



STRATEGIC PLAN 2014 – 2019

APPROVED – 2 August 2014

| NUMBER | TABLE OF CONTENTS | PAGE |
|--------|--|----------|
| | FOREWARD | 4 |
| 1. | EXECUTIVE SUMMARY | 5 |
| 1.1 | Strategic Plan Objective | 5 |
| 1.2 | Summary of Initiatives | 5 |
| 1.3 | Financial Resources | 5 |
| 1.4 | Human Resources Plan | 5 |
| 1.5 | Performance Management Plan | 6 |
| 1.6 | Key Assumptions | 6 |
| 1.7 | Critical Success Factors | 6 |
| 1.8 | Key Indicators | 6 |
| 1.9 | Conclusion | 6 |
| 2. | DETAILED PLAN | 7 |
| 2.1 | Introduction and Background | 7 |
| 2.2 | Purpose of the Strategic Plan | 7 |
| 3. | SITUATIONAL ANALYSIS | 7 |
| 4. | HIGH LEVEL STATEMENTS | 9 |
| 4.1 | Vision | 9 |
| 4.2 | Mission | 9 |
| 4.3 | Core Values | 9 |
| 5. | STRATEGIC THEMES AND OBJECTIVES | 10 |
| 5.1 | Strategic Themes | 10 |
| 5.2 | Strategic Objectives | 10 |
| 5.3 | Measures and Targets | 11 |
| 5.4 | Strategic Initiatives | 11 |
| 5.5 | Strategic Map | 12 |
| 5.6 | Road Fund Administration Scorecard | 12 |
| 5.7 | Targets and Benchmarking | 12 |
| 5.8 | Initiatives and Resources | 13 |
| 6. | ORGANISATIONAL STRUCTURE | 13 |

| | | |
|----|---|----|
| 7. | CORPORATE GOVERNANCE | 14 |
| 8. | CONCLUSION: FORWARD LOOKING | 16 |
| | ANNEXURE A – RFA Corporate Strategic Scorecard 2014/15 to 2018/19 | 17 |
| | ANNEXURE B – Technical Strategic Planning Terms | 19 |
| | ANNEXURE C – Overview of the Balanced Scorecard Strategic Planning Model | 20 |
| | ANNEXURE D – High Level Organisational Structure | 23 |
| | ANNEXURE E – Internal Strategic Planning Committee | 25 |

FOREWORD

The Road Fund Administration is committed to the ideals of providing an effective, efficient and reliable service to all its stakeholders. To achieve the ultimate goal of excellence, a specific and strategic focus is needed. Hence the preparation of this Strategic Plan.

The RFA defined its Vision as: **“To optimally fund the road sector to contribute towards Namibia becoming a logistic nation”**. This Vision dovetails with the Republic of Namibia’s Fourth National Development Plan (NDP4) in which four economic priorities were defined of which “logistics” is one with the other three (tourism, manufacturing and agriculture) being directly dependent on the national road infrastructure.

The Strategic Plan provides the necessary framework and guidance regarding:

- what is to be achieved
- the initiatives and activities to be undertaken, and
- it defines who is to perform these activities by when.

It also gives direction for the manner in which the Vision should be achieved through the Mission of the RFA over the next five years. It also builds on the direction and successes of the previous 2013-2018 Strategic Plan. RFA’s strategic priorities and objectives are performance-driven and provide clear direction while being capable of implementation under a variety of policy and funding scenarios.

We have responded to the policy priorities of responsible, transparent and accountable management of financial resources and the related need to target resources to the most effective operational interventions. We have also responded to the stakeholders’ reasonable expectation that access to high quality roads be maintained and improved.

In delivering this Plan, the RFA has many stakeholders and partner organisations such as the Roads Authority who share our dedication to providing good roads. We consider it vital to work in close collaboration with them.

In the coming five years we intend to capitalise on the relationships we have been building with people and organisations that have an interest in the Road Fund Administration’s work. We will find more ways to secure the expert advice of many in our projects and our decision-making.

While the Board and Management have taken responsibility to craft the Plan, we gratefully acknowledge the Strategic Planning Committee for their significant contributions to this plan. I would also like to thank all other stakeholders who participated in consultations and shared their experiences and ideas with the RFA Strategic Planning team.

We are excited and motivated by our Strategic Plan, and we are already working hard to implement it. In the pages that follow, we describe the priorities and objectives that will turn our Vision into a reality.

Mr. Alexander Botha
Acting Chief Executive Officer

1. EXECUTIVE SUMMARY

This Strategic Plan is a management tool to enable the Road Fund Administration to render effective services to its stakeholders in the execution of its mandate. It covers a period of five (5) years from 2014 to 2019. It aims to transform the Road Fund Administration into an institution of excellence in public service delivery. To execute this Strategic Plan, the Business Scorecard framework has been adopted.

1.1 STRATEGIC PLAN OBJECTIVE

This Strategic Plan articulates and sets out key strategic issues, challenges and opportunities facing the Road Fund Administration. It also outlines the activities and resources necessary to successfully implement the Strategy.

1.2 SUMMARY OF INITIATIVES

The Strategic Plan identifies twenty nine (29) Initiatives that will be implemented in order to achieve our strategic goals, namely to **'By 2019, to fund 80% of required financial resources to optimally manage the road network'**.

1.3 FINANCIAL RESOURCES

The projected monetary requirements to implement the various strategic initiatives over the full strategic period of five years, as reflected in the RFA Scorecard, are estimated at **N\$ 46 877 935** is required as follows:

1. 2014/15 – **N\$ 6 445 000**,
2. 2015/16 – **N\$ 4 185 000**,
3. 2016/17 – **N\$ 16 688 500**,
4. 2017/18 – **N\$ 18 247 350**, and
5. 2017/19 – **N\$ 1 312 085** respectively.

1.4 HUMAN RESOURCES PLAN

To be able to deliver excellent service you need excellent people. With adequate funding, staff development programmes can be successfully performed making it possible to create a skilled labour force. A skilled labour force will be able to perform the RFA's internal processes efficiently and effectively leading to the delivery of excellent service in line with the RFA's vision.

