



REPUBLIC OF NAMIBIA

ROAD FUND ADMINISTRATION

Five-Year Business Plan

April 2020 to March 2025

Chief Executive Officer

Road Fund Administration

Private Bag 13372

WINDHOEK

Revised Version

16 June 2020

Board of Directors: Mr P. Ithindi (Chairperson), Dr. S. Amunkete, Ms Z. Stellmacher, Mr. R. Amadhila, Ms N. Henok, Mr. A. Ipinge CEO (Ex Officio)

All official correspondence should be addressed to the Chief Executive Officer

21 Feld Street, Private Bag 13372, Windhoek, Namibia, Tel: +264 61 433 3000, Fax: + 264 61 433 3070,

Website: www.rfanam.com.na E-Mail: info@rfanam.com.na

CONTENTS

	<u>Page</u>
PREAMBLE	iv
DEFINITIONS	v
EXECUTIVE SUMMARY.....	vi
1 INTRODUCTION	1
1.1 Company overview	1
1.1.1 Corporate vision	1
1.1.2 Mission Statement.....	1
1.1.3 Code of ethics	1
1.2 Background to the Preparation of the Business Plan	1
1.3 Stakeholder Consultation	2
2 STATUTORY OBJECTIVES AND FUNCTIONS OF THE ROAD FUND ADMINISTRATION AND ROAD FUND	3
2.1 Object of the Road Fund Administration	3
2.2 Road User Charging System Objectives	3
2.3 Objectives for the Management of the Road Fund	4
2.4 Responsibilities of the RFA with respect to the Achievement of Objectives.....	5
3 OBJECTIVES AND STRATEGIES OF THE RFA FOR THE BUSINESS PLAN PERIOD	7
3.1 Introduction	7
3.2 Strategic Direction for the Development of the Road User Charging System.....	8
3.2.1 Institutional Development.....	8
3.2.2 Optimisation of Funding	10
3.3 Prioritisation of Funding Allocations under Funding Constraints.....	12
3.4 Funding Objectives for the Business Plan Period	12
3.4.1 Expression of Objectives of Funding through the Road User Charging System	12
3.4.2 The Approved Budget for the Ensuing Financial Year	13
3.4.3 Road User Charges Rates Determination	13
3.4.4 Overview of Revenue and Expenses.....	13
3.4.5 Overview of Deficit Financing.....	18
4 EXPECTED PERFORMANCE OF THE ROAD FUND FOR THE NEXT FINANCIAL YEAR	20
4.1 Gap Analysis between Objectives of the Previous and Current Business Plan for the Financial Year Ending March 2021	20
4.2 Conclusions on Expected Performance in the Financial Year 2021	22
5 PARTICULARS AND ANALYSIS OF THE BUSINESS PLAN	22
5.1 Introduction to the Analysis	22
5.2 Determinations made by the Administration	22
5.2.1 Types of determinations.....	22
5.2.2 Information taken into account when making determinations	23
5.2.3 Funding Determinations made.....	28
5.2.4 Determination of Road User Charges.....	30
5.3 Income of the Road Fund and Rates of Road User Charges	30
5.3.1 Income from Road User Charges	30
5.3.2 Rates of Road User Charges.....	30
5.4 Particulars of Contributions from sources other than the Road Fund	31
5.4.1 Contributions to the Traffic Information System	31

5.4.2	Contributions to Vehicle and Driver Testing	31
5.4.3	Contributions to Road Research Studies	31
5.5	Particulars of handling Surpluses and Deficits.....	31
5.6	Particulars of Subsidy / Grants.....	32
5.7	Particulars of Loans.....	32
5.7.1	KfW Loan obtained by RFA in November 2015	32
5.7.2	KfW Loan obtained by RFA in December 2017.....	33
5.8	Particulars and Analysis of Business Plan Critical Factors	33
6	PARTICULARS AND ANALYSIS OF ROAD FUND INVESTMENTS.....	34
7	PARTICULARS CONCERNING THE ROAD FUND ADMINISTRATION	35
7.1	Operational and Capital Budget of the Road Fund Administration for the Next Financial Year 35	
7.2	Past and Future Financial Statements of the Road Fund Administration	36
7.3	Management Plan: Organisational Structure and Staffing of the Road Fund Administration	37
8	GOVERNANCE, LEGAL AND COMPLIANCE.....	39
9	CORPORATE OVERVIEW	40
9.1	Stakeholder Management and Engagement	40
9.2	Code of Ethics	41
9.3	Corporate Social Investment	41
9.4	Information Communication Technology's (ICT) Strategic Perspective	41

LIST OF TABLES

Table 1: Revenue	vii
Table 2: Expenditure	ix
Table 3: Road User Charges Increases.....	xi
Table 4: RFA core values.....	1
Table 5: Road Sector Funding Objective	7
Table 6: RUC increase in Rates	13
Table 7: Main Planning Parameters	14
Table 8: Historical RUC revenue	30

LIST OF FIGURES

Figure 1: Namibian Consumer Price Index	24
Figure 2: Vehicle Registration Statistics-Heavy vehicles	24
Figure 3: Vehicle Registration Statistics-Light vehicles	24
Figure 4: Vehicle Registration Statistics-All vehicles	24
Figure 5: Diesel Consumption	25
Figure 6: RUC Increases	31
Figure 7: KfW Loan 2015	32
Figure 8: KfW Loan 2017	33

Appendix

Financial Tables of the Business Plan for the Financial Years 2021 to 2025

PREAMBLE

This Business Plan of the Road Fund Administration, for the period from 1 April 2020 to 31 March 2025, is being prepared in terms of section 21 of the Road Fund Administration Act, 1999 (Act No. 18 of 1999), with an extended in scope to additionally include the information required in terms of clause 6 of the Governance Agreement between the Minister of Finance and the Board of Directors of the Road Fund Administration.

The revised Business Plan on account of the negative impact of the COVID-19 pandemic, was adopted by the Board of Directors of the Road Fund Administration on 11 June 2020, in compliance with section 21 of the Road Fund Administration Act. The Covid-19 Crisis has decimated economic growth across the globe, even more severe than the Global Financial Crisis of 2007/08. This has altered the economic fundamentals upon which the Business Plan was based, and in all likelihood, revenue outturn is expected to be significantly lower for the foreseeable future.

RFA revenues are expected to contract by N\$ 1.36 billion over the Business Plan period, due to falling industry and consumer fuel demand, falling disposable incomes, production slowdown/shutdown, weak new vehicle demand and drastically reduced travel. In order to avoid substantial deficits on the Fund, the expenditures in the Business Plan were realigned to fit within the revenue estimates. N\$ 182 million was cut from the current financial year and at total of N\$ 1.36 billion was cut from the entire Business Plan. Small surpluses have been budgeted for as required to replenish the Fund's cash assets and redeem loans in compliance with loan agreements.

The Business Plan is presented as a budget of revenue, including loans, and expenditure for road sector projects and programmes of which the funding is authorised by the provisions of section 17 of the Road Fund Administration Act. Copies of the final version have been submitted to the Minister of Finance and the Minister of Public Enterprises for comment in compliance with section 6 of the Public Enterprises Governance Agreement.

PENDA ITHINDI

DATE

CHAIRMAN

DEFINITIONS

<u>Term</u>	<u>Definition</u>
Business Plan	The Road Fund Administration's business plan in terms of section 21 of the Road Fund Administration Act, 1999. When written in lower case letters, the term "business plan" is used in a generic sense.
MDC	Mass-distance Charge
MDCS	Mass-distance Charging System
MLTRMP	Medium- to Long-term Roads Master Plan of the Roads Authority
MWT	Ministry of Works and Transport
NaTIS	Namibian Traffic Information System
RA	Roads Authority, established by the Roads Authority Act, (Act 17 of 1999).
RA Act	Roads Authority Act, 1999 (Act 17 of 1999).
RFA	Road Fund Administration, established by the Road Fund Administration Act, (Act 18 of 1999).
RFA Act	Road Fund Administration Act, 1999 (Act 18 of 1999)

EXECUTIVE SUMMARY

Introduction

The Road Fund Administration Act, 1999 (Act 18 of 1999, hereinafter referred to as the “RFA Act”), envisaged that the Administration should regulate funding to the road sector according to a Government policy of full cost recovery from road users for the economically justified cost of road sector projects and programmes as defined in the Act. Such regulatory function was to be performed by managing the road user charging system, as defined in section 1 of the RFA Act, and which explicitly entails full cost recovery from road users. Management of the road user charging system was defined as entailing the determining the amount and manner of funding for such projects and programmes and determining the road user charges to be levied to secure the determined amounts.

The Government has subsequently assumed the regulation of road user charges, and the RFA now only fulfils an advisory function in this respect.

As a result, the amount of funding determinations as envisaged in terms of section 20(4)(a) no longer have any effect in respect of the determination of road user charges. The RFA, however, continues to include amount of funding determinations in the Business Plan as a reference point against which to assess the savings that need to be imposed to achieve “manner of funding” determinations in alignment with sustainable Road Fund revenues.

The Business Plan accordingly sets out amount and manner of funding determinations that the Administration has made with respect to budgets submitted to it for funding in terms of section 20 of the RFA Act.

The Business Plan projects that the Road Fund will be in an accumulated surplus to the tune of **N\$104 million** at the end of the financial year 2020. Given the current state of the gravel road network, it is proposed that this surplus be utilised to deployed additional regravelling units to restore the gravel loss to the original design level specification of 150mm from the current 45mm average, on the network.

Summary of Business Plan

Funding constraints

Whereas the RFA Act had envisaged revenue determinations to follow funding determinations, revenue considerations are now placed first, as these constrain the feasible funding determinations. For the 5-year period of this Business Plan, the manner of funding is constrained by the projected revenue over this period, as summarised below (amounts are rounded from Table 5, as reflected in Appendix and slight differences may occur due to rounding).

Table 1: Revenue

Revenue Inside Road User Charging System	FY2019	FY2020		FY2021		Business Plan Total	
Revenue by Source [N\$ million]	Actual	Original Budget	Revised Budget	RUCS	GRN	RUCS	GRN
Road User Charges Revenue	2,210	2,315	2,315	2,199	0	10,834	0
<i>Fuel levies Collected (gross before refunds)</i>	1,500	1,561	1,561	1,461	0	7,232	0
<i>Less Fuel Levies Refunds</i>	291	281	281	278	0	1,295	0
<i>Fuel Levies Collected (nett after refunds)</i>	1,209	1,280	1,280	1,183	0	5,937	0
<i>Vehicle License Fees</i>	710	728	728	720	0	3,419	0
<i>Entry Fees</i>	137	145	145	129	0	625	0
<i>Mass-Distance Charges</i>	142	150	150	155	0	790	0
<i>Abnormal Load Charges</i>	12	11	11	11	0	57	0
<i>Road Carriers Permits</i>	0	1	1	1	0	6	0
Additional Revenue	38	257	68	268	192	653	1,489
<i>Government co-funding</i>	0	0	0	0	192	0	1,489
<i>Financing Instruments</i>	36	257	32	268	0	653	0
<i>Remainder of minor revenue sources</i>	2	0	36	0	0	0	0
Total	2,248	2,572	2,383	2,467	192	11,487	1,489

*Please note that the RUC revenue figure of N\$2,383bn for the FY2019/20 is based on the latest forecast as compared to the initial budget of N\$2,572bn. The forecasted figure is mainly used for the purpose of forward projection.

* The two tranches of N\$241mil each of the KfW 2017 Loan were received in FY2019 and FY2020. They subsequently increased the revenue. The funds are ring-fenced and kept in reserve for the rehabilitation of TR1/3 Keetmanshoop-Mariental: Section between intersections to Tses-Gochas. The project will now proceed and the reserve is debited to make the funds available in FY2021 and FY2022. The revenue figure of N\$2,605bn for FY2021 is overstated; simply by the shifting & availing of the N\$241mil. Similar deduction is done in FY2019 and FY2020 to understate the revenue.

Amount and manner of funding of projects and programmes

Budgets received

Amount and manner of funding determinations are based on budgets submitted to the Administration. The following budgets were received:

1. Roads Authority:
 - (a) Management of the national road network, including administrative expenses of the Authority;
 - (b) National traffic information system; and
 - (c) Vehicle and driver testing.

2. Local Authorities and Regional Councils:
 - (a) Traffic related maintenance of urban roads.
3. Namibian Police and some Local Authorities:
 - (a) Traffic law enforcement.
4. National Road Safety Council:
 - (a) National Road Safety Council projects.

With a view to the Business Plan presenting a comprehensive picture of the funding of national road network projects, the Roads Authority has also communicated to the Administration a list of projects that are to be funded entirely through Government's budgetary allocations to the Ministry of Works and Transport. Such projects are not subject to the amount and manner of funding determinations made by the Administration, and they are accordingly reported as funded outside the road user charging system. A list of these projects is provided in Table 2, as reflected in the Appendix. The budgeted amounts for these projects should be regarded as indicative, as they are subject to budgetary allocation decisions made by Government, which would not necessarily be communicated to the Administration.

Amount of funding determinations

Purpose

Amount of funding determinations reflect the amount of funding that **should be allocated** to each project and programme for which the Roads Authority and approved authorities have submitted a budget request to the Administration. They are based mainly on economic efficiency principles, and additional considerations as stated in the RFA Act.

The RFA has framed Rules and Principles in terms of section 19(2) of the RFA Act to stipulate the economic and auxiliary principles to be applied in amount of funding determinations.

Projects and programmes pertaining to the Management of the National Road Network

Amount of funding determinations for projects and programmes have been based on economic analysis information provided by the Roads Authority, and the recommendations of the Roads Authority's Medium- to Long-term Roads Master Plan (MLTRMP) of 2012. Part I of the Rules and Principles is applied in making these determinations, as well as in determinations pertaining to concomitant expenses that are mainly of an administrative nature.

Other programmes of the Roads Authority

Amount of funding determinations were made for the:

- Traffic information system – applying Part IV of the Rules and Principles; and
- Vehicle and driver testing – applying Part VI of the Rules and Principles.

It should be noted that the overload control function performed by the Roads Authority in terms of the Roads Authority Act, 1999 (Act 17 of 1999), is statutorily part of the Authority's function of "management of the national road network", and is not to be regarded as a traffic law enforcement function as envisaged in the RFA Act.

Local Authority programmes

Amount of funding determinations were made for the:

- Traffic related maintenance of urban roads – applying Part III of the Rules and Principles; and
- Traffic law enforcement functions performed by some of the larger municipalities – applying Part V of the Rules and Principles.

Namibian Police Traffic Law Enforcement Programmes

Amount of funding determinations were made for the traffic law enforcement functions performed by the Namibian Police – applying Part V of the Rules and Principles.

In the cases of urban roads maintenance and traffic law enforcement, the Administration was not able to evaluate programmes based strictly on economic efficiency principles, and applied subsection 17 (2) of the RFA Act to determine types and maximum amounts of funding.

National Road Safety Council

The RFA Act does not require amount and manner of funding determinations for expenditure referred to in section 15 of the National Road Safety Act, 1972 (Act No. 9 of 1972). In terms of section 15(4) of this Act, the Minister of Works and Transport is authorised to make funding determinations based on budgets submitted to the Minister by the National Road Safety Council. Consequently, the RFA has not framed applicable Rules and Principles for such determinations.

Summary

Amount of funding determinations are tabulated in Table 3, as reflected in the Appendix.

Manner of funding determinations

Purpose

Manner of funding determinations are to be made to determine the funding that **can be allocated** to each project and programme subject to the availability of funds from the road user charging system and funds from other sources channelled through the Road Fund.

A summary of the amount of funding determinations, compared to the manner of funding determinations that are feasible within the ruling funding constraints, is tabulated below (amounts are rounded from Table 4, as reflected in the Appendix and slight differences may occur due to rounding).

Table 2: Expenditure

Expenditure Inside RUCS	Budget	Amount of Funding		Manner of Funding		Funding Gap	
	FY2020 [N\$ mil.]	FY2021 [N\$ mil.]	BP Total [N\$ mil.]	FY2021 [N\$ mil.]	BP Total [N\$ mil.]	FY2021 [N\$ mil.]	BP Total [N\$ mil.]
RA Administration	328	396	2,529	362	1,942	(34)	(587)
RA Administration Projects	40	29	169	24	116	(6)	(53)
RA Management Functions	64	96	574	75	393	(21)	(181)
NaTIS Administration	122	133	762	129	690	(4)	(72)
NaTIS Operations	40	254	1,236	109	395	(145)	(841)
RFA Administration	119	130	710	129	691	(1)	(19)
Road Fund Account	45	123	292	88	243	(35)	(49)
Road Fund Financing	125	0	0	121	794	121	794
Road Research Studies	0	0	0	1	5	1	5
Other Expenditure approved by Minister	0	40	80	40	80	0	0
National Roads	<u>1,236</u>	<u>1,414</u>	<u>7,607</u>	<u>1,233</u>	<u>5,429</u>	<u>(181)</u>	<u>(2,177)</u>
Maintenance	1,132	1,127	6,879	1,050	4,912	(77)	(1,967)
Rehabilitation	104	285	726	181	515	(104)	(211)
Development	0	2	2	2	2	0	0
Urban Roads Maintenance	119	205	1,197	122	575	(83)	(621)
Traffic Law Enforcement	38	56	288	35	129	(20)	(158)
National Road Safety Council	2	2	13	0	0	(2)	(13)
TOTAL	2,278	2,879	15,456	2,468	11,483	(411)	(3,973)

*Please note the following for the above table:

RA Administration: Staff expenditure incl. contributions (medical & pension) and welfare (training & bursaries) and Subsistence & Travel.

RA Administration Projects: RA Head Office Development, RA Regional Offices Development & Maintenance, RA IT Systems Development. From FY2021 The RA Post-Retirement Medical Benefits has been settled and is zero.

RA Management Functions: Operations of Divisions Network Planning & Consultations; Road Management Systems; and Road Traffic and Transport Inspectorate (incl. provision of weighbridges).

NaTIS Administration: All Staff related expenditure of NaTIS.

NaTIS Operations: Operations of NaTIS including the Land Acquisition for One-Stop NaTIS Centre in Windhoek.

Road Fund Financing: Financing of RFA's KfW Loans (i.e. capital, interest & other charges) and transfers to the Reserve Fund.

Summary

Manner of funding determinations are tabulated in Table 4, as reflected in the Appendix.

Assets and Liabilities of the Road Fund

Financing of the funding shortfall

As indicated in the tables above, additional financing is however required to bridge the funding constraints within the period of this Business Plan.

The KfW loan 2017 is to finance the rehabilitation of TR1/3 between Keetmanshoop and Mariental (Section A: 87.3km between the intersections to Tses and Gochas).

The loan amount is N\$482 million and were disbursed in two tranches in the financial years 2019 and 2020. The first tranche of N\$241 million was disbursed in May 2018 and the second and final tranche of N\$241 million was paid out this year in May 2019.

The annual financial statements of the Road Fund account for the 2019 financial year indicate the following cash position for the Road User Charging System:

- In the 2019 financial year, the total assets at the disposal of the Road Fund amounted to **N\$959 million**; total liabilities at **N\$1,164 million**; and accumulated deficit to the tune of **N\$204 million**.

Based on this result, and:

- Estimates of revenues and expenditure in the financial year 2020 according to current trends; the Business Plan projects that the Road Fund will be in an accumulated surplus to the tune of **N\$104 million** at the end of the financial year 2020. Given the current state of the gravel road network, it is proposed that this surplus be utilised to deployed additional regravelling units to restore the gravel loss to the original design level specification of 150mm from the current 45mm average, on the network.

The projected surplus at the end of the financial year 2020 will necessitated the RFA budgeting for a surplus of revenue over expenditure in the financial year 2021, amounting to a projected surplus amount of about **N\$450,000**.

An increase of 4.0% across all RUCs was granted in May 2020, inclusive of the gravel maintenance of roads in Etosha National Park. However, the provision for RUC increases was limited to 2% increase in RUCs to fund the rehabilitation of roads in Etosha National Park.

Furthermore, the RFA created a reserve fund to make allowances for the capital redemption of the loan undertakings. Subsequently, this Business Plan yields an amount of **N\$164 million** over the implementation period.

Summary

A summary of the estimated revenue and expenditure, assets and liabilities of the Road Fund is tabulated in Table 6, as reflected in Appendix.

Determination of levels of road user charges

The RFA no longer performs the determination of road user charges as envisaged in the RFA Act. As a pragmatic approach, the RFA generally advises the Minister of Finance that road user charges increases should be granted annually at least in line with consumer price inflation. With such increases being based on levels of road user charges that have remained inadequate ever since the establishment of the Road Fund, it is not possible to achieve the aim of an economically efficient road sector as envisaged in the RFA Act.

Increases in the rates of road user charges were recently granted in May 2020, as tabulated below. Consultations with the Ministry of Finance will be continuous to motivate further increases in the rates of road user charges.

Table 3: Road User Charges Increases

Road User Charge	<u>Approved Increases May 2020</u>
Fuel Levies on petrol and diesel	4.0% (revise levy to 141 c/l)
License Fees	4.0%
Entry Fees / Cross Border Charges	4.0%
Mass Distance Charges	4.0%

Implications of the Business Plan

It is evident that the amount of funding that can be collected through the road user charging system is substantially inadequate to achieve the object of the RFA Act of a “safe and efficient road sector”. Therefore, the emphasis has been placed on the gravel road network, which is in need of the most urgent attention.

The direct result of constraints on the increases of road user charges is that the Road Fund as from the financial year 2021 (i.e. ending in March 2021) will only be able to fund the following expenses:

- a) The maintenance of the national road network (N\$1.050 billion), albeit only at a suboptimal level;
- b) The rehabilitation of the national road network, including bridges structures (N\$181 million);
- c) A contribution to the maintenance of urban streets and rural road networks (N\$122 million), likewise at a suboptimal level;
- d) The operation of the Namibian Traffic Information System (N\$165 million);
- e) A contribution to traffic law enforcement (N\$35 million);
- f) The servicing, including capital redemption, of a KfW loan to the Road Fund, signed in November 2015 (KfW Loan 2015);
- g) The servicing, including capital redemption, of a KfW loan to the Road Fund signed in December 2017 (KfW Loan 2017);
- h) The administrative expenses of the RA (N\$386 million);
- i) The administrative expenses of the RFA (N\$129 million);
- j) The road fund expenses of the RFA, such as
 - MDC Automation Project (N\$25 million); and
 - ICT System Development – ERP (N\$6.2 million).
- k) The land acquisition, development and construction of a ONE STOP NaTIS Centre in Windhoek (N\$72 million);
- l) A contribution to the maintenance of roads in the Etosha National Park (N\$40million).

1 INTRODUCTION

1.1 Company overview

1.1.1 Corporate vision

To be the global leader in sustainable road infrastructure funding and management, contributing to national development goals.

1.1.2 Mission Statement

To manage Namibia's road user charging system to provide optimum funding for an equitable, safe and economically efficient road sector, for the benefit of road users.

1.1.3 Code of ethics

The RFA core values provide the framework which enables the RFA to execute its mission (mandate) whilst driving towards its vision. They are the principles that govern RFA employee behaviour as they work with one another, the government, customers and all other road sector stakeholders.

Table 4: RFA core values

Value	Definition
Integrity	As RFA we inspire trust through honesty and ethical behaviour - what we say matches what we do.
Accountability	As RFA we acknowledge and assume responsibility for our actions, decisions and policies; and learn from all situations to improve our internal and external services.
Efficiency	As RFA we allocate and utilize resources in a way that maximizes benefit to customers by ensuring we deliver quality outputs on time to meet or exceed expectations.
Transparency	As RFA we make decisions that are clear in terms of their context, rationale and communication.
Teamwork	As RFA we work co-operatively, supporting and respecting one another and recognizing group achievements while resolving conflict in an open and agreed manner.
Innovation	As RFA we continuously seek new ways of unlocking value for our stakeholders through better ways of planning and doing
Service Excellence	As RFA we maintain the highest possible standards in implementation, with a continuous focus on internal and external stakeholder needs and providing clear feedback on our performance.

1.2 Background to the Preparation of the Business Plan

This Five-Year Business Plan for the period from 1 April 2020 to 31 March 2025 has been prepared in pursuance of section 21 of the RFA Act, which obliges the RFA to prepare a Business Plan based on its funding determinations made in accordance with section 20(4) of the Act, and estimated revenues accruing to the Road Fund in terms of section 16 of the Act.

Funding determinations are based on budgets submitted to the RFA by the RA and other Approved Authorities in accordance with section 20(1) of the Act. It is therefore important to note that the RFA does not of its own budget for projects and programmes included in this Business Plan, other than those relating to the management of the road user charging system and Road Fund, which are managed by the RFA. The Business Plan is therefore almost entirely based on budgets and programmes submitted for funding by the RA and other Approved Authorities. These funding determinations comprise the expenditure part of the Business Plan.

After having made its funding determinations, section 18 of the Act requires the RFA to determine the rates of road user charges and impose such charges such as to ensure the raising of adequate revenue to cover the funding determinations made. These determinations, together with other revenue accruing to the Road Fund in terms of section 16 of the Act, comprise the revenue part of the Business Plan.

The numbering of financial years as referred to in the Business Plan follows the accounting practice of numbering financial years by the calendar year **in which a financial year ends (for example FY2018/19 is reflected as FY2019, and so forth).**

1.3 Stakeholder Consultation

In terms of section 21(5) of the RFA Act, the RFA is obliged to consult with stakeholders, as may be determined by the Minister of Finance and the Minister responsible for Transport, before the finalisation of the Business Plan. Specifically, such consultations should consider the extent to which the Business Plan gives effect to the achievement of a safe and efficient road sector.

A stakeholder consultation workshop was held on 14 November 2019 in compliance with the aforementioned requirements. A report on the workshop, including a list of invited and attending stakeholders, has been prepared and is available for inspection at the offices of the RFA.

The stakeholders' key issues and recommendations are listed hereunder:

- **KEY ISSUES:**
 - Negative equity on balance sheet was flagged as an issue.
 - Economic assumptions are too optimistic following the macroeconomic presentation given by the FirstRand Namibia economist. This will result in optimistic revenues, which may not materialise under the current economic conditions.
 - NaTIS non-RUCS revenue estimates have not been split from the road user charges.
 - The erosion of the maintenance budget is concerning, resulting in 1% of the asset value being dedicated to maintenance, where the optimum is closer to 5%.
 - Not enough funding has been allocated to the regravelling programme and as a result the gravel roads are degrading quickly.
 - More funding is required to reduce the 10 year reseal backlog.
 - The administration expenses growth is well above inflation and is being prioritised over road maintenance.
 - A long-term strategy to generate more revenue is required.

- **RECOMMENDATIONS:**
 - Remove the negative equity on the RFA balance sheet as soon as possible.
 - Revise economic growth assumptions downwards.
 - Implement the funding allocation model for Local and Regional Authorities.
 - Separate the RUC and non-RUC revenues.
 - Increase funding towards road maintenance as much as possible under the current revenue constraints.
 - Convene a brainstorming session to strategise around new revenue model and long-term maintenance plan.
 - Leverage smart technologies to increase revenues.
 - Investigate additional revenue generation opportunities beyond road user charges.

This Business Plan responds to the concerns and recommendations identified from the stakeholder consultative workshop.

