



REQUEST FOR EXPRESSION OF INTEREST (REOI)

IMPROVED RURAL CONNECTIVITY PROJECT (IRCP)

Project ID No. P159330

Credit No: IDA V0570001

TENDER FOR THE CONSULTANCY SERVICES FOR THE DEVELOPMENT OF A RURAL ROADS MAINTENANCE STRATEGY AND AUGMENTATION OF THE NATIONAL ROAD MAINTENANCE STRATEGY - TECHNICAL ADVISOR

Reference No. ZM-RDA-527589-CS-INDV

The Government of the Republic of Zambia (GRZ) through the Road Development Agency (**RDA**) (hereinafter called "Borrower") has received financing from the International Development Association (IDA) in the form of a "loan" (hereinafter called "loan" towards the cost of **Consultancy Services for the Development of a Rural Roads Maintenance Strategy and Augmentation of the National Road Maintenance Strategy**). The RDA (Implementing Agency) intends to apply a portion of the proceeds of this loan to eligible payments under the contract for which this REOI is issued. Payments by the Bank will be made only at the request of the National Road Fund Agency (NRFA) and upon approval by the Bank, and will be subject, in all respects, to the terms and conditions of the Financing Agreement for the IRCP. The Financing Agreement prohibits a withdrawal from the credit account for the purpose of any payment to persons or entities, or for any import of goods, if such payment or import, to the knowledge of the Bank, is prohibited by a decision of the United Nations Security Council taken under Chapter VII of the Charter of the United Nations. No party other than the Borrower shall derive any rights from the financing agreement or have any claims to the proceeds of the loan.

The **RDA** as the implementing agency now invites eligible Individual Consultants ("Consultants") to indicate their interest in providing the required Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services.

The overall objective of the services is to develop a Rural Road Maintenance Strategy to augment the National Road Maintenance Strategy into one road maintenance strategy for the entire road sector - the Road Maintenance Strategy (2027-2037).

The specific objectives of this assignment will be to:

- (i) Support the RDA to carry out a comprehensive review of the RMS (2015 – 2024), update the strategy to cover the period 2027 – 2037 with a corresponding implementation strategy with particular emphasis to the maintenance of rural roads and Capacity Building of the road maintenance staff and small-scale contractors on the planning and implementation of road maintenance processes and activities.
- (ii) To comprehensively assess the adequacy and appropriateness of the Road Maintenance Strategy (2015 – 2024) and its implementation and hence develop lessons learnt;
- (iii) To structure the RMS (2027 – 2037) by augmenting and updating the RMS (2015 – 2024) and develop a RMS for rural roads, taking into consideration the lessons learnt and the necessary improvements in order to enhance planning and effectiveness of road maintenance implementation activities;
- (iv) To develop a maintenance Implementation Plan and performance monitoring system of road maintenance in line with the RMS (2027 – 2037);
- (v) To build capacity for the RDA and MLGRD and LRAs, key stakeholders and small-scale Contractors by conducting training on the provisions of the RMS (2027 – 2037) along with the Implementation Strategy

and the use of the Zambian Road Maintenance Manuals (ZRMM).

The general scope of services under the contract for the Technical Advisor will be to review the 2015 -2024 RMS and develop and incorporate the RMS for roads for a ten (10) year period from 2027 – 2037 (See the TORs for the detailed Scope of Services).

The total time available/allocated for this assignment is six (6) calendar months.

- a) The selection criteria required to demonstrate qualifications and relevant experience to perform the Services for the Highway Engineer to be engaged include the following as a minimum (i) **Qualifications and skills** - A qualified Engineer with a Bachelor's Degree in Civil/Highway Engineering and a Master's Degree in Civil/Highway Engineering or a related field; (ii) **General Professional Experience** - A minimum of 10 years relevant experience in Road Maintenance Management with at least 7 years in a senior management position of which over 5 years' experience was in Africa; and (iii) **Specific Professional Experience** - Fully conversant with formulation of long-term strategic road maintenance and implementation plans and development of Road Maintenance Manuals. The experience should include:
- At least 10 years' experience in road maintenance and management;
 - Worked as Team Leader on at least 5 major projects involving road maintenance activities;
 - Previous experience developing Road Maintenance Strategies and Road Maintenance Manuals with proven experience;
 - Previous experience of training staff will be an added advantage.
 - He/she shall be a member of a professional body such as the Engineering Institution of Zambia (E.I.Z) and registered to practice by an appropriate body such as the Engineers Registration Board (E.R.B).

