------------|-----------------|--|
| Intended Results                                                                                                                       | Measures                  | Baseline (2025)                  | Targets (2030)  |  |
| To align the road sector's investment with sector training needs to achieve economies of scale through the optimisation of resources   | Reports/Journals          | 1 AI Report submitted            | Ongoing by 2030 |  |
| To ensure there is knowledge transfer and road research uptake                                                                         | Reports                   | Zero                             | Ongoing         |  |
| To ensure active collaboration with individuals, groups and institutions of high learning – nationally, regionally and internationally | Reports                   | 1 Memorandum with MUBAS          | Ongoing         |  |
| To attract and retain qualified human capital                                                                                          | Staff numbers             | 124                              | 180             |  |
| To provide conducive work environment                                                                                                  | Reports                   | 1 (Employee satisfaction survey) | 6 by 2030       |  |
| To enhance financial management and accountability                                                                                     | Unqualified Audit Reports | 1                                | 6               |  |
| To ensure optimized ICT systems                                                                                                        | % of systems availability | 90                               | 100             |  |

### Balanced Scorecard Perspective and Strategies

| Stakeholder/<br>Customer                                                                                                                                  | Internal Business<br>Processes                                                                                                                        | Learn and<br>Growth                                                                                                         | Financial                                                                       |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Collaboration with Training Institutions</li> </ul>                                                              | <ul style="list-style-type: none"> <li>• Capacity-Building Workshops</li> </ul>                                                                       | <ul style="list-style-type: none"> <li>• Skill Assessment Surveys</li> <li>• Integrated RD&amp;I Programs</li> </ul>        | <ul style="list-style-type: none"> <li>• Monitor ROI on Investments</li> </ul>  |
| <ul style="list-style-type: none"> <li>• Develop Knowledge-Sharing Platforms</li> <li>• Annual Research Dissemination Forum</li> </ul>                    | <ul style="list-style-type: none"> <li>• Policy Integration Framework</li> </ul>                                                                      | <ul style="list-style-type: none"> <li>• Training and Implementation Teams</li> <li>• Evaluate Uptake and Impact</li> </ul> | <ul style="list-style-type: none"> <li>• Access Funding and Grants</li> </ul>   |
| <ul style="list-style-type: none"> <li>• Formalized Partnerships</li> </ul>                                                                               | <ul style="list-style-type: none"> <li>• Participate in Regional Networks</li> <li>• Staff Exchange Programs</li> </ul>                               | <ul style="list-style-type: none"> <li>• Leverage Regional Expertise</li> </ul>                                             |                                                                                 |
| <ul style="list-style-type: none"> <li>• Talent Acquisition Strategy</li> </ul>                                                                           | <ul style="list-style-type: none"> <li>• Competitive Compensation Packages</li> <li>• Recognition and Rewards</li> <li>• Work-Life Balance</li> </ul> | <ul style="list-style-type: none"> <li>• Career Growth Opportunities</li> </ul>                                             |                                                                                 |
| <ul style="list-style-type: none"> <li>• Supportive Culture</li> <li>• Employee Engagement</li> </ul>                                                     | <ul style="list-style-type: none"> <li>• Modern Facilities</li> <li>• Health and Safety</li> </ul>                                                    |                                                                                                                             |                                                                                 |
| <ul style="list-style-type: none"> <li>• Fraud Prevention</li> </ul>                                                                                      | <ul style="list-style-type: none"> <li>• Automated Financial Systems</li> <li>• Strict Compliance</li> </ul>                                          | <ul style="list-style-type: none"> <li>• Capacity Building</li> </ul>                                                       | <ul style="list-style-type: none"> <li>• Performance-Based Budgeting</li> </ul> |
| <ul style="list-style-type: none"> <li>• Cybersecurity</li> <li>• Reliable Connectivity</li> <li>• IT Support Team</li> <li>• Regular Upgrades</li> </ul> | <ul style="list-style-type: none"> <li>• Digital Transformation</li> </ul>                                                                            |                                                                                                                             |                                                                                 |

| STRATEGIC OUTCOME 1: Optimised Preservation of Road Infrastructure                                            |                                         |                 |                |  |
|---------------------------------------------------------------------------------------------------------------|-----------------------------------------|-----------------|----------------|--|
| Intended Results                                                                                              | Measures                                | Baseline (2025) | Targets (2030) |  |
| To enhance corporate identity, robust communication, mind-set change and institutional capacity strengthening | No. of Stakeholder satisfaction surveys | 0               | 6              |  |
| To mainstream cross cutting issues;                                                                           | Policies and Reports                    | 1               | 6              |  |
| To enhance internal control systems, risk management and corporate governance                                 | Reports                                 | 3               | 18             |  |
| To reduce cost of litigation; and                                                                             | Reduction %                             | 100             | 20             |  |
| To improve the monitoring and evaluation system                                                               | M & E Reports                           | 3               | 18             |  |

| Balanced Scorecard Perspective and Strategies                           |                                                                                                                          |                                                                                                           |           |
|-------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-----------|
| Stakeholder/<br>Customer                                                | Internal Business<br>Processes                                                                                           | Learn and<br>Growth                                                                                       | Financial |
| <ul style="list-style-type: none"><li>• Public Engagement</li></ul>     | <ul style="list-style-type: none"><li>• Branding Initiatives</li></ul>                                                   | <ul style="list-style-type: none"><li>• Training Programs</li><li>• Mindset Change</li></ul>              |           |
| <ul style="list-style-type: none"><li>• Social Responsibility</li></ul> | <ul style="list-style-type: none"><li>• Gender Equality and Inclusivity</li><li>• Environmental Sustainability</li></ul> |                                                                                                           |           |
| <ul style="list-style-type: none"><li>• Code of Conduct</li></ul>       | <ul style="list-style-type: none"><li>• Internal Audit Function</li><li>• Risk Assessment</li></ul>                      | <ul style="list-style-type: none"><li>• Policy Review</li></ul>                                           |           |
|                                                                         | <ul style="list-style-type: none"><li>• Dispute Resolution Mechanisms</li><li>• Proactive Legal Counsel</li></ul>        | <ul style="list-style-type: none"><li>• Legal Compliance</li><li>• Training</li></ul>                     |           |
| <ul style="list-style-type: none"><li>• Feedback Loops</li></ul>        | <ul style="list-style-type: none"><li>• Performance Frameworks</li><li>• Integrated Reporting</li></ul>                  | <ul style="list-style-type: none"><li>• Data-Driven Decision Making</li><li>• Capacity Building</li></ul> |           |

| STRATEGIC OUTCOME 2: Optimised Improvement and Expansion of Road Network                       |                                          |                                                            |                                                              |  |
|------------------------------------------------------------------------------------------------|------------------------------------------|------------------------------------------------------------|--------------------------------------------------------------|--|
| Intended Results                                                                               | Measures                                 | Baseline (2025)                                            | Targets (2030)                                               |  |
| To rehabilitate 1602 km of paved roads by 2030; and                                            | Km road rehabilitation maintenance       | 70<br>(Rehabilitation of paved trunk roads by 2025)        | 1,602<br>(Rehabilitation of paved trunk roads by 2030)       |  |
| To rehabilitate 2224 km of unpaved roads by 2030                                               | Km rehabilitation of unpaved trunk roads | 90<br>(Rehabilitation of unpaved trunk roads by 2025)      | 2224<br>(Rehabilitation of unpaved trunk roads by 2030)      |  |
| To upgrade 1243 km of earth roads to paved standard by 2030                                    | Km                                       | 50<br>(Upgrading of earth roads to paved standard by 2025) | 1243<br>(Upgrading of earth roads to paved standard by 2030) |  |
| To improve capacity on 200km of the road network by 2030                                       | Km                                       | 10<br>(Road network capacity improvement by 2025)          | 200<br>(Road network capacity improvement by 2030)           |  |
| To construct 177km of new roads by 2030                                                        | Km                                       | 0<br>(Construct new roads by 2025)                         | 177<br>(Construct new roads by 2030)                         |  |
| To replace 913m of timber decked bridges to concrete by 2030                                   | m                                        | 38<br>(Timber deck bridge improvement to concrete by 2025) | 913<br>(Timber deck bridge improvement to concrete by 2030)  |  |
| To replace 860m of Bailey Bridges with Concrete bridges by 2030                                | m                                        | 36<br>(Bailey bridge replacement with concrete by 2025)    | 860<br>(Bailey bridge replacement with concrete by 2030)     |  |
| To replace 31 No. single lane bridges with double lane concrete bridges on Trunk Roads by 2030 | No                                       | 1<br>Replace single lane bridges with double lane by 2025  | 31<br>Replace single lane bridges with double lane by 2030   |  |

