

Theme # 5: Performance Monitoring Tools

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The RMI « matrix »: offering a panoramic view

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RMI MATRIX : Policy Reform Status by Country

Countries	Transport Policy *		Long term road investment program		Second Generation Road Fund			Road Fund Board			Road Agency				Fuel levy		Allocation of RMF resources			
	Cabinet-adopted	Adoption Date	Adopted	Covered Period	Established	Share of Road Fund resources from user charges	Coverage of routine maintenance? ***	Direct channeling **	Established	Creation Date	Private majority	Established	Autonomous	Has a Board	Private Majority	Petrol US cents / liter	Diescl	Main network %	Rural network %	Urban network %
Angola	yes	1999	yes		yes	-	yes	no	no	-	-	yes	no	-	-	-	-	-	-	-
Benin	yes	1993	yes	1997-2001 (1)	yes	90%	yes	no	yes	March 97	no	no	-	-	-	-	-	-	-	
Burkina Faso	yes	June 2000	yes	2000-2005 (5)	no	-	-	-	-	-	-	no	-	-	-	-	-	-	-	
Burundi	yes	Dec. 2002	yes	2003-2006	yes	n/a	no	n/a	yes	Oct. 2002	no	yes	yes	n/a	n/a	-	-	-	-	
Cameroon	no	-	no	-	yes	90%	no	no	no	-	-	no	-	-	-	-	-	-	-	
Cape Verde	no (3)	-	yes	-	yes	100%	no	no	yes	1999	no	no	-	-	-	-	-	-	-	
Chad	yes	1999	yes	2000-2003	yes	90%	no	yes	yes	2000	yes	no	-	-	-	-	-	30	0	10
Cote d'Ivoire	yes	1998	no	-	yes	-	-	-	yes	2002	no	yes	yes	yes	no	-	-	-	-	
Ethiopia	yes	1998	yes	1997-2007	yes	90%	80%	yes	yes	1997	no	yes	yes	-	-	4	3	70	20	10
Gabon	yes	1998	yes	2002-2012	no	-	-	-	-	-	-	no	-	-	-	-	-	-	-	
Ghana	yes	2000	yes	2002-2007	yes	95%	40%	yes	yes	1997	yes	no	-	-	-	5	4	70	20	10
Guinea	yes	2001	yes	1998-2007	yes	100%	no	yes	yes	2002	yes	no	-	-	-	-	-	-	-	
Kenya	yes	March 1997	no	-	yes	100%	yes	yes	yes	2000	yes	no	-	-	-	-	-	-	-	
Lesotho	no (4)	-	yes	2003-2007	yes	50%	no	no	yes	1997	no	no	-	-	-	-	-	-	-	
Madagascar	yes	June 2000	yes	2003-2008	yes	80%	almost	-	yes	1999	no	no	-	-	-	-	-	-	-	
Malawi	yes	Dec. 2002	no	-	yes	80%	50%	yes	yes	1998	yes	yes	yes	yes	yes	6	5	60	20	20
Mali	yes	1999	no	-	yes	-	-	yes	yes	2001	yes	no	-	-	-	-	-	-	-	
Mozambique	yes	2002	yes	2001-2010	yes	>95%	yes	no	yes	2001	no	yes	yes	yes	no	9	8	70	20	10
Niger	no	-	no	-	yes	90%	no	no	yes	2000	no	no	-	-	-	5	-	-	-	
Nigeria	no	-	no	-	no	-	-	-	no	-	no	no	-	-	-	-	-	-	-	
Rwanda	no	-	no	-	yes	-	no	yes	yes	2000	no	no	-	-	-	-	-	-	-	
Senegal	yes	1999	no	-	no	-	-	-	no	-	-	yes	yes	yes	no	-	-	-	-	
Tanzania	yes	2002	yes	2002-2011	yes	90%	90%	no	yes	1999	no	yes	no (2)	yes	no	-	-	-	-	
Togo	yes	1996	yes	1997-2006	yes	100%	yes	yes	yes	1997	yes	no	-	-	-	-	-	-	-	
Uganda	yes	2001	yes	2002-2011	no	-	90%	-	no	-	-	yes	no (2)	-	-	-	-	-	-	
Zambia	yes	Jan. 2002	yes	1997-2007	yes	95%	95%	no	yes	1994	yes	no	yes	yes	yes (6)	8	8	55	12	33
Zimbabwe	yes	1997	no	-	yes	-	-	yes	yes	2001	yes	no	-	-	-	-	-	39	45	16

