

# Economic Growth through Effective Road Asset Management (GEM)

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"PRESERVING OUR ROAD ASSET FOR REALIZING AGENDA 2063"

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## Outline of Presentation

- Road Maintenance in Africa
- Purpose and Objectives of GEM
- Indicators of Asset Management Performance
- Constraints to achieving the objectives
- Vision and role of ARMFA.

## Road Maintenance in Africa

- The road network is the biggest single asset in most countries with a replacement cost in billions of dollars.
- More attention still given to construction of roads than to maintenance.
- Maintenance systems focus more on preparing and implementing annual work programmes than long term strategic plans.
- Examples of good practice tend to be on donor-funded programmes with high levels of TA, but tend to flounder when donor support is withdrawn.



## Road Maintenance in Africa

- There is now more funding for maintenance (e.g. from tolls); and
- Increasing capacity of the private sector.

But:

- Road funds are still not ring-fenced for maintenance;
- Funds for maintenance are inadequate, especially for rural roads; and
- Delays in the disbursement of funds to road agencies are common.



## Introduction to Project

# Economic Growth through Effective Road Asset Management (GEM)

- Research project on improving performance in road asset management
- Focus is on rural road networks managed by sub-national road agencies
- First significant attempt by ReCAP to address maintenance of rural roads on a large scale
- Research project – process is as important as the outcomes.

## GEM Approach

- Encourage greater accountability of road agencies to road users and other stakeholders.
- Focus more on improved performance in road asset management than on any specific or pre-conceived road asset management system.
- Provide opportunities for the participating road agencies and their stakeholders to improve their own performance.
- Build capacity of road agencies to effectively carry out the activities independently and on a sustainable basis.
- Support to the process through demand-led technical assistance.



## Role of GEM

GEM aims to strengthen links between roads agencies, policy makers, road users and communities.



Roads agencies



## Participating roads agencies

- Tonkolili District (Sierra Leone)
- Chongwe District (Zambia)
- Uganda National Roads Authority
- Kamuli District (Uganda)
- Western Cape (South Africa)

