ZINARA
Driven to make you drive well

MINISTRY OF TRANSPORT AND INFRASTRUCTURAL DEVELOPMENT
ZIMBABWE

Integrity • Capacitation • Engagement • Digitisation

2026 - 2030

Strategic Plan

be a partner for progress

SECTION A: Profile of ZINARA

i) **Foreword**

By the ZINARA Board of Directors

ZINARA has travelled a long way—transitioning from a turnaround posture to an organisation excelling in service delivery. Once associated with financial malfeasance and governance failings, ZINARA has clawed its way from the abyss of corporate indictment to stand firmly for transparency, accountability, and performance. Recognition of the Board and CEO's achievements at 2024 awards giving ceremony by His Excellence President Dr E.D Mnangagwa, and the successful funding of SADC summit roads to the tune of **US$219.9 million**, attest to the momentum we carry into the next strategic horizon.

NDS1 (2021–2025) Review

In fulfilment of our Vision—*a well-managed fund for sustainable road infrastructure maintenance by 2030*—ZINARA established itself as a reliable Road Fund. We co-financed national projects with the Ministry of Finance (e.g., **Harare–Beitbridge** roads), strengthened collaboration with Government, the Ministry of Transport, and the Ministry of Finance, and financed high-impact projects including the SADC roads programme (**US$219.9 million**). Financial performance soared: **Revenue grew 95%** (from **US$222,332,000** to **US$432,569,124**) and **disbursements grew 80%** (from **US$108,818,579** to **US$306,680,818**). Governance and compliance were restored and reinforced: **70/71 Grant Thornton forensic audit issues resolved**, corporate governance compliance improved from **65% to 87%**, and **100% procurement compliance** was achieved per **PRAZ** ratings.

We restructured the organisation—separating revenue operations from support functions; establishing the **PMU**, **Risk Management & Loss Control**, and strengthening **ICT**. We accelerated automation (**SAP resuscitation; ICT audits, Vulnerability Assessments (VAs) and Penetration Tests (PTs); etag express lanes; e-recruitment and biometrics; CCTVs and a central control centre**), advanced **solarisations** of tollgates and offices, and expanded stakeholder engagement through sponsorships, media and parliamentary tours, integrity committees, and quarterly publication of disbursements. Service and people metrics improved: **Customer Satisfaction Index (CSI) rose from 74% to 77%**, employee satisfaction from **63.7% to 71.7%**, and employee engagement from **82.3% to 91%**, alongside enhanced staff welfare, mortgages, tools of trade, and working conditions.

Alignment of Core Values

Building on NDS1, ZINARA enters NDS2 with a deliberate, citizen-centric resolve—the "empty chair" lens guiding decisions and delivery. Apart from the vision, we have aligned and refreshed core values with the founding tenets of the **Roads Act [Chapter 13:18]**, recognising ZINARA as an institution borne by citizens and answerable to their aspirations.

Our values resonate with our existence, and we live ZINARA with our values permeating through our name **ZINARA**. These six pillars define who we are and guide every decision and action:

- **Zero Tolerance** — Integrity above all; no tolerance for corruption, malfeasance, or non-compliance.
- **Innovation** — Pursuing new ideas and better techniques to elevate service delivery.
- **Nexus (National Service & Network)** — Serving citizens and connecting all road stakeholders through a cohesive national network.
- **Accountability & Accessibility** — Accepting responsibility with transparent reporting and making services easy to access.
- **Responsiveness & Reliability** — Prompt action on stakeholder needs and consistent dependability across the network.
- **Agility** — Embracing change and adapting rapidly to deliver measurable outcomes.

Visual Representation of Core Values:

Core Value	Value Principles
Zero Tolerance	Integrity above all; no tolerance for corruption, malfeasance, or non-compliance
Innovation	Pursuing new ideas and better techniques to elevate service delivery, leading technological disruption.
Nexus (National Service & Network)	Serving citizens and connecting all road stakeholders through a cohesive national network
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Agility	Embracing change and adapting rapidly to deliver measurable outcomes

NDS2 (2026–2030) Strategic Focus

"A sustainable road fund guaranteeing trafficable roads in every community by 2030."
ZINARA has resolved, in its strategic plan for NDS2, to remain in the vanguard and exceed NDS1 performance. This commitment is evidenced by a deliberate shift to a vision that aligns better with the aspirations of the citizens of Zimbabwe—the "empty chair" perspective guiding decisions and delivery.

Our focus is to:

- **Deepen transparency and accountability** through rigorous governance, risk management, audit closure, and continuous public reporting.
- **Accelerate high-impact funding and maintenance quality**, leveraging partnerships and co-financing to maximise outcomes across all road authorities.
- **Scale digital transformation** (end-to-end automation, smart tolling, data-driven disbursements, cyber resilience, leveraging on AI technology for productivity and cost transformation) and **expand sustainability initiatives** (solarisations, efficiency gains).
- **Elevate stakeholder experience and service standards**, targeting further gains in customer satisfaction, employee engagement, and operational excellence.

Acknowledgements

We extend our profound gratitude to **His Excellency Dr. E.D. Mnangagwa** for the unwavering trust placed in the ZINARA Board and Management. We also acknowledge **Honourable Advocate F.T. Mhona**, Minister of Transport and Infrastructural Development, and **Professor M. Mthuli**, Minister of Finance, Economic Development and Investment Promotion, together with their offices, for providing clear policy direction and steadfast support in shaping ZINARA's mandate.

We appreciate the **Corporate Governance Unit (CGU)** and the **Zimbabwe Anti-Corruption Commission (ZACC)** for guidance on governance frameworks and ethical practice. Our thanks go to the **Permanent Secretary** for the Ministry of Transport and Infrastructural Development for continually challenging ZINARA to fund high-impact maintenance, and to the **ZINARA CEO, management team, and employees** for assiduous service throughout NDS1. We also acknowledge the contributions of **Public Service Commission (PSC)**, **Dr. Gomera and his team** from the **Chartered Governance Institute of Zimbabwe**, and **Winfield Strategy and Innovation** for broadening our strategic perspective. Last but not least, great appreciation goes to all our stakeholders for all the support, advice and constructive prodding for better service delivery.

Conclusion

While NDS1's success story now sits in the rear-view mirror, NDS2 is the road ahead—and ZINARA is prepared to exceed the mirage of those successes. We remain in the vanguard, committed to transparency, accountability, innovation, and citizen outcomes, confident that—together with our stakeholders—we will deliver a well-managed, sustainable Road Fund for Zimbabwe.

