

University of Birmingham (UK) / Transit New Zealand
Senior Road Executive Courses
Innovations in Road Management
Road Financing & Road Fund Management
Road Asset Management
Innovations in Procurement of Highway Maintenance

Background

The road sector is going through an unprecedented period of change. Countries are restructuring the way they manage their road networks, improving management of their road assets, introducing private sector financing and off-budget financing mechanisms, and changing the way they procure road maintenance and control its quality.

These changes have been driven by three main factors. First, the road sector is increasingly recognised as “big business”. If main road agencies were publicly listed companies, they would rank among the Fortune Global 500 (i.e., the largest 500 largest companies in the world). Second, the financial needs of the road sector have typically been growing faster than government tax revenues. The road sector has simply outgrown the government’s budget. Third, the size of the road business, combined with the growing financial needs of the road sector, mean that traditional ways of managing and financing the road sector have become increasingly out of date. The main pressure nowadays is to move roads off-budget, commercialize them and manage them like a business – bring roads into the market place, put them on a fee-for-service basis and manage them like a business.

The key concept that has emerged is that of *commercialising* road management and financing, i.e. to subject road management to some form of surrogate *market discipline*, and to finance roads by way of an explicit *fee-*

for-service – either in the form of tolls, or a second generation road fund.

Commercialisation furthermore requires reforms in four areas that have become known as the *four basic building blocks*:

- (i) creating ownership by involving road users in the management of roads in order to win public support for more funding, to control potential monopoly power and to constrain road spending to what is affordable;
- (ii) stabilising road financing by securing an adequate and stable flow of funds;
- (iii) clarifying responsibility by clearly establishing the role of different levels of government (including local communities), and;
- (iv) strengthening management of roads by providing effective systems and procedures of management, as well as strengthening managerial accountability.

Course Format

Four short professional development courses, each lasting one week, have been designed to disseminate emerging “good” practice in the following related fields:

- (i) innovations in road management;
- (ii) road financing and road fund management;
- (iii) road asset management;
- (iv) innovations in procurement of highway maintenance.

Each of the four courses involves 5 full days of presentations, discussions, group exercises and site visits. They provide an opportunity to learn from the experiences of senior road executives

from around the world, staff from donor organisations and private institutions, and academics specialising in road management, finance and procurement. The courses facilitate an international exchange of ideas and common experiences, and provide a forum for the dissemination of best practices and recent research findings.

The courses are designed to enhance the technical, managerial and policy making skills of participants to help them to improve road management and finance in their own countries.

Content of Courses

The topics to be covered in the four courses are briefly summarised below.

Innovations in Road Management

1. *Management Issues*

- ?? International trends in public sector reform (PSR)
- ?? Restructuring road management as part of PSR
- ?? Improved institutional structures – who is responsible for what?
- ?? Road reform – case study

2. *Contracting Out*

- ?? Contracting out the works function
- ?? Privatisation of road maintenance
- ?? Developing local contractors
- ?? Converting in-house staff into contractors

3. *Commercialising Road Management*

- ?? Setting up a roads board – involving road users in management
- ?? Institutional development and management of change
- ?? Group discussion – institutional & organisational frameworks
- ?? Commercialising road management – case study

4. *Low Volume Roads*

- ?? Managing local government roads
- ?? Managing low volume/private roads – case study
- ?? New directions in managing rural roads – examples from selected countries

5. *Sharing Experiences*

- ?? Road maintenance concessions – case study,
- ?? Participant presentations
- ?? Knowledge resources

Road Financing & Road Fund Management

1. *Adequate & Stable Financing*

- ?? Road financing – the issues & public expenditure perspective
- ?? Estimating road use costs
- ?? Group discussion – problems with road financing & estimating funding needs
- ?? Group exercise – estimating maintenance needs and road use costs

2. *Managing Road Funds*

- ?? Off-budget financing – setting up a second generation road fund
- ?? Managing a road fund – country case study
- ?? Group discussion – road fund legislation
- ?? Managing road fund revenues & expenditures

