



# Institutional Capacity Building ( In relation to promoting Good Governance and Integrity)

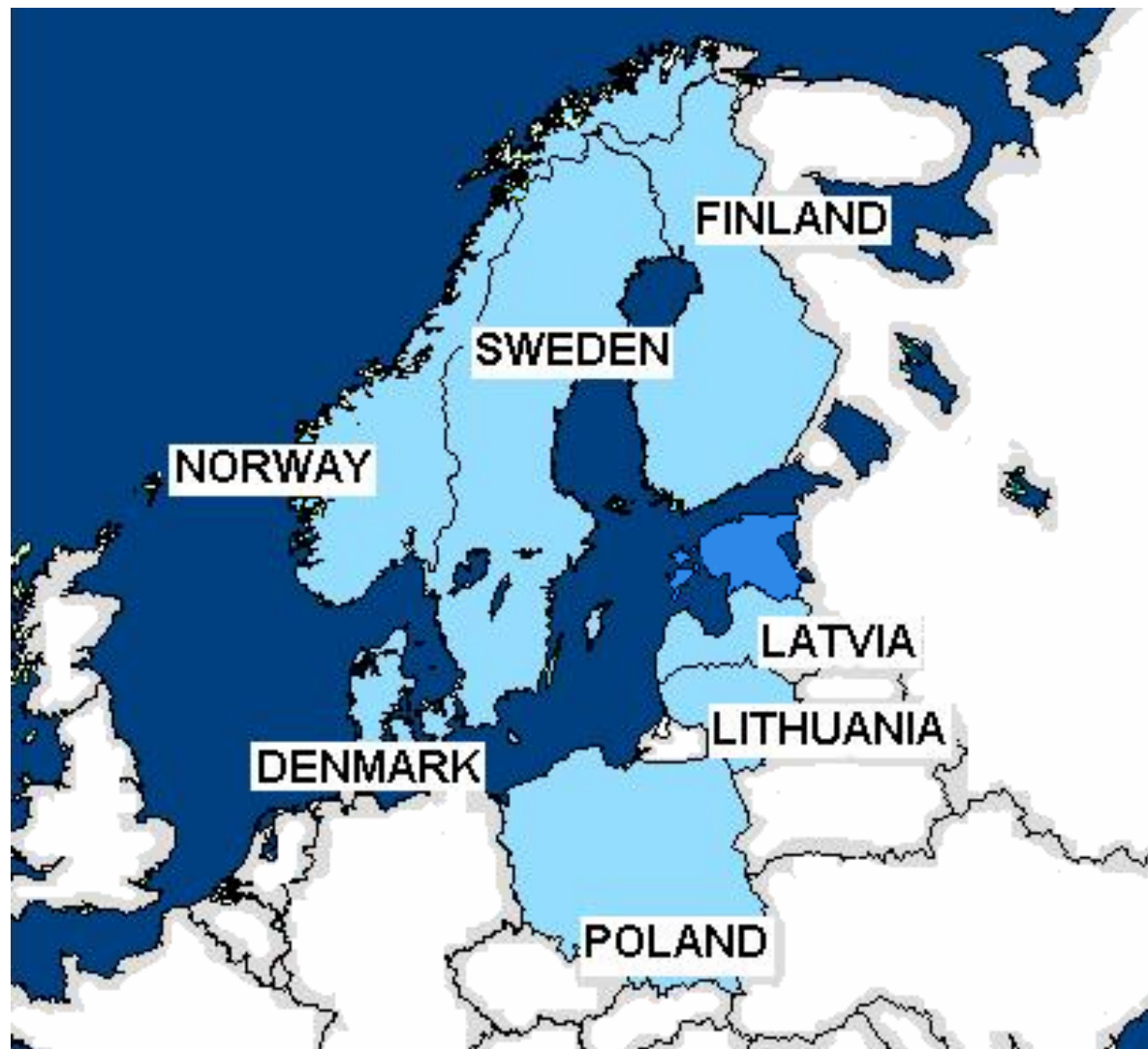
→ Aleksander Kaldas

→ Estonian Road  
Administration

→ Counsellor of the Board

→ [Aleksander.Kaldas@mnt.ee](mailto:Aleksander.Kaldas@mnt.ee)





# CO-OPERATION AGREEMENTS OF E

# Baltic Road Association (BRA)

- **Established in 1989;**
- **Founders: Estonian, Latvian and Lithuanian National road Administrations;**
- **At present open also for other state organizations, legal bodies and private contractors;**
- **Memorandum of Understanding between BRA and NRA (first signed in 1992; refreshed in 2001):**

# Nordic Co-operation

## NRA

**Denmark**  
**Faroës**  
**Finland**  
**Iceland**  
**Norway**  
**Sweden**



**Estonia**  
**Latvia**  
**Lithuania**

**Project NordBalt:** - common board meetings  
- acting secretary  
group



# The Road Act

- **Valid for the first time from 1928**
- **The modern version – 1991**
- **The current legal version  
approved 17.02.1999**

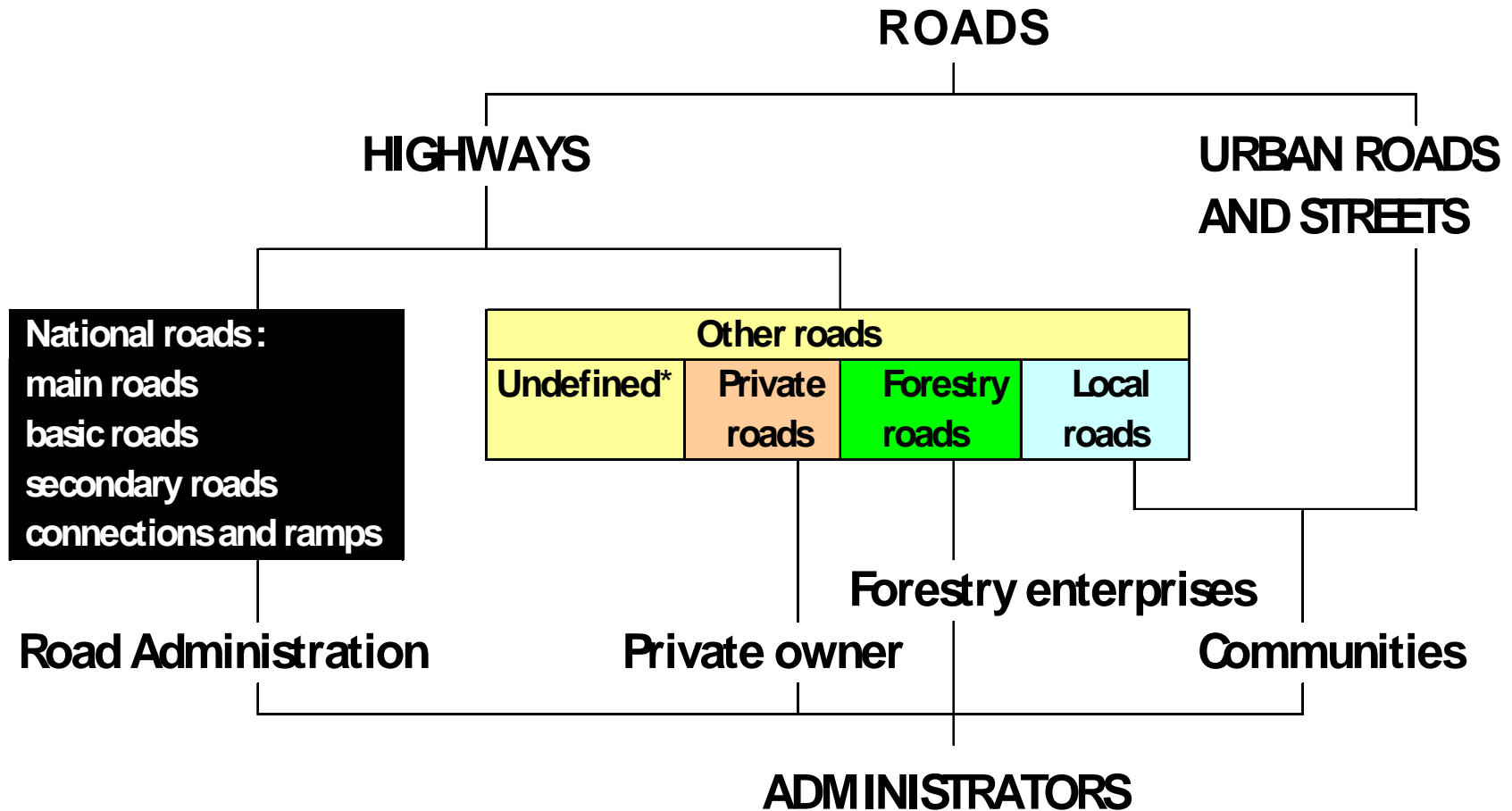
# Main functions of ERA

- **State surveillance over the road sector;**
- **Road management and road safety;**
- **Legal acts;**
- **Policy, strategy, and long-term planning.**