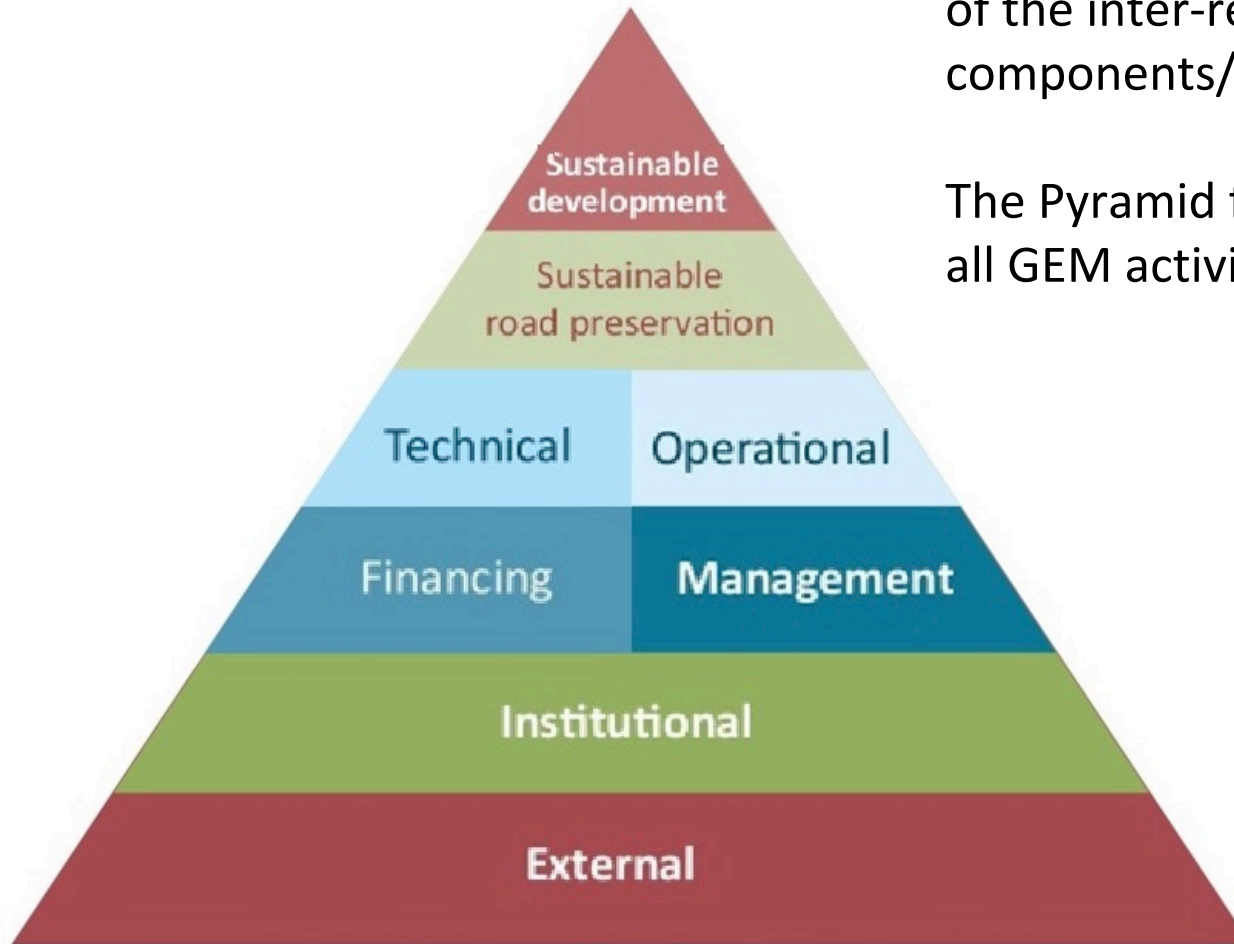


- The Western Cape provides an example of good practice in road asset management
- All local costs for data collection are met by the participating agencies.

## Road Asset Management

Performance in Road Asset Management must consider all of the inter-related components/building blocks.

The Pyramid forms the basis for all GEM activities.



**ROAD PRESERVATION PYRAMID**



## • **Technical Assistance**

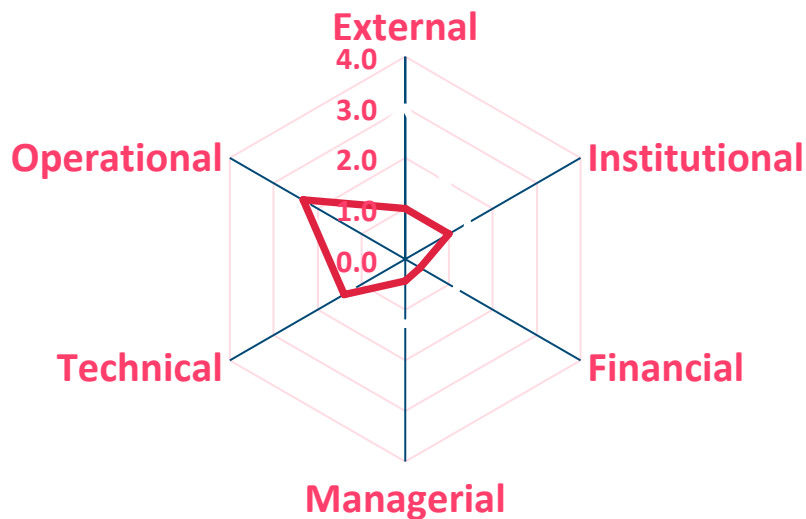
- A Questionnaire has been developed to assess asset management performance in accordance with the Pyramid.
- Questions are asked under each Building Block.
- From the assessment using the questionnaire the roads agencies can prepare Action Plans to address weak areas in Asset Management.
- ReCAP is providing technical assistance through CDS for this process.



## Rural Roads Asset Management Indices

- The scoring of the Questionnaire results in the calculation of an Index of road agency performance - Road Sector Sustainability Index
- GEM is also monitoring Road Condition and Road Network Asset Value as indicators of Performance.
- Using these indicators the performance of roads agencies can be compared within a country and between countries.

