

# ASSOCIATION OF SOUTHERN AFRICAN NATIONAL ROAD AGENCIES



## ASANRA QUARTERLY REPORT October – December 2011



Thinking regionally .....  
.....acting nationally

### PREPARED BY

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## 1.0 INTRODUCTION

The 2011/12 Annual Work Programme (AWP) approved on 20<sup>th</sup> May 2011 at the 18<sup>th</sup> Board session held at Maseru, Lesotho expires in March 2012. In order to improve implementation, the 19<sup>th</sup> Board session held at Arusha in Tanzania mandated the Secretariat to initiate and progress all necessary project activities. Overall progress achieved over the financial year will be assessed and presented in the January – March quarterly report. This would also inform preparation of the 2012/13 AWP for presentation to the 20<sup>th</sup> standing committee meetings and Board session for approval.

In the October – December 2011 quarter, ASANRA in collaboration with the Government of the United Republic of Tanzania and international partners successfully hosted the 5<sup>th</sup> African Transportation Technology Transfer Conference at Arusha in Tanzania from 21<sup>st</sup> to 25<sup>th</sup> November 2012. Most importantly, the association enhanced its collaboration with partners active in the SADC region in the implementation of project activities of mutual interest. For instance, the African Community Accessibility Programme (AFCAP) committed over £280,000 for Research in Use of Sand in Road Construction in the SADC Region and also nominated the Programmes Officer in its Project Steering Group (PSG). At its recent PSG meeting, AFCAP expressed commitment for an additional £500,000 to support the peer review of road asset management and financing practices and performance assessment of naturally-occurring and non-standard materials. ASANRA also advanced Memorandum of Understanding for collaboration in undertaking the peer review project with Sub Saharan Africa Transport Programme (SSATP), Association of African Road Maintenance Fund SADC Focal Group (ARMFA) and AFCAP for conclusion next quarter. ASANRA therefore attained an important milestone in the financing of programmes under the 2009-14 Strategic and Business Plan.

To advance its advocacy role of good management practice in the road sector, ASANRA has embarked on a programme of instituting monitoring instruments. In order to rate the performance of international contractors and consultants plying in the SADC region, ASANRA developed a Contractor Performance Reporting System Database. The association has also developed a Road Safety Performance Reporting System Database to monitor implementation of the Road Safety Awareness Campaign Strategy, Action Plan and Regional Road Safety Programme. The programmes were adopted and launched by the SADC Council of Ministers of Transport in October 2011 at Centurion, South Africa in support of the UN Decade of

Action for road safety. ASANRA is a key implementing agent of both programmes. Materials Inventory and Regional Trunk Road Network Projects Databases are also being developed.

The focus in the next quarter is to progress programme activities, most of which are being undertaken through implementation team approach involving internal staff resources of member road agencies. The projects include Development of Guidelines for Contract Documentation and Contracting Methods, Peer Review of Road Asset Management and Financing Practices and Dealing with the Problem of Vandalism of Road Signs and other Traffic Control Devices. The success of these project activities will depend on nomination of staff in the implementation team.

This report details progress achieved in the third quarter of the 2011/2012 financial year, implementation challenges encountered and planned activities over the January – March 2012 period. It assesses performance in the last quarter by presenting a comparative analysis of achievements against planned outputs and targets in the 2011/2012 ASANRA Action Plan. The report also highlights the subject of monitoring performance of international contractors and consultants in the SADC region as covered in the third issue of October – December 2012 ASANRA Quarterly Newsletter.

## **2.0 KEY ACTIVITIES IN OCTOBER – DECEMBER 2011 THIRD QUARTER**

In the third quarter covering October to December 2011, the Secretariat in line with the 2011 – 2012 Annual Work Programme prioritised and progressed implementation of the following planned activities:-

### **a) LIBWIN CONTRACT ADMINISTRATION FOR MAINTENANCE AND UPDATING OF DATABASE OF RESEARCH AND DEVELOPMENT PROJECTS UNDERTAKEN IN THE REGION TO AVOID DUPLICATION OF EFFORT.**

Libwin Library Systems CC submitted a customised Libwin training manual in December 2011. To facilitate analytical cataloguing, the Secretariat requested members to submit proposals of technical journals for subscription and has established a physical library of documentation in its custody.

ASANRA is currently implementing Peer Review of Road Asset Management and Financing Practices among its Members in order to establish benchmark and advocate for adoption of best practices. The Secretariat has therefore identified BSI PAS55:2008 issued by the Institute of Asset Management (IAM) relevant to

the peer review process and is hence processing subscription for IAM membership.

The Institute of Asset Management is a professional body involved in acquisition, operation and care of physical assets especially critical infrastructure. The institute gathers, collates and presents existing knowledge, good practices, research and products to assist organisations in asset management. One such tool is PAS55 Assessment Methodology (PAM) which enables organisations to undertake a self assessment and ‘gap analyses’ of their current asset management practices with BSI PAS 55:2008. It was therefore necessary that ASANRA applies for membership to benefit from the PAS55 Assessment Methodology for adaptation in the Peer Review Criteria. ASANRA would also benefit from monthly publications of Assets Magazine.

**b) PREPARATION OF INCEPTION REPORT AND PROGRESSING THE PROJECT FOR PREPARATION OF HARMONISED GUIDELINES FOR CONTRACT DOCUMENTATION AND CONTRACTING METHODS**

The Implementation Team (IT) met from 18th to 19th August 2011 at SANRAL offices in Pretoria, South Africa. The IT revised terms of reference; appointed Danie Erasmus and Gugu Tembu as Team Leader and Deputy Team Leader respectively; agreed methodology and approach; prepared and agreed Inception Report (IR) and work-plan.

The Secretariat presented the IR to the Construction and Maintenance Committee meeting held at Arusha in Tanzania in November 2011. Table I below presents a “five step” approach adopted by the committee and implementation progress.