### Balanced Scorecard Perspective and Strategies

| Stakeholder/<br>Customer                                                                                                           | Internal Business<br>Processes                                                                                                                                             | Learn and<br>Growth                                                                                                   | Financial                                                                                          |
|------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>• Condition Surveys and Feasibility Studies</li> </ul>                                      | <ul style="list-style-type: none"> <li>• Phased Implementation:</li> <li>• Quality Control</li> </ul>                                                                      | <ul style="list-style-type: none"> <li>• Innovative Construction Techniques</li> </ul>                                | <ul style="list-style-type: none"> <li>• Funding Diversification</li> </ul>                        |
| <ul style="list-style-type: none"> <li>• Rural Accessibility Improvement Programs</li> </ul>                                       | <ul style="list-style-type: none"> <li>• Upgrade to All-Weather Standards</li> </ul>                                                                                       | <ul style="list-style-type: none"> <li>• Robust Project Management</li> <li>• Environmental Sustainability</li> </ul> | <ul style="list-style-type: none"> <li>• Prioritize High-Traffic and Economic Corridors</li> </ul> |
| <ul style="list-style-type: none"> <li>• Feasibility Studies and Prioritization</li> <li>• Contractor Capacity Building</li> </ul> | <ul style="list-style-type: none"> <li>• Phased Implementation</li> </ul>                                                                                                  | <ul style="list-style-type: none"> <li>• Design Standards</li> <li>• </li> <li>• </li> </ul>                          | <ul style="list-style-type: none"> <li>• Funding Strategies</li> </ul>                             |
| <ul style="list-style-type: none"> <li>• Implementation Plan</li> </ul>                                                            | <ul style="list-style-type: none"> <li>• Traffic Analysis</li> <li>• Capacity Expansion Measures</li> </ul>                                                                |                                                                                                                       | <ul style="list-style-type: none"> <li>• Funding and Partnerships</li> </ul>                       |
| <ul style="list-style-type: none"> <li>• Community Engagement</li> </ul>                                                           | <ul style="list-style-type: none"> <li>• Route Identification and Planning</li> <li>• Environmental and Social Assessments</li> <li>• Road Reserve Preservation</li> </ul> |                                                                                                                       | <ul style="list-style-type: none"> <li>• Mobilizing Resources</li> </ul>                           |
| <ul style="list-style-type: none"> <li>• Inventory and Prioritization</li> </ul>                                                   | <ul style="list-style-type: none"> <li>• Procurement Efficiency</li> </ul>                                                                                                 | <ul style="list-style-type: none"> <li>• Bridge Standardization</li> </ul>                                            | <ul style="list-style-type: none"> <li>• Funding</li> </ul>                                        |
| <ul style="list-style-type: none"> <li>• Assessment and Planning</li> </ul>                                                        | <ul style="list-style-type: none"> <li>• Integrated Program</li> </ul>                                                                                                     | <ul style="list-style-type: none"> <li>• Monitoring and Reporting</li> </ul>                                          | <ul style="list-style-type: none"> <li>• Technology Adoption</li> </ul>                            |
| <ul style="list-style-type: none"> <li>• Stakeholder Coordination:</li> </ul>                                                      | <ul style="list-style-type: none"> <li>• Traffic and Safety Studies:</li> </ul>                                                                                            | <ul style="list-style-type: none"> <li>• Design Innovations:</li> </ul>                                               | <ul style="list-style-type: none"> <li>• Construction Phasing</li> </ul>                           |

| STRATEGIC OUTCOME 3: Increased Compliance with Legislation and Guidelines                  |                 |                 |                                           |  |
|--------------------------------------------------------------------------------------------|-----------------|-----------------|-------------------------------------------|--|
| Intended Results                                                                           | Measures        | Baseline (2025) | Targets (2030)                            |  |
| To ensure the Authority's compliance with all relevant legislation and regulations by 2030 | Tools / Reports | 3 Number        | Ongoing up to 2030                        |  |
| To ensure that the entire designated trunk road network is free of encroachers by 2030     | Tools / Reports | 1 Number        | Ongoing up to 2030                        |  |
|                                                                                            |                 |                 | 16 Reviews and or implementations by 2030 |  |
|                                                                                            |                 |                 | Ongoing by 2030                           |  |
|                                                                                            |                 |                 | Ongoing                                   |  |
|                                                                                            |                 |                 | Ongoing                                   |  |



## on Road Infrastructure Development

### Balanced Scorecard Perspective and Strategies

| Stakeholder/<br>Customer                                                                                                                                  | Internal Business<br>Processes                                                                                                                                                                                                                                | Learn and<br>Growth                                                                                                       | Financial                                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Stakeholder Engagement</li> </ul>                                                                                  | <ul style="list-style-type: none"> <li>Develop a Compliance Framework</li> <li>Audit and Monitoring</li> <li>Policy Development and Documentation</li> <li>Legal Enforcement Mechanisms</li> </ul>                                                            | <ul style="list-style-type: none"> <li>Legislation Awareness and Training</li> <li>Technology and Data Systems</li> </ul> |                                                                                |
| <ul style="list-style-type: none"> <li>Awareness Campaigns</li> <li>Engagement and Relocation Programs</li> <li>Partnerships and Collaboration</li> </ul> | <ul style="list-style-type: none"> <li>Comprehensive Mapping and Surveying</li> <li>Legislative Enforcement</li> <li>Road Reserve Marking and Demarcation</li> <li>Policy Review and Strengthening</li> <li>Performance Metrics and Accountability</li> </ul> | <ul style="list-style-type: none"> <li>Regular Monitoring and Reporting</li> </ul>                                        | <ul style="list-style-type: none"> <li>Incentives and Deterrents</li> </ul>    |
| <ul style="list-style-type: none"> <li>Establish a Research Steering Committee</li> <li>Engage Stakeholders in Research Identification</li> </ul>         | <ul style="list-style-type: none"> <li>Develop a Research Agenda</li> </ul>                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Leverage Technology and Data</li> </ul>                                            | <ul style="list-style-type: none"> <li>Secure Funding and Resources</li> </ul> |
| <ul style="list-style-type: none"> <li>Collaboration with Training Institutions</li> </ul>                                                                | <ul style="list-style-type: none"> <li>Capacity-Building Workshops</li> </ul>                                                                                                                                                                                 | <ul style="list-style-type: none"> <li>Skill Assessment Surveys</li> <li>Integrated RD&amp;I Programs</li> </ul>          | <ul style="list-style-type: none"> <li>Monitor ROI on Investments</li> </ul>   |
| <ul style="list-style-type: none"> <li>Develop Knowledge-Sharing Platforms</li> <li>Annual Research Dissemination Forum</li> </ul>                        | <ul style="list-style-type: none"> <li>Policy Integration Framework</li> </ul>                                                                                                                                                                                | <ul style="list-style-type: none"> <li>Training and Implementation Teams</li> <li>Evaluate Uptake and Impact</li> </ul>   |                                                                                |
| <ul style="list-style-type: none"> <li>Formalized Partnerships</li> </ul>                                                                                 | <ul style="list-style-type: none"> <li>Participate in Regional Networks</li> <li>Staff Exchange Programs</li> </ul>                                                                                                                                           | <ul style="list-style-type: none"> <li>Leverage Regional Expertise</li> </ul>                                             | <ul style="list-style-type: none"> <li>Access Funding and Grants</li> </ul>    |

