

Executive Summary

This was the sixth meeting, and my fourth as a member, of the Technical Committee. The meeting was very successful with 16 delegates participating. The meeting was in Kiev, Ukraine hosted by the Ministry of Infrastructure and the City of Kiev on behalf of the Ukrainian First Delegate and was in two parts being an International Seminar and the continued development of our work program outcomes.

We had a kick off meeting on Sunday 21 October to review information from the Association and discuss developments in relation to our Work Program and preparations for the World Road Congress including reviewing abstracts from the two calls for papers hosted and proposed by this Technical Committee.

On Monday, the Ministry for Infrastructure hosted us for Day 1 of the International Seminar on Strategic Planning and Performance Monitoring of the Road Transport Administrations. The seminar was formally opened by the Minister and included presentations on Long Term Planning and Programming; Promoting Transparency and Integrity; and Strategic Planning and Performance Monitoring. There were presentations from many TC members, COST Ukraine, the Ministry and Deloitte including two presentations from myself. There were approximately 270 delegates at this session and at the conclusion of day 1, the TC was invited to meet with the Minister and some of his key staff to discuss a range of transport matters.

Day 2 of the seminar was hosted by the City of Kiev and was officially opened by the Mayor Kiev with the Director General of Roads being our host for the day. In addition to an opening address from the Mayor, the National Minister for Finance was also present and hosted a number of TC members following the seminar to understand a range of financing and investment approaches adopted by member nations including Australia. The theme of Day 2 was more wide ranging and included Effective Management of procurement with roadworks, winter operations and road safety and the Impact of disruptive technologies and innovation to transport administrations. In addition to presentations from TC members, there were also presentations from a colleague from WRA TC on Winter Operations, European Union Commission on Transport, Egis and the World Bank. At this event there was an estimated 350 delegates in attendance. Whilst I did not present on Day 2, I did moderate one session and hosted the Q&A Panel Discussion on the impact of disruptive technologies.

On the Wednesday and Thursday, the TC focus on progression of our work programs within the three streams and exclusively worked towards finalising our reports and conclusions in order to meet the timelines established by the General Secretariat. Each of our Working Groups are making very good progress with Working Group 2 having completed their report at the conclusion of this meeting.

My Working Group continued to build on the last series of WebEx meetings we had and took the opportunity to workshop the findings we had to date and coalesced those into the final themes that will underpin our report. Working Group 3 is finding it challenging to meet the timelines and a concerted effort was made to recover some lost ground with their development of their report.

The penultimate meeting will be in Rome during April 2019 where the focus will be on preparations for the World Road Congress in Abu Dhabi, the sharing of our report and findings and the approaches to be adopted for the two special sessions that we are to host.

Each of the work streams have made substantial progress on their individual projects and will produce a series of high value outputs that will be of benefit to Austroads members and the International roads and transport community. This Technical Committee remains on track to have delivered on its entire Work Program as agreed with General Secretariat and is on track to fulfil its obligations within the 2016–2019 World Road Association Strategic Plan.

The final day of the visit to Kiev included a National Celebration of the Road worker held at the National Opera House. More than 1 400 people attended where the members of the Technical Committee were acknowledged as special international guests with several of us invited to make short speeches on the merits of roads and the people who build them. It was a unique event and one that we were proud to be a part of as Dignitaries and the Director General recognised people from across the Country for their contribution to road works.



Background

The sixth meeting of the Performance of Road and Transport Administrations Technical Committee meeting was in Kiev Ukraine over the period 21 to 26 October 2018. At this meeting, we had 16 delegates.

The meeting was in Kiev, Ukraine hosted by the Ministry of Infrastructure and the City of Kiev on behalf of the Ukrainian First Delegate. We were very warmly welcomed and throughout our time in Kiev both the National Government and the City of Kiev took advantage to learn and exchange as much information with the TC delegates as possible.

The meeting was in two parts with an International Seminar on Strategic Planning and Performance Monitoring of road and transport administrations and the continued development of our work program outcomes.

World Road Association Update

The Chair gave an update on progress towards the final preparations for the 2019 World Road Congress and work on the development of the next Strategic Plan.

At our last meeting in Beijing, we develop 200-word abstracts in respect of five possible topics under the banner of a Call for Papers for the World Road Congress. Of those two topics were accepted:

- Impact of new and disruptive technologies on transport administrations and associated strategies developed up by the United Kingdom and Belgium
- Impact of digitization on transport administrations developed by Australia and Sweden

There were 16 and 12 abstracts received for each topic and three reviewers for each paper have now assessed all of them. Australia assessed nine in each category with all results uploaded to the WRA website. From here, the Chair will review them before submitting the final recommendations to the General Secretariat for further consideration.

