Organisation and structure of Road Administrations

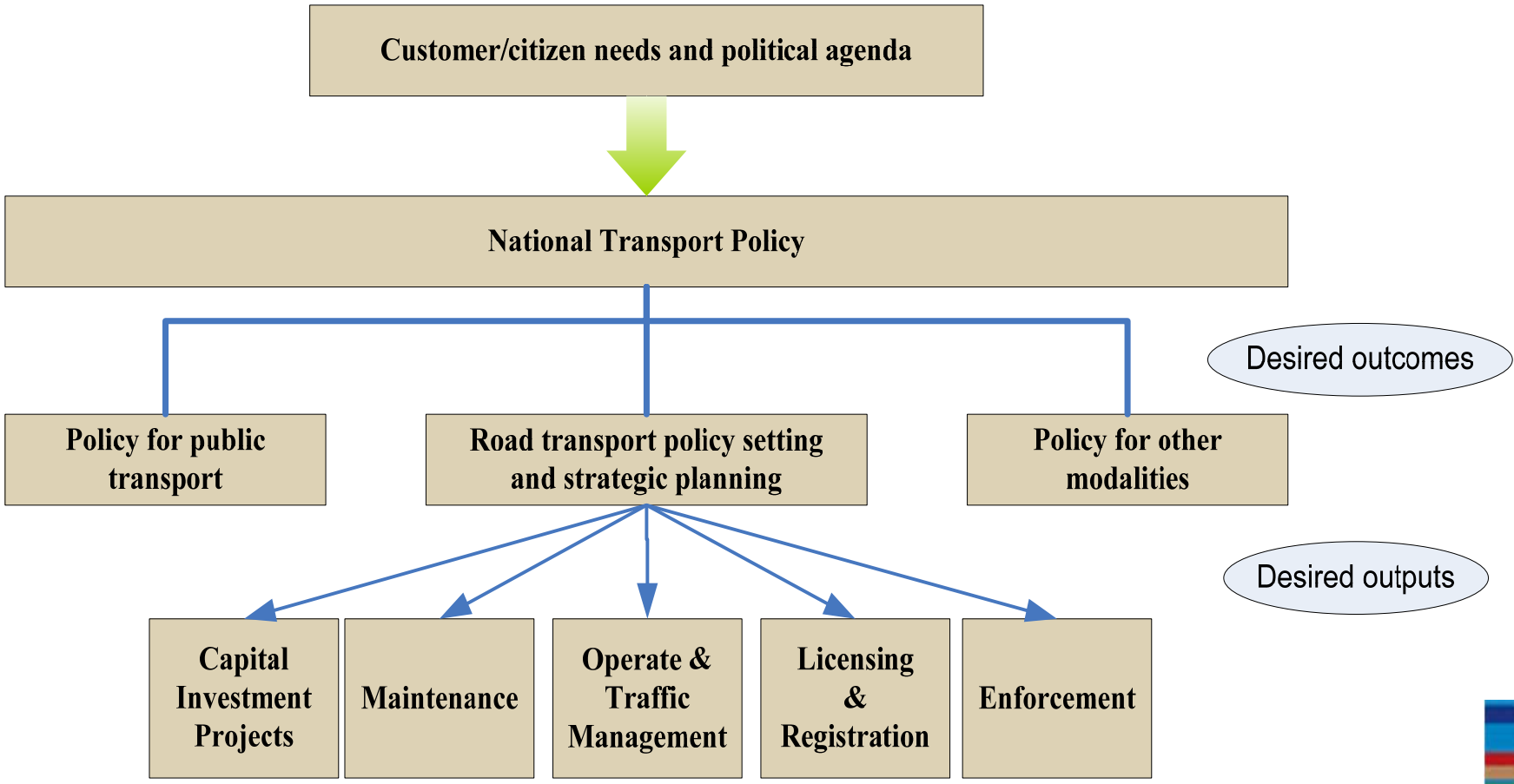
Findings of Technical Committee 1.3 on Performance of Road Administrations

Olaf Vroom - The Netherlands

- Rijkswaterstaat, the Dutch RA
- Senior Advisor
- Olaf.vroom@rws.nl

Peter Smidt – The Netherlands

The total responsibility area of Road Management



How should I organize my Road Administration? In order to enhance it's performance

The committee found:

- ➔ The way a RA is organized differs from country to country
- ➔ The tasks assigned to a RA differs from country tot country
- ➔ This depends on the history of
  - The political climate
  - The economical development and development of the road network
  - The (inter) national discourse on how to organize public administration