Attention of interested Consultants is drawn to Paragraphs 3.14, 3.16 & 3.17 of the World Bank Procurement Regulations for Investment Project Financing (IPF) for Borrowers for Goods, Works, Non- Consultant Services and Consulting Services - July 2016 (revised November 2017 and August 2018) setting forth the World Bank's Policy on conflict of interest.

The Terms of Reference for this assignment are attached to this REOI and may also be requested for through the following email: rda_hq@roads.gov.zm or ssimweleba@roads.gov.zm copy jmubiana@roads.gov.zm. Further information can be obtained at the address below from 09:00 hours to 12:00 hours and from 14:30 to 16:30 hours local time (Zambia) on business days.

Expressions of interest must be delivered in writing to the address below (in person, or by mail, or by e-mail) by **Friday, April 24, 2026** to the following address:

The Director and Chief Executive Officer
Road Development Agency
Corner of Government/Fairley Roads, Plot 33
P.O. Box 50003, **Lusaka, Zambia**
Telephone: 260-1-253088/254838/253801
Fax: 260-1-253404/251420
Electronic mail address: rda_hq@roads.gov.zm or ssimweleba@roads.gov.zm copy jmubiana@roads.gov.zm



Silas Simweleba
Chief Procurement Manager
For/Director and Chief Executive Officer
Date of First Issue: Friday, April 10, 2026

Copy: Acting Director and CEO - RDA

April 2026



TERMS OF REFERENCE

CONSULTANCY SERVICES FOR THE DEVELOPMENT OF A **RURAL** ROADS MAINTENANCE STRATEGY AND AUGMENTATION OF THE NATIONAL ROAD MAINTENANCE STRATEGY - TECHNICAL ADVISOR

INDIVIDUAL CONSULTANT

1. INTRODUCTION

The Government of the Republic of Zambia has obtained a loan from the World Bank under the Zambia: Improved Rural Connectivity Project (P159330). The objectives of the Project are to: (i) improve the Recipient's rural road accessibility for communities in selected areas; (ii) strengthen institutional capacity for sustainable management of rural roads; and (iii) respond promptly and effectively to an Eligible Crisis or Emergency. The Project involves rehabilitation and maintenance the selected feeder roads in the ten (10) Provinces of Zambia.

There are seven (7) government institutions participating in the implementation of the project. Their institutional responsibilities in the roads sector are summarized in Table 1.

Table 1: Institutional Responsibilities related to road works

Item	Institution	Responsibility related to road activities
1.	Ministry of Transport and Logistics	Transport sector policy, planning and coordination in the roads sector
2.	Ministry of Infrastructure, Housing and Urban Development	Formulation and implementation of road development policies and to administer RDA, through a Board Chairperson and RDA Board of Directors
3.	Ministry of Local Government Rural Development	Carries out RDA's delegated functions through Local Road Authorities (LRAs)
4.	Road Development Agency	Manage and maintain the classified road network, and implement road works
5.	National Road Fund Agency	Manage road revenues and expenditures
6.	Road Transport and Safety Agency	Implement road safety policies
7.	National Council for Construction	Technical and institutional regulator to the construction industry

Under the OPRC project, the Ministry of Infrastructure, Housing and Urban Development (MIHUD) is coordinating the implementation of the entire project, while the Ministry of Local Government Rural Development (MLGRD) is implementing the component of the project that deals with enhancing capacity of the MLGRD and Local Roads Authorities (LRA)’s in the management of the road assets in their respective jurisdictions.

The Road Development Agency (RDA) is responsible for the implementation of OPRC road Projects. RDA is also responsible for the procurement of the works contracts and reporting progress at the high level. LRA’s ought to regularly provide supervision and monitoring services on the works at the District level and report progress to RDA.