2 STATUTORY OBJECTIVES AND FUNCTIONS OF THE ROAD FUND ADMINISTRATION AND ROAD FUND

2.1 Object of the Road Fund Administration

The Road Fund Administration (RFA) was established by the Road Fund Administration Act, 1999 (Act 18 of 1999, hereafter referred to as “the RFA Act”). Its statutory object is “to manage the road user charging system in such a manner as to secure and allocate sufficient funding for the payment of expenditure as contemplated in section 17(1), with a view to achieving a safe and efficient road sector.”

2.2 Road User Charging System Objectives

The road user charging system is defined in section 1(1) of the RFA Act as a system providing for the independent regulation of road funding in accordance with economic efficiency criteria and full cost recovery from road users comprising, in sequential order, the following:

- (i) the determination of the amount of funding for road projects and programmes;
- (ii) the determination of the manner in which such amount of funding shall be allocated; and
- (iii) the determination, and the imposition, of the types and rates of road user charges.

The imposition of road user charges is understood to include the collection of road user charges and the management thereof by means of the Road Fund, which was established in terms of section 16(1) of the RFA Act.

The overall Government policy for the transport sector (as per the White Paper on Transport Policy, June 1995), which has in part been implemented through the RFA Act, is that a system of road user charges for Namibia should be implemented to promote the economic objectives of Government. In managing the road user charging system, the RFA is bound by the objective to comply with the specific Government policies underlying the road user charges determinations to be made by the RFA, which are:

1) “User pay” principle:

- a) the determination of the economically justified real stable expenditure level on road sector projects and programmes, mainly for the provision and preservation of the national road network, which is the regulatory function to be exercised by the RFA;
- b) the determination of the rates of road user charges to fully recover from road users the associated costs;

2) “Efficiency” principle:

- a) promote economic efficiency and the efficient utilisation of resources by minimising the total costs of road transport to society, such costs consisting mainly of the sum of road infrastructure costs and vehicle operating costs;

3) “Equity” principle:

- a) not have the effect that a certain part of the community is taxed to provide a facility which they largely do not use or that one group of road users subsidises another group of road users;
- b) not unfairly impact on road/rail competition; and

4) “Non-discrimination” principle:

- a) provide for charges on foreign-based operators and take cognisance of road user charging systems in neighbouring countries.

The policy with respect to charges on foreign-based operators, which is harmonised with the SADC policy on cross-border transport, provides that:

- (a) There should be recovery of road costs from foreign vehicles;
- (b) Transit charges for the recovery of such costs should be non-discriminatory, and
- (c) Transit charging systems should facilitate regional transport and trade.

2.3 Objectives for the Management of the Road Fund

Section 16(1) of the RFA Act establishes the Road Fund, into which shall be paid (numbered below like in section 16(1) the RFA Act):

- (a) all moneys collected in respect of road user charges;
- (b) moneys appropriated by Parliament;
- (c) moneys accruing to the Fund through the sale of any assets of the Administration;
- (d) moneys paid to the Fund by the Authority in respect of the proceeds of the sale of any assets of the Authority;
- (e) capital gains made and interest or dividends earned on investments;
- (f) donations or grants made in respect of any project or programme;
- (g) moneys received in respect of a loan obtained by the Administration;
- (h) moneys payable in terms of a judgement relating to compensation for the damaging of a road managed by the Roads Authority;
- (i) fines imposed in respect of any contravention of, or failure to comply with, any provision of a law relating to the overloading of vehicles; and
- (j) moneys which, with the consent of the Minister of Finance, may accrue to the Fund from any other source.

Section 17(1) permits road user charging system funds to be expensed on the types of expenditure that are listed below and numbered as in section 17(1):

- (a) Management of the national road network as provided for in section 16(1) of the Roads Authority Act, Act 17 of 1999, including the administrative expenditure of the Roads Authority and the payment of compensation referred to in section 65 of the Roads Ordinance, 1972;
- (b) Administrative expenditure of the Road Fund Administration, including expenditure relating to the management of the road user charging system;
- (c) The cost of:
 - (i) Planning, design, construction and maintenance of any major urban arterial road, which has been designated as such by the Minister of Finance by notice in the Government Gazette;
 - (ii) Traffic related maintenance in respect of any road in any local authority area, as defined in section 1 of the Local Authorities Act, or any settlement area, as defined in section 1 of the Regional Councils Act, not being a road, which is part of the national road network;

- (d) Operation of any traffic information system established and maintained in terms of the road traffic laws;
- (e) Traffic law enforcement and adjudication functions performed by any competent authority for purposes of promoting a safe and efficient road system, including the control of the overloading of vehicles;
- (f) Operation of any vehicle testing station or driving testing centre, subject to the approval of the Minister of Finance;
- (g) Road research studies carried out by any person approved by the Administration;
- (h) Expenditure referred to in section 15 of the National Road Safety Act, 1972 (Act No. 9 of 1972);
- (i) Payments, as the Minister of Finance may determine, in respect of the capital, interest and incidental costs or charges of any loan obtained by the Government of Namibia, before the commencement of this Act, for any purpose related to the national road network;
- (j) Payments in respect of the capital, interest and incidental costs or charges of loans obtained by the Road Fund Administration;
- (k) Reserve fund to bridge discrepancies between annual revenues and expenditure and protect the liquidity of the Road Fund;
- (l) Payment of compensation due to any damages arising out of the performance of the functions conferred upon or entrusted to the Roads Authority by or under any law, except where such damage is due to a deficiency in standards as determined by the Minister responsible for Transport;
- (m) Insurance against any claim for damage referred to above;
- (n) Any other expenditure related to the achievement of the objects of the Road Fund Administration Act as approved by the Minister of Finance.

Specific statutory objectives are that the RFA shall manage the Road Fund:

- In accordance with sound principles of financial management; and
- Such as to protect the liquidity of the Fund.

2.4 Responsibilities of the RFA with respect to the Achievement of Objectives

Firstly, the RFA is responsible for determining the amount of funding required to achieve a safe and efficient road sector. For this purpose, the RFA must receive budgets from the RA and other Approved Authorities for projects and programmes to be funded from the Road Fund. The RFA then scrutinises the submitted projects and programmes for compliance with the provisions of the RFA Act. This includes specifically verifying whether prescribed safety standards have been adhered to, where applicable, and a verification of the economic warrants for funding claimed for these projects and programmes.

It is important to note that in terms of the RFA Act, the onus for proving the economic warrants of projects and programmes rests on applicants, and not on the RFA. The RFA Act does not envisage that the RFA should duplicate the onerous and costly studies and calculations often involved in preparing the requisite proof.

Instead, the RFA is responsible for applying an independent review to the submitted proof to determine that such proof is founded on generally accepted technical, transportation economic, and financial practice.

The management of the road user charging system such as to meet the objectives as per the RFA Act had envisaged that the amount of funding determination should be a regulatory determination. Accordingly, having made such determination, the RFA would be responsible for determining road user charges accordingly so that the full determined amount of funding for a five-year Business Plan period is collected by means of road user charges within such period.

However, since the rates of road user charges are in practice not determined by the RFA, but by Government at rates below the levels required for full cost recovery, this statutory objective has not been implementable. In practice, therefore, the RFA performs the amount of funding determination only as a benchmark against which to compare the amount of funding which can feasibly be collected depending on the rates road user charges as determined by Government.

Secondly, the RFA is responsible for analysing the funding and road user charging implications of raising the optimal amount of funds as per the amount of funding determination and make determinations regarding the manner of funding. This includes formulating a strategy for setting the rates of road user charges and taking into account the funds that will be available to the Road Fund from collecting road user charges in accordance with the strategy and from other sources. Such other sources can include grants from Government and donors and monies borrowed for the account of the Road Fund.

Regarding the formulation of a strategy for setting the rates of road user charges, the arrangement adopted in practice is that the RFA only performs an advisory function to the Government.

Thirdly, the RFA is required to publish the rates of road user charges, as determined by Government, by means of public notices in the Government Gazette.

Fourthly, the RFA must collect and deposit into the Road Fund all road user charges and other monies, such as donor loans and funding allocations made by Parliament, manage the Road Fund in accordance with generally accepted accounting principles, and make payments out of the Road Fund to the RA and other Approved Authorities in accordance with the manner of funding determinations set out in the RFA Business Plan.

Lastly, subsection 15 (1) (e) of the RFA Act provides the following powers to the RFA regarding the monitoring of the Roads Authority and other approved authorities:

“to implement appropriate measures for the effective monitoring of compliance -

- (i) by the RA, with the provisions of a procedures agreement contemplated in section 17 of the RA Act; and
- (ii) by an approved authority, with the conditions on which funding has been provided to it under this Act”.

The procedures agreement between the RFA and the RA is a document, which the RA must prepare and in which it essentially must set out the management and financial systems to be implemented by the RA, the principles to be applied in budgeting for administrative expenditure, and the procedures to be followed by the Authority in the awarding of tenders. It is therefore essentially a document that provides the RFA with assurances that the RA will act in a publicly accountable manner. However, the responsibility for the performance of the RA rests with the Minister responsible for transport, with whom the Authority must conclude a performance agreement in accordance with section 18 of the RA Act.

Regarding the funding conditions, under which the RFA will provide funding to Approved Authorities generally, the practice adopted by the RFA has been to impose conditions similar to those in the Procedures Agreement with the RA, but simplified in a manner appropriate to the needs.

3 OBJECTIVES AND STRATEGIES OF THE RFA FOR THE BUSINESS PLAN PERIOD

3.1 Introduction

The objectives and strategies of the RFA pertain to the management of the road user charging system and the utilisation of the funds of the Road Fund, such as to fulfil its statutory mandate of managing the road user charging system.

The specific objective for the five-year planning period the Business Plan is to secure **road sector funding inside the road user charging system** as tabulated below. This includes contributions to be budgeted by Government that are deemed to be inside the road user charging system, because of being allocated to projects and programmes, which are also co-funded by the road user charging system.

Table 5: Road Sector Funding Objective

Road Sector Funding Objective FY 2021-2025 [N\$ billion]	Total	RUCS	GRN	% of Total
Total allocation for BP 5-year period [N\$ billion]	11.772	11.483	0.289	100.00%
National road network	8.141	7.880	0.261	69.16%
Traffic information system / vehicle & driver testing	1.113	1.085	0.028	9.45%
Road user charging system administration expenses	1.039	1.019	0.000	8.83%
Financing commitments	0.690	0.690	0.000	5.86%
Maintenance of urban roads and streets	0.575	0.575	0.000	4.88%
Traffic law enforcement contributions	0.129	0.129	0.000	1.10%
National Road Safety Council contributions	0.000	0.000	0.000	0.00%

The RFA recognises that Government's Vision 2030, the National Development Plans, NDP5, Medium-Term Expenditure Framework, Harambee Prosperity Plan and Annual Budgets are of particular application applicable to the portion of road user charging system funds allocated to the Management of the National Road Network.

The procedure is that the RA, in consultation with particularly the Ministry of Works and Transport and the National Planning Commission, prepares a Medium- to Long-term Roads Master Plan (MLTRMP) and five-year budgets within the framework of the MLTRMP. Accordingly, the RA's budget is informed by the aforementioned Government policy documents.

The RA submits its budget to both the Government and the RFA for funding respective portions thereof.

Based on the submitted budget, the RFA determines an amount of funding that is feasible to collect and contribute from road user charges within the constraints of the road user charges rates as determined by Government.

Co-funding by Government inside the road user charging system eventually depends on the approved Government budget. For the purpose of this Business Plan, a budgetary provision of N\$261million had been incorporated towards the rehabilitation of TR1/3: Keetmanshoop and Mariental (Section A: between Tses and Gochas).

A further Government commitment of an amount of N\$28million has been allowed for the NaTIS Vehicle & Driver Testing Centre.

With both the Road Fund and Government being constrained in the availability of funds, it has regularly been the case that some projects and programmes had to be reduced in scope, and that some could not be funded at all.

The Business Plan of the RFA essentially deals with projects and programmes funded inside the road user charging system; i.e., those in respect of which the RFA has made amount and manner of funding determinations. Nevertheless, in the interest of presenting a complete picture of road sector funding, projects and programmes wholly funded by Government outside the road user charging system have also been tabulated as communicated by the RA to the RFA, in Table 2, as reflected in Appendix. The correctness of information regarding such projects and programmes is the responsibility of the RA.

The further presentation of this Business Plan hereafter deals only with funds collected and allocated inside the road user charging system.

3.2 Strategic Direction for the Development of the Road User Charging System

3.2.1 Institutional Development

Development of revenue collection techniques

It is realised that the economic downturn unlocks opportunities to introduce innovative ways of revenue collection. A key strategic priority of the organisation is to introduce various instruments to boost its revenue, during this Business Plan the RFA shall investigate additional revenue streams based on best practises. To further enhance effective revenue collection, the RFA has constructed and continues to construct staff accommodation and offices at the various strategic locations across the country. Business processes re-engineering and acquisition of Enterprise Resource Planning (ERP) System solutions are to be implemented during the course of this Business Plan. The MDC-Automation project will be developed and implemented to increase the revenue collection base. These processes will be supported by Board approved policies and procedures.

Ensuring optimal utilisation of funds

The RFA is faced with the task of ensuring that the funds allocated to the Recipient Authorities are utilise effectively for its purpose. In order to address this aspect, it is the RFA's strategic intent to strengthen the technical capacity both internally and externally to realise the objectives of this Business Plan.

Although, it is well documented that the shortage of experienced technical staff (professional engineers) remains a major threat for the entire road sub-sector in Namibia, the RFA is committed to contribute towards technical capacity building programmes.

In view of the above, the following **three major aspects** that have been identified and shall continue to receive the necessary attention from all parties in the road sub-sector:

- Transportation planning and management

RFA is responsible for conducting an independent review of the projects and programmes submitted by the recipient authorities. These reviews are to ensure that projects and programmes conform to the generally accepted technical, transportation economic, and financial practice. Furthermore, it is quite critical to actively engage the RFA in the strategic planning of the road sector and at a larger scale the transportation network with the view on the successful logistical hub concept development of Namibia.

Further implementation of the national transport system initiatives is required as documented in the National Development Plans (NDP5), Harambee Prosperity Plan (HPP), White Paper on Transport Policy, Medium to Long Term Road Master Plans (MLTRMP), Roads Bill, Sustainable Urban Transport Master Plans, and the Logistics Hub Master Plan.

In order to achieve this realised these initiatives, an integrated transportation planning and management strategy is to be adopted over the Business Plan period.

The following key stakeholders, amongst others, would be instrumental towards achieving this cause:

- National Planning Commission
- Ministry of Finance
- Ministry of Works and Transport
- Ministry of Urban and Rural Development
- Road Fund Administration
- Roads Authority
- Walvis Bay Corridor Group
- Motor Vehicle Accident Fund
- National Road Safety Council
- Technical Risk Management Strategy

It is well recognised that the road infrastructure funding is constraint due to various challenges faced by the country. As a consequence, the introduction and implementation of a technical risk management strategy is of vital importance, such a strategy shall ideally focus on the following elements:

- Project prioritisation and optimisation
- Road construction and maintenance project cost / pricing analysis
- Public Private Partnership setup
- Road infrastructure fund investigation
- Project management principles
- “Value-for-Money” concepts / technical audits
- Technical Assistance to Approved Authorities

The lack of technical capacity at most of the Local Authority (LAs) and Regional Council (RCs) contributed to a substandard service delivery in terms of road maintenance. Instances of under-expenditure, even against the backdrop of limited or inadequate funding allocations, plagued the road sector.

This issue is further aggravated by limited technical skills and project / programme management capacity.

In the quest of addressing this matter at LA and RC level, the RFA appointed Regional Consultants to render Technical Assistance (TA).

This TA program is mainly of an engineering management and administration nature. Therefore, it comprises, *inter alia*, of the following consultancy services:

- To plan, design (to a very limited extent), bid documentation and budgeting for road maintenance projects/programmes,
- To gradually introduce the use of a Pavement Management System (PMS) (i.e. excel based) in order to prioritise projects/programmes for funding,

- To monitor and evaluate road maintenance works in order to attain the ‘value for money principles’, and
- To provide technical capacity building by means of direct skills transfer and training.

This TA initiative is designed to create an ongoing programme with Local Authorities and Regional Councils that will benchmark “value for money” in road maintenance budgets and will oversee the introduction of uniform, road asset management best practise methodologies.

Thus far, the TA programme has yielded a number of benefits, including the following:

- Improvement in the planning and prioritisation of the road maintenance works;
- Better appreciation of the RFA funding allocation and processes involved in accessing the funds as stipulated on the Procedures Agreements.
- Understanding of the procurement process and alignment to the Public Procurement Act 2015.
- Timeous implementation of maintenance works and better management of works through continuous training and direct skills transfer.

3.2.2 Optimisation of Funding

Short-term

A short-term component of the RFA’s strategy, which is of immediate priority, is to protect the liquidity of the Road Fund. Referring to subsection 3.4.5.2 below.

The financial statements of the Road Fund have shown a monetary accrual deficit of N\$191 million in the financial year 2019, and this Business Plan reduces the budget deficit achieving a surplus of revenue over expenditure of about N\$ 449,031 in the financial year 2021, to avoid the risk of the Road Fund becoming illiquid.

Medium- to long-term

- Consistent with the object of the Road Fund Administration Act, to secure adequate funding for the achievement of a safe and efficient road sector, the overarching strategy of the RFA aims at eventually achieving a situation of optimum funding for the road sector as provided for in the Act.
 - Regarding the management of the national road network, being the mandate of the RA and constituting the major utilisation of funding, the reference for optimal funding is the MLTRMP. Whilst the latter has originally been compiled by the RA (consistent with its statutory mandate), the RFA aims to become actively involved in preparing the MLTRMP, to independently ensure that this reflects an optimum with due regard to Government’s Vision 2030, NDP5 and the HPP.
 - Regarding all other recipients and utilisation of funding, the RFA aims at developing its own capacity, as well as the capacity of recipient organisations to an appropriate extent, for determining optimal funding amounts as provided for in the RFA Act.
- To the extent that the RFA finds itself obliged to allocate funding in a suboptimal manner, subject to funding constraints resulting from inadequate levels of the rates of road user charges, the RFA adopts the following order of priority for the allocation of scarce funds (to the extent provided for in the RFA Act, this also includes funding the operations of the relevant institutions):
 - **Commitment to road preservation is afforded the highest priority:**

- **Primarily**, to achieve optimal funding levels for the **maintenance** of the **national road network**; while
 - Simultaneously also aiming to achieve optimal funding levels for the **maintenance** of **urban and local authority roads**; subject to establishing a robust capacity for determining such optimum funding.
 - **Secondarily**, to achieve optimal funding levels for national road network **rehabilitation** projects; whilst to the extent appropriate distinguishing between the rehabilitation and development components of a project that includes both.
 - **Modest contributions to projects and programmes**, to the extent that road users' benefits therefrom can reasonably be expected to exceed the cost thereof, **are afforded the second priority**, such as:
 - Traffic law enforcement;
 - Road research; and
 - National Road Safety projects.
 - **Road development projects are afforded the lowest priority**:
 - Recent Government funding levels for road development already exceed the optimum level according to the MLTRMP; therefore, the need for the Road Fund to make further contributions is doubtful;
 - The funding of such projects would only be justifiable, if the funding of the above highest and second highest priorities is not compromised by funding constraints.
- The RFA's strategic view on taking further loans is:
 - Loans could only be justified for rehabilitation and development projects, being once-off investments, but not for maintenance and other operational programmes, which are of a perpetually recurrent nature.
 - **Under conditions of funding constraints**:
 - If constraints are such that the RFA cannot fund development projects without compromising the funding of higher priorities, then the RFA should not take any loans for financing development projects;
 - If constraints are such that the RFA cannot fund rehabilitation projects (separating any development component of such projects as appropriate) without compromising the funding of higher priorities, then the RFA should also not take any loans for financing rehabilitation projects.
 - Without Government commitment to a strategy of road user charging:
 - If there is no committed strategy of road user charging that will allow the RFA to service loans while simultaneously progressing towards optimal funding of the above highest priority of road preservation, the RFA should not take up any further loans.
- Commensurate to all of the above, an overarching strategic aim of the RFA is not to allow the Road Fund to be compromised into a situation where the liquidity of the Fund may become compromised.

- Specifically, this entails avoiding committing the Road Fund to the funding of projects and programmes without rates of road user charges having been committed to appropriate levels that yield sufficient revenue for the Road Fund to be able to sustainably undertake such funding commitments.

3.3 Prioritisation of Funding Allocations under Funding Constraints

Whilst to the extent possible observing the strategic direction set out under subsection 3.2 above, the RFA has under the prevailing funding constraints pragmatically prioritised the allocation of funds within the Business Plan period as follows:

Priority 1: Road Maintenance

- National road network: the manner of funding to be as close as possible to the determined amount of funding, reduced by only the minimum amount required for the Road Fund to be able meet the financial needs;
- The gravel road network has been prioritised over the Business Plan period, receiving the bulk of the funding in order to restore the gravel road network to its original design specifications. All additional funding from RUCs increases and the surplus from the current business plan to be committed to deploying additional regravelling units in the subsequent years.
- Urban road maintenance: at current levels or with reasonable and affordable increases;

Priority 2: Rehabilitation of the national road network, including bridge structures, to the extent that this is feasible within existing funding constraints;

Priority 3: Continuation of administrative expenditure of the RA and RFA, the operational expenditure of the Namibian Traffic Information System (NATIS) as well as the development and construction of a ONE STOP NATIS Centre in Windhoek, with reasonable and affordable annual increases.

Priority 4: Servicing of existing loan obligations;

- This currently includes the KfW loan agreement between the RFA and KfW signed in November 2015.
- Furthermore, it includes the KfW loan agreement between the RFA and KfW signed in December 2017.

Other priorities: Only such projects and programmes, including development projects, traffic law enforcement programmes and national road safety projects, as may be affordable after having provided for the needs of Priorities 1 to 4.

3.4 Funding Objectives for the Business Plan Period

3.4.1 Expression of Objectives of Funding through the Road User Charging System

The funding objectives for the current Business Plan period are:

- To fund qualifying projects, programmes and administrative expenditure in accordance with the priorities stated under 3.3 above, to the extent that revenues collected subject to the Government-determined rates of road user charges permit;
- To service commitments on the KfW loan of N\$447 million to the RFA, signed in November 2015;
- To service commitments on the KfW loan of N\$482 million to the RFA, signed in December 2017.

These objectives are numerically expressed in the following tables, which are annexed in the Appendix:

- Table 3: Amount of Funding Determinations (which are in practice only used as a benchmark against which to compare the feasible manner of funding);
- Table 4: Manner of Funding Determinations, showing the amounts that can be allocated within the funding constraints imposed by the rates of road user charges on the basis of which the Business Plan has been prepared;
- Table 5: Estimate of revenue inside the road user charging system;
- Table 6: Road Fund revenue, expenditure and assets and liabilities summary.

3.4.2 The Approved Budget for the Ensuing Financial Year

In accordance with section 21(4) of the RFA Act, the particulars of funding provided for the period from 1 April 2020 to 31 March 2021 in this Business Plan constitute the approved budget of the RFA for the financial year 2021.

The particulars provided for the subsequent four financial years constitute an estimate of future income and expenditure, subject to various conditions and assumptions that will be discussed further on in the Business Plan. The particulars provided for the financial years from 2022 to 2025 therefore do not constitute an authorisation for incurring any commitments for these financial years, other than continuing commitments resulting from expenditure authorised in the financial year 2021 and previous financial years.

3.4.3 Road User Charges Rates Determination

The following increases in the rates of road user charges were approved by the Minister of Finance and subsequently came into effect in July 2020:

Table 6: RUC increase in Rates

<u>Road User Charge</u>	<u>For FY 2021</u>
Fuel levy	4.0%
License Fees	4.0%
Entry Fees / Cross Border Charges	4.0%
Mass Distance Charges	4.0%
Abnormal Load Charges	4.0%

The above increases have been taken into account in estimating revenue for the financial year 2021, but no subsequent increases have been pledged or taken into account yet.

3.4.4 Overview of Revenue and Expenses

The main underlying planning parameters affecting the revenue and expenditure estimates presented hereafter are tabulated below.

Table 7: Main Planning Parameters

Main Planning Parameters	2020 Rates	2020 Amt	2021 Growth	Growth After
Fuel road user charge (petrol & diesel avg.)	N\$ 1.36 / l	1560.6 MI	2.0%	0.0%
Diesel consumption	n/a	742.7 MI	-10.00%	-0.30%
Petrol consumption	n/a	425.3 MI	-10.00%	-0.30%
Vehicles licensed	n/a	367,256	-3.10%	-2.8% - (-1.9%)
Vehicles subject to MDC	n/a	N/A	-3.10%	-2.8% - (-1.9%)
Roadworks Cost Escalation Rate (indicative)	n/a	n/a	4% - 5%	4% - 5%

Estimated revenue and expenditure, assets and liabilities inside the Road User Charging System are tabulated on the following pages. The tabulated allocations for the ensuing financial year ending March 2021 constitute the budget of the Road Fund.