**Road Asset Management Building Blocks Radar Diagram**



Operational

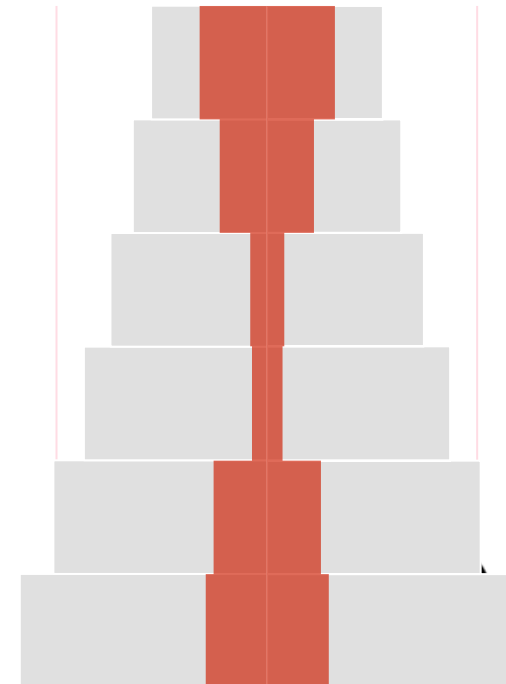
Technical

Managerial

Financial

Institutional

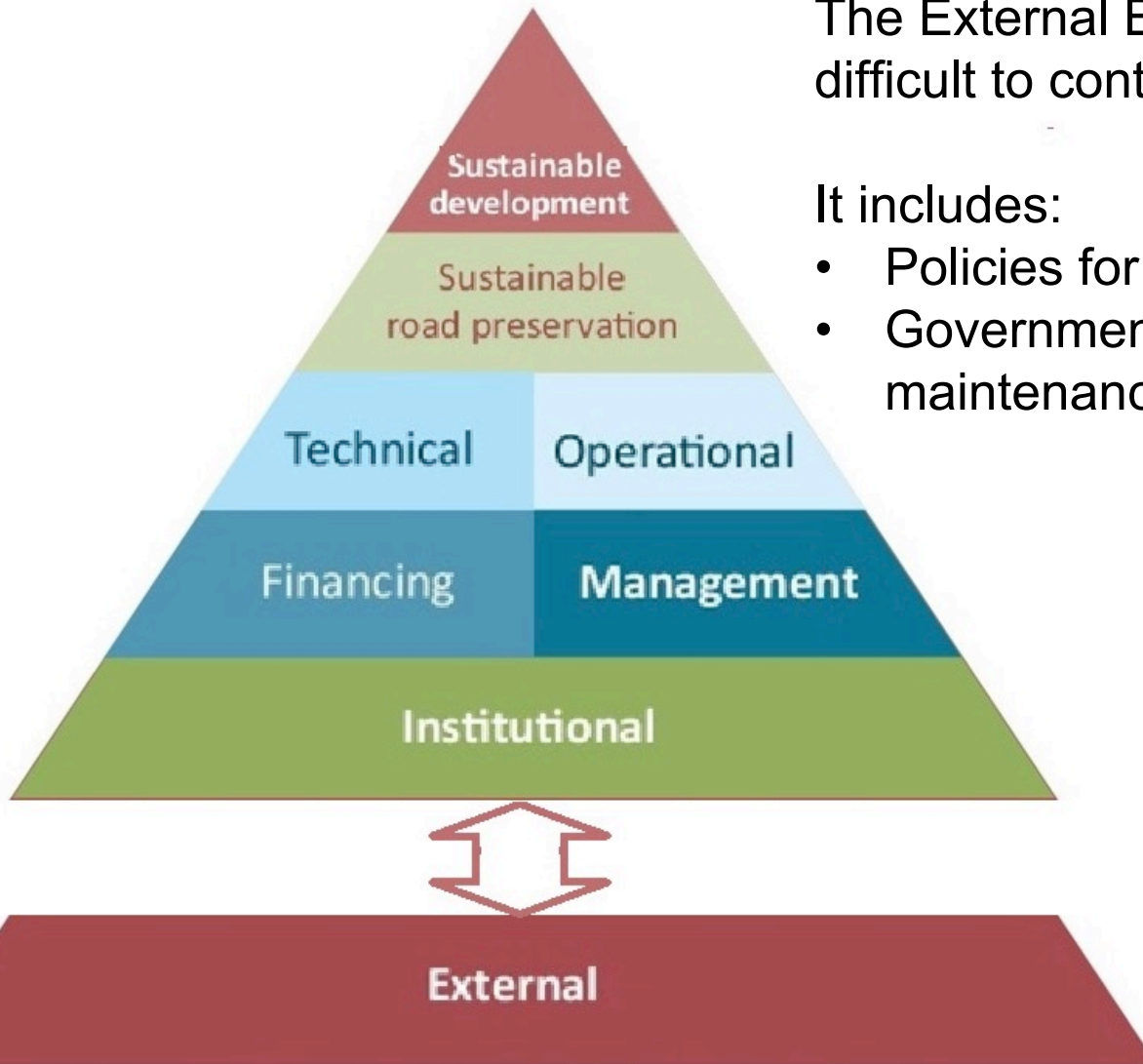
External



The External Building Block is the most difficult to control at road agency level.

It includes:

- Policies for roads
- Government funding for road maintenance.



## Social and Economic Data Collection

GEM is collecting social and economic data in local communities which indicate the importance of reliable access and mobility.



### Mr. Nelson 'Rolex Maker' (Uganda)

Before improvement to the road he would earn 4 bags of wheat flour a day but now he earns 6 bags a day, and 8-10 bags on market days.

