

2022 – 2025



STRATEGIC PLAN



Quality Roads, Improving Connectivity

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ABBREVIATIONS AND ACRONYMS.

BSC	Balanced Scorecard
GOL	Government of Lesotho
Mckinsey 7s Framework	Strategy, Structure, System, Shared Values, Skills, Style, Staff
NSDP II	National Strategic Development Plan II
PESTEL	Political Economical Social Technological Environmental Legal
RACI	Responsible, Accountable, Consulted, and Informed
RD	Roads Directorate
SADC	Southern African Development Community
SLA's	Service Level Agreements
SWOT	Strength Weaknesses Opportunities and Threats
SDG	Sustainable Development Goals

FOREWORD FROM THE BOARD CHAIRPERSON.

On behalf of the Board, I would like to thank the Roads Directorate Management for their commitment to this planning process and for their determination to see the 2022–2025 strategic plan come to fruition.

The three-year Roads Directorate Strategic Plan outlines the strategic framework that will enable the organization towards achievement of its vision, mission, strategic goal and strategic objectives. It provides a road map towards the Directorate's aspiration to manage a sustainable road sector which is proactively responsive to national socio-economic needs.

The National Strategic Development Plan (NSDP) II identifies building enabling infrastructure as one of key pillars to achieving private sector development through job creation and inclusive growth. This Strategic Plan is in alignment with the NSDP II, a medium-term plan aimed at implementing the SDGs, Agenda 2063 and SADC RTSDP.

The Roads Directorate Board commits to ensuring that priorities set out by the strategic plan as key in achieving the strategic goal of **provision of an efficient national road infrastructure network that is well managed, safe, suitable, reliable, accessible and supports socio – economic growth in Lesotho by 2025** is achieved during the specified plan years. Four focus areas that are considered fundamental to achieving this strategic goal are:

- Diversified revenue generation and total cost management
- Stakeholder collaboration and customer centricity
- Enhanced policy and process frameworks
- Strengthening human capital capacity

It is imperative to highlight that the Strategic Plan 2022–2025 is developed amidst the global financial downturn – exacerbating the decline in road maintenance funding–deteriorating road assets and extreme weather occurrences, further exerting pressure on the already aged road network. Strategies to address these challenges as well as initiatives to increase efficiency in managing the resources are outlined in this plan. One area that needs to be explored is the Private Partnership to bridge the fiscal gap in order to continue to manage the road network optimally to achieve a safe and efficient road sector.

The Board considers stakeholder communication and engagement as an essential component of good business practices and corporate citizenship. Key stakeholder input and collaboration has been highlighted as one of the essential factors to achieve the milestones identified in this plan. Aligning all key stakeholders' strategies will ensure a sustainable transport sector that will stimulate and sustain Lesotho's growth going forward.

The Roads Directorate has for some time, been experiencing challenges that negatively affect its ability to effectively deliver on its mandate. Some of the gaps that were clearly identified during its mid-term review exercise include amongst others; fiscal challenges, lack of collective strategy adoption; absence of critical monitoring and evaluation mechanisms; and misaligned career development mechanisms; and stakeholder role ambiguity and lack of management capacity.

Adding to the current organizational challenges is the partial implementation of the strategic plan 2014 - 2017, resource constraints and the change in internal policies, processes, procedures and technologies as a consequence of the changing government priorities and market demands. These emergent issues compel the Roads Directorate to embark on a strategic direction that is driven by a transformation agenda that addresses current challenges, stakeholder expectations and customer needs. However, the 2022-2025 strategic plan presents the organization an opportunity to pursue even more ambitious objectives and targets, to ensure that the needs of the road users and our stakeholders are met.

The Board pledges to ensure that the required resources to achieve the goals and objectives set out in the strategic plan are in place at all times. The Board will also provide the required oversight and monitor the execution and compliance of this strategy and its fundamental objectives. This will allow for update and modifications, whilst responding to any unforeseen issues that may emerge during the strategic period.

Miss Tšepang Koele
Board Chairperson

PREFACE BY THE ACTING DIRECTOR GENERAL.

It has been nothing short of a privilege to work with such a dedicated team of individuals to see the completion of this strategic plan. It was a daunting, however necessary task and long overdue.

Our purpose is to implement government policy on roads related matters through the road network planning, development and maintenance and undertaking quality assurance on all roads and construction of rural footbridges.

It is of great importance that an organization with a mandate as big as this of Roads Directorate to have a clearly spelled plan for the foreseeable future. This Strategic Plan 2022–2025 speaks directly to this effect, guided by the vision and mission of the organization and seeks to answer some of the problems which have fallen upon the road networks of Lesotho.

We understand that to be effective and efficient in our work, we must be responsive to the evolving needs and expectations of the Government of Lesotho and communities who rely on roads infrastructure for economic and social activities and that strong engagement with our stakeholders is integral to enabling us to achieve our purpose.

As stipulated in the National Strategic Development Plan (NSDP) II, the creation of infrastructure is integral for achieving private sector development through job creation and inclusive growth. The NSDP II intermediate outcome 3.1 points out that enhancing of enabling environment for Road infrastructure development; maintaining existing roads and access routes an improving access to main towns, key border post and productive sector vital in Sustainable Quality Transport.

The Management has identified key strategy leverage areas for the implementation of the new strategy, namely, the aspiration to leverage on technology to allow us to do more with less, improve service delivery, improve efficiencies. To execute our mandate, the latent opportunities to leverage on partnerships, the strategic intent to build on our strong foundational elements (mission, vision and values), undertaking extensive research on road development and maintenance, allow us to build an organizational structure aligned to the strategic direction and mandate of the Roads Directorate. This will be fostered through the culture and spirit of team work, consultation at all levels, pragmatism and transparency in fulfilling our mandate.



We would like to thank the Roads Directorate Board for their commitment and a wealth of knowledge to the development of this plan and envisage more insightful engagements throughout the execution of this plan. We also thank all stakeholders, individuals and groups including members of the Roads directorate staff who participated in the workshops and interviews for their tremendous input in the development of this strategic plan.

On behalf of the Management of RD as well as the staff, I commit to ensuring effective execution, monitoring and evaluation of this Corporate Strategy during the plan period.

Mr. Khasapane Kikine
Acting Director General

1. INTRODUCTION AND BACKGROUND.

1.1 Mandate of Roads Directorate

The Roads Directorate (RD) under the Ministry of Public Works, was established by the Roads Directorate Act No 16 of 2010 as a Government of Lesotho's semi-autonomous corporate statutory body. Its key mandate is to implement government policy on roads related matters through the road network planning, development and maintenance and to undertake quality assurance on all roads and construction of rural footbridges.

The Roads Directorate is currently responsible for the management of the national road network connecting all the districts and border posts, including roads connecting the urban centres with small towns within the districts and arterial roads running through the urban centres. The total road network under the jurisdiction of the Roads Directorate is approximately 6,906.25 km, of which 1,798.76 km are paved, 3,830.52km are gravel and 1,276.98km are earth roads. (Source: *Roads Network Development and Rehabilitation Strategy 2015 – 2020*).

The table below provides detailed information on the categorization of road network in Lesotho.