RDA intends to apply part of the loan proceeds to cover eligible payments under the contracts for the Individual Consultancy Services for “Consultancy Services for the Development of a Roads Maintenance Strategy and augmentation of the National Road Maintenance Strategy - Technical Advisor”.

The (RDA) will be the Implementing Agency for the contract for the Technical Advisor.

The Individual Advisor will be engaged for a duration of approximately six (06) months for the execution of the services in accordance with the Procurement Regulations for IPF Borrowers for Goods, Works, Non-Consulting and Consulting Services (July 2016 Revised November 2017 and August 2018).

1.1 BACKGROUND

Zambia has a total classified road network of approximately 67,671 Km out of which a Core Road Network (CRN) comprising of a total 40,454 km has been identified and defined as the barest minimum network which when improved will spur economic development and contribute to poverty reduction. The CRN is shown in Table 2.

Table 2: Zambia’s Road Network

Road Type/Class	Length (Km)		
	Total	Paved	Unpaved
Core Road Network (CRN)			
Trunk (T)	3,116	3,024	92
Main (M)	3,701	2,885	816
District (D)	13,707	2,111	11,596
Urban	5,597	2,055	3,542
Primary Feeder Roads PFR	14,333	32	14,301
Sub-total	40,454	10,106	30,348
Non-CRN (Estimate)			

Secondary Feeder Roads (SFR)	10,060	0	10,060
Tertiary Feeder Roads (TFR)	4,424	0	4,424
Park Roads	6,607	0	6,607
Road Type/Class	Length (Km)		
	Total	Paved	Unpaved
Community Roads	5,000	0	5,000
Not properly documented Roads	1,126	0	1,126
Sub-total	27,217	0	27,217
Total	67,671	10,106	57,565

In Zambia, Road Maintenance has consistently remained a challenge despite the formulation of Road Sector Programmes such as the Road Sector Investment Programmes (Phase I and II) of 1998 and 2003 and now the Draft Phase III of 2024. The Road Sector has for a long time since independence been pre-occupied with major construction and upgrading works on the network at the expense of the much needed road maintenance. To avert this, and in recognition of the importance of maintenance, the RDA developed a Road Maintenance Strategy (RMS) in 2014 for a period of ten years from 2015 to 2024, through consultancy services. This RMS was aimed at setting a pathway for the provision of maintenance activities on the CRN to create an atmosphere that would ensure that the roads are properly maintained and continue to promoting economic growth and development.

The 2015 RMS was based maintenance activities relevant to the Zambian environment and was tailored for execution of maintenance works by either in-house units, by contracts based on unit rates or by Output and Performance-Based Road Contracts (OPRC).

A need has arisen to review and update the 2015 RMS to cover the next ten years from 2027 to 2037. In addition, this strategy will include strategies for rural roads maintenance, which have deteriorated and whose maintenance has lagged behind the maintenance of TMD roads. Further, as the Government has embarked on construction and rehabilitation of primary feeder roads there is a need to augment the National Maintenance Strategy. The services of an Individual Advisor are required to develop a Road Maintenance Strategy to augment the National Road Maintenance Strategy into one road maintenance strategy for the entire road sector.

The review of the RMS is required in consideration of the need to consider climate resilience and asset management principles, as well as consider community-based maintenance models for rural roads, including labour-based methods. The integration of environmental, social, and disaster risk considerations related to climate resilience is currently absent, sources of funds, and current governments leverage on private sector finance through Public Private Partnership road projects.

The services of an Individual Technical Advisor are required to develop of a rural roads maintenance strategy and augment the road maintenance strategy to support the RDA in the implementation of road maintenance activities.

2. OBJECTIVES OF THE SERVICES

The primary objective of the Technical Advisor is to develop a Rural Road Maintenance Strategy to augment the National Road Maintenance Strategy into one road maintenance strategy for the entire road sector - the Road Maintenance Strategy (2027-2037).