* This may be for roads alone or as part of a broader transport policy document

** User charge is directly reversed to the Road Fund and doesn't go through the budgetary process.

*** The question refers to whether the resources of the Road Fund are enough to cover routine maintenance needs. Percentage = degree of coverage

(1) The Benin long term road investment program is being updated with the sector strategy

(2) Semi-autonomous

(3) To be done in 2003

(4) In preparation

(5) Being updated to 2008

(6) The legislation for the Agency has been passed, but the Agency has not yet been set up n/a not available



Monitoring tool, what's their use?

Basic Needs for a RMF

***Appraising the operations
in real time...***

***Accounting for financial
management...***

Proving final efficiency...

***Sizing and justifying tariff
adjustments...***



**Just a fake specimen of a
possible control package,
at national level:**

the *Tariff & Traffic game*

***The 6 following pages are just samples picked up
from the screens of the Tariff & Traffic game.***

(Note that values displayed have no specific sense nor consistence).



1

Country Background

Statistics Year 1



Population **13.2 millions**

GNP / inhab. **760**



Currency

Golom

Gol, €

1 Gol = 1 USD

Trade Balance



Imports **1,812,926**

Exports **1,510,771**

millions Gol

Vehicle Fleet



30,168

LV = Light Vehicle



4,526

HV = Heavy Vehicle (from 4 to 13 T)



1,758

SHV = Super HV (over 13 T)

Road Infrastructure



NR 11,165 km inclg

National Roads (54% paved)



RR 15,201 km inclg

Regional Roads (7% paved)



RT 2,345 km

Rural Tracks (0% paved)



UR 662 km

Urban Roads (33% paved)



WN 29,374 km inclg

Whole Network (25% paved)

1,660,666

Asset Value

PN

Preferred Network

2,151 km

(100% paved)

741 km

(100% paved)



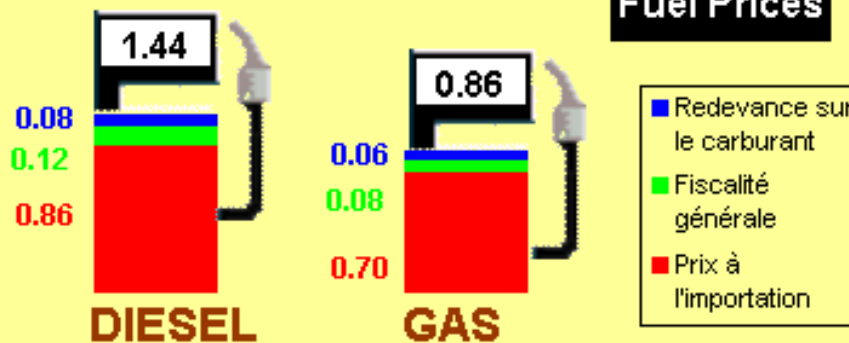
2,892 km

Preferred Network

1,220,000

(billions Gol)