ZINARA Board of Directors

ii) Executive Summary

The **NDS2 Strategic Plan for ZINARA** serves as a blueprint for tangible success in financing road maintenance and development. It is designed to deliver measurable outcomes within the current supportive legal framework, with minimal enhancements anticipated to ensure seamless value creation across the road construction and maintenance value chain—from the Road Fund to road authorities, contractors, and ultimately citizens.

Strategy Development Process

The strategy-setting process commenced in **Mutare (14–17 September 2025)**, facilitated by **Winfield Strategy and Innovation**, where pre-strategy information was generated and compiled. It culminated in an **all-stakeholder strategy review in Bulawayo (1–4 December 2025)**, co-facilitated by **Public Service Commission (PSC) consultants** and external consultant **Dr. Lovemore Gomera and team from Chartered Governance Institute**.
This rigorous process resulted in a **revision of ZINARA's vision and core values** to better reflect the aspirations of citizens as Zimbabwe moves toward **Vision 2030**.

New Vision and Strategic Theme

The vision was changed from:
"A well-managed fund for sustainable road infrastructure maintenance by 2030"
to:
"A sustainable road fund guaranteeing trafficable roads in every community by 2030."

This new vision provides impetus for ZINARA's strategic intent and theme:
"Towards a Billion-Dollar Road Fund: Building Capacity, Driving Maintenance Excellence."

ZINARA Core Values

Our core values now resonate more with citizens, reflected in the acronym **ZINARA**, replacing the previous EIITA (Equity, Integrity, Innovation, Teamwork, Accountability). While EIITA was noble, the new values align with the delivery trajectory of **NDS2** and the national development strategy, ensuring ZINARA's culture is responsive to citizen needs.

Strategic Alignment

The strategy aligns with:

- **NDS2(2026-2030)**
- **National Priority Areas**
- **Key Result Areas**
- **National Tertiary Outcomes**
- **Sectoral Key Results and Intermediate Outcomes**

Program Structure

ZINARA's programs were streamlined from **three to two namely**:

1. **Governance and Administration**
   - Board and CEO's Office (core governance *structure, strategy formulation and review functions and directorate strategy execution functions*)
   - Assurance Services (*value-for-money audits, internal operational audits, risk and loss control management, revenue assurance processes)*
   - Administrative Services (*financial reporting, procurement, ICT systems, HR optimization, core Administration firm infrastructure*)
2. **Road Funds Management**
   - Road maintenance funding (*funds disbursement system, funds allocated to road authorities, monitoring and evaluation*)
   - Revenue mobilization (revenue *collection and banking, new revenue streams, revenue collection systems*)

Resource Allocation

- **70%** allocated to **Program 2: Road Funds Management** (road maintenance funding and revenue mobilization)
- **30%** allocated to **Program 1: Governance and Administration**

Major Strategic Focus Areas

Under **Program 2: Road Funds Management**, ZINARA will:

- Equip every Road Authority with essential grading and gravelling equipment
- Implement a **National Road Condition Survey** to prioritize works
- Construct **weighbridges at tollgates** to preserve roads
- Revise the **disbursement cycle** for greater responsiveness (in consultation with the Shareholder)
- Accelerate adoption of **e-tolling and digital payment systems** (e-Wallet, e-Tags, widened lanes)
- Introduce **dynamic pricing models** in tolling for revenue optimization and congestion management
- Finalize **legislative reforms** on the Roads Act to align with citizen expectations
- Launch **new revenue streams** (Urban Tolling, billboard boards subscriptions, PPP models on tollgates constructions)
- Grow revenue to **US$826.2 million (ZWG 24.8 billion) by 2030**, thus moving toward a **US$1 billion Road Fund by 2030.**

iii) Introduction

The Zimbabwe National Road Administration (ZINARA) Strategic Plan for 2026–2030 is a results-driven framework aligned with the National Development Strategy 2 (NDS2 2026-2030), the National Results Framework (Annexure 2), and the Government of Zimbabwe's Results-Based Management System. It is guided by the Integrated Results-Based Strategic Planning Guidelines for Public Entities issued by the Corporate Governance Unit (CGU) and reflects resolutions of the Parliament of Zimbabwe to ensure policy coherence and institutional accountability. At a continental level, the Plan supports the aspirations of Agenda 2063 vision of *a prosperous, integrated, and peaceful Africa, driven by its citizens, and pillar number 3 on An Africa of good governance, democracy, human rights, justice, and the rule of law, working towards strong and accountable institutions*. Through this Strategic Plan, ZINARA reaffirms its mandate to mobilize road user charges and invest in sustainable road infrastructure for improved connectivity, contributing meaningfully to Zimbabwe's socio-economic vision 2030 development agenda of *transforming the country into an upper-middle-income society by 2030*.

iv) Background

The ZINARA 2026–2030 Strategic Plan is the product of a comprehensive strategy review process, including performance assessments of the 2021–2025 plan under NDS1 and stakeholder consultations. This plan reflects ZINARA's strategic intent to evolve into a tech-driven, sustainable road fund that empowers road authorities for effective road maintenance, standardizes operations, and enhances revenue mobilization through digital platforms. Aligned with the National Development Strategy 2 (NDS2 2026-2030), the plan identifies key focus areas such as road infrastructure financing such as weighbridges, toll plazas, digital transformation, institutional capacity building, and improved service delivery. It sets a bold trajectory to grow the Road Fund to US$1 billion, with a targeted outcome of ensuring 70% of funds are applied to road maintenance, supported by capacitating road authorities with essential equipment. The Strategic Plan provides a clear roadmap of programmes, projects, and activities, and will be implemented through performance contracts, annual work plans, and robust monitoring frameworks to ensure accountability and measurable short to medium term *(preliminary and intermediate)* outcomes as well as long term impact**.**

v) National Level Contribution:

a. National Vision:

Towards a Prosperous and Empowered Upper Middle-Income Society by 2030

b. National Priorities the Agency is contributing to:

National ref	NPA Name	National Key Result Area	National Tertiary Outcome	TOUC Reference
NPA3	Infrastructural Development & Housing	Infrastructural Development	Improved access to basic infrastructure services	6
NPA 10	Good governance, institution, building, peace and security	Public service delivery	Enhanced inclusive service delivery	31

vi) Sectoral Level Contribution:

a. Sectoral Level

Sector ref	Sector Name	Sector Key Result Area	Sector Intermediate Outcome	Reference
2	Transport	Transport Infrastructure Development	Improved Connectivity	13
15	Good Governance	Public service delivery	Enhanced inclusive governance and accountability	65
			Enhance transparency and accountability	66