| STRATEGIC OUTCOME 4: Enhanced Research and Innovations                                                                                  |                  |                           |                                           |  |
|-----------------------------------------------------------------------------------------------------------------------------------------|------------------|---------------------------|-------------------------------------------|--|
| Intended Results                                                                                                                        | Measures         | Baseline (2025)           | Targets (2030)                            |  |
| To ensure the Authority has the capacity to identify priority research needs, develop and implement research programmes                 | Reports/Journals | Four Research             | 16 Reviews and or implementations by 2030 |  |
| To ensure there is knowledge transfer and road research uptakee                                                                         | Reports          | products/projects<br>Zero | Ongoing                                   |  |
| To ensure active collaboration with individuals, groups and linstitutions of high learning – nationally, regionally and internationally | Reports          | 1 Memorandum with MUBAS   | Ongoing                                   |  |

| Balanced Scorecard Perspective and Strategies                                                                                                  |                                                                                                                  |                                                                                                                      |                                                                              |
|------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|
| Stakeholder/<br>Customer                                                                                                                       | Internal Business<br>Processes                                                                                   | Learn and<br>Growth                                                                                                  | Financial                                                                    |
| <ul style="list-style-type: none"><li>Establish a Research Steering Committee</li><li>Engage Stakeholders in Research Identification</li></ul> | <ul style="list-style-type: none"><li>Develop a Research Agenda</li></ul>                                        | <ul style="list-style-type: none"><li>Leverage Technology and Data</li></ul>                                         | <ul style="list-style-type: none"><li>Secure Funding and Resources</li></ul> |
| <ul style="list-style-type: none"><li>Develop Knowledge-Sharing Platforms</li><li>Annual Research Dissemination Forum</li></ul>                | <ul style="list-style-type: none"><li>Policy Integration Framework</li></ul>                                     | <ul style="list-style-type: none"><li>Training and Implementation Teams</li><li>Evaluate Uptake and Impact</li></ul> |                                                                              |
| <ul style="list-style-type: none"><li>Formalized Partnerships</li></ul>                                                                        | <ul style="list-style-type: none"><li>Participate in Regional Networks</li><li>Staff Exchange Programs</li></ul> | <ul style="list-style-type: none"><li>Leverage Regional Expertise</li></ul>                                          | <ul style="list-style-type: none"><li>Access Funding and Grants</li></ul>    |

| Strategic Outcome 5: Enhanced and Improved Operational Efficiency of Roads Authority                          |                                         |                           |                |  |
|---------------------------------------------------------------------------------------------------------------|-----------------------------------------|---------------------------|----------------|--|
| Intended Results                                                                                              | Measures                                | Baseline (2025)           | Targets (2030) |  |
| To attract and retain qualified human capital                                                                 | Staff numbers                           | 124                       | 180            |  |
| To provide conducive work environment                                                                         | Reports                                 | 1 (Employee               | 6 by 2030      |  |
| To enhance financial management and accountability                                                            | Unqualified Audit Reports               | satisfaction survey)<br>1 | 6              |  |
| To ensure optimized ICT systems                                                                               | % of systems availability               | 90                        | 100            |  |
| To enhance corporate identity, robust communication, mind-set change and institutional capacity strengthening | No. of Stakeholder satisfaction surveys | 0                         | 6              |  |
| To mainstream cross cutting issues;                                                                           | Policies and Reports                    | 1                         | 6              |  |
| To enhance internal control systems, risk management and corporate governance                                 | Reports                                 | 3                         | 18             |  |
| To reduce cost of litigation; and                                                                             | Reduction %                             | 100                       | 20             |  |
| To improve the monitoring and evaluation system                                                               | M & E Reports                           | 3                         | 18             |  |

### Balanced Scorecard Perspective and Strategies

| Stakeholder/<br>Customer                                                                                                                          | Internal Business<br>Processes                                                                                                                  | Learn and<br>Growth                                                                                      | Financial                                                                     |
|---------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Talent Acquisition Strategy</li> </ul>                                                                     | <ul style="list-style-type: none"> <li>Competitive Compensation Packages</li> <li>Recognition and Rewards</li> <li>Work-Life Balance</li> </ul> | <ul style="list-style-type: none"> <li>Career Growth Opportunities</li> </ul>                            |                                                                               |
| <ul style="list-style-type: none"> <li>Supportive Culture</li> <li>Employee</li> </ul>                                                            | <ul style="list-style-type: none"> <li>Modern Facilities</li> <li>Health and Safety</li> </ul>                                                  |                                                                                                          |                                                                               |
| <ul style="list-style-type: none"> <li>Engagement</li> <li>Fraud Prevention</li> </ul>                                                            | <ul style="list-style-type: none"> <li>Automated Financial Systems</li> <li>Strict Compliance</li> </ul>                                        | <ul style="list-style-type: none"> <li>Capacity Building</li> </ul>                                      |                                                                               |
| <ul style="list-style-type: none"> <li>Cybersecurity</li> <li>Reliable Connectivity</li> <li>IT Support Team</li> <li>Regular Upgrades</li> </ul> | <ul style="list-style-type: none"> <li>Digital Transformation</li> </ul>                                                                        |                                                                                                          | <ul style="list-style-type: none"> <li>Performance-Based Budgeting</li> </ul> |
| <ul style="list-style-type: none"> <li>Public Engagement</li> </ul>                                                                               | <ul style="list-style-type: none"> <li>Branding Initiatives</li> </ul>                                                                          | <ul style="list-style-type: none"> <li>Training Programs</li> <li>Mindset Change</li> </ul>              |                                                                               |
| <ul style="list-style-type: none"> <li>Social Responsibility</li> </ul>                                                                           | <ul style="list-style-type: none"> <li>Gender Equality and Inclusivity</li> <li>Environmental Sustainability</li> </ul>                         |                                                                                                          |                                                                               |
|                                                                                                                                                   | <ul style="list-style-type: none"> <li>Internal Audit Function</li> <li>Risk Assessment</li> </ul>                                              | <ul style="list-style-type: none"> <li>Policy Review</li> </ul>                                          |                                                                               |
| <ul style="list-style-type: none"> <li>Code of Conduct</li> </ul>                                                                                 | <ul style="list-style-type: none"> <li>Dispute Resolution Mechanisms</li> <li>Proactive Legal Counsel</li> </ul>                                | <ul style="list-style-type: none"> <li>Legal Compliance</li> <li>Training</li> </ul>                     |                                                                               |
| <ul style="list-style-type: none"> <li>Feedback Loops</li> </ul>                                                                                  | <ul style="list-style-type: none"> <li>Performance Frameworks</li> <li>Integrated Reporting</li> </ul>                                          | <ul style="list-style-type: none"> <li>Data-Driven Decision Making</li> <li>Capacity Building</li> </ul> |                                                                               |

| STRATEGIC OUTCOME 6: Enhance Road Asset Management                                                                        |                                     |                                      |                |  |
|---------------------------------------------------------------------------------------------------------------------------|-------------------------------------|--------------------------------------|----------------|--|
| Intended Results                                                                                                          | Measures                            | Baseline (2025)                      | Targets (2030) |  |
| To develop and implement a 100% project life cycle road asset management system by 2030                                   | Reports with Development Percentage | 10% (Existing RDM)                   | 100%           |  |
| To carry out a physical inventory of the entire 24,292 km public road network by 2030                                     | Kilometres of roads covered         | 24,292 (2006 Reclassification Study) | 24,292 km      |  |
| To carry out a condition and performance assessment of the entire 24,292 km public road network by 2030                   | Kilometres of roads assessed        | 4,689km                              | 24,292km       |  |
| To develop road development and maintenance plans, strategies, programmes, standards, designs, manuals and specifications | Number of Reports                   | 100                                  | 150            |  |