Table 1: The Road Network

Class	Km	% of network	Description
Classified Network & Gazetted			
A	1 525.21	22	Primary roads connecting major towns district centres and main border posts
B	1 401.24	20	Secondary roads connecting districts local centres to the primary network
C	539.93	8	Tertiary roads connecting local centers within districts
D	2 421.14	35	Access/Feeder roads
Sub-Total	5 887.52	85	Classified roads
Unclassified Network & Not Gazetted			
Rural Roads	651.70	10	
Urban Roads	367.04	5	
Sub-Total	1 018.74	15	
Total	6 906.26	100	



1.2 Road Infrastructure in Lesotho

1.2.1 International Perspective

The United Nations Sustainable Development Goal 9 on Industry, Innovation and Infrastructure posits that – ‘Investments in infrastructure i.e. transport, irrigation, energy and information and communication technology – are crucial to achieving sustainable development and empowering communities in many countries. It has long been recognized that growth in productivity and incomes, and improvements in health and education outcomes require investment in infrastructure’.

In 2010, the Lesotho government elected to participate in the [Decade of Action for Road Safety](#) initiative developed by the United Nations. Member states are to adhere to the five pillars of the initiative, which are road safety management, safer roads, safer vehicles, safer road users and improved post-crash response.

1.2.2 Regional Perspective

Roads affect all aspects of development in Southern Africa. Businesses depend on effective roads for transporting their goods, industry relies on roads for delivery of equipment, and people require roads for travel between home, workplaces, and elsewhere in the region. In order to maintain roads and road transport as a priority, SADC passed its [Protocol on Transport, Communication and Meteorology](#) in 1996. In signing [The Protocol on Transport, Communication and Meteorology](#), [Member States](#) agreed to assist in developing an adequate road network that supports the socio-economic growth underway in the region. The network needs to provide access to major centres, ports, and harbours, while minimising road transport costs and impacts to the environment.

1.2.3 National Perspective

The National Strategic Development Plan (NSDP) II, intermediate outcome 3.1 talks about the Sustainable Quality Transport network. The strategic objectives under this intermediate outcome are;

- a) Enhance enabling environment for Road infrastructure development.
- b) Maintain existing roads and access routes
- c) Improve access to main towns, key border post and productive sector.

The main transportation infrastructure in Lesotho is an [8,000 km road system](#), which accounts for 70 percent of the country’s transport system. The vast majority of the roads are made of gravel or earth; a smaller percentage is paved. The gravel and earth roads

are often vulnerable to damage and/or deterioration due to extreme weather conditions and the hilly, winding roads make navigating through Lesotho quite difficult. One of Lesotho's biggest issues with road transport is a lack of safety. Around two-thirds of the total land area of 30 350 square kilometers comprises rugged, mountainous landscape. The rugged highlands continue to challenge the expansion of road infrastructure as well as the maintenance of the existing network. The country has an exceptionally high number of road incidents, especially in adverse and/or inclement weather conditions.

Poor road infrastructure, coupled with absence of sufficient political will to rehabilitate current networks continues to dog the Kingdom of Lesotho. Notably roads, bridges, electricity and water are critical for addressing human development needs as well as catalysing much needed productive investments. Government of Lesotho continues to face a painful challenge regarding road construction in the country; citing limited resources, a constrained budget and lack of funding as the main reasons for the lethargy in this department. Currently the road network requires approximately M6 billion, per annum, for a period of 10 years to recover lost road network. Desperate rural communities have complained for years about poor service delivery across the board, and road infrastructure maintenance tops the list of grievances. As a result, the majority of Lesotho's unpaved road network remains in poor state due to inadequate levels of maintenance.

2. STRATEGIC FOUNDATIONS STATEMENTS FOR THE ROADS DIRECTORATE.

RD has established a shared understanding of the Vision, Mission and Values as the strategic foundations that give strategic direction and define the business of the RD.

2.1

Vision

To make all parts of Lesotho accessible through safe and well-maintained road infrastructure.

2.2

Mission

Provision of an efficient national road infrastructure network that is well managed, safe, suitable, reliable, accessible and supports socio – economic growth.

2.3

Slogan

“Quality Roads, Improving connectivity”

2.4 Values

The RD values serve the purpose of uniting and developing a common culture. These values will act as the social glue, guide the design and implementation of natural and cultural heritage programmes as well as overall organisational management. The Directorate will therefore pay particular attention to entrenchment of these values in order to inculcate strong culture of accountability and responsibility. The RD espouses the following values:

Values	Explanation
Accountability	The Directorate shall accept responsibility for its actions and omissions. It is answerable for its responsibilities. It welcomes scrutiny and appreciates being answerable to its stakeholders and the public.
Collaboration	The Directorate shall at all times, embrace team work, extensive consultation of all stakeholders and appreciation of diverse perspectives in the discharge of its duties and functions.
Effective Communication	The Directorate shall at all times, maintain mutual communication process between stakeholders and RD staff.
Integrity	The Directorate's decisions and practices shall be honest, reliable, ethical and unbiased.
Operational Excellence	The Directorate shall achieve the highest level of regulatory compliance for all the stakeholders and customers by adhering to the turnaround times agreed upon with the stakeholders and customers.
Innovation	The Directorate is driven by continuous improvement. It welcomes creative and innovative ideas and recognise the benefits of leveraging collective intelligence on the quality of its service delivery.
Professionalism	The Directorate shall undertake, at all times, a competent and committed approach in line with professional ethics and standards

3. ROADS DIRECTORATE STRATEGIC DEVELOPMENT PROCESS.

3.1 Situational Analysis and Environmental Scan:

3.1.1 SWOT Analysis and PESTEL Analysis and McKinsey's 7 S Framework

In general, Management applied three situational analysis models as follows:

- At the Environmental or Situational level, the Political, Economic, Social, Technological, Environmental, Legal factors (PESTEL) model was used to gauge external factors which would impact on the operational activities of the RD.
- At Operational level, Strength, Weaknesses, Opportunities and Threats (SWOT) analysis was used together with McKinsey's 7S analysis.
- Organizational review models of PESTEL, SWOT and 7s Analysis have been used below to summarize the feedback;

Table 2: Analysis of External Factors (PESTEL)

FACTORS	OPPORTUNITIES	THREATS
Political	<ul style="list-style-type: none"> ✓ Donors ✓ Suppliers ✓ Roads infrastructure important to politicians 	<ul style="list-style-type: none"> × Regular change of government leads to change of plans or inconsistency on programmes planned (priorities) × Political outreach or interference (conflict of interest, prone to breach of law such as illegal practices)
Economic	<ul style="list-style-type: none"> ✓ Decrease in inflation rate leads to increased purchasing power ✓ Appreciation of our currency means cheaper imports (Exchange rate) ✓ Roads main means of transport 	<ul style="list-style-type: none"> × Increase in inflation rate erodes purchasing power × Depreciation of our currency leads to expensive imports × Decline in financial stability × Limited financial resources (inadequate funding or decrease in donor funding)