ERA)

(Statutes of

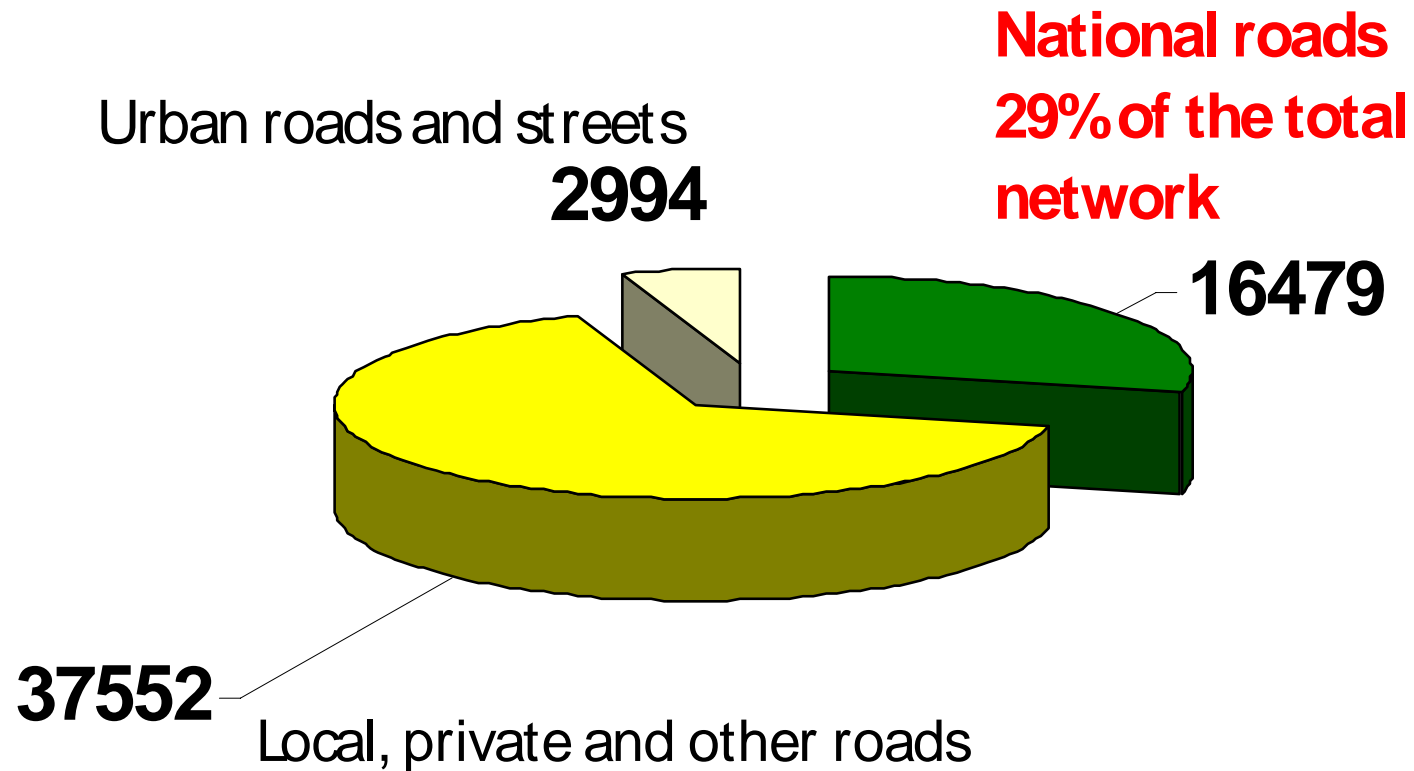
# Classification of Estonian Roads



\* Neither specified by owners nor administered

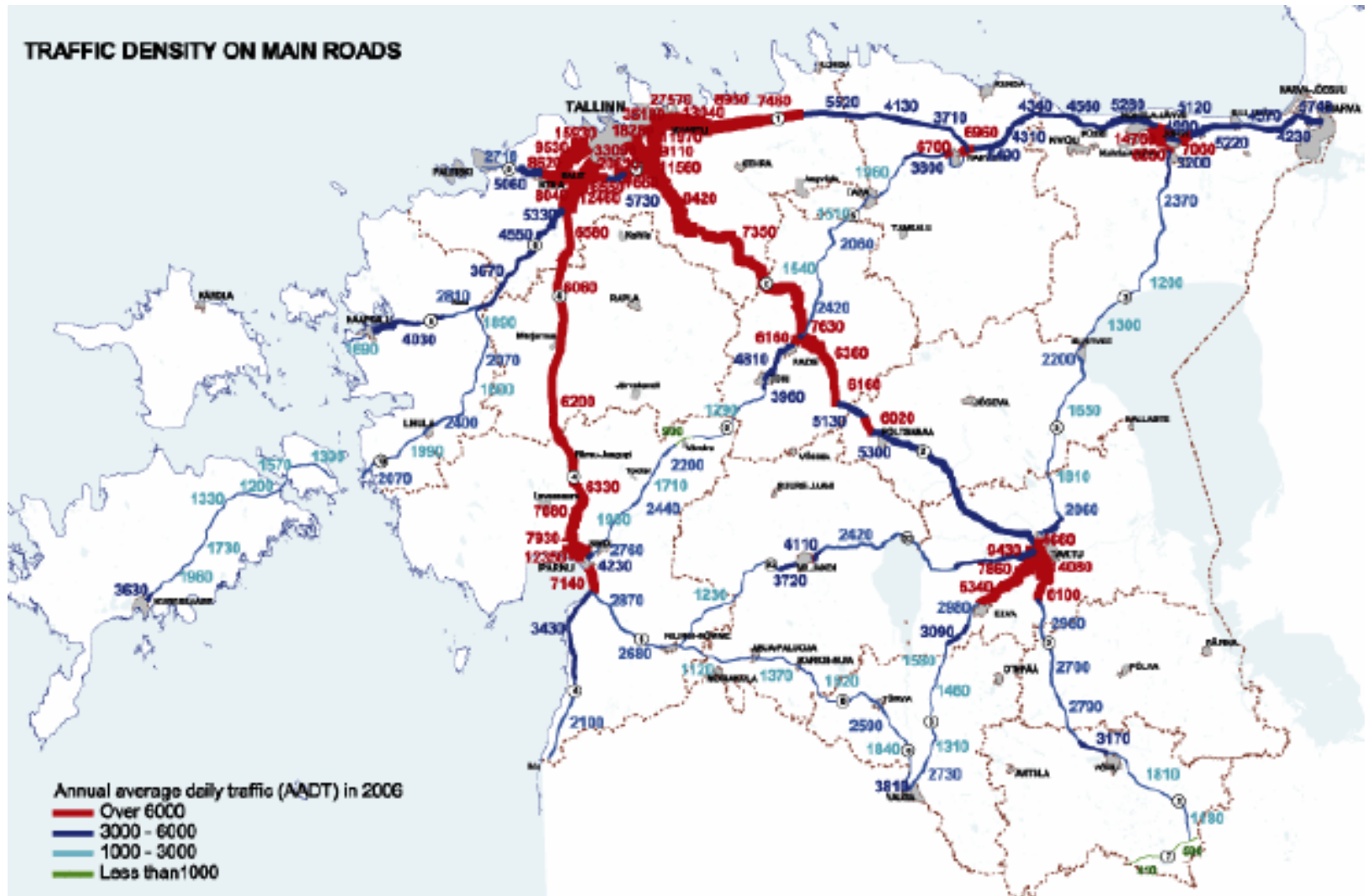
# Estonian Road Network

Road network as of 01.01.2007, (57025km)



