

Association
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de la Route



World Road
Association

Technical Committee 1.3
Performance of Road
Administrations

Preliminary results of the committee on organisation & structure

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Aim & Content of the presentation

1. Results at this moment of the committee
2. Evolution of Road Administrations
3. Today: focus on European countries in transition
4. Can we find a best practice?
5. Recommendations based on the preliminary results



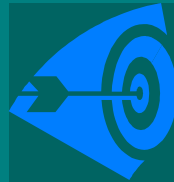
First results

- Study of earlier PIARC results
- Adding insights of New Public Management (NPM)
- Questionnaire on Governance practices among participating countries
- Suggestions based on existing practices and questionnaire results



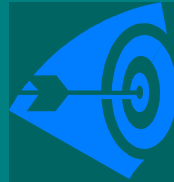
Evolution of Road Networks

Birth



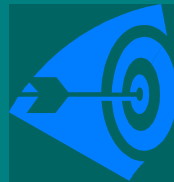
Upgrade existing roads
into paved roads

Growth



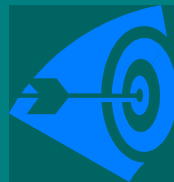
Expand the network

Upgrade



Apply higher technical
standards, focus on few outcomes

Mature

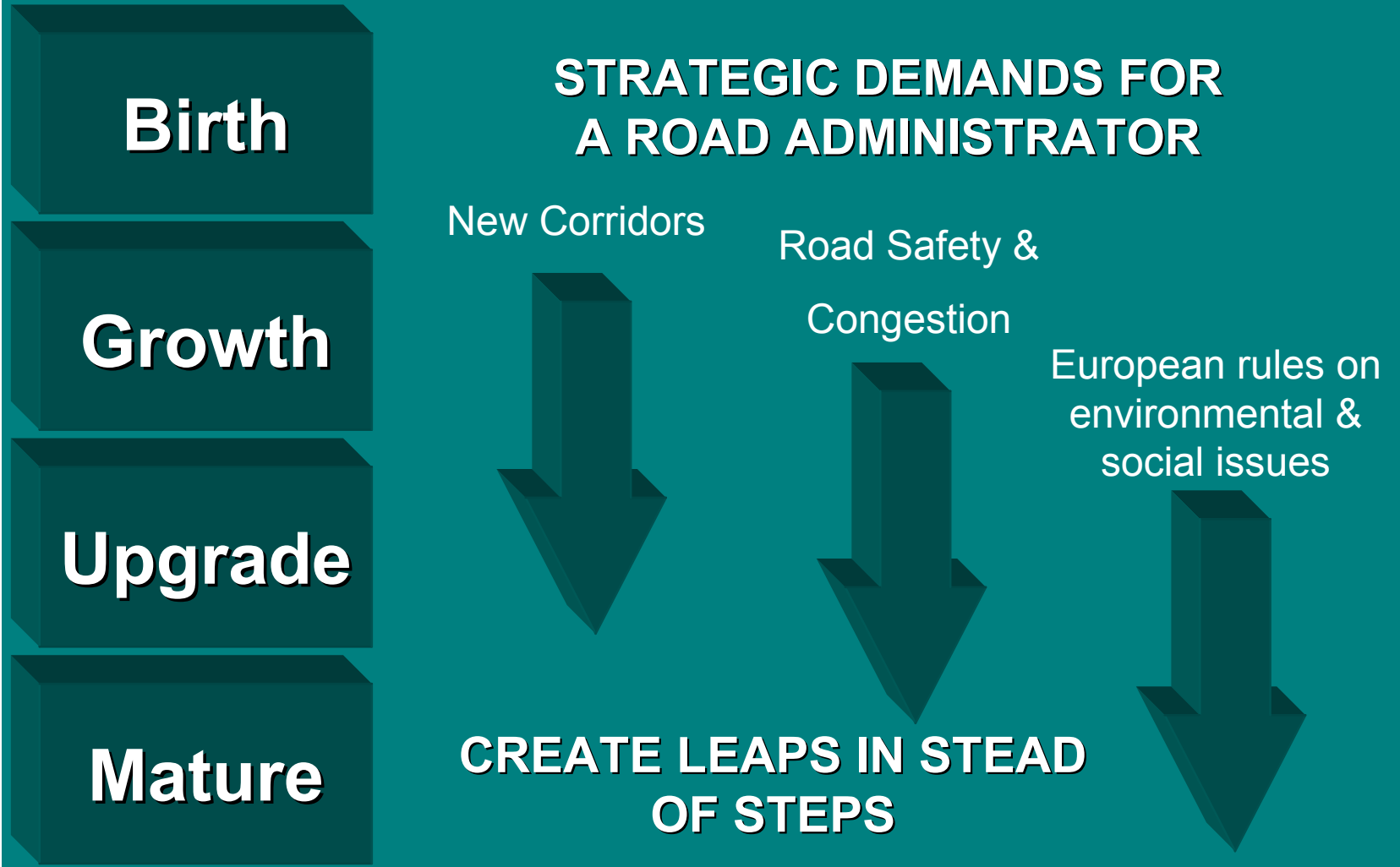


Focus on all socio-economic &
environmental outcomes



European countries in transition: evolution or revolution?

STRATEGIC DEMANDS FOR A ROAD ADMINISTRATOR





Extra Governance Issues

- New democratic processes
- Government reforms
- New procurement rules
- Where to get funding for new investments & maintenance?



Is there one Best Practice for mixed demands from environment of RA?

- Mixed situations require mixed governance solutions
- Learn from different countries for different situations
- Do's and dont's

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Some suggestions to debate on for the coming period



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Suggestion 1: European Corridors

- International demand, transiting users
- Local user can profit Large investments: where to get the money?
- Learn from Italy, Mexico, South Africa & France
- Use (Polish) Public Private Partnership
- Design, Build, Finance Maintain contract with concessionary party for a corridor
- Toll being used for international traffic and local business users who can afford it
- France: there must be an alternative route without toll for local users (constitutional right)



Situation 2: Stable strategic planning

- Learn from The Netherlands
- Planning through law making
 - No random changes by politics
 - Stable budgetting & planning through government changes
- Prescribed project milestones from planning, to contracting, building and operations
- With predefined authority of Parliament, Minister and RA



Situation 3: Performance Management

- Learn from Governance Literature
- Use performance indicators, suitable for growth & upgrading
 - Amount of new infrastructure in each planning phase
 - Clear risk dividing between parliament, ministry and RA (why are milestones delayed)
 - Amount of infrastructure upgraded to new standards
- Agree on indicators the RA can manage
 - Not: traffic deaths
 - Not: congestion



Situation 4: RA as central coordinator

- Learn from South Africa (do's) and countries with low governance satisfaction (dont's)
- The Road Administration plans, procures and supervises construction and exploitation for the whole of the national network,
- surplus toll revenues go to RA



Situation 5: use of New Public Management

- Learn from evolutionary model and early adapting countries in transition
- Keep RA close to government: focus on expansion & upgrading (no state owned stock companies etc)
- Keep user involvement low for efficiency sake
- Don't try to satisfy all the socio-economic and environmental demands at once. Focus.



Epilogue

- Suggestions are examples of possible outcomes of committee research
- Steps after Warsaw:
 - Detailed analysis of questionnaire results
 - Check with earlier PIARC results and new insights
 - Dialoge on best practices with countries in similar situation (i.e. Eastern Europe countries)
 - Prepare Best Practice documents on
 - Organisational structure & processes
 - Procurement
 - Performance Management & Incentives
 - Centralisation & Decentralisation
 - Funding
 - Human Resource Management
 - Etc