Work Program

The program for this Technical Committee consists of three streams. The following is an update as to the direction, actions and activities within each of the streams. It is worth reiterating that for each stream there is a significant amount of cross over and sharing.

Stream 1 – Framework on measuring effectiveness and efficiency in road and transport administrations - Working Group Leaders – Ilaria Coppa (Italy) and Alan Colegate (Australia)

This working group, on which I am a member and joint leader, is exploring what concepts and measures can be used in establishing a strategic approach to achieving performance goals and includes defining what makes a good strategic plan, explores if the business model influences the approach and

determiners what is a good approach to measure success of the strategic plan. Considerations for the work plan include:

- Identifying best practice for understanding customer expectations
- Defining links between customers and stakeholders and strategic plans
- Reviewing engagement of employees and clear “line of sight”
- Exploring value capture in context of International Integrated Reporting Council (IIRC) from the perspective of transport administrations

The outputs will include a literature review of available Strategic Plans by various road and transport administrations, an international survey of current practices, selected case studies drawn from the survey resulting in a final report on good practice recommendations and summary guidelines or a how-to for adoption by agencies.

More than 32 organisations have responded to the International Survey giving us some excellent data on which to start to look at common relationships and themes that we are seeing across the globe in this area. Furthermore, three in-depth case studies have been completed and we have confirmation that a further three are in development with four more being followed up.

The analysis of Strategic Plans and approaches from a range of transport related entities from across the United States has now been finalised and the results included into the final report. This has been a very useful addition to the findings and bolstered significantly our understanding of the themes and drivers. Our Austrian colleague, Andreas Frome, has submitted his Masters and was able to provide another chapter that was an excellent precis of his research and findings from his thesis into the report.

We have further refined the structure of the final report as we start to lock in our findings and agree on common themes. The development of our document continues to be being progressed collaboratively and in the coming months we will continue to use Skype and WebEx catch ups as we hone in and agree on the final contents of the report.

Stream 2 –Evaluating the transformation of transport administrations – Jonathan Spear (UK and Singapore) and Alex Walcher (Austria)

This working group is focussing on reviewing major transformational changes undergone in Transportation Administrations in recent times, assessing the benefits and challenges associated with implementation of these and how they were successfully, or unsuccessfully, addressed. The outputs will include a comprehensive written report and appendices, summary guidelines and case studies from countries at different development cycles or considering various factors for change.

This Working Group has been most fortunate to have the services of two PhD candidate students supporting them through funding provided by the EU. What this has enabled is an in-depth analysis of change management in a transport context from around the world.

This meeting was largely used by this working group to finalise their report and wrap up their conclusions and final recommendations for the WRA and the development of its Strategic Plan. I undertook to do the quality review of the document for this group and since returning to Australia have now completed that review and provided the Working Group leaders with comments and suggestions for their consideration as they put the finishing touches to their report.

Stream 3 – Good governance and anti-corruption measures including creating a culture of transparency and accountability - Working Group Leaders – Michelle Demarre (France) and Logashri Sewmaraom (South Africa)

This Working Group has been tasked with continuing the work performed over the last two cycles and investigating the implementation of anticorruption and response measures including development of a culture of transparency and accountability in road organisations in relation to internal controls, including prevention and institutional constructs, reaction to problems and audit practices.

The scope includes looking at, and analysing, the corruption index of countries and investigating the reasons as to why there is a difference - including analysis of Transparency International results. They are also exploring and understanding the contents of existing standards and Codes of Conduct or legislation with the aim being to understand if other countries are implementing or adopting these standards and what the results are and if vulnerable road and transport organisations are aware of these standards. We are also tasked with developing relationships with International organizations.

Drawing on all of this, the expectation will be that in addition to a report on findings including recommendations for countries at risk and the benefits (or not) of punitive measures in standards and codes of practice through to creating stronger formal relationships between WRA and a broad range of international organisations committed to improved transparency. The Working Group is a little behind but are committed to meeting their final timelines with a draft report expected at the end of November. This topic continues to be an issue as discussions are occurring at the Council level to ascertain how to gain greater buy in and traction from all parts of the association into the future.

International Seminars

In accordance with WRA practice, each Technical Committee is required to host two seminars in developing or transitional nations. The aim being to create an opportunity to share knowledge, identify gaps in knowledge, foster ongoing relationships and create a stronger, better more competent road and transport sector.