According to the present organizational structure as approved by the then Board in 2012, the staff complement in the Road Fund is **93**, with **26** vacancies (most of these vacancies emanate from the *interim* Fund Management structure that Management has put a hold on implementing, pending the outcome of the current RFA organisational structure). This structure is being reviewed to include a separate Human Capital Division, as well as create critical positions to take control of the RFA's Risk Management (e.g. Senior Risk and Compliance Officer) and Corporate Communications (e.g. Public Relations Officer).

1.5 **PERFORMANCE MANAGEMENT PLAN**

The Road Fund Administration has adopted the Balanced Scorecard as the tool for strategy implementation. It will use the same tool to manage and monitor the implementation of the Strategic Plan, as well as the implementation of the Performance Management system.

1.6 **KEY ASSUMPTIONS**

This Strategic Plan is based on the following key assumptions:

- Relatively stable labour relations in the RFA.
- Availability of adequate resources to fund the implementation of the strategic plan and pending structural changes.
- Accurate SWOT analysis.
- Bi-annual and/or annual review of the strategic plan.

1.7 **CRITICAL SUCCESS FACTORS**

- Commitment of staff members and guidance from management.
- Improved cooperation and liaison with key stakeholders (e.g. MOF, MME).
- Successful implementation of Strategic Plan in all Divisions.
- Filling of critical vacancies at senior management level.
- Systems and Technology

1.8 **KEY INDICATORS**

There are TEN main indicators to gauge the effectiveness of this Strategic Plan. They are:

- Implement automated MDC (Local) System – the current self-assessment system replaced.
- Implement fully enhanced Integrated Technology System (Ebizframe).
- Zero tolerance to Unqualified Audit Reports.
- Rate of Board Resolutions implemented.
- Percentage Over/under Collection of RUC's.
- Implement Approved Corporate Structure.
- Implement functional Risk Management.
- Implement Performance Management System.
- Implement Business Continuation Plan (BCP).
- Number of Internal Audit Recommendations successfully implemented.

1.9 **CONCLUSION**

The success of the Strategic Plan is subject to the implementation of all the initiatives outlined in the plan based on key assumptions. This requires the active involvement of ALL staff members as well as ongoing guidance from top management in the implementation of the Plan.

2. DETAILED PLAN

2.1 INTRODUCTION AND BACKGROUND

The Road Fund Administration was established by an Act of Parliament, (Act 18 of 1999), to manage the Road Fund and the Road User Charging System. The Road Fund Administration has been operational since 1 April 2000.

Subject to this Act, the functions of the Administration are –

- a) To manage, subject to Sections 16 (Establishment of the Road Fund) and 17 (Utilisation of the Fund), the Fund;
- b) To impose, subject to Section 18 (Determination of Road User Charges), Road User Charges, to determine the rates of those charges and to collect those charges;
- c) To determine, subject to Section 19 (Determination of amount of funding), the amount of funding to be made available through the Road User Charging System;
- d) To determine, subject to Section 20 (Funding of Roads Authority and Approved Authorities), the manner in which the funding referred to in paragraph I shall be allocated;
- e) To implement appropriate measures for the effective compliance –
 - (i) By the Roads Authority, with the provisions of a procedures agreement contemplated in Section 17 of the Roads Authority Act; and
 - (ii) By an approved authority, with the conditions on which funding has been provided to it under this Act.

2.2 PURPOSE OF THE STRATEGIC PLAN

This Strategic Plan is a management tool to enable the Road Fund Administration to render effective services to the road users. It covers a period of five years from 2014 to 2019 and aims to transform it into an institution of excellence of service delivery. It sets out key strategies, initiatives and resources necessary to achieve the set objectives.

The Mission, Vision and Core Values of the Road Fund Administration provide the foundation upon which this Strategic Plan is developed.

3. SITUATIONAL ANALYSIS

The internal Strategic Planning Committee conducted an assessment of strengths, weaknesses, opportunities and threats (SWOT). The Committee looked at multiple external areas including economic, social, political, legal, regulatory, customers, workforce trends and major uncertainties. A list of the Internal Strategic Planning Committee is attached as Annexure E.

The SWOT Analysis was carried out in order to identify the strategic issues facing the RFA as well as stakeholder expectations with a view to formulating initiatives to enable the RFA to provide effective services to its stakeholders and to carry out their mandate. The SWOT

Analysis identified ten (10) areas of strengths, seventeen (17) areas of weaknesses, seven (7) areas of opportunities and seven (7) threats.

SWOT Matrix Outcome

The full SWOT Analyses is presented in tabular form hereunder.



STRENGTHS

The first area of strength is the experience of core team members relevant to core business as well as adequate funding to perform operations.

WEAKNESSES

The main weaknesses identified by the SWOT Analysis point to, among other things, lack of organisational structure to execute the Strategic Plan, lack of teamwork and trust, misfit between attitude, motivation commitment and innovation among staff and lastly incentives and remuneration.

OPPORTUNITIES

There are several opportunities, which will have to be harnessed during the execution of the plan. These include leveraging of the existing good relationship with the Line Ministry, use of web-based technology for improved communication and feedback.

THREATS

Lack of control over fuel levy increases, shortage of specialised technical skills such as engineers.

4. HIGH LEVEL STATEMENTS

In pursuance of its mandate the Road Fund Administration has defined its Vision and Mission and Core Values.

4.1 VISION

“To optimally fund the road sector to contribute towards Namibia becoming a logistics nation.”

The Road Fund Administration also defined a medium-term, five-year goal:

“By 2019, the Road Fund Administration to fund 80 percent of required financial resources to optimally manage the road network.”

4.2 MISSION

In pursuance of its mandate, the Road Fund Administration has the following Mission Statement:

“Manage Namibia’s Road User Charging System to provide sufficient funding for a safe and economically efficient road sector, for the benefit of all road users”.

4.3 CORE VALUES

In the execution of its duties and functions the Road Fund Administration has adopted the following seven (7) Core Values:

| | |
|-----------------------|---|
| Integrity | Apply truthfulness and consistency in all our operations. |
| Safety | Promote and contribute towards a safe national road sector. |
| Accountability | Ensure reporting to all stakeholders on utilisation of resources. |
| Effectiveness | Implement monitoring and control mechanisms to enable us to achieve our objectives. |
| Efficiency | Promote efficient use of resources. |
| Equity | Apply principles of equity in determining rates of Road User Charges. |
| Transparency | Act fairly and openly in our operations by subscribing to ethical |

5. STRATEGIC THEMES AND OBJECTIVES

The Road Fund Administration engaged a participative strategic planning process during the first quarter of 2014 to identify the core strategic imperatives that would enable the Road Fund Administration to achieve its high level statements on the journey of achieving the strategic objectives contained in the attached Road Fund Administration Strategic Scorecard marked as Appendix A. The Road Fund Administration adopted the Balanced Scorecard Strategic Planning Methodology to craft the Strategic Plan.