Agency Level

1. **Agency:** ZINARA

2. **ZINARA Vote Number:** N/A

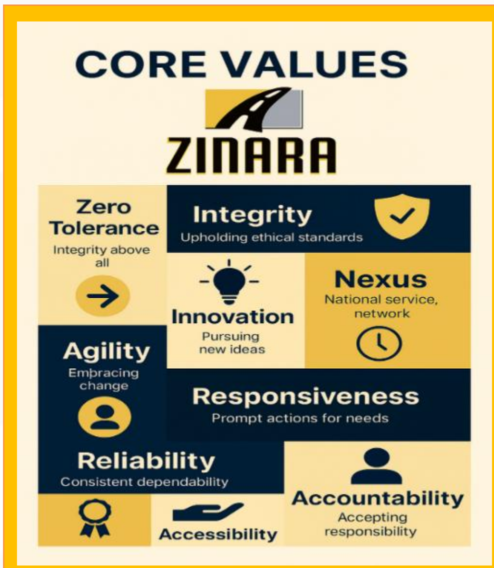
3. **ZINARA Vision Statement: a.** *A sustainable road fund guaranteeing trafficable roads in every community by 2030*

4. **ZINARA Mission Statement:** *To efficiently and effectively mobilise, collect, and manage funds for the maintenance of Zimbabwe's road network*

5. **Core Values :**

(Acronym to our values: ZINARA)

Our values resonate with our existence, and we live ZINARA with our values permeating through our name **ZINARA:**



Core Value	Value Principles
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(Acronym to our values: ZINARA)

6. Terms of Reference: Roads Act [*Chapter13:18*].

7. Overall Functions:

- ✓ To fix road user charges and to collect such charges or any other revenue of the Road Fund.
- ✓ To allocate and disburse to road authorities' funds from the Road Fund in accordance with rules prescribed by the Road Administration.
- ✓ To audit the use of the funds from the Road Fund by road authorities and to ensure that disbursed funds are utilised for the purpose for which they are intended and in accordance with the rules prescribed by the Road Administration.
- ✓ Generally, to manage the funds of the Road Fund in accordance with the rules and procedures laid down in terms of this Act.
- ✓ To monitor the implementation of road maintenance works by road authorities.
- ✓ To assist road authorities in making annual or multi-year road maintenance rolling plans and to approve such plans.
- ✓ To assist the Minister in setting maintenance, design, construction, and technical standards and to monitor adherence to such standards by road authorities; and
- ✓ To perform any other function that may be conferred or imposed on the Road Administration in terms of this Act or any other enactment

8. Programmes in the Agency and their functions

Program 1: Governance and Administration

Program 1 Functions:

- ✓ Manage the Road Fund in line with statutory procedures
- ✓ Audit the use of funds by road authorities to ensure compliance and proper utilization
- ✓ Provide strategic oversight and ensure compliance with statutory rules
- ✓ Perform any other function conferred by the Act or related legislation

Program 1 Sub-Programs:

1.1 Board and CEO's Office
1.2 Assurance Services
1.3 Administrative Services

Program 2: Road Funds Management

Program 2 Functions:

- ✓ Fix and Collect Road User Charges
- ✓ Allocate and Disburse Funds to road authorities in accordance with prescribed rules
- ✓ Monitor the implementation of road maintenance works by road authorities
- ✓ Assist road authorities in making annual or multi-year road maintenance rolling plans and approve such plans
- ✓ Assist the Minister in setting maintenance, design, construction, and technical standards and monitor adherence

Program 2 Sub-Programs:

2.1 Revenue Mobilization
2.2 Road Maintenance Funding

9. State Enterprises and Parastatals, Statutory Bodies and Grant Aided Institutions under ZINARA and their functions.

N/A

10. Environmental Scan

Factor	Strengths (Internal)	Weaknesses (Internal)	Opportunities (External)	Threats (External)
Political	✓ Supportive Leadership: Committed Board and CEO driving reform; ✓ Political will for anti-corruption reforms ✓ ZINARA presence in all provinces	✓ Silo mentality in administration ✓ Rigidity in administration systems	✓ Improved institutional capacity through adoption of best administration practices	✓ Government stability elections disturbances ✓ Government stability and policy direction influence infrastructure priorities
Economic	✓ Financial Health: ✓ Strong liquidity and creditworthiness	✓ Revenue leakages at tollgates ✓ Huge funding gap for road maintenance	✓ GDP growth rate of 6% ✓ Dual pricing;	✓ Economic sanctions. ✓ Dual pricing. ✓ Currency changes; ZiG/USD volatility. ✓ Inflation uncertainty
Social	✓ Brand Equity: Reformed image and public goodwill	✓ Employee Corrupt tendencies ✓ Poor work ethics	✓ Urbanization and growing vehicle ownership	✓ Urban settlements encroaching on tollgates ✓ Vendors at tollgates;
Technological	✓ Technology Agility: ✓ Proven ability to implement new tech quickly (e.g., express lanes) ✓ E-tag system at tollgates	✓ System Silos; ✓ Operational inefficiency	✓ Rapid advancements in AI and smart infrastructure. ✓ Data monetization	✓ Climate change impact on infrastructure. ✓ Cybersecurity risks ✓ Obsolescence risk ✓ Digital disruption

Factor	Strengths (Internal)	Weaknesses (Internal)	Opportunities (External)	Threats (External)
Environmental	✓ ESG Arm fully functional	✓ Limited resilience planning for climate impacts ✓ Limited funding to respond to climatic changes	✓ Green climate funding infrastructure projects	✓ Climate change: Severe weather events damaging road infrastructure
Legislation	✓ Mandate supportive legislative frameworks Eg tolling and licensing regulations	✓ Old legislative frameworks eg Roads Act chapter 13:18 needs reviewing	✓ PPP frameworks supported by law	✓ Policy inconsistencies; Possible changes in currency regulations ✓ Stringent and lengthy Public Procurement requirements (PPDPA)
Global	✓ Access to the best global practices and tech partnerships eg DBSA loan, Instatoll partnership	✓ Slow adaptation to global digital standards such as AI	✓ Global tech trends: AI, IoT, and smart tolling solutions	✓ Global economic shocks impacting funding availability ✓ Geopolitical tensions ✓ Supply chain disruptions ✓ Global tariff wars

11. **Agency Programmes and Outcomes:**

Prog. Ref	Programme Name	Programme preliminary Outcome/s	Weight	Responsible Department	Contributing MDAs/ Other Partners	Type of Contribution	Sector Outcome Ref.	National Outcome Ref	SDG Ref
P1	Governance and Administration	Improved Governance and Administration	30%	Finance, Corporate services and Legal, Audit, Risk and loss control, HR and Admin, corporate communications and marketing, Procurement, ICT	- ZINARA Board, Audit & Risk Committee - AG's office, - OPC, - MOTID	Audit Assurance Audit Reports Policy Direction Policy guidance	65 66	31	9
P2	Road Funds Management	1. Improved availability of funds for disbursements 2. Improved Road network	70%	Revenue Operations And Technical	ZINARA Board, Audit & Risk Committee, AG's office, OPC, MOTID, MOFEDIP DOR, RIDA, RDCs and UCs	Policy Direction Policy guidance Receive funds	2 2	6 6	**9** 9