### Balanced Scorecard Perspective and Strategies

| Stakeholder/<br>Customer                                                                                                                | Internal Business<br>Processes                                                                                                                                                                                   | Learn and<br>Growth                                                                                 | Financial                                                                                            |
|-----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> <li>Develop a risk-based asset management approach:</li> </ul>                                       | <ul style="list-style-type: none"> <li>Develop and Implement a computerized maintenance management system</li> </ul>                                                                                             | <ul style="list-style-type: none"> <li>Develop a training and capacity-building program:</li> </ul> | <ul style="list-style-type: none"> <li>Integrate with other systems</li> </ul>                       |
| <ul style="list-style-type: none"> <li>Stakeholder engagement</li> <li>Generate reports and maps:</li> </ul>                            | <ul style="list-style-type: none"> <li>Conduct physical surveys</li> <li>Collect data on road usage and traffic volume</li> </ul>                                                                                | <ul style="list-style-type: none"> <li>Analyze data and identify trends:</li> </ul>                 | <ul style="list-style-type: none"> <li>Procure necessary equipment and software</li> </ul>           |
| <ul style="list-style-type: none"> <li>Develop a road maintenance and rehabilitation plan</li> <li>Generate reports and maps</li> </ul> | <ul style="list-style-type: none"> <li>Conduct visual inspections</li> <li>Conduct structural testing and evaluation</li> </ul>                                                                                  | <ul style="list-style-type: none"> <li>Use automated data collection methods</li> </ul>             | <ul style="list-style-type: none"> <li>Explore alternative funding for condition surveys:</li> </ul> |
| <ul style="list-style-type: none"> <li>Update existing guidelines</li> </ul>                                                            | <ul style="list-style-type: none"> <li>Develop a road safety</li> <li>Develop a road maintenance strategy</li> <li>Develop a road development program</li> <li>Produce feasibility and design reports</li> </ul> | <ul style="list-style-type: none"> <li>Provide training for RA staff</li> </ul>                     | <ul style="list-style-type: none"> <li>Prepare Budgets and Funding Proposals</li> </ul>              |

# ANNEX 2: BUSINESS PLAN

| STRATEGIC OUTCOME ONE: Optimised Preservation of Road Infrastructure |                                                                       |                                           |            |  |
|----------------------------------------------------------------------|-----------------------------------------------------------------------|-------------------------------------------|------------|--|
| Strategic Objective                                                  |                                                                       | Item                                      | 2025/2026  |  |
| 1.1                                                                  | To carry out routine maintenance of the trunk road network            | Kilometers of road network maintained     | 10,621     |  |
|                                                                      |                                                                       | Programme Budget (MWK million)            | 7,179.80   |  |
|                                                                      |                                                                       | Operational Budget (MWK million)          | 358.99     |  |
|                                                                      |                                                                       | Total Budget (MWK million)                | 7,538.79   |  |
| 1.2                                                                  | To carry out periodic maintenance on 1614 km of paved roads by 2030   | Kilometers of paved roads maintained      | 322.00     |  |
|                                                                      |                                                                       | Programme Budget (MWK million)            | 211,876.00 |  |
|                                                                      |                                                                       | Operational Budget (MWK million)          | 10,593.80  |  |
|                                                                      |                                                                       | Total Budget (MWK million)                | 222,469.80 |  |
| 1.3                                                                  | To carry out periodic maintenance on 2550 km of unpaved roads by 2030 | Kilometers of unpaved roads maintained    | 440.00     |  |
|                                                                      |                                                                       | Programme Budget (MWK million)            | 2,359.50   |  |
|                                                                      |                                                                       | Operational Budget (MWK million)          | 117.98     |  |
|                                                                      |                                                                       | Total Budget (MWK million)                | 2,477.48   |  |
| 1.4                                                                  | To rehabilitate 1602 km of paved roads by 2030                        | Kilometres of paved roads rehabilitated   | 320.40     |  |
|                                                                      |                                                                       | Programme Budget (MWK million)            | 280,510.20 |  |
|                                                                      |                                                                       | Operational Budget (MWK million)          | 14,025.51  |  |
|                                                                      |                                                                       | Total Budget (MWK million)                | 294,535.71 |  |
| 1.5                                                                  | To rehabilitate 2224 km of unpaved roads by 2030                      | Kilometres of unpaved roads rehabilitated | 444.80     |  |
|                                                                      |                                                                       | Programme Budget (MWK million)            | 2,862.29   |  |
|                                                                      |                                                                       | Operational Budget (MWK million)          | 143.11     |  |
|                                                                      |                                                                       | Total Budget (MWK million)                | 3,005.40   |  |
| Total Budget (MWK million) - Strategic Outcome One                   |                                                                       |                                           | 504,787.78 |  |
|                                                                      |                                                                       |                                           | 25,239.39  |  |
|                                                                      |                                                                       |                                           | 530,027.17 |  |



|  | 2026/2027         | 2027/2028         | 2028/2029         | 2029/2030         | Total for 5 Years   |
|--|-------------------|-------------------|-------------------|-------------------|---------------------|
|  | 10,621            | 10,621            | 10,621            | 10,621            | 10,621              |
|  | 8,615.76          | 9,908.12          | 10,898.93         | 11,443.88         | 48,046.48           |
|  | 430.79            | 495.41            | 544.95            | 572.19            | 2,402.32            |
|  | 9,046.54          | 10,403.52         | 11,443.88         | 12,016.07         | 50,448.80           |
|  | 323.00            | 323.00            | 323.00            | 323.00            | 1,614.00            |
|  | 254,251.20        | 292,388.88        | 321,627.77        | 337,709.16        | 1,417,853.00        |
|  | 12,712.56         | 14,619.44         | 16,081.39         | 16,885.46         | 70,892.65           |
|  | 266,963.76        | 307,008.32        | 337,709.16        | 354,594.61        | 1,488,745.65        |
|  | 540.00            | 540.00            | 520.00            | 410.00            | 2,450.00            |
|  | 2,831.40          | 3,256.11          | 3,581.72          | 3,760.81          | 15,789.54           |
|  | 141.57            | 162.81            | 179.09            | 188.04            | 789.48              |
|  | 2,972.97          | 3,418.92          | 3,760.81          | 3,948.85          | 16,579.01           |
|  | 320.40            | 320.40            | 320.40            | 320.40            | 1,602.00            |
|  | 336,612.24        | 387,104.08        | 425,814.48        | 447,105.21        | 1,877,146.21        |
|  | 16,830.61         | 19,355.20         | 21,290.72         | 22,355.26         | 93,857.31           |
|  | 353,442.85        | 406,459.28        | 447,105.21        | 469,460.47        | 1,971,003.52        |
|  | 444.80            | 444.80            | 444.80            | 444.80            | 2,224.00            |
|  | 3,434.75          | 3,949.96          | 4,344.95          | 4,562.20          | 19,154.15           |
|  | 171.74            | 197.50            | 217.25            | 228.11            | 957.71              |
|  | <b>3,606.48</b>   | <b>4,147.46</b>   | <b>4,562.20</b>   | <b>4,790.31</b>   | <b>20,111.85</b>    |
|  | <b>605,745.34</b> | <b>696,607.14</b> | <b>766,267.86</b> | <b>804,581.25</b> | <b>3,377,989.37</b> |
|  | <b>30,287.27</b>  | <b>34,830.36</b>  | <b>38,313.39</b>  | <b>40,229.06</b>  | <b>168,899.47</b>   |
|  | <b>636,032.61</b> | <b>731,437.50</b> | <b>804,581.25</b> | <b>844,810.31</b> | <b>3,546,888.84</b> |