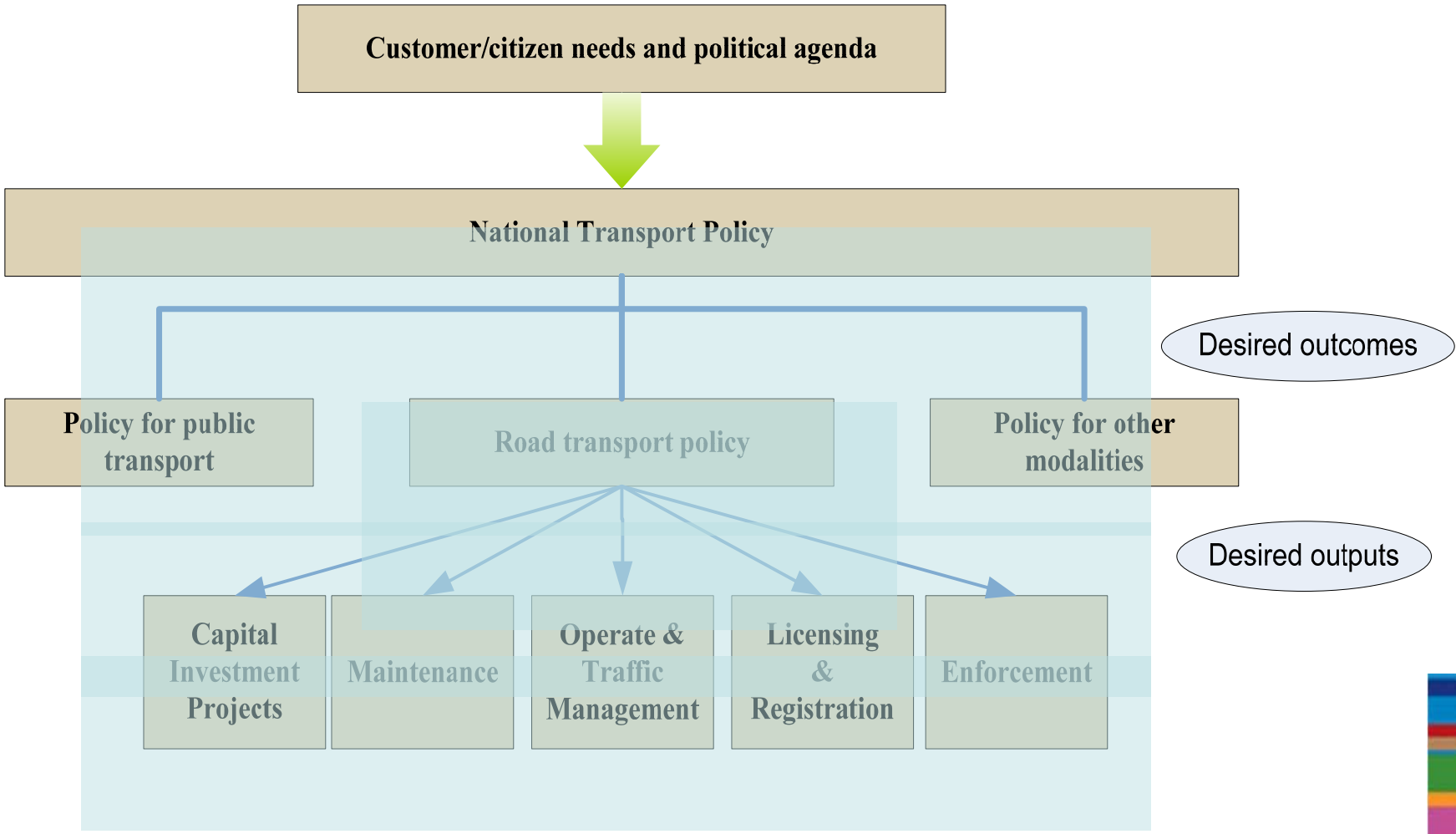
Tasks of Road Administrations

Activities	Count of RA's		
	By your own organisation	Through procurement	Both by your own organisation and through procurement
Development of national transport policy (also for other modalities or road networks)	**12**	**1**	
Development of road network policy	**25**	**1**	
Developing rules and regulations	**19**	**2**	**1**
Planning and development	**24**	**2**	**1**
Construction and reconstruction	**6**	**20**	
Maintenance	**8**	**17**	**2**
Operation	**9**	**12**	**5**

Disappointment

There is not a one-size-fits-all recipe for a Road Administration on how to organise itself