Fuel Prices

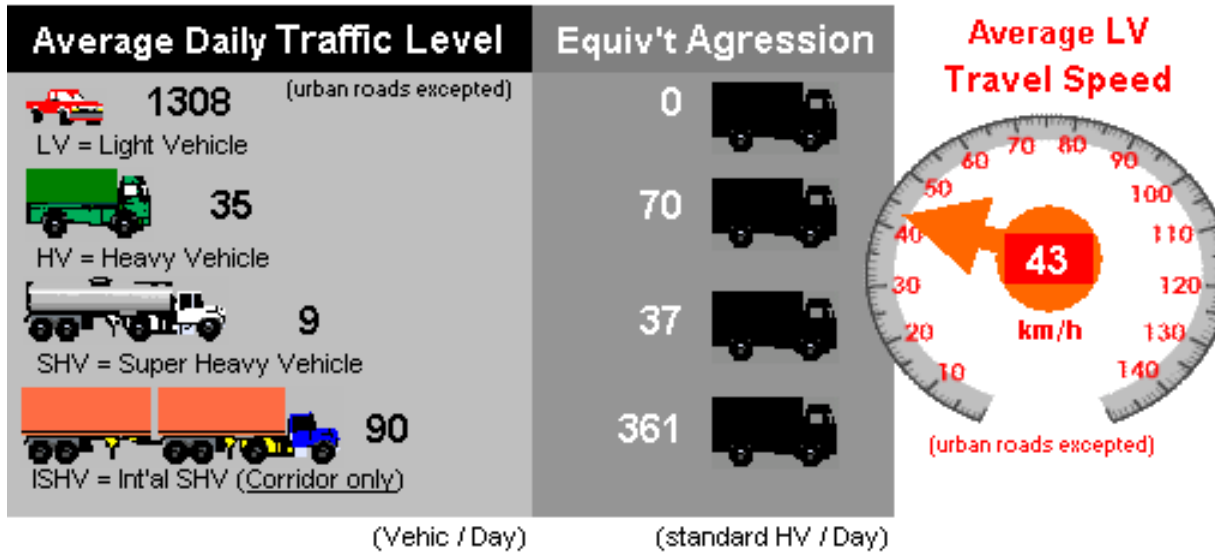


2

Outputs

Statistics Year 1

WN = Whole Network



Transport Statistics	Daily Volumes	Unitary Costs
Passengers	32,138 kLV x km / d	n/a Gol / (LV x km)
All Freight	1,861 kT x km / d	n/a Gol / (T x km)
<u>Of which: Int'l Transit Freight</u>	345 kT x km / d	n/a Gol / (T x km)
	Overcosts of external option =	n/a