FACTORS	OPPORTUNITIES	THREATS
Societal	<ul style="list-style-type: none"> ✓ High demands of roads ✓ Access to services ✓ Media ✓ NGOs ✓ Plenty suppliers ✓ Regional cooperation ✓ Vehicle and equipment from project 	<ul style="list-style-type: none"> ✗ Vandalism and damage of road furniture ✗ Negative media ✗ Pandemics (Covid -19) ✗ Incompetent pool of contractors ✗ Material supply challenge
Technological	<ul style="list-style-type: none"> ✓ Internet faster and cheaper ✓ GPS survey ✓ LRMS consultancy ✓ International contractors ✓ Social media platforms ✓ Use of smart phones 	<ul style="list-style-type: none"> ✗ Poor ITC infrastructure
Environmental	<ul style="list-style-type: none"> ✓ Meteorology ✓ Environment 	<ul style="list-style-type: none"> ✗ Climate change ✗ Road encroachment ✗ High environmental demands ✗ Depletion of construction materials
Legal	<ul style="list-style-type: none"> ✓ Disputes resolutions 	<ul style="list-style-type: none"> ✗ Changes in legislation (mining) ✗ Disharmony between laws or conflicting laws (MLGCC, RDof Mining, Roads Act, Road Directorate Act 2010) ✗ No enforcement of laws ✗ Lack of regulation of construction industry

Table 3: Analysis of Internal Factors (RD 7S)

FACTORS	OPPORTUNITIES	WEAKNESSES
Strategy	<ul style="list-style-type: none"> ✓ RD Act 2010, ✓ Strategic plan in place 	<ul style="list-style-type: none"> ✗ No monitoring of the implementation of strategy ✗ Outdate legislation
Structure	<ul style="list-style-type: none"> ✓ Implementation of recently reviewed structure 	<ul style="list-style-type: none"> ✗ Limited human resources in procurement ✗ Composition of the Board (lack of adequate skills) ✗ Composition of executive ✗ Inability to fill strategic positions ✗ Recruitment (principal training centre)

FACTORS	OPPORTUNITIES	WEAKNESSES
Systems	<ul style="list-style-type: none"> ✓ Asset Management Tool ✓ Categorization tool ✓ Contract Management Tool ✓ Financial Management System 	<ul style="list-style-type: none"> ✗ Poor maintenance strategies ✗ Inadequate training of contractors ✗ Obsolete ICT infrastructure ✗ Inadequate legal frameworks ✗ Insufficient policies (lack of vehicle and equipment policy, lack of capacity building policy/strategy) ✗ No Performance Management System (PMS) ✗ Lack of integrated systems
Shared Values	<ul style="list-style-type: none"> ✓ More than enough property (offices & housing quarters) ✓ Service excellence ✓ Team work 	<ul style="list-style-type: none"> ✗ Non-disbursement of allocated budget ✗ Lack of innovation (new techniques) ✗ No implementation of lessons learned ✗ Absence of communication strategies
Style	<ul style="list-style-type: none"> ✓ Engagement of high calibre contractors & Consultants 	<ul style="list-style-type: none"> ✗ Silo mentality
Staff	<ul style="list-style-type: none"> ✓ Ability to work under pressure ✓ Low staff turnover 	<ul style="list-style-type: none"> ✗ No competitive benefits ✗ Low staff morale
Skills	<ul style="list-style-type: none"> ✓ Skilled employees ✓ Capable staff ✓ Relevant training ✓ Continuous development of staff 	<ul style="list-style-type: none"> ✗ Inadequate staff training ✗ Lack of capacity building programmes ✗ No research department ✗ Incapacitated Training Centre ✗ Non review of contractor training curriculum ✗ Non development of engineering skills ✗ Lack of leadership skills and professional development ✗ Lack of project and contractor management skills

3.2 Gap Analysis and Strategic Interventions for RD

The following gaps have been analyzed on the basis of the balanced scorecard perspectives. The strategic interventions are also proposed to address the key deficiencies in implementing the strategy at RD.

Table 4: Gap Analysis

CUSTOMER	ISSUES	<ul style="list-style-type: none"> • Lack of good customer service • Unreliable customer centricity • Service delivery not satisfactory • Weak relations with external stakeholders • Change in Governments • Political Interference 	Initiatives
			<ul style="list-style-type: none"> • Develop an effective customer service charter • Develop and implement a communication strategy • Develop and implement a stakeholder engagement framework
CUSTOMER	GAPS	<ul style="list-style-type: none"> • Lack of customer service charter implementation • Lack of communications strategy • Lack of customer-oriented strategy Lack of engagement framework • Inefficient customer feedback mechanisms 	

FINANCIAL	ISSUES	<ul style="list-style-type: none"> • Unclear business model • Incoming generating streams not performing well • Lack of resources mobilization (e.g. Funding, personnel) • Limited budget ownership • Accumulating arrears • Lengthy public sector procurement procedure • 	Initiatives
			<ul style="list-style-type: none"> • Develop a risk management framework • Develop a robust business model • Develop an integrated resource mobilization strategy • Develop feasible capacity building plan • Strengthen financial systems • Develop effective internal procurement procedures
FINANCIAL	GAPS	<ul style="list-style-type: none"> • Weak accounting systems • Weak Procedures and manuals • Lack of project management framework • No performance management system • Weak financial controls 	

INTERNAL BUSINESS PROCESSES	ISSUES	<ul style="list-style-type: none"> Gaps in key leadership positions Lack of internal stability Lack of research Outdated legislations/Non-evolving RD Act Limited advocacy for RD Lack of policy alignment Service delivery not satisfactory Strategy implementation lacking 	Initiatives
			<ul style="list-style-type: none"> Establish a research development framework Improve on legislation advocacy and policy reviews Develop branding strategy Customer centricism capacitation of staff Establish infrastructure for social media engagement Provide an IT service integrated systems Implement quality management systems Develop M& E Framework
	GAPS	<ul style="list-style-type: none"> Lack of change management and leadership Inefficient leadership empowerment Lack of strategy monitoring mechanisms Lack of effective marketing strategy Need for effective cultural heritage and nature conservation programme There is no clear research agenda Lack of efficient IT infrastructure and systems No M & E framework 	

LEARNING AND GROWTH	ISSUES	<ul style="list-style-type: none"> Demotivated staff Weak internal relations Marketing inefficiency/ Inadequate Capacity deficiency (Limited Human Capacity) Unfair recruitment Declining uptake of services 	Initiatives
			<ul style="list-style-type: none"> Develop employee engagement mechanisms Develop and implement a training plan Review recruitment policies Develop an HR strategy
	GAPS	<ul style="list-style-type: none"> Lack of passion for nature and cultural among staff No HR Strategy No balanced approach to key stakeholder engagement and performance assessment Skills audit & Job grading Capacity building [staff] 	

4. STRATEGIC GOALS AND OBJECTIVES.

4.1 Our Goal

To provide an efficient national road infrastructure network that is well managed, safe, suitable, reliable, accessible and supports socio – economic growth in Lesotho by 2025.

To achieve this goal would be anchored on the following priorities:

- Diversified revenue generation and total cost management;
- Stakeholder collaboration and customer centricity;
- Enhanced policy and process frameworks;
- Strengthening organizational capacity (Human, financial and physical);
- Enhanced asset recovery and road maintenance.

