



REPUBLIC OF ZAMBIA  
MINISTRY OF TRANSPORT AND COMMUNICATIONS

# NATIONAL TRANSPORT POLICY

## IMPLEMENTATION PLAN

### 2019 - 2028

MAY 2019



REPUBLIC OF ZAMBIA  
 MINISTRY OF TRANSPORT AND COMMUNICATIONS  
**NATIONAL TRANSPORT POLICY**



*Towards an efficient and integrated Transport System in Zambia by 2028*

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## 1. Introduction

The Transport Policy 2018 has a Ten (10) year implementation period from 2018 – 2028. The framework for the implementation plan includes policy measures, activities to implement the measures, output indicators to measure performance, annual targets, responsible institutions and cost estimates.

It must be stated, however, that for some indicators, the sector does not have any baselines and therefore, annual targets could not be set for those items. The annual targets will only be derived after baseline studies have been conducted during the first year of implementation of this policy. This Implementation Plan covers a Ten year horizon. Considering that the transport sector is dynamic and is constantly evolving, the implementation plan will be reviewed periodically to ensure that it is aligned to the emerging changes in its implementation environment.

The thrust of this policy is to create an intermodal transport system which will provide for interlinkages among the four modes (Rail, road, air and water) of transport and ultimately transform Zambia into a regional transport hub by 2028. The Policy will further introduce institutional reforms in the transport sector for improved implementation capacity and greater coordination at all implementation levels.

The successful implementation of this policy will largely depend on a robust resource mobilisation and commitment from sector players.

Following here below is a compendium of policy objectives, measures and activities to guide the implementation of the policy in order to achieve the desired outcomes. The performance of the policy will be measured through monitoring and evaluation activities to be undertaken periodically by respective sector actors.

## 2. Road Transport and Infrastructure

### Specific Objectives

1. To harmonise all pieces of legislation governing the road sector to minimise overlap of mandates and adherence to core mandates
2. To promote development of transport services that meet global safety standards;
3. To promote sustainable mobility of both goods and passengers to achieve economic and social needs; and
4. To develop systems to facilitate Non-Motorised Transport.

Measures	Activities	Output Indicator	Annual Targets								Responsible	Est. Cost (K)			
			2019	2020	2021	2022	2023	2024	2025	2026			2027	2028	
Harmonise the Public Roads Act No. 12 of 2002 and the Local Government Act Cap 281.	Engage key stakeholders through RMI/TMI to harmonise the pieces of legislation	Laws harmonised		✓										MHID, (Lead) MLG, (Lead) MTC RDA, MOJ, RTSA	500,000
Implement measures to curb road carnage in line with the United Nations Decade of Action for Road Safety.	Build capacity in road safety education amongst primary stakeholder institutions	Number of sensitisation activities conducted	2	4	4	4	4	4	4	4	4	4	4	MTC (Lead) MHID, MLG RTSA, RDA	5,000,000
		Road safety education officers recruited and trained			✓	✓	✓	✓	✓	✓	✓	✓	✓	MTC(Lead) MHA, RTSA, RDA	200,000
	Review the road traffic legislative framework	Road Traffic Act reviewed		1										MTC(Lead) MHA, RTSA, RDA	200,000
	Develop capacity of road safety enforcement	Enforcement officers employed			✓	✓	✓	✓	✓	✓	✓	✓	✓	MTC(Lead) MHA RTSA ZP	20,580,000
	Develop safer roads by incorporating road safety in road engineering and construction	Percentage of Roads with re-instated road furniture and faded markings	5%	15%	25%	35%	45%	55%	65%	75%	85%	100%	100%	MTC (Lead) MHA, MLG RTSA, RDA	200,000