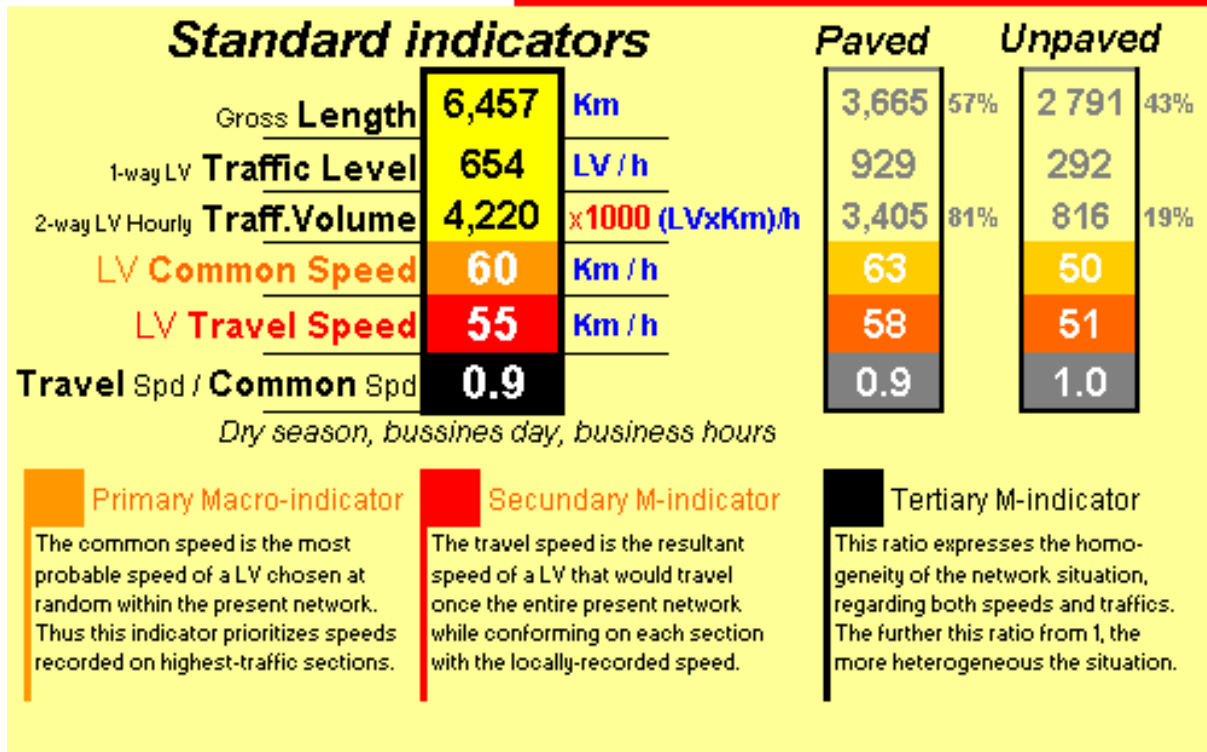
Work Needs' Coverage		Expenditures				
	Rated Needs	TOT	Central Gov't	RMF	Local Gov'ts	Donors
Routine Maint.	1583	36 =	32 +	0 +	4 +	0
Periodic Maint.	317	308 =	55 +	0 +	0 +	253
Coverage Ratio of Maintenance Needs = 18%						
Rehabilitation	1845	430 =	0 +	0 +	0 +	430
TOT	3744	774 =	87 +	0 +	4 +	683
Coverage Ratio of All Needs = 21%						