**TABLE I : ADOPTED METHODOLOGY AND APPROACH**

ACTIVITY	PROGRESS
Identification and refinement of the subject area	100% done
Convening and running of guideline development sub-groups	Team Leader reviewing guide for issuance to subgroups. Subgroup work planned for February 2012
Systematic reviews to assess best practice	Delphi Process planned for March 2012.

Recommendation of harmonised guidelines based on best practice	IT meeting planned for April 2012.
External review through stakeholder consultations	Stakeholder consultants on draft guidelines in the 2012/13 AWP.

After extensive deliberation and clarification, the Standing Committee unanimously approved the IR. All member agencies were assigned subgroup tasks and urged to nominate two members to the implementation team.

**c) LIAISON WITH THE TECHNOLOGY TRANSFER AND CAPACITY BUILDING STANDING COMMITTEE REGARDING PREPARATORY MEETING FOR THE 5TH AFRICA TRANSPORTATION TECHNOLOGY TRANSFER CONFERENCE.**

The 5<sup>th</sup> Africa Transportation Technology Transfer (T2) Conference was held at Naura Springs Hotel in Arusha, Tanzania, from 21<sup>st</sup> to 25<sup>th</sup> November 2011. The Conference theme “Developing Safe, Reliable and Sustainable Transportation Systems for Socio-Economic Development in Africa” was carefully selected to reflect the links and inter-dependence of road safety, transport infrastructure development and service delivery. Over 200 participants and eight institutions attended and exhibited at the conference. ASANRA President, Engineer Nelson Kudenga delivered a key note address and closing remarks at the conference. ASANRA Secretariat materials were not delivered in time by the courier service and as such failed to exhibit. However, some national technology transfer centres exhibited at the conference.

The conference also featured an African University student’s competition on the subject of management of urban transport congestion for African Countries. The award was not issued because none of the participating contesters qualified. Therefore, the planned 10<sup>th</sup> anniversary commemoration for the establishment of the Regional Technology Transfer Centre and ASANRA was postponed. Currently, Tanzania is preparing the conference report. Papers and presentation at the conference are published on [http://www.conference.tant2centre.or.tz/Conf\\_doc.asp](http://www.conference.tant2centre.or.tz/Conf_doc.asp). The Board approved that Botswana host the 6<sup>th</sup> Africa Transportation Technology Transfer Conference in April/May 2013.

**d) CONSULTATIONS, PREPARATION OF TERMS OF REFERENCE AND PROGRESSING THE PROJECT FOR THE DEVELOPMENT OF GIS-BASED REGIONAL ROAD MAP.**

The last Road Network Management and Financing Committee meeting held at Arusha in Tanzania agreed to expedite establishment of the GIS-Based regional road map system to facilitate monitoring of the Regional Trunk Road Network. It also noted that Trademark Southern Africa (TMSA) was operating a similar system for reporting on the North-South Corridor.

The Secretariat initiated consultations with TMSA on possible collaboration in operating the system for reporting on the RTRN. TMSA and SANRAL held a meeting to discuss the collaboration.

The SC meeting agreed to undertake the project through implementation team approach in collaboration with TMSA with the aim of establishing the system in the long run at SANRAL. In this regard, the committee tasked the Secretariat to hold further consultations with TMSA. The Secretariat is preparing a Project Concept Note for submission to TMSA.

**e) LAUNCH OF SERVICES TENDER FOR ROAD SAFETY AWARENESS, EDUCATION AND ENFORCEMENT, GUIDELINE ON DEALING WITH PROBLEM OF VANDALISM/THEFT OF ROAD SIGNS AND REGIONALISATION OF VOLUMES 2 AND 3 OF THE SADC ROAD TRAFFIC SIGNS MANUAL.**

The 2011/12 AWP provided for implementation of all three projects. The project for road safety awareness, education and enforcement was aimed at formulating guidelines and strategies to harmonize best practice in safety awareness, education and enforcement across the SADC region which would enhance efforts to reduce the number of accidents and associated human suffering. The project also sought to inculcate meaningful collaboration among all member state organizations that deal with road safety.

At its recent meeting held on 18th November 2011 at Arusha in Tanzania, the Road Safety Standing Committee considered that the recently launched SADC Road Safety Campaign Strategy, Action Plan and Regional Road Safety Programme were developed by the Road Safety Working Group (RSWG) of which ASANRA was a member. The programme was informed by experiences of member state experts and ASANRA Guidelines on Road Safety Procedures (including audits), Principles and Development of Road Traffic and Incident Management Systems. The regional programme provided an opportunity for

achieving the objectives envisaged under the project for road safety awareness, education and enforcement.

The Committee also observed that road safety data was limited and could pose a challenge to effective implementation of planned interventions under the regional programme. The Committee therefore agreed to focus on establishing a database for monitoring implementation of the regional programme and reporting road safety performance in the region. ASANRA has drafted a Road Safety Performance Reporting System Database (RSRSD). The system comprises of web-based database, Road Safety Performance Reporting Form (RSPRF) and guidelines.

The SC noted that the vandalism of road signs and traffic control devices is a common feature in the SADC region. It has become a serious problem for Road Agencies increasing maintenance cost and liability if not addressed appropriately and timely. To overcome this challenge, member states were employing a number of countermeasures with varying results. However, there were no guidelines on dealing with the problem of theft and vandalism of road signs at national or regional level.

To harmonize the response strategy and enhance progress towards the reduction of transport cost in the region, ASANRA provided for implementation of the project under the Road Safety Committee in the 2009 - 2014 Strategic and Business Plan. Recently, the SC resolved to undertake the project through implementation team approach. The Secretariat has therefore reviewed the terms of reference to reflect implementation using internal staff resources of member road agencies. The inception meeting is scheduled for 7<sup>th</sup> to 8<sup>th</sup> March 2012 at Pretoria in South Africa.