A. SUMMARY ESTIMATE OF REVENUE INSIDE THE ROAD USER CHARGING SYSTEM FROM 1 APRIL 2020 TO 31 MARCH 2025 (EXCL. GOVERNMENT CO-FUNDING - Note 1)							
Revenue Heading	Previous Year	Current Year	Business Plan Period Revenue Projection [N\$]				
	Financial Year:	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
Road User Charges	2,314,748,620	2,199,957,750	2,182,209,630	2,156,708,300	2,142,862,620	2,151,732,770	10,833,471,070
Road User Charges on Fuel used On-road (nett less levy refunds)	1,279,684,620	1,183,470,750	1,186,804,630	1,180,033,300	1,182,346,620	1,204,843,770	5,937,499,070
Revenue from Vehicle License Fees	728,136,000	720,127,000	699,739,000	681,535,000	665,516,000	651,682,000	3,418,599,000
Revenue from Entry Fees	144,906,000	129,053,000	127,068,000	124,936,000	122,835,000	120,734,000	624,626,000
Revenue from Mass-Distance Charges	149,644,000	154,682,000	155,973,000	157,579,000	159,540,000	161,848,000	789,622,000
<i>Local-registered Heavy Vehicles</i>	<i>115,943,000</i>	<i>122,363,000</i>	<i>122,952,000</i>	<i>123,881,000</i>	<i>125,148,000</i>	<i>126,807,000</i>	<i>621,151,000</i>
<i>Foreign-registered Heavy Vehicles</i>	<i>33,701,000</i>	<i>32,319,000</i>	<i>33,021,000</i>	<i>33,698,000</i>	<i>34,392,000</i>	<i>35,041,000</i>	<i>168,471,000</i>
Revenue from Abnormal Load Charges	11,122,000	11,344,000	11,344,000	11,344,000	11,344,000	11,344,000	56,720,000
Revenue from Road Carriers Permits	1,256,000	1,281,000	1,281,000	1,281,000	1,281,000	1,281,000	6,405,000
Additional Revenue Inside the Road User Charging System	67,546,191	268,477,500	297,677,500	28,000,000	29,000,000	30,000,000	653,155,000
Monies appropriated by Parliament	0	0	0	0	0	0	0
Sale of Assets of the RFA	0	0	0	0	0	0	0
Sale of Assets of the RA	0	0	0	0	0	0	0
Returns on Investments / (Overdraft Charges)	32,000,000	27,600,000	26,800,000	28,000,000	29,000,000	30,000,000	141,400,000
Donations and Grants (no financing obligations)	0	0	0	0	0	0	0
Loans obtained by the RFA	0	240,877,500	240,877,500	0	0	0	481,755,000
Compensation for damaging of roads	0	0	0	0	0	0	0
Fines for contravention of overloading	0	0	0	0	0	0	0
From any other source	35,546,191	0	0	0	0	0	0
Drawings on Road Fund Reserve Investments	0	0	30,000,000	0	0	0	30,000,000
GRAND TOTAL REVENUE PER FINANCIAL YEAR	2,382,294,811	2,468,435,250	2,479,887,130	2,184,708,300	2,171,862,620	2,181,732,770	11,486,626,070

B. SUMMARY OF MANNER OF FUNDING INSIDE THE ROAD USER CHARGING SYSTEM FROM 1 APRIL 2020 TO 31 MARCH 2025 (EXCL. GOVERNMENT CO-FUNDING - Note 1)							
Expenditure Heading	Previous Year	Current Year	Business Plan Period Expenditure Projection [N\$]				
	Financial Year:	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025
01 Management of the National Road Network RFA Act s. 17(1)(a)	1,667,403,157	1,693,988,224	1,666,138,027	1,502,157,915	1,504,842,811	1,512,745,428	7,879,872,406
01.01 RA Administration	368,150,452	385,778,224	396,652,597	410,535,438	424,904,178	439,775,824	2,057,646,261
01.02 Network Planning and Consultation	25,985,000	32,300,000	32,544,100	29,196,746	29,196,746	29,196,746	152,434,338
01.03 Roadworks - Maintenance	1,131,626,216	1,049,713,000	1,033,078,000	906,635,000	933,862,295	989,042,545	4,912,330,840
01.04 Roadworks - Rehabilitation	104,000,000	181,300,000	165,150,000	118,500,000	47,500,000	2,500,000	514,950,000
01.05 Roadworks - Development	0	2,000,000	0	0	0	0	2,000,000
01.07 Road Management System	27,404,000	21,859,000	21,859,000	21,859,000	21,859,000	21,859,000	109,295,000
01.08 Overload Control	10,237,489	21,038,000	16,854,330	15,431,732	47,520,592	30,371,313	131,215,967
02 Administrative Expenditure of the RFA & RUCS RFA Act s. 17(1)(b)	288,821,616	337,693,714	403,203,274	342,345,479	323,803,216	321,235,697	1,728,281,380
02.01 RFA Administration Account	119,441,000	128,901,714	133,413,274	138,082,739	142,915,634	147,917,682	691,231,043
02.02 Road Fund Account	44,551,325	87,714,000	97,945,000	37,455,000	10,630,000	9,022,000	242,766,000
09 Financing of Loans assigned by GRN	0	0	0	0	0	0	0
10 Financing of Loans obtained by RFA	109,829,291	106,078,000	156,035,000	150,144,000	142,694,000	135,244,000	690,195,000
11 Financing of Reserve Fund	15,000,000	15,000,000	15,810,000	16,663,740	27,563,582	29,052,015	104,089,337
03 Urban Roads Contributions RFA Act s. 17(1)(c)	119,353,695	122,418,326	122,418,326	110,176,493	110,176,493	110,176,493	575,366,130
03.02 Local Authority Roads	109,907,747	113,916,972	113,916,972	102,525,275	102,525,275	102,525,275	535,409,770
03.03 Regional Council Roads	9,445,948	8,501,353	8,501,353	7,651,218	7,651,218	7,651,218	39,956,360
04 Operation of Traffic Information System RFA Act s. 17(1)(d)	161,967,758	165,475,388	171,267,027	177,261,373	183,465,521	189,886,814	887,356,121
05 Traffic Law Enforcement and Adjudication RFA Act s. 17(1)(e)	38,348,510	35,410,567	25,410,567	22,869,510	22,869,510	22,869,510	129,429,665
06 Vehicle Testing Stations and Driving Testing RFA Act s. 17(1)(f)	0	72,000,000	50,028,000	28,270,000	24,529,000	22,797,000	197,624,000
07 Road Research RFA Act s. 17(1)(g)	0	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
08 National Road Safety Council RFA Act s. 17(1)(h)	2,200,000	0	0	0	0	0	0
12 Compensation for RA Damage Liability RFA Act s. 17(1)(l)	0	0	0	0	0	0	0
13 Insurance against Damage Liability RFA Act s. 17(1)(m)	0	0	0	0	0	0	0
14 Other Expenditure Approved by Minister RFA Act s. 17(1)(n)	0	40,000,000	40,000,000	0	0	0	80,000,000
GRAND TOTAL EXPENDITURE PER FINANCIAL YEAR	2,278,094,736	2,467,986,219	2,479,465,220	2,184,080,770	2,170,686,551	2,180,710,943	11,482,929,702

C. ESTIMATE OF ROAD FUND BALANCE INSIDE ROAD USER CHARGING SYSTEM FROM 1 APRIL 2020 TO 31 MARCH 2025 (EXCL. GOVERNMENT CO-FUNDING - Note 1)

Assets and Liabilities	Financial Year:	Previous Year	Current Year	Business Plan Period Balances Projection [N\$]				TOTAL B/PLAN
		FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	
ASSETS		183,317,075	198,766,107	214,998,016	232,289,287	261,028,937	291,102,780	291,102,780
General Fund Cash and Short-Term Investments								
	Opening balance	19,117,000	123,317,075	123,766,107	124,188,016	124,815,547	125,991,615	123,317,075
	Grand Total Revenue for the year	2,382,294,811	2,660,435,250	3,059,187,130	2,508,826,300	2,368,317,620	2,378,544,770	
	Grand Total Expenditure for the year	-2,278,094,736	-2,659,986,219	-3,058,765,220	-2,508,198,770	-2,367,141,551	-2,377,522,943	
	Closing Balance	123,317,075	123,766,107	124,188,016	124,815,547	125,991,615	127,013,443	127,013,443
Reserve Fund Investments (for medium-term fund flows balancing)								
	Closing Balance	60,000,000	75,000,000	90,810,000	107,473,740	135,037,322	164,089,337	164,089,337
Sinking fund								
	Opening balance	0	0	0	0	0	0	0
	Deposits	0	0	0	0	0	0	0
	Drawdowns	0	0	0	0	0	0	0
	Sinking fund	0	0	0	0	0	0	0
	Closing Balance	0	0	0	0	0	0	0
LIABILITIES		834,930,904	787,838,904	690,034,904	592,230,904	494,426,904	396,622,904	396,622,904
RFA 16 Loan Stock								
	Closing Balance	0	0	0	0	0	0	0
KfW 2009 Loan								
	Opening balance	0	0	-0	-0	-0	-0	0
	Disbursement	0	0	0	0	0	0	0
	Redemption	0	-0	-0	0	0	0	0
	Closing Balance	0	-0	-0	-0	-0	-0	-0
KfW 2015 Loan								
	Opening balance	400,267,904	353,175,904	306,083,904	258,991,904	211,899,904	164,807,904	353,175,904
	Disbursement	0	0	0	0	0	0	0
	Redemption	-47,092,000	-47,092,000	-47,092,000	-47,092,000	-47,092,000	-47,092,000	-235,460,000
	Closing Balance	353,175,904	306,083,904	258,991,904	211,899,904	164,807,904	117,715,904	117,715,904
KfW 2017 Loan								
	Opening balance	240,877,500	481,755,000	481,755,000	431,043,000	380,331,000	329,619,000	481,755,000
	Disbursement	240,877,500	0	0	0	0	0	0
	Redemption	0	0	-50,712,000	-50,712,000	-50,712,000	-50,712,000	-202,848,000
	Closing Balance	481,755,000	481,755,000	431,043,000	380,331,000	329,619,000	278,907,000	278,907,000
NET BALANCE OF ROAD FUND ASSETS AND LIABILITIES		-651,613,829	-589,072,797	-475,036,887	-359,941,617	-233,397,966	-105,520,124	-105,520,124

3.4.5 Overview of Deficit Financing

3.4.5.1 Background

The RFA is required to present a Business Plan that must throughout its whole period be executable within the amount of revenues projected to become available from road user charges collected, plus any committed co-funding, loans and grants.

In this context, deficit financing pertains to loans to which financing institutions, the RFA and Government (e.g. in the form of a Government guarantee) have committed themselves, for the purpose of bridging a temporary deficit between the revenues that the RFA can collect, and expenses on projects and programmes that are warranted to be incurred after taking into account the cost of loans to cover such expenses.

3.4.5.2 Deficits and surpluses

The annual financial statements of the Road Fund account for the 2019 financial year indicate the following cash position for the Road User Charging System:

- In the 2019 financial year, the assets at the disposal of the Road Fund amounts to about **N\$959 million**; Total liabilities amounted to **N\$1,164 million**;
- Therefore, the Fund experienced a monetary assets deficit of about **N\$204 million**.

The projected surplus at the end of the financial year 2020 has necessitated the RFA budgeting for a surplus of revenue over expenditure in the financial year 2021, amounting to **N\$ 449,031**. (please see subsection 4.1).

Furthermore, the RFA created a reserve fund to make allowances for the capital redemption of the loan undertakings. Subsequently, this Business Plan yields an amount of **N\$164 million** over the implementation period.

3.4.5.3 RFA loan stock and loans

The RFA, and Government through having issued the required loan guarantees, are currently committed to the following deficit financing instruments:

- In November 2015, the RFA, supported by a loan guarantee from Government, signed an agreement with the KfW loan to the amount of ZAR 447 million (denominated in South African Rand), at an interest rate of 7.81%. This loan funded the rehabilitation of a portion of TR1/6 between Windhoek and Okahandja.
- In December 2017, the RFA, supported by a loan guarantee from Government, signed an agreement with the KfW loan to the amount of ZAR 482 million (denominated in South African Rand), at an interest rate of 7.5%. This loan funded the rehabilitation of a portion of TR1/3 between the intersections to Tses and Gochas.
- The loan amounts have been reflected in the *Funding from other sources* to match the expenditures on the rehabilitation of the section of road between Keetmanshoop and Mariental in FY2021 and FY2022.

3.4.5.4 Interest and charges obligations with respect to loan stock and loans

The KfW loan of N\$ 447 million obtained in November 2015, the total of interest and charges is projected to be about N\$ 241 million up to the financial year 2027.

Furthermore, the total of interest and charges for the additional KfW loan of N\$ 482 million obtained in December 2017, is projected to be about N\$ 254 million up to the financial year 2030.

3.4.5.5 Capital redemption obligations with respect to loan stock and loans

The KfW loan of N\$ 447 million, the total redemption would be the same as the loan principal, payable in 19 semi-annual amounts of about N\$ 23 million each. The last instalment is due in June 2027.

On the additional KfW loan of N\$ 482 million, the total redemption would be the same as the loan principal, payable in 19 semi-annual amounts of about N\$ 25 million each. The last instalment is due in May 2030.

4 EXPECTED PERFORMANCE OF THE ROAD FUND FOR THE NEXT FINANCIAL YEAR

4.1 Gap Analysis between Objectives of the Previous and Current Business Plan for the Financial Year Ending March 2021

Key indicators of the objectives of the previous Business Plan (prepared for the period from 1 April 2019 to 31 March 2024) and the current Business Plan (prepared for the period from 1 April 2019 to 31 March 2024) are tabulated below.

KEY INDICATORS FOR BP OBJECTIVES :	CURRENT PLAN	PREVIOUS PLAN	NOTES
TOTAL REVENUE INSIDE THE RUCS	2,468,435,250	2,571,603,120	
<u>REVENUE FROM ROAD USER CHARGES</u>	<u>2,199,957,750</u>	<u>2,314,748,620</u>	
<i>Revenue from Road User Charges on Fuel (after refunds)</i>	1,183,470,750	1,279,684,620	1
<i>Revenue from Vehicle Licence Fees</i>	720,127,000	728,136,000	2
<i>Revenue from Entry Fees</i>	129,053,000	144,906,000	
<i>Revenue from Mass-Distance Charges</i>	154,682,000	149,644,000	
<i>Revenue from Abnormal Loads & Road Carriers Permits</i>	12,625,000	12,378,000	
<u>ADDITIONAL REVENUE INSIDE RUCS</u>	<u>268,477,500</u>	<u>256,854,500</u>	
<i>Return on Investments</i>	27,600,000	15,977,000	3
<i>Monies appropriated by Parliament</i>	0	0	4
<i>Loans obtained by the RFA</i>	240,877,500	240,877,500	5
<i>Drawings on Road Fund Reserve Investments</i>	0	0	
<i>From other minor sources</i>	0	0	
TOTAL EXPENDITURE INSIDE THE RUCS	2,467,986,219	2,570,583,120	
<u>01 Management of the National Road Network</u>	<u>1,693,988,224</u>	<u>1,929,318,915</u>	
01.03 Roadworks - Maintenance	1,049,713,000	1,131,626,216	6
01.04 Roadworks - Rehabilitation	181,300,000	244,000,000	7
01.05 Roadworks - Development	2,000,000	0	8
Administrative Overheads (01.01,01.02,01.07,01.08)	460,975,224	553,692,699	9
<u>02 Administrative Expenditure of the RFA & RUCS</u>	<u>216,615,714</u>	<u>231,050,000</u>	
02.01 RFA Administration Account	128,901,714	119,441,000	10
02.02 Road Fund Account	87,714,000	111,609,000	11
03 Urban Roads Contributions	122,418,326	119,353,695	
04 Operation of Traffic Information System	165,475,388	40,052,000	12
05 Traffic Law Enforcement and Adjudication	35,410,567	38,348,510	
06 Vehicle Testing Stations and Driving Testing	72,000,000	83,800,000	13
Other Funding Obligations (07, 08, and 12 - 14)	41,000,000	2,200,000	14
Financing Commitments	121,078,000	126,460,000	15
SURPLUS / (DEFICIT)	449,031	1,020,000	

Notes to the table have been added below to explain the material differences between the objectives for the financial year 2021 as stated in the previous and current Business Plans.

Notes to the above table:	
1	Includes revenue from fuel levy refunding system operations. A slightly decelerating trend in fuel consumption has been detected.
2	The number of vehicle registrations has shown a slight increase due to RUC tariff increase.
3	The Business Plan projects that the Fund's monetary assets would increase, due to capital inflows.
4	No allowance has been made for co-funding by GRN.
5	KfW loan of about N\$482million has been signed in December 2017, with the second disbursement tranche of N\$241million made in the FY2020.
6	The previously planned allocation to road maintenance of N\$1.131 bn from the RUCS in the FY2020 decreased to N\$1.049 bn, due to economic downturn.
7	The funding allocation includes the rehabilitation of T0103, T1002, T0802 through Grootfontein and the Swakopmund Road over Rail Bridge.
8	This provision is for the upgrading of DR3403: Divundu-Muhembo.
9	The RA administrative overheads, Network Planning programmes, Road Management System programmes and Overload Control operations have decreased slightly from the previous projection of about N\$553 million to about N\$461 million.
10	The increase on the RFA Administration Account is attributable mainly to capacity development in strategic planning and fund management.
11	The decrease on the Road Fund Account is mainly attributable to the provision of offices at strategic locations, the implementation of the MDC Automation project and ERP ICT System, as well as the Technical Assistance to Approved Authorities programme.
12	The previous estimate has increased significantly to also include N\$128million provision for the administration of the NaTIS system.
13	The recent budget cuts from the Government for the expansion of facilities have necessitated the RFA to allocate funding towards this budget item. In this Business Plan, the RFA commits to fund the envisaged new NATIS One-Stop centre that is to be constructed due to high customer demand. This initiative is fully supported by the RFA in order to ultimately improve on the RUC revenue collection. The amount has reduced as a result of delayed procurement.
14	The RFA remains committed to make a funding contribution to the National Road Safety Council, under the Business Plan heading 08 and also embark on road-related research to be undertaken in collaboration with the RA and other stakeholders.
15	Financing commitments are allowed for in the provision for the creation of the General Redemption Fund.

4.2 Conclusions on Expected Performance in the Financial Year 2021

Taking into account the above explanations of differences between the current and the previous Business Plan regarding objectives for the financial year 2021, the following conclusions are drawn about the RFA's expected performance for the financial year 2021 as compared to its projected objectives for that year as set out in its previous Business Plan.

- (1) The amount of road maintenance and rehabilitation funding in the financial year 2021 is less than the envisaged amount as per the FY2019/20 business plan. This outcome is necessitated by the depressed economic climate and the falling fuel demand.
- (2) The Business Plan projects that the Road Fund will be in an accumulated surplus to the tune of **N\$104 million** at the end of the financial year 2020.

The projected surplus at the end of the financial year 2020 has necessitated the RFA budgeting for a surplus of revenue over expenditure in the financial year 2021, amounting to a projected break-even amount of about **N\$449,031**.

5 PARTICULARS AND ANALYSIS OF THE BUSINESS PLAN

5.1 Introduction to the Analysis

The analysis of the financial plan broadly follows the relevant provisions of section 21 of the RFA Act, requiring an analysis to be made of:

- (a) The determinations made by the RFA under section 20(4) in respect of the ensuing financial year;
- (b) The estimated income accruing to the Road Fund;
- (c) The proposed rates of road user charges;
- (d) Contributions made by Government (or any other source) towards the funding of traffic information systems, vehicle and driving testing, and road research;
- (e) The estimated administrative expenditure of the RFA;
- (f) Any factors which may affect the implementation of the plan concerned and the measures which will be taken to counter the effects of such factors; and
- (g) Such other matters as may be required by the Minister of Finance.

5.2 Determinations made by the Administration

5.2.1 Types of determinations

The road user charging system requires the following sequence to be followed in securing and allocating funding to projects, programmes and administrative expenditure:

- (a) The determination of the amount of funding, section 20 (4) (a) of the RFA Act;
- (b) The determination of the manner in which such funding shall be allocated, section 20 (4) (b) of the RFA Act; and
- (c) The determination and imposition of the types and rates of road user charges consequent to the requirements of (a) and (b), section 18 of the RFA Act.

The above sequence has been adhered to in the analysis.

5.2.2 Information taken into account when making determinations

5.2.2.1 Economic analysis

The RFA makes funding determinations for funding from the Road Fund based on projects and programmes submitted to it by the Roads Authority and other Approved Authorities. The onus rests on the latter Authorities to submit proof of the economic viability of the proposed projects and programmes. The RFA scrutinises this proof for compliance with the provisions of the RFA Act and compliance with generally accepted technical, transportation economic and financial practices.

The RFA therefore primarily takes into account the project and programme specific information provided by the aforementioned Authorities as motivation of their budgets submitted to the RFA for funding from the Road Fund.

The funding of projects generally entails an investment of funds that should provide positive economic returns over the life time of the project. In the case of road rehabilitation and new road development, the life time of the project is typically planned for 20 years. Project-specific traffic growth and pavement-specific deterioration rates are major factors in determining the economic viability of such projects. No generally applicable information exists, which the RFA could take into account into verifying the economic warrants claimed by the executing Authority in regard of such projects. In particular, general broad-based information such as GDP and “average” traffic growth figures do not allow a conclusive assessment of the viability of individual projects and programmes.

One means of overcoming this shortcoming is the MLTRMP of the RA, which provides for generally accepted transportation economics-based modelling (including the World Bank’s HDM-4 transportation economic model) of an integrated road network preservation and development strategy. As such it places a reasonable overall limit on the funding that is economically viable and conducive to the achievement of a safe and efficient road sector. The RFA therefore evaluates projects and programmes submitted for funding with respect to the national road network in the overall context of the MLTRMP as updated from time to time.

Whilst the RA is required to take inflationary increases into account in estimating the future costs of roadworks, the RFA performs a reasonability check on such estimates. With Namibian statistics on inflation in road works costs being unobtainable, the RFA relies on the Namibian Consumer Price Index. It should be noted that the inflation rate in the cost of road works does not necessarily correlate with the consumer price inflation rate; however, there seems to be a fair correlation with road maintenance costs, which constitute the bulk of the RFA’s funding. The graph below has been rebased for 2012.

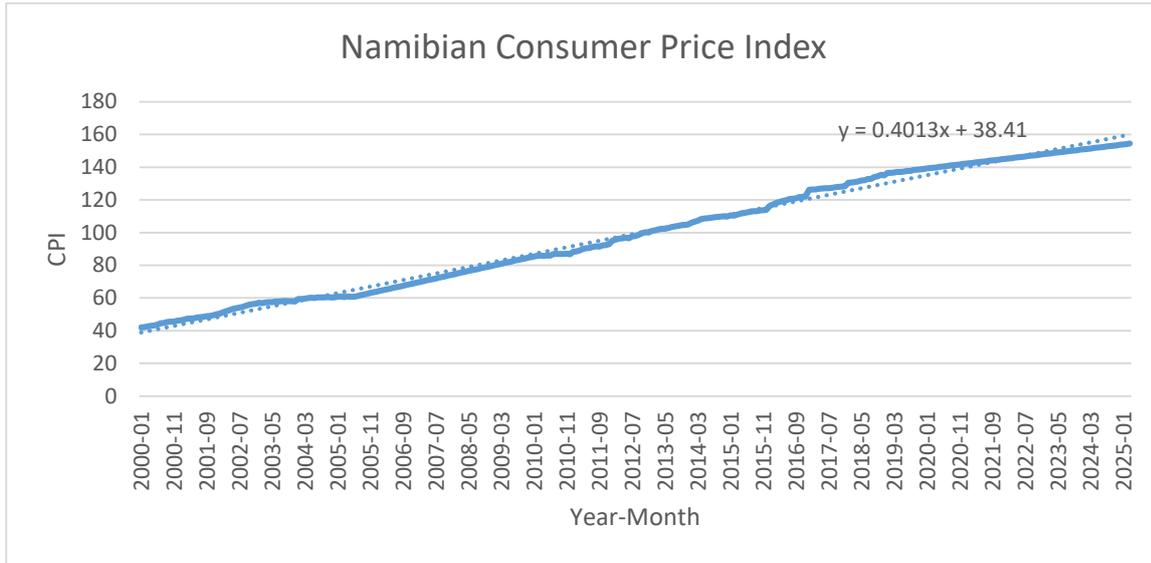


Figure 1: Namibian Consumer Price Index

From the above, it is evident that price increases show a long-term steady, linear growth. To calculate indicative percentage increases, the financial year-on-year CPI increases for the financial years 2017 to 2019 have been used:

March 2017: 126.4

March 2018: 130.9 – increase = 3.56%

March 2019: 136.8 – increase = 4.50%

An uptick in the inflation rate during the above period is noticeable in the above graph, followed by a downturn.

A reasonable cost escalation estimate is currently considered to lie in the range of 4% to 5% annually. In particular, the RFA regards an increase of road maintenance funding at 5% per year as the minimum to maintain past funding levels in real terms.

5.2.2.2 Statistics on road user charging instruments

Of primary importance are actual growth statistics underlying the road user charging instruments of the RFA, which include most notably road user charges on fuel consumed on-road and license fees. This requires prudence in the assumptions to be made regarding the growth of vehicle registrations and on-road fuel consumption. Statistics prepared by the RFA with respect to these are tabulated below.

Figure 2: Light vehicle statistics

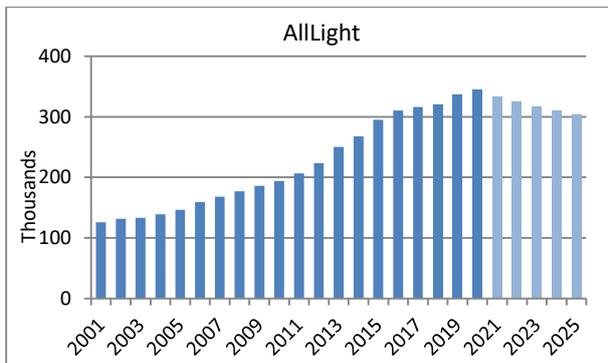


Figure 3: Heavy vehicle statistics

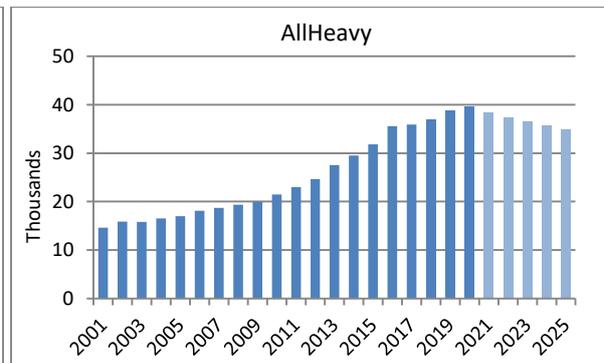
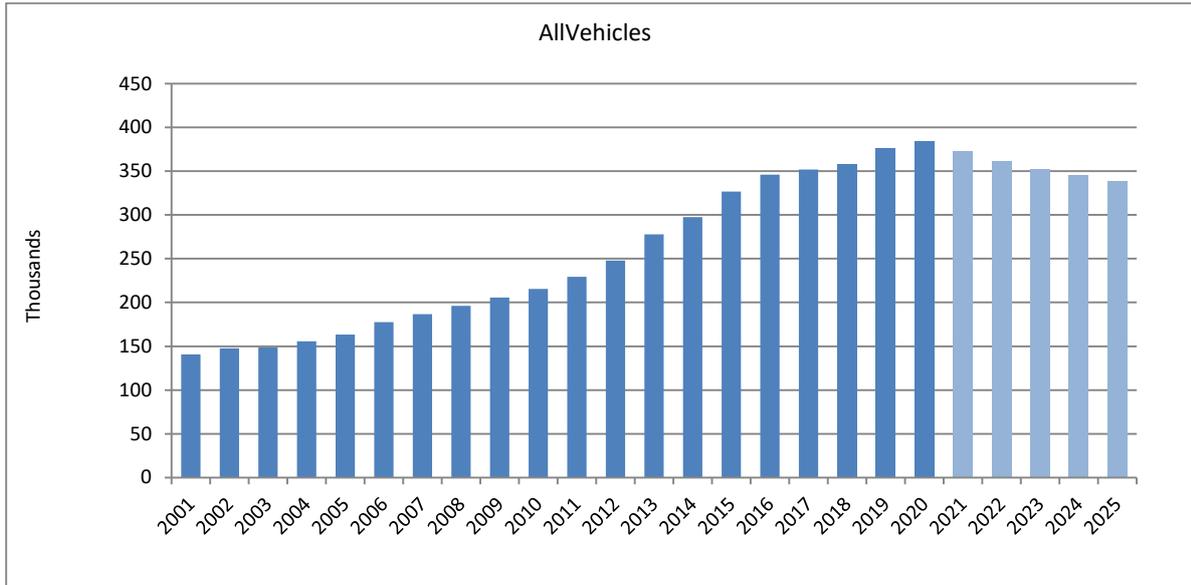


Figure 4: Total vehicle statistics



From the above, the following forward projections of vehicle registration growth during the Business Plan have been derived:

- All vehicles: -2.5%
- All light vehicles: -2.5%
- All heavy vehicles: -2.5%

Namibia’s growth prospects remain weak, with economic growth is likely to deteriorate to -3.1% in 2020 and -2.8% in 2021, and preliminary growth forecasts suggesting that this depressed growth environment will linger for the remainder of the Business Plan period.

Since vehicle population is closely correlated to economic growth, the vehicle population is expected to decline accordingly. Globally, fuel demand has fallen by 30% in 2020, resulting in an even sharper contraction in the fuel prices. Domestic fuel consumption is projected to decrease by a conservative 10% in 2020, driven largely by falling industrial and consumer fuel demand, falling disposable incomes, production slowdown/shutdown, drastically reduced travel and general uncertainty.

