ROADS REFORM IN A WAR ZONE
And Dealing with Bad Guys
Blowing Things Up
HISTORY

• MPW force account = traditional, Soviet-style inputs-based method

• War → exodus of intellectual community
HISTORY

• REFS to reconstruct neglected and war-torn roads
• Requirement of maintenance to preserve new and expanding road network → O&M program / RMU
CURRENT

- Established RMU + sowing seeds for strong roads program and ministerial oversight

- Performance Based Maintenance and Management of Roads = outcomes based method
CURRENT

• Strong capacity development program to increase human capital
  – RMU staff
  – Subcontractors
  – Ministries

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• Private sector workshops on proposal preparation have seen rise in attendance and growing interest over past three years.
CURRENT

- Routine maintenance
- Emergency maintenance
  - Natural disasters
  - Insurgent activities
CURRENT

- Aerial recon has become a planning, payment certification, and implementation tool where the insurgency prevents ground monitoring.
CURRENT

• Positive Outcomes
  – Shift from inputs → outputs based contracting
  – Successful template at national level now going to be applied at provincial levels
  – Expanded O&M for national network due to ADB funding
  – Impetus for institutional reform
WAY AHEAD

• Goals
  – Sustainability through permanent institutional reform
  – Aligning institutions with first world management systems
WAY AHEAD

- Obstructions
  - Security
  - Corruption
  - Lack of human and institutional capacity
  - Donor fatigue and loss of resolve
  - Cultural lack of sense of nationhood
WAY AHEAD

• Methodology = Roads Authority
  – Roads Fund / Dedicated and transparent funding source insulated from political will
  – Clarified roles of private and public sector

• Delhi Conference in June is the first meeting of the minds with our guidance, USAID, and various sponsorships to start this way ahead.
Building institutional capacity for maintenance is much more difficult than building road networks… none has taken less than 10 years in practice.

- World Bank Report, 1981