RA can have different responsibility areas



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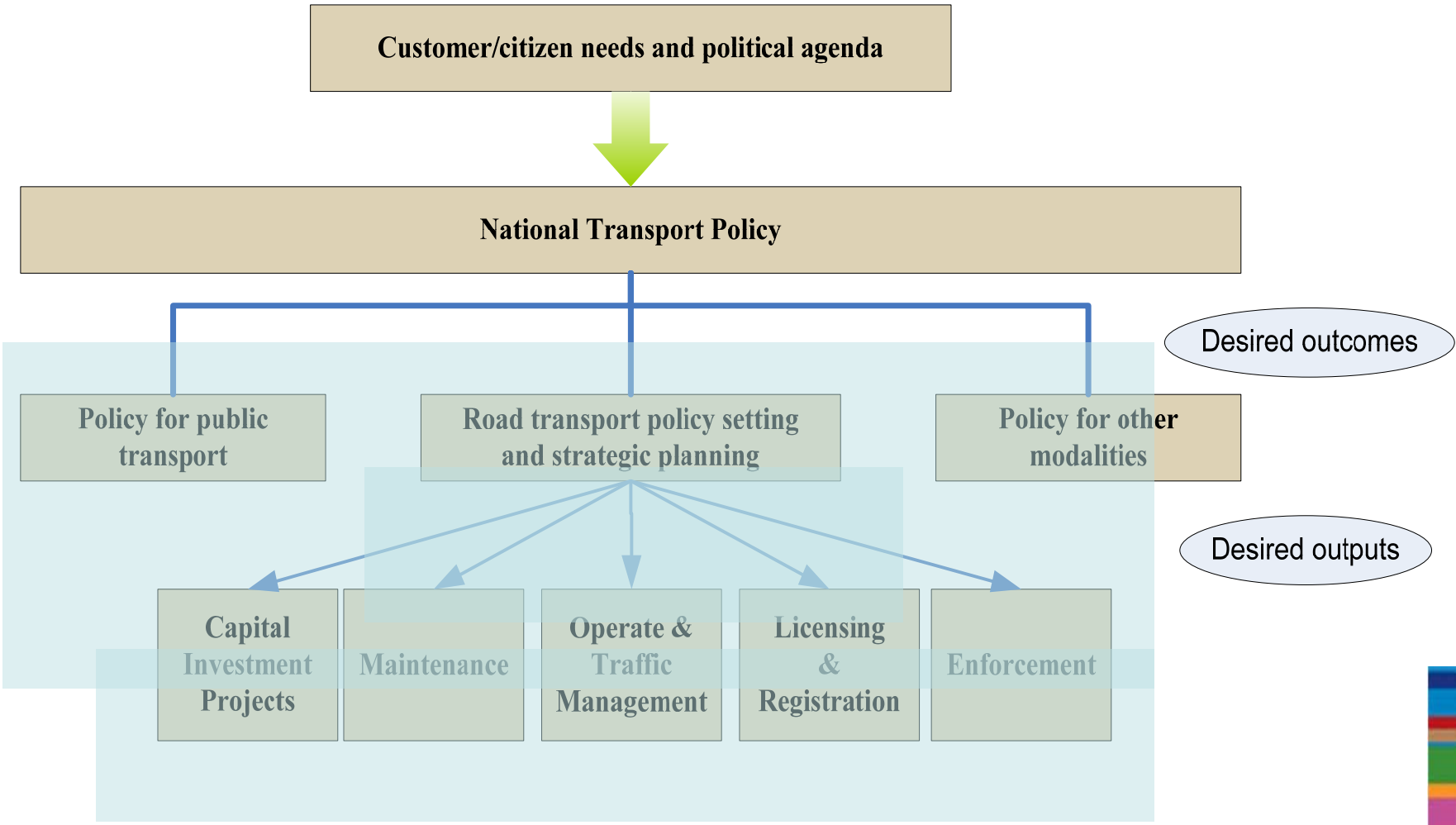

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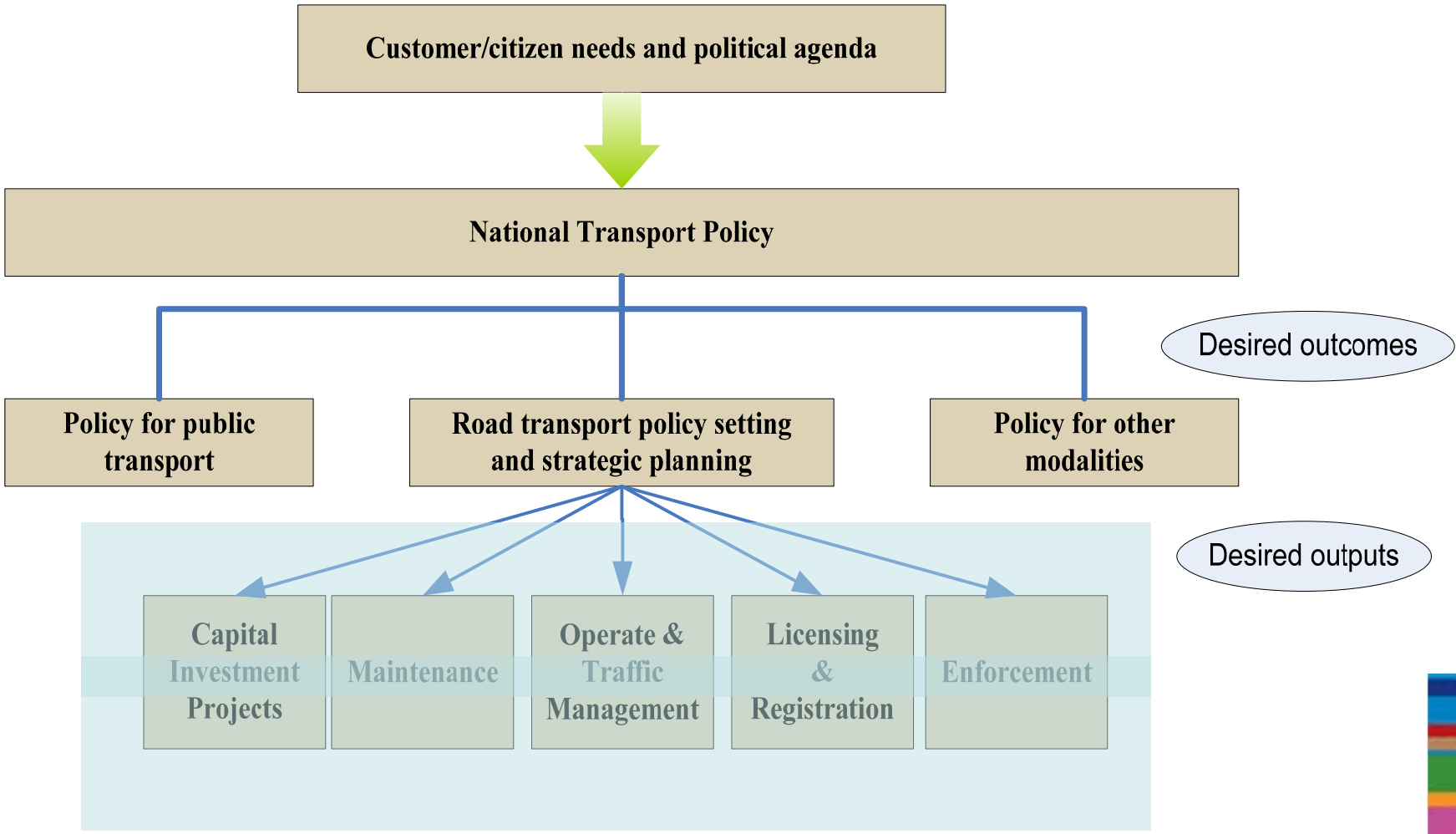