The SC also noted that volumes 1 and 4 of the SADC Road Traffic Signs Manual were approved by the South African Transport and Communication (SATCC) in March 1999. The decision specifically excluded volumes 2 and 3 covering accommodation of traffic at road works, tourism signing, public transport signing, and signing for control of heavy vehicles and; selection, installation, operation and control methods of traffic signals respectively. South Africa though because of domestic needs decided to review and finalise volumes 2 and 3 and the process is still on-going. The SC therefore agreed to proceed with regionalisation of volumes 1 and 2 through implementation team approach. Regionalisation of volumes 2 and 3 would be informed by progress of the review in South Africa.



**f) LIASON WITH MOZAMBIQUE ON PREPARATION OF TERMS OF REFERENCE FOR GUIDELINE FOR USE OF SAND IN ROAD CONSTRUCTION IN THE REGION.**

On 12<sup>th</sup> October 2011, ASANRA and AFCAP concluded a Memorandum of Understanding for Research in Use of Sand in Road Construction in the SADC Region which is project 2.5.4 under the ASANRA 2009-14 Strategic and Business Plan. The call for expression of interest was published by AFCAP - Crown Agents and on ASANRA website. One expression of interest was submitted by InfraAfrica (Pty) Ltd. AFCAP-Crown Agents proceed to negotiate a contract with the service provider.

The research would be undertaken in Mozambique and Namibia and involves sampling of sands for laboratory testing. The MOU provides for project management arrangements in terms of responsibilities and commitment of the parties in undertaking the research. AFCAP has concluded the contract with InfraAfrica (Pty) Ltd and committed over £280,000 for the project. Sampling is planned to commence in April 2012. In the meantime, ASANRA is in discussion with AFCAP - Crown Agents on the importance of inception meeting involving members of the Research and Development Committee.

**g) LIASON WITH ZAMBIA ON PREPARATION OF TERMS OF REFERENCE FOR GUIDELINES ON PERFORMANCE-BASED CONTRACTING**

At its last meeting the Construction and Maintenance Committee tasked Zambia and Tanzania to prepare papers on performance based contracting. The Secretariat initiated consultations with AFCAP who have expressed interest for collaboration in the project. It is planned that a workshop to share experiences would be organised in Zambia. An action plan would be prepared based on the workshop recommendations. The Secretariat would draft terms of reference for a Technical Assistant to facilitate and report on the workshop. Among others, the workshop would consider community contracting through the length-man approach in maintenance of unpaved roads and routine maintenance of paved roads covering grass cutting, culvert cleaning etc. The workshop would aim at identifying good practice in performance based contracting based on evidence of successes.

**h) LIASE WITH NAMIBIA ON PREPARATION OF TERMS OF REFERENCE FOR THE ASSESSMENT OF STATUS AND ADEQUACY OF ROAD FUNDING IN SADC – PEER REVIEW MECHANISM**

ASANRA submitted a Project Proposal for the Peer Review of Road Asset Management and Financing Practice to SADC Secretariat for consideration under NEPAD IPPF. The Secretariat also advanced a Memorandum of Understanding for collaboration in undertaking the Peer Review with SSATP, AFCAP and ARMFA SADC Focal Group. AFCAP and SSATP have expressed commitment and interest respectively to support the project.

In the meantime, the Secretariat is processing subscription to the Institute of Asset Management to access BSI PAS55:2008 and PAS 55 Assessment Methodology for adaptation in the Peer Review Criteria. It is envisaged that the criteria would entail measuring progress in implementation of member states commitments articulated in the SADC Protocol of Transport, Communication and Meteorology based on the BSI PAS55:2008 framework and considering international practice covering the four building blocks of institutional, management, financial and operational aspects. The inception meeting of the project is scheduled for Tuesday and Wednesday, the 21<sup>st</sup> and 22<sup>nd</sup> February 2012 at Pretoria, South Africa. The Secretariat is requesting for nomination of implementation team members from the Road Agencies and Road Fund Administrations (ARMFA SADC Focal Group).

**i) ATTEND AND REPORT ON RELEVANT CONFERENCES, SEMINARS AND MEETINGS INCLUDING THE SIGNATURE OF THE NORTH SOUTH CORRIDOR MEMORANDUM OF UNDERSTANDING.**

Over the reporting period, the Programmes Officer attended the following meetings and conferences:-

**SADC COMMITTEE OF MINISTERS RESPONSIBLE FOR TRANSPORT AND METEOROLOGY HELD AT CENTURION, SOUTH AFRICA FROM 5<sup>TH</sup> TO 7<sup>TH</sup> OCTOBER 2011.**

SADC Committee of Ministers responsible for Transport, Communication and Meteorology met in Centurion, South Africa from 5th to 7th October 2011. The meeting was hosted by Department of Transport of South Africa. Under surface transport, the Ministers were briefed on ASANRA activities including sustainability of National T<sup>2</sup> Centres and invited to attend the 5th Africa Transportation T<sup>2</sup> Conference scheduled for Arusha in Tanzania. The Ministers adopted and

endorsed the SADC Road Safety Awareness Campaign Strategy, Action Plan and Regional Road Safety Programme.

**SADC REGIONAL INFRASTRUCTURE DEVELOPMENT MASTER PLAN (RIDMP) WORKSHOP HELD AT JOHANNESBURG, SOUTH AFRICA ON 6<sup>TH</sup> AND 7<sup>TH</sup> DECEMBER 2011**

SADC Regional Infrastructure Development Master Plan (RIDMP) Workshop was held at Johannesburg in South Africa on 6th and 7th December 2011. The objectives of the RIDMP were to define benchmarks, minimum and ultimate regional requirements and development targets in the area of infrastructure and to provide a development framework for infrastructure to meet the requirements and targets. The main objective of the workshop was to obtain consensus on the strategic framework of the RIDMP. Some 58 projects were included in the RIDMP encompassing Energy, Transport, ICT, Meteorology, Water and Tourism sectors.