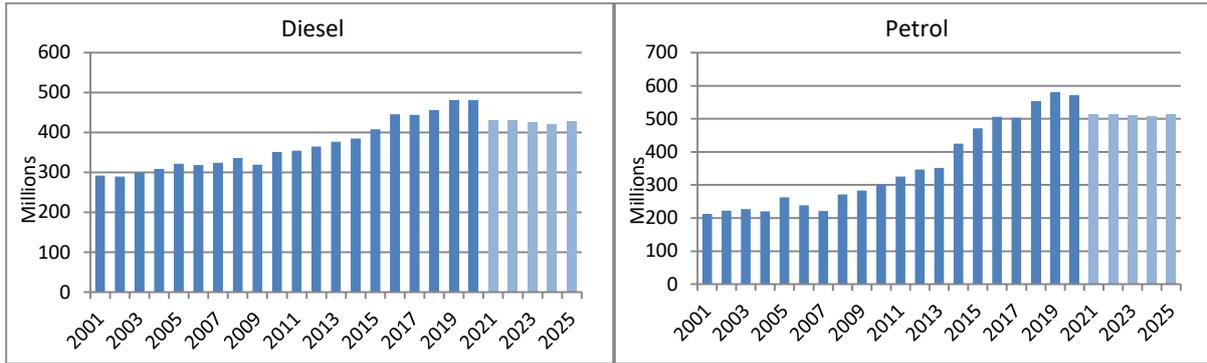
As the economy contracts, incomes fall, job insecurities increase and demand for durable goods declines. This reduces demand for new vehicles, thus resulting in a decline in the vehicle population. With less vehicles on the roads, revenues from vehicle license fees are expected to decline by N\$364 million over the next five years.

Declines in global travel, lower consumer demand and stricter controls on the movement of people, is expected to dampen cross border trade and international tourism, which would likely translate into a N\$144 million cut in revenue from Entry Fees.

The closure of non-essential services coupled with lower consumer demand are expected to erode demand for goods, which translates into N\$91 million lower MDC Charges over the next five years.

Figure 4: Diesel consumption

Figure 5: Petrol consumption



Under the Covid-19 Crisis, Revenues contract by N\$1.36bn over the Business Plan period or by 9.7% annually, due to falling industry and consumer fuel demand, falling disposable incomes, production slowdown/shutdown, weak new vehicle demand and drastically reduced travel.

The RFA obtains a statutory revenue from a road user charge on the on-road consumption of petrol and diesel. According to regulations promulgated under the RFA Act, the RFA must operate a levy refunding system to refund the levy collected on fuel consumption that is deemed to be off-road. Briefly: all petrol consumption has been regarded as on-road consumption, while users registered in various industries are entitled to a refund percentage on diesel consumption depending on the industry. This refund reflects the deemed off-road consumption, and on-road consumption is therefore the difference between total consumption subjected to the fuel levy and the deemed off-road consumption.

5.2.2.3 Summary

Taking into account all of the above information, the RFA has used the planning parameters tabulated below in preparing its Business Plan.

BUSINESS PLAN FIRST FINANCIAL YEAR ENDING:		31 March	2021					
Planning period		Prev Year	Current Year	Business Plan Period				
Financial Year ending:		2019	2020	2021	2022	2023	2024	2025
Financial Rates during Financial Year:		GDP	-1.70%	-3.10%	-2.80%	-2.50%	-2.20%	-1.90%
Roadworks Cost Escalation rate		Roads Authority budgets include contractual and estimated cost escalation.						
RFA 16 Loan Stock interest rate		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Medium- to long-term investment interest rate		6.00%	5.34%	4.34%	4.34%	4.34%	4.34%	4.34%
Cash and short-term investment interest rate		1.80%	4.02%	3.52%	3.52%	3.52%	3.52%	3.52%
EUR / NAD exchange rate		0.0645	0.0645	0.0556	0.0556	0.0556	0.0556	0.0556
Road User Charges Rates escalation in Financial Year:								
Mass-distance charges		6.50%	4.30%	2.00%	0.00%	0.00%	0.00%	0.00%
Abnormal load charges		6.50%	4.30%	2.00%	0.00%	0.00%	0.00%	0.00%
Road carriers permits		6.50%	4.30%	2.00%	0.00%	0.00%	0.00%	0.00%
Cross-border charges		6.50%	4.30%	2.00%	0.00%	0.00%	0.00%	0.00%
Licence fees		6.50%	4.30%	2.00%	0.00%	0.00%	0.00%	0.00%
Diesel levy		6.50%	4.30%	2.00%	0.00%	0.00%	0.00%	0.00%
Petrol levy		6.50%	4.30%	2.00%	0.00%	0.00%	0.00%	0.00%
Fuel Levy Refund Administration:								
Estimated % of gross revenue to be refunded		19.42%	19.50%	19.00%	18.50%	18.00%	17.00%	17.00%
Volume Growth Estimate during Financial Year:								
Volume Growths pertaining to Mass-Distance Charges:								
<i>Number of local-registered vehicles</i>		5.01%	2.28%	-3.10%	-2.80%	-2.50%	-2.20%	-1.90%
<i>Average travelling distance of local vehicles</i>		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<i>Number of foreign-registered vehicles</i>		6.86%	2.52%	-12.94%	-1.37%	-1.47%	-1.45%	-1.45%
<i>Average travelling distance of foreign vehicles</i>		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Growth in vehicles subject to Abnormal Load Charges		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Growth in vehicles subject to Road Carriers Permits		0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Growth in vehicles subject to Cross-Border Entry Fees		6.86%	2.52%	-12.94%	-1.37%	-1.47%	-1.45%	-1.45%
Growth in vehicles subject to Licensing		7.58%	2.45%	-3.10%	-2.80%	-2.50%	-2.20%	-1.90%
Growth in consumption of Diesel		5.72%	-0.12%	-10.00%	-0.30%	-1.50%	-0.90%	1.80%
Growth in consumption of Petrol		5.09%	-1.52%	-10.00%	-0.30%	-0.28%	-0.89%	1.44%
Volumes:								
Vehicles subject to Mass-Distance Charges:								
<i>Number of local-registered vehicles</i>		N/A	N/A					
<i>Average travelling distance of local vehicles</i>		N/A	N/A					
<i>Transits of foreign-registered vehicles</i>		N/A	N/A					
<i>Average travelling distance of foreign vehicles</i>		N/A	N/A					
Abnormal Load Charges Permits		N/A	N/A					
Cross-Border Transits		N/A	N/A					
Vehicles subject to Licensing		378,011	367,256					
Gross Fuel Consumption:								
<i>Diesel - Q1</i>		184,761,439	188,466,199					
<i>Diesel - Q2</i>		186,947,571	182,814,371					
<i>Diesel - Q3</i>		186,197,032	191,782,943					
<i>Diesel - Q4</i>		174,356,095	179,586,778					
<i>Petrol - Q1</i>		105,668,070	101,093,652					
<i>Petrol - Q2</i>		109,688,649	108,688,367					
<i>Petrol - Q3</i>		109,605,493	112,893,658					
<i>Petrol - Q4</i>		99,609,831	102,598,126					
Road User Charges:								
Fuel Levies:								
<i>Diesel - Q1</i>		1.22	1.30					
<i>Diesel - Q2</i>		1.30	1.36					
<i>Diesel - Q3</i>		1.30	1.36					
<i>Diesel - Q4</i>		1.30	1.36					
<i>Petrol - Q1</i>		1.22	1.30					
<i>Petrol - Q2</i>		1.30	1.36					
<i>Petrol - Q3</i>		1.30	1.36					
<i>Petrol - Q4</i>		1.30	1.36					
RUC Revenues:								
Mass-distance charges - local		100,997,623	115,943,000					
Mass-distance charges - foreign		41,116,865	33,701,000					
Abnormal load charges		12,348,456	11,122,000					
Road carriers permits		0	1,256,000					
Cross-border entry fees		137,420,557	144,906,000					
Licence fees		710,195,618	728,136,000					
RUC collection on diesel (gross)		949,579,697	992,077,339					
RUC collection on petrol (gross)		550,692,886	568,513,661					

Notes:

The assumption regarding all escalation rates is as follows:
If the total of an amount expended, consumed or invested over financial year 0 amounted to 'x' at the end of financial year 0, then all other things being equal, that amount would be $[x * \{100 + (\text{escalation rate percentage in year } 1) / 100\}]$ at the end of financial year 1. In the case of road user charges escalation, this applies to the total escalation of the rate of the road user charge within the financial year, and not to the escalation of revenue from the road user charge. For example, an escalation would be shown as 2% regardless of whether the rate of the charge was increased at the beginning, or at the end, or somewhere within the financial year, any of these options having a different effect on revenue.

5.2.3 Funding Determinations made

5.2.3.1 Budgets received (RFA Act s. 20(2))

The following budgets were received:

1. Roads Authority:
 - (a) Management of the national road network, including administrative expenses of the Authority;
 - (b) National traffic information system; and
 - (c) Vehicle and driver testing.
2. Local Authorities and Regional Councils:
 - (a) Traffic related maintenance of urban roads.
3. Namibian Police and some Local Authorities:
 - (a) Traffic law enforcement.
4. National Road Safety Council:
 - (a) National Road Safety Council projects.

The RFA Act requires the RFA to perform amount of funding determinations with regard to the budgets as presented.

5.2.3.2 Government allocations outside the road user charging system

The Government has budgeted for parliamentary allocations to be made to road projects managed by the Roads Authority.

With a view to the Business Plan of the Road Fund presenting a complete overview of expenditure on projects and programmes in the road sector, the RA has in addition to its budget request to the RFA also informed the RFA of such Government funded projects and the amounts budgeted. A list of these projects, to which RFA's funding determinations are not applicable and which are marked as being funded outside the road user charging system, is presented in Table 2, as reflected in the Appendix.

The budgeted amounts for these projects should be regarded as indicative, as they are subject to budgetary allocation decisions made by Government, which would not necessarily be communicated to the Administration. The information is presented in the interest of completeness of information on road sector expenditure only and does not imply a financial obligation to the road user charging system.

5.2.3.3 Amount of funding determinations (RFA Act s. 20(4)(a))

The determination of amounts of funding is guided by the Rules and Principles formulated by the RFA in accordance with RFA Act s. 19(2). These essentially require a check on the economic viability of projects and programmes, and verification (including stakeholder consultations) of the justification of amounts budgeted for administrative expenses.

In the case of the budget request for the management of the national road network, the RFA has satisfied itself that this is overall in line with the roads funding needs projected in the Medium- to Long-term Roads Master Plan. It has not been possible for the RFA to verify economic justification on a per-project basis, due to the RA having failed to timeously submit the information as requested for this purpose, and also due to the continuing engineering capacity shortage experienced by the RFA.

In the case of budget requests for road maintenance in urban areas and villages (the latter resorting under the various Regional Councils recognised by the RFA as Approved Authorities), the budgets received have been submitted reasonably in accordance with the guidelines issued to the respective

authorities, and for the smaller authorities have been assessed as reasonable in relation to their respective road networks. Due to a lack of economic assessment tools in the case of such smaller authorities, it is not at this stage possible to perform formal economic assessments.

In the case of the budget request for NaTIS, the RFA Act s. 19(2) Rules and Principles require the RFA to assess the “economically efficient” compliance by means of a test that is to be generally applied in cases where economic efficiency is impracticable to determine. This test is whether the assessed benefits to the road sector are likely to equal or exceed the cost of this service, and whether the service could be rendered by more economically efficient alternative means. The RFA has regard to the fact that NaTIS renders an agency service to the RFA in the collection of license fees, and also fulfils a national obligation as the only national vehicle registry. Having regard to these facts, the budget request is regarded as indicative of a bona fide funding need for an “Amount of Funding” determination.

In the case of budget requests for traffic law enforcement (the Act also allows for the funding of adjudication, but no such institution currently exists), the budgets received have been submitted reasonably in accordance with the guidelines issued to the respective authorities. The general test as in the case of NaTIS also applies here, but no means are available to reliably quantify the benefits to road users that arise from traffic law enforcement. On a national basis, statistics indicate that traffic law enforcement is underfunded. The RFA has thus decided to accept the budget requests in total as approximately indicative of an amount of funding that would be justified.

Considering that the determination of an amount of funding now only serves as a benchmark against which to assess the funding that is feasible subject to the rates of road user charges as determined by Government, the RFA has concluded for the purposes of this Business Plan to propose as the benchmark the amounts included in Table 3, as reflected in the Appendix.

5.2.3.4 Manner of funding determinations (RFA Act s. 20(4)(b))

The manner of funding was guided by the budget requests received, and the revenues that the RFA projects as being feasible to collect in each of the financial years of the Business Plan, subject to being granted the increases in the rates of road user charges as tabulated under subsection 3.4.2. The Manner of Funding Determinations is presented in Table 4, as reflected in the Appendix.

Due to the inadequate financial means of the Road Fund, prioritisation as presented under subsection 3.2 had to be applied.

As stated under subsection 5.2.3.3 above, no convincing case exists for the economic efficiency of the RFA’s funding of traffic law enforcement. The RFA has consequently made the following considerations:

- The road user charging system is no longer able to fully fund the most highly economically efficient road maintenance and rehabilitation expenses to the extent warranted. For example:
 - The funding of national road network maintenance, which the RUCS is estimated to provide in the financial year 2021, will be at a level of approximately 52% of the optimum level as determined in the Medium- to Long-Term Roads Master Plan;
 - The funding of urban road maintenance in particularly the larger municipalities, the vehicle traffic of which generates a significant portion of road user charges, is at even lower levels; and
 - In addition to the full utilisation of the KfW loan as mentioned before for the partial funding of the rehabilitation of TR1/3 (Tses - Gochas), the RUCS committed funding towards TR10/2 (Eenhana - Onhuno) and TR8/2 (thought Grootfontein).

- Means of funding traffic law enforcement through budgetary allocations from public funds exist to the extent that the performance of these functions is not dependent on funding from the road user charging system, unlike, for example, the funding of national road network maintenance and rehabilitation;

The manner of funding determinations as indicated in the Business Plan reflect that the RFA intends to adopt a strategy of increasing (in real terms):

- The level of road maintenance funding towards the optimal level, within the RA's means of increasing industry capacity in road maintenance over the next years; and
- The level of urban road maintenance funding, commencing with the major municipalities, and gradually also at smaller municipalities, subject to capacity improvement measures.

5.2.4 Determination of Road User Charges

The RFA has not performed any road user charges determinations as required in terms of section 18 of the RFA Act, since such determinations are not implementable for the reasons previously presented. The RFA has, however made a submission to the Minister of Finance for further increases in the rates of road user charges as set out under subsection 3.4.3.

5.3 Income of the Road Fund and Rates of Road User Charges

5.3.1 Income from Road User Charges

The road user charges income trend since April 2014, including estimated revenues in the financial years 2020 and 2021, is tabled below. The estimate for the financial year 2020 is based on the approved increases in the rates of road user charges as stated in under subsection 3.4.2. Revenue from fuel levies are shown net of fuel levy refunds.

Table 8: Historical RUC revenue

Road User Charge [N\$ millions]	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20 Est.	2020/21 Est.
Fuel Levies (net after refunds)	920.409	1 090.532	1 087.467	1 160.568	1 208.890	1 279.684	1 183.470
License Fees	446.318	573.575	618.984	674.687	710.195	728.136	720.127
Cross Border Charges	106.341	122.817	125.976	131.436	137.420	144.906	129.053
Mass-Distance Charges (local)	63.435	59.465	85.392	91.065	100.997	115.943	122.363
Mass-Distance Charges (foreign)	22.354	25.938	26.665	28.231	41.116	33.701	32.319
Abnormal Load Fees	12.517	12.986	11.630	21.524	11.122	11.122	11.344
Road Carriers Permits	0.000	0.000	0.000	0.000	0.000	1.256	1.281
Total	1 571.347	1 885.313	1 956.605	2 085.987	2 209.740	2 314.748	2 199.957

From the financial years 2014/15 to 2019/20, the average annual growth of road user charges revenue has been about 4.7% (linear based on 2014/15). This is attributed mainly to increases in vehicle registrations, traffic volumes and on-road fuel consumption, recent RUCs tariff adjustments as presented under subsection 5.2.2, as well as increases in the rates of road user charges in the financial year 2019/20, as referred to under subsection 3.4.3.

5.3.2 Rates of Road User Charges

The rates of road user charges on fuel have seriously fallen behind the CPI growth rate. This is of particular concern, noting that:

- More than 60% of all road user charges revenue is from fuel levies;
- If fuel levies are not increased with inflation, it is impossible to maintain revenue in line with inflation by only increasing the other road user charges;
- Compensated for inflation from FY2001 to FY2018, the rate should now be about N\$1.79 / l (average for both levies, considering their somewhat different begin rates and increases), instead of the current rate of N\$1.36 /l.

The other road user charges have on average reasonably kept pace with inflation. The growth of road user charges rates is graphically shown below.

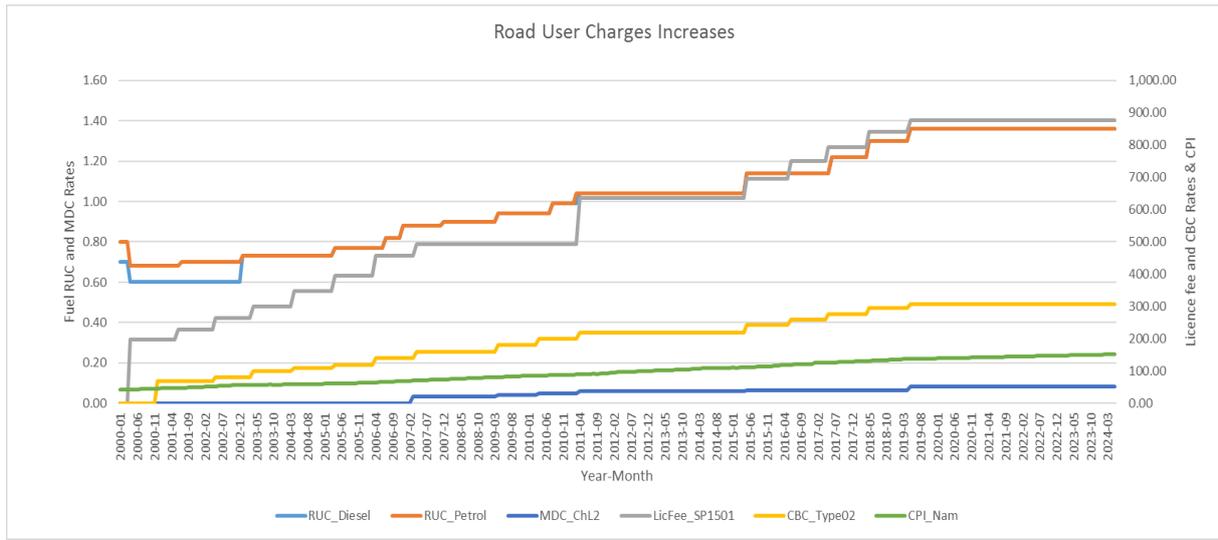


Figure 6: RUC Increases

5.4 Particulars of Contributions from sources other than the Road Fund

5.4.1 Contributions to the Traffic Information System

The RA has not indicated any sources of contributions to NaTIS other than from the Road Fund.

5.4.2 Contributions to Vehicle and Driver Testing

This expense item pertains to work performed by the RA mainly as an agent of the Ministry of Works and Transport and is thus mainly funded by revenue collected from the performance of these functions and a subsidy paid by Government for the establishment of the necessary infrastructure.

5.4.3 Contributions to Road Research Studies

No road research studies are being funded currently.

5.5 Particulars of handling Surpluses and Deficits

The handling of surpluses and deficits has already been comprehensively dealt with under subsection 3.4.5.2.

5.6 Particulars of Subsidy / Grants

The five-year business plan assumes an injection of N\$114 million from the Government of the Republic of Namibia for the period FY 2021 – 2025. These budgetary provisions are to be recognised in the Medium-Term Expenditure Framework.

This Government subsidy is primarily allocated towards the co-funding of the rehabilitation of rehabilitation works of TR1/3: Keetmanshoop and Mariental (Section A: 87.3km, between Tses to Gochas).

5.7 Particulars of Loans

The Fund is currently servicing two loans, i.e. KfW loan of 2015 amounting to N\$447 million and KfW loan of 2017 amounting to N\$482 million.

The KfW Loan 2017 as guaranteed by the Government and it is geared towards the rehabilitation works of TR1/3:Keetmanshoop and Mariental (Section A: 87.3km, between Tses to Gochas).

5.7.1 KfW Loan obtained by RFA in November 2015

In November 2015, the RFA signed an agreement with the KfW loan to the amount of N\$ 447 million denominated in South African Rand, at an interest rate of 7.81%. This loan will be required to finance the rehabilitation of a portion of TR1/6 between Windhoek and Okahandja. The RFA funded these works as from the financial year 2015, by drawing down the RFA Loan Stock Sinking Fund reserves with the approval of Government.

Cumulative capital drawings, redemptions, and interest and charges payments as projected are graphically depicted below.

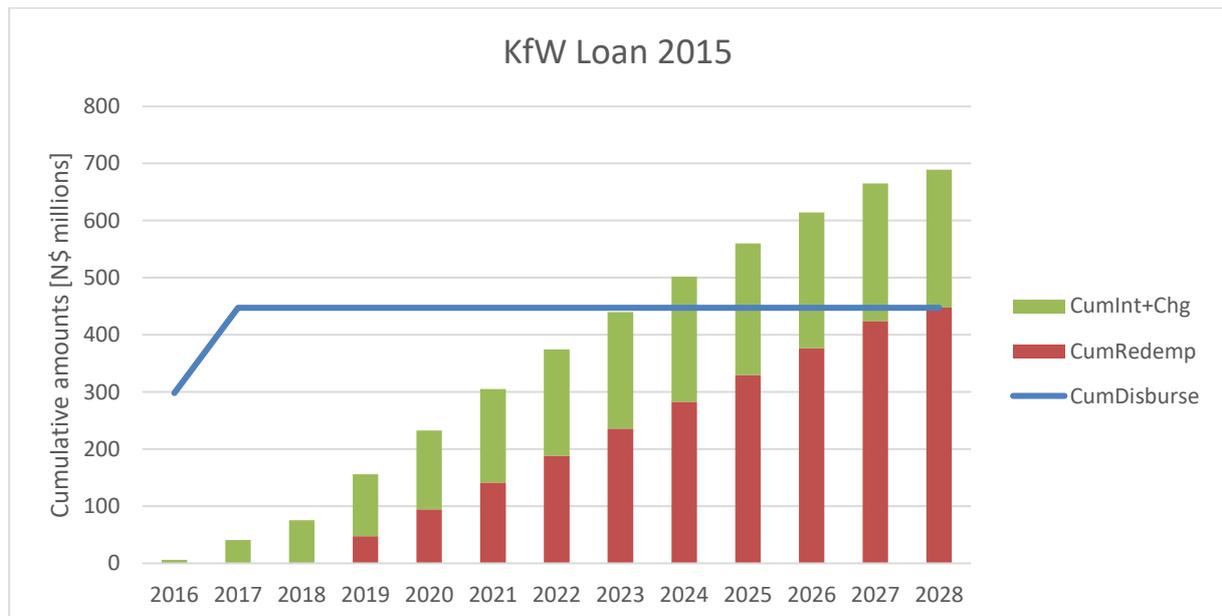


Figure 7: KfW Loan 2015

5.7.2 KfW Loan obtained by RFA in December 2017

In December 2017, the RFA signed an agreement with the KfW loan to the amount of N\$ 482 million denominated in South African Rand, at an interest rate of 7.505%. This loan will be required to finance the rehabilitation of a portion of TR1/3: Keetmanshoop and Mariental.

Cumulative capital drawings, redemptions, and interest and charges payments as projected are graphically depicted below.



Figure 8: KfW Loan 2017

5.8 Particulars and Analysis of Business Plan Critical Factors

The main factor determining the achievement of the objectives of this and subsequent Business Plans is increasing rates of road user charges to keep up with inflation in mainly road works costs.

The RFA has previously performed an analysis of expenditure and revenue scenarios to justify the recommended annual increases of the rates of road user charges requested with the previous Business Plan, which is available on request.

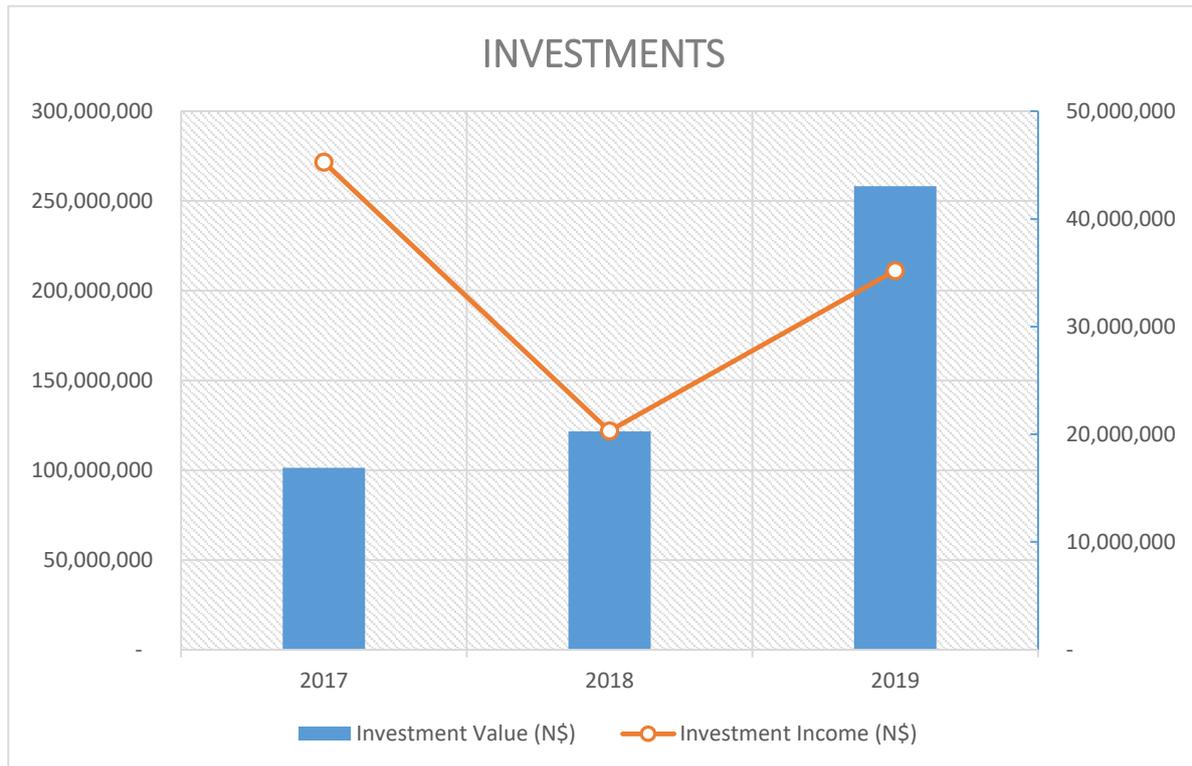
From the analysis it is evident that only a strategy of sustained annual RUC increases will it be possible to achieve a strategy of gradually increasing road maintenance expenditure in real terms towards the economically efficient optimum be feasible.