3

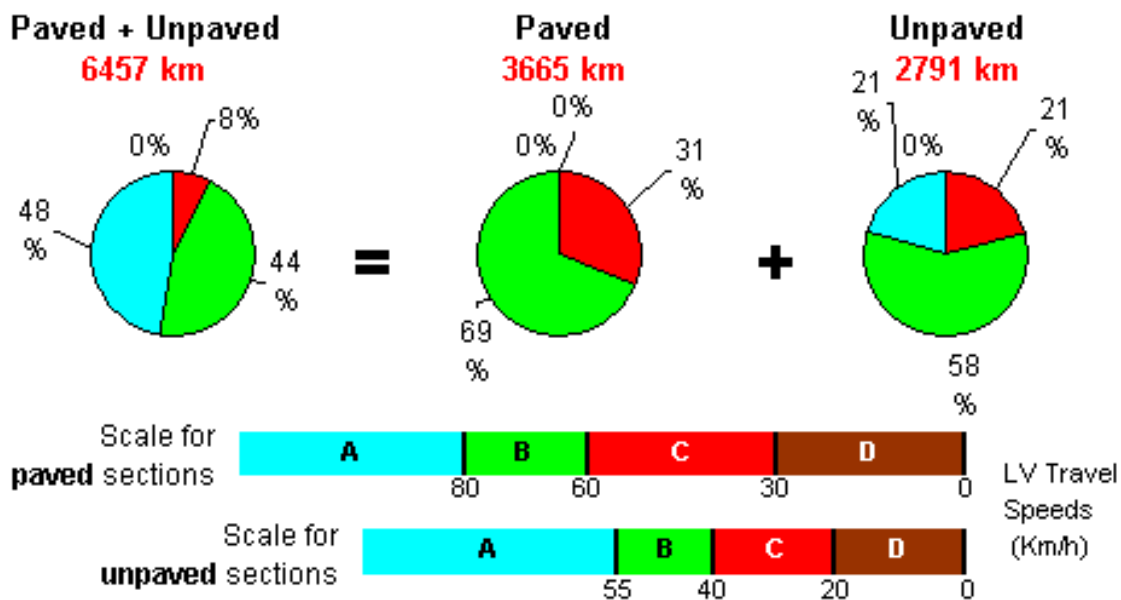
Standard Macro-indicators

Statistics Year 1

WN = Whole Network



Driveability Range



4

RMF's Books

Profit-and-loss Account, Year 0

REVENUE

1. Carried Forward	0
2. Road Tariff: Gross Revenue	
2.1. Fuel Fee	760
2.2. Annual Disk	200
2.3. Registration Fee	55
2.4. Toll (highway#1)	120
2.5. Int'l Transit Fee	88
Sub-Total	1,223 <<<
3. Overload Fines	0
4. Donors' Grants	300
5. State extra Subsidies	500

GRAND TOTAL
2,023

EXPENDITURE

1. State Drawing	0				
2. Road Tariff: Collection Costs	21				
3. Regular Works	TOT	Routine	Periodic	Rehab	
3.1. NR (National Roads)	922 =	577	+ 233	+ 112	56%
3.2. RR (Regional Rds)	494 =	453	+ 24	+ 17	30%
3.3. RT (Rural Tracks)	208 =	202	+ 0	+ 6	13%
3.4. UR (Urban Roads)	33 =	12	+ 21	+ 0	2%
Sub-Total	1,657 <<< =	1,244	+ 278	+ 135	100%
4. Emergency Works					
4.1. NR	66				
4.2. RR	47				
4.3. RT	8				
4.4. UR	0				
Sub-Total	121 <<<				
5. Operating Costs and assimilated	54				