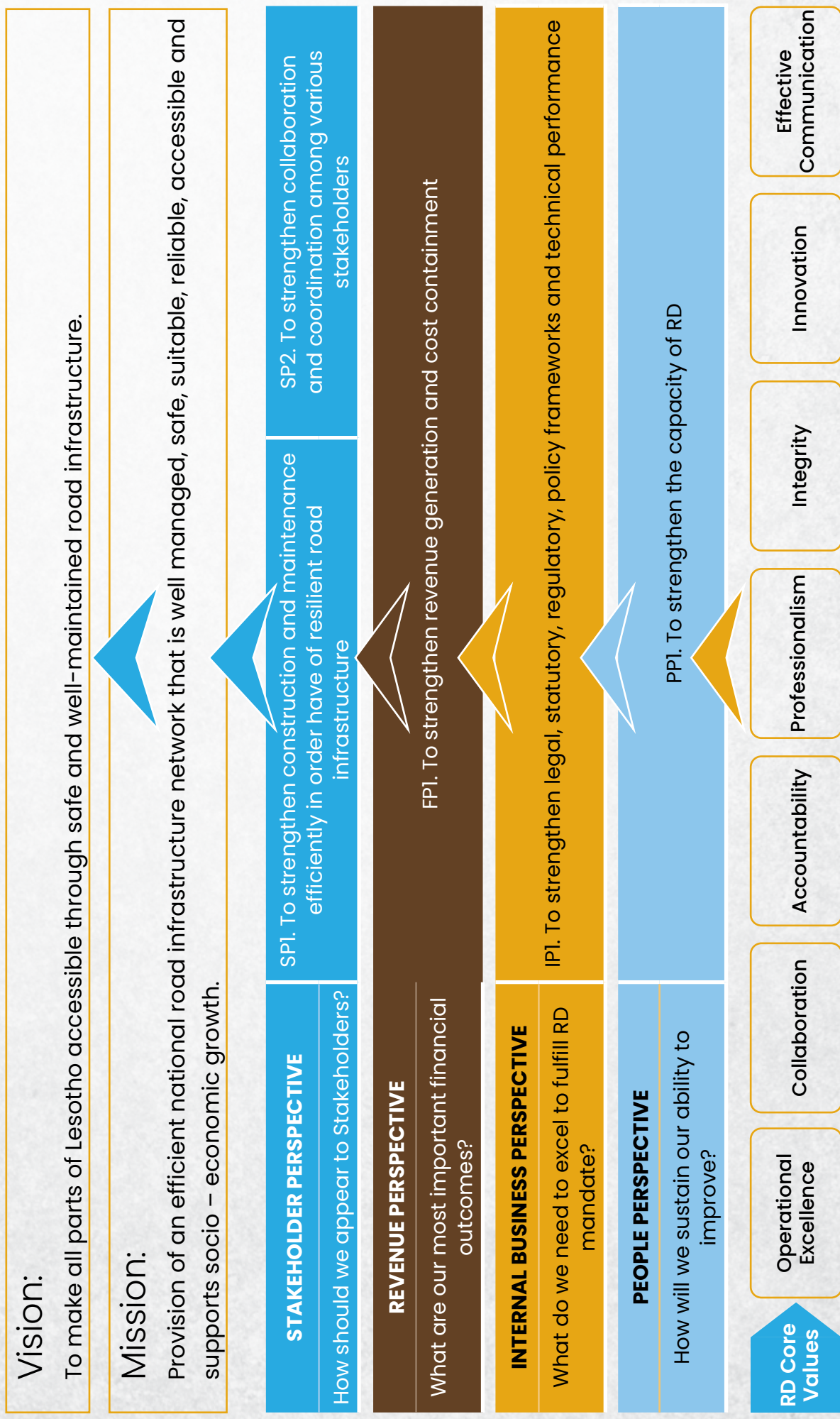
4.2 Strategic Objectives for RD

While goals are broad primary outcome, objectives are measurable step that we will take to achieve our goals. In other words, objectives are used as steps towards our strategic goals and leverage areas.

Objectives drive our leverage areas and answer the question, “What do we need to achieve in order to successfully fulfil the requirements of our strategic leverage areas and deliver on our goals?”

Our objectives are accomplishable, measurable, and time-based and let us determine whether we are making progress against our goals.

Figure 1: Strategy Map



4.3 Strategic Initiatives

Our strategic initiatives drive our objectives. Initiatives are an investment of resources dedicated to accomplish a specific objective. They are essentially projects that include a scope, budget, and start/end date. These attributes are critical to differentiating between objectives and initiatives. In the Balanced Scorecard (BSC) framework, strategic initiatives are the primary methods by which our strategy will be executed. While goals and objectives help point us in the right direction, initiatives are where the “rubber hits the road”.

These strategic initiatives are aptly, encapsulated in the gap analysis and the implementation plan in this strategy document.

4.4 Implementation Plan

For a strategy to turn into actionable milestones, an implementation plan is essential with clearly defined set of objectives to be achieved. The implementation plan will specify the activities, key performance areas, persons responsible for the tasks as well as the targeted timelines.

Table 5: Customer/Stakeholder Perspective (40%)

STRATEGIC OBJECTIVE ONE: What do to achieve in order to successfully deliver on our strategic intent.	STRATEGIC INITIATIVES: What actions will we undertake in order to meet the objective	MEASURE: How will we know we have succeeded?	TARGET: What must we achieve in strategic plan period			RESPONSIBLE DEPARTMENT
			2022-2023	2023-2024	2024-2025	
To strengthen construction and maintenance efficiently in order to have resilient road infrastructure. (SP 1) (W – 30%)	To strengthen engineering/technical execution, road safety and quality management	• Number of feasibility and economical studies conducted	1	1	1	Planning Division
		• Number of projects designed,	10	10	10	Planning Division
		• Number of kilometres constructed, upgraded, rehabilitated	57	80	115	Development Division
		• Number bridges constructed	2	4	4	Development Division
		• Number of audited contract management practices	10%	10%	10%	Internal Audit
		• KM road constructed to gravel standards	12	12	12	Maintenance Division
	To enhance routine maintenance programme of the entire road network annually	• Number of constructed and maintained drainage structures	17	12	15	Maintenance Division
		• Research effort of construction and maintenance materials	2	1	0	Pavement & Materials Division
		• Number of kilometers maintained by Periodic – Road Marking	-	180	180	Maintenance Division
	To rehabilitate both paved and unpaved roads	• Number of Kilometer Maintained by Routine – Paved	5887	5887	5887	Maintenance Division
		• Number of Kilometer Maintained by Routine – Unpaved	1000	1000	1000	Maintenance Division
		• Number of Kilometer maintained by Periodic/Rehabilitation – Pavement Strengthening Paved	22.5	60	60	Development & Maintenance Division
	• Number of Kilometers Upgraded (Earth to Gravel) – Rural Roads Improvement	-	30	30	Maintenance Division	

STRATEGIC OBJECTIVE ONE: What do to achieve in order to successfully deliver on our strategic intent.	STRATEGIC INITIATIVES: What actions will we undertake in order to meet the objective.	MEASURE: How will we know we have succeeded?	TARGET: What must we achieve in strategic plan period			RESPONSIBLE DEPARTMENT
			2022-2023	2023-2024	2024-2025	
To strengthen construction and maintenance efficiently in order to have resilient road infrastructure. (SP 1) (W – 30%)	To construct new footbridges	<ul style="list-style-type: none">Number of constructed and maintained footbridges	20	10	10	Maintenance Division
	To ensure that paved main road network is free of encroachers	<ul style="list-style-type: none">Create data base of encroachment	1			Planning Division
		<ul style="list-style-type: none">Demarcate road reserve (KM)	-	100	100	Planning Division
		<ul style="list-style-type: none">Number of kilometres of road network free of encroachments	-	20	30	Maintenance Division
	To erect and maintain traffic lights	<ul style="list-style-type: none">Number of intersections upgraded and maintained to SARTSM traffic Lights	24	9	9	Maintenance Division
		<ul style="list-style-type: none">No. of km maintained and upgraded to functional streetlights	4	10	20	Maintenance Division
	To strengthen collaboration and coordination among various stakeholders (State and Non-State Actors) to achieve coherence and synergy for greater and sustainable long- term impact of the Roads Directorate. (SP – 2) (W – 10%)	To create jobs in the Road Sector	<ul style="list-style-type: none">Reviewed Training Curriculum Documents (Contractors and Supervisors)	1	-	-
Formalise collaboration and partnership with all state and non-state actors (MOU/MOAs/SLAs)		<ul style="list-style-type: none">No. of Trained Contractors	-	15	15	Maintenance Division
		<ul style="list-style-type: none">Number of MOU/MOA/SLAs signed	TBD	TBD	TBD	Legal Office
Develop robust a Stakeholder Matrix		<ul style="list-style-type: none">Stakeholder Matrix Document	100%	100%	100%	Public Relations Office