					MOFEDIP, MOTID, OPC Local authorities	and executio n of projects. Funding M&E			

12. Policies Applicable for the Agency:

External	Provision	PROG Ref.	Internal	Provision	PROG Ref.
1. Zimbabwe Constitution					1-2
2. Road Motor Transportation Act		1 - 2	1. Employee Code of conduct 2022		1 - 2
3. Public Finance Management Act (Chapter 22:19)		1 - 2	2. Internal Circulars		1 - 2
		1 - 2	3. Board resolutions		1 - 2
4.Environmental Management Act		1 - 2	4. Management resolutions		1 - 2
5. Labour Act			5. IRBM performance framework		1-2
6. Land Acquisition Act		1 - 2	6. Standard operating procedures		1 - 2
7. Workman Compensation Act		1 - 2	7. Internal Transport Policy		1 - 2
8. Urban Councils Act		1 - 2	8. Procurement policy		1 - 2
9. Rural Councils Act		1 - 2	9. Finance Policy		1 - 2
10. Cabinet Circulars		1 - 2	10. ICT Policy		1 - 2
11. National Development Strategy 2 (NDS 2: 2026–2030)		1 - 2	11. Human Resources Policy		1 - 2
12. Public Procurement		1 - 2	12. Technical Policy		1 - 2

and Disposal of Public Assets Act (PPDPA 22:23)					
13. Axle Load Regulations (SI 106 of 1993 / SI 141 of 1996)		1 - 2	13. Communications Policy		1 - 2
14. Section 196 of the Constitution: Responsibilities of Public Officers and Principles of Leadership		1 - 2	14. Risk Management Policy		1 - 2
15. Public Entities Corporate Governance Act		1 - 2	15. Disposal Policy		1 - 2
16. Civil Protection Act (Chapter 10:06)		1 - 2	16. Tolling Policy		1 - 2
17. Joint Ventures Act		1 - 2	17 Administration Policy		1 - 2
18. Dual Pricing – SI 32 of 2021		1 - 2	18 SHE Policy		1 - 2
19. SI 5 of 2024		1 - 2			1 - 2
20. Section 196 of New Constitution of Zimbabwe: Responsibilities of public officers and principles of leadership.		1-2			

13 DEMAND ANALYSIS

CLIENT NEEDS/PROBLEMS ANALYSIS

Direct Clients	Needs/Problems	Extent *(Magnitude/seriousness)*
Staff	**Needs** -Training and career development opportunities - Housing loans - Tools of trade - Competitive remuneration - Continuous engagements and information - Job security	 High moderate High High High High

	Problems - Skills gaps and stalled career growth - Difficulty accessing affordable housing - Lack of essential work tools - Low pay causing poor morale - Weak communication and engagement - Job insecurity **<u>Causes</u>** - Insufficient budget allocation - Unresponsive HR performance systems - Poor internal communication structures - High cost of living and economic pressures	 Moderate Moderate Low Low Low Low
Road Authorities	**Needs** -Capacitation in terms of funding and equipment -Timely Information on disbursements status -Training on technical skills -Value preserved disbursements Timely funding of disbursements. - Road condition Survey **Problems** - Insufficient funding and equipment - Poor visibility on disbursement status - Limited technical expertise - Inflation eroding disbursement value - Delayed project funding - No road condition data **Causes** - insufficient budget allocations - Lack of real-time reporting and monitoring systems for disbursements - Limited capacity-building and skills development programmes	High High High High High High High High High High Low High High

	- Rapid macroeconomic changes reducing budget purchasing power - Slow budget approval processes - Absence of a national road condition survey	
Road Users	**Needs** Accessible road networks - World class infrastructure and systems. -Safe and trafficable roads with separation of different traffic modes e.g. pedestrian walkways, cycle tracks, traffic lights, zebra crossing - Capacitation on services - Automated tollgates systems for convenience **Problems** - Limited road access - Substandard infrastructure - Unsafe roads for pedestrians and cyclists - Poor service delivery - Inconvenient manual toll systems **Causes** - Limited investment in road network expansion - Poor road construction quality and maintenance - Lack of pedestrian and cyclist infrastructure planning - Inefficient service delivery systems - Slow adoption of electronic tolling technologies	 High High High High moderate High High High High Moderate Moderate

14. STAKEHOLDERS ANALYSIS

Direct Stakeholders	Demands/ Expectations	Extent *(Magnitude/seriousness)*
1. VID	**Demands:** Mobile weighing stations - MoU with ZINARA for One-Stop Licensing Centres - Government-controlled vehicle tracking system **Expectations:** - Joint traffic law enforcement & road safety campaigns	 High High High High
1. DOR	**Demands:** - Enhanced Road maintenance - Road Asset Management System (RAMS) - Road Condition Survey (RCS) - Updating road manuals - Tolling infrastructure - High-impact roads & special projects	 High High High High High High
2. RIDA	**Demands**: - Roads maintenance funds - Timely disbursements - Equipment recapitalisation - Supervision vehicles **Expectations:** - Capacity building through staff training	 High High High High High
3. ARDC	**Demands:** - Increased funds allocation - Upward review of fuel	 High High

Direct Stakeholders	Demands/ Expectations	Extent *(Magnitude/seriousness)*
	- Equipment recapitalisation **Expectations:** - Communication on allocation	High High
4. 1010TECH	**Demands:** - Compliance & enforcement partnerships - Abnormal & overload automation - Joint electronic enforcement - Strict enforcement of express lanes - Address unregistered vehicles - Standard vehicle inspection **Expectations:** - Improved infrastructure - One-stop shops - Smart partnerships	 High High High High High High High High High
5. INSTATOLL	**Demands:** - Express lane widening - Norton Project completion - Periodic road maintenance **Expectations:** Partnership to curb urban encroachment - Clear communication on political branded vehicles	 High High High High Low
6. ICZ	**Demands:** ICT collaboration – digital license disk **Expectations**: Improved compliance in enforcement - Social investment in awareness of 591 call centre	 Moderate High High