Measures	Activities	Output Indicator	Annual Targets								Responsible	Est. Cost (K)		
			2019	2020	2021	2022	2023	2024	2025	2026			2027	2028
		Number of Road Safety engineers recruited and trained in Road Safety Audit		3	1	-	4	-	-	-	-	5	MTC(Lead) RTSA	2,160,000
	Undertake to determine points for Installing CCTVs, speed cameras, vehicle Geographical Positioning System for speed	Study undertaken		✓									MTC (Lead) RTSA NRFA	10,000,000
	Monitoring, mechanized vehicle testing equipment	Number of Monitoring, mechanized vehicle testing equipment purchased and installed	-	-	1	-	-	1	-	-	1	-	MTC- Lead RTSA NRFA	200,000
Establish Public Transport Management systems in all designated City Councils	Create Public Transport Management Authorities (PTAs) in all designated City Councils	Public Transport Authorities established in all designated City Councils		2	2	1							MLG-Lead MTC	2,500,000
	Conduct capacity building of Local Authority to enhance Road Safety	Materials developed and disseminated		15	15	15	20	20	15	15	15		MTC- Lead RTSA NRFA	10,000,000
Reduce traffic congestion.	Undertake studies on the traffic congestion and traffic distribution	Study undertaken (percentage of provinces covered)		10%	55%	75%	100%						MLG-Lead PTAs MTC	20,000,000
	Undertake road in infrastructure improvements management	Percentage of roads re-engineered		5%	15%	25%	35%	45%	55%	65%	75%	85%	MHID-lead MTC RDA RTSA NRFA	200,000
Facilitate provision of cost effective and reliable transport	Improving the condition of feeder roads and rural road connectivity	Feeder roads improved	250	500	750	1000	750	500	500	500	500	500	MHID RDA NRFA	600,000,

Measures	Activities	Output Indicator	Annual Targets										Responsible	Est. Cost (K)		
			2019	2020	2021	2022	2023	2024	2025	2026	2027	2028				
services																
	Provide Fiscal incentives for local engineering of vehicle service parts	Fiscal incentives issued		1	1											400,000
	Undertake research to inform the kind of Non-Motorised Transport required	Studies undertaken	1													500,000
	Develop a National Non-Motorised Transport Strategy	Strategy developed and disseminated		✓												500,000
	Impose vehicle tax that favours procurement and use of environmentally friendly vehicles.	Percentage of vehicles with environment friendly technology		1	1											200,000
	Provide fiscal relief/ incentives for rural transport operators	Number of rural transport operators accessing incentives		1	1											200,000
	Rehabilitation and Maintenance of road infrastructure	Number of Kilometres Rehabilitated and Maintained		500	500	500	500	500	500	500	500	500	500	500		500,000
Protect and promote local transport operators' industry in accordance with the SADC-PTCM and COMESA Treaty.	Enforcement against Carbotage.	Number of foreign Trucks impounded														
			✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		100,000
	Review legal instrument to promote local transporters	Legal Instruments reviewed undertaken	✓	✓	✓											200,000
	Offer incentives to citizens to grow local transport operators'	local transporters benefiting from the Incentives			✓	✓	✓	✓	✓	✓	✓	✓	✓			200,000

Measures	Activities	Output Indicator	Annual Targets							Responsible	Est. Cost (K)				
			2019	2020	2021	2022	2023	2024	2025			2026	2027	2028	
	industry for international competitiveness.														
	Negotiate for increased market share of international freight for Zambian transporters through SADC and COMESA organs as well as other bilateral and multilateral road transport agreements and arrangements.	Negotiation conducted on the market share for local transporters	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	3,000,000
<b>ROAD TRANSPORT AND INFRASTRUCTURE SUB-TOTAL</b>											<b>K 666,140,000</b>				



### 3. Railway Transport and Infrastructure

#### Specific Objectives:

- To transform the railway sub sector to an efficient, reliable, safe, and competitive transport mode with appropriate interfaces with the other modes of transport.
- To review and repeal pieces of legislation governing the railway sector order to support the transformation of the sector.

Measures	Activities	Output Indicator	Annual Targets								Responsible	Est. Cost (K)		
			2019	2020	2021	2022	2023	2024	2025	2026			2027	2028
Facilitate the creation of interface between railway and other modes of transport;	Facilitate the development of intermodal terminals as components of the integration with other modes of transport	Number of intermodal dry ports developed	0	1	1	1	1	1	1	1	1	1	MTC ZRL ZCLL MCTI MOF	250,000,000
Develop and implement a program for rehabilitation and upgrading of railway infrastructure	Upgrade the Railway System into one that meets modern and international standards	Average operating speed (freight)	30km/h	40km/h	60km/h	70km/h	80km/h	80km/h	80km/h	80km/h	80km/h	80km/h	MTC MHID ZRL TAZARA	300,000
		Operating speed (Passenger)	40km/h	60km/h	80km/h	100km/h	120km/h	120km/h	120km/h	120km/h	120km/h	120km/h		
Review the rail sub sector safety and	Evaluate the safety and regulatory	Haulage capacity (excluding TAZARA)	3 Mt	4Mt	5Mt	6Mt	7Mt	8Mt	9Mt	10Mt	10Mt	10Mt		
		Number of accidents / incidents	200	150	120	80	✓	✓	✓	✓	✓	✓		

