



MANAGEMENT ARRANGEMENTS

for

EFFECTIVE ROAD PROGRAMME IMPLEMENTATION

in support of

THE NATIONAL DEVELOPMENT PLAN

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CONTEXTUAL PROBLEM

- **NDP is cornerstone of SA's future development**
- **VISION of NDP: to develop needed infrastructure across the country**
- **Good roads are an important catalyst for development**

but

- **Implementation of roads programme is less than satisfactory – with some exceptions**
- **Probable reason is – “Loss of institutional memory”**



CONTEXT – continued

Problem most acute at local authority level

Media statements – “unskilled officials undermine projects”

UJ research study suggests:

- **overall road network performance unsatisfactory**
- **ineffective institutional arrangements for managing roads**
- **road network does not satisfactorily address country’s social and economic goals**
- **inadequate capacity and expertise in public sector**



CONTEXT – continued

Trevor Manuel

- “citizens hold the Executive collectively responsible for delivery

World Bank

- Massive wastage in road expenditure in Africa
- Poor roads significantly increase user costs and hinder development

Heggie and Vickers

- Cause of problem is poor administration and lack of accountability
- Cannot be solved by additional financial resources alone

Problem has potential to derail the NDP!



CONTEXT – continued

More specifically, research findings suggest:

- **Institutional inadequacies for implementation**
- **Lack of understanding of implementation process**
- **Lack of capacity and leadership**
- **Political involvement or interference**

WE NEED TO SEEK WAYS TO IMPROVE MANAGEMENT AND IMPLEMENTATION OF NDP ROADS PROGRAMME



EXAMINATION OF THE "MANAGEMENT" OF THE ROADS PROGRAMME FOR EFFECTIVE IMPLEMENTATION

Many reasons for dismal record

World Bank suggests main reasons are

- **Lack of public accountability**
- **Poor management**

Correlates with South African research and literature on the subject

Institutional memory needs restoring - through the involvement of experienced professionals in the roads field

Suggested approach is through addressing four facets



APPROACH TOWARDS RESTORING MANAGEMENT COMPETENCY

What does management imply?

- **The process of ensuring resources are obtained and used effectively and efficiently towards the stated objectives**

Areas most likely to yield results:

- **Sound governance and leadership**
- **A systems approach towards road network management**
- **Implementing ability**
- **Appropriate institutional arrangements**



GOVERNANCE AND LEADERSHIP

The process through which institutions are directed, controlled and held accountable

There is a demonstrated positive relationship between sound governance and effectiveness in service delivery for transport agencies

Also a need to maximise value in the execution of functions subject to meeting financial and legal obligations



SOME “KING REPORT” PRINCIPLES OF GOVERNANCE

- **Discipline – a commitment to adhere to universal way of behaviour**
- **Transparency – to facilitate outside monitoring**
- **Independence – systems in place to minimise conflicts of interest?**
- **Accountability – for conferred responsibility**
- **Social responsibility – acknowledge and respond to social issues and ethics**



LEADERSHIP – A PRIMARY REQUISITE

Good governance is about leadership

- **Strategic leadership**
- **Delivery leadership**
- **Relationship leadership**
- **Personal effectiveness leadership**

Need to incorporate “leadership” into “revitalisation” framework



A “SYSTEMS” APPROACH TO ROAD NETWORK MANAGEMENT

An integration of all facets of road management is important

Has been an essential “working tool” for past 3 to 4 decades in S A

Capacity and use of RNM in South Africa peaked in mid-1980s, but has been in decline since mid 1990s.

Some recent activity however, driven by Treasury and SANRAL

National Planning Council diagnostic overview encourages the development of “in-house” expertise



A SUGGESTED STRATEGIC APPROACH TO RNM

- **Revisit the RISFSA recommendations**
- **Investigate NPC recommendations for adaptation to the road sector**
- **Involve Treasury in the process**
- **Derive a system which is comprehensive in output, but simple to understand**
- **Address “real” road sector needs, not political “pork barrelling” lists**



IMPLEMENTING ROADS PROGRAMMES

Much has been written and said on subject

A complex “political” process and not a mechanical administrative one

“5C” protocol

- **Content- plans clearly directed to NDP objectives**
- **Context – including institutional context**
- **Commitment - an essential prerequisite**
- **Capacity - a major problem in Africa**
- **Clients and coalitions – work WITH public, not against them**



SOUTH EAST ASIA CUBS SUCCESS STORY

- **Committed, strong, competent and honest leadership**
- **Consensus on national vision and method of achieving it**
- **Pragmatic and creative use of available resources**
- **Effective strategic and operational management**
- **Developmental culture with strong work ethic**
- **An amenable democratic and economic environment**
- **GOOD LUCK in a substantial measure**



APPROPRIATE INSTITUTIONAL ARRANGEMENTS

Directed to upper “classes” of roads only – intercity and metropolitan

- **A worldwide shift from traditional service delivery approaches to innovative approaches**
- **A strong role for the private sector**
- **A wide spectrum of approaches available from PPPs to concessioning**
- **BUT strong and informed government oversight is essential**



A POSSIBLE APPROACH

Based on strong input from RISFSA report

- **SANRAL for primary inter-city network**
- **A new agency for primary inter-city distributors**
- **Empower (finances) metropolitan authorities to manage all metropolitan arterials (excluding SANRAL roads) with authority to transfer responsibility where necessary to appropriate agency**
- **Selective use of PPPs and concessioning where appropriate**



CONCLUSION

- **Decisive action needed SOON (Holmwood Commission report on the “Roads Problem in 1920s took 10 years to implement)**
- **Need to provide strong executives, good management and decisive, informed political leadership**
- **Procrastination will hinder NDP implementation**