Direct Stakeholders	Demands/ Expectations	Extent *(Magnitude/seriousness)*
7. ZIMPOST	**Demands:** - Enable online license buying - Provide more POS machines **Expectations:** Strengthen partnerships - Communication for operational updates - Support joint visibility campaigns	 High Moderate High High High
8. ZBC	**Demands**: -Integrated license disk **Expectations:** - Joint enforcement - Public awareness campaigns	 Moderate High High
9. ZACC	**Demands**: - Report corruption - MoU agreements **Expectations**: - Transparency & accountability - Active integrity committee & reports - Free information flow - Mutual trust - Collaboration & cooperation	 High High High High High High High High
10. ZRP	**Demands:** - Rules on licensing by agents - Widen E-Tag lanes - Widening & dualization of roads	 High High High
11. Ministry of Finance	**Demands:** - Compliance with submission of financial statements	 High High High

Direct Stakeholders	Demands/ Expectations	Extent *(Magnitude/seriousness)*
	- Sound internal controls for governance - Enterprise risk assessment framework **Expectations:** Ease of doing business – one-stop shop collaborations	High
12. Parliament Portfolio Committee on Transport and Infrastructure Development	**Demands** -Reports -Urgent response to questions -tollgate construction -weighbridge construction -expand e-tag express lanes to deal with congestion **Expectations** - Alignment and implementation of government policies - Maintenance of roads - Deal with congestion problem - Disbursements of funds to road authorities - Listing and evidence of roads funded - Timely and measurable vision	 High High High High High High High High High High High High
13. Office of the President (CGU)	**Demands** - **Compliance with Statutory and Governance Frameworks** o Adherence to Public Finance Management Act and related legislation. o Timely submission of audited financial statements and reports. - **Transparent and Accountable Disbursement Systems**	 High High High High High High High High

Direct Stakeholders	Demands/ Expectations	Extent *(Magnitude/seriousness)*
	o Ensure funds allocated to road	High
	authorities are disbursed in	High
	line with prescribed rules.	
	o Implement robust internal	High
	controls and risk	
	management frameworks.	High
	- **Performance Delivery**	
	o Move beyond awards and	High
	recognition to measurable	
	service delivery.	
	o Strengthen institutional	
	capacity for effective road	
	fund management.	
	o Value creation, rather than	
	surplus	
	- **Strategic Alignment**	High
	Align operations with national	
	development priorities and OPC	
	directives	High
	Expectations	
		High
	- **People-Centred Approach**	
	o Adopt the philosophy of	
	"leaving no one and no place	High
	behind."	
	o Improve quality of life for	
	citizens through better road	High
	infrastructure.	
	- **Integrity and Ethical Conduct**	High
	o Maintain high standards of	
	professionalism and ethical	
	behaviour.	High
	o Build public trust through	
	transparency and	High
	responsiveness.	
	- **Innovation and Mindset Shift**	
	o Embrace technology and	
	innovative solutions for tolling,	
	licensing, and monitoring.	

Direct Stakeholders	Demands/ Expectations	Extent *(Magnitude/seriousness)*
	◦ Foster a culture of continuous improvement and stakeholder engagement. - **Emotional Connection** ◦ Understand and respond to citizens' frustrations and expectations ("feel the feel"). ◦ Enhance communication and visibility of ZINARA's impact.	
14. Zimbabwe Anti-Corruption Commission (ZACC)	**Demand** -Demand reports on integrity and anti-corruption initiatives **Expectations** - Collaboration with law enforcement agencies - Continuous subsistence of a working integrity committee	 High High High

15. STRATEGIES, ASSUMPTIONS, RISKS AND MITIGATIONS

Period	Strategy	Assumptions	Risks	Mitigation
Program 1: Governance and Administration				
Outcome 1: Improved Governance and Administration				
Budget Year	Fund Continuous Professional Development (CPD)	ICT adoption accelerates. Legal: Labour laws support training.	Inflation erodes training budgets.	Negotiate fixed-rate training contracts; prioritize critical skills.
	Resolve staff welfare issues	- MOM Inflation remains stable . Social: Employee retention critical.	High inflation or liquidity crisis.	Implement flexible benefits and phased payments.
	Embed ICED values into appraisals	Cultural alignment with integrity and ethics.	Resistance to change in performance culture.	Conduct change management workshops.
	Launch leadership development program	Continued support for institutional reforms.	Leadership turnover disrupts continuity.	Create succession plans and mentorship programs.
	Complete migration to SAP	Reliable ICT infrastructure. Economic- Budget availability	System integration delays or cost overruns.	Use certified SAP partners; strong project governance.
	Deploy AI for predictive road maintenance	AI adoption grows nationally, Supportive national ICT policy	Poor data quality limits AI accuracy.	Invest in data cleansing and staff training.
	Implement Drone technology for detect and enforce of bypass vehicles at Tollgates	AI adoption grows nationally, Supportive national ICT policy	Poor data quality limits AI accuracy.	Invest in data cleansing and staff training.

Period	Strategy	Assumptions	Risks	Mitigation
	Deploy Drone Technology to count vehicles	AI adoption grows nationally, Supportive national ICT policy	Poor data quality limits AI accuracy.	Invest in data cleansing and staff training.
	Deploy Satellite Technology to do vehicle counts	AI adoption grows nationally, Supportive national ICT policy	Poor data quality limits AI accuracy.	Invest in data cleansing and staff training.
	Implement Road Asset Management System	Budget availability	-Capital rationing constraints	-Utilization of PPP model where cost is punitive
2-3 Years	Establish ZINARA Training Centre	Political: Stable governance and policy continuity. Economic: High GDP growth. Social: Demand for skilled workforce.	Political instability or budget cuts.	Secure multi-year funding and stakeholder buy-in.
	Upscale full-scale Business Process Re-engineering (BPR)	Technological: Digital transformation is supported nationally.	Resistance to process changes.	Engage staff early; phased implementation.
	Embark on Integration of revenue systems to SAP	Legal: Data protection laws enforced.	Cybersecurity breaches.	Implement robust security protocols and audits.
	Adopt hybrid ICT model	Technological: Outsourcing market mature.	Vendor lock-in or service failure.	Diversify vendors; maintain strategic control internally.
	Implement drone technology for identification of	Environmental: Weather	Drone regulation delays or technical failures.	Engage Civil Aviation Authority early;

Period	Strategy	Assumptions	Risks	Mitigation
	potholes and traffic management	patterns predictable.		backup manual surveys.
4-5 years	Upscale full-scale Business Process Re-engineering (BPR)	Technological: Digital transformation is supported nationally.	Resistance to process changes.	Engage staff early; phased implementation.
	new systems Integration	Legal: Data protection laws enforced.	Cybersecurity breaches.	Implement robust security protocols and audits.
	Upscale AI and drone technology for road asset management	Environmental: Weather patterns predictable.	Drone regulation delays or technical failures.	Engage Civil Aviation Authority early; backup manual surveys.
	Deploy AI fraud/corruption detection	Legal: Data protection laws enforced.	Cybersecurity breaches.	Implement robust security protocols and audits.
	Implement succession planning and talent scouting/development	Continued support for institutional reforms.	Leadership turnover disrupts continuity.	Create succession plans and mentorship programs.
Programme 2: Road Funds Management				
Outcome 2: Improved Funds Available for Disbursements				
Budget Year	Implement e-Wallet, e-Tags, expand Express Lanes	Mobile penetration >90 %. Economic: Stable transaction costs.	System downtime or cyberattacks.	Invest in secure platforms; 24/7 support.
	Introduce dynamic/peak pricing models in tolling	Predictable traffic patterns. Legal: Pricing reforms allowed.	Public backlash over peak pricing.	Transparent communication; offer discounts for off-peak.
	Finalize legislative reforms to review fee structures	Policy continuity.	Political resistance or delays.	Lobbying and stakeholder consultations.