3. *Role & Scope for Private Financing*

- ?? Role of private sector finance for roads
- ?? Managing toll roads & setting tolls
- ?? A concessionaire's approach to toll roads & concessions
- ?? Toll road concession – case study

4. *Estimating Road User Charges Issues*

- ?? Managing a road fund – 2-3 country case studies
- ?? Calculating road tariffs
- ?? Group exercise – calculating road tariffs

5. *Sharing Experience*

- ?? Review of road fund performance – country case studies
- ?? Participant presentations
- ?? Knowledge resources

Road Asset Management

1. *Road Management Information*

- ?? Managing road assets – overview
- ?? Road management systems – components, databases, institutional aspects, etc.
- ?? Group discussion – management information requirements
- ?? Road management information and performance indicators

2. *Measuring & Recording Road Conditions*

- ?? Pavement condition surveys – visual, automated, sustainability, structural, safety, riding quality
- ?? Intervention criteria and treatment selection
- ?? Importance of routine & recurrent maintenance – drainage, safety, vegetation, signs, lighting, etc.
- ?? The traffic dimension – traffic flows, overloading, encroachment, temporary works

3. *Preparing Road Programs*

- ?? Preparation of work programs
- ?? Contracting out road maintenance – monitoring progress and reporting
- ?? Field visit to a maintaining agent

4. *Structures, Low Volume Roads & Pavement Technology*

- ?? Managing maintenance of bridges & other structures
- ?? Managing maintenance of low volume roads
- ?? Group discussion – budget allocation procedures
- ?? Recent developments in pavement technology

5. *Strategic Planning, HDM, Selecting Appropriate Systems*

- ?? Strategic planning of road maintenance – calculating asset values
- ?? Integrating the HDM within pavement systems
- ?? Criteria for selecting appropriate road management systems

Innovations in Procurement of Highway Maintenance

1. *Best Value*

- ?? Introduction
- ?? Best value, value management
- ?? Risk management

2. *Current Procurement Procedures*

- ?? World Bank procurement practices
- ?? Panel discussion – EU, EBRD, DfID procurement
- ?? Contractual frameworks for best value
- ?? The new engineering contract

3. *Contractors*

- ?? The use of private contractors
- ?? Small-scale contractors – labour-based, lengthmen and micro enterprises
- ?? Field visit to a major road construction site

4. *Auditing & Benchmarking*

- ?? Concessions
- ?? Auditing and benchmarking
- ?? Tackling corruption

5. *Future Practices & Conclusions*

- ?? Alternative selection criteria to lowest tender
- ?? Future procurement practices in the UK
- ?? Implications for consultants, contractors and road management
- ?? Course review – action plan for implementation

Who Should Attend

The four professional development courses are specifically designed for senior road executives (particularly those from countries facing road maintenance problems), senior staff from international donor organisations, and from consultants working in the road sector. The courses provide an opportunity to interact with senior road managers from other countries, donor organisations, staff from consulting firms and staff from road agencies involved in restructuring road management, finance and procurement. Examples presented in the last have included emerging good practice from Finland, Ghana, Latvia, Namibia, New Zealand, South Africa, Sweden, UK, USA, Zambia, and other countries. Detailed notes and other material will be provided to course participants. The courses will also familiarise participants with knowledge resources available through the world wide web.

The overall number of participants attending each course will be limited to 35 to provide an adequate opportunity for interaction between participants and course presenters. Participants can choose to attend one, two, three, or all four courses.