| STRATEGIC OUTCOME TWO: Optimised Improvement and Expansion of Road Network |                                                                                                |                                  |            |  |
|----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|----------------------------------|------------|--|
| Strategic Objective                                                        |                                                                                                | Item                             | 2025/2026  |  |
| 2.1                                                                        | To upgrade 1243 km of earth roads to paved standard by 2030                                    | Kilometers                       | 248.60     |  |
|                                                                            |                                                                                                | Programme Budget (MWK million)   | 435,298.60 |  |
|                                                                            |                                                                                                | Operational Budget (MWK million) | 21,764.93  |  |
|                                                                            |                                                                                                |                                  |            |  |
| 2.2                                                                        | To improve capacity on 200 km of the road network by 2030                                      | Kilometers                       | 40.00      |  |
|                                                                            |                                                                                                | Programme Budget (MWK million)   | 87,550.00  |  |
|                                                                            |                                                                                                | Operational Budget (MWK million) | 4,377.50   |  |
|                                                                            |                                                                                                |                                  |            |  |
| 2.3                                                                        | To construct 177 km of new roads by 2030                                                       | Kilometers                       | 35.40      |  |
|                                                                            |                                                                                                | Programme Budget (MWK million)   | 61,985.40  |  |
|                                                                            |                                                                                                | Operational Budget (MWK million) | 3,099.27   |  |
|                                                                            |                                                                                                |                                  |            |  |
| 2.4                                                                        | To replace 913m of timber decked bridges to concrete by 2030                                   | Kilometers                       | 182.6      |  |
|                                                                            |                                                                                                | Programme Budget (MWK million)   | 2,282.50   |  |
|                                                                            |                                                                                                | Operational Budget (MWK million) | 114.13     |  |
|                                                                            |                                                                                                |                                  |            |  |
| 2.5                                                                        | To replace 860m of Bailey Bridges with Concrete bridges by 2030                                | Meter                            | 172.0      |  |
|                                                                            |                                                                                                | Programme Budget (MWK million)   | 2,150.00   |  |
|                                                                            |                                                                                                | Operational Budget (MWK million) | 107.50     |  |
|                                                                            |                                                                                                |                                  |            |  |
| 2.6                                                                        | To replace 31 No. single lane bridges with double lane concrete bridges on Trunk Roads by 2030 | No.                              | 6          |  |
|                                                                            |                                                                                                | Programme Budget (MWK million)   | 2,250.00   |  |
|                                                                            |                                                                                                | Operational Budget (MWK million) | 112.50     |  |
|                                                                            |                                                                                                |                                  |            |  |
| Total Budget (MWK million) - Strategic Outcome Two                         |                                                                                                |                                  |            |  |
|                                                                            |                                                                                                |                                  |            |  |
|                                                                            |                                                                                                |                                  |            |  |

|  | 2026/2027         | 2027/2028         | 2028/2029         | 2029/2030         | Total for 5 Years   |
|--|-------------------|-------------------|-------------------|-------------------|---------------------|
|  | 248.60            | 248.60            | 248.60            | 248.60            | 1,243.00            |
|  | 522,358.32        | 600,712.07        | 660,783.27        | 693,822.44        | 2,912,974.70        |
|  | 26,117.92         | 30,035.60         | 33,039.16         | 34,691.12         | 145,648.74          |
|  | 548,476.24        | 630,747.67        | 693,822.44        | 728,513.56        | 3,058,623.44        |
|  | 40.00             | 40.00             | 40.00             | 40.00             | 200.00              |
|  | 105,060.00        | 120,819.00        | 132,900.90        | 139,545.95        | 585,875.85          |
|  | 5,253.00          | 6,040.95          | 6,645.05          | 6,977.30          | 29,293.79           |
|  | 110,313.00        | 126,859.95        | 139,545.95        | 146,523.24        | 615,169.64          |
|  | 35.40             | 35.40             | 35.40             | 35.40             | 177.00              |
|  | 74,382.48         | 85,539.85         | 94,093.84         | 98,798.53         | 414,800.10          |
|  | 3,719.12          | 4,276.99          | 4,704.69          | 4,939.93          | 20,740.00           |
|  | 78,101.60         | 89,816.84         | 98,798.53         | 103,738.46        | 435,540.10          |
|  | 182.6             | 182.6             | 182.6             | 182.6             | 913.00              |
|  | 2,739.00          | 3,149.85          | 3,464.84          | 3,638.08          | 15,274.26           |
|  | 136.95            | 157.49            | 173.24            | 181.90            | 763.71              |
|  | 2,875.95          | 3,307.34          | 3,638.08          | 3,819.98          | 16,037.97           |
|  | 172.0             | 172.0             | 172.0             | 172.0             | 860.00              |
|  | 2,580.00          | 2,967.00          | 3,263.70          | 3,426.89          | 14,387.59           |
|  | 129.00            | 148.35            | 163.19            | 171.34            | 719.38              |
|  | 2,709.00          | 3,115.35          | 3,426.89          | 3,598.23          | 15,106.96           |
|  | 6                 | 7                 | 6                 | 6                 | 31.00               |
|  | 2,700.00          | 3,105.00          | 3,415.50          | 3,586.28          | 15,056.78           |
|  | 135.00            | 155.25            | 170.78            | 179.31            | 752.84              |
|  | <b>2,835.00</b>   | <b>3,260.25</b>   | <b>3,586.28</b>   | <b>3,765.59</b>   | <b>15,809.61</b>    |
|  | <b>709,819.80</b> | <b>816,292.77</b> | <b>897,922.05</b> | <b>942,818.15</b> | <b>3,958,369.27</b> |
|  | <b>35,490.99</b>  | <b>40,814.64</b>  | <b>44,896.10</b>  | <b>47,140.91</b>  | <b>197,918.46</b>   |
|  | <b>745,310.79</b> | <b>857,107.41</b> | <b>942,818.15</b> | <b>989,959.06</b> | <b>4,156,287.73</b> |