The RIDMP includes a total of 33 regional infrastructure projects in the road transport sector and these are:- Kazungula Bridge, Tete Toll Bridge, Dar es Salaam-Chalinde Toll Road, Ponto du Ora to Maputo Toll Road, Beira-Mutare Road upgrading and tolling, Beitbridge-Chirundu Road Upgrading, Nata-Kazungula Road Upgrading, Lobito Corridor Roads, Nacala Corridor Roads, Western Corridor Roads –Zambia, DRC Roads on NSC., Luanda-Windhoek Corridor Roads, Trans Caprivi Roads. Upgrading of Sinanga to Katima Mulilo Road (205 km), Harare to Tete Bridge Road, additional list of road and rail projects linking DRC to Angola, Cabinda, Tanzania and Zambia, Katima Mulilo/Wenela OSBP, Oshikango/Santa Clara OSBP, Beitbridge border OSBP, Maseru Bridge OSBP, Forbes/Machipanda OSBP, Mwami/Mchinji OSBP, Chiponde/Mandimba OSBP, Zobue/ Mwanza OSBP, Nyamapanda/Cuchamano OSBP, TransKalahari/Mamuno OSBP, Nakonde /Tunduma OSBP, Ressano Garcia/Lebombo OSBP, Plumtree / Ramokwebane OSBP, Pioneer Gate / Skilpadshek OSBP, Kasumbalesa OSBP, Colomue / Dedza OSBP, Ngwenya/Oshoek OSBP and Cargo Freight Stations –Dar es Salaam. Member road agencies are urged to note and follow up on the projects.

**10<sup>TH</sup> ANNUAL GENERAL MEETING OF THE AFRICAN ROADS MAINTENANCE FUNDS ASSOCIATION (ARMFA) HELD FROM 29<sup>TH</sup> NOVEMBER TO 2<sup>ND</sup> DECEMBER 2011 AT COTONOU IN BENIN.**

10<sup>th</sup> Annual General Meeting of the African Roads Maintenance Funds Association (ARMFA) was held from 29th November to 2nd December 2011 at Cotonou in Benin. The theme of the conference was Twenty (20) Years of

Reforms of Road Maintenance in Sub-Saharan Africa: Results and Prospects. The conference was attended by over 30 representatives from Benin, Burkina Faso, Burundi, Cameroun, Cape Verde, Congo Rep., Cote D'Ivoire, Djibouti, Ethiopia, Gabon, Ghana, Guinee, Guinee Bissau, Kenya, Lesotho, Malawi, Mali, Mozambique, Niger, RCA, Senegal, Tanzania, Tchad, Uganda, Zambia, Zanzibar, AIPCR, Banque Mondiale/SSATP, ASANRA and AGEPAR. The Programmes Officer held consultation meeting with the President and ARMFA SADC Focal Group on the conclusion of draft memorandum of understanding for collaboration in undertaking Peer Review of Road Asset Management and Financing Practices in the region. It was agreed that the MOU would be concluded between ASANRA and ARMFA SADC Focal Group currently chaired by Zambia.

### **3.0 ACHIEVEMENTS FIRST QUARTER**

#### **3.1 PROGRAMMES**

The key achievements in the third quarter of the 2011-2012 Annual Work Programme from October to December 2011 were:-

- a) Organisation and reporting on Board and Standing Committee meetings held from 16<sup>th</sup> to 23<sup>rd</sup> November 2011 at Arusha in Tanzania;
- b) Presentation and approval of Inception Report for the project on Preparation of Harmonised Guidelines for Contract Documentation and Contracting Methods. Preparation of paper for the team leader to guide subgroup work in progressing the project;
- c) Successful organisation and hosting of the 5th Africa Transportation Technology Transfer Conference at Arusha in Tanzania in collaboration with the United Republic of Tanzania through the Ministry of Works and international partners;
- d) Progressed project on Performance Rating of International Contractors and Consultants in the SADC Region through the Contractor Performance Reporting System Database (CPRSD);
- e) Progressed the project on Guidelines for road safety awareness, education and enforcement through the Road Safety Performance Reporting System Database (RSPRSD) to monitor implementation and impact of the activities under the SADC Road Safety Awareness Campaign Strategy, Action Plan and the Regional Road Safety Programme and;

- f) Facilitated progress on the project for Research in Use of Sand in Road Construction and Maintenance in the SADC Region. Following conclusion of MOU in October 2011, AFCAP finalised procurement of the service provider and committed over US\$440,000.00.

### **3.2 FINANCE AND ADMINISTRATION**

The key achievements under finance and administration activities in the third quarter are:-

- a) Organisation, timely preparation and distribution of minutes of six Standing Committee Meetings and the 19<sup>th</sup> Board Session held on 22<sup>nd</sup> November at Arusha, Tanzania;
- b) Publication of the 2<sup>nd</sup> issue of ASANRA Quarterly Newsletter for the period July to September 2011;
- c) Production of Certificates of Recognition for presentation to members that have actively participated in ASANRA activities since the association's inception.

### **4.0 PLANNED ACTIVITIES NEXT QUARTER**

#### **4.1 PROGRAMMES**

The following are planned activities under programmes for the next quarter from October to December 2011:-

- a) Preparation of 2012/13 Annual Work Programme for submission to the 20<sup>th</sup> Board session;
- b) Cataloguing of journals and documents in the Libwin Database of Research Projects;
- c) Instruction of IT services for the development of Road Safety Performance Reporting System Database and orientation of Road Agencies and Lead Road Safety Agencies staff in maintenance of the system;
- d) Instruction of IT services for the development of Contractor Performance Reporting System Database and orientation of the Programme and Procurement Officers in Road Agencies in maintenance of the system;
- e) Development of Materials Inventory Database (MID), instruction of IT services for the development of MID System Database and orientation of the Road Agencies and Materials Laboratory staff in maintenance of the system;

- f) Development of Regional Trunk Road Network Project Database (RTRNPD), instruction of IT services for the development of RTRNPD Database and orientation of the Road Agencies in maintenance of the system;
- g) Inception meeting of the Peer Review of Road Asset Management and Financing Practice among member road agencies;
- h) Conclusion of Memorandum of Understanding with AFCAP, SSATP and ARMFA SADC Focal Group on collaboration in undertaking the Peer Review Project;
- i) Progress implementation on the project for use of sand in construction and maintenance of roads in the SADC region;
- j) Progress project on synthesis of regional technology through implementation team approach.
- k) Progress implementation of the project for contract documentation and contracting procedures;
- l) Inception meeting of the project for dealing with the problem of vandalism and theft of road signs and traffic control devices;
- m) Progress project for Guidelines on Performance-based Contracting by organising a workshop and;
- n) Attend and report on relevant conferences, seminars and meetings.