GRAND TOTAL
1,853

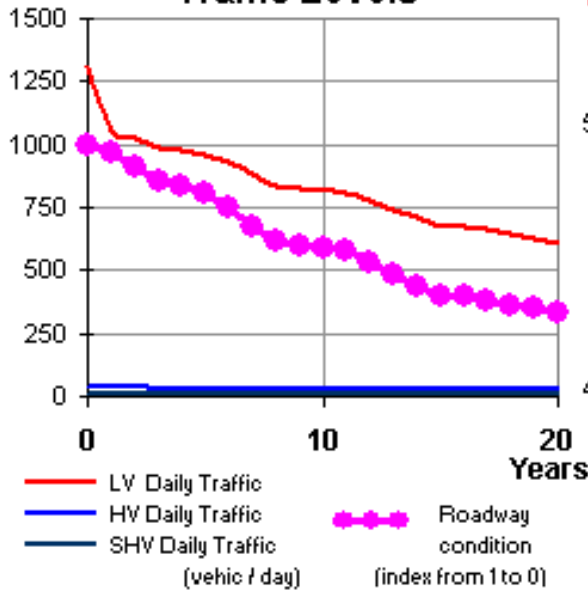
BALANCE

+ 170

5

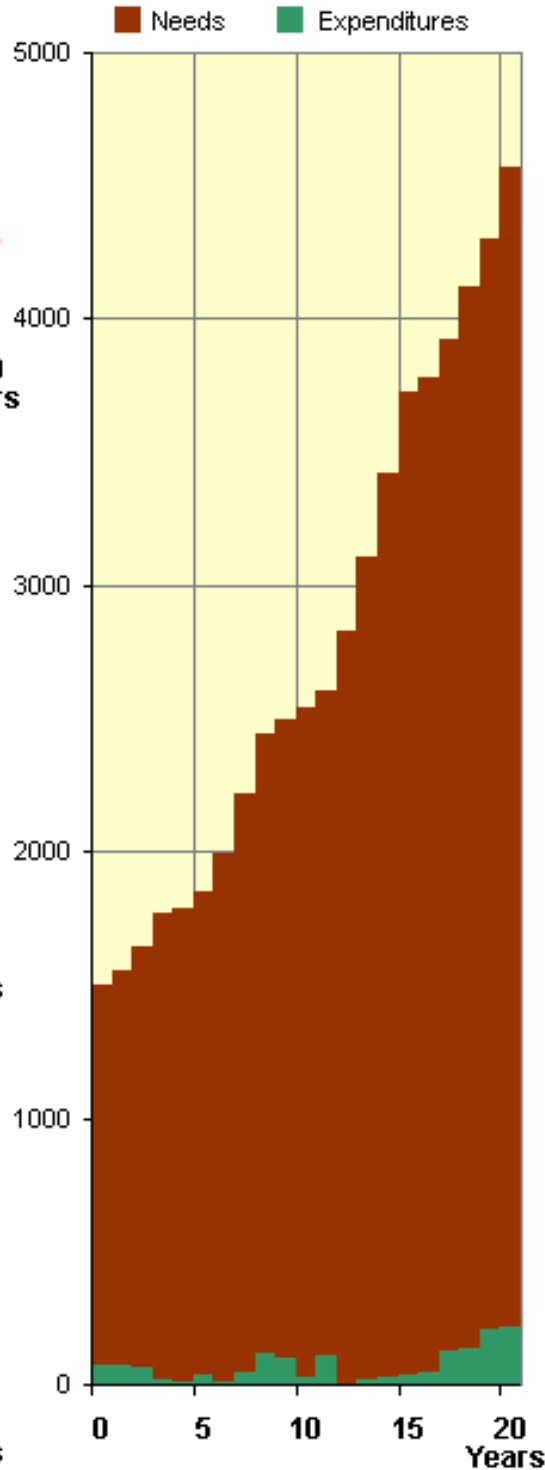
Retrospect Outputs

Roadway Condition + Traffic Levels

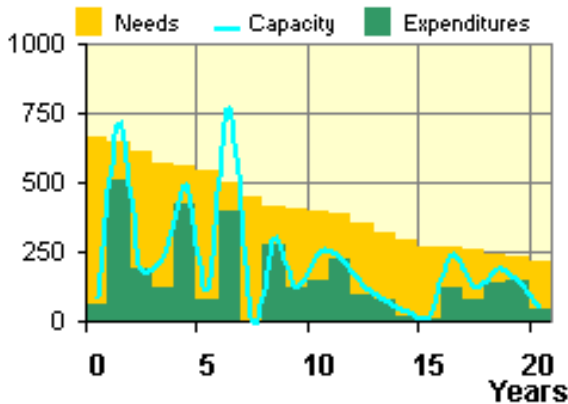