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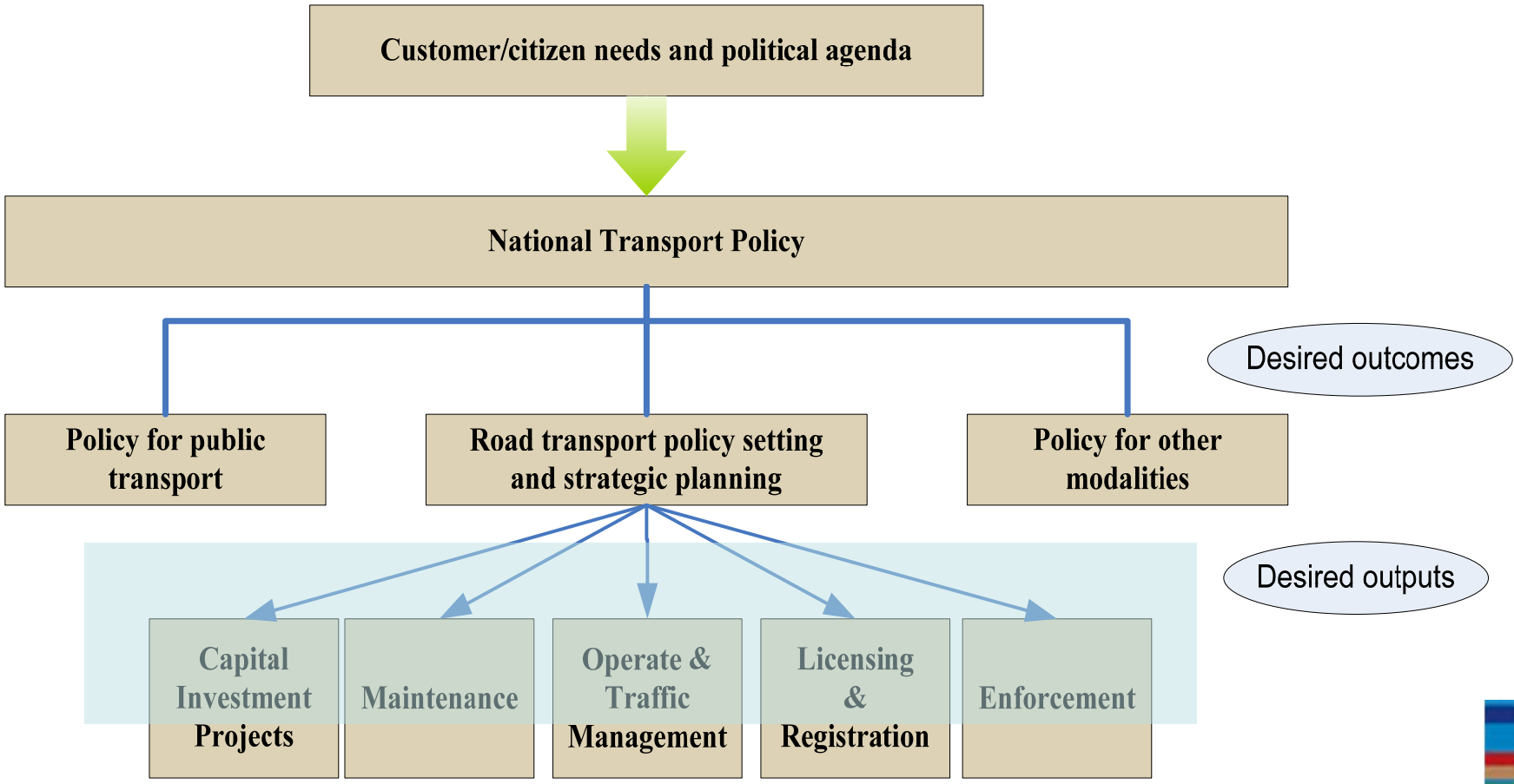