Period	Strategy	Assumptions	Risks	Mitigation
		Parliament supports reforms.		
	Launch billboard and tollgate advertising	Growing demand for outdoor advertising. Stable ad market.	Low uptake from advertisers.	Offer competitive rates; bundle with digital ads.
	Construct 3 tollgates per year	No major climate disruptions. Land acquisition approvals.	Delays due to land disputes or funding gaps. Delays from implementing partners	Early stakeholder engagement; PPP financing.
	Upgrade tollgates to toll plazas	No major climate disruptions. Land acquisition approvals.	Delays due to land disputes or funding gaps. Delays from implementing/contributing partners	Early stakeholder engagement; PPP financing.
	Grow revenue to US$474 million in 2026	GDP growth high, stable inflation. Political: Continued government support for tolling.	Economic downturn reduces traffic volumes.	Diversify revenue streams; adjust pricing dynamically.
	Construct 2 weighbridges at tollgates	No major climate disruptions. Land acquisition approvals.	Delays due to land disputes or funding gaps. Delays from	Early stakeholder engagement; PPP financing.
	Accelerate adoption of e-tolling	-availability of contractors with capacity	-contractor contracted may not have capacity	-effective open tender procurement processes
	Deploy an automated disbursement management tool to	-system compatibility with RA systems	-System in compatibility	-Use of Application Programming Interface(API)

Period	Strategy	Assumptions	Risks	Mitigation
	solve acquittal challenge			
	Digitize the collection and enforcement of abnormal and overload fees	-availability of systems compatible with current weighbridges	-system in compatibility	-Use of Application Programming Interface(API
	Enforce transit vehicles and licensing on Instatoll Route	-system compatibility with RA systems	-System in compatibility	-Use of Application Programming Interface(API)
	Digitize the collection and enforcement of abnormal and overload fees	-availability of systems compatible with current weighbridges	-system in compatibility	-Use of Application Programming Interface(API
2-3 Years	Increase vehicle licensing compliance to >85%	Enforcement of licensing laws remains strong. Social: Public acceptance of compliance.	Weak enforcement or corruption.	Automate compliance checks; integrate with national systems.
	Launch 3+ new revenue streams (Urban Tolling, PPP)	Urban tolling approved by authorities. Urbanization trends continue.	Public resistance to new tolls.	Public awareness campaigns; phased implementatio n.
	Construct 3 new tollgates per year	No major climate disruptions. Land acquisition approvals.	Delays due to land disputes or funding gaps.	Early stakeholder engagement; PPP financing.
	Construct weighbridges at tollgates	No major climate disruptions. Land acquisition approvals.	Delays due to land disputes or funding gaps.	Early stakeholder engagement; PPP financing.
	Enter PPP model for Birchenough Bridge bridge-toll revenue	PPP framework remains favorable.	Investor withdrawal or disputes.	Strong contracts; risk-

Period	Strategy	Assumptions	Risks	Mitigation
		Investor confidence stable.		sharing agreements.
	Upgrade tollgates to toll plazas	No major climate disruptions. Land acquisition approvals.	Delays due to land disputes or funding gaps. Delays from implementing/contributing partners	Early stakeholder engagement; PPP financing.
4-5 Years	Grow revenue to US$826.2 Million by 2030	GDP growth high, stable inflation. Political: Continued government support for tolling.	Economic downturn reduces traffic volumes.	Diversify revenue streams; adjust pricing dynamically.
	Construct new tollgates and weighbridges	No major climate disruptions. Land acquisition approvals.	Delays due to land disputes or funding gaps.	Early stakeholder engagement; PPP financing.
	Leverage on PPP model for Birchenough Bridge bridge-toll revenue	PPP framework remains favorable. Investor confidence stable.	Investor withdrawal or disputes.	Strong contracts; risk-sharing agreements.
Outcome 3: Improved Road Network				
Budget Year	Implement National Road Condition Survey to prioritize works	Technological: Survey data remains accurate and timely. Environmental: No major climate disruptions.	Data inaccuracies or political interference in prioritization.	Independent audits; transparent publication of survey results.
	Strengthen Monitoring &	Social: Public demand for accountability	Weak enforcement or lack of skilled personnel.	Train RA staff; integrate M&E

Period	Strategy	Assumptions	Risks	Mitigation
	Evaluation frameworks	grows. Legal: Compliance with governance standards.		into SAP system.
	Enhance public reporting on fund allocation and outcomes	Political: Government supports transparency. Technological: ICT systems reliable.	Public mistrust if reports are delayed or incomplete.	Publish quarterly reports online; adopt open data policy.
	Equip every Road Authority (RA) with graders, rollers, and essential equipment	Stable forex availability for imports. Continued infrastructure prioritization.	Foreign currency shortages or procurement delays.	Use local suppliers where possible; secure forex early.
2-3 Years	Equip every Road Authority (RA) with graders, rollers, and essential equipment	Stable forex availability for imports. Continued infrastructure prioritization.	Foreign currency shortages or procurement delays.	Use local suppliers where possible; secure forex early.
	Revise disbursement cycle to be more responsive	Policy allows flexible disbursement. Predictable revenue inflows.	Delayed approvals.	Lobbying
4-5 years	Equip every Road Authority (RA) with graders, rollers, and essential equipment	Stable forex availability for imports. Continued infrastructure prioritization.	Foreign currency shortages or procurement delays.	Use local suppliers where possible; secure forex early.