The following are the specific objectives of the assignment:

- (i) support the RDA to carry out a comprehensive review of the RMS (2015 – 2024) , update the strategy to cover the period 2027 – 2037 with a corresponding implementation strategy with particular emphasis to the maintenance of rural roads and Capacity Building of the road maintenance staff and small-scale contractors on the planning and implementation of road maintenance processes and activities.
- (ii) To comprehensively assess the adequacy and appropriateness of the Road Maintenance Strategy (2015 – 2024) and its implementation and hence develop lessons learnt;
- (iii) To structure the RMS (2027 – 2037) by augmenting and updating the RMS (2015 – 2024) and develop a RMS for rural roads, taking into consideration the lessons learnt and the necessary improvements in order to enhance planning and effectiveness of road maintenance implementation activities;
- (iv) To develop a maintenance Implementation Plan and performance monitoring system of the road maintenance in line with the RMS (2027 – 2037);
- (v) To build capacity for the RDA and MLGRD and LRAs, key stakeholders and small-scale Contractors by conducting training on the provisions of the RMS (2027 – 2037) along with the Implementation Strategy and the use of the Zambian Road Maintenance Manuals (ZRMM).

3. SCOPE OF SERVICES

3.1 General

3.2 The general scope of services under the contract for the Technical Advisor will be to review the 2015 -2024 RMS and develop and incorporate the RMS for roads for a ten (10) year period from 2027 – 2037. The Scope shall include but not limited to the following:

- (i) Review of the Road Maintenance Strategy (2015-2024) and augmenting the same. In reviewing this strategy, the Individual Consultant shall also Review the following: (i) the Road Sector Investment Plans I, II and draft III (ii) the MIHUD and MLGRD rural

- road programs and policies, and (iii) The Current Transport policy and the (iv) Review Relevant legal and institutional frameworks;
- (ii) Structuring the RMS (2027 – 2037) by updating the expired RMS and developing and incorporating the RMS for rural roads;
 - (iii) Develop a financing strategy for the maintenance of roads and implementation of road maintenance projects over the 10 years period taking into account the entire Zambian Road Network;
 - (iv) The consultant shall also assess current road maintenance practices in the country, coverage, effectiveness, funding, and institutional arrangements and provide workable and tangible recommendations to ensure sustainability of road maintenance;
 - (v) Assess the sources and utilization of road funding (past 5 years) with a view to assess allocations, disbursement and expenditure on road maintenance from Government Funding; Road User Charges (Fuel Levy; Inland Tolls; Port of Entry Tolls (international transit fees); License and Registration Fees; and Weighbridge Fees;
 - (vi) establish and propose measures to strengthen the prioritization criteria for maintenance interventions and consider funding and financial sustainability for the strategy, including establishing sustainable funding mechanisms for road maintenance, promoting cost-effective maintenance methods, and ensuring transparency in budgeting and financial accountability;
 - (vii) Preparation of a maintenance Implementation Plan and performance monitoring system of the road network in line with the RMS; and
 - (viii) Assistance to the Road Sector in the Capacity Building of staff on the planning and management of maintenance activities and the use of the ZRMM manuals;
- (ix) **Methodology:**
The Consultant must adopt a rigorous and structured method that explicitly integrates data-driven tools and economic justification in the preparation of the road maintenance strategy. The methodology shall be based on the systematic collection, validation, and analysis of relevant data, including road condition, traffic volumes, and maintenance costs, using data-driven tools such as road asset management systems, geospatial analysis, and condition assessment models.
- (x) The Consultant shall incorporate economic justification of proposed maintenance interventions through the application of established appraisal techniques, including cost-benefit analysis and life-cycle cost analysis, to support the prioritization of investments. The approach shall ensure optimal allocation of resources, maximize value for money, and

promote sustainable maintenance planning across both rural and main road networks.

3.3 Description of Services and tasks

The scope of services under this assignment comprises the provision of Technical Advice on Maintenance management of the entire road network and capacity Building of staff involved in Road Maintenance Management.

The Individual Consultant shall carry out the following six (06) specific tasks:

A. Stakeholder Engagement and data collection

The Consultant shall undertake at Inception and stakeholder mapping, Data collection and diagnostics, Strategy drafting, Stakeholder validation and Finalization and submission.