STRATEGIC OBJECTIVE ONE: What do to achieve in order to successfully deliver on our strategic intent	STRATEGIC INITIATIVES: What actions will we undertake in order to meet the objective	MEASURE: How will we know we have succeeded?	TARGET: What must we achieve in strategic plan period			RESPONSIBLE DEPARTMENT
			2022-2023	2023-2024	2024-2025	
To strengthen collaboration and coordination among various stakeholders (State and Non-State Actors) to achieve coherence and synergy for greater and sustainable long- term impact of the Roads Directorate. (SP – 2) (W – 10%)	Develop and Implement Internal and External Communication Strategy	• Internal/ External Communication Strategy in Place	100%	100%	100%	Public Relations Office
		• Implement Communication Strategy				
	Improve RD image i.e. branding, engagement	• Brand manual and guidelines in place	100%	100%	100%	Public Relations Office
		• Stakeholder Relationship Management Strategy in place				
	Continuously improve customer service delivery.	• Level of customer satisfaction	70%	75%	80%	All Divisions/Sections
Consistently promote them RD corporate image and reputation	• PMS in place.	85%	90%	95%	Human Resources	
Inherent Risk of not implementing these initiatives remains Current Residual Risk if controls are put in place:						
Risk Mitigation Plan						

Table 6: Revenue/Budget Perspective (20%)

STRATEGIC OBJECTIVE TWO: What to do to achieve in order to successfully deliver on our strategic intent	STRATEGIC INITIATIVES: What actions will we undertake in order to meet the objective	MEASURE How will we know we have succeeded?	TARGET: What must we achieve in strategic plan period			RESPONSIBLE DEPARTMENT
			2022-2023	2023-2024	2024-2025	
To strengthen revenue generation and cost containment measures to attain financial sustainability (FP – 1) (W – 20%)	Optimise organizational financial sustainability through income diversification	<ul style="list-style-type: none"> Increased sources of funding. Number of proposals submitted 	4	4	4	Planning Division
	Improve revenue generation and collection mechanisms.	<ul style="list-style-type: none"> Increase in earned revenue ratio A business model in place 	3	3	3	Planning Division
	Improve cost efficiency in the Directorate	<ul style="list-style-type: none"> % Compliance to budget Cost and Operational Efficiency Ratio 	40%	45%	50%	Finance Division
	Develop framework that supports/ guide all stakeholders and project teams to enhance successful project execution.	<ul style="list-style-type: none"> Framework and guidelines in place Complete new and existing projects (Physical Progress) 	1	1	1	Finance Division All Divisions or Sections Planning Division
			95%	95%	95%	
			80%	85%	90%	
Risk Mitigation Plan	Inherent Risk of not implementing these initiatives remains Current Residual Risk if controls are put in place:					
			80%	85%	90%	All Divisions

Table 7: Internal Business Process Perspective (25%)

STRATEGIC OBJECTIVE: What to do to achieve in order to successfully deliver on our strategic intent	STRATEGIC INITIATIVES: What actions will we undertake in order to meet the objective	MEASURE: How will we know we have succeeded?	TARGET: What must we achieve in strategic plan period			RESPONSIBLE DEPARTMENT
			2022-2023	2023-2024	2024-2025	
To strengthen legal, statutory, regulatory and policy frameworks for the Roads Directorate in order to effectively and efficiently execute the mandate (IP 2) (W – 25%)	To institutionalise Policy Development and Review framework	<ul style="list-style-type: none"> Number of policies, procedures and processes developed and reviewed annually 	5	5	5	Planning Division
	To institutionalise regular Business Process Mapping	<ul style="list-style-type: none"> Number Business process maps developed annually 	50%	75%	100%	Administration Office
	Develop and Implement a Resource Mobilisation Strategy	<ul style="list-style-type: none"> Resource Mobilisation Strategy in place 	1	1	1	Administration Office
	To increase compliance to the regulations, policies and manuals	<ul style="list-style-type: none"> Enforce the implementation of RD policies 				Legal Office
		<ul style="list-style-type: none"> Create awareness among of the RD staff and stakeholders 	1	1	1	Legal Office and Public Relations Office
	Effective institutionalisation and implementation of corporate governance principles	<ul style="list-style-type: none"> Capacity Building Plan for the Board in Place 	1	1	1	Director General
		<ul style="list-style-type: none"> Corporate Governance Framework in Place (To adopt King Codes) 	1	1	1	Director General
	Develop and implement an ICT strategy	<ul style="list-style-type: none"> Draft ICT strategy in place 	1	1	1	Administration Office
		<ul style="list-style-type: none"> Identify relevant ISO Standards 				All Divisions
	Develop and Implement Monitoring and Evaluation Framework with ongoing quality auditing and control	<ul style="list-style-type: none"> Robust Quality Management System in Place (ISO certification i.e. ISO 9001, 14001, 17020, 17025, 50001, 45001 and 44001) 	20%	50%	75%	All Divisions
		<ul style="list-style-type: none"> Monitoring and Evaluation framework in place 	-	1	1	Director General

STRATEGIC OBJECTIVE: What to do to achieve in order to successfully deliver on our strategic intent	STRATEGIC INITIATIVES: What actions will we undertake in order to meet the objective	MEASURE: How will we know we have succeeded?	TARGET: What must we achieve in strategic plan period			RESPONSIBLE DEPARTMENT
			2022-2023	2023-2024	2024-2025	
To strengthen legal, statutory, regulatory and policy frameworks for the Roads Directorate in order to effectively and efficiently execute the mandate (IP 2) (W – 25%)	Automate and integrate internal business processes	<ul style="list-style-type: none"> Comprehensive and integrated system in place (i.e. SAP, Oracle, Sage) 	10%	20%	50%	Administration
	Intensify divisional knowledge sharing.	<ul style="list-style-type: none"> Improved inter-divisional knowledge. 	70%	75%	80%	Human Resource
		<ul style="list-style-type: none"> Inter divisional interactions (Meetings) 	4	4	4	Human Resource
	To implement Risk Management Framework	<ul style="list-style-type: none"> Capacity building i.e. risk management process, control self assessment, assurance framework 	1	1	1	Internal Audit Office
	To develop and implement internal procurement procedures	<ul style="list-style-type: none"> Risk Register in place Procurement Policy and Procedures in place 	1	1	1	Procurement Office
Risk Mitigation Plan		Inherent Risk of not implementing these initiatives remains Current Residual Risk if controls are put in place:				

Table 8: People Perspective (15%)