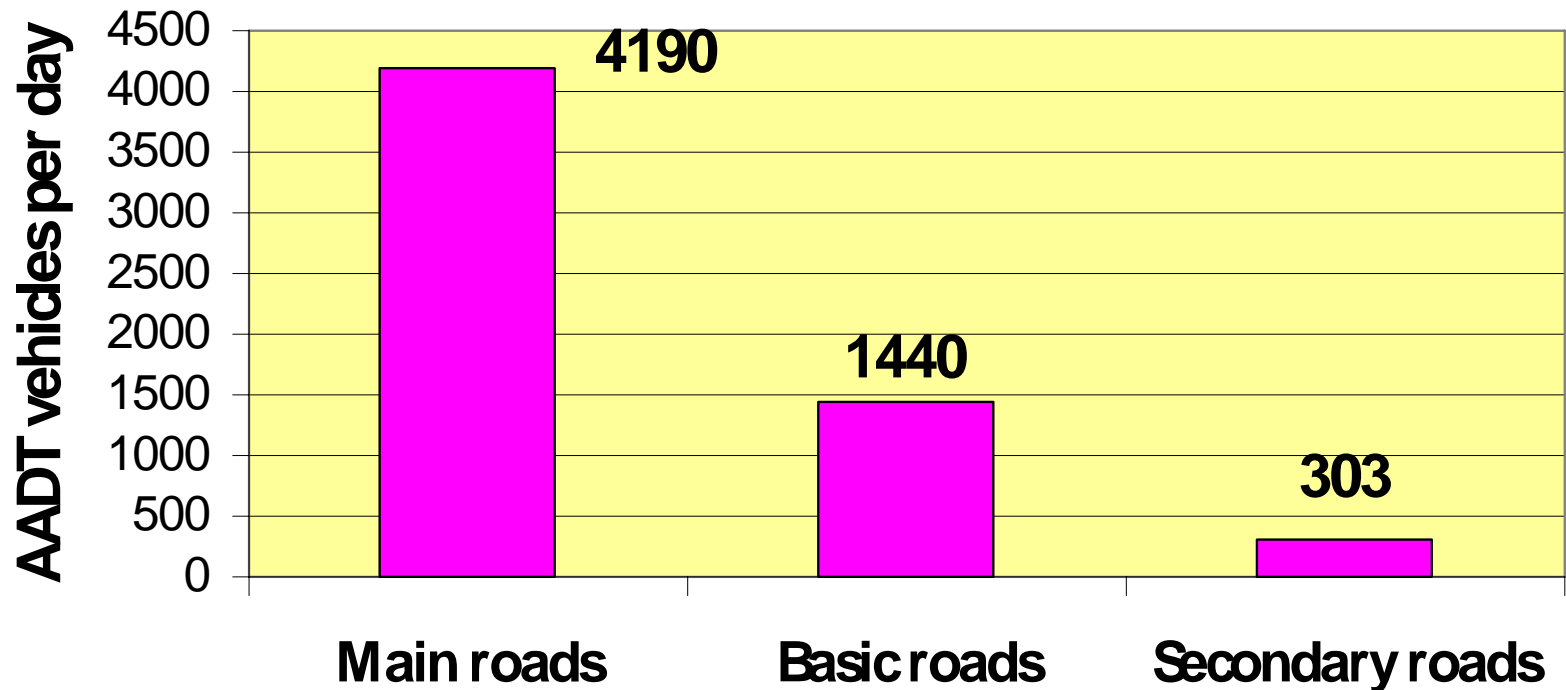


# AADT in 2006

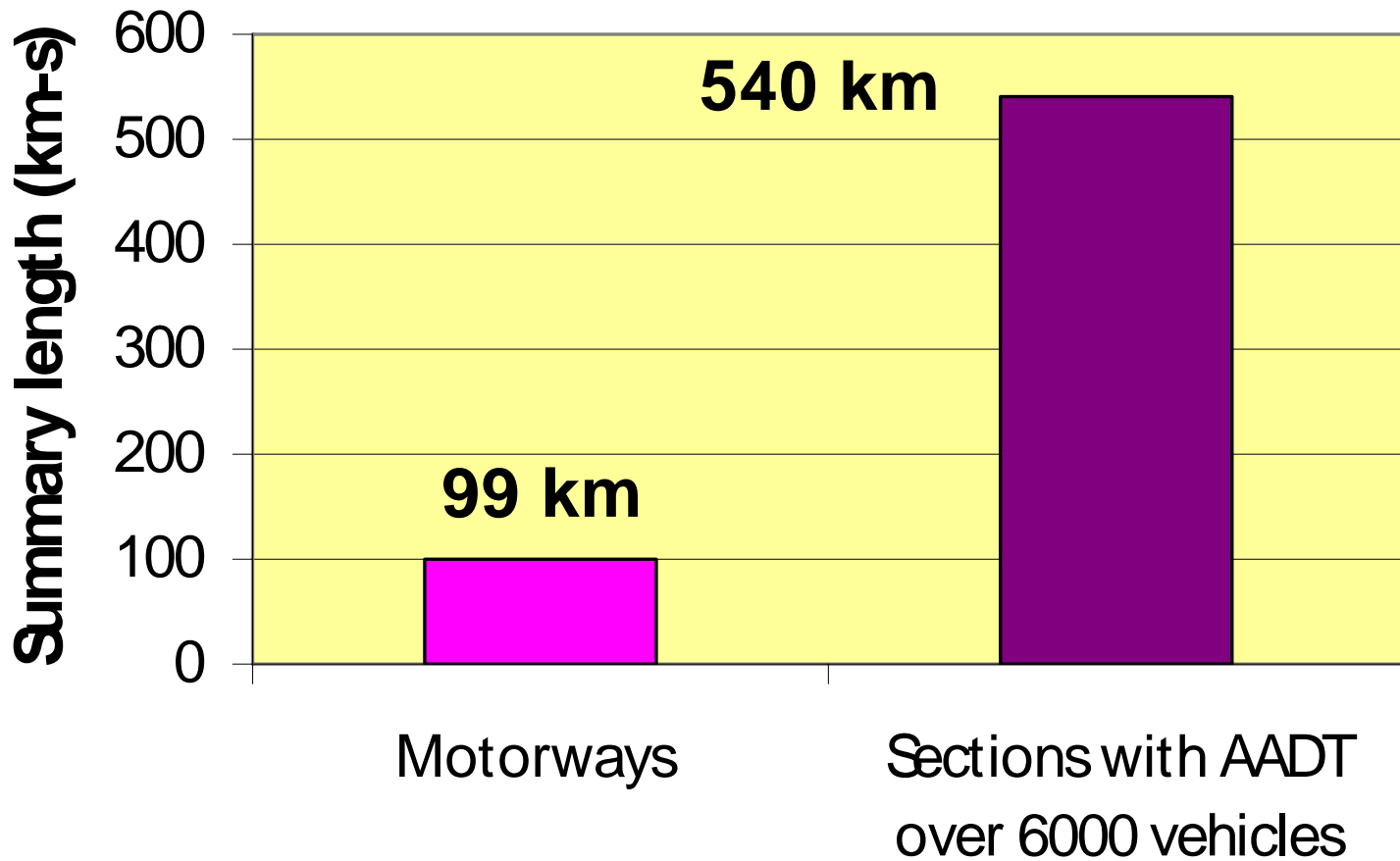


# AADT on National Roads 