#### **4.2 FINANCE AND ADMINISTRATION**

The major administration and finance activities planned for the next quarter are;

- a) Preparation of audited financial statements for financial year ending 31 March 2012;
- b) Motivation and sole source negotiations for the Printing of 2009 – 2014 ASANRA Strategic and Business Plan and 2001 – 2011 ASANRA Activities Report;
- c) Update and maintenance of ASANRA website including organising of the first Editorial Committee meeting;
- d) Review and production of revised Administrative Operating Procedures and;
- e) Production of promotional materials including new ASANRA brochure.

## 5.0 IMPLEMENTATION CHALLENGES

The following is the current status of major challenges reported in the last July - September quarter:-

- a) Implementation of the project for the establishment of Web Based GIS Regional Road Map is behind schedule.

*The Road Network Management and Financing Committee resolved to progress the project through implementation team approach in collaboration with Trade Mark Southern Africa in the meantime with the aim of establishing the system in the long run at SANRAL.*

- b) The effectiveness of ASANRA website can only be measured by level of patronage by members, associate members and other stakeholders. Currently, there is no system for assessing and monitoring patronage of the website.

*Secretariat receiving weekly web based analytical reports.*

- c) The major challenge reported last quarter was highlighted by the Technology Transfer and Capacity Building Committee at their meeting at Arusha in Tanzania and this pertained to lack of common forum for sharing implementation issues and project outputs among ASANRA Standing Committees. Such forum would facilitate dissemination of study and research outputs.

*The Chairman of the Technology Transfer and Capacity Building Committee was invited to attend other standing committee meetings in Arusha. In the past the committee by virtue of its uniqueness held meetings on different schedules to the other committees. The schedule of meeting would be synchronised.*

The major challenge reported this quarter was highlighted at the 19<sup>th</sup> Board session at Arusha in Tanzania by the Secretariat. Implementation of project activities in the 2011/12 Annual Work Programme was falling behind schedule because tasks assigned to member road agency staff was not being delivered timely. The Secretariat therefore sought Board mandate to initiate and progress all necessary activities to advance implementation.

## 6.0 RECOMMENDATIONS

The challenges reported last quarter have been resolved or being managed. In addition, the Board at its 19<sup>th</sup> session mandated the Secretariat to initiate all necessary project activities to advance implementation of the 2011/12 AWP. In line with standing committee resolutions, most of the projects are being undertaken through implementation team approach. This entails member road agencies

nominating staff in implementation teams. The Secretariat has prioritised implementation of programme activities in the next quarter. It is therefore recommended that Road Agencies nominate and release staff for implementation team meetings.

**7.0 ANNEXES**

**7.1 ANNEX I : SUMMARY OF PROGRESS**

**7.2 ANNEX II : ANECDOTAL**



## **ANNEX I**

### **SUMMARY OF PROGRESS OCTOBER – DECEMBER 2011**

OBJECTIVE 1	EFFECTIVE PROJECT MANAGEMENT AND CONTRACT ADMINISTRATION					
PROJECT	ACTIVITY	CHAMPION	COLLABORATORS	PERFORMANCE INDICATORS		PROGRESS STATUS
				OUTPUT	TARGET	END OF 3 <sup>RD</sup> QUARTER OCTOBER – DECEMBER 2011
Project 2.1.3 - Development of GIS-Based Regional Road Map.	Liaise with Standing Committee (SC) on terms of reference (ToRs).	Programmes Officer (PO)	Standing Committee (SC)	Agreed ToRs	By end June 2011	Standing Committee meeting held at Arusha in Tanzania in November 2011 tasked Secretariat to pursue collaboration with TradeMark Southern Africa. Secretariat to prepare Project Concept Note for presentation TMSA.
	Prosecute tender	PO	SC	Evaluation report	By end September 2011	To be informed by TMSA decision.
Project 2.1.4 - Assessment of Status and Adequacy of Road Funding in the SADC Region.	Liaise with SC on ToRs	PO	SC & Collaborating Partners	Agreed ToRs	By end July 2011	Terms of reference agreed. Secretariat prepared Project Concept Note and submitted to SADC for consideration under NEPAD IPPF. MOU with SSATP, ARMFA SADC Focal Group and AFCAP prepared. SSATP and AFCAP expressed interest and commitment respectively to support project. Inception meeting scheduled for February 2012. Exploring

OBJECTIVE 1	EFFECTIVE PROJECT MANAGEMENT AND CONTRACT ADMINISTRATION					
PROJECT	ACTIVITY	CHAMPION	COLLABORATORS	PERFORMANCE INDICATORS		PROGRESS STATUS
				OUTPUT	TARGET	END OF 3 <sup>RD</sup> QUARTER OCTOBER – DECEMBER 2011
						adaptation of BSI PAS55:2008 and PAS55 Assessment Methodology covering member states commitments in the SADC Protocol on Transport, Communication and Meterology.
	Coordinate meetings. SC	PO	SC & Collaborating Partners (CPs)	4 No, Minutes of meetings	By end March 2012	Inception meeting scheduled for February 2012.
Project 2.2.1 - Harmonised Guidelines in Respect of Contract Documentation and Appropriate Methods of Contracting	Liaise with SC on ToRs	PO	SC	Agreed ToRs	By end July 2011	ToRs agreed.
	Coordinate meetings. SC	PO	SC	4 No, Minutes of meetings	By end March 2012	Inception Report approved. Guidelines for subgroup work in February prepared. Team Leader reviewing guidelines before issuing. 3 <sup>rd</sup> Implementation Team Meeting scheduled for February/Early March.
Project 2.2.5 -	Liaise with SC on	PO	SC	Agreed ToRs	By end July	Standing Commiittee tasked