| STRATEGIC OUTCOME THREE: Increased Compliance with Legislation and Guidelines on Road Infrastructure Development |                                                                                                                                                                                                                          |                                                                     |           |  |
|------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|-----------|--|
| Strategic Objective                                                                                              |                                                                                                                                                                                                                          | Item                                                                | 2025/2026 |  |
| 3.1                                                                                                              | To ensure the Authority's compliance with all relevant legislation and regulations by achieving 95% compliance rate with all relevant legislation and regulations as measured by timely and accurate submissions by 2030 | Percentage compliance with all relevant legislation and regulations | 80        |  |
|                                                                                                                  |                                                                                                                                                                                                                          | Programme Budget (MWK million)                                      | 836.39    |  |
|                                                                                                                  |                                                                                                                                                                                                                          | Operational Budget (MWK million)                                    | 41.82     |  |
|                                                                                                                  |                                                                                                                                                                                                                          | Total Budget (MWK million)                                          | 878.21    |  |
|                                                                                                                  |                                                                                                                                                                                                                          |                                                                     |           |  |
| 3.2                                                                                                              | To ensure that the entire designated trunk road network of 10,621 km is free of encroachers by 2030                                                                                                                      | Kilometers of entire designated road network freed of encroachers   | 2,124.20  |  |
|                                                                                                                  |                                                                                                                                                                                                                          | Programme Budget (MWK million)                                      | 10,621.00 |  |
|                                                                                                                  |                                                                                                                                                                                                                          | Operational Budget (MWK million)                                    | 531.05    |  |
|                                                                                                                  |                                                                                                                                                                                                                          | Total Budget (MWK million)                                          | 11,152.05 |  |
|                                                                                                                  |                                                                                                                                                                                                                          | Total Budget (MWK million) - Strategic Outcome Three                |           |  |
|                                                                                                                  |                                                                                                                                                                                                                          |                                                                     | 572.87    |  |
|                                                                                                                  |                                                                                                                                                                                                                          |                                                                     | 12,030.26 |  |

|  | 2026/2027        | 2027/2028        | 2028/2029        | 2029/2030        | Total for 5 Years |
|--|------------------|------------------|------------------|------------------|-------------------|
|  | 85               | 90               | 95               | 100              | 100               |
|  | 1,003.67         | 1,154.22         | 1,269.64         | 1,333.12         | 5,597.04          |
|  | 50.18            | 57.71            | 63.48            | 66.66            | 279.85            |
|  | 1,053.85         | 1,211.93         | 1,333.12         | 1,399.78         | 5,876.89          |
|  |                  |                  |                  |                  |                   |
|  | 2,124.20         | 2,124.20         | 2,124.20         | 2,124.20         | 10,621.00         |
|  | 12,745.20        | 14,656.98        | 16,122.68        | 16,928.81        | 71,074.67         |
|  | 637.26           | 732.85           | 806.13           | 846.44           | 3,553.73          |
|  | <b>13,382.46</b> | <b>15,389.83</b> | <b>16,928.81</b> | <b>17,775.25</b> | <b>74,628.40</b>  |
|  | <b>13,748.87</b> | <b>15,811.20</b> | <b>17,392.32</b> | <b>18,261.93</b> | <b>76,671.71</b>  |
|  | <b>687.44</b>    | <b>790.56</b>    | <b>869.62</b>    | <b>913.10</b>    | <b>3,833.59</b>   |
|  | <b>14,436.31</b> | <b>16,601.76</b> | <b>18,261.93</b> | <b>19,175.03</b> | <b>80,505.29</b>  |

| STRATEGIC OUTCOME FOUR: Enhanced Research and Innovation in RA operations |                                                                                                                                                                 |                                                                                        |           |  |
|---------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|-----------|--|
| Strategic Objective                                                       |                                                                                                                                                                 | Item                                                                                   | 2025/2026 |  |
| 4.1                                                                       | To train at least 60 RA Staff in the identification and prioritisation of research needs, development and implementationof research programmes by 2030          | No. of RA staff trained in research methodologies                                      | 12        |  |
|                                                                           |                                                                                                                                                                 | Programme Budget (MWK million)                                                         | 102.00    |  |
|                                                                           |                                                                                                                                                                 | Operational Budget (MWK million)                                                       | 5.10      |  |
|                                                                           |                                                                                                                                                                 |                                                                                        |           |  |
| 4.2                                                                       | To identify, develop and implement at least 25 priority research projects by 2030                                                                               | No. of research projects developed and implemented                                     | 5         |  |
|                                                                           |                                                                                                                                                                 | Programme Budget (MWK million)                                                         | 1,000.00  |  |
|                                                                           |                                                                                                                                                                 | Operational Budget (MWK million)                                                       | 50.00     |  |
|                                                                           |                                                                                                                                                                 |                                                                                        |           |  |
| 4.3                                                                       | To establish a fully operational laboratory facility for purposes of audit, research and quality control by 2030                                                | Percentage completion of planned laboratory facilities set up                          | 50        |  |
|                                                                           |                                                                                                                                                                 | Programme Budget (MWK million)                                                         | 600.00    |  |
|                                                                           |                                                                                                                                                                 | Operational Budget (MWK million)                                                       | 30.00     |  |
|                                                                           |                                                                                                                                                                 |                                                                                        |           |  |
| 4.4                                                                       | To ensure there is knowledge transfer and road research uptake                                                                                                  | No. of presented research papers/ attended research workshops, seminars or conferences | 10        |  |
|                                                                           |                                                                                                                                                                 | Programme Budget (MWK million)                                                         | 85.00     |  |
|                                                                           |                                                                                                                                                                 | Operational Budget (MWK million)                                                       | 4.25      |  |
|                                                                           |                                                                                                                                                                 |                                                                                        |           |  |
| 4.5                                                                       | To carry out research activities through collaboration with individuals, groups and institutions of high learning – nationally, regionally and internationally. | No. of research activities carried out through Memoranda of Understanding (MoUs)       | 5         |  |
|                                                                           |                                                                                                                                                                 | Programme Budget (MWK million)                                                         | 1,000.00  |  |
|                                                                           |                                                                                                                                                                 | Operational Budget (MWK million)                                                       | 50.00     |  |
|                                                                           |                                                                                                                                                                 |                                                                                        |           |  |
| Total Budget (MWK million) - Strategic Outcome Four                       |                                                                                                                                                                 |                                                                                        |           |  |
|                                                                           |                                                                                                                                                                 |                                                                                        |           |  |
|                                                                           |                                                                                                                                                                 |                                                                                        |           |  |

|  | 2026/2027       | 2027/2028       | 2028/2029       | 2029/2030       | Total for 5 Years |
|--|-----------------|-----------------|-----------------|-----------------|-------------------|
|  | 12              | 12              | 12              | 12              | 60                |
|  | 122.40          | 140.76          | 154.84          | 162.58          | 682.57            |
|  | 6.12            | 7.04            | 7.74            | 8.13            | 34.13             |
|  | 128.52          | 147.80          | 162.58          | 170.71          | 716.70            |
|  | 5               | 5               | 5               | 5               | 25                |
|  | 1,200.00        | 1,380.00        | 1,518.00        | 1,593.90        | 6,691.90          |
|  | 60.00           | 69.00           | 75.90           | 79.70           | 334.60            |
|  | 1,260.00        | 1,449.00        | 1,593.90        | 1,673.60        | 7,026.50          |
|  | 75              | 100             | 100             | 100             | 100               |
|  | 720.00          | 828.00          | 910.80          | 956.34          | 4,015.14          |
|  | 36.00           | 41.40           | 45.54           | 47.82           | 200.76            |
|  | 756.00          | 869.40          | 956.34          | 1,004.16        | 4,215.90          |
|  | 10              | 10              | 10              | 10              | 50                |
|  | 102.00          | 117.30          | 129.03          | 135.48          | 568.81            |
|  | 5.10            | 5.87            | 6.45            | 6.77            | 28.44             |
|  | 107.10          | 123.17          | 135.48          | 142.26          | 597.25            |
|  | 5               | 5               | 5               | 5               | 25                |
|  | 1,200.00        | 1,380.00        | 1,518.00        | 1,593.90        | 6,691.90          |
|  | 60.00           | 69.00           | 75.90           | 79.70           | 334.60            |
|  | <b>1,260.00</b> | <b>1,449.00</b> | <b>1,593.90</b> | <b>1,673.60</b> | <b>7,026.50</b>   |
|  | <b>3,344.40</b> | <b>3,846.06</b> | <b>4,230.67</b> | <b>4,442.20</b> | <b>18,650.33</b>  |
|  | <b>167.22</b>   | <b>192.30</b>   | <b>211.53</b>   | <b>222.11</b>   | <b>932.52</b>     |
|  | <b>3,511.62</b> | <b>4,038.36</b> | <b>4,442.20</b> | <b>4,664.31</b> | <b>19,582.84</b>  |