5.1 STRATEGIC THEMES

The strategic issues facing the Road Fund Administration can be grouped into four broad categories or themes.

The four themes are:

1. Optimize Funding
2. Stakeholder Synergy
3. Manage the Road User Charging System
4. Competent Performing Teams

5.2 STRATEGIC OBJECTIVES

The Strategic Issues and Strategic Themes translate into eight (8) actionable Objectives. These Strategic Objectives form the basis of this Strategic Plan.

In line with the Balanced Scorecard methodology, the Strategic Objectives have been grouped into the four Balanced Scorecard Perspectives. These are:

- Financial Perspective (F1 & F2)
- Stakeholder Perspective (S1)
- Internal Business Processes Perspective (I1, I2, I3 & I4)
- Learning and Growth Perspective (L1)

The list of Objectives is depicted in the Table below:

| # | Objective | Measures |
|----|---|---|
| F1 | Secure sufficient funding to execute mandate. | <ul style="list-style-type: none"> • % of Optimum budget funded. • % Efficiency gains on top of natural growth and already improved increases on all RUC's. |
| F2 | Optimal utilisation of resources. | <ul style="list-style-type: none"> • % Budget variance (OPEX / CAPEX). |
| S1 | Improve stakeholder satisfaction. | <ul style="list-style-type: none"> • % Achievement on stakeholder satisfaction. |
| I1 | Improve operational efficiency through an integrated business system. | <ul style="list-style-type: none"> • % Business processes automated. |
| I2 | Improve road user charging system | <ul style="list-style-type: none"> • Unqualified audits on both internal and external audits. |
| I3 | Ensure legal compliance and uphold stringent | <ul style="list-style-type: none"> • % statutory compliance. |

| | | |
|----|---|--|
| | Corporate Governance practices. | <ul style="list-style-type: none"> • % Compliance with corporate governance framework. |
| I4 | Improve maturity level of Enterprise Risk Management. | <ul style="list-style-type: none"> • % Compliance to ERM Framework. |
| L1 | Improve staff performance | <ul style="list-style-type: none"> • Performance Index: Staff achieving strategic targets. • Performance Index: Staff achieving operational targets. |
| | | |

5.3 MEASURES AND TARGETS

A total of eleven (11) measures have been defined. The measures, their corresponding targets and cost estimates are shown in the Balanced Scorecard Table (Annexure A). The measures are intended to monitor progress against each objective. The measures will form part of a comprehensive management system with a view to ensuring that the Strategic goals are met.

5.4 STRATEGIC INITIATIVES

To achieve the Road Fund Administration’s strategic goals, twenty-nine (29) Strategic Initiatives have been identified. Successfully executing these initiatives and interventions will lead to the realisation of the Road Fund’s Vision *“To optimally fund the road sector to contribute towards Namibia becoming a logistics nation”*. The initiatives are also presented in the Balanced Scorecard. To ensure strategic focus, each initiative needs to be aligned to one or more Strategic Objective.

5.5 STRATEGY MAP

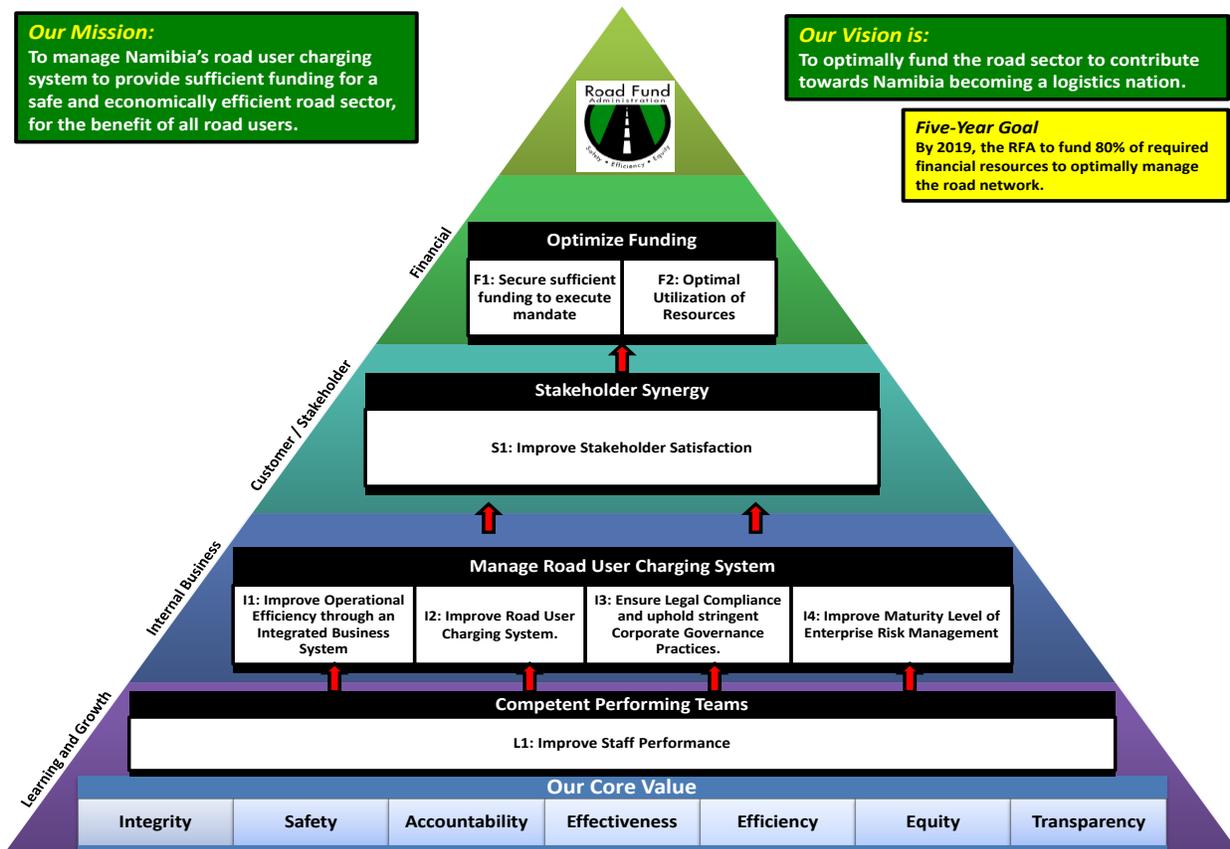
The Strategic Map depicted below embodies all the key elements of the Strategic Plan and summarises the overall strategy.