B. Review of the Road Maintenance Strategy (2015-2024);

It is required of the Individual Consultant to carry out a comprehensive assessment of the Road Maintenance Strategy (2015 – 2024). This assessment will focus on the implementation of the strategy in line with the strategic objectives of the institution, the existing Highway Management Systems (HMS), the Eighth National Development Plan, the RoadSIP III and the other policy documents that are driving the management of the Road Sector in Zambia.

The review shall also focus on the resource mobilization mechanisms for Road Maintenance and analyze the adequacy of the existing resource envelope and projections thereof. The Individual Consultant is expected to review the adequacy of the existing policies to support the projected revenues and make recommendations that will improve the current arrangements. The role of cooperating partners in realizing the projections shall also be assessed and discussed.

A review of the existing institutional arrangements will be required to assess the challenges that affect the effective implementation of maintenance activities.

The Consultant will establish the limitations of the RMS (2015–2024) along with lessons learned. Recommendations will be presented to the RDA (Employer) on revisions to be made in the institutional arrangements in the coordination of maintenance activities.

Stakeholder consultation shall be done to ensure that all the information required for the review is collected. The consultant shall facilitate stakeholder participation during the review process at workshops that will be organized by the RDA. Findings of the review shall be presented to all the stakeholders that will include the sector ministries, Ministry of Finance, National Road Fund Agency and Local Road Authorities, among others.

C. Updating the 2015 - 2024 RMS and Structure the RMS (2027 – 2037)

The Consultant shall update the RMS (2015–2024) and structure it to serve the period 2027–2037. This update shall take into consideration all the results of the review of the RMS (2015– 2024) and the lessons learned. It shall also consider the current and future state of the road network, the institutional arrangements, the PPP arrangements, the financial resources availability, maintenance arrangements etc.

The Consultant shall develop a Rural Road Maintenance Strategy as part of the Road Maintenance Strategy. This will entail close collaboration with Ministry of Local Government and Rural Development (MLGRD). The Study will cover the strategic areas necessary for efficient road asset management including the use of appropriate technology and employment creation.

D. Develop and Incorporate the RMS for rural roads

Taking into account climate resilience and asset management principles, as well as consider community-based maintenance models for rural roads, including labour-based methods, available resources, develop a RMS for rural roads and incorporate it into the 2027-2037 RMS. This shall also take into account the integration of environmental, social, and disaster risk considerations related to climate resilience is currently absent. In undertaking this activity, the Consultant shall develop an updated strategy addressing and make recommendations for (i) Maintenance planning and prioritization framework, (ii) Institutional roles and coordination mechanisms, (iii) Financing and budgeting models (e.g., road funds, PPPs, donor support), and (iv) Monitoring and evaluation framework (with indicators) and Capacity building and training needs.

The Consultant shall develop a subcomponent for a rural roads maintenance strategy to address: (i) Community-based maintenance models (ii) Integration with local government systems, and (iii) Use of labor-based technologies and local contractors.

E. Preparation of a maintenance Implementation Plan and performance monitoring system of the road network in line with the RMS;

Assist the Agency in the preparation of the implementation plan drawn from the Maintenance Strategy (2027 -2037) in reference to the HMS and the existing inventory for the primary and secondary feeder roads as well as the TMD roads.

A comprehensive plan will also take into cognizance of the construction, rehabilitation and upgrading road plans in the prioritizing of maintenance needs for the road network and accounting for the maintenance needs of roads under Public Private Partnerships (PPP) arrangements. All the required necessary resources must be highlighted to ensure effective implementation of the developed plan. An assessment of the existing RDA maintenance staff structure should be conducted and recommendation shall be proposed on structural changes (if any) to enhance the capacity.

Assess the procurement and management of routine maintenance programmes in the provinces and make recommendations in line with international best practices that can be adopted for effective delivery of the developed plan.

The consultant is expected to assess the existing performance monitoring system and modify it to ensure that it is suitable to evaluate the effective implementation of maintenance activities of the developed plan. The plan should set the annual performance indicators to be used to assess achieved progress in terms of the road network maintenance and Road Asset Management.