<sup>1</sup> Excluding TAZARA

Measures	Activities	Output Indicator	Annual Targets										Responsible	Est. Cost (K)		
			2019	2020	2021	2022	2023	2024	2025	2026	2027	2028				
regulatory mechanisms	mechanism to ensure safety of railway operations															
Facilitate the review of legislative framework	Review existing sector legislation to aid the transformation of the railway sub-sector	Number of legislation reviewed	1	1	1	1										1,200,000
Enhance the capacity of the Ministry to develop and maintain railway infrastructure.	Review the current institutional structure to provide for the creation of an entity responsible for development and maintenance of railway infrastructure.	Kilometres of permanent way maintained / rehabilitated by the new Railway development														1,500,000
Facilitate the separation of railway operations from railway infrastructure development and maintenance	Review existing sector legislation to aid the transformation of the railway sub-sector	Tonnage of freight moved per annum	3 Mt	4Mt	5Mt	6Mt	7Mt	8Mt	9Mt	10Mt	10Mt	10Mt	10Mt	10Mt	10Mt	400,000
Facilitate a	Prepare and	Percentage	5%	10%	15%	25%	30%	40%	45%	50%	50%	50%	50%	50%	50%	100,000

Measures	Activities	Output Indicator	Annual Targets								Responsible	Est. Cost (K)		
			2019	2020	2021	2022	2023	2024	2025	2026			2027	2028
minimum shift of 30% from road to railway transportation of bulk and heavy cargo, bulk and containerized cargo for local and international transportation	issue Statutory Instrument (SI) to facilitate the shift of bulk and heavy cargo from road to rail.	of cargo by rail											TAZRA ZRL Mines TAZ	
<b>Railway Transport and Infrastructure sub-total</b>											<b>K 9,003,200,000.00</b>			

#### 4. Maritime and Inland Waterways Transport and Infrastructure

##### Specific Objective:

1. To have a safe, efficient, cost effective and sustainable water transport system that supports development processes and provides linkages to domestic and international waters

Measures	Activities	Output Indicator	Annual Targets								Responsible	Est. Cost (K)			
			2019	2020	2021	2022	2023	2024	2025	2026			2027	2028	
Strengthen institutional and legal frameworks supporting the transformation of Maritime and Inland Water Transport.	Review institutional framework and enact laws for the development and management of the maritime sector	Number of Institutional frameworks reviewed and laws enacted		1	1	1								MTC	250,000
	Enforcement of laws to ensure the protection of marine environment against degradation	Number of vessels impounded for polluting the environment	10	20	30	27	21	15	10	8	5	2			MTC MIHA ZP
Facilitate for the development of maritime and inland waterway infrastructure for efficient transportation of passengers and goods	Develop and maintain water transport infrastructure	Quantity of water transport infrastructure developed	1	2	4	5	5	1	1	1	1			MHID MTC	50,000,000
	Undertake capacity building for the management of maritime and inland waterways	Number of officers trained		5	5	10									MTC
Develop mechanisms to enhance data collection and management in the sub-sector	Upgrade the national vessel registry to a digital system that will ease retrieval and storage of information /data.	Number of quarterly reports generated from the National vessel registry timely		1	2	4	4	4	4	4	4			MTC Smart Zambia Institute	2,000,000
	<b>Maritime and Inland Waterways sub-total</b>											<b>K 52, 550,000</b>			

## 5. Aviation Transport and Infrastructure

### Specific Objectives:

- Facilitate the development of reliable, frequent, affordable, safe, and secure domestic and international air transportation that meet international standards

Measures	Activities	Output Indicator	Annual Targets								Responsible	Est. Cost (K)				
			2019	2020	2021	2022	2023	2024	2025	2026			2027	2028		
Facilitate the establishment of a National Airline	Preparation of Business Plan	Percent completion of Business Plan	10%	100%										MTC(Lead) MOTA MCTI MOF ZACL CAA	1,000,000	
	appointment of Board of Directors	Board in place		✓												
	Recruitment of the Management Team by the Board of Directors	number of Airline management staff recruited against the management staff	1	4										MTC	500,000	
	Commence operations	Operations commenced			✓											
	Acquisition of Aircraft	Number of Aircraft acquired		2		2				2				MTC(Lead) MOF	500,000	
	Commence domestic flights	Number of domestic flights per day			8	8	8	8	8	8	12	14	20	National Airline		
	Commence international flights	Number of international flights per day						6		8	10	10	10	National Airline		
Promote the development of competitive local airlines	Design Aviation Sector growth Incentives aimed at lowering the cost of doing business	Number of Incentive schemes designed		1	1	1	1	1	1	1	1			MTC CAA ZACL	2,000,000	
	Promote establishment	Number of local		1				1						MCTI	1,000,000	