OBJECTIVE 1	EFFECTIVE PROJECT MANAGEMENT AND CONTRACT ADMINISTRATION					
PROJECT	ACTIVITY	CHAMPION	COLLABORATORS	PERFORMANCE INDICATORS		PROGRESS STATUS
				OUTPUT	TARGET	END OF 3 <sup>RD</sup> QUARTER OCTOBER – DECEMBER 2011
Guideline on Performance-based Contracting.	ToRs				2011	Zambia and Tanzania to draft papers. Secretariat preparing zero draft terms of reference for TA to facilitate experience sharing and reporting with action plan workshop. AFCAP expressed interest for collaboration.
	Prosecute tender	PO	SC	Evaluation report	By end October 2011	To be informed by ToRs.
Project 2.3.1 - Updating of SATCC Standard Specs and Code of Practice	Consolidate comments on SATCC Standard Specs and Code of Practice to Secretariat	PO	SC	Report on SATCC Specs and Codes of Practice update	By end October 2011	No comments received from members on experiences to-date. Secretariat issued a reminder.
Project 2.3.2 - Preparation of Harmonized Materials Laboratory and Field Testing Manuals	Liaise with SC on ToRs	PO	SC	Agreed ToRs	By end July 2011	Proposal resubmitted to SADC for consideration under NEPAD IPPF.
	Prosecute tender	PO	SC	Evaluation	By end October	-

OBJECTIVE 1	EFFECTIVE PROJECT MANAGEMENT AND CONTRACT ADMINISTRATION					
PROJECT	ACTIVITY	CHAMPION	COLLABORATORS	PERFORMANCE INDICATORS		PROGRESS STATUS
				OUTPUT	TARGET	END OF 3 <sup>RD</sup> QUARTER OCTOBER – DECEMBER 2011
				report	2011	
Project 2.3.3 - Production of harmonised guidelines for road construction materials and production of codes of best practice on materials utilisation, safety and environmental concerns.	Prepare and liaise with SC on Project Proposal (PP)	PO	SC	Agreed PP	By end November 2011	On-going
Project 2.3.4 - Preparation of Guidelines for further development of Materials Inventory	Prepare and liaise with SC on Project Proposal (PP)	PO	SC	Agreed PP	By end November 2011	Secretariat preparing Materials Inventory Database (MID)
Project 2.3.5 - Preparation of Guidelines on the use and certification of non-	Liase with SC on Guidelines	PO	SC	Agreed Guidelines	By end October 2011	Guidelines prepared by Malawi. Standing Committee tasked Zimbabwe to undertake Quality Assurance and report at the

OBJECTIVE 1		EFFECTIVE PROJECT MANAGEMENT AND CONTRACT ADMINISTRATION				
PROJECT	ACTIVITY	CHAMPION	COLLABORATORS	PERFORMANCE INDICATORS		PROGRESS STATUS
				OUTPUT	TARGET	END OF 3 <sup>RD</sup> QUARTER OCTOBER – DECEMBER 2011
conventional soil additives						next meeting.
Projects 2.4.1, 2.4.2 and 2.4.3 - Road Safety Awareness, Education and Enforcement; Guideline on Dealing with Problem of Vandalism/theft of Road Signs and; Regionalization of Volume 2 and 3 of the SADC Road Traffic Signs Manual	Liaise with Standing Committee (SC) on terms of reference (ToRs).	Programmes Officer (PO)	SC	Agreed ToRs	By end July 2011	Road Safety Performance Reporting Database for monitoring implementation of road safety awareness, education and enforcement under the SADC Road Safety Awareness Campaign Strategy, Action Plan and Regional Road Safety Programme developed. Inception meeting on project for the Development of Guidelines for Dealing with the Problem of Vandalism/Theft of Road Signs prepared. Regionalisation of volumes 1 and 4 to proceed through implementation team approach. Regionalisation of volumes 2 and 3 to pend finalisation by South Africa.
	Prosecute tender	PO	SC	Evaluation	By end October	Implementation Team

OBJECTIVE 1	EFFECTIVE PROJECT MANAGEMENT AND CONTRACT ADMINISTRATION					
PROJECT	ACTIVITY	CHAMPION	COLLABORATORS	PERFORMANCE INDICATORS		PROGRESS STATUS
				OUTPUT	TARGET	END OF 3 <sup>RD</sup> QUARTER OCTOBER – DECEMBER 2011
				report	2011	Approach
Project 2.5.1 - Maintenance and updating of the R & D database.	Liaise with SC on ToRs	PO	SC	Agreed ToRs	By end June 2011	ToRs for instructing adhoc services agreed.
	Prosecute tender	PO	SC	Evaluation report	By end August 2011	Concluded through sole sourcing.
	Administer service contract	PO	FAO & SC	Training report	By end March 2012	On-going. Libwin submitted customised training manual in December 2011. Physical library established. Subscription to journals on-going. Cataloguing to follow.
Project 2.5.2 - Synthesis of innovations in regional road technology	Liaise with SC on ToRs	PO	SC	Agreed ToRs	By end August 2011	Secretariat preparing terms of reference. Implementation team approach.
	Prosecute tender	PO	SC	Evaluation report	By end December 2011	-
Project 2.5.3 - Performance	Prepare and liaise with SC on Project	PO	SC	Agreed PP	By end November 2011	Secretariat preparing terms of reference. AFCAP expressed