STRATEGIC OBJECTIVE FOUR: What do to achieve in order to successfully deliver on our strategic intent	STRATEGIC INITIATIVES: What actions will we undertake in order to meet the objective	MEASURE: How will we know we have succeeded?	TARGET: What must we achieve in strategic plan period			RESPONSIBLE DEPARTMENT
To strengthen the capacity of RD for efficient and effective delivery of service. (LGP - 1) (W – 15%)	Develop and Implement a Consolidated Human Resource Strategy	• Human Resource Strategy in place	1	1	1	Human Resource
		• Motivated and improved employee engagement	80%	85%	90%	
		• Low Staff turnover	5%	5%	5%	
	To undertake regular Organisational Structure Review	• Change Management Plan in Place	1	1	1	Human Resource
		• Organisational and pay structure approved	1	1	1	
		• Organisational and pay structure implemented		10%	100%	
	Develop and implement Capacity Development Plan	• Training/Capacity Development Plan developed annually	1	1	1	Human Resource
		• Training/Capacity Development Plan implemented annually	20%	50%	70%	
	Review Performance Management System Implement a robust Performance Management System	• Performance Management System in place	1	1	1	Human Resource
		• Performance Review mechanism in place	1	1	1	
	Develop and implement a Reward and Recognition framework	• Reward and Recognition Framework in place	1	1	1	Human Resource
Risk Mitigation Plan	Inherent Risk of not implementing these initiatives remains Current Residual Risk if controls are put in place:					

5. CRITICAL SUCCESS FACTORS TO STRATEGY IMPLEMENTATION.

Business Area	Critical Success Factors
Governance and Strategy Management	Compliance with RD corporate governance principles. Adoption of a legal and governance structure that supports operational efficiency. This calls for a review of the governance structures that will ensure compliance to the requirements of the existing quality assurance bodies. To ensure that the strategy is understood by all key stakeholders and that it is implemented.
Financial Position	Budget compliance state would determine RD's financial sustainability. Fund raising to augment Government subvention is key to the operations of RD.
RD's Performance	Fast and efficient turnaround times in terms of responding to service requests by stakeholders.
Organisational Structure	Structure should determine the manner in which the organisation operates and how it ultimately performs.
Information Management System	Implementation of an information system supported by human and computer-based resources that result in the collection, storage, retrieval, communication and use of data for the purpose of efficient management of the RD's operations and for business planning.
Marketing and Branding	RD's Image and Integrity. Adoption of a differentiation strategy in marketing and promoting its products and services to all the stakeholders.
Human Capital (People)	Achievement and recognition of employees as well as enhancement of skills levels. Strengthening and development of human resources to organisations which aim at responding to the needs of the clientele and stakeholders they serve. Implementation and sustenance of effective people management strategies across all areas, and at all levels of the institution.
Physical Infrastructure	Physical infrastructure is fundamental to facilitating the provision of products and services by any organisation to its target market.

Business Area	Critical Success Factors
Managing Stakeholder Relations	An all-inclusive communication approach to ensure effective stakeholder buy-in and involvement. RD's generic definition of stakeholders i.e. parties who contract with RD (stakeholders, employees, suppliers), parties who have non contractual nexus with RD (Non – Governmental Organisation (NGOs), Donors, Civil Society, The Environment) and the Government
Implementation of the Corporate Strategy	Plan that clearly defines the manner in which the set objectives are to be achieved.

5.1 Managing Stakeholder Relations

5.1.1 Stakeholder Engagement: Internal

The following strategic areas shall form the basis for effective internal communication in the course of implementing the corporate strategy.

Table 9: RD's Strategic Areas for Stakeholder Engagement

Strategic Area	Performance Target	Role of Management
Planning and Strategy	<ul style="list-style-type: none"> Approach to internal communication, including the position of the function and the extent of involvement in planning. 	<ul style="list-style-type: none"> Define expected roles of individuals in business planning. Clarify the profile of internal communication in the organisation.
Issues and Messages	<ul style="list-style-type: none"> The effectiveness of the function in helping to communicate key business messages throughout the organisation. 	<ul style="list-style-type: none"> Establish Information flow channels; Verify issues and messages before communicating them to the rest of the workforce.
Channels and Processes	<ul style="list-style-type: none"> The tools and channels used across all communication activities, including the processes used in distributing communication materials. 	<ul style="list-style-type: none"> Regularly review management information system and processes to enhance effective communication and protection of the organisation's privileged information.
Style and Culture	<ul style="list-style-type: none"> The underlying culture of communication in the organisation and the basic operating style of the internal communication function. 	<ul style="list-style-type: none"> Define the organisation's branding and image and ensure consistency in style and culture of how it communicates.

Strategic Area	Performance Target	Role of Management
Measurement	<ul style="list-style-type: none"> The measurement practices employed to evaluate communication effectiveness. 	<ul style="list-style-type: none"> Employ both formal and informal measurements.
Employee Involvement	<ul style="list-style-type: none"> The extent of employee involvement in communication activities. 	<ul style="list-style-type: none"> Ensure a two-way communication process to promote knowledge sharing and ownership.
Skills	<ul style="list-style-type: none"> The skills of the organisation's key communicators. 	<ul style="list-style-type: none"> Develop management skills in handling organisational communication with a robust feedback system.

5.1.2 Stakeholder Engagement: External

To ensure effective stakeholder buy-in and involvement, RD shall develop an all – inclusive external communication approach. The approach will regularly track how stakeholders feel and react to Corporate Strategy implementation and monitoring. The Directorate shall establish and facilitate a pragmatic approach to engaging the stakeholders and how best to communicate with them.

5.1.3 Stakeholder Service Targets

RD shall conduct Stakeholder Perception Surveys as a means, amongst others, to obtain information for use in the continuous review of the organization's services and facilities to ensure that these are in line with stakeholders' expectations and needs.

The objectives of the Stakeholder Perception Survey would include:

- To assess RD's visibility in its market-place;
- To capture stakeholders' perceptions of RD's services;
- To identify stakeholders' needs and expectations with regard to RD's services;
- To assess the effectiveness of stakeholder-communications; and
- To recommend measures for improvement.

5.1.4 Management of Meetings to Internal Stakeholder Relations

Management will schedule meetings to manage implementation of the Strategy internally as follows:

Table 10: Meeting to Internal Stakeholders

Type of Meetings			
	Operational Review	Strategy Review	Strategy Testing and Adapting
Information Required	Dashboards for RD key performance indicators, weekly and monthly financial summaries	RD Strategy Map and Balanced Scorecards Reports	RD Strategy Map, external analysis
Frequency	Daily, twice weekly, weekly, or monthly depending on the RD business cycle	Monthly	Quarterly, annually
Attendees	RD Departmental and functional personnel	RD Executive Management	RD Executive Management, Business Unit Heads
Focus	Identify and solve operational problems	Manage strategy implementation issues, assess progress of strategic initiatives	Test and adapt strategy based on causal analytics
Goal	Respond to short term problems and promote continuous improvement	Fine tune strategy and make adaptations as you implement	Improve and transform

6. MONITORING AND EVALUATION OF THE CORPORATE STRATEGY

6.1 Performance Monitoring

Monitoring and evaluation of this corporate strategy shall be integrated into all implementation structures of the Directorate. Monitoring and Evaluation Framework and Performance Reporting Dashboard shall be the tool at the disposal of the Directorate to ensure that the plan is implemented in its entirety. To put such a performance monitoring system in place management will ensure the following:

- Design data collection methodologies and instruments;
- Determine information on critical performance indicators of projects and the Directorate as a whole; and
- Compilation and reporting.