WN = Whole Network

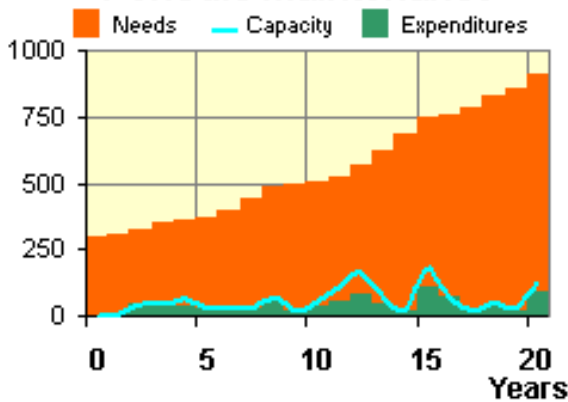
Rehabilitation



Routine maintenance

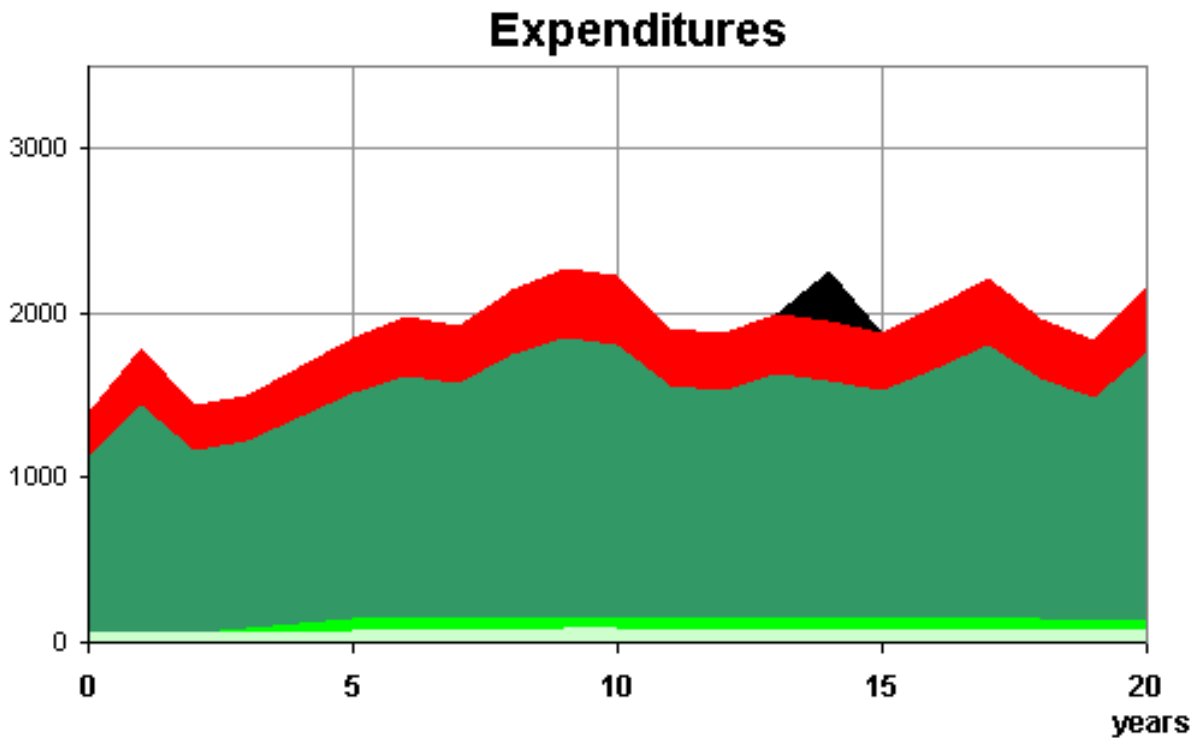
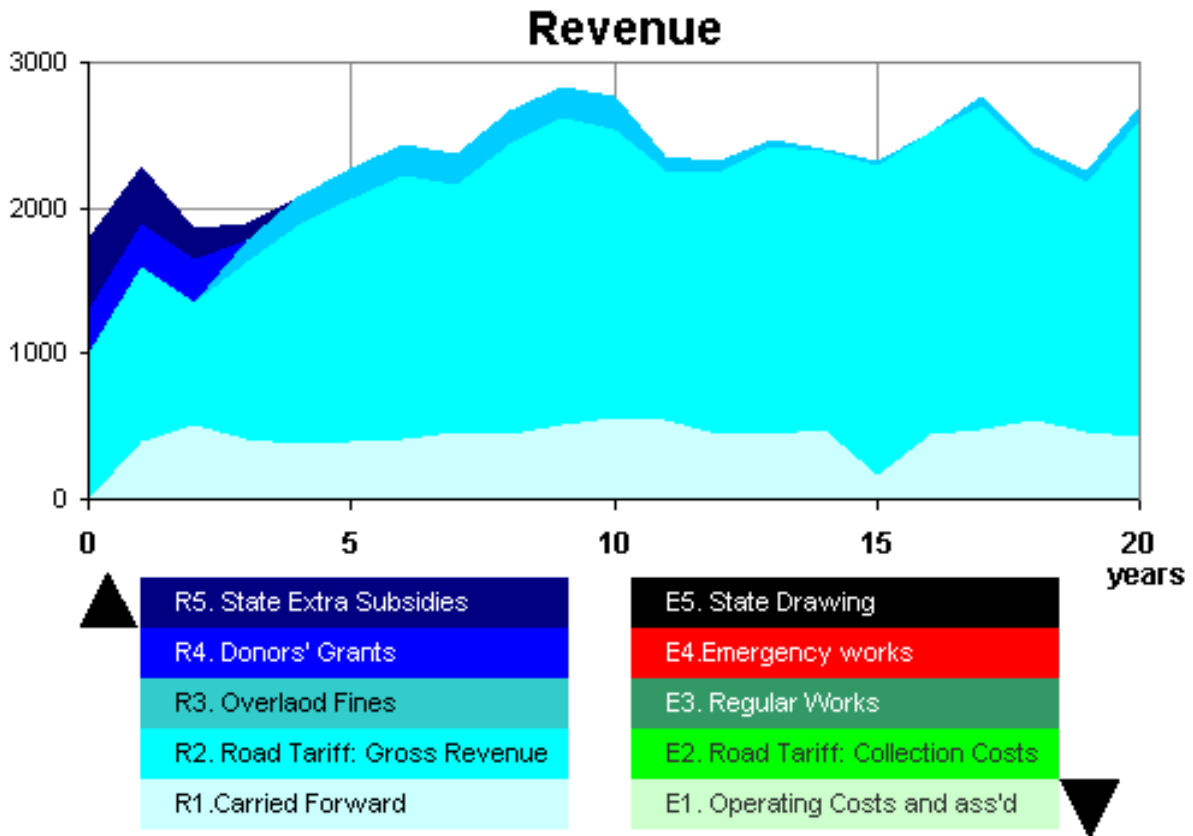