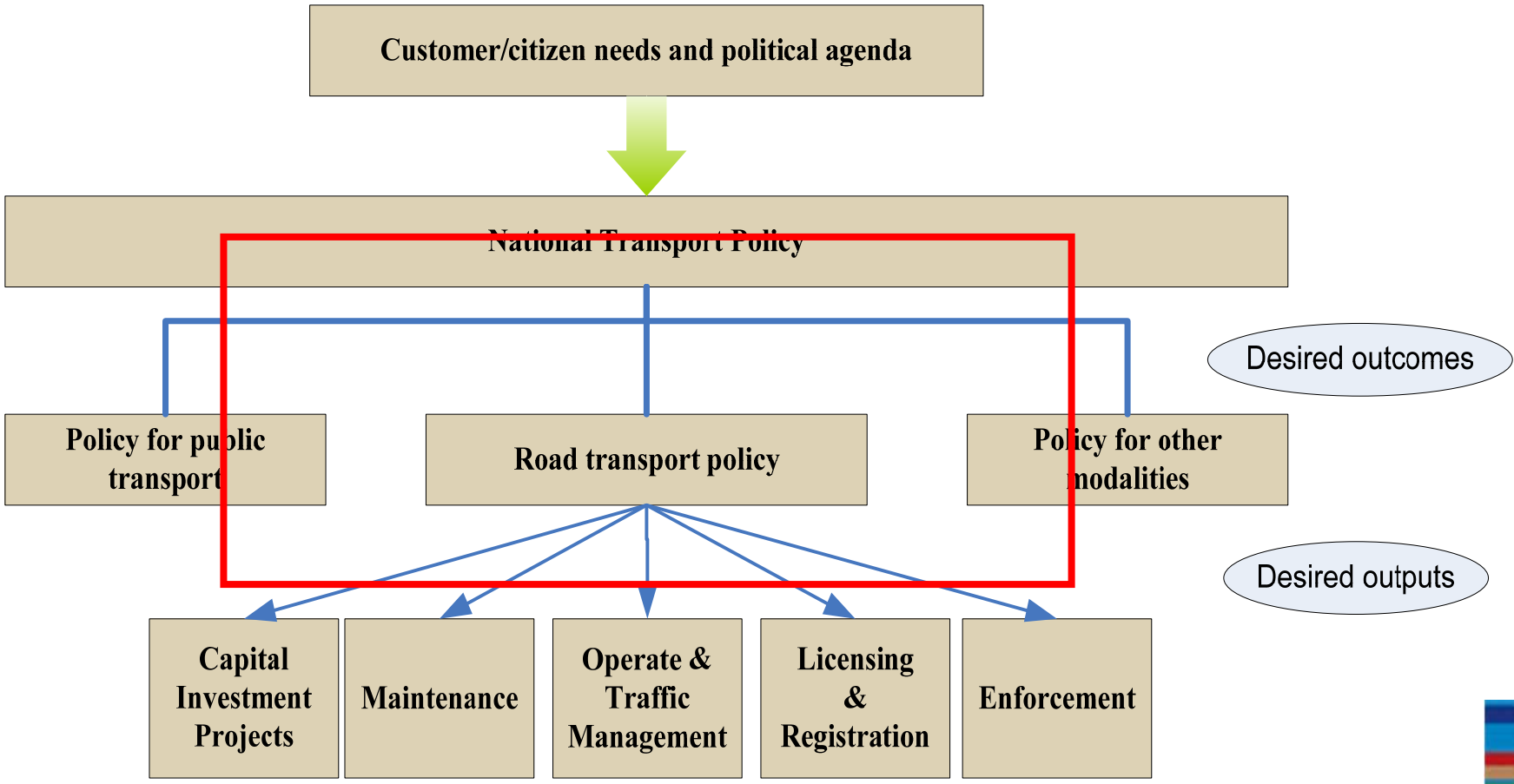
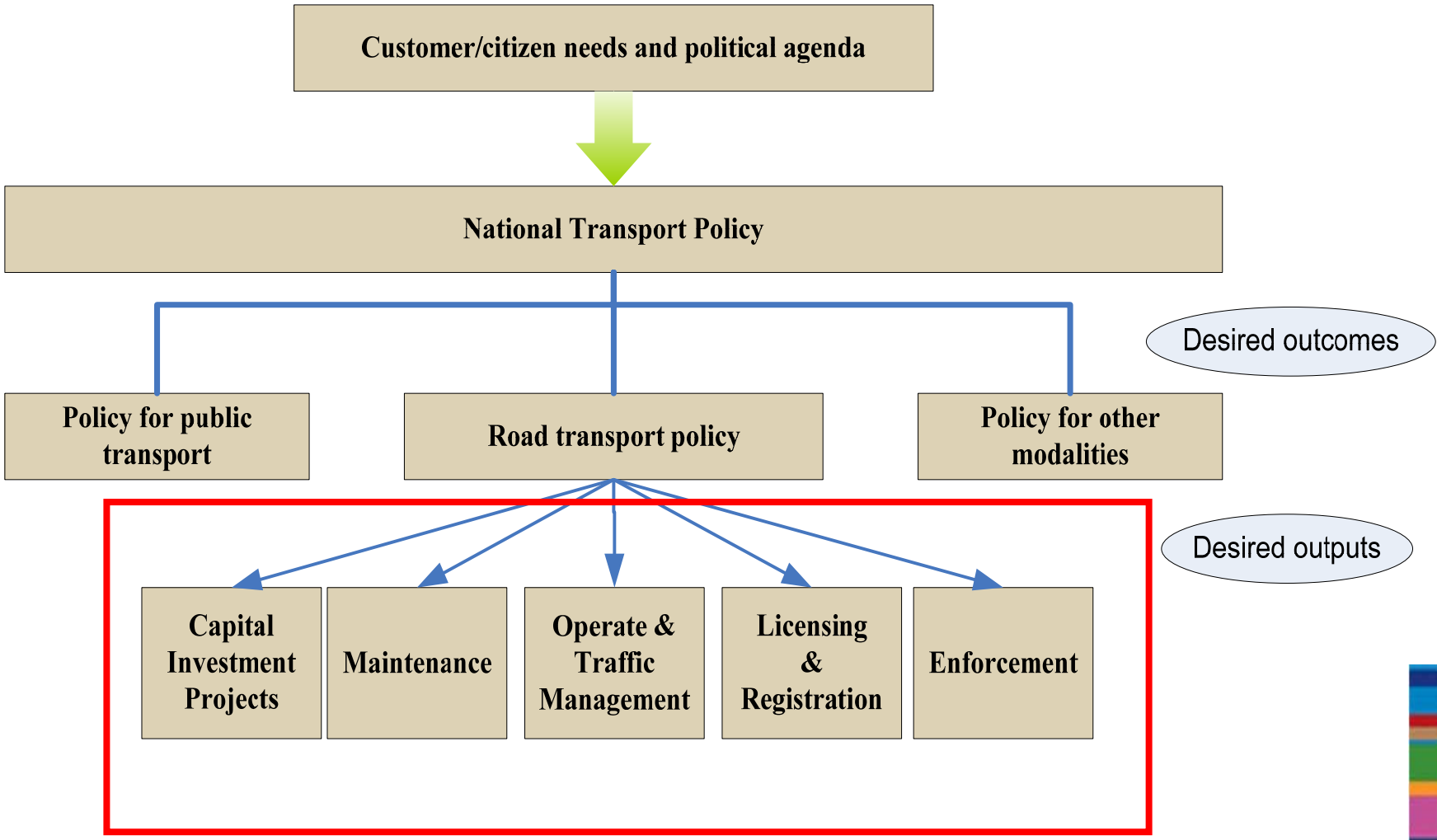