In particular, unless RUC fuel levies are increased annually, achieving optimal road maintenance funding will not only be impossible, but the funding of road maintenance will be at risk of being reduced in real terms.

6 PARTICULARS AND ANALYSIS OF ROAD FUND INVESTMENTS

The Fund has reviewed its current investment policy in an effort to drive off efficiency within the defined framework of its risk appetite.

The Fund held investments to the value of N\$258 million as at 31 March 2019. The investment trend can be outlined below over the past three years for the Fund. The investments were held in call, money market and fixed-term instruments across various asset managers.



7 PARTICULARS CONCERNING THE ROAD FUND ADMINISTRATION

7.1 Operational and Capital Budget of the Road Fund Administration for the Next Financial Year

This section details the particulars and analysis of the estimated expenditure of the RFA during this Business plan period. The operational and capital budget assumes a lot of activities planned for the coming year that would contribute towards the efficient management of the Road User Charging System (RUCS).

Key initiatives for the operational and capital budget relates to:

- Development and review of the road user charges (RUCs);
- Enhancement of traffic law enforcement operations;
- Investigations and studies on tolling of roads in Namibia, costing and pricing for roadworks;
- Mapping and alignment of the business continuity process;
- Strengthen stakeholder relationships and engagements;
- Continuous Staff Development and Empowerment programmes;
- New corporate identity for the institution (from old RFA logo to new logo);
- Corporate re-branding of CBC Offices and RFA Villages, RFA vehicles, corporate uniforms and stationery;
- Automation of some revenue collection techniques (Mass Distance Charges Charges);
- Development of the Enterprise Resource Planning (ERP) System and Information Communication Technology (ICT) solutions.

Furthermore, the capital budget is committed towards:

- Office establishments at Walvis Bay and Oshakati, due to shortage of office space
- Staff accommodation housing units at Oranjemund
- Adjacent expansion to the RFA Head Office
- Land acquisition and construction of a ONE-Stop NaTIS Centre in Windhoek

7.2 Past and Future Financial Statements of the Road Fund Administration

The Fund realised Revenue of N\$2.50 Billion for the 2019 Financial Year, with expenses being N\$2.3 Billion. Despite tough economic environment, RFA's FY2018/19 performance remain solid and consistent with its approved five-year strategic plan and business plan.

The key highlights attributing to the good performance include:

- Revenue increased year-on-year N\$2.36bn to N\$2.50bn (5.9% increase) complimented by annual RUCS tariff increase
- Fully funded all programmed road maintenance work on national road network as well as urban roads & traffic related law enforcement
- Expenditure on the Road Projects amounted to N\$1.72 billion (2018 N\$1.69 billion) – direct support of economic activity in the road sector
- Completion of 10 RFA staff accommodation housing units at various border posts.

7.3 Management Plan: Organisational Structure and Staffing of the Road Fund Administration

The RFA theme of High-Performance Culture (HPC), as embedded in the organisation's Strategic Plan, embraces the theory of the human capital as the important asset of any institution. It is based on this statement that the RFA continues to engage its employees.

The RFA participated in the *Best Company to Work For* facilitated by Deloitte and achieved the Gold Achievers Award in the Small/Medium size company category for 2019. This is a testimony that RFA continues to create a conducive working environment for its employees.

The conducted survey yielded the following results:

The organisation eventually earned the Gold Achiever Award, in the Small/Medium size company category for 2018 on the *Best Company to Work For* facilitated by Deloitte.

The conducted survey yielded the following results:

- 68.87% self-assessment (benchmark - 64.5%) – Employer Attractiveness category
- 75.08% self-assessment (benchmark of 71.3%) – Employee Engagement category.

For the next five years, the RFA envisage to working to enhance the capability of staff and their engagement as we are cognisant of the fact that a skilled labour force will be able to perform the RFA's internal processes efficiently and effectively, thereby leading to the delivery of excellent service in line with the RFA's vision

Despite economic difficulties the RFA continue to create more jobs and employ Namibians.

Furthermore, the RFA is directly responsible for the administration budget of the Roads Authority and thus creating more jobs through this funding. More jobs are also indirectly created by funding the Local Authorities, Regional and Village Councils.

The RFA staff compliment continue to grow and currently the total staff complement stands at 146 of which 142 are filled. This is an increase of 2.05% in staff complement compared to 2018. The staff complement currently stands at a gender split of 64.1% female to 35.9% male. The staff are represented from average age range of 21 – 52 years.

The Table below displays the staff compliment per Employment Category:

Employment Category	Approved positions	Filled		Vacancies
		Female	Male	
Chief Executive Officer	1	0	1	0
Executives	6	2	3	1
Management & Professional	20	8	11	1
Skilled / Supervisor	31	19	12	0
Administration	87	61	24	2
Labour	1	1	0	0
TOTAL	146	91	51	4

Growing and developing our future leaders remains a key focus area of the RFA and in this respect various leadership development programs will be initiated, with the sole focus on retention and succession.

To achieve this, the following interventions will be undertaken:

- The Retention and Succession Strategy is to be executed to attract and retain the best possible talent to accomplish the mandate.
- The RFA has a vigorous recruitment and selection programme in place that addresses vacancies.
- The organisation will continue to streamline the performance appraisals, with the involvement of all employees. The overall performance indicator of the organisation was 4.0 out of 5 during this financial year.
- The RFA endeavours to manage employee turnover and the current turnover stands at 2.11%.
- RFA is conscious about the Employee Wellness and implementation of employee wellness initiatives are key to the RFA.

Training and development is key for the RFA. As a result, the RFA has three types of assistance for skills development for staff and these are:

- Skills development – this aims to fund employees for short courses which improve their activities for their current jobs.
- Bursaries – this is granted to staff improve their qualifications if this qualification is essential for their current jobs.
- Study loans – this is given to staff to improve their qualifications if it is not a necessity to their current jobs, but employee want to improve their careers.
- The RFA will continue to fund employees in those three areas.

8 GOVERNANCE, LEGAL AND COMPLIANCE

The RFA's success is largely attributed and highly influenced by the adoption of the NAMCode during FY 2016/2017.

Concrete steps have been taken in consolidating the ethos of the NAMCode within the organisation. It has added value to the organisation by providing it with clear delegation of authority frameworks, leadership accountability and certainty in decision-making. This has shaped a more robust interaction between the line Ministry, the Board and Management.

Key initiatives and outcomes for the year under review focused on ensuring adherence to good governance practices as well as ensuring compliance with the Namibian Legislative Framework.

Implementation of the Corporate Governance Framework

Management actively embarked upon implementing the NAMCode during the period under review. Management and the Board are focused on meeting the requirements applicable to the RFA and implementation of performance is therefore reviewed quarterly.

Review of Legal Framework in respect of the RUCs for Potential Improvement and Stakeholder Engagement

Due to changes in the industry, the RFA Act – which has been in existence for more than 18 years – is no longer fully responsive to changes in the industry and will be reviewed. The RFA has embarked on consultations with its stakeholders across all regions of Namibia with the aim of introducing future amendments to the current RFA Act. The purpose of these engagements was to receive input from various stakeholders on the impact of the amendments. This is also an opportunity for stakeholders to present their points of view on the effects of legislation on business.

As an organisation, the RFA strives to ensure that it is a good corporate citizen in terms of compliance with the required laws. Management submits quarterly compliance registers to the Board to highlight high-risk issues.

9 CORPORATE OVERVIEW

9.1 Stakeholder Management and Engagement

The RFA engages with a multitude of stakeholders in the execution of its mandate and committed to its strategic objective of bringing about strong stakeholder engagement across all sectors.

It is a priority for the RFA that its stakeholders have trust and confidence in the organisation. For this reason, the process of identifying and fulfilling stakeholder's expectations, creating platforms and means to communicate with them is managed in a structured and methodical manner.

In alignment with NDP5, Harambee Prosperity Plan and Vision 2030; the RFA participates at strategic fora, which includes Africa Roads Maintenance Funds Association (ARMFA), Namibia Chamber of Commerce and Industry (NCCI), International Road Federation (IRF), Walvis Bay Corridor Group (WBCG) and various road subsector role players regularly.

The Board and Executive Management focused on strengthening and maintaining key stakeholder relations through proactive engagements. This afforded them with the opportunity to share collective views, perceptions, expectations and concerns relating to the RFA's operational context.

In order to attain this strategic objective, the RFA will embark upon interventions to improve the corporate identity and the institutional brand.

Key stakeholder engagements that will receive specific attention will include, *inter alia*, the following:

- Inauguration of the RFA Staff Accommodation at various border posts;
- Formation of strategic alliances through the Public Enterprises (PE) CEO Forum, NCCI, WBCG, Joint RFA and RA Management Committee, ARMFA and the Namibia Working Group for Intelligent Transport Systems;
- Annual stakeholder consultation on the RFA Business Plan;
- Strategic Plan Review and launch of the new Strategic Plan 2019 to 2024;
- Launch of the RFA rebranding;
- Technical Workshop for Traffic Law Enforcement entities;
- Annual General Meeting with the Minister of Finance in collaboration with the Minister of Public Enterprise;
- Participation in the Ongwediva Annual Trade Fair, Keetmanshoop, Erongo Regional Show and the prominent Windhoek Agricultural and Industrial Shows;
- Participation in Road Safety Campaign at selected roadblocks on the national road network with National Road Safety Council and the Motor Vehicle Accident Fund;
- Internal stakeholder engagements, namely greenest RFA Village House Competition;
- Stakeholder engagement session with the four petroleum houses (fuel levy clients);
- Media stakeholder engagement sessions;
- Launch of the Customer Service Charter;
- RFA annual Awards and Staff Year-end Function.

9.2 Code of Ethics

The RFA core values provide the framework which enables the organisation to execute its mission whilst driving towards its vision. These values govern the behaviour of employees within the workplace as well as with all external stakeholders.

In view of the foresaid RFA recognises employees' outstanding performance, through annual prize award recognitions. As part of the PE sector RFA will participate in the Annual SOE games to be hosted in Lüderitz in June 2019.

9.3 Corporate Social Investment

As a responsible Corporate Social Citizen, the RFA will continue to participate in the annual Cycle Classic Rotary Club Windhoek event and the annual Clash Calendar in support of the hearing-impaired children. In addition, RFA will continue to commit itself as a strategic corporate social partner in communities, such as at border post, where it is operational.

9.4 Information Communication Technology's (ICT) Strategic Perspective

The ICT Division made excellent progress towards delivering on its strategic initiatives during 2019/2020 Financial Year. The Division performance highlights over the current year has been as follows:

- Completed the implementation of CCTV Systems at all the RFA border posts offices.
- Completed the Migration of Microsoft Exchange on-premise to Microsoft Exchange Online.
- Revised the ICT Acceptable Use Policy.
- Kicked off with the New ERP implementation project. The project is currently in phase one (1) and is envisaged to complete by the end of the 2020/ 2021 financial year.

Going forward, a number of additional projects have started and are anticipated to run throughout the coming year, the following projects are in initiation phase and will be implemented in the new financial year:

- New ERP Implementation for phases two up to phase five
- Electronic Document and Records Management system
- COBIT 5 Framework for selected principles

Furthermore, the ICT Division and its stakeholders, Roads Authority and the Road Traffic Management Corporation (RTMC) is involved in the enhancement and development of the License Fee Module on the eNaTIS ERP system. The RFA ICT division also envisage to implement an enhanced cloud security solution to protect the organisation's online platforms.

Appendix

Financial Tables of the Business Plan for the Financial Years 2021 to 2025

PROJECTS AND PROGRAMMES TO BE FUNDED INSIDE THE ROAD USER CHARGING SYSTEM			PREVIOUS 2 YEAR REQUEST (Note 1)		PREVIOUS YEAR REQUEST		CURRENT YEAR REQUEST		BUDGET REQUESTS RECEIVED FOR BUSINESS PLAN PERIOD (RFA Act s. 20(2))								Total Amount of Funding - RUCS	Total Co-funding - GRN/Donors
Budget Category / Subcategory / Item	Exp. Class	Funding Responsib.	FY2019		FY2020		FY2021		FY2022		FY2023		FY2024		FY2025		RUCS	GRN/Donors
			RUCS	GRN/Donor	RUCS	GRN/Donor	RUCS	GRN/Donors	RUCS	GRN/Donors	RUCS	GRN/Donors	RUCS	GRN/Donors	RUCS	GRN/Donors		
Budget Headings, Items and Funding Responsibilities			Budget Request Detail of Administrative Expenditure, Projects and Programmes [N\$]															
01 Management of the National Road Network RFA Act s. 17(1)(a)			2,489,628,195	144,848,000	3,115,169,338	622,600,000	2,068,310,052	177,000,000	2,358,757,683	554,000,000	2,307,543,615	318,500,000	2,359,844,199	190,500,000	2,545,877,477	190,500,000	11,640,333,026	1,430,500,000
01.01 RA Administration			538,626,195	0	654,973,630	0	558,630,960	0	653,315,444	0	699,047,526	0	747,980,853	0	800,339,511	0	3,459,314,294	0
NARA2001-M01	Adm	RFA	439,667,195	0	573,112,870	0	529,300,498	0	621,931,849	0	665,467,079	0	712,049,774	0	761,893,258	0	3,290,642,458	0
NARA2004-T01	Proj	RFA	20,000,000	0	2,000,000	0	2,500,000	0	2,675,000	0	2,862,250	0	3,062,608	0	3,276,990	0	14,376,848	0
NARA2004-T02	Proj	RFA	15,850,000	0	16,450,000	0	4,242,000	0	4,538,940	0	4,856,666	0	5,196,633	0	5,560,397	0	24,394,636	0
NARA2009-T01	Proj	RFA	22,109,000	0	39,455,760	0	22,588,462	0	24,169,655	0	25,861,531	0	27,671,838	0	29,608,866	0	129,900,352	0
NARA2018-T03	Adm	RFA	41,000,000	0	23,955,000	0	0	0	0	0	0	0	0	0	0	0	0	0
01.02 Network Planning and Consultation			55,400,000	0	57,826,000	0	41,000,000	0	59,859,027	0	44,375,649	0	46,273,554	0	46,273,554	0	237,781,784	0
NARA2001-M02	Prog	RFA+GRN	55,400,000	0	57,826,000	0	41,000,000	0	59,859,027	0	44,375,649	0	46,273,554	0	46,273,554	0	237,781,784	0
01.03 Roadworks - Maintenance			1,302,000,000	0	1,863,388,219	0	1,126,781,519	0	1,239,459,672	0	1,363,405,638	0	1,499,746,201	0	1,649,720,821	0	6,879,113,851	0
NARA2001-M03	Prog	RFA	525,306,000	0	1,035,580,075	0	735,555,316	0	776,440,848	0	854,084,932	0	939,493,425	0	1,033,442,767	0	4,339,017,288	0
NARA2001-M04	Prog	RFA	647,270,000	0	614,253,871	0	226,129,826	0	248,742,809	0	273,617,090	0	300,978,798	0	331,076,678	0	1,380,545,201	0
NARA2009-M01	Prog	RFA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
NARA2001-M05	Prog	RFA+GRN	129,424,000	0	213,554,273	0	165,096,377	0	214,276,015	0	235,703,616	0	259,273,978	0	285,201,376	0	1,159,551,362	0
01.04 Roadworks - Rehabilitation			447,152,000	144,848,000	465,000,000	622,600,000	285,000,000	177,000,000	290,500,000	346,000,000	144,000,000	190,500,000	6,000,000	188,000,000	0	188,000,000	725,500,000	1,089,500,000
NARA2015-T10	Proj	RFA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
NARA2017-T02	Proj	RFA	150,000,000	0	90,000,000	309,600,000	0	0	0	0	0	0	0	0	0	0	0	
NARA2011-T01	Proj	RFA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
NARA2011-T02	Proj	RFA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
NARA2012-T01	Proj	RFA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
NARA2016-T04	Proj	RFA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
NARA2016-T05	Proj	RFA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
NARA2017-T01	Proj	RFA	25,000,000	0	18,000,000	0	1,500,000	0	0	0	0	0	0	0	0	0	1,500,000	
NARA2015-T02	Proj	RFA	1,000,000	0	1,000,000	0	7,000,000	0	11,000,000	0	1,500,000	0	0	0	0	0	19,500,000	
NARA2018-T01	Proj	RFA	90,000,000	0	77,000,000	104,000,000	109,000,000	77,000,000	109,500,000	48,000,000	2,500,000	2,500,000	0	0	0	0	221,000,000	
NARA2018-T02	Proj	RFA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
NARA2019-T02	Proj	RFA	15,000,000	0	59,000,000	100,000,000	0	0	0	0	0	0	0	0	0	0	0	
NARA2019-T01	Proj	RFA	166,152,000	144,848,000	170,000,000	109,000,000	166,000,000	100,000,000	170,000,000	298,000,000	140,000,000	188,000,000	6,000,000	188,000,000	0	188,000,000	482,000,000	
NARA2020-T02	Proj	RFA	0	0	50,000,000	0	1,500,000	0	0	0	0	0	0	0	0	0	1,500,000	
01.05 Roadworks - Development			0	0	1,000,000	0	2,000,000	0	0	208,000,000	0	128,000,000	0	2,500,000	0	2,500,000	2,000,000	341,000,000
NARA2003-T05	Proj	RFA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
NARA2010-T14	Proj	RFA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
NARA2020-T01	Proj	RFA	0	0	1,000,000	0	2,000,000	0	0	208,000,000	0	128,000,000	0	2,500,000	0	2,500,000	2,000,000	
01.07 Road Management System			43,450,000	0	45,744,000	0	22,859,477	0	25,145,425	0	28,810,000	0	30,789,500	0	30,789,500	0	138,393,902	0
NARA2001-M06	Prog	RFA	43,450,000	0	45,744,000	0	22,859,477	0	25,145,425	0	28,810,000	0	30,789,500	0	30,789,500	0	138,393,902	0
NARA2015-T01	Proj	RFA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
01.08 Overload Control			103,000,000	0	27,237,489	0	32,038,096	0	90,478,115	0	27,904,802	0	29,054,091	0	18,754,091	0	198,229,195	0
NARA2015-T11	Proj	RFA	90,000,000	0	15,000,000	0	20,000,000	0	11,500,000	0	750,000	0	0	0	0	0	32,250,000	
NARA2015-T12	Proj	RFA	0	0	0	0	1,500,000	0	31,500,000	0	750,000	0	0	0	0	0	33,750,000	
NARA2015-T13	Proj	RFA	0	0	0	0	1,500,000	0	31,500,000	0	750,000	0	0	0	0	0	33,750,000	
NARA2001-M07	Prog	RFA	13,000,000	0	12,237,489	0	9,038,096	0	15,978,115	0	25,654,802	0	29,054,091	0	18,754,091	0	98,479,195	
02 Administrative Expenditure of the RFA & RUCS RFA Act s. 17(1)(b)			290,595,000	0	242,050,000	0	252,923,000	0	231,096,450	0	183,310,765	0	165,364,775	0	169,422,340	0	1,002,117,329	0
02.01 RFA Administration Account			112,000,000	0	119,441,000	0	125,923,000	0	135,651,450	0	141,755,765	0	148,134,775	0	154,800,840	0	710,152,829	0
NRFA2001-M01	Adm	RFA	112,000,000	0	119,441,000	0	125,923,000	0	135,651,450	0	141,755,765	0	148,134,775	0	154,800,840	0	710,152,829	
02.02 Road Fund Account			178,595,000	0	122,609,000	0	123,113,000	0	95,445,000	0	41,555,000	0	17,230,000	0	14,621,500	0	291,964,500	0
NRFA2014-T01	Proj	RFA	3,500,000	0	500,000	0	1,700,000	0	9,000,000	0	2,000,000	0	0	0	0	0	12,700,000	
NRFA2014-T02	Proj	RFA	11,520,000	0	7,400,000	0	7,500,000	0	3,500,000	0	1,200,000	0	0	0	0	0	12,200,000	
NRFA2004-T01	Proj	RFA	0	0	2,000,000	0	1,000,000	0	400,000	0	0	0	0	0	0	0	1,400,000	
NRFA2016-M01	Adm	RFA	3,500,000	0	3,000,000	0	2,000,000	0	1,000,000	0	1,000,000	0	1,000,000	0	1,000,000	0	6,000,000	
NRFA2016-M02	Adm	RFA	54,200,000	0	19,150,000	0	34,848,000	0	10,595,000	0	9,705,000	0	8,280,000	0	7,171,500	0	70,599,500	
NRFA2018-T01	Proj	RFA	10,962,000	0	10,776,000	0	5,465,000	0	5,700,000	0	5,500,000	0	5,300,000	0	3,800,000	0	25,765,000	
NRFA2019-T01	Proj	RFA	12,900,000	0	7,000,000	0	10,000,000	0	5,000,000	0	3,000,000	0	0	0	0	0	18,000,000	
NRFA2019-T02	Proj	RFA	65,163,000	0	64,383,000	0	54,400,000	0	60,000,000	0	19,000,000	0	2,500,000	0	2,500,000	0	138,400,000	
NRFA2019-T03	Proj	RFA	850,000	0	500,000	0	0	0	250,000	0	150,000	0	150,000	0	150,000	0	700,000	
NRFA2019-T04	Proj	RFA	16,000,000	0	7,900,000	0	6,200,000	0	0	0	0	0	0	0	0	0	6,200,000	
03 Urban Roads Contributions RFA Act s. 17(1)(c)			186,433,192	0	123,043,263	0	205,414,358	0	225,065,897	0	239,316,621	0	254,983,365	0	271,851,000	0	1,196,631,240	0
03.02 Local Authority Roads			178,362,788	0	113,861,077	0	192,179,152	0	211,075,204	0	224,609,467	0	239,467,723	0	255,649,675	0	1,122,981,221	0
LAAR2005-M01	Prog	RFA	6,512,290	0	462,197	0	4,208,584	0	5,471,159	0	7,112,507	0	9,246,259	0	12,020,137	0	38,058,646	
LAAS2005-M01	Prog	RFA	398,364	0	748,458	0	11,587,349	0	3,973,258	0	4,370,584	0	5,288,406	0	30,027,239	0	5,288,406	
LAAB2005-M01	Prog																	