SECTION B: PERFORMANCE FRAMEWORK FOR THE MDA

16. **Programme Performance Framework**

16.a Preliminary Outcome Performance Framework

Ref	Outcome Description	KPI:	Measurement Criterion	Baseline		TARGETS 2026		2027		2028		2029		2030		
				Year	Value	T	AV	T	AV	T	AV	T	AV	T	AV	
1	**Improved Governance and Administration**	Corporate Governance framework compliance	% compliance to PECOGGA	2025	100	100%	0	100%	0	100%	0	100%	0	100%	0	
		Client satisfaction index	% index	2025	76.3%	77%	0%	78%	1%	78%	0%	78%	0%	79%	+/-1%	
		Employee Satisfaction	% index	2024	71.7%	72%	0%	73%	+/-1%	73%	0%	73%	0%	73%	0%	
2	**Improved availability of funds for disbursements**	% change in funds available for disbursements	% change	2025	28%	1%	0%	26%	3%	13%	1%	15%	+/-1%	17%	+/-1%	
3	**Improved Road**	No. of kms maintained	Km'000	2025	38.11	40	+/-2	45	+/-2	50	+/-3	55	+/-3	60	+/-4	

	Network															

T = Target; ALV = Allowable Variance

17. Outputs Performance Framework

No. & Prog. ref	Outputs	5 year target	Baseline		Targets										
					2026			2027		2028		2029		2030	
			Value	Year	T	A	AV	T	ALV	T	ALV	T	ALV	T	ALV
Programme: 1. Corporate Governance and Administration															
OUC I. Improved Governance and Administration															
OP1.1	Organisational structure aligned	100%	95	2024	100%		0%	100%	0%	100%	0%	100%	0%	100%	0%
OP1.2	Statutory Reports submitted	100%	100%	2023	100%		0%	100%	0%	100%	0%	100%	0%	100%	0%
OP1.3	Systems implemented	15 systems	6	2024	3		0	3	0	3	0	3	0	3	0
OP1.4	Human capacity development programs conducted	100%	61	2024	100%		0%	100%	0%	100%	0%	100%	0%	100%	0%
OP1.5	Statutory meetings convened	100%	6	2024	100%		0%	100%	0%	100%	0%	100%	0%	100%	0%
OP1.6	Performance Contracts Signed	100%	100%	2024	100%		0%	100%	0%	100%	0%	100%	0%	100%	0%
OP1.7	Policies Reviewed	20 policies	6	2024	4		0	4	0	4	0	4	0	4	0
OP1.8	Strategic Plan aligned to NDS2 (2026-2030)	100%	100%	2024	100%		0%	100%	0%	100%	0%	100%	0%	100%	0%
OP1.9	Goods and services procured		100%	2025	100%		0%	100%	0%	100%	0%	100%	0%	100%	0%
OP1.10	Fraud prevention, detection and investigations conducted	60 CCTY observation reports	12	2025	12		0	12	0	12	0	12	0	12	0
OP1.11	Internal Audits conducted	45 internal audits done	**9**	2025	9		0	9	0	9	0	9	0	9	0
OP1.12	SHE Standards maintained	15 SHEQ interventions	7	2024	3		0	3	0	3	0	3	0	3	0
OP1.13	Staff Welfare initiatives implemented	6 staff welfare interventions	10	2024	6		0	6	0	6	0	6	0	6	0
OP1.14	Gender Responsive Budget allocated	0.01% cumulative budget allocated to gender related issues	0.01%	2024	0.01%		0	0.01%	0	0.01%	0	0.01%	0	0.01%	0

No. & Prog. ref	Outputs	5 year target	Baseline		Targets											
					2026			2027			2028		2029		2030	
			Value	Year	T	A	AV		T	ALV	T	ALV	T	ALV	T	ALV
OP1.15	Gender welfare promotion programs conducted	10 programs	2	2024	2		0		2	0	2	0	2	0	2	0
	Programme: 2. Road Funds Management															
	OUC 2 : Improved availability of funds for disbursements.															
OP2.1	Revenue Collected	ZWG bn	11.8	2025	13		+/-0.65		17.9	+/-0.895	19.6	+/-0.98	21.8	+/-1.09	24.8	+/-1.24
OP2.2	Funds Mobilised	ZWG bn	0.9	2025	0,66		+/-0.03		-	-	-	-	-	-	-	-
OP2.3	ZINARA E-wallet implemented	100% e-wallet	NR	NR	100%		0%		-	-	-	-	-	-	-	-
OP2.4	Billboards revenue product launched	100% product launch	N/R	NR	100%		0%		-	-	-	-	-	-	-	-
	OUC 3: Improved Road Network															
OP3.1	Funds Disbursed	ZWG $bn	4,7	2025	9.53		+/-0.48		12.7	+/-0.635	13.9	+/-0.695	15.5	+/-0.775	17.6	+/-0.88
OP3.2	Road authorities capacitated (equipment)	100 % implementation	-	NR	100%		0%%		100%	0%	100%	0%	100%	0%	100%	0%
OP3.3	Road Authorities Value For Money audits conducted	150 VFM audits	30	2024	30		0		30	0	30	0	30	0	30	0
OP3.4	National road condition survey and road inventory data base funded	100% implementation	N/R	N/R	50%		0%		100%	0%	-	-	-	-	-	-
OP3.5	Toll plaza constructed (3)	10 toll plazas	N.R	N.R	2		0		2	0	2	0	2	0	2	0
OP3.6	Weighbridges constructed	10 weighbridges	N/R	N/R	2		0		2	0	2	0	2	0	2	0
OP3.7	Road Projects monitored	2,450 projects	598	2024	300		0		400	0	500	0	600	0	650	0

T = Target **A = Actual** **AV = Actual Variance** **ALV = Allowable Variance**

18. ZINARA Budget

Programme	Preliminary Outcome	Programme Outputs	Budget Last Year	Budget Current Year	Budget Year 1	Budget Year 2	Budget Year 3	Budget Year 4	Budget Year 5
Programme 1: Governance and Administration	Improved Governance and Administration	Organisational structure aligned	7,229,896	9,294,769	5,397,900	7,075,783	7,736,638	8,609,242	8,750,149
		Statutory Reports Produced	9,004,792	11,576,578	13,446,104	17,625,689	19,271,871	21,445,517	21,796,514
		Systems implemented	73,156,243	94,049,808	109,238,113	143,193,673	156,567,498	174,226,514	177,078,060
		Human capacity development programs conducted	-	-	1,349,475	1,768,946	1,934,160	2,152,311	2,187,537
		Statutory meetings convened	6,566,595	8,442,027	9,805,349	12,853,242	14,053,693	15,638,788	15,894,746
		Performance Contracts Signed	11,327,943	14,563,225	16,915,072	22,172,951	24,243,832	26,978,258	27,419,808
		Organisational Policies reviewed	6,566,595	8,442,027	9,805,349	12,853,242	14,053,693	15,638,788	15,894,746
		Strategic Plan aligned to NDS2 (2026-2030)	17,205,856	22,119,882	25,692,069	33,678,188	36,823,622	40,976,903	41,647,568
		Goods and services procured	380,438,297	477,947,431.84	557,362,082	728,483,532	794,331,952	882,891,556	894,671,113
		Fraud prevention, detection	4,621,458	5,941,355	6,900,837	9,045,892	9,890,749	11,006,312	11,186,451