2006

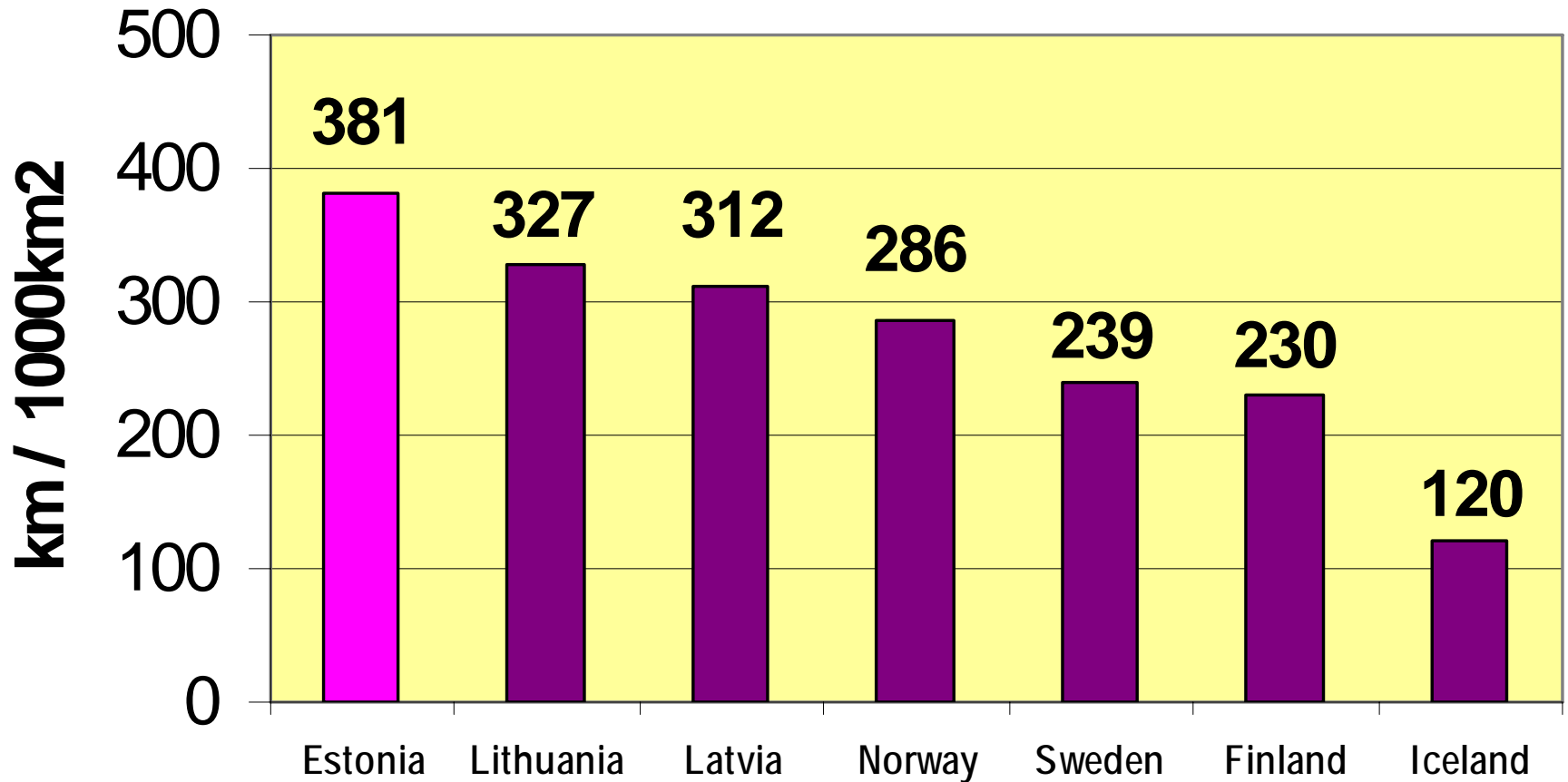
**Average traffic density on different parts of the national road network**