<b>OBJECTIVE 1</b>	<b>EFFECTIVE PROJECT MANAGEMENT AND CONTRACT ADMINISTRATION</b>					
<b>PROJECT</b>	<b>ACTIVITY</b>	<b>CHAMPION</b>	<b>COLLABORATORS</b>	<b>PERFORMANCE INDICATORS</b>		<b>PROGRESS STATUS</b>
				<b>OUTPUT</b>	<b>TARGET</b>	<b>END OF 3<sup>RD</sup> QUARTER OCTOBER – DECEMBER 2011</b>
assessment of naturally-occurring, non-standard materials.	Proposal (PP)					commitment to support project.
Project 2.5.4 - Guideline for use of sand in road construction in the region.	Liaise with SC on ToRs	PO	SC	Agreed ToRs	By end July 2011	ASANRA and AFCAP concluded MOU in October 2011. Contract signed with AFCAP. Impelemtnation to commence in April 2012.
	Prosecute tender	PO	SC	Evaluation report	By end October 2011	Contract signed with AFCAP.
Project 2.5.5 - Guidelines for the use of in-situ recycling for the upgrading and rehabilitation of roads.	Liase with SC on final report of similar project implemented by South Africa	PO	SC	Final report review	By end October 2011	Research work on-going at SANRAL.
Project 2.5.6 - Development of performance rating system of international Contractors and	Liaise with SC on draft contractor performance rating system (PRS).	PO	SC	Agreed PRS	By end October 2011	Contractor Performance Rating System (CPRS) developed. Development of web-based database instructed and on-going. Orientation to follow



OBJECTIVE 1	EFFECTIVE PROJECT MANAGEMENT AND CONTRACT ADMINISTRATION					
PROJECT	ACTIVITY	CHAMPION	COLLABORATORS	PERFORMANCE INDICATORS		PROGRESS STATUS
				OUTPUT	TARGET	END OF 3 <sup>RD</sup> QUARTER OCTOBER – DECEMBER 2011
Consultants.						in February/March 2012.
Project 2.6.1 - Co-coordinating with organizing committees of international conferences to provide parallel sessions for T2 activities.	Publish announcements of 5 <sup>th</sup> Regional Technology Transfer Conference on ASANRA Website	PO	SC	1 <sup>st</sup> and 2 <sup>nd</sup> Announcements Published	By end November 2011	Accomplished
	Co-organisation of 5 <sup>th</sup> RTT Conference	PO	SC & FAO	Minutes of preparatory meeting	By end of September 2011.	Accomplished
	Attend 5 <sup>th</sup> RTT Conference	PO	SC	5 <sup>th</sup> RTT Conference report	By end of November 2011.	5 <sup>th</sup> RT2 conference held at Arusha in Tanzania from 21 <sup>st</sup> to 25 <sup>th</sup> November 2011.
Project 2.6.2 - Promoting best practice guidelines in the region	Collection and dissemination of manuals	PO	SC	Manuals collected and disseminated	By end March 2012.	On-going. Secretariat processing subscription to Institute of Asset Management to access and distribute Asset Magazine and BSI PAS55:2008.

<b>OBJECTIVE 2</b>	<b>EFFECTIVE COORDINATION OF PROGRAMMES</b>					
<b>PROJECT/ITEM</b>	<b>ACTIVITY</b>	<b>CHAMPION</b>	<b>COLLABORATORS</b>	<b>PERFORMANCE INDICATORS</b>		<b>PROGRESS STATUS</b>
				<b>OUTPUT</b>	<b>TARGET</b>	<b>END OF 3<sup>RD</sup> QUARTER OCTOBER – DECEMBER 2011</b>
Standing Committee Meetings	Liase with and organise SC meetings	PO	FAO & SC	12 No. standing committee meetings held.	By end March 2012	12 No. SC meetings held.
	Prepare accurate minutes of meetings	PO	FAO	12 No. minutes of meetings prepared	14 days after meeting.	12 No. minutes of meetings prepared and distributed within 14 days.
Board meetings	Liase with and organise board meetings	PO	FAO/AA	2 No. board meetings held.	By end November 2011	2 No. Board meetings held.
	Prepare accurate record of board meetings.	PO	FAO	2 No. minutes of board meetings.	14 days after meeting.	2 No. minutes of board meetings.
Capacity Building	Training of accounting package	FAO	PO/AA	AA trained in Data Capture	30 <sup>th</sup> September 2011	-
	Identification and implementation of capacity building needs of staff	FAO	CEO (RA)	Capacity building programmes for FAO, PO and AA	November 2011	-

OBJECTIVE 2	EFFECTIVE COORDINATION OF PROGRAMMES					
PROJECT/ITEM	ACTIVITY	CHAMPION	COLLABORATORS	PERFORMANCE INDICATORS		PROGRESS STATUS
				OUTPUT	TARGET	END OF 3 <sup>RD</sup> QUARTER OCTOBER – DECEMBER 2011
				identified.		

<b>OBJECTIVE 3</b>	<b>RELIABLE MANAGEMENT REPORTING</b>					
<b>PROJECT/ITEM</b>	<b>ACTIVITY</b>	<b>CHAMPION</b>	<b>COLLABORATORS</b>	<b>PERFORMANCE INDICATORS</b>		<b>PROGRESS STATUS</b>
				<b>OUTPUT</b>	<b>TARGET</b>	<b>END OF 3<sup>RD</sup> QUARTER OCTOBER – DECEMBER 2011</b>
Annual Work plan	Develop Annual Workplans 2011/2012 financial year	PO	FAO	1 No. Annual work plan	1 April 2011	Annual work plan submitted to 20 <sup>th</sup> Board meeting
Progress reporting	Prepare quarterly progress reports	PO	FAO	4 No. quarterly reports	20 days after end of quarter.	3 No. Quarterly Reports Prepared and distributed. The third distributed by 31 <sup>st</sup> January 2012.
Annual Operating Budget	Develop Annual Operating Budget 2011/12 financial year	FAO	PO	1 No. Draft Operating Budget	1 April 2011	N/A
Audited Financial Statements	Prepare draft financial report 2010/11	FAO	External Auditors	Draft Audited Financial Statements 2010/2011	By 30 <sup>th</sup> June 2011	Draft Audited Financial Statements reviewed by Board during 19 <sup>th</sup> Board meeting. Final audited report to be submitted by external auditor
Quarterly financial report	Prepare quarterly Management report	FAO	AA	Management Report	15 <sup>th</sup> day after end of quarter	3 <sup>rd</sup> quarter report to be submitted by 31 <sup>st</sup> January 2012