| STRATEGIC OUTCOME FIVE: Enhanced and Improved Operational Efficiency of Roads Authority |                                                                                                                                                                 |                                                                   |           |  |
|-----------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|-----------|--|
| Strategic Objective                                                                     |                                                                                                                                                                 | Item                                                              | 2025/2026 |  |
| 5.1                                                                                     | To train at least 60 RA Staff in the identification and prioritisation of research needs, development and implementationof research programmes by 2030          | Percentage increase of number of qualified professionals included | 4         |  |
|                                                                                         |                                                                                                                                                                 | Percentage of employee turnover rate of less than 5%              | 5         |  |
|                                                                                         |                                                                                                                                                                 | Programme Budget (MWK million)                                    | 7,639.88  |  |
|                                                                                         |                                                                                                                                                                 | Operational Budget (MWK million)                                  | 381.99    |  |
|                                                                                         |                                                                                                                                                                 |                                                                   |           |  |
| 5.2                                                                                     | To identify, develop and implement at least 25 priority research projects by 2030                                                                               | Percentage rate of employee satisfaction                          | 80.0      |  |
|                                                                                         |                                                                                                                                                                 | Programme Budget (MWK million)                                    | 796.20    |  |
|                                                                                         |                                                                                                                                                                 | Operational Budget (MWK million)                                  | 39.81     |  |
|                                                                                         |                                                                                                                                                                 |                                                                   |           |  |
| 5.3                                                                                     | To establish a fully operational laboratory facility for purposes of audit, research and quality control by 2030                                                | Number of quarterly and annual financial reports                  | 5         |  |
|                                                                                         |                                                                                                                                                                 | Programme Budget (MWK million)                                    | 120.00    |  |
|                                                                                         |                                                                                                                                                                 | Operational Budget (MWK million)                                  | 6.00      |  |
|                                                                                         |                                                                                                                                                                 |                                                                   |           |  |
| 5.4                                                                                     | To ensure there is knowledge transfer and road research uptake                                                                                                  | Percentage of systems availability                                | 80        |  |
|                                                                                         |                                                                                                                                                                 | Programme Budget (MWK million)                                    | 1,556.30  |  |
|                                                                                         |                                                                                                                                                                 | Operational Budget (MWK million)                                  | 77.82     |  |
|                                                                                         |                                                                                                                                                                 |                                                                   |           |  |
| 5.5                                                                                     | To carry out research activities through collaboration with individuals, groups and institutions of high learning – nationally, regionally and internationally. | Percentage of stakeholder satisfaction                            | 80        |  |
|                                                                                         |                                                                                                                                                                 | Programme Budget (MWK)                                            | 60.00     |  |
|                                                                                         |                                                                                                                                                                 | Operational Budget (MWK)                                          | 3.00      |  |
|                                                                                         |                                                                                                                                                                 |                                                                   |           |  |
| 5.6                                                                                     | To mainstream cross cutting issues by implementing 35 related programmes by 2030                                                                                | Number of implemented cross cutting issues programmes             | 35        |  |
|                                                                                         |                                                                                                                                                                 | Programme Budget (MWK million)                                    | 3,526.23  |  |
|                                                                                         |                                                                                                                                                                 | Operational Budget (MWK million)                                  | 176.31    |  |
|                                                                                         |                                                                                                                                                                 |                                                                   |           |  |



|  | 2026/2027 | 2027/2028 | 2028/2029 | 2029/2030 | Total for 5 Years |
|--|-----------|-----------|-----------|-----------|-------------------|
|  | 8         | 12        | 16        | 20        | 20                |
|  | 5         | 5         | 5         | 5         | 5                 |
|  | 9,167.86  | 10,543.03 | 11,597.34 | 12,177.20 | 51,125.31         |
|  | 458.39    | 527.15    | 579.87    | 608.86    | 2,556.27          |
|  | 9,626.25  | 11,070.19 | 12,177.20 | 12,786.06 | 53,681.58         |
|  | 85.0      | 90.0      | 95.0      | 99.0      | 99.0              |
|  | 955.44    | 1,098.76  | 1,208.63  | 1,269.06  | 5,328.09          |
|  | 47.77     | 54.94     | 60.43     | 63.45     | 266.40            |
|  | 1,003.21  | 1,153.69  | 1,269.06  | 1,332.52  | 5,594.50          |
|  | 5         | 5         | 5         | 5         | 25                |
|  | 144.00    | 165.60    | 182.16    | 191.27    | 803.03            |
|  | 7.20      | 8.28      | 9.11      | 9.56      | 40.15             |
|  | 151.20    | 173.88    | 191.27    | 200.83    | 843.18            |
|  | 85        | 90        | 95        | 99        | 99                |
|  | 1,867.56  | 2,147.69  | 2,362.46  | 2,480.59  | 10,414.60         |
|  | 93.38     | 107.38    | 118.12    | 124.03    | 520.73            |
|  | 1,960.94  | 2,255.08  | 2,480.59  | 2,604.62  | 10,935.33         |
|  | 85        | 90        | 95        | 99        | 99                |
|  | 72.00     | 82.80     | 91.08     | 95.63     | 401.51            |
|  | 3.60      | 4.14      | 4.55      | 4.78      | 20.08             |
|  | 75.60     | 86.94     | 95.63     | 100.42    | 421.59            |
|  | 35        | 35        | 35        | 35        | 175               |
|  | 4,231.48  | 4,866.20  | 5,352.82  | 5,620.46  | 23,597.18         |
|  | 211.57    | 243.31    | 267.64    | 281.02    | 1,179.86          |
|  | 4,443.05  | 5,109.51  | 5,620.46  | 5,901.48  | 24,777.04         |

| STRATEGIC OUTCOME FIVE: Enhanced and Improved Operational Efficiency of Roads Authority |                                                                                                                               |                                                            |           |  |
|-----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|-----------|--|
| Strategic Objective                                                                     |                                                                                                                               | Item                                                       | 2025/2026 |  |
| 5.7                                                                                     | To enhance internal control systems, risk management and corporate governance by reducing materail weaknesses by 90% by 2030  | Percentage reduction in material weaknesses                | 70        |  |
|                                                                                         |                                                                                                                               | Programme Budget (MWK million)                             | 1,607.46  |  |
|                                                                                         |                                                                                                                               | Operational Budget (MWK million)                           | 80.37     |  |
|                                                                                         |                                                                                                                               |                                                            |           |  |
| 5.8                                                                                     | To reduce the cost of litigation by 90% by 2030                                                                               | Percentage reduction in litigation cost                    | 70        |  |
|                                                                                         |                                                                                                                               | Programme Budget (MWK million)                             | 428.40    |  |
|                                                                                         |                                                                                                                               | Operational Budget (MWK million)                           | 21.42     |  |
|                                                                                         |                                                                                                                               |                                                            |           |  |
| 5.9                                                                                     | To improve the monitoring and evaluation systemby developing and 100% implementation of a comprehensive M&E framework by 2030 | Percentage development and implementation of M&E framework | 80        |  |
|                                                                                         |                                                                                                                               | Programme Budget (MWK million)                             | 120.00    |  |
|                                                                                         |                                                                                                                               | Operational Budget (MWK million)                           | 6.00      |  |
|                                                                                         |                                                                                                                               |                                                            |           |  |
| Total Budget (MWK million) - Strategic Outcome Five                                     |                                                                                                                               |                                                            |           |  |
|                                                                                         |                                                                                                                               |                                                            |           |  |
|                                                                                         |                                                                                                                               |                                                            |           |  |