The Road Fund Administration Strategy Map hereunder illustrates the high level statements (Vision, Mission and Core Values) as well as the Strategic Objectives for the next five (5) years:

Our Mission:
To manage Namibia's road user charging system to provide sufficient funding for a safe and economically efficient road sector, for the benefit of all road users.

Our Vision is:
To optimally fund the road sector to contribute towards Namibia becoming a logistics nation.

Five-Year Goal
By 2019, the RFA to fund 80% of required financial resources to optimally manage the road network.



5.6 ROAD FUND ADMINISTRATION SCORECARD

A fundamental principle is that all strategic objectives should be measurable seeing that one can only manage what one can measure. Therefore the Road Fund Administration defined strategic measures for each strategic objective as illustrated in the Road Fund Administration Strategy Map as Annexure C to ensure a deliberate effort to manage strategic targets going forward. The Road Fund Administration Strategic Scorecard reflects all strategic measures and imperatives, core to the Strategy as illustrated in Road Fund Administration Strategic Scorecard for the next 5 years.

5.7 TARGETS AND BENCHMARKING

A target is a quantifiable standard for each measure. Performance targets are the expected levels or standards of performance to be reached within specific timeframes for each objective. Targets help the organisation to monitor progress towards objectives and communicate expectations for departments and the organisation.

Targets have to be challenging and be raised over time, however need to remain achievable. Initially targets may be estimated guesses, but over time these targets have to conform to best practices by comparing them to the benchmark targets in the industry. Industry refers to similar types of services offered by others in the region or globally.

Targets for each measure are achieved through highly pragmatic, relevant and appropriate **initiatives** or strategic **projects**. It is critical to emphasise that strategic initiatives / projects are the vehicle through which the Vision and consequently strategic objectives, measures and targets are achieved.

The Road Fund Administration Targets relating to each strategic measure and objective for the period 2014/2015 – 2018/2019 are illustrated in the **Strategic Scorecard (Annexure A)**.

5.8 INITIATIVES AND RESOURCES

The Road Fund Administration Initiatives (with the estimated resources required) relating to each strategic measure and objective for the period 2014/2015 – 2018/2019 are also illustrated in the **Strategic Scorecard**.

6. ORGANISATIONAL STRUCTURE

The Road Fund Administration will develop a comprehensive staff development programme in the first year of this strategic plan. It will put incentives in place and create a good employee climate resulting in low staff turnover. After reviewing the organizational structure, the complement will be filled by means of an aggressive search for human talent.

The strategic, high-level structure as depicted in **Annexure D** is presented to the Board for approval to ensure that the strategic imperatives are achieved.

Office of the Chief Executive Officer

The CEO is the champion in entrenching a transformational, high performing organisational culture through pro-active strategic processes and hence should oversee the implementation, monitoring and controlling of the strategic scorecard, cascaded operational scorecards and individual scorecards throughout the organisation.

The **Company Secretary, Senior Risk and Compliance Officer** and **Internal Audit** functions all report administratively to the CEO and functionally to the Board. The **Company Secretarial function** shall focus primarily on governance aspects and Board support while consideration should be given to possibly create an internal **legal services** function going forward to engage all legal matters across the organisation including litigation, contract management and all matters relating to labour-, civil- and criminal law. However for now the specific need has not yet been identified and the current legal workload does not yet justify such a decision.

The **Risk Management function** will focus on the Road Fund Administration's Enterprise Risk Management System and hence coordinates this function across all business units.

The **Corporate Communications function** will manage all public relations and professional communication matters across the organisation.

Information and Communication Technology (ICT)

The traditional IT function, where emphasis was placed on merely managing external ICT service provider contracts, has shifted to internally driven and managed information science innovation functions. The ICT function manage the traditional hardware, software solutions and systems security solutions as well as design and implement modern technology relevant to the

road industry with a strong emphasis on innovation to enhance operational excellence. Business continuity is also of strategic importance within this function.

Human Capital

The traditional human resources function, as historically providing more administrative services relating to personnel record keeping, recruitment, training, industrial relations as well as occupational health and safety, to mention a few, is no longer valid in the modern business milieu. Hence, competency based organisational development services to find the right person for the right position at the right time, employee wellness and employee engagement strategies form an integral part of the Human Capital Department going forward.

The Road Fund Administration is lacking in certain key skills and competences which impacts its ability to effectively and efficiently execute its mandate. Hence, urgent, priority attention is needed to address this scenario as well as to enhance employee engagement and overall performance within the Road Fund Administration.

Corporate Services

This Division should become the supportive backbone of the Road Fund Administration with greater emphasis on efficiencies in the supply chain, fleet management, properties and security functions. This is especially of critical importance going forward taking cognizance of the new Road Fund Administration building inter alia that needs to be managed going forward.

Fund Management

The Fund Management Division is responsible for some of the core business activities of the Administration, being revenue collection, safekeeping of funds and disbursement of funds to approved authorities. The Division is also the custodian of the Fuel Levy Refunding System and its operations and is also responsible for the overall accounting functions of the Road Fund and the Administration.

Programme Management, Policy and Advice (PMPA)

This Division is responsible for the development and implementation of policies on Road User Charges, including conditions subject to which the RFA makes funding allocations, and to the following functions pertaining to the Road User Charging system:

- Determination of the amount of funding for road projects and programmes;
- Determination of the manner in which such amount of funding shall be allocated, and;
- Determination of the rates of Road User Charges.

