



## *Activity Sheet 21a*

### Model A – Roads managed by the same ministry

# Models and options for managing rural roads

## Purpose

The purpose of this activity is to examine the advantages and disadvantages of a **centralised** model for managing roads, which is principally undertaken by government.

## Group Activity

1. Read the **activity sheet 21b**, which provides a description of a centralised approach to managing roads.
2. Discuss the advantages and disadvantages of this approach, for each of the main varieties of Model A described.
3. In what national contexts would Model A be the most appropriate approach to take for managing rural roads? If possible, illustrate your answer with examples of specific countries.
4. Note your findings on flipchart.
5. Prepare to present your findings to the plenary.



## Activity Sheet 21b

### Centralised Model

Model A: Roads managed by same ministry

Three varieties of this model exist:

- Separation of network management function (separate rural and main roads departments)
- Separation of management by road standard (paved road and unpaved road departments)
- Management of main roads and rural roads together

Option 1: Central government rural roads department

A typical organisation has a national headquarters in the capital and branch offices in provincial centres and, possibly, area office in some districts. The functions of headquarters are to advise on policy, formulate guidelines and provide technical support to branch offices on planning and contract management. Area offices are in charge of day-to-day management of the network and supervision of works. Area offices may liaise with local government administrations, but they report ultimately to central government which is the source of funds.

*Extract from: RURAL TRANSPORT POLICY DEVELOPMENT PROCESS.  
D. Robinson; G. Banjo. World Bank (1999)*



## Activity Sheet 21c

### Model B – Roads managed by different ministries or levels of government

## Models and options for managing rural roads

### Purpose

The purpose of this activity is to examine the advantages and disadvantages of a **decentralised** model for managing roads, which is principally undertaken by government.

### Group Activity

1. Read the **activity sheet 21d**, which provides a description of a decentralised approach to managing roads.
2. Discuss the advantages and disadvantages of this approach, and the various options illustrated.
3. In what national contexts would Model B (decentralised) be the most appropriate approach to take for managing rural roads? If possible, illustrate your answer with examples of specific countries.
4. Note your findings on flipchart.
5. Prepare to present your findings to the plenary.



## Activity Sheet 21d

### Decentralised Model

Model B: Roads managed by different ministries or different levels of government

In this case, the institution legally responsible is, most frequently, a local government or rural district council. The agency responsible for overseeing roads at central government level may be the main road ministry, local government ministry, the ministry of agriculture, the office of the Prime Minister or the President. The overseeing agency advises on policy and standards, and has responsibility for planning, guidelines, technical and financial oversight, and resource allocation. Some countries have no co-ordinating ministry.

**Option 2: Local government management through contract management agency**  
Local governments purchase the services for which they lack capacity through a contract management agency. The agency can then hire consultants to work with local government staff for drawing up development and maintenance plans, and for contract design and bidding.

**Option 3: Local government management through joint services committee**  
A group of local governments can form a special purpose district for management by a joint services committee (JSC). This can achieve sufficient *scale* to procure services competitively from the private sector for road works. Creation of a JSC reflects the fact that needs and demands of an area within an administrative district may not necessarily follow jurisdictional patterns. JSCs may provide a wide range of public services other than roads and are typically organised as commissions or task forces. Members of a JSC are commonly elected representatives and technical officers of the relevant local governments. It is also common to include representatives of special interest groups, such as transport operators and road users. The bodies need only exist for the time necessary to complete the tasks for which they are charged, possibly appointing a lead agency for specific projects, or they can be set up as an independent agency charged with the responsibility for the joint programme. Physical works are normally let to the private sector.

**Option 4: Local government management through private consultants**  
Use of consultants enables local governments with small networks to determine their own priorities while procuring selectively the services they require from the private sector.

*Extract from: RURAL TRANSPORT POLICY DEVELOPMENT PROCESS.  
D. Robinson; G. Banjo. World Bank (1999)*