PROJECTS AND PROGRAMMES TO BE FUNDED INSIDE THE ROAD USER CHARGING SYSTEM			PREVIOUS 2 YEAR REQUEST (Note 1)		PREVIOUS YEAR REQUEST		CURRENT YEAR REQUEST		BUDGET REQUESTS RECEIVED FOR BUSINESS PLAN PERIOD (RFA Act s. 20(2))									
			FY2019		FY2020		FY2021		FY2022		FY2023		FY2024		FY2025		Total Amount of Funding - RUCS	Total Co-funding - GRN/Donors
Budget Category / Subcategory / Item	Exp. Class	Funding Responsib.	RUCS	GRN/Donor	RUCS	GRN/Donor	RUCS	GRN/Donors	RUCS	GRN/Donors	RUCS	GRN/Donors	RUCS	GRN/Donors	RUCS	GRN/Donors		
LAOY2009-M01	Prog	RFA	6,737,000	0	709,900	0	1,054,949	0	1,111,916	0	1,171,959	0	1,235,245	0	1,288,361	0	5,862,429	0
LAON2005-M01	Prog	RFA	1,552,611	0	2,121,164	0	7,237,372	0	7,682,673	0	8,470,147	0	8,066,807	0	8,893,655	0	40,350,654	0
LAOV2005-M01	Prog	RFA	1,538,000	0	2,004,485	0	6,408,824	0	6,796,487	0	7,136,311	0	7,493,126	0	7,867,783	0	35,702,531	0
LAOP2005-M01	Prog	RFA	517,000	0	786,800	0	1,315,814	0	1,386,868	0	1,461,758	0	1,540,693	0	1,606,943	0	7,312,076	0
LAOD2014-M01	Prog	RFA	2,513,117	0	2,978,311	0	5,151,518	0	4,980,570	0	5,102,300	0	5,198,778	0	5,429,935	0	25,863,101	0
LAOS2005-M01	Prog	RFA	3,351,000	0	4,821,000	0	5,815,761	0	6,129,812	0	6,460,822	0	6,809,707	0	7,102,524	0	32,318,626	0
LAOK2010-M01	Prog	RFA	386,000	0	671,000	0	1,087,780	0	1,166,993	0	1,225,343	0	1,286,610	0	1,350,941	0	6,117,667	0
LAOI2005-M01	Prog	RFA	3,807,798	0	3,807,798	0	1,060,535	0	1,117,804	0	1,178,165	0	1,241,786	0	1,295,183	0	5,893,472	0
LAOT2005-M01	Prog	RFA	1,984,000	0	2,709,600	0	4,309,279	0	4,541,980	0	4,787,247	0	5,045,758	0	5,262,726	0	23,946,990	0
LAOU2005-M01	Prog	RFA	759,000	0	1,006,000	0	1,881,443	0	2,007,536	0	2,107,913	0	2,213,308	0	2,323,974	0	10,534,174	0
LAOO2005-M01	Prog	RFA	810,504	0	1,389,530	0	1,599,023	0	1,685,371	0	1,776,381	0	1,872,305	0	1,952,814	0	8,885,894	0
LARE2005-M01	Prog	RFA	2,997,614	0	3,936,398	0	10,836,723	0	11,378,559	0	11,947,487	0	12,544,861	0	13,172,104	0	59,879,733	0
LARA2009-M01	Prog	RFA	435,000	0	780,600	0	3,429,526	0	3,613,658	0	3,794,340	0	3,984,057	0	4,183,260	0	19,004,841	0
LARU2005-M01	Prog	RFA	8,170,072	0	16,569,116	0	7,163,300	0	7,550,118	0	7,957,825	0	8,387,547	0	8,748,212	0	39,807,003	0
LAST2005-M01	Prog	RFA	469,209	0	721,237	0	1,302,686	0	1,443,082	0	1,570,164	0	1,727,181	0	1,899,899	0	7,943,013	0
LASW2005-M01	Prog	RFA	7,613,081	0	7,613,101	0	5,553,948	0	5,853,861	0	6,169,969	0	6,503,148	0	6,782,783	0	30,863,708	0
LATS2005-M01	Prog	RFA	434,791	0	718,869	0	884,880	0	973,368	0	1,070,705	0	1,177,775	0	1,295,553	0	5,402,281	0
LATB2005-M01	Prog	RFA	4,842,740	0	4,842,740	0	3,818,747	0	4,024,960	0	4,242,308	0	4,471,392	0	4,663,608	0	21,221,069	0
LAUS2005-M01	Prog	RFA	3,405,288	0	880,950	0	1,314,549	0	1,385,534	0	1,460,353	0	1,539,212	0	1,605,399	0	7,305,047	0
LAWB2005-M01	Prog	RFA	5,758,151	0	7,027,725	0	8,011,559	0	8,444,184	0	8,900,170	0	9,380,779	0	9,784,152	0	44,520,843	0
LAWK2005-M01	Prog	RFA	79,510,740	0	0	0	0	0	23,123,949	0	23,642,643	0	24,243,345	0	25,285,809	0	96,295,746	0
LAWI2009-M01	Prog	RFA	326,239	0	896,082	0	1,410,889	0	1,481,434	0	1,555,505	0	1,633,281	0	1,714,945	0	7,796,054	0
LABU2016-M01	Prog	RFA	653,873	0	640,230	0	1,392,453	0	1,531,698	0	1,684,868	0	1,853,355	0	2,038,690	0	8,501,065	0
LANE2016-M01	Prog	RFA	423,320	0	823,828	0	1,830,338	0	1,921,855	0	2,017,947	0	2,118,845	0	2,224,787	0	10,113,771	0
LAOG2018-M01	Prog	RFA	298,000	0	640,301	0	457,513	0	494,114	0	518,820	0	544,716	0	571,999	0	2,587,207	0
LATA2018-M01	Prog	RFA	298,000	0	671,000	0	160,683	0	173,538	0	182,215	0	191,325	0	200,892	0	908,653	0
LADI2018-M01	Prog	RFA	335,951	0	299,542	0	943,510	0	1,037,861	0	1,141,647	0	1,255,811	0	1,381,392	0	5,760,221	0
LAOB2018-M01	Prog	RFA	318,000	0	645,400	0	322,983	0	348,822	0	366,263	0	384,576	0	403,805	0	1,826,449	0
03.03 Regional Council Roads			8,070,404	0	9,182,186	0	13,235,206	0	13,990,693	0	14,707,154	0	15,515,641	0	16,201,325	0	73,650,020	0
RCCA2012-M01	Prog	RFA	706,347	0	928,503	0	1,025,375	0	1,080,746	0	1,139,106	0	1,200,618	0	1,252,244	0	5,698,089	0
RCER2012-M01	Prog	RFA	527,240	0	645,762	0	719,207	0	758,044	0	798,979	0	842,123	0	878,335	0	3,996,688	0
RCHA2012-M01	Prog	RFA	359,775	0	668,454	0	927,652	0	1,021,830	0	1,065,390	0	1,166,010	0	1,187,789	0	5,368,671	0
RCKA2011-M01	Prog	RFA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RCKO2012-M01	Prog	RFA	569,904	0	472,500	0	668,771	0	704,885	0	742,949	0	783,068	0	816,740	0	3,716,414	0
RCKW2017-M01	Prog	RFA	622,098	0	600,516	0	667,661	0	703,714	0	741,715	0	781,767	0	815,383	0	3,710,240	0
RCKH2012-M01	Prog	RFA	327,000	0	635,250	0	63,224	0	68,282	0	71,696	0	75,281	0	79,045	0	357,528	0
RCKU2012-M01	Prog	RFA	712,000	0	832,354	0	934,391	0	984,849	0	1,038,030	0	1,094,084	0	1,141,130	0	5,192,484	0
RCOH2012-M01	Prog	RFA	388,435	0	998,023	0	3,315,880	0	3,481,674	0	3,655,758	0	3,838,546	0	4,030,473	0	18,322,332	0
RCOM2012-M01	Prog	RFA	583,000	0	688,814	0	743,919	0	781,115	0	820,170	0	861,179	0	898,210	0	4,104,593	0
RCOI2012-M01	Prog	RFA	362,000	0	602,795	0	993,116	0	1,053,865	0	1,106,558	0	1,161,886	0	1,219,980	0	5,535,405	0
RCOS2012-M01	Prog	RFA	256,800	0	618,200	0	1,390,211	0	1,469,459	0	1,542,932	0	1,620,079	0	1,701,083	0	7,723,764	0
RCOO2011-M01	Prog	RFA	803,805	0	1,013,979	0	1,119,248	0	1,179,687	0	1,243,390	0	1,310,533	0	1,366,886	0	6,219,745	0
RCOT2011-M01	Prog	RFA	1,852,000	0	477,036	0	666,550	0	702,543	0	740,481	0	780,467	0	814,027	0	3,704,067	0
RCZA2019-M01	Prog	RFA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
04 Operation of Traffic Information System RFA Act s. 17(1)(d)			38,000,000	0	162,915,758	0	170,281,568	0	181,824,080	0	194,151,935	0	207,318,751	0	221,381,815	0	974,958,149	0
04.01 Traffic Information System			38,000,000	0	162,915,758	0	170,281,568	0	181,824,080	0	194,151,935	0	207,318,751	0	221,381,815	0	974,958,149	0
NARA2001-M08	Prog	RFA	38,000,000	0	41,000,000	0	37,719,800	0	39,982,988	0	42,381,967	0	44,924,885	0	47,620,378	0	212,630,018	0
NARA2020-M08	Adm	RFA	0	0	121,915,758	0	132,561,768	0	141,841,092	0	151,769,968	0	162,393,866	0	173,761,437	0	762,328,131	0
05 Traffic Law Enforcement and Adjudication RFA Act s. 17(1)(e)			44,565,426	0	59,713,322	0	55,772,742	0	60,372,605	0	55,833,633	0	58,127,806	0	57,815,592	0	287,922,378	0
05.01 Traffic Law Enforcement			44,565,426	0	59,713,322	0	55,772,742	0	60,372,605	0	55,833,633	0	58,127,806	0	57,815,592	0	287,922,378	0
NPOL2009-M01	Prog	RFA	7,749,469	0	11,007,000	0	16,439,140	0	18,939,140	0	12,201,640	0	12,201,640	0	9,801,640	0	69,583,200	0
LAHB2004-M01	Prog	RFA	270,788	0	407,400	0	431,035	0	454,311	0	478,844	0	504,702	0	526,404	0	2,395,296	0
LAKP2004-M01	Prog	RFA	1,220,230	0	3,273,411	0	750,979	0	791,532	0	834,275	0	879,326	0	917,137	0	4,173,248	0
LAOT2010-M01	Prog	RFA	804,498	0	4,769,959	0	1,283,000	0	1,379,000	0	1,468,000	0	1,541,400	0	1,623,400	0	7,294,800	0
LASW2004-M01	Prog	RFA	10,020,881	0	10,964,176	0	12,000,136	0	12,600,142	0	13,230,148	0	13,891,656	0	14,586,239	0	66,308,320	0
LAWB2004-M01	Prog	RFA	5,286,000	0	7,200,													

PROJECTS AND PROGRAMMES TO BE FUNDED OUTSIDE THE ROAD USER CHARGING SYSTEM	PREV. BUDG.	CURR. BUDG.	EXPENDITURE ESTIMATE FOR BUSINESS PLAN PERIOD					
	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Total for 5 Years	
	GRN	GRN	GRN	GRN	GRN	GRN	GRN	
Budget Category / Subcategory / Item			Funding of Projects and Programmes					
Budget Headings, Items and Funding Contributions								
01 Management of the National Road Network	1,717,500,000	3,424,863,000	3,705,965,000	2,451,689,000	933,796,500	757,750,000	11,274,063,500	
01.04 Roadworks - Rehabilitation	1,114,500,000	1,910,000,000	2,388,000,000	1,648,000,000	491,500,000	447,500,000	6,885,000,000	
TR1/6: Windhoek-Okahandja (97km)	349,000,000	266,000,000	370,000,000	370,000,000	33,000,000	2,500,000	1,041,500,000	
TR2/1 Swakopmund - Walvis Bay road rehabilitation (30 km)	1,000,000						0	
TR1/5: Windhoek - Rehoboth, (10km out of 84 km)	0	185,000,000	200,000,000	220,000,000	175,000,000	175,000,000	955,000,000	
TR1/11: Ongwediva - Ondangwa - Omuthiya (142km)	0	195,000,000	260,000,000	210,000,000	210,000,000	210,000,000	1,085,000,000	
TR9/1: Windhoek - HKIA (44km)	275,000,000	624,000,000	914,000,000	624,000,000	11,000,000	0	2,173,000,000	
MR44: Swakopmund - Walvis Bay road upgrading (44km)	260,000,000	326,000,000	365,000,000	150,000,000	2,500,000	0	843,500,000	
TR1/4 Rehoboth - Mariental road rehabilitation, Phase 1(180 km)	0	0	0	0	0	0	0	
Grunau - Keetmanshoop- Mariental road rehabilitation (386 km) (Sect. A: Tses - Gochas (87.8km))	0	0	0	0	0	0	0	
Oshikango by-pass road rehabilitation (20km)	1,500,000	93,000,000	73,000,000	1,500,000	0	0	167,500,000	
Onhuno- Eenhana road rehabilitation (47 km)	0	0	0	0	0	0	0	
T0203: Omaruru - Karibib - Usakos - Arandis - Swakopmund (222 km)	126,000,000	131,000,000	126,000,000	2,500,000	0	0	259,500,000	
MR92: Oshakati-Oshikuku-Outapi-Ruacana (161 km)	2,000,000						0	
Contracts Claims	100,000,000	90,000,000	80,000,000	70,000,000	60,000,000	60,000,000	360,000,000	
01.05 Roadworks - Development	603,000,000	1,514,863,000	1,317,965,000	803,689,000	442,296,500	310,250,000	4,389,063,500	
Paved Roads:	559,000,000	1,157,108,000	640,500,000	402,500,000	311,500,000	308,000,000	2,819,608,000	
MR91: Gobabis- Aminuis- Aranos(245 km) (N\$1,240,952,576.39)	80,000,000	372,000,000	122,000,000	13,000,000	1,000,000	0	508,000,000	
Gobabis - Otjinene - Grootfontein :231 km(N\$1,097,377,511.54)	36,000,000	38,000,000	1,500,000	0	0	0	39,500,000	
MR 121: Eenhana - Oshigambo:48.3km (N\$203,648,459.39)	0	0	0	0	0	0	0	
DR 3603: Onayena - Okankolo:23 km (N\$114,411,157.93)	0	0	0	0	0	0	0	
MR125: Liselo - Linyanti - Kongola:205km(N\$860,498,979.75)	0	0	0	0	0	0	0	
DR3611 Oshikuku- Okalongo (Wa Kasamane Gate):8km (N\$ 38,561,701.49)	0	0	0	0	0	0	0	
MR118: Oranjemund- Roshpinah: 100km (N\$614,478,940.76)	0	0	0	0	0	0	0	
DR 3608: Omafo- Ongenga- Outapi: 98 km (N\$852,546,044)	0	0	0	0	0	0	0	
MR67: Omakange- Ruacana: 85 km (N\$532,034,888.35)	0	0	0	0	0	0	0	
DR3609: Oshakati - Ongenga:37km(N\$196,409,470)	0	0	0	0	0	0	0	
MR59&MR112: Okahandja- Otjizondou- Okondjatu road upgrading (180km)	0	0	0	0	0	0	0	
MR115: Okakarara-Okondjatu (100 km)	0	0	0	0	0	0	0	
TR10/2: Phase 1 and 2 Rundu-Elundu- Eenhana Upgrading to Bitumen Standards (25 km)	0	0	0	0	0	0	0	
Swakopmund- Henties Bay- Kamanjab road upgrading 402 km(134 km phase 1)	313,000,000	416,108,000	258,000,000	308,000,000	308,000,000	308,000,000	1,598,108,000	
Upgrading of Omaruru-Karibib – Usakos – Swakopmund (222km) to 2+1 Cross Section	0	0	0	0	0	0	0	
Upgrading of 1635 Du Plessis Plaas – 1688 Epukiro Post 3 to Bitumen (47km)	0	0	0	0	0	0	0	
TR/12 Oshikango via Odibo - TR10/2 Ohengobe Road Upgrading (35.8)	0	0	0	0	0	0	0	
Construction and Tarring of the road from Opuwo to Epupa	0	0	0	0	0	0	0	
Construction and Tarring of the road from Opuwo to Sesfontein	0	0	0	0	0	0	0	
Ngoma-Muyako-Bukalo Road upgrading to bitumen standards (55km)	0	0	0	0	0	0	0	
MR27: Keetmanshoop-Aroab-Klein Menasse upgrading (204km)	0	0	0	0	0	0	0	
Divundu-Muhembo road upgrading to bitumen standards (32.3km)	0	0	0	0	0	0	0	
DR3063 Onathing- Onayena (10km)	0	5,000,000	38,000,000	2,500,000	0	0	45,500,000	
MR121 Onethindi-Oshigambo (23km)	0	0	0	0	0	0	0	
DR 3508:Namalubi-Isize - Sifuha - Malindi - Luhonono (Schuckmannsburg)upgrading to bitumen standard (55km)	60,000,000	260,000,000	60,000,000	0	0	0	320,000,000	
MR120: Onunho - Endola - Okatana road upgrading + (Dual Carriageway) (36km + 4km)	70,000,000	60,000,000	2,000,000	0	0	0	62,000,000	
MR 121: Eenhana - Oshigambo: 48.3km (N\$203,648,459.39)	0	0	0	0	0	0	0	
Oshakati - Ondombe	0	0	0	0	0	0	0	
Tsandi - Onesi - Epalela upgrading (48km)	0	6,000,000	159,000,000	79,000,000	2,500,000	0	246,500,000	
Gravel Roads:	6,000,000	181,755,000	526,465,000	357,939,000	130,796,500	2,250,000	1,199,205,500	
DR3524 Ngoma - Nakabolelwa: 18km (N\$52,899,627.56)	0	0	0	0	0	0	0	
DR3524 Ngoma - Nakabolelwa-Kasika Phase 2: 30km	0	30,000,000	32,000,000	22,000,000	2,000,000	0	86,000,000	
Tjova (TR8/4) - Divayi: 24.7km(N\$40,566,804.07)	0	0	0	0	0	0	0	
Kamupupu - Mbururu: 19.9km (N\$28,982,605.16)	0	0	0	0	0	0	0	
DR3649 Onelulago - Epembe -DR3602: 42km(N\$59,661,901.28)	0	0	0	0	0	0	0	

PROJECTS AND PROGRAMMES TO BE FUNDED OUTSIDE THE ROAD USER CHARGING SYSTEM	PREV. BUDG.	CURR. BUDG.	EXPENDITURE ESTIMATE FOR BUSINESS PLAN PERIOD					
	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	Total for 5 Years	
	GRN	GRN	GRN	GRN	GRN	GRN	GRN	
Budget Category / Subcategory / Item			Funding of Projects and Programmes					
Budget Headings, Items and Funding Contributions								
DR3673 Omuthiya - Onanke: 33.4km (N\$ 44,801,459.99)	0	0	0	0	0	0	0	
DR3657: Oshapapa (Oshali) - Epumbu: 33km (N\$47,775,824.02)	0	0	0	0	0	0	0	
Onayena -(Onankali) Omahenge: 24.4km (N\$51,376,652.64)	0	0	0	0	0	0	0	
Amwaanda - Omutambo Maowe gravel road construction (111km)	0	0	0	0	0	0	0	
Masokotwani (MR125) -Machita gravel road construction (32km)	0	2,500,000	2,000,000	0	0	0	4,500,000	
Okathitu - MR123 road gravelling (12km)	0	9,000,000	161,000,000	99,000,000	3,000,000	0	272,000,000	
TR10/2 Oupili - Onkumbula gravel road construction (40km)	0	1,000,000	3,500,000	0	0	0	4,500,000	
DR3650: Onakalunga-Epinga gravel road construction (12km)	1,000,000	10,750,000	1,000,000	0	0	0	11,750,000	
Endola - Eembo gravel road construction (19km)	0	15,000,000	5,000,000	1,000,000	0	0	21,000,000	
Mpora (TR8/3) - Bravo - TR15/1 gravel road construction (137km)	0	2,000,000	57,000,000	48,000,000	33,810,000	1,500,000	142,310,000	
DR4107: Ongwediva- Endola gravel road construction (17 km)	0	0	0	0	0	0	0	
DR3671: Onamutai-Ongwediva	0	0	0	0	0	0	0	
DR3424: Mungunda (TR8/4) - Shakambu gravel road construction (36.6km)	0	3,500,000	68,000,000	36,500,000	2,000,000	0	110,000,000	
DR3672: TR1/11 - Mangetti West quarantine camp gravel road const Phase 2 (50 Km)	0	47,500,000	55,000,000	28,000,000	700,000	0	131,200,000	
TR10/2: Enyana - Olukula (47.4km)	0	1,000,000	5,000,000	12,000,000	18,747,500	0	36,747,500	
MR15/1: Tsintsabis - DR3444: Gava (130km)	0	4,500,000	37,500,000	53,500,000	65,000,000	750,000	161,250,000	
Uukwiyuushona (DR3605) -Ompundja gravel road construction (35.5km)	5,000,000	1,000,000	38,000,000	28,000,000	750,000	0	67,750,000	
DR3654: Omuthiya - Elambo (DR3630) gravel road construction (48.8km)	0	2,000,000	20,000,000	20,000,000	0	0	42,000,000	
TR 102 Omukukutu - Ombothe gravel road construction	0	0	0	0	0	0	0	
Ohneileiwa - Onedute gravel road construction (12km)	0	6,000,000	11,660,000	5,500,000	650,000	0	23,810,000	
DR3624: TR 10/2 - Omundaungilo gravel road construction (16km)	0	9,005,000	7,805,000	4,139,000	4,139,000	0	25,088,000	
DR3678: Ondjungulume-Uuvudhiya-Eengombe-Opona (30km)	0	0	0	0	0	0	0	
DR3545 & DR357: Impalila Island Road (20 km)	0	37,000,000	22,000,000	300,000	0	0	59,300,000	
Labour-based Roads:	38,000,000	160,000,000	139,000,000	41,250,000	0	0	370,250,000	
MR111 Epato (MR111) - Onkani (Onaushe): 46km (N\$66,836,508.12)	0	0	0	0	0	0	0	
Uukwiyuushona -Omuntele (Amilema): 80.7km (N\$61,458,862.35)	0	0	0	0	0	0	0	
Eembahu (TR10/2) - Oshiweda :32km(N\$ 58,551,023.64)	0	0	0	0	0	0	0	
Etomba (DR3639) - Omundaungilo: 71km	0	0	0	0	0	0	0	
TR15/1 - Luwaya (50km)	0	0	0	0	0	0	0	
DR3619: Onaanda - Otamanzi (28km)	0	2,000,000	15,000,000	20,000,000	0	0	37,000,000	
DR3662: Tsandi (MR123) - lipanda school (28km)	3,000,000	62,000,000	23,000,000	1,250,000	0	0	86,250,000	
DR3622: Omukukutu - Omboloka (25km)	0	41,000,000	36,000,000	0	0	0	77,000,000	
Access Roads to Schools and Clinics	30,000,000	50,000,000	45,000,000	0	0	0	95,000,000	
MR 92 (Ombathi) - MR111 (Epato) gravel road construction (32.7)	0	0	0	0	0	0	0	
Lizauli-Sachona	0	0	0	0	0	0	0	
Roving Betterment Unit	0	0	0	0	0	0	0	
Maintenance of Roads: Flood Damaged Infrastructure Repair	0	0	0	0	0	0	0	
DR3624: Omundaungilo - Omboloka (86km)	5,000,000	5,000,000	20,000,000	20,000,000	0	0	45,000,000	
DR3625: Ncaute - Karakuvisa gravel road construction	0	0	0	0	0	0	0	
DR3446: Cassava refugee camp TR8/3 - Elavi (TR15/1)	0	0	0	0	0	0	0	
DR3469: Matende (TRO/1) - Elago	0	0	0	0	0	0	0	
Manyando - Charlie Cutline	0	0	0	0	0	0	0	
DR3445: Mpungu - Oshimolo Extension	0	0	0	0	0	0	0	
Elavi - Namsira	0	0	0	0	0	0	0	
DR3470: Rooidag - Kanu Vlei	0	0	0	0	0	0	0	
Harapembbe - Charlie Cutline	0	0	0	0	0	0	0	
Mbururu - Caliwako Extension	0	0	0	0	0	0	0	
Bridges:	0	16,000,000	12,000,000	2,000,000	0	0	30,000,000	
Construction of bridges linking Okahandja to Ovitoto	0	0	0	0	0	0	0	
Construction of Oute Bridge - Opuwo to Etanga road	0	16,000,000	12,000,000	2,000,000	0	0	30,000,000	
Grand Total	1,717,500,000	3,424,863,000	3,705,965,000	2,451,689,000	933,796,500	757,750,000	11,274,063,500	

NOTE: This table has been prepared from latest information provided by the Roads Authority. Funding is entirely provided by and amendments are at the discretion of the Government of the Republic of Namibia.

PROJECTS AND PROGRAMMES TO BE FUNDED INSIDE THE ROAD USER CHARGING SYSTEM			PREVIOUS DETERMINATION		AMOUNT OF FUNDING DETERMINATION FOR BUSINESS PLAN PERIOD - INCLUDING COST ESCALATION ESTIMATE (RFA Act s. 20(4)(a))										TOTAL BUS. PLAN PERIOD		TOTAL - PROJECTS ONLY	
Budget Category / Subcategory / Item	Exp. Class	Funding Responsib.	Pre-FY2021 (Projects only)		FY2021		FY2022		FY2023		FY2024		FY2025		Total Amount of Funding - RUCS	Total Co-funding - GRN/Donors	Total Amount of Funding - RUCS	Total Co-funding - GRN/Donors
			RUCS	GRN/Donors	RUCS	GRN/Donors	RUCS	GRN/Donors	RUCS	GRN/Donors	RUCS	GRN/Donors	RUCS	GRN/Donors				
Budget Headings, Items and Funding Responsibilities																		
01 Management of the National Road Network RFA Act s. 17(1)(a)			537,905,760	109,000,000	2,068,308,000	177,000,000	2,358,758,000	554,000,000	2,307,545,000	318,500,000	2,359,846,000	190,500,000	2,545,878,000	190,500,000	11,640,335,000	1,430,500,000	1,533,828,760	1,539,500,000
01.01 RA Administration			57,905,760	0	558,630,000	0	653,316,000	0	699,048,000	0	747,982,000	0	800,339,000	0	3,459,315,000	0	226,578,760	0
NARA2001-M01	Adm	RFA	0	0	529,300,000	0	621,932,000	0	665,467,000	0	712,050,000	0	761,893,000	0	3,290,642,000	0	0	0
NARA2004-T01	Proj	RFA	2,000,000	0	2,500,000	0	2,675,000	0	2,862,000	0	3,063,000	0	3,277,000	0	14,377,000	0	16,377,000	0
NARA2004-T02	Proj	RFA	16,450,000	0	4,242,000	0	4,539,000	0	4,857,000	0	5,197,000	0	5,560,000	0	24,395,000	0	40,845,000	0
NARA2009-T01	Proj	RFA	39,455,760	0	22,588,000	0	24,170,000	0	25,862,000	0	27,672,000	0	29,609,000	0	129,901,000	0	169,356,760	0
NARA2018-T03	Adm	RFA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
01.02 Network Planning and Consultation			0	0	41,000,000	0	59,859,000	0	44,376,000	0	46,274,000	0	46,274,000	0	237,783,000	0	0	0
NARA2001-M02	Prog	RFA+GRN	0	0	41,000,000	0	59,859,000	0	44,376,000	0	46,274,000	0	46,274,000	0	237,783,000	0	0	0
01.03 Roadworks - Maintenance			0	0	1,126,781,000	0	1,239,460,000	0	1,363,406,000	0	1,499,746,000	0	1,649,721,000	0	6,879,114,000	0	0	0
NARA2001-M03	Prog	RFA	0	0	735,555,000	0	776,441,000	0	854,085,000	0	939,493,000	0	1,033,443,000	0	4,339,017,000	0	0	0
NARA2001-M04	Prog	RFA	0	0	226,130,000	0	248,743,000	0	273,617,000	0	300,979,000	0	331,077,000	0	1,380,546,000	0	0	0
NARA2009-M01	Prog	RFA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NARA2001-M05	Prog	RFA+GRN	0	0	165,096,000	0	214,276,000	0	235,704,000	0	259,274,000	0	285,201,000	0	1,159,551,000	0	0	0
01.04 Roadworks - Rehabilitation			465,000,000	109,000,000	285,000,000	177,000,000	290,500,000	346,000,000	144,000,000	190,500,000	6,000,000	188,000,000	0	188,000,000	725,500,000	1,089,500,000	1,190,500,000	1,198,500,000
NARA2015-T10	Proj	RFA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NARA2017-T02	Proj	RFA	90,000,000	0	0	0	0	0	0	0	0	0	0	0	0	0	90,000,000	0
NARA2011-T01	Proj	RFA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NARA2011-T02	Proj	RFA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NARA2012-T01	Proj	RFA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NARA2016-T04	Proj	RFA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NARA2016-T05	Proj	RFA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NARA2017-T01	Proj	RFA	18,000,000	0	1,500,000	0	0	0	0	0	0	0	0	0	1,500,000	0	19,500,000	0
NARA2015-T02	Proj	RFA	1,000,000	0	7,000,000	0	11,000,000	0	1,500,000	0	0	0	0	0	19,500,000	0	20,500,000	0
NARA2018-T01	Proj	RFA	77,000,000	0	109,000,000	77,000,000	109,500,000	48,000,000	2,500,000	2,500,000	0	0	0	221,000,000	127,500,000	298,000,000	127,500,000	
NARA2018-T02	Proj	RFA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NARA2019-T02	Proj	RFA	59,000,000	0	0	0	0	0	0	0	0	0	0	0	0	0	59,000,000	0
NARA2019-T01	Proj	RFA	170,000,000	109,000,000	166,000,000	100,000,000	170,000,000	298,000,000	140,000,000	188,000,000	6,000,000	188,000,000	0	188,000,000	482,000,000	962,000,000	652,000,000	1,071,000,000
NARA2020-T02	Proj	RFA	50,000,000	0	1,500,000	0	0	0	0	0	0	0	0	0	1,500,000	0	51,500,000	0
01.05 Roadworks - Development			0	0	2,000,000	0	0	208,000,000	0	128,000,000	0	2,500,000	0	2,500,000	2,000,000	341,000,000	2,000,000	341,000,000
NARA2003-T05	Proj	RFA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NARA2010-T14	Proj	RFA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NARA2020-T01	Proj	RFA	0	0	2,000,000	0	0	208,000,000	0	128,000,000	0	2,500,000	0	2,500,000	2,000,000	341,000,000	2,000,000	341,000,000
01.07 Road Management System			0	0	22,859,000	0	25,145,000	0	28,810,000	0	30,790,000	0	30,790,000	0	138,394,000	0	0	0
NARA2001-M06	Prog	RFA	0	0	22,859,000	0	25,145,000	0	28,810,000	0	30,790,000	0	30,790,000	0	138,394,000	0	0	0
NARA2015-T01	Proj	RFA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
01.08 Overload Control			15,000,000	0	32,038,000	0	90,478,000	0	27,905,000	0	29,054,000	0	18,754,000	0	198,229,000	0	114,750,000	0
NARA2015-T11	Proj	RFA	15,000,000	0	20,000,000	0	11,500,000	0	750,000	0	0	0	0	0	32,250,000	0	47,250,000	0
NARA2015-T12	Proj	RFA	0	0	1,500,000	0	31,500,000	0	750,000	0	0	0	0	0	33,750,000	0	33,750,000	0
NARA2015-T13	Proj	RFA	0	0	1,500,000	0	31,500,000	0	750,000	0	0	0	0	0	33,750,000	0	33,750,000	0
NARA2001-M07	Prog	RFA	0	0	9,038,000	0	15,978,000	0	25,655,000	0	29,054,000	0	18,754,000	0	98,479,000	0	0	0
02 Administrative Expenditure of the RFA & RUCS RFA Act s. 17(1)(b)			98,459,000	0	252,923,000	0	231,096,000	0	183,311,000	0	165,365,000	0	169,423,000	0	1,002,118,000	0	313,824,000	0
02.01 RFA Administration Account			0	0	129,810,000	0	135,651,000	0	141,756,000	0	148,135,000	0	154,801,000	0	710,153,000	0	0	0
NRFA2001-M01	Adm	RFA	0	0	129,810,000	0	135,651,000	0	141,756,000	0	148,135,000	0	154,801,000	0	710,153,000	0	0	0
02.02 Road Fund Account			98,459,000	0	123,113,000	0	95,445,000	0	41,555,000	0	17,230,000	0	14,622,000	0	291,965,000	0	313,824,000	0
NRFA2014-T01	Proj	RFA	500,000	0	1,700,000	0	9,000,000	0	2,000,000	0	0	0	0	0	12,700,000	0	13,200,000	0
NRFA2014-T02	Proj	RFA	7,400,000	0	7,500,000	0	3,500,000	0	1,200,000	0	0	0	0	0	12,200,000	0	19,600,000	0
NRFA2004-T01	Proj	RFA	0	0	1,000,000	0	400,000	0	0	0	0	0	0	0	1,400,000	0	1,400,000	0
NRFA2016-M01	Adm	RFA	0	0	2,000,000	0	1,000,000	0	1,000,000	0	1,000,000	0	1,000,000	0	6,000,000	0	0	0
NRFA2016-M02	Adm	RFA	0	0	34,848,000	0	10,595,000	0	9,705,000	0	8,280,000	0	7,172,000	0	70,600,000	0	0	0
NRFA2018-T01	Proj	RFA	10,776,000	0	5,465,000	0	5,700,000	0	5,300,000	0	5,300,000	0	3,800,000	0	25,765,000	0	36,541,000	0
NRFA2019-T01	Proj	RFA	7,000,000	0	10,000,000	0	5,000,000	0	3,000,000	0	0	0	0	0	18,000,000	0	25,000,000	0
NRFA2019-T02	Proj	RFA	64,383,000	0	54,400,000	0	60,000,000	0	19,000,000	0	2,500,000	0	2,500,000	0	138,400,000	0	202,783,000	0
NRFA2019-T03	Proj	RFA	500,000	0	0	0	250,000	0	150,000	0	150,000	0	150,000	0	700,000	0	1,200,000	0
NRFA2019-T04	Proj	RFA	7,900,000	0	6,200,000	0	0	0	0	0	0	0	0	0	6,200,000	0	14,100,000	0
03 Urban Roads Contributions RFA Act s. 17(1)(c)			0	0	205,416,000	0	225,069,000	0	239,315,000	0	254,987,000	0	271,851,000	0	1,196,638,000	0	0	0
03.02 Local Authority Roads			0	0	192,181,000	0	211,077,000	0	229,471,000	0	239,471,000	0	255,651,000	0	1,122,988,000	0	0	0
LAAR2005-M01	Prog	RFA	0	0	4,209,000	0	5,471,000	0	7,113,000	0	9,246,000	0	12,020,000	0	38,059,000	0	0	0
LAAS2005-M01	Prog	RFA	0	0	11,587,000	0	3,973,000	0	4,371,000	0	4,808,000	0	5,288,000	0	30,027,000	0	0	0
LAAB2005-M01	Prog	RFA	0	0	2,572,000	0	2,314,000	0	2,546,000	0	2,800,000	0	3,080,000	0	13,312,000	0	0	0
LABA2006-M01	Prog	RFA	0	0	1,353,000	0	1,489,000	0	1,637,000	0	1,801,000	0	1,981,000	0	8,261,000	0	0	0
LABE2009-M01	Prog	RFA	0	0	1,626,000	0	1,789,000	0	1,968,000	0	2,164,000	0	2,381,000	0	9,928,000	0	0	0
LAEE2005-M01	Prog	RFA	0	0	3,345,000	0	3,555,000	0	3,733,000	0	3,920,000	0	4,116,000	0	18,669,000	0	0	0
LAGN2005-M01	Prog	RFA	0	0	11,868,000	0	4,169,000	0	4,586,000	0	5,045,000	0	5,549,000	0	31,217,000	0	0	0
LAGO2005-M01	Prog	RFA	0	0	8,843,000	0	9,285,000	0	9,749,000	0	10,237,000	0	10,748,000	0	48,8			