# Summary Length of Motorway Sections

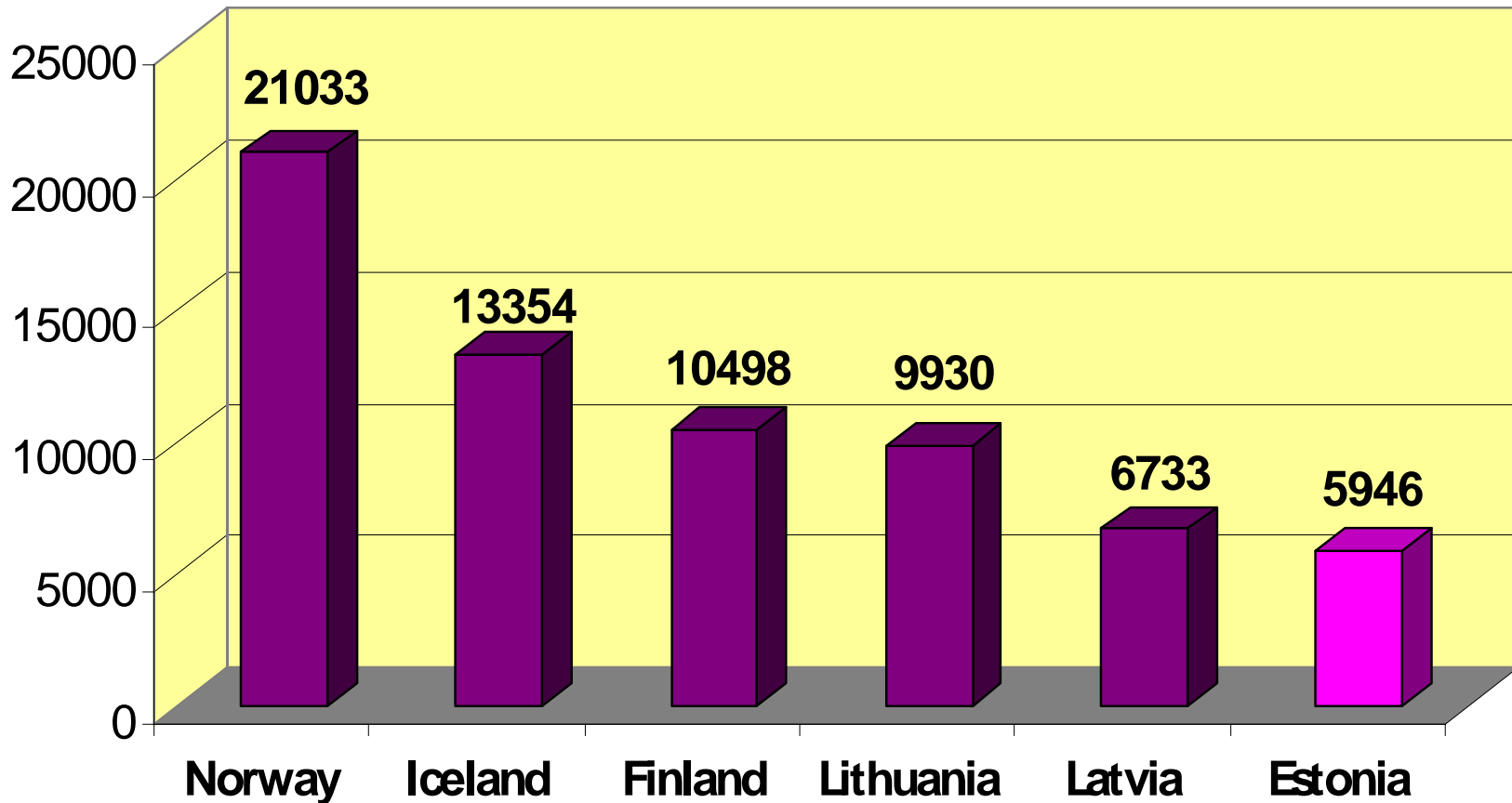


# Comparative Density of Public Roads

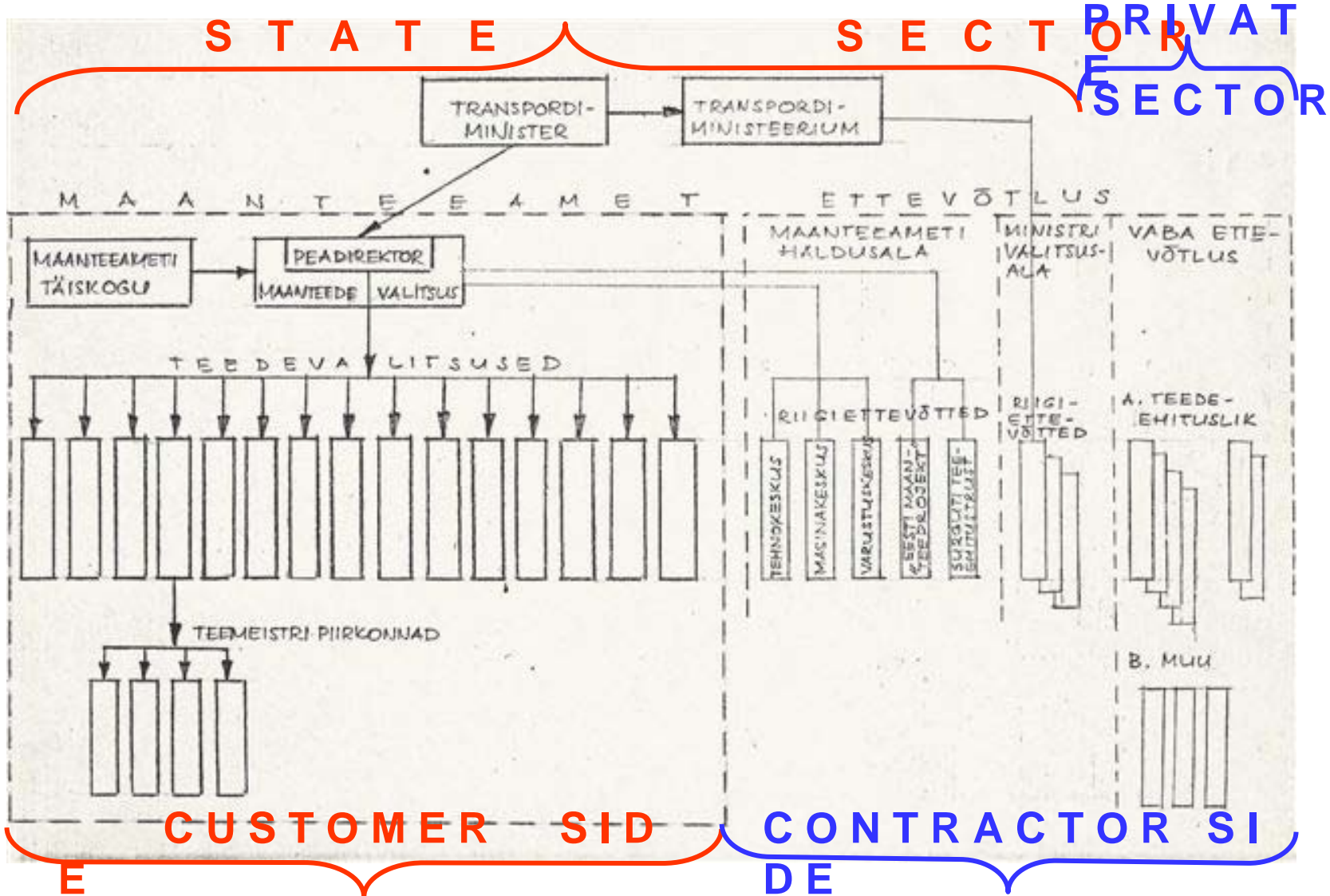


# Expenditures for National Roads in 2006

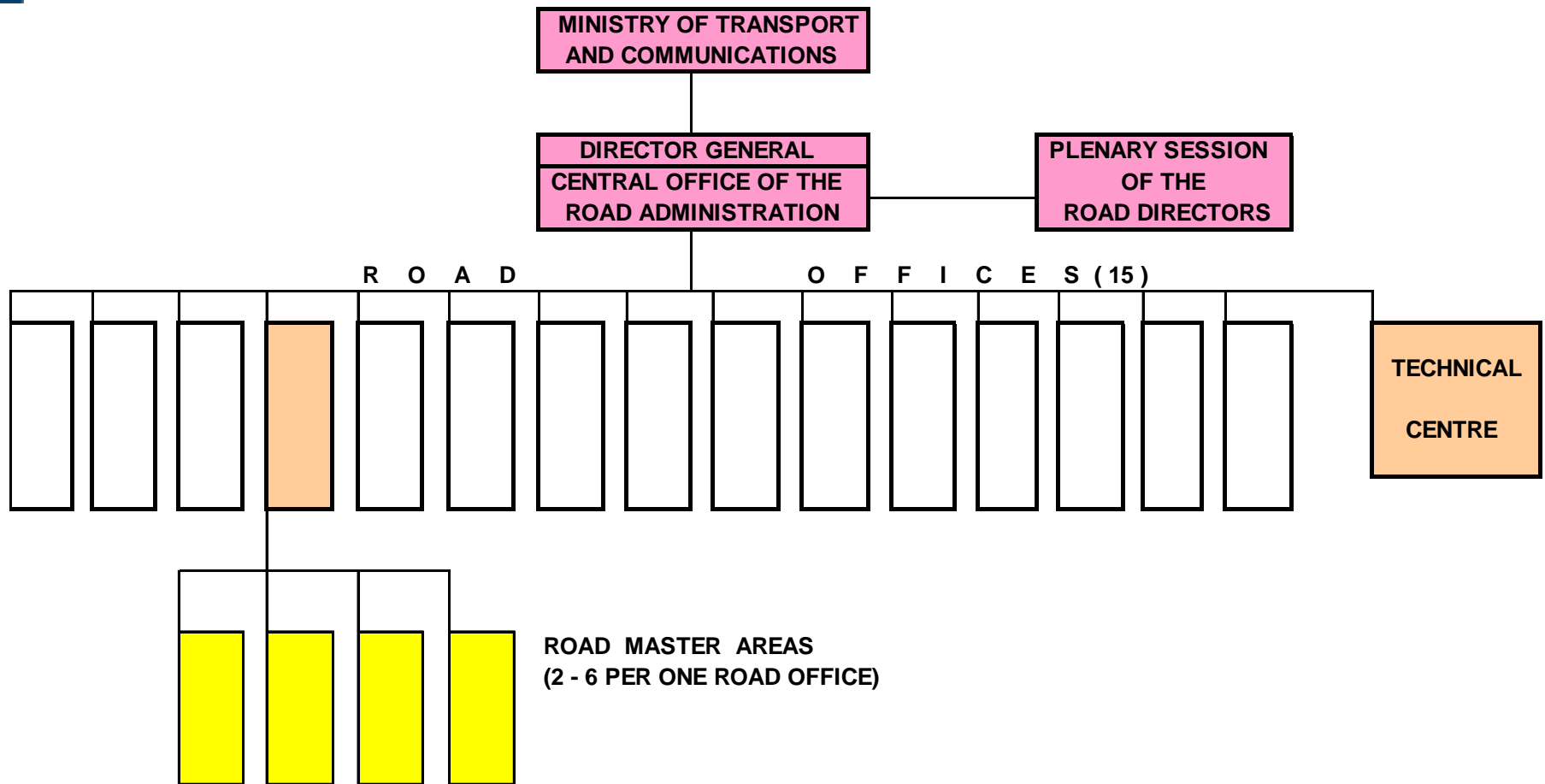
EUR /km

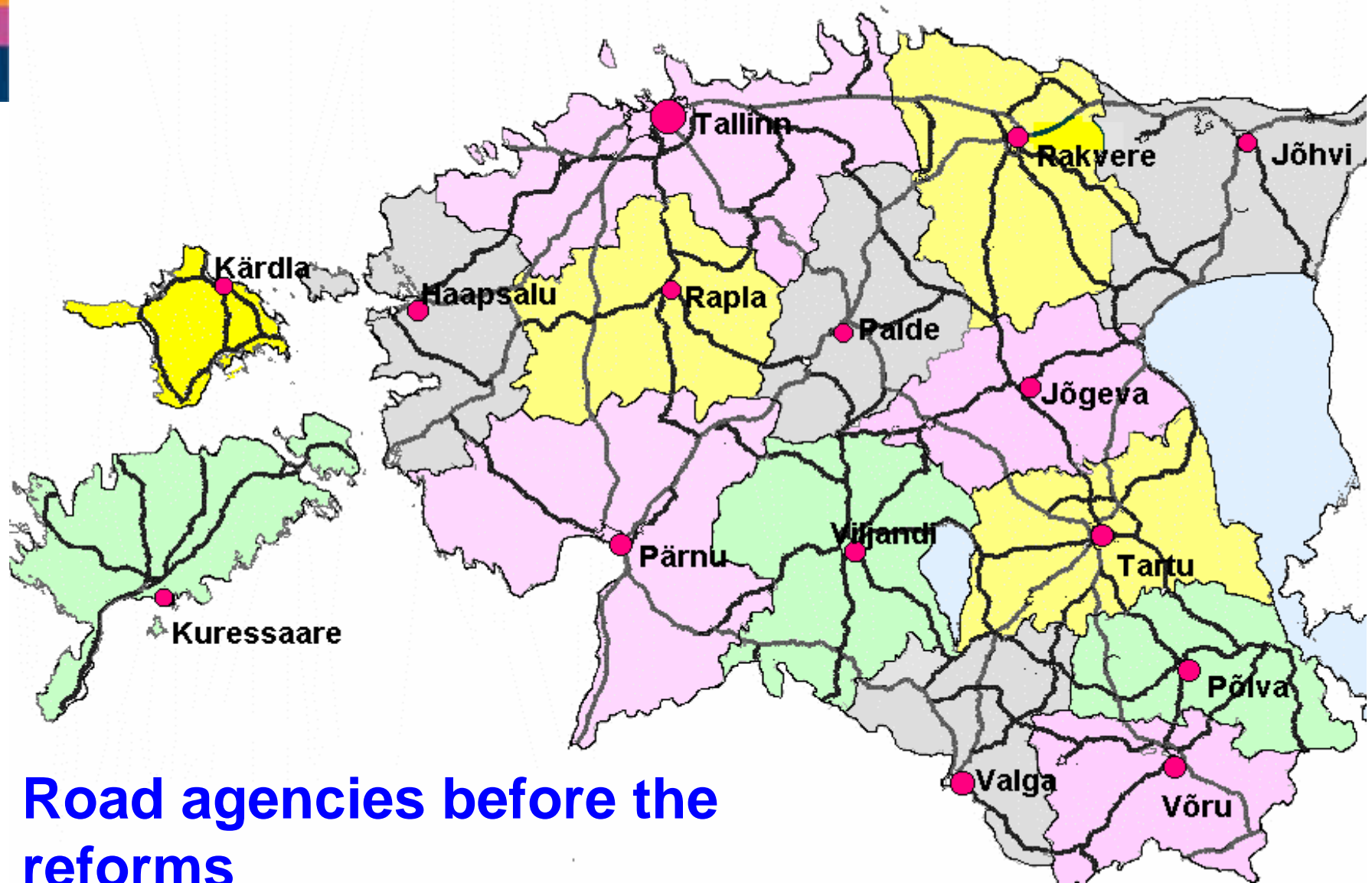


# Administering National Roads in 1000



# Administering National Roads in 1992-2000





**Road agencies before the reforms**  
**- an office per county (15)**



# Highlights of the Restructuring

## ARGUMENTS

- Role of the state grown out of date;
- the roles of customer, performer and supervisor mixed;
- lack of legal partners for local customers;
- existing production units not used to their full capacity;

## GOALS

- Increase the role of private sector;
- prevent arising all kinds of monopolies;
- complete the state road sector reforms;
- contract based road maintenance in the planned counties (9);
- continuous privatization;