7. CORPORATE GOVERNANCE

The Road Fund Administration is governed by a Board of Directors, which is accountable to the Honourable Minister of Finance. The Board is responsible for policy formulation, control and management of the Road Fund Administration, while the Chief Executive Officer, appointed by the Board, is responsible for the day-to-day management of the Road Fund Administration. The Board has established the following Committees, headed by one of the Directors and assisted by management in executing its duties:

- **Audit and Risk Committee**

The primary role of the Audit Committee is to assist the Board of Directors in fulfilling its supervisory responsibilities for the financial reporting process, the system of internal control, the audit process, and the Road Fund Administration's process for monitoring compliance with the laws and regulations and the accounting standards. This provides a forum for discussing business risk and control issues for developing relevant recommendations for consideration by the Board for its approval or final decision. The membership, resource, responsibilities and authorities of the Committee to perform its role effectively, are stipulated in its detailed terms of reference, which may be amended by the Board of Directors as and when required. The Committee is constituted in the terms of requirements of sound corporate governance practice and operates within that framework.

- **Tender and Investment Committee**

The Investment / Tender Committee's key responsibility is to guide the Road Fund Administration in terms of the procurement of goods and services. In this regard the Committee reviews and recommends to the Board of Directors procurement of goods and services that exceed the Power of Delegation assigned to Management.

One of the key performance areas of the Road Fund Administration is the management of funds that it collects with different instruments and the disbursement thereof to approved authorities. The Investment / Tender Committee oversees how cash funds that are available for investment from time to time are managed and invested for the Fund.

Further, the Administration issued Loan Stock, guaranteed by Government, and the management of these funds as well as the required loan repayment reserves are in the focus of this Committee.

- **Human Resources Committee**

The Human Resources Committee (HR), in terms of its Terms of Reference, is a means by which the Board of Directors provides guidance on HR management and the overall employment environment of the Road Fund Administration. The committee's primary responsibility includes the reviewing, monitoring and making recommendations to the Board of Directors on the RFA's HR strategies and policies.

- **ICT Committee**

The ICT Committee in terms of its Terms of Reference has been established to effectively and efficiently manage the ICT resources. The committee is responsible for directing, controlling and measuring the ICT activities and processes in the RFA.

6. CONCLUSION: FORWARD LOOKING

The Road Fund Administration acknowledges that the crafting of a high level Strategic Plan is merely the start of the process. The Strategic Scorecard shall be further cascaded to divisional level and eventually to individual performance agreement level. The management reporting processes and templates shall be aligned to the scorecard methodology to ensure that the measures are managed and monitored on a monthly basis.

This strategic implementation methodology shall require the commitment, dedication and diligence of all teams; from the leadership team to the supervisory levels until the worker levels in the organisation. It shall require of all individuals to live the values of the Road Fund Administration, daily.

The following Critical Success Factors will have to form part of the daily management of the Strategic Plan for it to be successfully achieved:

| Critical Success Factors | DESCRIPTION |
|---|--|
| 1. Leadership | <ul style="list-style-type: none"> ▪ Secure senior management support and involvement right from the start. ▪ Have a committed leadership team that is able to motivate and inspire all staff members to have the desire and commitment necessary to execute the plan successfully. ▪ Build internal human capacity and implement talent management mechanisms to motivate and retain key competencies. ▪ A shared vision and a single voice for the road sector on issues of common interest and mutual benefit is essential. |
| 2. Communication | <ul style="list-style-type: none"> ▪ Regularly and effectively communicate the strategic intent, actions plans and progress to all staff members and stakeholders to ensure that the Strategic Plan is well understood. ▪ This should also ensure that all stakeholders know what is expected of them and how they can contribute to the successful implementation of the Strategic Plan. ▪ Successes should be celebrated and communicated to the media. |
| 3. Budget | <ul style="list-style-type: none"> ▪ Make sufficient budget provision to support all initiatives and activities in the plan. ▪ The securing of increased GRN funding and the implementation of efficient revenue- and project management mechanisms. |
| 4. Measurement and Reporting | <ul style="list-style-type: none"> ▪ Consistently measure, monitor and report on the implementation of the strategy on a regular basis so as to know the status of the strategy at all times and if need be take necessary remedial actions. |
| 5. Operationalise Strategy | <ul style="list-style-type: none"> ▪ Have the discipline and competencies (knowledge, skills and attitude) needed to implement the strategy successfully. ▪ Make strategy a regular agenda item on all management meetings. ▪ Appropriate need-driven training should be a key element of the five-year plan. |
| 6. Legal Framework and Structure | <ul style="list-style-type: none"> ▪ A well-motivated umbrella road infrastructure strategic framework and action plan is essential. ▪ The organisational structure and capacity of the Road Fund Administration must be future-orientated and relevant to effectively execute the required strategies and actions. |