Periodic maintenance



6

Retrospect Accounts



**Handling a light tool for
information and follow-up
covering all member RMFs**

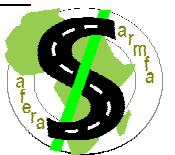
**+ Assisting them for individual
adoption of simple and almost
standard tools**

A «basic service» by the ARMFA?

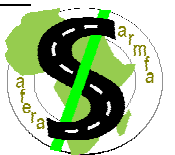


Suggestion of action:

- 8 to 10 RMFs could **volunteer** for a test-operation to be performed throughout year 2004
- The SSATP or other donors could create **an ad-hoc facility** (a consultant or a team of consultants) so as to to propel the whole process together with the ARMFA secretariat



- A **3-step** process involving these 8-10 countries:
 1. **Method fine-tuning: pruning, scheduling (« stage 1 » and « stage 2 », layout finalization, specifying methods for data collection**
 2. **Country by country, collaboration between consultant(s) and the RMF: taking into account the existing tools, defining and testing methods for data extraction and specifying measurement campaigns**
 3. **Compiling and reformatting**



- **The ARMFA to publish by the end of 2004** (both in hard copies and the e-version) its first « yearbook », covering the 10 pilot countries: contact list, identity cards, updated control data + a short series of syntheses
- **Post-evaluation, methods refining, decisions about « stage 2 »**
- **2005: Extension of this special service to all the member RMFs, under the ARMFA secretariat**



Objective: to inform and to prove

A basic service by the ARMFA? Should « align » with the major orientations to be formulated soon.

Here we suppose the followings:

- 1. Harmonizing structures is definitely not at stake**
- 2. Mutual assistance, through various exchanges of experiences and tools dissemination, including specific RMF-to-RMF helps, is the rule...**
- 3. ...specially towards the newcomers or the RMFs being restructured.**



4. Proving good results is now of crucial importance, and the ARMFA should focus on it.

Handling light and standard monitoring and benchmarking tools, distributing concrete and “exclusive” information, would benefit to each individual member as well as give the Association a “foothold” among the different partners.

At this level, of course the SSATP would fully assist the ARMFA.