6.2 Evaluation of Deliverables

Outcome evaluation of the key success factors in this Corporate Strategy shall be conducted twice a year to ensure that the Directorate continuously updates information about the status of achievements and results as well as applying ongoing learning and knowledge.

The Directorate shall also issue an Annual Report and other strategic reports in compliance with the legislative documents and regulatory requirements.

6.2.1 Annual Review of the Strategy

Appreciating the on-going need to react to strategic changes, this corporate strategy shall be reviewed on an annual basis as the need arises.

6.2.2 Annual Operational Plans (Scorecards)

All departments within Directorate shall develop an Annual Operational Plan (Scorecard) with a focus on the strategic objectives defined in the corporate strategy. Performance against the main plan will thus be constantly monitored and evaluated annually.

The Director General through the office of the Finance, Human Resources and Administration, will facilitate the departmental planning processes to ensure adherence to the corporate strategy for the desired deliverables.



The Directors will cascade the Departmental Plans to the different functions within the department and facilitate development of individual scorecards.

6.2.3 Critical Success Factors to Strategy Implementation

Critical success factors are conditions on which successful implementation of the corporate strategy will depend and therefore require full attention. The strategy will need to be constantly driven towards the direction that the Commission plans to grow. These factors are highly dependent on a clearly defined implementation plan within a well-controlled operational environment.

6.2.4 RD Business Model

The Directorate shall critically review and implement the business model that creates, delivers and retains value for its customers/stakeholders. This will include critical alignment of all its business processes to achieve this.

6.2.5 Legal and Governance Structure

The legal framework of any organisation has an influence in determining the kind of entity it becomes. The Roads Directorate Act and RD policies, shall guide compliance issues in respect of Legal and Governance Structures. RD has adopted a legal and governance structure that supports operational efficiency.

6.2.6 Championing the strategy

The corporate strategy shall be the guiding instrument through which the Board wishes to see the Directorate achieve its set goals, hence the need for champions whose main task shall be to ensure that the strategy is understood by all key stakeholders and that it is implemented. It is therefore critical for the leadership of RD to be fully committed to successful implementation of the strategy with supporting plans and activities to be undertaken.

The Director General shall be the champion of the corporate strategy with all other Directors providing immediate supporting role at different levels. The champions therefore need to keep the organs of the Commission focused on the strategy at all times, reviewing and reporting progress at regular intervals.

6.3 Summary and Conclusions

Our RD Strategic Plan 2022/2023 – 2024/2025 builds on the foundations of the Strategic plan 2016/17, taking into account the previous journey and the implementation challenges. This Strategic Plan has not departed from the previous plan – as there were a number of important task which were not implemented – but has emphasised in implementable priority areas. The result is a simple and practical plan that is rooted in our journey and delivers significant social protection initiatives.

Does the Plan address emerging issues and major concerns identified in the Terms of Reference and the Situational Analysis Report

Emerging issues and concerns have been considered when developing the Plan. These include increase demand for RD products and services; access to RD services by the vulnerable and excluded, information and data, technological changes, funding; partnerships and collaboration

Does the Plan address the environmental scan (Radar Screen Analysis, PESTEL – GE and SWOT analysis) and updated during this review?

Environmental scan analysis has been considered when developing the Plan.

Is the Plan aligned to Key Government Policy Documents (Lesotho National Strategic Development Plan II 2018 – 2023) and address the national priorities?

Alignment to Key Government Policy Documents (Lesotho National Strategic Development Plan II 2018 – 2023 and has been considered when developing the Plan.

Does the allow us to focus on those few strategic leverage areas that makes a big impact?

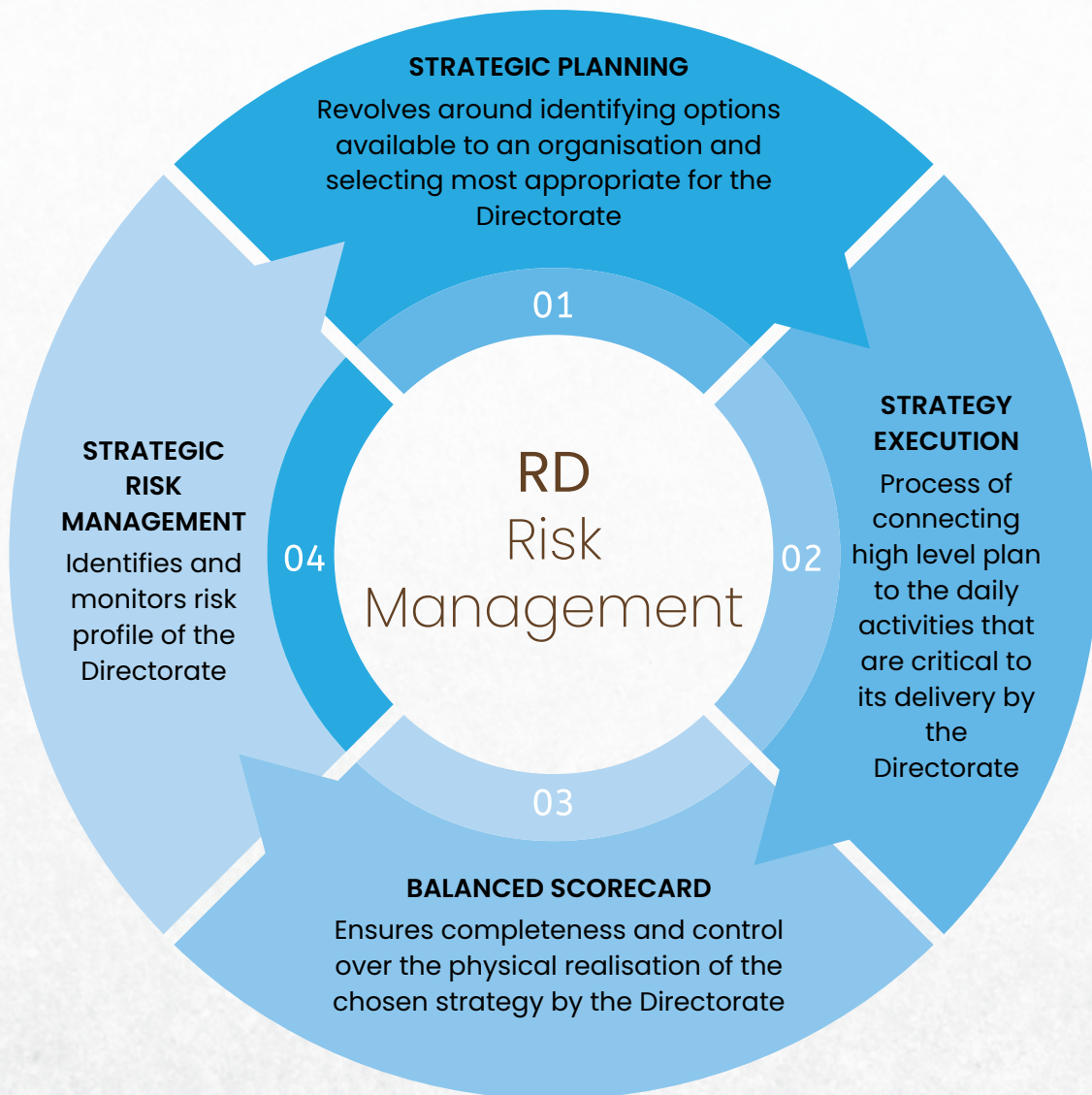
The Plan is anchored on RD Mandate and focuses RD on the few strategic objectives and initiatives that will achieve value for money during the strategic planning period.