F. Capacity Building in Road Maintenance/Training

Develop appropriate training programmes and other capacity building initiatives to Road Maintenance Engineers in the provinces that include:

- (a) To ensure full understanding of the updated RMS (2027 – 2037) with the rural road maintenance strategy and the attendant Implementation Strategy;
- (b) Maintenance strategies, procurement and management of routine maintenance programmes in the provinces in line with international best practices that can be adopted for effective delivery; and
- (c) Full understanding and use of the Zambia Road Maintenance Manuals as a guide to a range of stakeholders involved in specifying maintenance standards and undertaking works in order to:
 - Ensure harmonization and consistency of levels of maintenance achieved on the entire road network;
 - Improve the efficiency and effective maintenance of the road asset and consequently the preservation of the Road Asset.
 - Provide users with information regarding maintenance standards, specifications and the required levels of service; and
 - Provide basic standards and information for the Output and Performance Based Road Maintenance Contracts (OPBRC).

4. REQUIRED EXPERTISE AND ESTIMATED TIME INPUT

A Highway Engineer will be engaged for a period not exceeding 6 calendar months.

Highway Engineer

- a) **Qualifications and skills.** A qualified Engineer with a Bachelor's Degree in Civil/Highway Engineering and a Master's Degree in Civil/Highway Engineering or a related field.

- b) General Professional Experience.** A minimum of 10 years relevant experience in Road Maintenance Management with at least 7 years in a senior management position of which over 5 years' experience in Africa.
- c) Specific Professional Experience.** Fully conversant with formulation of long-term strategic road maintenance and implementation plans and development of Road Maintenance Manuals. The experience should include:
- At least 10 years' experience in road maintenance and management;
 - Worked as Team Leader involving road maintenance activities of at least 5 major projects;
 - Previous experience developing Road Maintenance Strategies and Road Maintenance Manuals with proven experience;
 - Previous experience of training staff will be an added advantage;
 - He/she shall be a member of a professional body such as the Engineering Institution of Zambia (E.I.Z) and registered to practice by an appropriate body such as the Engineers Registration Board (E.R.B).

5. REPORTING REQUIREMENTS AND TIME SCHEDULE FOR DELIVERABLES

The period of the assignment will be six (06) calendar months. The schedule of reports and their delivery duration is as follows:

Table 3 – Activity Schedule

Activity	Duration
1. Review of the Road Maintenance Strategy (2015-2024)	Two (2) months
2. Updating the RMS (2015 – 2024) to structure a new RMS (2027 – 2037) that includes strategies for Rural Road Maintenance.	Two (2) months
3. Preparation of a maintenance Implementation Plan and performance monitoring system of the road network in line with the RMS	Four (4) months
4. Assistance to the Maintenance Department in the Capacity Building of staff and selected key stakeholders on the management/implementation of maintenance activities and the use of the ZRMMS;	Two (2) months
5. Final Reporting	Two (2) months

The above activities shall be scheduled and carried out concurrently within the six (6) months contract period.

5.1 Reporting requirements

The consultant will submit six (6) copies of the following reports in English, in both hard copy and electronic format (memory stick(s)):

- a) **Inception Report:** This brief report will be submitted within four (4) weeks of the start of the consulting services. It will outline, in accordance with the terms of reference, the consultants' approach, methodology, and work plan. The report will provide a clear bar chart of all activities, identify potential risks and propose mitigation measures. It will also provide a detailed background to the sector and identify issues and decision-making requirements, if any, to facilitate implementation process.

Six (06) copies of the Inception Report shall be submitted to RDA within **four (04) weeks** of the start of the assignment of which RDA shall provide comments within **two (02) weeks** of receipt of the report.

- b) **Report on the Review of the Road Maintenance Strategy (2015–2024):** this report will comprise the details of the review process and discussion of items identified to be considered for strengthening the strategy. The report shall discuss all the items in section 4.2A of these TORs. This is a diagnostic report highlighting key reviews from consultations.

Six (06) copies of the Report shall be submitted to RDA within **two (02) months** of the start of the assignment of which RDA shall provide comments within **two (02) weeks** of receipt of the report.

- c) **Report on the Updating of the 2015 - 2024 RMS and Structure the RMS (2027 – 2037):** This report will include the processes of the review incorporating the lessons learnt from the review of the 2015 – 2024 RMS and shall be accompanied by a Draft RMS (2027 – 2037) that includes rural road maintenance strategies.