Different Responsibilities: Strategic RA



Different Responsibilities: Operational RA



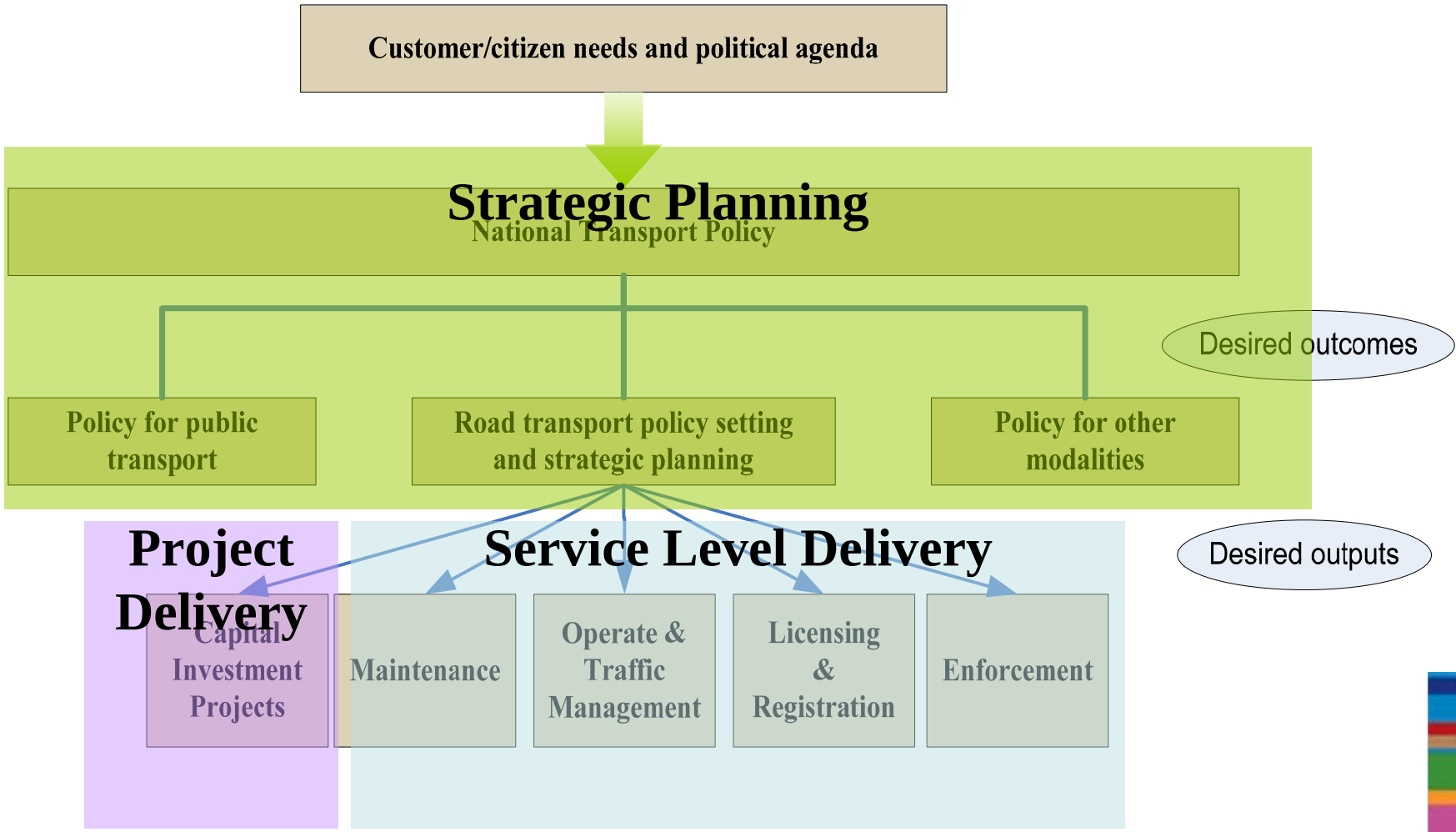
What could be my focus as a public manager then?