# Administering National Roads after the 2000-2005 Reforms

**Ministry of Economic Affairs and Communications**

**( National) Road Administration**

**Regional agencies (6)**

**Road Administration  
of the Northern  
Region**

**RO**

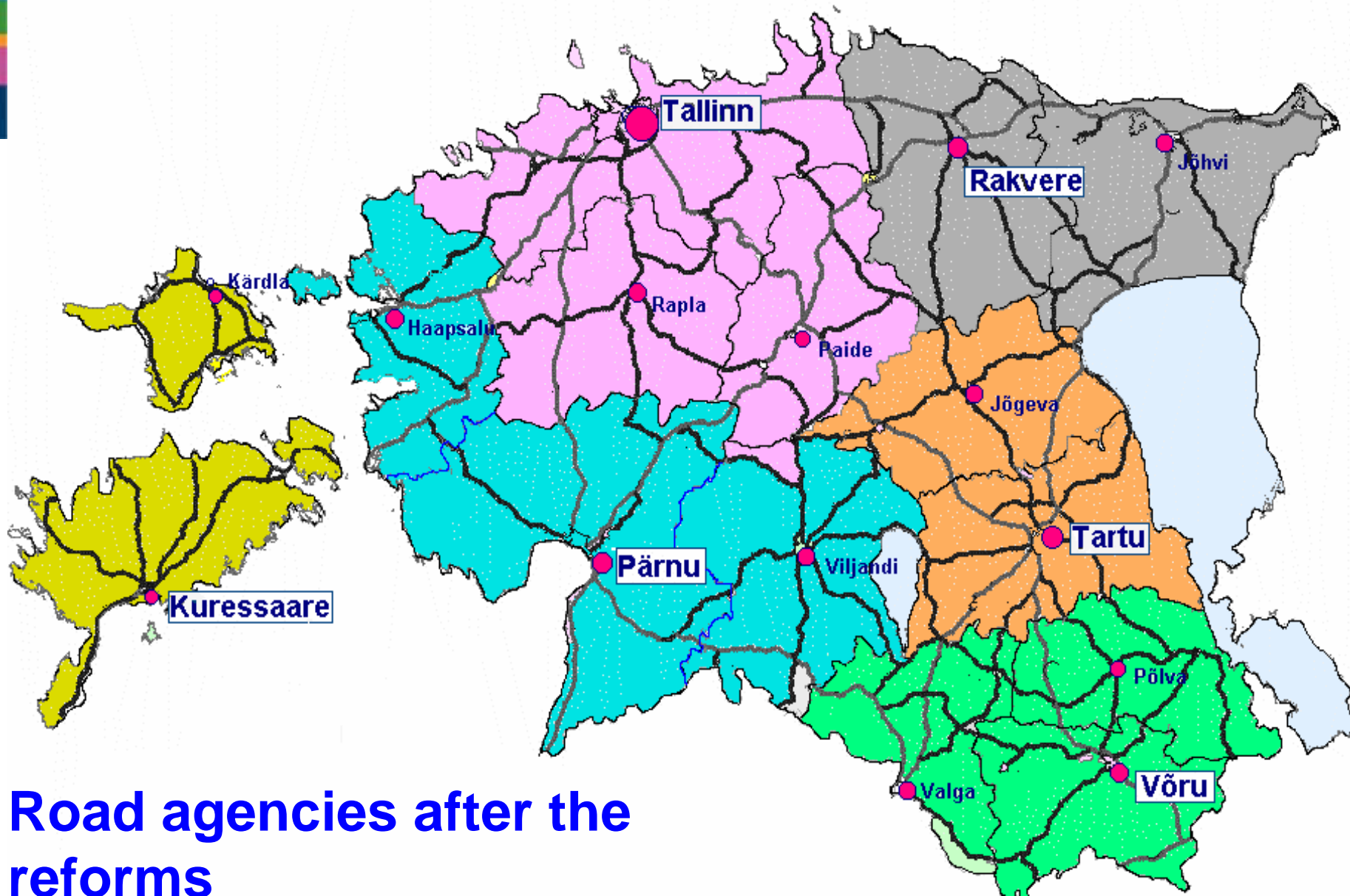
**RO**

**RO**

**RO**

**RO**

**10 County Departments  
(1 - 2 per one agency)**



**Road agencies after the reforms**  
**- an agency per region (6)**

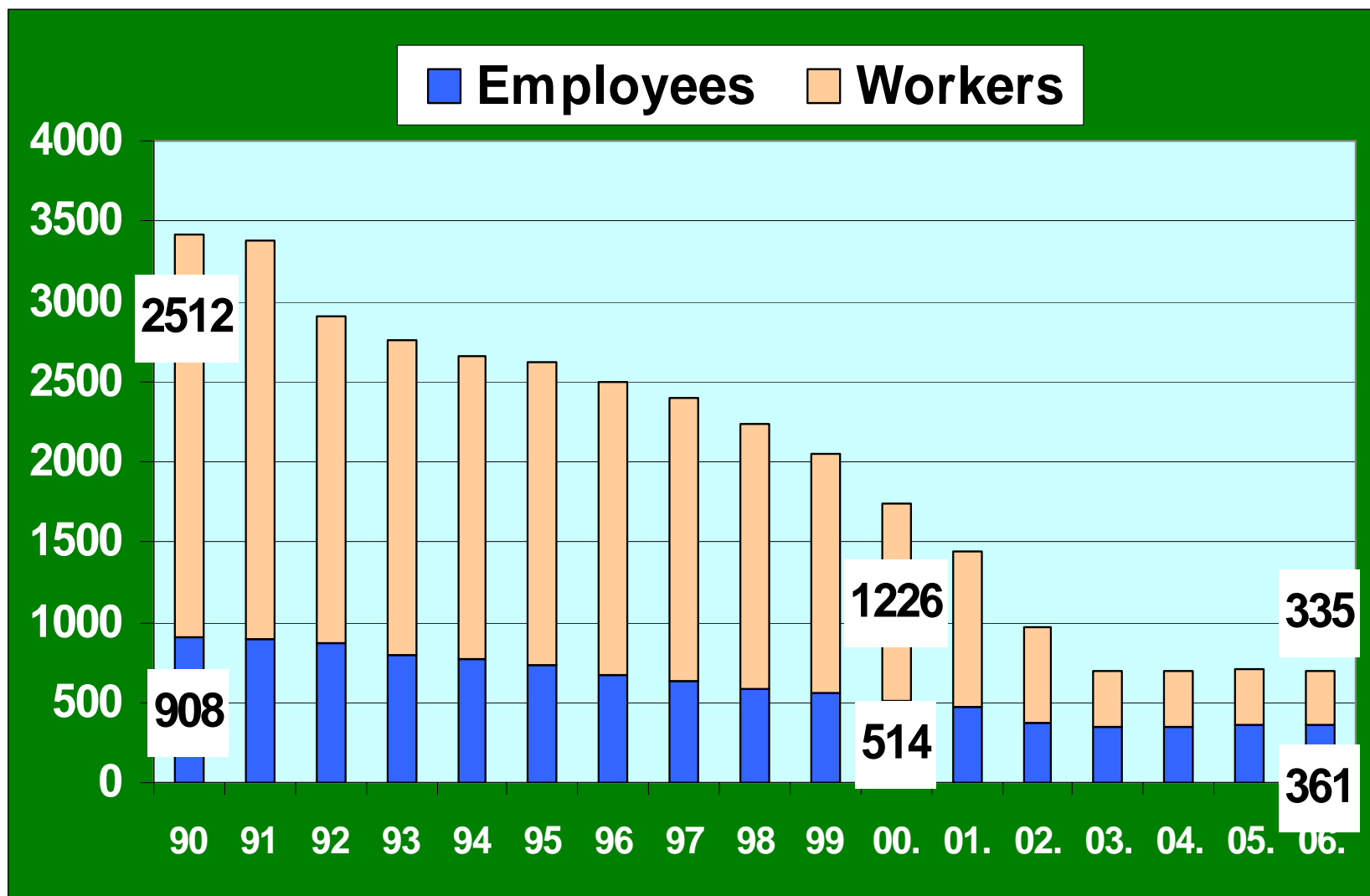
# Responsibility

**As a conclusion of the restructuring the road management, responsibility for administering different classes of national roads has been divided between:**

- the central (Main roads) and**
- regional administrations (Basic and secondary roads)**

**of ENRA.**

# Personnel 1990 - 2006



# Development of the Private & Contractor Sector

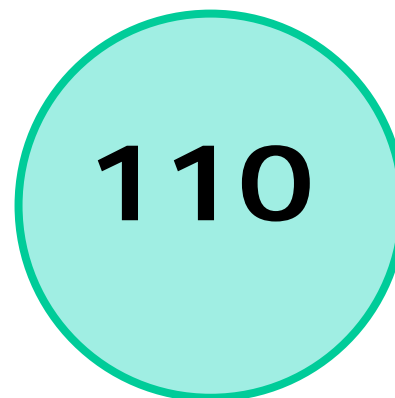
**After 1990 - state rental companies**  
**1993 – independent private companies;**  
**2000 – first daughter-companies**  
**2006 – the first concern(group)**

**1990**



**State  
companies**

**2007**



**Private  
companies**

# Current Conclusions

- Number of regional agencies reduced;
- Number of state(public) employees reduced;
- Customer&contractor tasks clearly separated;
- Counterparts' professional activities specialized;
- No legal contradictions regarding principles of market economy;
- Everybody knew what to do, problem was how to realize the whole package more successfully;
- Neighbours' experience (incl. negative exp.) has been looked for and used of;
- The “own face” saved everywhere;
- Situation has fully stayed under control.

**During 2008 and part of 2009 the last stage of the present reforms will be completed:**

- **Continuous full privatization of contractor units (companies);**
- **Transition to 100% contract maintenance (68% nowadays);**
- **All the regional agencies will change into poor customers.**



# Operating Priorities

- **Road operations;**
- **Repairs of main roads – projects related to foreign assistance funds;**
- **Preservation of the existing pavements;**
- **Repairs of the asphalt pavements on basic and secondary roads; repairs of bridges;**
- **Paving of gravel roads**