|  | 2026/2027        | 2027/2028        | 2028/2029        | 2029/2030        | Total for 5 Years |
|--|------------------|------------------|------------------|------------------|-------------------|
|  | 75               | 80               | 85               | 90               | 90                |
|  | 1,928.95         | 2,218.29         | 2,440.12         | 2,562.13         | 10,756.95         |
|  | 96.45            | 110.91           | 122.01           | 128.11           | 537.85            |
|  | 2,025.40         | 2,329.21         | 2,562.13         | 2,690.24         | 11,294.80         |
|  | 75               | 80               | 85               | 90               | 90                |
|  | 514.08           | 591.19           | 650.31           | 682.83           | 2,866.81          |
|  | 25.70            | 29.56            | 32.52            | 34.14            | 143.34            |
|  | 539.78           | 620.75           | 682.83           | 716.97           | 3,010.15          |
|  | 85               | 90               | 95               | 100              | 100               |
|  | 144.00           | 165.60           | 182.16           | 191.27           | 803.03            |
|  | 7.20             | 8.28             | 9.11             | 9.56             | 40.15             |
|  | <b>19,025.36</b> | <b>21,879.17</b> | <b>24,067.08</b> | <b>25,270.44</b> | <b>106,096.52</b> |
|  | <b>951.27</b>    | <b>1,093.96</b>  | <b>1,203.35</b>  | <b>1,263.52</b>  | <b>5,304.83</b>   |
|  | <b>19,976.63</b> | <b>22,973.13</b> | <b>25,270.44</b> | <b>26,533.96</b> | <b>111,401.35</b> |

| STRATEGIC OUTCOME SIX: Enhanced Road Asset Management    |                                                                                                                           |                                                                                                   |           |  |
|----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------|-----------|--|
| Strategic Objective                                      |                                                                                                                           | Item                                                                                              | 2025/2026 |  |
| 6.1                                                      | To develop and implement a 100% project life cycle road asset management systemby 2030                                    | Percentage development and implementation of M&E framework                                        | 90        |  |
|                                                          |                                                                                                                           | Programme Budget (MWK million)                                                                    | 4,000.00  |  |
|                                                          |                                                                                                                           | Operational Budget (MWK million)                                                                  | 200.00    |  |
|                                                          |                                                                                                                           |                                                                                                   |           |  |
| 6.2                                                      | To carry out a physical inventory of the entire 24,292 km public road network by 2030                                     | Kilometres of road network covered by the inventory exercise                                      | 10,621    |  |
|                                                          |                                                                                                                           | Programme Budget (MWK million)                                                                    | 1,859.74  |  |
|                                                          |                                                                                                                           | Operational Budget (MWK million)                                                                  | 92.99     |  |
|                                                          |                                                                                                                           |                                                                                                   |           |  |
| 6.3                                                      | To carry out a condition and performance assessment of the entire 24,293 km public road network by 2030                   | Kilometres of road network covered by the condition and performance assessment                    | 14,308    |  |
|                                                          |                                                                                                                           | Programme Budget (MWK million)                                                                    | 2,505.33  |  |
|                                                          |                                                                                                                           | Operational Budget (MWK million)                                                                  | 125.27    |  |
|                                                          |                                                                                                                           |                                                                                                   |           |  |
| 6.4                                                      | To develop road development and maintenance plans, strategies, programmes, standards, designs, manuals and specifications | Number of plans, strategies, programmes, standards, designs, manuals and specifications developed | 30        |  |
|                                                          |                                                                                                                           | Programme Budget (MWK million)                                                                    | 350.00    |  |
|                                                          |                                                                                                                           | Operational Budget (MWK million)                                                                  | 17.50     |  |
|                                                          |                                                                                                                           |                                                                                                   |           |  |
| Total Budget (MWK million) - Strategic Outcome Six       |                                                                                                                           |                                                                                                   |           |  |
|                                                          |                                                                                                                           |                                                                                                   |           |  |
|                                                          |                                                                                                                           |                                                                                                   |           |  |
|                                                          |                                                                                                                           |                                                                                                   |           |  |
| Total Budget (MWK million) - Strategic Outcome One - Six |                                                                                                                           |                                                                                                   |           |  |
|                                                          |                                                                                                                           |                                                                                                   |           |  |
|                                                          |                                                                                                                           |                                                                                                   |           |  |

|  | 2026/2027           | 2027/2028           | 2028/2029           | 2029/2030           | Total for 5 Years   |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|
|  | 95                  | 100                 | 100                 | 100                 | 100.0               |
|  | 4,800.00            | 5,520.00            | 6,072.00            | 6,375.60            | 26,767.60           |
|  | 240.00              | 276.00              | 303.60              | 318.78              | 1,338.38            |
|  | 5,040.00            | 5,796.00            | 6,375.60            | 6,694.38            | 28,105.98           |
|  | 14,308              | 10,621              | 14,308              | 10,621              | 24,929.00           |
|  | 2,231.68            | 2,566.44            | 2,823.08            | 2,964.23            | 12,445.17           |
|  | 111.58              | 128.32              | 141.15              | 148.21              | 622.26              |
|  | 2,343.27            | 2,694.76            | 2,964.23            | 3,112.45            | 13,067.43           |
|  | 10,621              | 14,308              | 10,621              | 14,308              | 24,929.0            |
|  | 3,006.40            | 3,457.36            | 3,803.09            | 3,993.25            | 16,765.42           |
|  | 150.32              | 172.87              | 190.15              | 199.66              | 838.27              |
|  | 3,156.72            | 3,630.22            | 3,993.25            | 4,192.91            | 17,603.69           |
|  | 30                  | 30                  | 30                  | 30                  | 150                 |
|  | 420.00              | 483.00              | 531.30              | 557.87              | 2,342.17            |
|  | 21.00               | 24.15               | 26.57               | 27.89               | 117.11              |
|  | <b>441.00</b>       | <b>507.15</b>       | <b>557.87</b>       | <b>585.76</b>       | <b>2,459.27</b>     |
|  | <b>10,518.08</b>    | <b>12,095.79</b>    | <b>13,305.37</b>    | <b>13,970.64</b>    | <b>58,654.96</b>    |
|  | <b>525.90</b>       | <b>604.79</b>       | <b>665.27</b>       | <b>698.53</b>       | <b>2,932.75</b>     |
|  | <b>11,043.99</b>    | <b>12,700.58</b>    | <b>13,970.64</b>    | <b>14,669.17</b>    | <b>61,587.71</b>    |
|  | <b>1,362,201.85</b> | <b>1,566,532.13</b> | <b>1,723,185.34</b> | <b>1,809,344.61</b> | <b>7,596,432.15</b> |
|  | <b>68,110.09</b>    | <b>78,326.61</b>    | <b>86,159.27</b>    | <b>90,467.23</b>    | <b>379,821.61</b>   |
|  | <b>1,430,311.95</b> | <b>1,644,858.74</b> | <b>1,809,344.61</b> | <b>1,899,811.84</b> | <b>7,976,253.76</b> |







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