



Benchmarking of Road Asset Management in SADC Region

Workshop Report



April, 2014

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1.0 INTRODUCTION

1.1 Background

In the SADC Region, road network is the biggest asset for any country. However, there are no deliberate well laid down asset management policies, strategies and structures in place in most countries to develop and maintain this huge investment in a systematic manner. There are also no means of measuring performance which can lead to management reviews.

It is against this background that the Association of Southern African National Road Agencies (ASANRA) with financial support from the United Kingdom Department for International Development (DfID) undertook the survey to establish current country performance benchmarks with an aim of advocating for good road asset management and financing practices.

The scope of the study was divided into two phases. The first phase involved training of representatives from Member States in the use of PAS 55:2008, an internationally recognised tool in the assessment of assets and carrying out self assessment by Member states. The second phase involved the review of the country self assessment by an independent consultant and presentation of the results of the review to the project implementation team.

1.2 Purpose of the Workshop

The main objectives of the workshop were;

- To present the findings of the peer review of the road asset management to the Board of ASANRA
- To agree on the proposed recommendations and the way forward to the completion of the project

1.3 Venue, programme and attendance

The workshop was held on 26th March, 2014 at the Sunbird Nkopola Lodge in Mangochi, Malawi. The workshop was attended by 21 delegates from eight ASANRA member States with the following composition

- | | |
|------------------------------------|---|
| • Board Members | 2 |
| • Representatives of Board Members | 5 |
| • Country representatives | 7 |
| • Road Fund Agency Representatives | 5 |
| • ASANRA Secretariat | 2 |

The workshop was facilitated by Mr Louw Kannemeyer from South African and Team Leader of the project implementation team.

1.4 Outputs

The major outputs of the workshop were the recommendations for the way forward.

1.5 Workshop Report

This workshop report outlines the outcome of the workshop proceedings and is structured as follows;

Section 1 (This section): Provides the background to the project and details of the workshop

Section 2: Presents a summary of the workshop activities and outcomes

Section 3: Presents a summary of the project recommendations.

Annexes: Annex A presents the workshop programme and Annex B provides the list of workshop delegates.

2.0 WORKSHOP ACTIVITIES

2.1 Welcome remarks

The welcome remarks were made by Mr Kannemeyer of South Africa and the Team Leader of the Project Implementation Team. He welcomed the delegates to the workshop and highlighted the importance of the project.

2.2 Project objectives

The objectives of the project include

- To evaluate Member State's performance in road asset management
- To examine impact of adopted road asset management practices on quality and condition of the road network, and
- Based on peer review findings, establish performance benchmarks and advocate for adoption of best practices in road asset management among Member States.

2.3 Project Methodology

- PAS 55:2008 was selected based on the international norm for good asset management practice.
- To enhance ownership of the process, each Member State undertook self assessment of its maturity in road asset management in line with PAS 55 after undergoing training in PAS 55.
- Independent review panel then verified each Member State's self assessments through joint panel interviews in each country.

2.4 Project Programme

The project was due for completion in April 2013 but was delayed because of the following;

- Country self assessments took longer than anticipated.
- Appointment of Peer review Panel delayed due to low responsiveness to advert

2.5 Results of the Peer review

The results of the peer review were presented in a form of a radar chart after answering 121 standard questions on a scale of 0 to 4

2.5.1 Common Observations

Common to all the Member States are the following observations;

- There is a general drive towards road asset management,
- Member States have different perception about road asset management,
- Risk related aspects of asset management are undeveloped,
- Thinking the unthinkable is not yet done,
- There are funding gaps that leading to vicious circle,
- Maintenance is not “sexy”, leading to short term decisions instead of Life Cycle Costs (LCC),
- There is generally fuzzy responsibilities between asset owner, asset manager and service, provider
- Standard of measurement is moving from Pas 55 to ISO 55000.

2.6 Workshop Materials

Electronic copies of the consultant’s final report were distributed to all delegates prior to the workshop and hard copies were also distributed during the workshop.