International Seminar Strategic Planning and Performance Monitoring of Road Transport Administrations

Our second international seminar formed part of this I participated as a presenter, session moderator and a Question & Answer Panel host. The topics covered during the two days included:

- Long term planning and programming
- Promoting transparency and integrity
- Strategic planning and performance monitoring
- Management of road works procurement
- Winter operations and road safety in city conditions
- Impact of disruptive technologies and innovation

The seminar was hosted in two venues with Day 1 being held at the offices of the Ministry for Infrastructure with the Minister in attendance for the first half of the seminar. At the conclusion of Day 1, the Minister invited TC members to meet with him and some of his senior public servants where we had a broad ranging discussion on a range of topics raised during the seminar and more generally.

There were presentations from many TC members (including two presentations from myself) in addition to delegates from COST Ukraine, the Ministry and Deloitte. There were approximately 270 delegates at this session.



Day 2 of the seminar was hosted by the City of Kiev and was officially opened by the Mayor Kiev with the Director General of Roads being our host for the day. In addition to an opening address from the Mayor, the National Minister for Finance was also present and hosted a number of TC members following the seminar to understand a range of financing and investment approaches adopted by member nations including Australia.

The theme of Day 2 was wider ranging and operational and included information on procurement processes associated with roadworks, winter operations and road safety and the Impact of disruptive technologies and innovation to transport administrations. In addition to presentations from TC members, there were also presentations from a colleague from another Association TC on Winter Operations, the European Union Commission on Transport, Egis and the World Bank.

At this event, there was an estimated 350 delegates in attendance and a good engagement during the question and answer panel sessions at the end of each plenary. Whilst I did not present on Day 2, I did moderate one session and hosted the Q&A Panel Discussion on the impact of disruptive technologies.



Technical Tour

The Technical Tour was in two parts and held on Friday 26 October. The first part involved all of the TC members taking part in the Roads Workers and Builders celebration. This national celebration was hosted by the Mayor of Kiev and the Director General of Roads at the National Opera House and involved some 1400 people. Throughout the morning, both “white and blue” collar road workers from across Kiev were recognised for their contributions to road infrastructure throughout Kiev. The awards were complemented by a range of modern and traditional musical acts and was very popular. A delegation of 15 senior people from the Government of Afghanistan accompanied us throughout the day.

In the afternoon, we visited the Podilso-Voskerenskyi Bridge that is currently under construction with completion expected in 2021. The bridge is a combined road and rail bridge on two levels over a 7 km stretch of road approaches and river crossing. In addition to carrying three lanes of traffic in each direction, the bottom decks will be a future extension of the Kiev Metro system.



Future Meeting

The TC uses Skype and WebEx along with shared workspaces and email between meetings to progress work and ensure that we attain high levels of engagement both at a Committee level and within individual work streams that is proving to be very helpful. The proposed meetings for the remainder of the cycle are for Rome in May 2019 concluding with the World Road Congress in October 2019 in Abu Dhabi.

Emerging Issues

There were no specific emerging issues identified at this meeting we continue to provide input into the development of the Strategic Plan and are actively involved in identifying topic areas for the World Road Congress. Other emerging international transport related issues have previously been advised to the Association and included in earlier reports.

Learnings and Dissemination

The initiatives being pursued by TC A.1 will have direct relevance to Austroads members and closely relate to the priorities and drivers identified in the Austroads Strategic Plan and priorities being pursued by the Transport Infrastructure Council. They will also, assist in informing and confirming Main Roads future direction as identified in our own strategic plan Keeping WA Moving, and will be an aid to all other agencies. This report will be disseminated to all Board Members, Austroads Member Contacts and on their website.

I have also been liaising and sharing information, including this report, through my relationship and network as an active corresponding member of the Transportation Research (TRB) Board Performance Management Committee (ABC30). The activities of my work stream in particular are relevant and help inform their program.

Conclusion

Once again it was an excellent meeting with very enthusiastic and well-engaged committee members. All of our reports are on track from a time and quality perspective and I believe that we will achieve some excellent and valuable outcomes that will be of benefit to Austroads members and the international roads community.

Our second International Seminar was very successful and comments during the plenary sessions and from discussions with our hosts both during and after the seminar was both positive and rewarding. The opportunities to meet with and share information and benefits for our hosts at the municipal and national level was utilised to the fullest extent and it was an honour to be able to be a part of the National Road workers Celebrations.

I look forward to being able to represent Austroads and continue to contribute towards creating positive solutions and outcomes aligned to the strategic issues identified in the World Road Association Strategic Plan.

**Alan Colegate Manager Strategy
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