PROJECTS AND PROGRAMMES TO BE FUNDED INSIDE THE ROAD USER CHARGING SYSTEM Budget Category / Subcategory / Item	Exp. Class	Funding Responsib.	PREVIOUS DETERMINATION		AMOUNT OF FUNDING DETERMINATION FOR BUSINESS PLAN PERIOD - INCLUDING COST ESCALATION ESTIMATE (RFA Act s. 20(4)(a))										TOTAL BUS. PLAN PERIOD		TOTAL - PROJECTS ONLY	
			Pre-FY2021 (Projects only)		FY2021		FY2022		FY2023		FY2024		FY2025		Total Amount of Funding - RUCS	Total Co-funding - GRN/Donors	Total Amount of Funding - RUCS	Total Co-funding - GRN/Donors
			RUCS	GRN/Donors	RUCS	GRN/Donors	RUCS	GRN/Donors	RUCS	GRN/Donors	RUCS	GRN/Donors	RUCS	GRN/Donors				
LAOY2009-M01	Prog	RFA	0	0	1,055,000	0	1,112,000	0	1,172,000	0	1,235,000	0	1,288,000	0	1,351,000	0	5,862,000	0
LAON2005-M01	Prog	RFA	0	0	7,237,000	0	7,683,000	0	8,067,000	0	8,470,000	0	8,894,000	0	9,311,000	0	40,351,000	0
LAOV2005-M01	Prog	RFA	0	0	6,409,000	0	6,796,000	0	7,136,000	0	7,493,000	0	7,868,000	0	8,254,000	0	35,702,000	0
LAOP2005-M01	Prog	RFA	0	0	1,316,000	0	1,387,000	0	1,462,000	0	1,541,000	0	1,620,000	0	1,700,000	0	7,313,000	0
LAOD2014-M01	Prog	RFA	0	0	5,152,000	0	4,981,000	0	5,102,000	0	5,199,000	0	5,430,000	0	5,561,000	0	25,864,000	0
LAOS2005-M01	Prog	RFA	0	0	5,816,000	0	6,130,000	0	6,461,000	0	6,810,000	0	7,103,000	0	7,406,000	0	32,320,000	0
LAOK2010-M01	Prog	RFA	0	0	1,088,000	0	1,167,000	0	1,225,000	0	1,287,000	0	1,351,000	0	1,415,000	0	6,118,000	0
LAOI2005-M01	Prog	RFA	0	0	1,061,000	0	1,118,000	0	1,178,000	0	1,242,000	0	1,295,000	0	1,351,000	0	5,894,000	0
LAOT2005-M01	Prog	RFA	0	0	4,309,000	0	4,542,000	0	4,787,000	0	5,046,000	0	5,263,000	0	5,497,000	0	23,947,000	0
LAOU2005-M01	Prog	RFA	0	0	1,881,000	0	2,008,000	0	2,108,000	0	2,213,000	0	2,324,000	0	2,434,000	0	10,534,000	0
LAOO2005-M01	Prog	RFA	0	0	1,599,000	0	1,685,000	0	1,776,000	0	1,872,000	0	1,953,000	0	2,039,000	0	8,885,000	0
LARE2005-M01	Prog	RFA	0	0	10,837,000	0	11,379,000	0	11,947,000	0	12,545,000	0	13,172,000	0	13,811,000	0	59,880,000	0
LARA2009-M01	Prog	RFA	0	0	3,430,000	0	3,794,000	0	3,984,000	0	4,183,000	0	4,383,000	0	4,583,000	0	19,005,000	0
LARU2005-M01	Prog	RFA	0	0	7,163,000	0	7,550,000	0	7,958,000	0	8,388,000	0	8,748,000	0	9,127,000	0	39,807,000	0
LAST2005-M01	Prog	RFA	0	0	1,303,000	0	1,443,000	0	1,570,000	0	1,727,000	0	1,900,000	0	2,083,000	0	7,943,000	0
LASW2005-M01	Prog	RFA	0	0	5,554,000	0	5,854,000	0	6,170,000	0	6,503,000	0	6,783,000	0	7,083,000	0	30,864,000	0
LATS2005-M01	Prog	RFA	0	0	885,000	0	973,000	0	1,071,000	0	1,178,000	0	1,296,000	0	1,423,000	0	5,403,000	0
LATB2005-M01	Prog	RFA	0	0	3,819,000	0	4,025,000	0	4,242,000	0	4,471,000	0	4,664,000	0	4,864,000	0	21,221,000	0
LAUS2005-M01	Prog	RFA	0	0	1,315,000	0	1,386,000	0	1,460,000	0	1,539,000	0	1,605,000	0	1,684,000	0	7,305,000	0
LAWB2005-M01	Prog	RFA	0	0	8,012,000	0	8,444,000	0	8,900,000	0	9,381,000	0	9,784,000	0	10,207,000	0	44,521,000	0
LAWK2005-M01	Prog	RFA	0	0	0	0	23,124,000	0	23,643,000	0	24,243,000	0	25,286,000	0	26,363,000	0	96,296,000	0
LAWI2009-M01	Prog	RFA	0	0	1,411,000	0	1,481,000	0	1,556,000	0	1,633,000	0	1,715,000	0	1,800,000	0	7,996,000	0
LABU2016-M01	Prog	RFA	0	0	1,392,000	0	1,532,000	0	1,685,000	0	1,853,000	0	2,039,000	0	2,239,000	0	8,501,000	0
LANE2016-M01	Prog	RFA	0	0	1,830,000	0	1,922,000	0	2,018,000	0	2,119,000	0	2,225,000	0	2,336,000	0	10,114,000	0
LAOG2018-M01	Prog	RFA	0	0	458,000	0	494,000	0	519,000	0	545,000	0	572,000	0	600,000	0	2,588,000	0
LATA2018-M01	Prog	RFA	0	0	161,000	0	174,000	0	182,000	0	191,000	0	201,000	0	211,000	0	909,000	0
LADI2018-M01	Prog	RFA	0	0	944,000	0	1,038,000	0	1,142,000	0	1,256,000	0	1,381,000	0	1,516,000	0	5,761,000	0
LAOB2018-M01	Prog	RFA	0	0	323,000	0	366,000	0	404,000	0	442,000	0	480,000	0	518,000	0	1,827,000	0
03.03 Regional Council Roads					13,235,000	0	13,992,000	0	14,707,000	0	15,516,000	0	16,200,000	0	16,950,000	0	73,650,000	0
RCCA2012-M01	Prog	RFA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RCER2012-M01	Prog	RFA	0	0	1,025,000	0	1,081,000	0	1,139,000	0	1,201,000	0	1,252,000	0	1,309,000	0	5,698,000	0
RCHA2012-M01	Prog	RFA	0	0	719,000	0	758,000	0	799,000	0	842,000	0	878,000	0	919,000	0	3,996,000	0
RCKA2011-M01	Prog	RFA	0	0	928,000	0	1,022,000	0	1,065,000	0	1,166,000	0	1,188,000	0	1,291,000	0	5,369,000	0
RCKO2012-M01	Prog	RFA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RCKW2017-M01	Prog	RFA	0	0	669,000	0	705,000	0	743,000	0	783,000	0	817,000	0	857,000	0	3,717,000	0
RCKE2017-M01	Prog	RFA	0	0	668,000	0	704,000	0	742,000	0	782,000	0	815,000	0	854,000	0	3,711,000	0
RCKH2012-M01	Prog	RFA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RCKU2012-M01	Prog	RFA	0	0	63,000	0	68,000	0	72,000	0	75,000	0	79,000	0	83,000	0	357,000	0
RCOH2012-M01	Prog	RFA	0	0	934,000	0	985,000	0	1,038,000	0	1,094,000	0	1,141,000	0	1,190,000	0	5,192,000	0
RCOM2012-M01	Prog	RFA	0	0	3,316,000	0	3,482,000	0	3,656,000	0	3,839,000	0	4,030,000	0	4,231,000	0	18,323,000	0
RCOI2012-M01	Prog	RFA	0	0	744,000	0	781,000	0	820,000	0	861,000	0	898,000	0	939,000	0	4,104,000	0
RCOS2012-M01	Prog	RFA	0	0	993,000	0	1,054,000	0	1,107,000	0	1,162,000	0	1,220,000	0	1,280,000	0	5,536,000	0
RCOO2011-M01	Prog	RFA	0	0	1,390,000	0	1,469,000	0	1,543,000	0	1,620,000	0	1,701,000	0	1,784,000	0	7,223,000	0
RCOT2011-M01	Prog	RFA	0	0	1,119,000	0	1,243,000	0	1,311,000	0	1,311,000	0	1,367,000	0	1,427,000	0	6,220,000	0
RCZA2019-M01	Prog	RFA	0	0	667,000	0	703,000	0	740,000	0	780,000	0	814,000	0	854,000	0	3,704,000	0
04 Operation of Traffic Information System RFA Act s. 17(1)(d)					170,282,000	0	181,824,000	0	194,152,000	0	207,319,000	0	221,381,000	0	235,802,000	0	974,958,000	762,328,000
04.01 Traffic Information System					170,282,000	0	181,824,000	0	194,152,000	0	207,319,000	0	221,381,000	0	235,802,000	0	974,958,000	762,328,000
NARA2001-M08	Prog	RFA	0	0	37,720,000	0	39,983,000	0	42,382,000	0	44,925,000	0	47,620,000	0	50,463,000	0	212,630,000	0
NARA2020-M08	Adm	RFA	0	0	132,562,000	0	141,841,000	0	151,770,000	0	162,394,000	0	173,761,000	0	185,339,000	0	762,328,000	762,328,000
05 Traffic Law Enforcement and Adjudication RFA Act s. 17(1)(e)					55,773,000	0	60,373,000	0	55,834,000	0	58,128,000	0	57,815,000	0	57,815,000	0	287,923,000	0
05.01 Traffic Law Enforcement					55,773,000	0	60,373,000	0	55,834,000	0	58,128,000	0	57,815,000	0	57,815,000	0	287,923,000	0
NPOL2009-M01	Prog	RFA	0	0	16,439,000	0	18,939,000	0	22,202,000	0	26,000,000	0	29,802,000	0	33,694,000	0	143,076,000	0
LAHB2004-M01	Prog	RFA	0	0	431,000	0	454,000	0	479,000	0	505,000	0	526,000	0	549,000	0	2,395,000	0
LAKP2004-M01	Prog	RFA	0	0	751,000	0	792,000	0	834,000	0	879,000	0	917,000	0	957,000	0	4,173,000	0
LAOT2010-M01	Prog	RFA	0	0	1,283,000	0	1,379,000	0	1,468,000	0	1,541,000	0	1,623,000	0	1,706,000	0	7,294,000	0
LASW2004-M01	Prog	RFA	0	0	12,000,000	0	12,600,000	0	13,230,000	0	13,892,000	0	14,586,000	0	15,306,000	0	66,308,000	0
LAWB2004-M01	Prog	RFA	0	0	2,800,000	0	2,951,000	0	3,110,000	0	3,278,000	0	3,419,000	0	3,570,000	0	15,558,000	0
LAWK2004-M01	Prog	RFA	0	0	21,352,000	0	22,505,000	0	23,720,000	0	25,001,000	0	26,076,000	0	27,000,000	0	118,654,000	0
LAMK2020-M01	Prog	RFA	0	0	717,000	0	753,000	0	791,000	0	830,000	0	866,000	0	900,000	0	3,957,000	0
06 Vehicle Testing Stations and Driving Testing RFA Act s. 17(1)(f)					83,800,000	5,000,000	91,028,000	5,300,000	67,270,000	5,618,000	14,529,000	5,955,000	4,797,000	6,312,000	261,424,000	28,185,000	261,424,000	28,185,000
06.01 Vehicle and Driving Testing					83,800,000	5,000,000	91,028,000	5,300,000	67,270,000	5,618,000	14,529,000	5,955,000	4,797,000	6,312,000	261,424,000	28,185,000	261,424,000	28,185,000
NARA2001-M10	Prog	RFA+GRN	0	0	83,800,000	5,000,000	91,028,000	5,300,000	67,270,000	5,618,000	14,529,000	5,955,000	4,797,000	6,312,000	261,424,000	28,185,000	261,424,000	28,185,000
<																		

PROJECTS AND PROGRAMMES TO BE FUNDED INSIDE THE ROAD USER CHARGING SYSTEM			PAST 2 YEAR ACTUAL		PREV YEAR APPROVED BPlan		CURRENT YEAR APPROVED BPlan		MANNER OF FUNDING DETERMINATION FOR BUSINESS PLAN PERIOD - INCLUDING COST ESCALATION ESTIMATE (RFA Act s. 20(4)(b))									
Budget Category / Subcategory / Item	Exp. Class	Funding Responsib.	FY2019		FY2020		FY2021		FY2022		FY2023		FY2024		FY2025		Total for 5 Years	
			RUCS	GRN/Donor	RUCS	GRN/Donor	RUCS	GRN/Donors	RUCS	GRN/Donors	RUCS	GRN/Donors	RUCS	GRN/Donors	RUCS	GRN/Donors	RUCS	GRN/Donors
Budget Headings, Items and Funding Responsibilities			Funding Summary of Projects, Programmes, Administrative Expenditure and Financing Instruments (including estimated cost escalation) [N\$]															
01 - 08, 12 - 14: Adjusted Total Administrative, Projects and Programmes Expenditure			2,236,387,298	1	2,153,265,445	0	2,346,908,219	192,000,000	2,307,620,220	579,300,000	2,017,273,030	324,118,000	2,000,428,969	196,455,000	2,016,414,927	196,812,000	10,688,645,365	1,488,685,000
01 - 08, 12 - 14: Total Specified Administrative, Projects and Programmes Expenditure			2,014,912,234	1	2,153,265,445	0	2,346,908,219	192,000,000	2,307,620,220	579,300,000	2,017,273,030	324,118,000	2,000,428,969	196,455,000	2,016,414,927	196,812,000	10,688,645,365	1,488,685,000
Adjustment: Estimated current year transfers to Roads Authority, not specified otherwise (Note 1)			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Adjustment: Estimated current year expenditure - Other (Note 1)			221,475,064	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
09 Financing of Loans assigned by GRN RFA Act s. 17(1)(j)			960,735		0		0		0		0		0		0		0	
09.01 Capital redemption			0		0		0		0		0		0		0		0	
NRFA2001-M03 KfW 2009 Loan Capital			0		0		0		0		0		0		0		0	
09.02 Interest & Other Charges			960,735		0		0		0		0		0		0		0	
NRFA2001-M04 KfW 2009 Loan Charges			960,735		0		0		0		0		0		0		0	
10 Financing of Loans obtained by RFA RFA Act s. 17(1)(j)			95,254,504		109,829,291		106,078,000		156,035,000		150,144,000		142,694,000		135,244,000		690,195,000	
10.01 Capital redemption			47,092,096		47,092,000		47,092,000		97,804,000		97,804,000		97,804,000		97,804,000		438,308,000	
NRFA2001-M05 RFA16 Loan Stock Capital			0		0		0		0		0		0		0		0	
NRFA2016-M05 KfW 2015 Loan Capital			47,092,096		47,092,000		47,092,000		47,092,000		47,092,000		47,092,000		47,092,000		235,460,000	
NRFA2017-M05 KfW 2017 Loan Capital			0		0		0		50,712,000		50,712,000		50,712,000		50,712,000		202,848,000	
10.02 Interest & Other Charges			48,162,408		62,737,291		58,986,000		58,231,000		52,340,000		44,890,000		37,440,000		251,887,000	
NRFA2001-M06 RFA16 Loan Stock Charges			0		0		0		0		0		0		0		0	
NRFA2016-M06 KfW 2015 Loan Charges			33,105,781		29,503,754		25,750,000		22,072,000		18,394,000		14,751,000		11,038,000		92,005,000	
NRFA2017-M05 KfW 2017 Loan Charges			15,056,627		33,233,537		33,236,000		36,159,000		33,946,000		30,139,000		26,402,000		159,882,000	
11 Financing of Reserve Fund RFA Act s. 17(1)(j) & 17(1)(k)			0		15,000,000		15,000,000		15,810,000		16,663,740		27,563,582		29,052,015		104,089,337	
11.01 Capital transfers to reserves			0		15,000,000		15,000,000		15,810,000		16,663,740		27,563,582		29,052,015		104,089,337	
Deposits to Reserve Fund			0		15,000,000		15,000,000		15,810,000		16,663,740		27,563,582		29,052,015		104,089,337	
Deposits to RFA Loan Stock Sinking Fund			0		0		0		0		0		0		0		0	
GRAND TOTAL OF EXPENDITURE INSIDE THE ROAD USER CHARGING SYSTEM (incl. adjustments where appl.)			2,332,602,537	1	2,278,094,736	0	2,467,986,219	192,000,000	2,479,465,220	579,300,000	2,184,080,770	324,118,000	2,170,686,551	196,455,000	2,180,710,943	196,812,000	11,482,929,702	1,488,685,000
Budget Headings, Items and Funding Responsibilities			Funding Detail of Administrative Expenditure, Projects and Programmes (including estimated cost escalation) [N\$]															
01 Management of the National Road Network RFA Act s. 17(1)(a)			1,723,865,972	0	1,667,403,157	0	1,693,988,224	177,000,000	1,666,138,027	564,000,000	1,502,157,915	318,500,000	1,504,842,811	190,500,000	1,512,745,428	190,500,000	7,879,872,406	1,440,500,000
01.01 RA Administration			N/A	0	368,150,452	0	385,778,224	0	396,652,597	0	410,535,438	0	424,904,178	0	439,775,824	0	2,057,646,261	0
NARA2001-M01 RA Administration Operations			N/A	0	328,136,247	0	362,151,224	0	374,826,517	0	387,945,445	0	401,523,536	0	415,576,859	0	1,942,023,581	0
NARA2004-T01 RA Head Office Development			N/A	0	2,000,000	0	0	0	0	0	0	0	0	0	0	0	0	0
NARA2004-T02 RA Regional Offices Devel. & Maint.			N/A	0	4,742,000	0	2,539,000	0	0	0	0	0	0	0	0	0	2,539,000	0
NARA2009-T01 RA IT Systems Development			N/A	0	19,456,000	0	21,088,000	0	21,826,080	0	22,589,993	0	23,380,643	0	24,198,965	0	113,083,680	0
NARA2018-T03 RA Post Retirement Medical Benefits			N/A	0	13,816,205	0	0	0	0	0	0	0	0	0	0	0	24,198,965	0
01.02 Network Planning and Consultation			N/A	0	25,985,000	0	32,300,000	0	32,544,100	0	29,196,746	0	29,196,746	0	29,196,746	0	152,434,338	0
NARA2001-M02 Network Planning and Consultation			N/A	0	25,985,000	0	32,300,000	0	32,544,100	0	29,196,746	0	29,196,746	0	29,196,746	0	152,434,338	0
01.03 Roadworks - Maintenance			N/A	0	1,131,626,216	0	1,049,713,000	0	1,033,078,000	0	906,635,000	0	933,862,295	0	989,042,545	0	4,912,330,840	0
NARA2001-M03 Unpaved Road Maintenance			N/A	0	667,550,814	0	674,637,000	0	674,637,000	0	663,637,000	0	690,864,295	0	746,044,545	0	3,450,819,840	0
NARA2001-M04 Paved Road Maintenance			N/A	0	356,075,402	0	230,980,000	0	213,345,000	0	122,994,000	0	152,994,000	0	152,994,000	0	873,307,000	0
NARA2009-M01 Structures maintenance and repair works			N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
NARA2001-M05 Miscellaneous Road Maintenance			N/A	0	108,000,000	0	144,096,000	0	144,096,000	0	120,004,000	0	90,004,000	0	90,004,000	0	588,204,000	0
01.04 Roadworks - Rehabilitation			N/A	0	104,000,000	0	181,300,000	177,000,000	165,150,000	356,000,000	118,500,000	190,500,000	47,500,000	188,000,000	2,500,000	188,000,000	514,950,000	1,099,500,000
NARA2015-T10 TR1/6: Windhoek Okahandja road rehab. Section 3 (Phase I, 10km)			N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
NARA2017-T02 TR1/6: Windhoek Okahandja road rehab. (Phase II : Sect 4A, 28km)			N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
NARA2011-T01 Bridge no. 157 on TR1/4: Rehoboth Mariental			N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
NARA2011-T02 Bridge no. 2312 on TR1/4: Rehoboth Mariental			N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
NARA2012-T01 Bridge no. 158 on MR 1/4: Rehoboth Mariental			N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
NARA2016-T04 TR8/4: Rundu road safety improvements			N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
NARA2016-T05 MR120 Oshakati - Okatana (4.4 km) rehab.			N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
NARA2017-T01 TR2/2: Road over Rail Bridge, Swakopmund			N/A	0	18,000,000	0	1,500,000	0	0	0	0	0	0	0	0	0	1,500,000	
NARA2015-T02 Bridge no. 250 on DR120: Homs River Bridge, Warmbad			N/A	0	1,000,000	0	7,000,000	0	10,000,000	0	1,500,000	0	0	0	0	0	18,500,000	
NARA2018-T01 TR10/2: Eenhana - Onhuno road rehabilitation (47 km)			N/A	0	35,000,000	0	0	77,000,000	48,000,000	0	2,500,000	0	0	0	0	0	127,500,000	
NARA2018-T02 TR2/3: Omaruru - Karibib - Usakos - Arandis - Swakopmund (222 km)			N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
NARA2019-T02 TR2/3: Omaruru - Karibib (61 km)			N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
NARA2019-T01 TR1/3: Keetmanshoop - Mariental (Sect. A: Tses - Gochas) (87.8km)			N/A	0	0	0	171,300,000	100,000,000	155,150,000	308,000,000	117,000,000	188,000,000	47,500,000	188,000,000	2,500,000	188,000,000	493,450,000	972,000,000
NARA2020-T02 TR8/2: Grootfontein urban carriageway (3km)			N/A	1	50,000,000	0	1,500,000	0	0	0	0	0	0	0	0	0	1,500,000	
01.05 Roadworks - Development			N/A	0	0	0	2,000,000	0	0	208,000,000	0	128,000,000	0	2,500,000	0	2,500,000	2,000,000	341,000,000
NARA2003-T05 MR120: Onunho - Endola - Okatana road upgrading (36km)			N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
NARA2010-T14 DR 3615: Onamutuku - Oshikuku road upgrading (16km)			N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
NARA2020-T01 DR 3403: Divundu - Muhembo road upgrading (32.3km)			N/A	0	0	0	2,000,000	0	208,000,000	0	128,000,000	0	2,500,000	0	2,500,000	2,000,000	341,000,000	
01.07 Road Management System			N/A	0	27,404,000	0	21,859,000	0	21,859,000	0	21,859,000	0	21,859,000	0	21,859,000	0	109,295,000	
NARA2001-M06 Road Management System			N/A	0	27,404,000	0	21,859,000	0	21,859,000	0	21,859,000	0	21,859,000	0	21,859,000	0	109,295,000	
NARA2015-T01 RMS Development Project			N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
01.08 Overload Control			N/A	0	10,237,489	0	21,038,000	0	16,854,330	0	15,431,732	0	47,520,592	0	30,371,313	0	131,215,967	
NARA2015-T11 Weighbridge: Keetmanshoop			N/A	0	0	0	9,000,000	0	7,500,000	0	5,750,000	0	0	0	0	0	22,250,000	
NARA2015-T12 Weighbridge: Otjiwarongo/ Otavi			N/A	0	N/A	0	1,500,000	0	0	0	0	0	18,750,000	0	10,000,000	0	30,250,000	
NARA2015-T13 Weighbridge: Rundu			N/A	0	N/A	0	1,500,000	0	0									