3.0 RECOMMENDATIONS

The following recommendations were made at the end of the workshop;

- i. Members top management should demonstrate commitment with respect to asset management by;
 - a. Ensuring that an asset management policy that is aligned to ISO 55000 and compatible organisational objectives is established,
 - b. Ensuring that integration of the asset management system requirements into the organisation’s business processes,
 - c. Ensuring that the resources (financial, software, people, equipment, training) for the asset management system are available,
 - d. Promoting cross cutting collaboration within the organisation.
- ii. Member top management to ensure that asset management related risks are considered in the organisation’s management approach including contingency planning,
- iii. Members to perform self assessment on annual basis and submit to ASANRA Secretariat by end of November each year,
- iv. Another asset management peer review process to be performed in 2017 to review progress made,
- v. Road Fund Agency representatives to be permanent members of the Road Network Management and Financing Committee of ASANRA,
- vi. Investigate the impact of super single tires on regional road networks and recommend policies.

Annex A

Workshop Programme

Annex A - Workshop Programme- Wednesday 26th March, 2014

Item	Description of Activity	Phase No.	Responsibility	Time
1	Registration of Delegates		ASANRA	08:15 – 08:45
2	Welcome, explanation, agenda		ASANRA	08:45 – 09:00
3	Presentation of self assessment review	1	Team Leader IT	09:00 – 10:00
4	Our reactions , questions	1	Delegates (ASANRA-Wise)	10:00 – 10:45
	Tea Break			10:45 – 11:00
5	Let's assume, It's 26 th March, 2017...	2	Team Leader IT	11:00 – 11:15
6	What do we see?	2	Team Leader IT	11:15 – 11:45
7	How do we go there?	3	Team Leader IT	11:45 – 12:45
	Lunch Break			12:45 – 13:30
8	Presentation of actions	3	Team Leader IT	13:30 – 14:30
9	Our reactions , questions	3	Delegates (ASANRA-Wise)	14:30 – 15:00
	Tea Break			
10	Presentation of national actions	4	Team Leader IT	15:00 – 15:45
11	Our reactions , questions	4	Team Leader IT	15:45 – 16:15
12	Summary		Team Leader IT	16:15 – 16:30
13	Closing Remarks		ASANRA	16:30 – 16:45

Annex B

List of Delegates

Annex B - List of Workshop Delegates

No	Name of Delegate	Designation	Organisation	Country
1	Eng Nelson Kudenga	Director of Roads	Ministry of Transport and Infrastructure development	Zimbabwe
2	Eng. Benjamin Kapoteza	Acting Chief Executive Officer	Roads Authority	Malawi
3	Eng. Jason Rwiza	Director of Planning	TANROADS	Tanzania
4	Mr. Miguel Coanai	Director of Planning	National Roads Administration	Mozambique
5	Eng. William K Mulusa	Senior Manager Planning	Roads Development Agency	Zambia
6	Mr Kikine Khasapabe	Manager	Roads Directorate	Lesotho
7	Mr Nkekeletso Makara	Chief Executive Officer	Road Fund	Lesotho
8	Mr Ronald Lwakatare	Deputy Manager Technical Services	Roads Fund Board	Tanzania
9	Mr Mavuto Mdala	Technical Auditor	Roads Fund Administration	Malawi
10	Mr Stephen Mwale	Accountant	National Roads Fund Agency	Zambia
11	Mr Carlos Alberto Fortes	Director of Planning	Roads Fund	Mozambique
12	Mr Anibal Andre Nuvunga		National Roads Administration	Mozambique
13	Mr Louw Kannemeyer	Road Network Manager	South African National Roads Agency Limited	South Africa
14	Mr Sharmey Banda	Senior Planning and Design Engineer	Roads Authority	Malawi
15	Eng Francis Dimu	Senior Research and Development Management Engineer	Roads Authority	Malawi
16	Mr Dickson Ndhlovu	Principal Engineer	Roads Development Agency	Zambia

17	Mrs Rauna Hanghuwo	Divisional Engineer: Network Planning and Consultation	Roads Authority	Namibia
18	Mrs Angela Kabende	Senior Transport Economist	Roads Authority	Namibia
19	Eng. Givemore Kufa	Regional Engineer	Zimbabwe National Roads Administration	Zimbabwe
20	Ms Flossie Manyunya	Finance and Administration Officer	ASANRA Secretariat	Malawi
21	Joey Malota	Programmes Officer	ASANRA Secretariat	Malawi