Measures	Activities	Output Indicator	Annual Targets								Responsible	Est. Cost (K)		
			2019	2020	2021	2022	2023	2024	2025	2026			2027	2028
	of local air operators	Airline operators registered											MTC ZDA	
		Number of non-scheduled local air operators												
	Establish management structures for District Aerodromes in local authorities	Number of local authorities with district aerodromes management structures in place		10	10	10	10	10	10				MTC, MOF MLG Cabinet Office & PSMD	50,000,000
	Establish management structures for Provincial Aerodromes	Management structure established		✓									MTC, MOF, MLG Cabinet Office & PSMD	250,000,000
	Implement the national safety and security Programme (ICAO)	National Safety and Security program implemented	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	MTC,MOD MHA,CAA ZACL,ZAF ZNS,ZP,ZIS	5,000,000
Upgrade existing airport infrastructure to International standards	Upgrading aerodromes	Number of international Airport upgraded	1		1						1		MHID MTC ZACL	2,000,000
		Number of District and provincial aerodromes upgraded/rehabilitated		3	1	1	1	1	1	1	1	1	MHID MTC ZACL	1,000,000
Build capacity of the aviation sector	Undertake Capacity Building programmes for key sector institutions	Number of officers trained for key sector institutions		20	20	20	20	20	20	20	20	20	MTC CAA ZACL ZASTI	5,000,000
<b>Aviation Sub-total</b>														<b>K 93,000,000</b>

## 6. Pipeline Transport and Infrastructure

### Specific Objectives:

1. Develop appropriate pipeline transport that is responsive to domestic and regional needs and compliant with international safety and regulations.

Measures	Activities	Output Indicator	Annual Targets									Responsible	Est. Cost (K)	
			2019	2020	2021	2022	2023	2024	2025	2026	2027			2028
Facilitate the development and utilization of Pipeline Transport	Develop a pipeline strategy;	Pipeline Strategy formulated and in place			1								MTC - Lead MOE- lead	300,000
	promote investments in pipeline infrastructure	Investments in pipeline infrastructure promoted				✓			✓	✓	✓	✓	MTC MOE ZDA PPP-Unit	1,000,000
	sensitize the nation on the pipeline mode of transport	National sensitization undertaken				✓			✓	✓	✓	✓	MTC MOE	300,000
<b>Pipeline Transport and Infrastructure Sub-sector</b>													<b>K 1,600,000</b>	

## 7. Transport Corridor Development

### Specific Objectives:

1. Transform Zambia into a regional commercial and transportation hub.

Measures	Activities	Output Indicator	Annual Targets								Responsible	Est. Cost (K)		
			2019	2020	2021	2022	2023	2024	2025	2026			2027	2028
Develop economical and integrated transport infrastructure and systems	Construct inland transshipment terminals and dry ports	Number of dry ports established				1	1	1	1	1	1	1	MTC MIHD	43,000,000
	Reduce the Non-tariff barriers to Transport	Number of NTB reduced	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	MCTI MTC	100,000
	Participate in SADC, COMESA and the AUC meetings to capitalize on Zambia's strategic location in order to transition it into a regional transport hub.	Regional meetings attended and participated	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	MTC MTCI MFA RTSA	3,000,000
Promote port competitiveness through alternative transport corridor development and utilization	create incentives for private sector participation in intermodal transport infrastructure development	Number of Incentive schemes in place											MTC MOF MTCI ZDA	
	Construct transshipment terminals at sea ports	Number of transshipment centers established						1				1	MTC MIHD	20,000,000
Develop a National Freight Logistics Strategy	Conduct study on the establishment of a logistics strategy	Study Undertaken		✓									MTC MTCI	2,000,000
<b>Transport Corridor Development</b>												<b>K 68,100,000</b>		



## 8. Inter-modal Transport and Infrastructure

### Specific Objectives:

1. To develop integrated transport infrastructure in order to facilitate seamless transportation of goods and passengers.

