

Conclusions from session 1 – Peter Smidt

Key issues for good governance;

- Setting direction
- Establishing control
- Managing risk
- Maintaining integrity
- Sharing information
- Focusing on results

Conclusions from session 1 – Peter Smidt

There are some **pitfalls in New public management:**

Innovative partnerships could lead to “highway robbery” when the RA loses control of costs and performance !

Tricky to know if price is right.

Risk for big gain for private partner with profit focus and little gain for public partner.

“Secret”: Private companies don't like competition and will always thrive for monopoly !

Conclusions from session 1 – Peter Smidt

We think that **RAs are** hierarchies but they really function as **networks of partners**.

The role of the RA is not any longer to manage employees. Instead it is **managing a network** of partners aiming to use the public resources in the most efficient way.

Conclusions from session 1 – Olaf Vroom

Choose management concept with respect of the development phase of RA.

The Cox phases (birth, growth, upgrading, mature) - a way of thinking to help choosing the right concept.

Birth and growth phases - wise to focus on construction, maintenance and funding of the road network.

Upgrading towards maturity - wise to focus on user influence to certify that the RA can deliver all aspects asked for

Some countries find themselves in different phases at the same time for different aspects of the network.

Using too much New Public Management instruments in early phases, seems unadvisable.

In all phases, a precise match of the performance management system with the appropriate targets in that phase is essential.

Conclusions from session 1 – Odile Grisaud

French reform is about:

- Handing over the network to the local authorities to get decision making in road sector closer to the user
- Keeping only the strategic network at a national level
- Reorganizing the state departments to 11 "operational offices" and 21 "procurement offices"
- Monitoring through performance indicators
- Annual reporting to the Parliament as a condition to obtain a new budget

The **customers** will hopefully get **higher safety**, more **flexible local RA**, a more **sustainable environment**, and a more **common service level** for the national network.

Discussion; organisations both centralize to be more effective and decentralize to be more user oriented

Conclusions from session 1 – Andres Gulyas

Hungarian reform is about :

Putting all RA activities in one non profit state owned company which should lead to:

- More efficient use of EU funds
- Conscious network-related approach
- Economical operation, maintenance and development
- Increased effectiveness of asset management and administration
- Transparent resource allocation
- Better supervision of performance
- 6 units instead of 25 earlier

Lessons learned:

- Political instability indeed affects the effectiveness and efficiency of RA in an negative way.
- Privatisation and companies is not always an efficient management concept

Conclusions from session 1 – Kazimierz Baleczny

The polish experiences of subcontracting the summer and winter maintenance are;

The advantages are:

- less need for capital for purchase of equipment,
- easier to change output quality,
- more efficient utilisation of equipment,
- less documents and handling of invoices.

After the reform the focus for the RA is on procurement and the monitoring that is not done by technical equipment.

The method has been tested successfully for six years and will be nationally applied.

The lack of skilled personel and constantly growing staff costs were the reasons to try new methods.

Conclusions session 1 - total

- Choose management concept with respect of your development phase.
- Think of RA as a "networker" rather than a hierarchy
- Don't be too quick to implement innovative partnerships
- Build road system first and then go to more user influence
- Centralize to be effective + decentralize to keep decision making close to the customer; make a fit between the purpose of the network and the administrative level of the RA
- Communicate the importance of political stability for efficient RA
- Consider using subcontracting in winter- and summer maintenance as a good way to secure service levels to road users

Conclusions session 2 - total

- Continue to explain what is meant by integrity and compliance and its use in corruption fighting.
- Foster awareness for the economical and social negative consequences of corruption.
- Reach out to the PIARC community for a wider base of experience.
- Create circumstances to avoid corruption.
- Be aware of cartels and collusion.
- Start institutional integrity building at the top.
- Draft a statement expressing PIARC s position.