**ANNEXURE A – RFA CORPORATE STRATEGIC SCORECARD 2014/2015 TO
2018/2019**

| Road Fund Administration | | | RFA STRATEGIC CORPORATE SCORECARD 2014/15 - 2019/19 | | | | | | | | | | | | | | | | | | |
|---|---|---|---|--------------------|--------------------|--------------------|---------|---------|--|--|-------------|---------------|---------------------|---------------------|----------------------|----------------------|---------------------|----------------------|--|--|--|
| Performance Area | Objective: RFA | Measurements: KPI | Targets | | | | | | Source of Evidence | Critical Tasks / Strategic Initiatives | Responsible | Supported by | Completion Date | Budget 2014/15 | Budget 2015/16 | Budget 2016/17 | Budget 2017/18 | Budget 2018/19 | Assessment/ Notes | | |
| | | | 2014/2014 Baseline | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | | | | | | | | | | | | | |
| Theme 1: Optimize Funding (Revenue/Expenditure) | P1. Secure sufficient funding to enable services | % of optimum budget funded | 50% | 50% | 73.00% | 73.00% | 75.00% | 80.00% | Business Plan | P1.1 Develop an optimised/balanced funding strategy | PM/PA | PM | 30.09.2014 | 200 000.00 | 50 000.00 | 0.00 | 0.00 | 0.00 | Support from Stakeholders. Alignment of RFA, set as energy that is critical. Funding operations. Feasibility of Revenue | | |
| | | | CRC 2%, National 2.3% | | | | | | | P1.2 Balance existing RUC systems (P1.2.1 - P1.2.3) | | | | 30.07.2017 | 0.00 | 0.00 | 0.00 | 0.00 | | | |
| | | | | | | | | | | P1.2.1 Review and Automate MEC (Local) | | | | 30.07.2017 | 0.00 | 2 000 000.00 | 10 000 000.00 | 17 000 000.00 | | 0.00 | |
| | | | | | | | | | | P1.2.2 Refine Automation of CRC (Postal) | PM | ICT | | 30.09.2014 | 100 000.00 | 0.00 | 0.00 | 0.00 | | 0.00 | |
| | | | | | | | | | | P1.2.3 Refine Automation of CRC (Postal) | | | | 31.08.2015 | 100 000.00 | 0.00 | 0.00 | 0.00 | | 0.00 | |
| | P2. Optimal utilization of resources | % budget variance (CPRG/CAPRC) | CPRG 20%, Under CAPRC 0% | CPRG 20%, CAPRC 0% | CPRG 20%, CAPRC 0% | CPRG 20%, CAPRC 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | Capacity to implement RFA budget. New systems approval and implementation. Revenue funds approval. | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| P3. Develop and implement monitoring framework of funds profile on quality and cost effectiveness | PM/PA | NA | 28.02.2015 | 100 000.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| P4. Develop funding model for traffic related maintenance for Resident Authorities | PM/PA | NA | 31.12.2014 | 200 000.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| P5. Conduct RFA and RFA administration cost benchmarking study | PM | NA | 31.04.2015 | 100 000.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| Theme 2: Enhance Service Provision (Revenue/Expenditure) | P6. Improve external stakeholders satisfaction | % achievement of stakeholders satisfaction | 60% | 60% | 70% | 80% | 90% | 90% | Stakeholder Survey Systems | P6.1 Develop and implement a stakeholder communications strategy | CR | All Functions | 30.11.2014 | 300 000.00 | 300 000.00 | 400 000.00 | 400 000.00 | 512 400.00 | Support and appropriate Stakeholder Engagement Plan that yields a return on investment. Understanding the stakeholder perceptions and ability to leverage it of modern marketing techniques. Increase the usage of RFA. Ability to maintain a customer centric culture. | | |
| | | | | | | | | | | | | | | | | | | | | | |
| Theme 3: Manage Risk (Revenue/Expenditure) | P7. Improved operational efficiency through an integrated business system | % business processes automated | 100% | 80% | 70% | 80% | 90% | 100% | ICT Management Report, Risk Information Audit, RFA Management Operational Report | P7.1 Complete a fully integrated system (Internal and external) | ICT | All Functions | 30.09.2016 | 1 000 000.00 | 1 000 000.00 | 1 000 000.00 | 900 000.00 | 900 000.00 | Integrated Business Systems that result in business efficiency and improved service availability of resources. Internal aspects. Consolidating that ICT is a strategic business partner. Departmental synergy and working together. Identify relevant and appropriate business processes. Increase efficiency and service. Working together in business units to reduce the RFA. | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | P8. Improve the Road User Charging System | Unqualified audits on both internal and external audits | 3 Qualifications include Regulation, SOC License, Fuel Levy Methods | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | Total financial management and reporting information system is accurate and reliable. | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | P9. Ensure Legal Compliance and uphold adopted Corporate Governance Practices | % compliance with corporate governance framework | 100% | 70% | 80% | 80% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | Oligarchy and Integrity. Ability to create Compliance from a program point of view. | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | P10. Improve maturity level of SRM | % compliance with SRM framework | 30% | 30% | 30% | 30% | 70% | 80% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | 100% | Reduce Risk Management Plan. Department to take maturity of this. Engage and to be fully integrated. | |
| | | | | | | | | | | | | | | | | | | | | | |
| Theme 4: Compete National (Revenue/Expenditure) | P11. Improve staff performance | Performance Index: Staff following Strategic Targets | 2.0 | 3.0 | 3.5 | 3.5 | 3.5 | 3.5 | 3.5 | 3.5 | 3.5 | 3.5 | 3.5 | 3.5 | 3.5 | 3.5 | 3.5 | 3.5 | Leadership involvement and all employees taking ownership of their performance. | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | P12. Improve internal stakeholders satisfaction | % achievement on internal stakeholders satisfaction | 60% | 30% | 30% | 30% | 70% | 80% | 90% | 90% | 90% | 90% | 90% | 90% | 90% | 90% | 90% | 90% | 90% | These internal stakeholders profiling to identify appropriate internal communication strategy for achieving all internal stakeholder expectations and needs. | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| 9 Objectives | 12 Measures | | | | | | | | 30 Strategic Initiatives | | | | 4 447 500.00 | 4 190 500.00 | 14 498 500.00 | 19 247 500.00 | 1 912 000.00 | 46 877 950.00 | | | |

ANNEXURE B

TECHNICAL STRATEGIC PLANNING TERMS

Balanced Scorecard - a strategic management system with a balanced set of linked objectives and performance indicators in different perspectives; valuable for establishing and communicating an organisation's Vision, Mission and Strategy to stakeholders and for the alignment of day-to-day work to strategy.

Benchmarking - a systematic, deliberate and thorough search for best practices that would lead to performance improvement when adopted into an organisation. It is a systematic learning process to close the performance gap. It involves planning, data collection, analysis and design, implementation, monitoring and adjustment.

Cascaded - a series of interventions through which an organisational aspect/concept (such as an objective) is passed from the higher to lower levels (to units) in a manner applied to each level, ensuring buy-in and resulting in aligned thinking and effort throughout the organisation.

Knowledge Management - a systematic process of creating and leveraging organisational knowledge; involving discovery, codification, capturing, storage, sharing, dissemination and integration of new knowledge into the organisation for improved viability, growth and value. It integrates people, processes and technology.

Management Plan (or Action Plan) - a one year plan in which the organisation's strategic objectives are translated into tactical strategies and linked to resources and the budget(s) of units. This is a plan in which objectives, activities and milestones - to be achieved at operational unit / team level and responsible persons - are identified; through the management plan, immediate pressure is reconciled with longer term strategy.