Course Presenters

The course lecturers are drawn from the University of Birmingham, UK Highways Agency, Transit New Zealand, and leading

guest lecturers from around the world. They include:

- ?? Professor Ian Heggie, University of Birmingham, UK (former World Bank Roads Adviser)
- ?? Professor Henry Kerali, University of Birmingham, UK
- ?? Professor Keith Madelin, University of Birmingham, UK
- ?? Dr. Jon Broome, University of Birmingham, UK
- ?? Martin Richards, OBE (former Managing Director, MVA Consultants)
- ?? Senior Staff from Transit New Zealand
- ?? Senior Staff from the UK Highways Agency
- ?? Guest Lecturers from road agencies, donor organisations and practitioners in selected countries

Course Evaluation

A European Union staff evaluation of the road management and financing courses in 2000, noted:

“We were introduced to the IT aspects of Road management, including use of HDM-4...this is a most practical tool to manage a country’s road maintenance program”

“We actually worked through an example to determine the required level of tariffs (road fees, fuel levy, etc.) for a given network of roads We also had a number of group activities, one of which was to critique proposed legislation for setting up a road fund. These exercises were very useful ...”

“Presentations were made from countries which already have a Road Fund in place these were valuable in that they enabled us to understand the complexities involved in setting up a Road Fund ...”

“Both weeks were very useful in terms of the information obtained and the opportunity to network with representatives from other countries which are involved in establishing a Road Fund or already have them in place.”

Course Recognition

The courses have been developed in collaboration with the World Bank and are

recognised as qualifying for the new International Road Federation (IRF) Certificate in Road Management. Preparation of the courses, and of basic teaching materials, has been supported by the UK Department for International Development. A Certificate in Road Management is awarded to candidates who have successfully completed four modular courses on different aspects of road management from a recognised IRF member organisation. In addition, the candidate must have submitted a 4 to 6 page essay on a topic related to one of the four modules studied. The essays are evaluated by the organisation delivering that module.

Sponsorship

Participants are responsible for meeting the costs of participation in the courses. Those seeking financial support for course fees and/or travel expenses should either apply to their employer, or request their government to support them under the training component of an ongoing donor loan, credit or grant. The main donors supporting these courses include the World Bank, Inter-American Development Bank, European Union and UK Department for International Development (DfID). The University of Birmingham cannot help candidates to find financial support. A certificate of attendance will be awarded to participants completing each one-week course.

Accommodation and Lecture Facilities

The courses will be hosted at the University of Birmingham Conference Park and at the School of Civil Engineering. The Conference Park offers full board en-suite accommodation to the standard of a good quality hotel. It is located within the University campus and is surrounded by mature gardens adjacent to the University botanical gardens. Participants will have access to University facilities including the Library, computers, the sports complex and other leisure facilities. The course fees are fully inclusive of use of the above.

*The World Bank
 Department for International Development
 International Road Federation
 The University of Birmingham
 Transit New Zealand*

SENIOR ROAD EXECUTIVES PROGRAMME

Innovations in Road Management

(27-31 May 2002)

Road Financing & Road Fund Management

(3-7 June 2002)

Road Asset Management

(10-14 June 2002)

Innovations in Procurement of Highway Maintenance

(17-21 June 2002)

Booking Form

(Closing Date for Applications: 30 April 2002)

Title:..... First Name: Family Name:

Present Position:

Organisation:

Address:

Telephone: Fax:

E-mail:

Innovations in Road Management <i>(27-31 May 2002)</i>	UK£ 1,850	
Road Financing & Road Fund Management <i>(3-7 June 2002)</i>	UK£ 1,850	
Road Asset Management <i>(10-14 June 2002)</i>	UK£ 1,850	
Innovations in Procurement of Highway Maintenance <i>(17-21 June 2002)</i>	UK£ 1,850	
Less 10% discount for 2 or more courses		
TOTAL UK(£)		

Course fee includes full board accommodation, lectures, reception, and course materials.
 Participants are responsible for arranging their own finance. Please check boxes below.

Source of Funding	Donor <input type="checkbox"/>	Employer <input type="checkbox"/>	Self <input type="checkbox"/>
Status of Funding	Approved <input type="checkbox"/>	Being Processed <input type="checkbox"/>	Other (explain) <input type="checkbox"/>
Method of Payment:	Invoice <input type="checkbox"/>	Credit Card <input type="checkbox"/>	Cheque <input type="checkbox"/>

Please return the form to:

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