ANNEXURE A: STRATEGIC RISK MANAGEMENT

The Strategy Risk management portfolio has become a key component in the overall cycle of strategy formulation, execution, monitoring and evaluation. Below are the four interrelated areas which are proposed to incorporate enterprise risk management:

As part of the Appendices, the Consultant has included to ten (10) key risks that may impact the risk profile if the strategy is not implemented successfully.



Risk management is a continuous process as part of good institution governance practice. It involves identifying, analysing, ranking and develop and coming up with risk response strategies to maximize the probability of success of the strategy portfolio of initiatives. The risks are classified into three categories being: High, Medium and Low. Mitigation actions are identified for the High and Medium Risks. High rated risks should be managed closely, with periodic updates to the strategy sponsor, being the RD DG. The initial identified risks are captured in the tables below.

Ten (10) key risks that may impact the risk profile if the strategy is not implemented successfully below:

RISKS	RISK EVENT	P*	I*	RF	MITIGATION	RESPONSIBILITY	ACTION DATE
1	Inadequate financial resources to implement strategy	9	9	81	Prioritize implementation of initiatives	DIRECTOR GENERAL	April 2023
2	Lack of buy in from key stakeholders	8	9	72	Engage the key stakeholders regularly	DIRECTOR GENERAL	April 2023
3	Strategic implementation delays and late realization of benefits	8	8	64	Ensure the strategic initiatives are a priority for the Government	DIRECTOR GENERAL	April 2023
4	Failure to communicate strategy to key stakeholders	8	8	64	Implement communication plan	DIRECTOR GENERAL	April 2023
5	Over dependence on government funding	7	8	56	Ensure the strategic initiatives are a priority for the Government	DIRECTOR GENERAL	April 2023
6	Loss of key staff members	7	6	42	Implement succession planning, talent management as well as rewards and recognition initiatives	DIRECTOR GENERAL	April 2023
7	Change in the external environment	6	6	36	Monitor and evaluate	DIRECTOR GENERAL	April 2023
8	Lack of skills and capacity to deliver strategic initiatives	4	8	32	Capacity building initiatives; Outsource where necessary	DIRECTOR GENERAL	April 2023
9	Change in statutory controls and legislation	5	5	25	Engage the Government regularly	DIRECTOR GENERAL	April 2023
10	Ineffective leadership and strategy ownership	4	6	24	Commission to monitor long term performance quarterly	DIRECTOR GENERAL	April 2023

*The scale of 1 – 10 in probability and impact



ANNEXURE B:

DEFINITION OF TERMS

Terms	Definition
Road	As defined by the Roads Act 1969 means a road, street, thoroughfare or highway which is ordinarily used by the public, and includes a road reserve and a bridge, ford, culvert, pontoon ferry and toll-gate in the course thereof and an approach, cutting, embankment, subway, drain, dam, Kerbs parapet, guard and other work or thing forming part of or connected with or belonging to and shall include a bridle path.
Road Reserve	A portion of land declared as such by the minister under the Roads Act 1969 for the construction, maintenance and protection of a road.
National Roads	These roads provide high degree of mobility connecting district centers and/or serving as international corridors;
Tertiary roads	These roads collect traffic to and from the main and secondary roads;
District roads	These roads provide intermediate level of service connecting local centers of population and linking them to districts, local centres of population and developed areas;
Urban roads	Any other road in an urban area other than a designated road and so designated as urban roads. Main function is provision of accessibility over relatively short trip lengths and providing services to smaller communities.
Gravel roads	Unpaved road surfaced with gravel that has been brought to the site from a quarry or stream bed.
Routine Maintenance	This is the normal everyday maintenance, including repairs, cleaning, reconditioning and replacements, required several times every year to preserve the roads and provide adequate levels of service and safety to road users. Routine maintenance is classified into recurrent activities and general activities. Recurrent activities include pothole patching, crack sealing, shoulder maintenance and minor repairs to bridge elements. General activities include removal of rocks and debris from road surface, ditches and culverts and grass cutting;

Terms	Definition
Emergency Works	The work necessitated by damages to the road and restrictions to the safe and expedient flow of traffic, which require immediate action. These include repair due to landslides, flooding, and wash-away of structures;
Periodic Maintenance	These are tasks carried out periodically to prolong the pavement characteristics and life which are gradually lost due to age, traffic, weather etc. while such measures are still cost effective. This includes resealing, resurfacing, surface treatment, pavement marking and re-gravelling;
Rehabilitation or Reconstruction	Rehabilitation/reconstruction of roads is carried out where the road has deteriorated to such an extent that periodic maintenance of the pavement is no longer feasible. Rehabilitation is normally undertaken on pavements showing initial structural distress while reconstruction is carried out on pavements that have failed structurally. This is mainly a result of prolonged deferring of periodic maintenance, which if carried out at an appropriate time would arrest further road deterioration. These works include the ripping off of the road surface to base and the sub base layers followed by reconstruction of base, sub base and the road surface.
Upgrading of roads and bridges	New road construction projects are mainly upgrading of an earth and/or gravel road to a bitumen standard road. The construction is the longest stage in the project implementation circle, from earth to bitumen surface. To reach this stage the project will have undergone several stages such as the Economic Feasibility and preliminary engineering design stage where the economic viability of the road is carried out;
Contractor	Means a person or body of persons who undertakes or which undertake to execute and complete works;
Roads Directorate	A body responsible for the planning, development and maintenance of roads as defined in the regulations and carrying out of quality assurance for all roads and bridges in Lesotho and as established under the Roads Act No.16 of 2010.
Values	RD values are the general guiding principles that will govern how we do business and how we engage our stakeholders. They are those behaviours, customs, feelings, beliefs that are utilised to guide our day-to-day operations, serving as a linkage between our mission and vision.



Terms	Definition
Vision	RD Vision Statement is a clear and compelling articulation of our desire future state or 'point of arrival'. It is designed to give meaning to our aspirations as RD. The vision can also act as a de facto service level agreement with our customers.
Strategy	Means the interpretation of the mandate and sets out mission, vision, values, and objectives that will allow the RD to achieve its mandated goal or purpose for existence. The strategy spells out the choices that RD have taken to achieve superior performance.
Business Model	Defines how the RD strategy and objectives should be implemented to reach all the targeted market. The business model defines the target customers and segments, products and services as well as the channels to be used to market the products and services to the customers
Mandate	The official order or objective of the RD and sets out the purpose for the RD's existence and reasoning to execute its activities
Mission	A Mission Statement accurately reflects RD's mandate, describes the fundamental purpose for which we exist, the products and services we focus on, who benefits from our efforts and the unique value we bring to our customers.
Operating Model	Defines the RD capabilities required to deliver on the business model and various frameworks which will be adopted by the organisation to enable capabilities to deliver. The operation model components include process frameworks, organisational models, governance frameworks, technology models, sourcing models, performance management frameworks, monitoring and evaluation frameworks as well as human resource models.
Slogan	Roads Directorate's "Quality Roads Improving Connectivity"



Quality Roads Improving Connectivity



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