Performance Indicator(s) (PI's) - the agreed sign(s)/measure(s) (quality, quantity, cost, etc.) used to determine, describe and assess effective performance and the achievement of results, i.e. the "what" that will be used to assess achievement, indicate progress, or the lack thereof, towards a result.

Perspectives – different views or dimensions of an organisation when combined giving the full picture of the organisation; The BSC generally advocates four (4) perspectives, viz. Employee/Learning and Growth, Internal Business Processes, Financial and Customer/Stakeholder.

Strategy - strategy starts with the present and moves the organisation to the future. Strategy asks three questions: "Where are we now?" (By analysing our internal and external environment); "Where do we want to go?" (Where is our preferred destination in say 5 years?); "How do we want to get there?" (Our roadmap). Strategy represents the broad priorities adopted by the organisation in recognition of its operating environment and in pursuit of its Mission and Vision.

Strategy Map – the inter-relationship among objectives and high level statements that together visually describe the organisation's strategy.

Strategic Focus Area / Theme – a priority or focus area, a theme, a high level objective or cluster of related objectives, sometimes called a goal. Typically strategic focus areas are formed around broad service areas.

Strategic Plan - the document capturing the strategic critical issues and strategies towards attaining the organisational purpose and direction as developed by the organisation.

ANNEXURE C

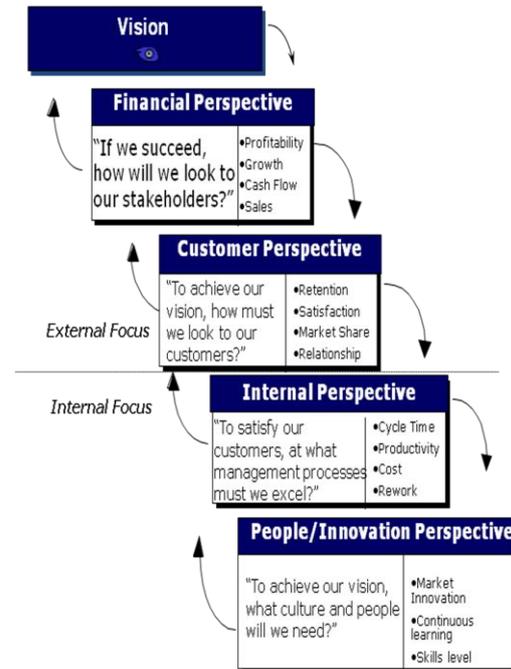
OVERVIEW OF THE BALANCED SCORECARD STRATEGIC PLANNING MODEL

The Balanced Scorecard is a strategic planning and management system that is used extensively in business and industry, government, and non-profit organisations worldwide to align business activities to the vision and strategy of the organisation, improve internal and external communications, and monitor organisation performance against strategic objectives. It was originated by Drs Robert Kaplan (Harvard Business School) and David Norton as a performance measurement framework that added strategic non-financial performance measures to traditional financial metrics to give managers and executives a more 'balanced' view of organisational performance. While the phrase balanced scorecard was coined in the early 1990s, the roots of this type of approach are deep, and include the pioneering work of General Electric on performance measurement reporting in the 1950's and the work of French process engineers (who created the *Tableau de Bord* – literally, a "dashboard" of performance measures) in the early part of the 20th century.

The Balanced Scorecard has evolved from its early use as a simple performance measurement framework to a full strategic planning and management system. The "new" Balanced Scorecard transforms an organisation's Strategic Plan from an attractive but passive document into the "marching orders" for the organisation on a daily basis. It provides a framework that not only provides performance measurements, but assists planners identify what should be done and measured. It enables executives to truly execute their strategies.

This new approach to strategic management was first detailed in a series of articles and books by Drs Kaplan and Norton. Recognising some of the weaknesses and vagueness of previous management approaches, the Balanced Scorecard approach provides a clear prescription as to what companies should measure in order to 'balance' the financial perspective. The Balanced Scorecard is a management system (not only a measurement system) that enables organisations to clarify their Vision and Strategy and translate them into action. It provides feedback around both the internal business processes and external outcomes in order to continuously improve strategic performance and results. When fully deployed, the Balanced Scorecard transforms strategic planning from an academic exercise into the nerve centre of an enterprise. Kaplan and Norton describe the innovation of the Balanced Scorecard as follows:

"The Balanced Scorecard retains traditional financial measures. But financial measures tell the story of past events, an adequate story for industrial age companies for which investments in long-term capabilities and customer relationships were not critical for success. These financial measures are inadequate, however, for guiding and evaluating the journey that information age companies must make to create future value through investment in customers, suppliers, employees, processes, technology, and innovation."



The Balanced Scorecard suggests that we view the organisation from four perspectives, and to develop metrics, collect data and analyse it relative to each of these perspectives:

The Learning & Growth Perspective

This perspective includes employee training and corporate cultural attitudes related to both individual and corporate self-improvement. In a knowledge-worker organisation, people - the only repository of knowledge - are the main resource. In the current climate of rapid technological change, it is becoming necessary for knowledge workers to be in a continuous learning mode. Metrics can be put into place to guide managers in focusing training funds where they can help the most. In any case, learning and growth constitute the essential foundation for success of any knowledge-worker organisation.

Kaplan and Norton emphasise that 'learning' is more than 'training'; it also includes things like mentors and tutors within the organisation, as well as that ease of communication among workers that allows them to readily get help on a problem when it is needed. It also includes technological tools; what the Baldrige criteria call "high performance work systems."

The Business Process Perspective

This perspective refers to internal business processes. Metrics based on this perspective allow the managers to know how well their business is running, and whether its products and services conform to customer requirements (the Mission). These metrics have to be carefully designed by those who know these processes most intimately; with our unique missions these are not something that can be developed by outside consultants.