PROJECTS AND PROGRAMMES TO BE FUNDED INSIDE THE ROAD USER CHARGING SYSTEM			PAST 2 YEAR ACTUAL		PREV YEAR APPROVED BPlan		CURRENT YEAR APPROVED BPlan		MANNER OF FUNDING DETERMINATION FOR BUSINESS PLAN PERIOD - INCLUDING COST ESCALATION ESTIMATE (RFA Act s. 20(4)(b))										
			FY2019		FY2020		FY2021		FY2022		FY2023		FY2024		FY2025		Total for 5 Years		
Budget Category / Subcategory / Item	Exp. Class	Funding Responsib.	RUCS	GRN/Donor	RUCS	GRN/Donor	RUCS	GRN/Donors	RUCS	GRN/Donors	RUCS	GRN/Donors	RUCS	GRN/Donors	RUCS	GRN/Donors	RUCS	GRN/Donors	
LAGO2005-M01	Gobabis Municipality	Prog	RFA	N/A	0	3,832,800	0	3,448,800	0	3,448,800	0	3,103,920	0	3,103,920	0	3,103,920	0	16,209,360	0
LAGS2005-M01	Gochas Village	Prog	RFA	N/A	0	834,600	0	751,140	0	751,140	0	676,026	0	676,026	0	676,026	0	3,530,358	0
LAGR2005-M01	Grootfontein Municipality	Prog	RFA	N/A	0	2,991,300	0	2,692,170	0	2,692,170	0	2,422,953	0	2,422,953	0	2,422,953	0	12,653,199	0
LAHN2009-M01	Helao Nafidi Town	Prog	RFA	N/A	0	2,636,400	0	2,372,760	0	2,372,760	0	2,135,484	0	2,135,484	0	2,135,484	0	11,151,972	0
LAHB2005-M01	Henties Bay Municipality	Prog	RFA	N/A	0	1,249,000	0	1,124,100	0	1,124,100	0	1,011,690	0	1,011,690	0	1,011,690	0	5,283,270	0
LAKD2005-M01	Kalkrand Village	Prog	RFA	N/A	0	834,600	0	751,140	0	751,140	0	676,026	0	676,026	0	676,026	0	3,530,358	0
LAKB2005-M01	Kamanjab Village	Prog	RFA	N/A	0	834,600	0	751,140	0	751,140	0	676,026	0	676,026	0	676,026	0	3,530,358	0
LAKG2005-M01	Karasburg Municipality	Prog	RFA	N/A	0	1,130,800	0	1,017,720	0	1,017,720	0	915,948	0	915,948	0	915,948	0	4,783,284	0
LAKA2005-M01	Karibib Municipality	Prog	RFA	N/A	0	1,406,900	0	1,266,210	0	1,266,210	0	1,139,589	0	1,139,589	0	1,139,589	0	5,951,187	0
LAKM2005-M01	Katima Mulilo Town	Prog	RFA	N/A	0	4,471,000	0	4,023,900	0	4,023,900	0	3,621,510	0	3,621,510	0	3,621,510	0	18,912,330	0
LAKP2005-M01	Keetmanshoop Municipality	Prog	RFA	N/A	0	3,195,100	0	2,875,590	0	2,875,590	0	2,588,031	0	2,588,031	0	2,588,031	0	13,515,273	0
LAKX2005-M01	Khorixas Town	Prog	RFA	N/A	0	1,470,300	0	1,323,270	0	1,323,270	0	1,190,943	0	1,190,943	0	1,190,943	0	6,219,369	0
LAKS2009-M01	Koes Village	Prog	RFA	N/A	0	919,100	0	827,190	0	827,190	0	744,471	0	744,471	0	744,471	0	3,887,793	0
LAL2005-M01	Leonardoville Village	Prog	RFA	N/A	0	817,700	0	735,930	0	735,930	0	662,337	0	662,337	0	662,337	0	3,458,871	0
LALZ2005-M01	Luderitz Town	Prog	RFA	N/A	0	3,022,500	0	2,720,250	0	2,720,250	0	2,448,225	0	2,448,225	0	2,448,225	0	12,785,175	0
LAME2005-M01	Maitahe Village	Prog	RFA	N/A	0	817,700	0	735,930	0	735,930	0	662,337	0	662,337	0	662,337	0	3,458,871	0
LAML2005-M01	Marietal Municipality	Prog	RFA	N/A	0	2,290,600	0	2,061,540	0	2,061,540	0	1,855,386	0	1,855,386	0	1,855,386	0	9,689,238	0
LANK2009-M01	Nkurenkuru Town	Prog	RFA	N/A	0	898,300	0	808,470	0	808,470	0	727,623	0	727,623	0	727,623	0	3,799,809	0
LAOJ2005-M01	Okahandja Municipality	Prog	RFA	N/A	0	3,246,347	0	2,921,712	0	2,921,712	0	2,629,541	0	2,629,541	0	2,629,541	0	13,732,048	0
LAOH2009-M01	Okahao Town	Prog	RFA	N/A	0	950,900	0	855,810	0	855,810	0	770,229	0	770,229	0	770,229	0	4,022,307	0
LAOA2005-M01	Okakarara Town	Prog	RFA	N/A	0	1,417,000	0	1,275,300	0	1,275,300	0	1,147,770	0	1,147,770	0	1,147,770	0	5,993,910	0
LAOM2005-M01	Omaruru Municipality	Prog	RFA	N/A	0	1,749,800	0	1,574,820	0	1,574,820	0	1,417,338	0	1,417,338	0	1,417,338	0	7,401,654	0
LAOY2009-M01	Omuthiya Village	Prog	RFA	N/A	0	1,000,900	0	900,810	0	900,810	0	810,729	0	810,729	0	810,729	0	4,233,807	0
LAON2005-M01	Ondangwa Town	Prog	RFA	N/A	0	2,600,000	0	2,340,000	0	2,340,000	0	2,106,000	0	2,106,000	0	2,106,000	0	10,998,000	0
LAOV2005-M01	Ongwediva Town	Prog	RFA	N/A	0	2,564,900	0	2,308,410	0	2,308,410	0	2,077,569	0	2,077,569	0	2,077,569	0	10,849,527	0
LAOP2005-M01	Opuwo Town	Prog	RFA	N/A	0	1,248,400	0	1,123,560	0	1,123,560	0	1,011,204	0	1,011,204	0	1,011,204	0	5,280,732	0
LAOD2014-M01	Oranjemund Town	Prog	RFA	N/A	0	3,610,600	0	3,249,540	0	3,249,540	0	2,924,586	0	2,924,586	0	2,924,586	0	15,272,838	0
LAOS2005-M01	Oshakati Town	Prog	RFA	N/A	0	5,517,800	0	4,966,020	0	4,966,020	0	4,469,418	0	4,469,418	0	4,469,418	0	23,340,294	0
LAOK2010-M01	Oshikuku Village	Prog	RFA	N/A	0	951,500	0	856,350	0	856,350	0	770,715	0	770,715	0	770,715	0	4,024,845	0
LAOI2005-M01	Otavi Village	Prog	RFA	N/A	0	1,006,200	0	905,580	0	905,580	0	815,022	0	815,022	0	815,022	0	4,256,226	0
LAOT2005-M01	Otiwarongo Municipality	Prog	RFA	N/A	0	4,088,500	0	3,679,650	0	3,679,650	0	3,311,685	0	3,311,685	0	3,311,685	0	17,294,355	0
LAOU2005-M01	Outapi Town	Prog	RFA	N/A	0	1,376,600	0	1,238,940	0	1,238,940	0	1,115,046	0	1,115,046	0	1,115,046	0	5,823,018	0
LAOO2005-M01	Outjo Municipality	Prog	RFA	N/A	0	1,517,100	0	1,365,390	0	1,365,390	0	1,228,851	0	1,228,851	0	1,228,851	0	6,417,333	0
LARE2005-M01	Rehoboth Town	Prog	RFA	N/A	0	3,343,800	0	3,009,420	0	3,009,420	0	2,708,478	0	2,708,478	0	2,708,478	0	14,144,274	0
LARA2009-M01	Ruacana Village	Prog	RFA	N/A	0	1,190,600	0	1,071,540	0	1,071,540	0	964,386	0	964,386	0	964,386	0	5,036,238	0
LARU2005-M01	Rundu Town	Prog	RFA	N/A	0	6,796,300	0	6,116,670	0	6,116,670	0	5,505,003	0	5,505,003	0	5,505,003	0	28,748,349	0
LAST2005-M01	Stampriet Village	Prog	RFA	N/A	0	919,100	0	827,190	0	827,190	0	744,471	0	744,471	0	744,471	0	3,887,793	0
LASW2005-M01	Swakopmund Municipality	Prog	RFA	N/A	0	5,269,400	0	4,742,460	0	4,742,460	0	4,268,214	0	4,268,214	0	4,268,214	0	22,289,562	0
LATS2005-M01	Tses Village	Prog	RFA	N/A	0	919,100	0	827,190	0	827,190	0	744,471	0	744,471	0	744,471	0	3,887,793	0
LATB2005-M01	Tsumeb Municipality	Prog	RFA	N/A	0	3,623,100	0	3,260,790	0	3,260,790	0	2,934,711	0	2,934,711	0	2,934,711	0	15,325,713	0
LAUS2005-M01	Usakos Municipality	Prog	RFA	N/A	0	1,247,200	0	1,122,480	0	1,122,480	0	1,010,232	0	1,010,232	0	1,010,232	0	5,275,656	0
LAWB2005-M01	Walvis Bay Municipality	Prog	RFA	N/A	0	7,601,100	0	6,840,990	0	6,840,990	0	6,156,891	0	6,156,891	0	6,156,891	0	32,152,653	0
LAWK2005-M01	Windhoek Municipality	Prog	RFA	N/A	0	0	0	15,000,000	0	15,000,000	0	13,500,000	0	13,500,000	0	13,500,000	0	70,500,000	0
LAWI2009-M01	Witvlei Village	Prog	RFA	N/A	0	874,900	0	787,410	0	787,410	0	708,669	0	708,669	0	708,669	0	3,700,827	0
LABU2016-M01	Bukalo Village	Prog	RFA	N/A	0	812,500	0	731,250	0	731,250	0	658,125	0	658,125	0	658,125	0	3,436,875	0
LANE2016-M01	Otjinene Village	Prog	RFA	N/A	0	812,500	0	731,250	0	731,250	0	658,125	0	658,125	0	658,125	0	3,436,875	0
LAOG2018-M01	Okongo Village	Prog	RFA	N/A	0	912,500	0	821,250	0	821,250	0	739,125	0	739,125	0	739,125	0	3,859,875	0
LATA2018-M01	Tsandi Village	Prog	RFA	N/A	0	912,500	0	821,250	0	821,250	0	739,125	0	739,125	0	739,125	0	3,859,875	0
LADI2018-M01	Divundu Village	Prog	RFA	N/A	0	712,500	0	641,250	0	641,250	0	577,125	0	577,125	0	577,125	0	3,013,875	0
LAOB2018-M01	Onipa Town	Prog	RFA	N/A	0	1,019,000	0	917,100	0	917,100	0	825,390	0	825,390	0	825,390	0	4,310,370	0
03.03 Regional Council Roads				N/A	0	9,445,948	0	8,501,353	0	8,501,353	0	7,651,218	0	7,651,218	0	7,651,218	0	39,956,360	0
RCCA2012-M01	Caprivi Settlements	Prog	RFA	N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RCER2012-M01	Erongo Settlements	Prog	RFA	N/A	0	972,842	0	875,558	0	875,558	0	788,002	0	788,002	0	788,002	0	4,115,122	0
RCHA2012-M01	Hardap Settlements	Prog	RFA	N/A	0	682,360	0	614,124	0	614,124	0	552,712	0	552,712	0	552,712	0	2,886,383	0
RCKA2011-M01	Karas Settlements	Prog	RFA	N/A	0	648,210	0	583,389	0	583,389	0	525,050	0	525,050	0	525,050	0	2,741,928	0
RCKO2012-M01	Kavango Settlements	Prog	RFA	N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RCKW2017-M01	Kavango West Settlements	Prog	RFA	N/A	0	634,508	0	571,057	0	571,057	0	513,951	0	513,951	0	513,951	0	2,683,969	0
RCKE2017-M01	Kavango East Settlements	Prog	RFA	N/A	0	633,454	0	570,109	0	570,109	0	513,098	0	513,098	0	513,098	0	2,679,510	0
RCKH2012-M01	Khomas Settlements	Prog	RFA	N/A	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
RCKU2012-M01	Kunene Settlements	Prog	RFA	N/A	0	637,670	0	573,903	0	573,903	0	516,513	0	516,513	0	516,513	0	2,697,344	0
RCOH2012-M01	Ohangwena Settlements	Prog	RFA	N/A	0	886,519	0	797,867	0	797,867	0	718,080	0	718,080	0	718,080	0	3,749,975	0
RCOM2012-M01	Omaheke Settlements	Prog	RFA	N/A	0	639,778	0	575,800	0	575,800	0	518,220	0	518,220	0	518,220	0	2,706,261	0
RCOI2012-M01	Omusati Settlements	Prog	RFA	N/A	0	726,206	0	653,585	0	653,585	0	588,227	0	588,227	0	588,227	0	3,071,851	0
RCOS2012-M01	Oshana Settlements	Prog	RFA	N/A	0	638,724	0	574,852	0	574,852	0	517,366	0	517,366	0	517,366	0	2,701,803	0

PROJECTS AND PROGRAMMES TO BE FUNDED INSIDE THE ROAD USER CHARGING SYSTEM			PAST 2 YEAR ACTUAL		PREV YEAR APPROVED BPlan		CURRENT YEAR APPROVED BPlan		MANNER OF FUNDING DETERMINATION FOR BUSINESS PLAN PERIOD - INCLUDING COST ESCALATION ESTIMATE (RFA Act s. 20(4)(b))									
Budget Category / Subcategory / Item	Exp. Class	Funding Responsib.	FY2019		FY2020		FY2021		FY2022		FY2023		FY2024		FY2025		Total for 5 Years	
			RUCS	GRN/Donor	RUCS	GRN/Donor	RUCS	GRN/Donors	RUCS	GRN/Donors	RUCS	GRN/Donors	RUCS	GRN/Donors	RUCS	GRN/Donors	RUCS	GRN/Donors
12 Compensation for RA Damage Liability RFA Act s. 17(1)(l)			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12.01 Compensation for RA Damage Liability			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NRFA2001-M10	Adm	RFA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Compensation for RA Damage Liabilities																		
13 Insurance against Damage Liability RFA Act s. 17(1)(m)			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13.01 Insurance against Damage Liability			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
NRFA2001-M08	Adm	RFA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Insurance against Damage liability																		
14 Other Expenditure Approved by Minister RFA Act s. 17(1)(n)			0	0	0	0	40,000,000	10,000,000	40,000,000	10,000,000	0	0	0	0	0	0	80,000,000	20,000,000
14.01 Expenditure Approved by Minister			0	0	0	0	40,000,000	10,000,000	40,000,000	10,000,000	0	0	0	0	0	0	80,000,000	20,000,000
NRFA2001-M09	Prog	RFA	0	0	0	0	40,000,000	10,000,000	40,000,000	10,000,000	0	0	0	0	0	0	80,000,000	20,000,000
Other Expenditure approved by Minister (Maint. of Etosha Roads)																		
Total Specified Expenditure			2,014,912,234	1	2,153,265,445	0	2,346,908,219	192,000,000	2,307,620,220	579,300,000	2,017,273,030	324,118,000	2,000,428,969	196,455,000	2,016,414,927	196,812,000	31,575,185,059	3,338,370,000

NOTES:

(1) The adjustment is required due to: (i) previous projects/programmes not continued in this BP; (ii) expenditure data for individual projects/programmes not available from RA and RFA accounting systems, and therefore accounted for as a lump sum.

SUMMARY ESTIMATE OF REVENUE INSIDE THE ROAD USER CHARGING SYSTEM			PREVIOUS 2 YEAR ACTUAL		PREVIOUS YEAR ESTIMATE		CURRENT YEAR ESTIMATE		ESTIMATE FOR BUSINESS PLAN PERIOD									
Budget Category / Subcategory / Item	RFA Act Sec.	Funding	FY2019		FY2020		FY2021		FY2022		FY2023		FY2024		FY2025		Total for 5 Years	
			RUCS	GRN/Donor	RUCS	GRN/Donor	RUCS	GRN/Donor	RUCS	GRN/Donor	RUCS	GRN/Donor	RUCS	GRN/Donor	RUCS	GRN/Donor	RUCS	GRN/Donor
Revenue from Road User Charges			2,210,969,766		2,314,748,620		2,199,957,750		2,182,209,630		2,156,708,300		2,142,862,620		2,151,732,770		10,833,471,070	
Revenue from Fuel Levies Collected (nett after refunds)	18(1)(d)	RFA	1,208,890,647		1,279,684,620		1,183,470,750		1,186,804,630		1,180,033,300		1,182,346,620		1,204,843,770		5,937,499,070	
Revenue from Vehicle License Fees	18(1)(c)	RFA	710,195,618		728,136,000		720,127,000		699,739,000		681,535,000		665,516,000		651,682,000		3,418,599,000	
Revenue from Entry Fees	18(1)(b)	RFA	137,420,557		144,906,000		129,053,000		127,068,000		124,936,000		122,835,000		120,734,000		624,626,000	
Revenue from Mass-Distance Charges	18(1)(a)	RFA	142,114,488		149,644,000		154,682,000		155,973,000		157,579,000		159,540,000		161,848,000		789,622,000	
Revenue from Abnormal Load Charges	18(1)(a)	RFA	12,348,456		11,122,000		11,344,000		11,344,000		11,344,000		11,344,000		11,344,000		56,720,000	
Revenue from Road Carriers Permits	0	RFA	0		1,256,000		1,281,000		1,281,000		1,281,000		1,281,000		1,281,000		6,405,000	
Additional Revenue Inside the Road User Charging System			37,361,101	0	67,546,191	0	268,477,500	192,000,000	297,677,500	579,300,000	28,000,000	324,118,000	29,000,000	196,455,000	30,000,000	196,812,000	653,155,000	1,488,685,000
Sale of Assets of the RFA	16(1)(c)	RFA	0		0		0		0		0		0		0		0	
Sale of Assets of the RA	16(1)(d)	RFA	0		0		0		0		0		0		0		0	
Returns on Investments / (Overdraft costs)	16(1)(e)	RFA, GRN	35,672,242		32,000,000		27,600,000		26,800,000		28,000,000		29,000,000		30,000,000		141,400,000	0
Monies appropriated by Parliament	16(1)(b)	GRN, KFW	0	0	0	0	0	192,000,000	579,300,000	324,118,000	29,000,000	196,455,000	30,000,000	196,812,000	196,812,000	1,488,685,000	0	
Loans obtained by the RFA	16(1)(b)	RFA	0		0		240,877,500		240,877,500		0		0		0		481,755,000	
Compensation for damaging of roads	16(1)(h)	RFA	0		0		0		0		0		0		0		0	
Fines for contravention of overloading	16(1)(i)	RFA	0		0		0		0		0		0		0		0	
From any other source (KFW interest)	16(1)(j)	RFA	1,688,859	0	35,546,191	0	0	0	0	0	0	0	0	0	0	0	0	0
Drawings on Road Fund Reserve Investments	17(1)(k)	RFA	0		0		0		30,000,000		0		0		0		30,000,000	
GRAND TOTAL REVENUE INSIDE THE ROAD USER CHARGING SYSTEM			2,248,330,867	0	2,382,294,811	0	2,468,435,250	192,000,000	2,479,887,130	579,300,000	2,184,708,300	324,118,000	2,171,862,620	196,455,000	2,181,732,770	196,812,000	11,486,626,070	1,488,685,000
SUMMARY ESTIMATE OF EXPENSE INSIDE THE ROAD USER CHARGING SYSTEM			PREVIOUS 2 YEAR ACTUAL		PREVIOUS YEAR ESTIMATE		CURRENT YEAR ESTIMATE		ESTIMATE FOR BUSINESS PLAN PERIOD									
01 Management of the National Road Network	17(1)(a)		0	0	1,667,403,157	0	1,693,988,224	177,000,000	1,666,138,027	564,000,000	1,502,157,915	318,500,000	1,504,842,811	190,500,000	1,512,745,428	190,500,000	7,879,872,406	1,440,500,000
01.01 RA Administration		RFA	N/A	0	368,150,452	0	385,778,224	0	396,652,597	0	410,535,438	0	424,904,178	0	439,775,824	0	2,057,646,261	0
01.02 Network Planning and Consultation		RFA + GRN	N/A	0	25,985,000	0	32,300,000	0	32,544,100	0	29,196,746	0	29,196,746	0	29,196,746	0	152,434,338	0
01.03 Roadworks - Maintenance		RFA + GRN	N/A	0	1,131,626,216	0	1,049,713,000	0	1,033,078,000	0	906,635,000	0	933,862,295	0	989,042,545	0	4,912,330,840	0
01.04 Roadworks - Rehabilitation		RFA	N/A	0	104,000,000	0	181,300,000	177,000,000	165,150,000	356,000,000	118,500,000	190,500,000	47,500,000	188,000,000	2,500,000	188,000,000	514,950,000	1,099,500,000
01.05 Roadworks - Development		RFA	N/A	0	0	0	2,000,000	0	0	208,000,000	0	128,000,000	0	2,500,000	0	2,500,000	2,000,000	341,000,000
01.07 Road Management System		RFA	N/A	0	27,404,000	0	21,859,000	0	21,859,000	0	21,859,000	0	21,859,000	0	21,859,000	0	109,295,000	0
01.08 Overload Control		RFA	N/A	0	10,237,489	0	21,038,000	0	16,854,330	0	15,431,732	0	47,520,592	0	30,371,313	0	131,215,967	0
02 Administrative Expenditure of the RFA & RUC	17(1)(b)		159,991,136	0	163,992,325	0	216,615,714	0	231,358,274	0	175,537,739	0	153,545,634	0	156,939,682	0	933,997,043	0
02.01 RFA Administration Account		RFA	109,029,379	0	119,441,000	0	128,901,714	0	133,413,274	0	138,082,739	0	142,915,634	0	147,917,682	0	147,917,682	0
02.02 Road Fund Account		RFA	50,961,757	0	44,551,325	0	87,714,000	0	97,945,000	0	37,455,000	0	10,630,000	0	9,022,000	0	242,766,000	0
03 Urban Roads Contributions	17(1)(c)		0	0	119,353,695	0	122,418,326	0	122,418,326	0	110,176,493	0	110,176,493	0	110,176,493	0	575,366,130	0
03.02 Local Authority Roads		RFA	N/A	0	109,907,747	0	113,916,972	0	113,916,972	0	102,525,275	0	102,525,275	0	102,525,275	0	535,409,770	0
03.03 Regional Council Roads		RFA	N/A	0	9,445,948	0	8,501,353	0	8,501,353	0	7,651,218	0	7,651,218	0	7,651,218	0	39,956,360	0
04 Operation of Traffic Information System	17(1)(d)		0	0	161,967,758	0	165,475,388	0	171,267,027	0	177,261,373	0	183,465,521	0	189,886,814	0	887,356,121	0
05 Traffic Law Enforcement and Adjudication	17(1)(e)		26,382,533	0	38,348,510	0	35,410,567	0	25,410,567	0	22,869,510	0	22,869,510	0	22,869,510	0	129,429,665	0
06 Vehicle Testing Stations and Driving Testing	17(1)(f)		0	0	0	0	72,000,000	5,000,000	50,028,000	5,300,000	28,270,000	5,618,000	24,529,000	5,955,000	22,797,000	6,312,000	197,624,000	28,185,000
07 Road Research	17(1)(g)		0	0	0	0	1,000,000	0	1,000,000	0	1,000,000	0	1,000,000	0	1,000,000	0	5,000,000	0
08 National Road Safety Council	17(1)(h)		2,068,738	0	2,200,000	0	0	0	0	0	0	0	0	0	0	0	0	0
09 Financing of Loans assigned by GRN	17(1)(i)		960,735	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
09.01 Capital redemption		RFA	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
09.02 Interest & Other Charges		RFA	960,735	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
10 Financing of Loans obtained by RFA	17(1)(j)		95,254,504	0	109,829,291	0	106,078,000	0	156,035,000	0	150,144,000	0	142,694,000	0	135,244,000	0	690,195,000	0
10.01 Capital redemption		RFA	47,092,096	0	47,092,000	0	47,092,000	0	97,804,000	0	97,804,000	0	97,804,000	0	97,804,000	0	438,308,000	0
10.02 Interest & Other Charges		RFA	48,162,408	0	62,737,291	0	58,986,000	0	58,231,000	0	52,340,000	0	44,890,000	0	37,440,000	0	251,887,000	0
11 Financing of Reserve Fund	17(1)(k) & 17(1)(l)		0	0	15,000,000	0	15,000,000	0	15,810,000	0	16,663,740	0	27,563,582	0	29,052,015	0	104,089,337	0
12 Compensation for RA Damage Liability	17(1)(m)		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13 Insurance against Damage Liability	17(1)(n)		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14 Other Expenditure Approved by Minister	17(1)(o)		0	0	0	0	40,000,000	10,000,000	40,000,000	10,000,000	0	0	0	0	0	0	80,000,000	20,000,000
GRAND TOTAL OF EXPENDITURE INSIDE THE ROAD USER CHARGING SYSTEM (incl. adjustments where appl.)			2,332,602,537	-1	2,278,094,736	0	2,467,986,219	192,000,000	2,479,465,220	579,300,000	2,184,080,770	324,118,000	2,170,686,551	196,455,000	2,180,710,943	196,812,000	11,482,929,702	1,488,685,000
SURPLUS / (DEFICIT)			-84,271,670	-1	104,200,075	0	449,031	0	421,910	-0	627,530	0	1,176,069	0	1,021,827	0	3,696,368	-0
ROAD FUND BALANCE FROM TRANSACTIONS INSIDE THE RUCS			PREVIOUS 2 YEAR ACTUAL		PREVIOUS YEAR ESTIMATE		CURRENT YEAR ESTIMATE		ESTIMATE FOR BUSINESS PLAN PERIOD									
Assets and Liabilities	RFA Act Sec.	Funding	FY2019		FY2020		FY2021		FY2022		FY2023		FY2024		FY2025		Total for 5 Years	
			RUCS	GRN/Donor	RUCS	GRN/Donor	RUCS	GRN/Donor	RUCS	GRN/Donor	RUCS	GRN/Donor	RUCS	GRN/Donor	RUCS	GRN/Donor	RUCS	GRN/Donor
ASSETS			N/A	-1	183,317,075	0	198,766,107	0	214,998,017	-0	232,289,287	-0	261,028,937	-0	291,102,780	-0	291,102,780	-0
Road Fund Reserves	15(2) & 16(1)		N/A	-1	183,317,075	0	198,766,107	0	214,998,017	-0	232,289,287	-0	261,028,937	-0	291,102,780	-0	291,102,780	-0
General Fund Cash and Short-Term Investments		RFA																
Opening balance			103,389,143	0	19,117,000	0	123,317,075	0	123,766,107	0	124,188,017	-0	124,815,547	-0	125,991,616	-0	123,317,075	0
Increase:			2,248,330,867	0	2,382,294,811	0	2,468,435,250	192,000,000	2,479,887,130	579,300,000	2,184,708,300	324,118,000	2,171,862,620	196,455,000	2,181,732,770	196,812,000		

