

Performance-Based Contracts for Management and Maintenance of Roads (PMMR)

Module 5 Changes Required for Implementing PMMR

Preconditions

- **Legal feasibility**
- **Financial feasibility**
- **Management/Technical feasibility**

Changes Required of Road Administration (1)

➤ Structural

- Reorganization
- Reduction of staff and equipment

➤ Attitudes

- Fear to loose control
- Fear to loose expertise
- From distrusting the contractor to a new partnership
- Fear to loose lucrative “deals”
- Road user orientation

Changes Required of Road Administration (2)

➤ Procedures

- New tender procedures
- New control procedures
- Less research

➤ Training

- Implementation and control of PMMR
- Use of consultants
- Study tours

Changes Required for Consultants (depending on role in PMMR)

➤ Attitudes

- Change from engineer to manager

➤ Procedures

- Life cycle management
- Pavement management systems
- Public relations management
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➤ Training

- How to manage PMMR
- How to control PMMR

Changes Required of Contractors

➤ Attitudes

- Long-term business
- Innovation
- From maximizing to “minimizing” inputs
- Road user orientation

➤ Procedures

- Road, bridge and tunnel asset management
- Self control system
- Traffic and safety management
- Public relations management

➤ Training

- Own staff
- Subcontractors

Changes Required of Road Users

- **From a passive to a more pro-active role (ownership)**
- **Control of road conditions (claims)**

Change Management

- **Minister or Deputy has to spearhead the initiative**
- **Strategy and detailed implementation Plan**
- **Involve the actors**
- **Use pilot schemes**
- **Monitoring and adjustment rules**

Capacity Constraints

- **What to do if the domestic Consulting and Construction Industry is not sufficiently prepared for PMMR?**
 - **Use of foreign expertise**
 - **Gradually increasing the scope of work**
 - **Defining skills needed**
 - **Training**

Built Ownership



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