<b>OBJECTIVE 3</b>	<b>RELIABLE MANAGEMENT REPORTING</b>					
<b>PROJECT/ITEM</b>	<b>ACTIVITY</b>	<b>CHAMPION</b>	<b>COLLABORATORS</b>	<b>PERFORMANCE INDICATORS</b>		<b>PROGRESS STATUS</b>
				<b>OUTPUT</b>	<b>TARGET</b>	<b>END OF 3<sup>RD</sup> QUARTER OCTOBER – DECEMBER 2011</b>
Maintenance of Assets and Systems	Procure capital expenditure items	FAO	PO/AA	New and Replacement Assets procured	Asset procurement Schedule	As per procurement schedule
	Upgrade Sage Pastel Partner	FAO		2 User Accounting Package current version installed	30 <sup>th</sup> July 2011	Sage Pastel Accounting system has been upgraded to 2-user licence on 7 July 2011
Publicize Activities of the Association	Produce promotional materials	FAO	PO/AA	Members Certificate of Recognition; Flyers, etc	On-going	Production of selected items completed. ASANRA-branded caps to be distributed to Committee members and Directors at their respective meetings. Certificates of Recognition to be presented at 20 <sup>th</sup> Board meeting during commemoration of 10 <sup>th</sup> Anniversary of ASANRA.

<b>OBJECTIVE 4</b>	<b>EFFECTIVE COLLABORATION WITH REGIONAL AND INTERNATIONAL ORGANISATIONS</b>					
<b>PROJECT/ITEM</b>	<b>ACTIVITY</b>	<b>CHAMPION</b>	<b>COLLABORATORS</b>	<b>PERFORMANCE INDICATORS</b>		<b>PROGRESS STATUS</b>
				<b>OUTPUT</b>	<b>TARGET</b>	<b>END OF 3<sup>RD</sup> QUARTER OCTOBER – DECEMBER 2011</b>
Working agreements	Negotiate and conclude Memorandum of Understanding with Collaborating Partners	PO	Collaborating Partners	Memorandum of Understanding	By 20 <sup>th</sup> of following month after conclusion of agreement.	MOU with AFCAP on research for use of sand in construction and maintenance signed. MOU with SSATP, ARMFA SADC Focal Group and AFCAP prepared.
Workshops, Conferences and seminars	Attend and report on meetings, workshops, conferences and seminars	PO	AA & FAO	Adhoc reports	14 days after meeting, workshop, conference and/or seminar.	ARMFA General Assembly and Regional Infrastructure Master Plan meeting reports to be issued in the 20 <sup>th</sup> Board Papers. Key issues presented in the quarterly report.

<b>OBJECTIVE 5</b>	<b>EFFECTIVE PUBLICATION OF ASANRA ACTIVITIES</b>					
<b>PROJECT/ITEM</b>	<b>ACTIVITY</b>	<b>CHAMPION</b>	<b>COLLABORATORS</b>	<b>PERFORMANCE INDICATORS</b>		<b>PROGRESS STATUS</b>
				<b>OUTPUT</b>	<b>TARGET</b>	<b>END OF 3<sup>RD</sup> QUARTER OCTOBER – DECEMBER 2011</b>
Newsletter	Prepare and release quarterly newsletter bulletin.	PO	FAO & SC	3 No. newsletters	20 days after end of quarter.	3 No prepared and released. The third issue released on 31 <sup>st</sup> January 2012. Subscription of articles by members for publication not encouraging despite heavy sensitization at Arusha.

## **ANNEX II**

### **ANECDOTAL**

#### **ASANRA SECOND QUARTER ARTICLE**

#### **RATING THE PERFORMANCE OF INTERNATIONAL CONTRACTORS AND CONSULTANTS PLYING IN THE SADC REGION**



## **RATING THE PERFORMANCE OF INTERNATIONAL CONTRACTORS AND CONSULTANTS PLYING IN THE SADC REGION**

Recently, the Southern African Development Community (SADC) region has experienced above 6% average economic growth rate and a construction boom prompted by the hosting of the 2010 FIFA Soccer World Cup in South Africa. Despite the Global financial crisis beginning late 2008 through 2009 and early 2010, the construction industry performed well and successfully delivered major infrastructure projects in the region and these include the Gautrain, stadia, road networks and airports. The heightened construction activity created demand for service providers and attracted a range of international contractors to the region.

Over the past, Agencies have relied heavily on detailed technical and management proposals and contractor experience in comparing the relative strengths and weaknesses of tenderers. This practice has allowed tenderers with outstanding proposals, but weak performance record, to "win" contracts.

Experiences of road agencies regarding the performance of international contractors and consultants are mixed signaling the need for more collaboration among stakeholders in monitoring the performance of the construction industry at regional level. The second 2009-2014 ASANRA Strategic and Business Plan identifies sharing of knowledge and expertise as an essential intervening and enabling strategy in monitoring construction industry and promoting its development in the SADC region. It's Construction and Maintenance Standing Committee has therefore developed a Contractors Performance Reporting System (CPRS) which establishes procedures for the collection and use of Present and Past Performance Information (PPPI). ASANRA has adopted the CPRS system not only as a tool for monitoring and evaluating performance in the region but to also inform selection of contractors and consultants in medium future.

### **FEEDBACK**

For feedback on the anecdotal issue regarding rating performance of international contractors and consultants plying in the SADC region, please contact or post your comments to:

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