## The vision and mission of the ERA

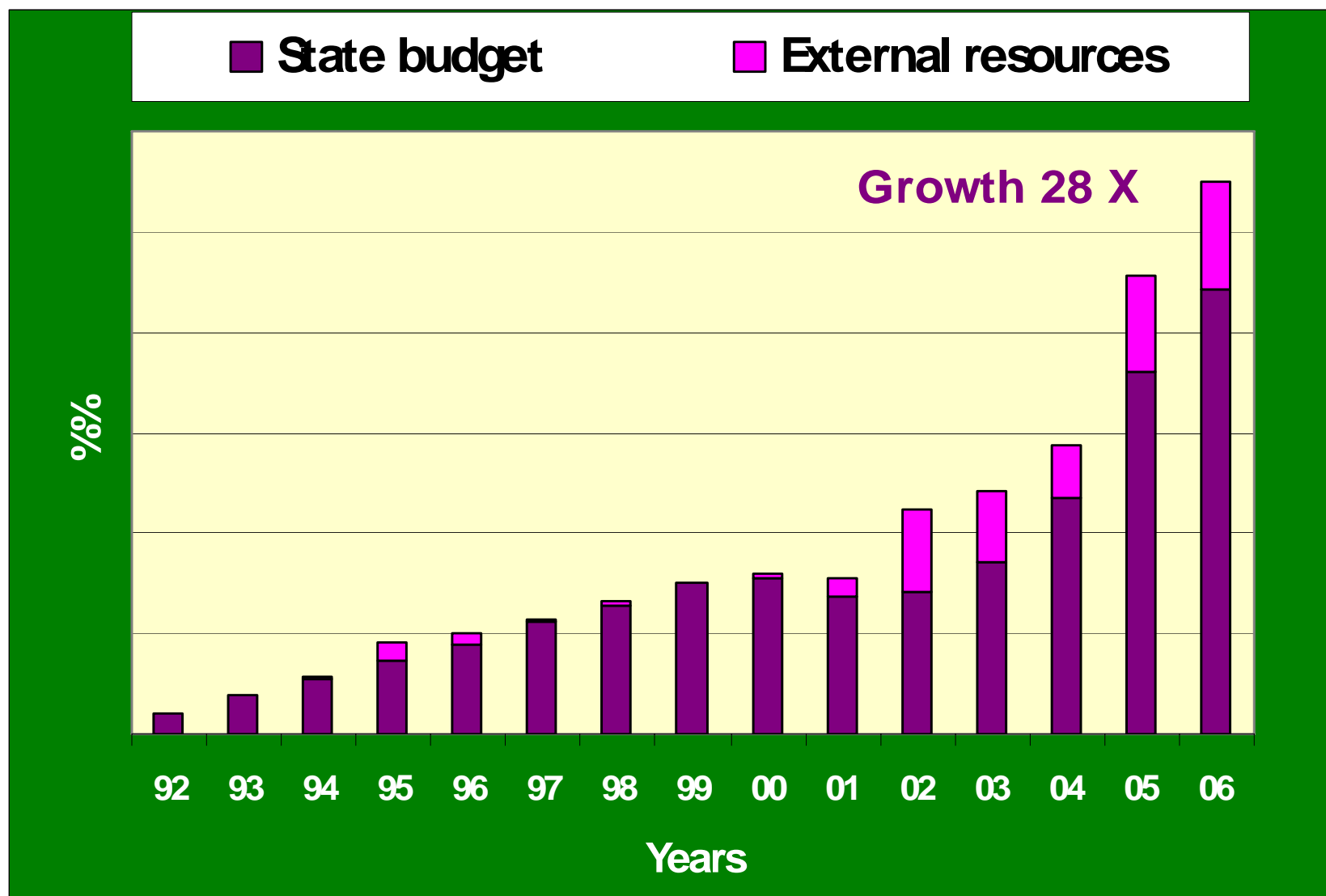
### **Vision:**

To pave Estonia's road to  
development

### **Mission:**

Connect the Estonian people  
with an up-to-date road  
network

# Dynamics of Financial Resources 1992-2007



# THE MAIN ROADS ADMINISTERED BY ERA CENTRAL ADM.



**Tallinn-Tartu road  
upgrading coming  
in the next 5-10  
years**

# Involvement of the Public in Planning Processes

- **Harmonizing of long-term programmes with local authorities;**
- **Public debates regarding design solutions;**
- **Press-conferences;**
- **Informative publications;**
- **Web-site information;**
- **Official press-representative.**

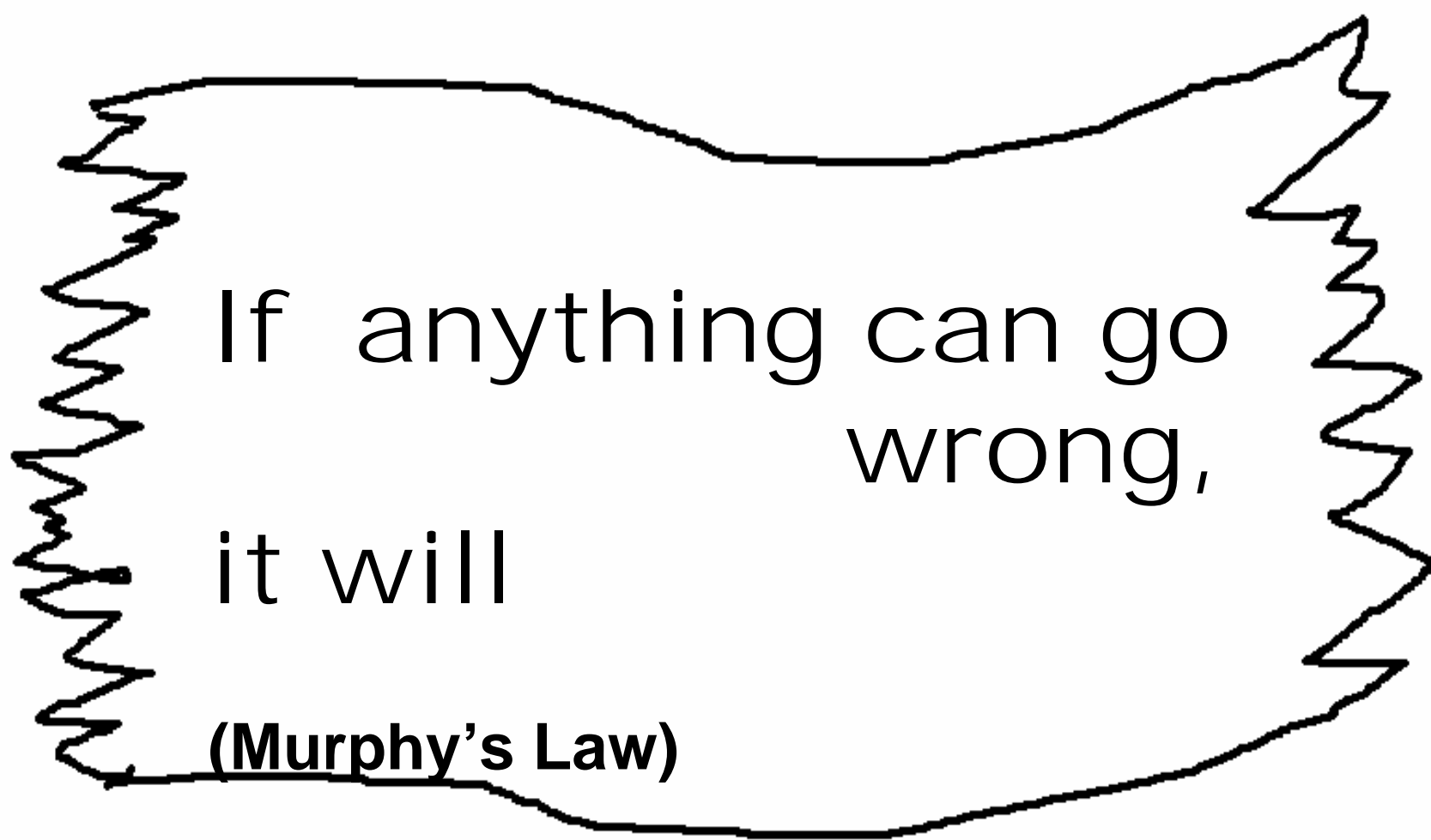
## Training of Staff

- **Foreign assistance and long-term trainees-on-job (first trainees in 1990);**
- **Training connected to the World Bank projects;**
- **IRF fellowships;**
- **Special trainings and consultations connected to using EU assistance and funds;**
- **Project “NordBalt”;**
- **Independent trainees.**



# Effective Sector Management

- **Legal acts;**
- **Public control;**
- **Open procurement procedures;**
- **Operating permissions;**
- **Acting business register;**
- **Privatization strategy.**



If anything can go  
wrong,  
it will

**(Murphy's Law)**





A photograph of a long, straight asphalt road with numerous cracks, receding into the distance. The sky is clear and blue. On the right side, there are some trees and a street sign. The overall scene is bright and clear.

**THANK YOU,**

**HAVE A FLUENT JOURNEY !**