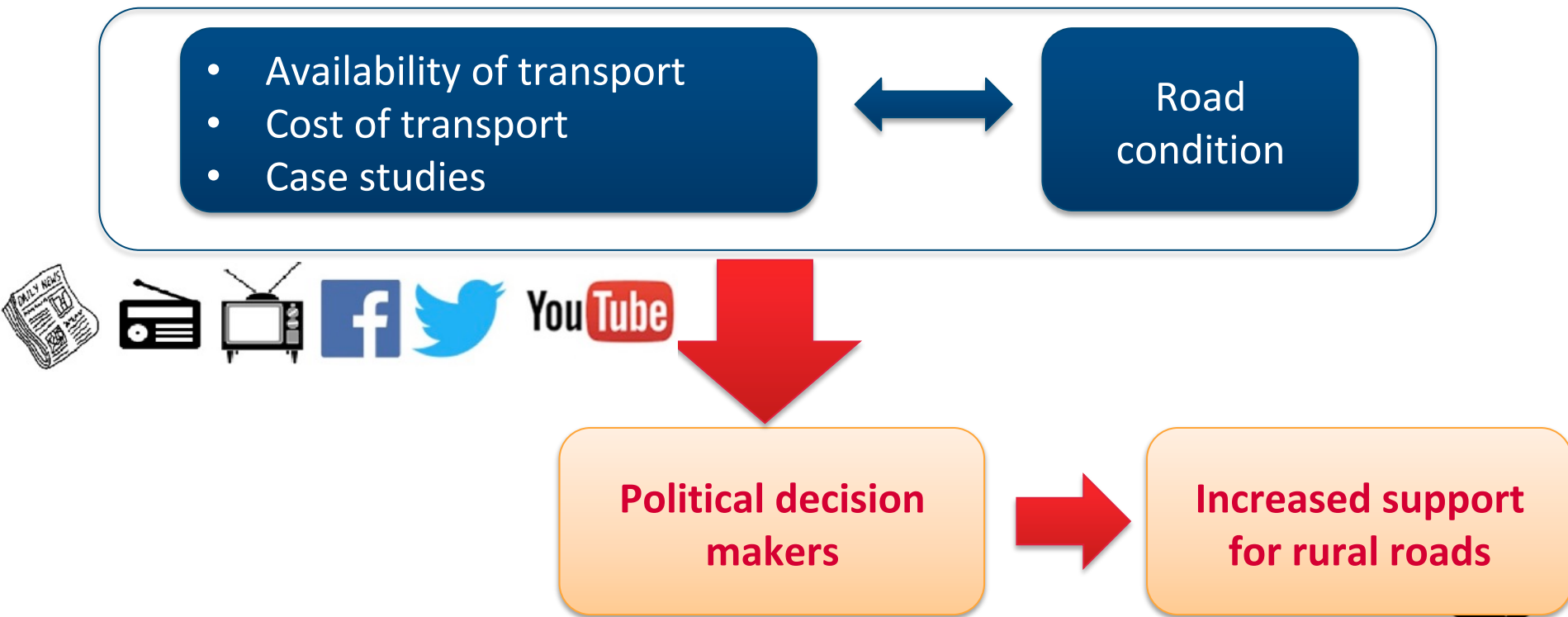


- No maintenance was possible on GEM project roads in the 3 district road agencies in 2017 due to no funding allocation.
- Lack of maintenance works threatens the success of the project.



## External Communications Component

GEM has introduced a new component to influence policy towards rural roads. The importance of roads and consequences of no maintenance will be made known to policy makers through different media.



## Vision and the Way Forward

### Roll Out

Repeat the process adding more countries and study areas.

### Added Value

Improved performance in rural road asset management in the project areas is expected to lead to a demand for improved performance in other areas within the same country.



## **Vision – A role for ARMFA?**

### **Given that:**

- The GEM project will demonstrate the benefits of improved management and maintenance of rural roads.
- The GEM project will provide a mechanism to achieve improved performance in roads agencies.
- The GEM approach can be rolled out in more countries.

### **Could ARMFA be involved in:**

- ✓ **Encouraging road funds to make allocations for road maintenance to GEM participating road agencies**
- ✓ **Facilitating entry of new countries to GEM?**
- ✓ **Coordination of the annual project coordination meetings?**
- ✓ **Ensuring that all its members participate and benefit from the improved management and maintenance of rural roads in a sustainable manner?**

## **Vision – A role for ARMFA post-ReCAP?**

### **Given that under ReCAP:**

- The profile of research in participating countries has been raised through implementation of demand-driven road research projects.
- Capacity within existing and new road and transport research centres to conduct and manage research activities has been enhanced.
- Uptake and embedment of research outcomes for cost-effective provision and preservation of rural roads has been a success.

### **Could ARMFA be involved in:**

- ✓ **Encouraging its members to provide sustainable funding for road research and development, and support road research centres?**
- ✓ **Establishing partnership with ReCAP to advance principle research targets of Provision, Preservation and Effective Use of Rural Access**
- ✓ **Supporting the sustainability of the Africa Road and Transport Research Forum established with ReCAP support?**

# Thank you for your attention

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