Measures	Activities	Output Indicator	Annual Targets								Responsible	Est. Cost (K)		
			2019	2020	2021	2022	2023	2024	2025	2026			2027	2028
Create a Transport Fund to adequately finance the development of all transport modes	Review legislation on transport financing	Legislation reviewed		✓									MTC MOF MNDP MOJ	300,000
	Develop a National Transport Act	Bill formulated		✓	✓								MTC MOJ MNDP	1,500,000
	Establish a transport fund to finance development across all transport modes;	Transport Fund Established	1			✓							MTC MOF MNDP	100,000
Formulate and develop transport sub-sector ancillary policies	Review sub-sector policies	Policies reviewed			2	3	1	1	1	1	1	1	MTC MOJ MNDP	300,000
	Formulate subsector policies	Policies formulated			2	3	1	1	1	1	1	1	MTC MOJ MNDP	200,000
Facilitate the development of intermodal terminal facilities	Development of an Intermodal transport Strategy	Strategy developed				✓							MTC	1,000,000
<b>Inter-modal Transport and Infrastructure</b>												<b>K 1,400,000</b>		

## 9. Research and Development (R&D)

### Specific Objectives:

1. To promote innovation and the adoption of best practices in the transport sector.

Measures	Activities	Output Indicator	Annual Targets								Responsible	Est. Cost (K)		
			2019	2020	2021	2022	2023	2024	2025	2026			2027	2028
Establish and adopt best practices in the transport sector through research and encouraging innovation.	To reward transport sector innovations and skills development.	Number of awards		3	3	3	3	3	3	3	3		MTC	10,000,000
	Develop a Transport Sector wide R&D policy	Policy developed	✓	✓	✓									1,500,000
	Mobilize resources for R&D from transport sector institutions	Amount of resources mobilized against the target				K5M		K10M	K10M	K12M	K15M	K20M	MTC MOE	84,000,000
Establish institutional collaborations with higher learning institutions to conduct research in the transport sector.	Facilitate the development of a professional transport curricula for training of the Sector's Human capital in all relevant sectoral fields	Number of institutions with curricula in transport related fields		1	1			2				2	MTC MHE	2,000,000
	Enter into Memoranda of Understanding with Institutions to provide frameworks for institutional collaborations	Number of MoUs signed		1	1			2				2		350,000
<b>Research and Development (R&amp;D)</b>											<b>K 97,850,000</b>			

## 10. Cross-Cutting Issues

### Specific Objectives:

1. Mainstream disability, environment, gender, HIV, information technology in the transport sector are mainstreamed.

Measures	Activities	Output Indicator	Annual Targets								Responsible	Est. Cost (K)			
			2019	2020	2021	2022	2023	2024	2025	2026			2027	2028	
Ensure that transport services, facilities and infrastructure mainstream disability, environment, gender, HIV, ICT and Youth	Develop guidelines to promote easy access, usage and participation of persons with disabilities in the transport sector	Number of persons with disabilities participating in development activities in the transport sector												MTC MOH MOJ MIDH MLG ZEMA	
		Number of facilities, services and transport infrastructure adhering to set standards for access to persons with disability													
	Ensure adherence to set standards on facilities, services and transport infrastructure for persons with disability.	Number of adhered new developments					✓			✓			✓	MTC MOH MOJ MIDH MLG ZEMA	
	Sensitize on the integration of the needs of people who are differently abled in the service delivery and design of transport infrastructure in Zambia	Number of sensitizations													
	Develop and implement guidelines that will eliminate discrepancies in participation between	Ratio of women to men employed in the transport sector.					✓			✓			✓	MTC MOH MOJ MIDH MLG ZEMA	500,000

Measures	Activities	Output Indicator	Annual Targets										Responsible	Est. Cost (K)	
			2019	2020	2021	2022	2023	2024	2025	2026	2027	2028			
	men and women in the transport sector;													MLG ZEMA	
	Mainstream the HIV/AIDS Policy for the Transport Sector to all contractors, transport operators and service providers.	Number of Contractors, Operators and Service providers implementing HIV/AIDS work policy								✓	✓	✓	✓	MTC MOH MOJ MIDH MLG ZEMA	500,000
	Develop legislation to curb degradation of the environment from the transport sector.	Number of transport equipment complying to the standards on environmental safeguards								✓		✓	✓	MTC MIDH MLG ZEMA	
	Create employment opportunities for youths in the transport sector.	Number of youths employed in the transport sector												MTC MOH MOJ MIDH MLG ZEMA	
	To promote utilization of ICT in transport operations.														
<b>Cross – Cutting Issues</b>															<b>1,000,000</b>