The Customer Perspective

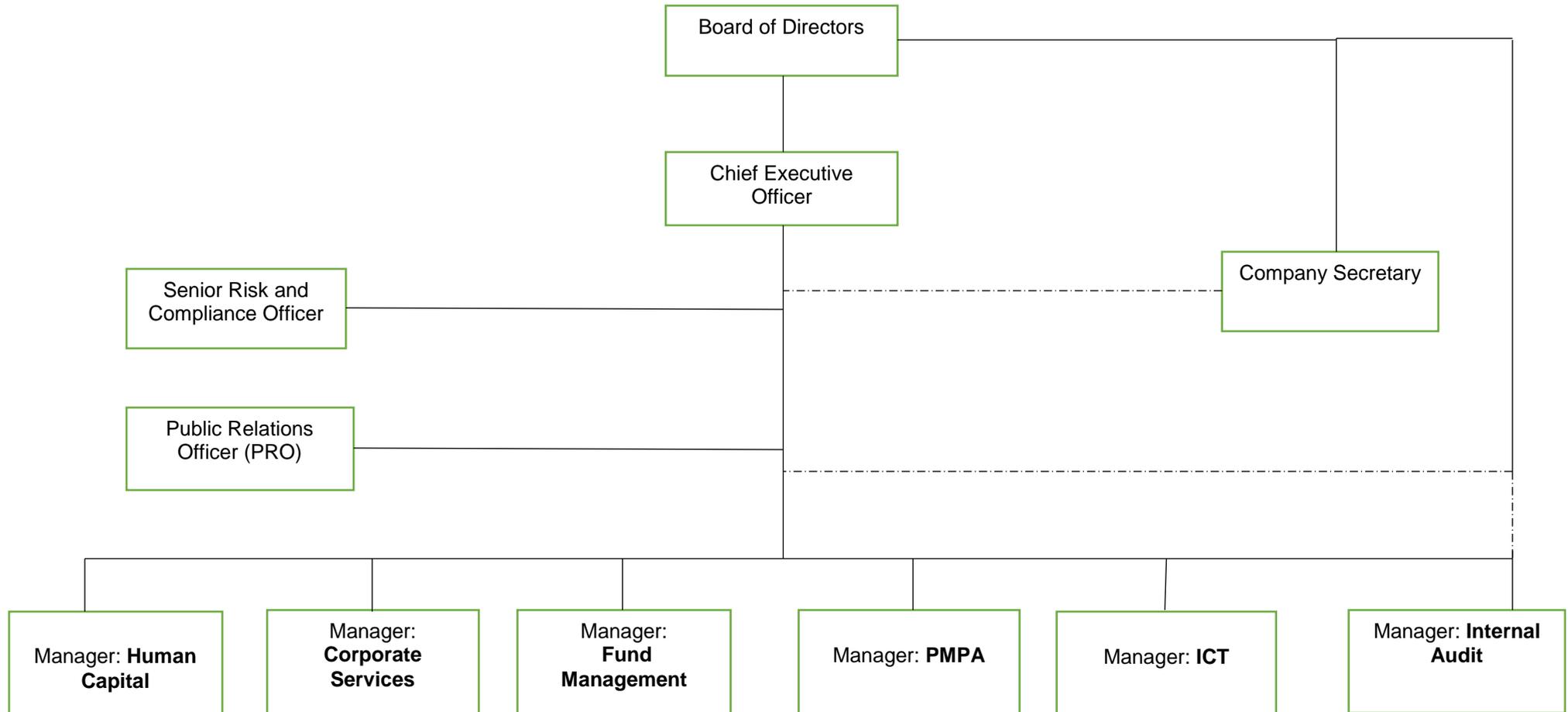
Recent management philosophy has shown an increasing realization of the importance of customer focus and customer satisfaction in any business. These are leading indicators: if customers are not satisfied, they will eventually find other suppliers that will meet their needs. Poor performance from this perspective is thus a leading indicator of future decline, even though the current financial picture may look good.

In developing metrics for satisfaction, customers should be analysed in terms of kinds of customers and the kinds of processes for which we are providing a product or service to those customer groups.

The Financial Perspective

Kaplan and Norton do not disregard the traditional need for financial data. Timely and accurate funding data will always be a priority, and managers will do whatever necessary to provide it. In fact, often there is more than enough handling and processing of financial data. With the implementation of a corporate database, it is hoped that more of the processing can be centralised and automated. But the point is that the current emphasis on financials leads to the "unbalanced" situation with regard to other perspectives. There is perhaps a need to include additional financial-related data, such as risk assessment and cost-benefit data, in this category.

**ANNEXURE D
HIGH LEVEL ORGANISATIONAL STRUCTURE**



Notes:

- (i) Once the strategic structure is approved, each functional structure shall be reviewed, all job descriptions / profiles be reviewed and all positions be re-graded based on the Paterson Job Evaluation and Grading Methodology.

ANNEXURE E

INTERNAL STRATEGIC PLANNING COMMITTEE

OFFICE OF THE CEO

- Acting CEO – Mr A Botha
- Company Secretary – Mrs M Mungunda

FUND MANAGEMENT

- Manager: Fund Management – Mr E !Gaoseb
- Financial Accountant – Ms M Moller
- Accountant: Creditors – Mr T Hamupembe
- Accountant: Treasury Management – Mr T Katjiruru
- Accountant: Administration and GRN – Mr J Hishitongo
- Inspector – Mr W Katzao

PROGRAMME MANAGEMENT POLICY AND ADVICE

- Engineer – Mr E Khiba

CORPORATE SERVICES

- Manager: Corporate Services – Mrs M Hansen
- Corporate Services Administrator – Ms L Mpinge

AUDIT AND RISK MANAGEMENT

- Acting Manager: Audit and Risk Management – Mr E Kambatuku
- Internal Auditor – Mr T Shapota
- Internal Auditor – Ms R Gorases

INFORMATION AND COMMUNICATION TECHNOLOGY

- Manager: Information and Communication Technology – Mr E Mberirua
- Business Systems Analyst – Mrs R Kays

CROSS BORDER CHARGES (CBC)

- Ms. Erna Aisindi – CBC Administration Officer (Windhoek)
- Mr. H. Haluodi – CBC Supervisor (Noordoewer)
- Mr. K. Munwela – CBC Supervisor (Wenela)
- Mr. S. Kasheeta – CBC Supervisor (Trans Kalahari)
- Mr. A. Haukambe – CBC Supervisor (Ariamsvlei)
- Mr. M. Khutenda – CBC Supervisor (Ngoma)
- Ms. T. Da Cruz – CBC Supervisor (Oshikango)

NAPWU SHOP STEWARDS

- Mr N Nendongo (Inspector: Fuel Levy Refunding and Mass Distance Charges)
- Ms W Kabunga (Mass Distance Charges Assessor)