Six (06) copies of the Report shall be submitted to RDA within **four (04) months** of the start of the assignment of which RDA shall provide comments within **two (02) weeks** of receipt of the report.

- d) **Implementation Plan and Performance Monitoring System:** The report shall outline the process of developing the plan indicating roads to be considered for maintenance in each year with the required necessary resources. A system to monitor the progress on the developed plan will also be discussed in the report.

Six (06) copies of the Report shall be submitted to RDA within **four (04) months** of the start of the assignment of which RDA shall provide comments within **two (02) weeks** of receipt of the report.

- e) **Report on capacity building/training of Road Maintenance Staff:** A complete report covering the topics discussed in section 4.2D of these terms of reference shall be submitted.

Six (06) copies of the Report shall be submitted to RDA within **four (04) months** of the start of the assignment of which RDA shall provide comments within **two (02) weeks** of receipt of the report.

- f) **Draft final report:** This report shall provide the detailed information on the process adopted in carrying out the tasks outlined in section 4 of the TORs and discuss the achievements made and make recommendation regarding the sustainable implementation of the developed documents and system to enhance maintenance of the Zambian road network. Final copies of all the Road Maintenance Strategy (2027 – 2037) and the Implementation Plan shall be attached to the report.

Six (06) copies of the Draft Report shall be submitted to RDA within **five (05) months** of the start of the assignment of which RDA shall provide comments within one (01) week of receipt of the report.

- g) **Final Report:** The Individual Consultant will submit this report within **five (05) months two (02) weeks** after receipt of the comments on the draft final report from RDA.
- h) **Quarterly Progress reports:** Report shall outline progress made on defined activities in relation to the assignment objectives clearly showing actions and achievements made and challenges during the reporting period.

All reports and documents relevant to the assignment shall become the property of RDA and shall be submitted in Six (6) hard copies and Two (2) electronic copies on flush discs (memory sticks).

The Consultant shall provide the following key deliverables: (i) Inception Report – Detailing methodology, work plan, and stakeholder engagement plan, (ii) Diagnostic Report – Summary of findings from reviews and consultations, (iii) Draft Road Maintenance Strategy – Including all components and rural roads strategy, (iv) Validation Workshop – Presentation and feedback from stakeholders, (v) Final Strategy Document – Incorporating feedback and ready for adoption, and (vi) Executive Summary and Policy Briefs – For dissemination to decision-makers. **Table 4 – Key Deliverables Schedule**

Report No.	Deliverable	Submission (weeks from start date)
1	Inception Report	4
2	Diagnostic Report	8
3	Draft 2027-2037 Road Maintenance Strategy	20

4	Validation Workshop	21
5	Final 2027 -2037 Road Maintenance Strategy	22

6. PAYMENTS

Payment to the consultant shall be made in line with the defined deliverables as outlined in the table below.

Table 3 - Payment Schedule

Payment	Deliverable	Percentage (%) of the total contract sum	Cumulative Ceiling
1 st Payment	Advance Payment (After Submission of Advance Payment Guarantee)	10	10
2 nd Payment	Approval of the Inception Report	10	20
3 rd Payment	Approval of the Diagnostic Report	2.5	22.5
4 th Payment	Approval of the Draft 2027-2037 Road Maintenance Strategy	32.5	55
5 th Payment	Approval of the Validation Workshop	5	60
6 th Payment	Final 2027 -2037 Road Maintenance Strategy	40	100

The advance payment will be set off by the Client in proportionate portions against the above payments and deliverable.

7. SERVICES TO BE PROVIDED BY THE CLIENT

The Client shall be responsible for the following:

- i. Supply of all the necessary documents and access to road management systems to facilitate the smooth execution of the assignment;
- ii. Appointment of the coordinator for the assignment;
- iii. Assign staff to work with the consultant;
- iv. Provision of office space, office equipment and stationery;
- v. Provide Venues for training sessions in the Provinces.

8. RESPONSIBILITY OF THE CONSULTANT

The Consultant is expected to provide all the logistics that are necessary for the proper execution of the assignment including transport and transport services.