- **Activities in the field of Road Management require different ways of governance**

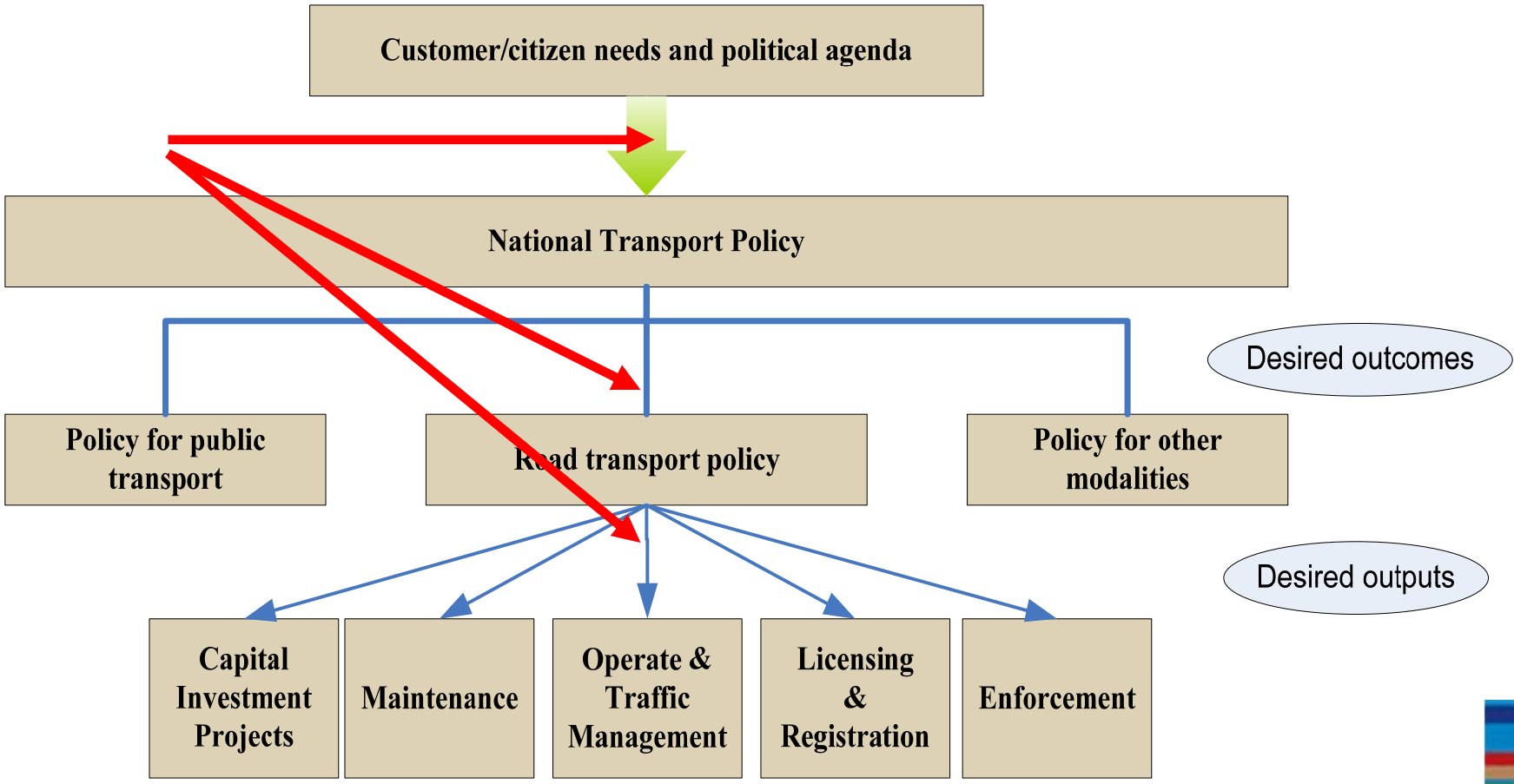
- **Independent of who is responsible**
  - ➔ Government
  - ➔ A Road Administration
  - ➔ Private Sector

- **Its all about the governance of interfaces between these different activities**

Different Governance Types



Need for management of every interface



Examples:

1. Interface between National Road Policy setting and Strategic Planning

2. Interface between strategic planning and capital investments

3. Interface between strategic planning and maintenance & operations

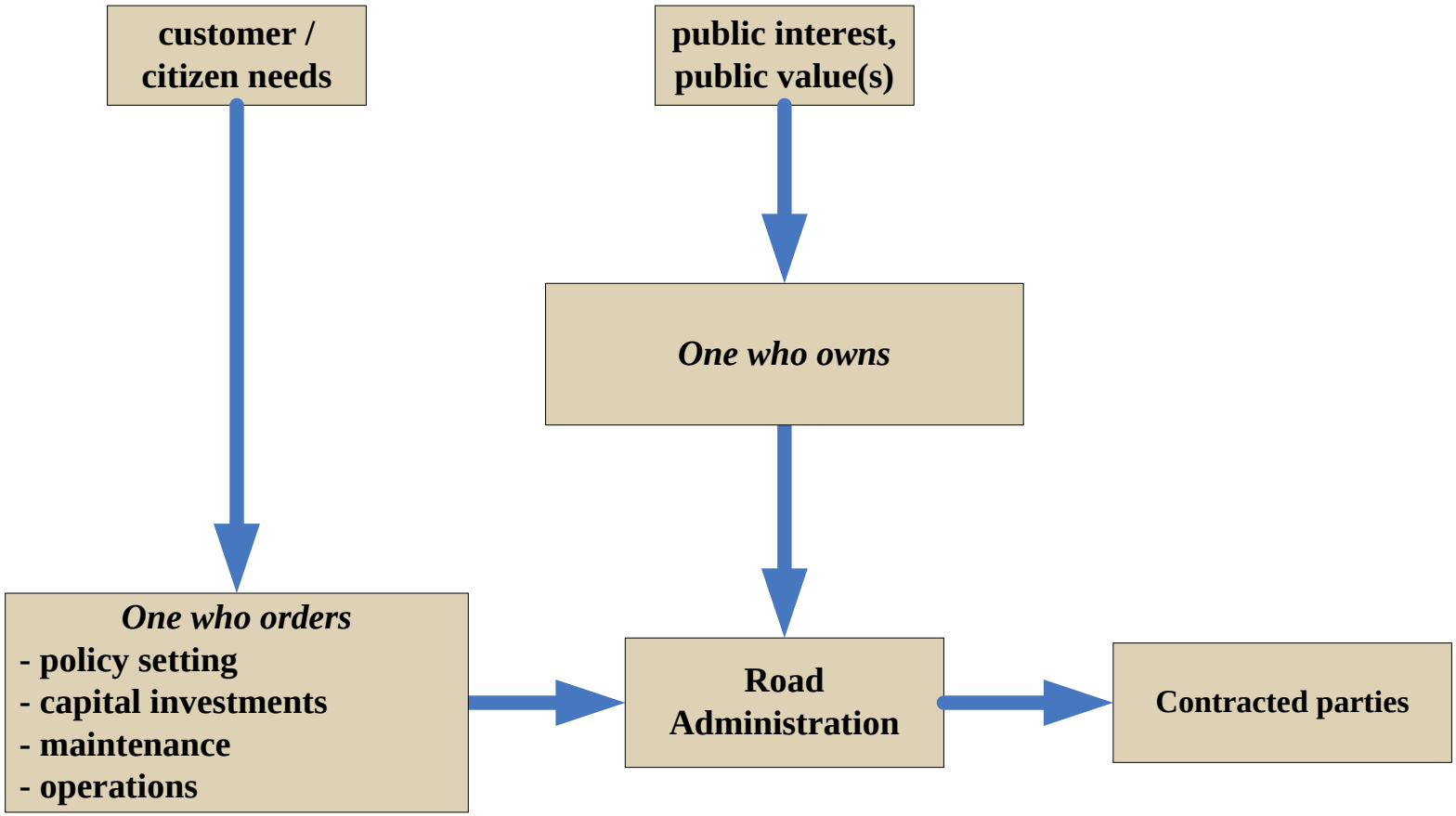
Means of Governance

- **Through relations**
  - ➔ With Customers
  - ➔ With other Road Management Network entities
  - ➔ With other Stakeholders including owner

- **Through values**
  - ➔ Integrity
  - ➔ Public value/ Interest
  - ➔ Fair, Legitimate, Just

- **Through tools**
  - ➔ Organisational structure & processes
  - ➔ External Reporting
  - ➔ Internal Control
  - ➔ Standards of Behaviour

Introduction: two major attention area's



General Recommendations

- It is important to make a distinction between a role of ownership of the RA and the role of customer
- Interfaces between elements of Road Administration can be managed in a uniform way
- They are internal or external interfaces, depending on the responsibility area
- Use a balanced mix of governance instruments for each interface

Recommendations continued

- **Policy level instruments are neccesary in order to align task specific instruments. It should increase the efficiency and effectiveness**

- **Within the area of Road Management some elements have to be arranged:**
  - ➔ Access to all relevant information
  - ➔ Methods of decesion making and deliberation
  - ➔ Have a clear understanding of what tasks to perform
  - ➔ Divisionalize RA internally if responsible for more than one task

- Major finding of T.C. 1.3: Governance concerning task execution/delivery or other roles depends on the function, e.g construction or maintenance;

- Governance focuses on the interfaces. It is irrelevant what type of parties, public or private, are involved: construction requires control on time, quality and budget, by the RA or another entity, within the RA or between RA and private parties, etc….;

- Thus the role of the RA determines its governance: which interfaces does it manage, for which functions.

- RA organisation, structure, control and relations with other Road Management players depend on the responsibility areas of each party.

- RA evolution is caused by changes in its responsibility area