		and investigations conducted							
		Internal Audits conducted	6,184,737	7,951,110	9,235,152	12,105,805	13,236,448	14,729,368	14,970,442
		SHE Standards maintained	-	-	1,349,475	1,768,946	1,934,160	2,152,311	2,187,537
		Staff Welfare initiatives implemented	1,807,474	2,323,692	2,698,950	3,537,892	3,868,319	4,304,621	4,375,074
		Gender Responsive Budget allocated	-	-	1,349,475	1,768,946	1,934,160	2,152,311	2,187,537
		Gender welfare promotion programs conducted	-	-	1,349,475	1,768,946	1,934,160	2,152,311	2,187,537
Programme 2: Road Funds Management	**Improved Funds available for disbursements**								
		Revenue Collected	1,299,304,878	2,480,214,326	2,930,243,948	3,776,201,227	4,128,886,199	4,594,577,134	4,669,776,078
		Funds Mobilised	-	10,310,286	13,446,104	16,174,136	19,874,332	23,147,845	26,197,336
		ZINARA E-wallet implemented	-	834,496	-	-	-	-	-
		Billboards revenue product launched	-	-	8,965,506	-	-	-	-
	Imporved Road Network	**Funds Disbursed**	4,453,772,602	8,140,368,874	9,397,656,889	11,618,223,397	12,703,327,859	14,136,117,319	14,367,481,612

		Road authorities capacitated (equipment)	-	-	151,753,024	195,563,907	213,828,942	237,946,391	241,840,834
		Road Authorities Value For Money audits conducted	3,418,428	3,841,062.00	4,617,576	498,474,392	545,030,287	606,503,443	616,430,018
		National road condition survey and road inventory data base funded	-	-	41,231,091	53,134,449	58,097,034	64,649,712	65,707,827
		Toll plaza constructed (2)	21,285,847	267,199,228	151,753,024	195,563,907	213,828,942	237,946,391	241,840,834
		Weighbridges constructed	-	-	192,411,758	247,960,761	271,119,493	301,698,657	306,636,527
		Road Projects monitored	18,278,389	19871432.52	21,695,191	27,958,562	30,569,801	34,017,724	34,574,488
TOTAL MDA BUDGET			**6,320,170,030**	**11,585,291,609**	**13,685,668,987**	**17,638,956,408**	**19,286,377,846**	**21,461,659,726**	**21,812,920,374**

19. Human Resources for the Strategic Period.

No.	Category	Programme 1	Programme 2	MDA Total Personnel Requirements By Category
1	Top Management	19	8	27
2	Middle Management	68	23	91
3	Supervisory Management	69	116	185
4	Operational and Support staff	77	500	577
5	**Total**	**233**	**647**	**880**

20. Other Resources and Projects

I. Equipment and ICTs

Materials/ Equipment /ICT	2026		2027		2028		2029		2030	
	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost	Quantity	Cost
Motor Vehicle	56	3 118 130.00	33	1 590 000.00	20	919 000.00	12	566 000.00	8	314 000.00
Stock items	2 511 285	12 008 113	2762 413	13 208 924.30	3 038 654	14 529 816.73	3 342 520	15 982 798.40	3 673 772	17 581 078.24
Fuels and oils	840 000L	1 344 000	924 000L	1 478 400	930 000L	1 488 000	940 000L	1 504 000	960 000L	1 560 000
Staff Laptops	159	206000	30	15000	20	10000	159	206000	30	15000
Cell phones	90	70000	80	60000	100	80000	80	60000	110	98000

II. Space Requirements (where applicable)

Location	2026		2027		2028		2029		2030	
	Quantity (m2)	Cost	Quantity (m2)	Cost	Quantity (m2)	Cost	Quantity (m2)	Cost	Quantity (m2)	Cost
Head Office	1,500		1,500		1,500		1,500		1,500	
Dunromin	604		604		604		604		604	
Beitbridge	127.73	1,200	127.73	1,200	127.73	1,200	127.73	1,200	127.73	1,200
Bindura	284	2,840	284	2,840	284	2,840	284	2,840	284	2,840
Bulawayo	242.18	1,195	242.18	1,195	242.18	1,195	242.18	1,195	242.18	1,195
Chinhoyi	220	2250	220	2250	220	2250	220	2250	220	2250
Gwanda	207.65	1,500	207.65	1,500	207.65	1,500	207.65	1,500	207.65	1,500
Gweru	511.23	3800	511.23	3800	511.23	3800	511.23	3800	511.23	3800
Marondera	236	1.419	236	1.419	236	1.419	236	1.419	236	1.419
Masvingo	448	1,800	448	1,800	448	1,800	448	1,800	448	1,800
Mutare	452.2	3,165	452.2	3,165	452.2	3,165	452.2	3,165	452.2	3,165
Telone Workshop	381	1,633	381	1,633	381	1,633	381	1,633	381	1,633
ZB	1,023.9	17,440	1,023.9	17,440	1,023	17,440	1,023	17,440	1,023	17,440
ZAS	144	1,480	144	1,480	144	1,480	144	1,480	144	1,480
ZITF Office	733	10,249	733	10,249	733	10,249	733	10,249	733	10,249
Total	7,115	48,553	7,115	48,553	7,115	48,553	7,115	48,553	7,115	

Project Land	2026		2027		2028		2029		2030	
	Quantity (m2)		Quantity (m2)	Cost	Quantity (m2)	Cost	Quantity (m2)	Cost	Quantity (m2)	Cost
Crowhill	8,142		8,142		8,142		8,142		8,142	
Highlands Lot B	5,829		5,829		5,829		5,829		5,829	
Total	13,971		13,971		13,971		13,971		13,971	

III. Projects for the Period

Project Name	2026		2027		2028		2029		2030	
	% completion	Cost(US$)	% completion	Cost	% completion	Cost	% completion	Cost	% completion	Cost
2 Weighbridge	100%	US$3 mil	100%	US$3 mil	100%	US$3 mil	100%	US$3 mil	100%	US$3 mil
Dema Toll Plaza	100%	US$4.1 mil	100%	-		-	-	-	-	-
Juru Toll Plaza	100%	US$4.9 mil	100%	-	-	-	-	-	-	-
2x Toll Plaza per year	100%	-	100%	US$11 mil	100%	US$11 mil	100%	US$11 mil	100%	US$11 mil
National Condition Survey	50%	US$2 mil	50%	-	100%	-	-	-	-	-
ZINARA E Wallet	100%	US$540,000	100%	-	-	-	-	-	-	-