PREVENTING CORRUPTION, ENGAGING WITH CUSTOMERS AND HIRING THE RIGHT SKILLS: 3 KEY AREAS TO DELIVER PUBLIC VALUES.

28 September 2011 (pm)

TECHNICAL COMMITTEE B.1
GOOD GOVERNANCE OF ROAD ADMINISTRATIONS

INTRODUCTORY REPORT

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EXECUTIVE SUMMARY

The work done by the World Road Association's technical committee B1 – 'Good Governance of Road Administrations' – involves conducting research and producing 'best practice' for key work programmes including integrity, customer orientation and human resources. The approach of the committee to governance reflects the belief that to deliver public value to the community you need more than a robust systems and a strong culture to prevent, detect and enforce corruption. You also need to ensure that you understand and engage your customers and stakeholders and have the human resources that can support the tasks the organisation needs to achieve.

In the area of institutional integrity we will present on the effects and interplay between a cycle of integrity and a cycle of corruption. Through our research and case studies we will propose a useful institutional integrity toolkit to help prevent and fight against corruption.

The success of an agency is gauged by the ability to meet customers' expectation and create public value; it is therefore critical to identify who the customers are and what their expectations are. Using the definition 'customer orientation' is one way to help organisations to shift from a producers viewpoint to a citizen or users viewpoint and our presentations will look at how various countries approach and manage customer orientation.

'Human Resources for the Future' will use case studies to present actions that were undertaken in various parts of the world to identify and address skills gaps (both at a national level and internal to organisations) but also how to attract, recruit and retain the right or new skills. Building a skills pool can take some time and the committee has looked at how road administrations can partner with education to influence curriculum and potentially grow the number and the quality of people educated in relevant subjects.

The technical committee has applied a consistent case study framework, based on the success model of case studies*, to determine good practice that could be applied by any road administration. The committee has also conducted direct research through questionnaires and applied research and will present information gathered from international seminars and case studies.

The session will conclude with looking at some of the emerging issues within governance that might feed into the next strategic cycle of the WRA.

* 'The Success Case Method: Find out quickly what's working and what's not' by Robert O.Brinkerhoff

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INTRODUCTION

During the World Road Association's 2004-2007 cycle, the technical committee C.1.3 was responsible for developing a technical report on 'Performance of Road Administrations'. The committee approached the integrity, customer orientation and human resources issues and a summary of their conclusions follows.

In all countries, integrity is primarily based on good governance. Without integrity, road administrations' performance is endangered. Given the large amount of money involved and the worldwide history of collusion and corruption in the road sector, road administrations have to remain aware of the need for integrity and set the appropriate measures to prevent and act against corruption.

A strong mechanism for customers or user to influence policy and outcomes in road administrations is a powerful tool for mature road networks. Feedback from road administrations' customers gives the administration a better understanding of the needs and problems that it has to address to efficiently utilise its limited resources.

An imbalanced, ageing workforce is a major threat for the continued successful operations of road administrations. As these employees retire, their experience and knowledge can be lost if adequate measures are not taken. An innovative, coordinated approach is necessary to attract young people in the engineering profession and more specifically to the road sector. Low levels of enrolments in university engineering courses are occurring, resulting in an inadequate number of graduates to replace the ageing workforce. There is increasing competition from other engineering industries and sectors. Effective strategies for the attraction, recruitment and retention of staff are essential for the continuation of the road administrations' operations.

In April 2008, the World Road Association established the technical committees for the new cycle (2008-2011) including technical committee B.1 (TC B.1) on 'Good Governance in Road Administrations'. Based on the recommendations of the previous cycle, TC B.1 was divided in three sub-committees, respectively 'Best Practice for Good Governance', 'Improved Services to Customers' and 'Human Resources for the Future'.

It was identified at an early stage that there was limited literature available to draw on the technical committee's themes and the committee members based most of their work on practical case studies. The session will present key findings extracted from these case studies and offer a variety of tools for best practice in road administrations' governance. The case studies include examples of both developed and developing countries.

One of the key issues that is consistent across the technical committee is the public value model that the committee used as a consistent framework for considering how each of the aspects of governance worked on (organisational integrity, customer orientation and human resources for the future) were connected. The technical committee B.1 has found that the model is useful as it covers the key work streams of the committee's terms of reference and the types of questions they explored through their research. Public value needs to be considered differently to other concepts like 'public good', 'public choice' being economic or user pay concepts. The defining of public value has evolved to be both what the public 'values' and what is contributed to the public sphere (e.g. roads), remembering that these two things are sometimes in conflict with each other.

Many developing networks are applying the public value model as a framework to determine a 'value proposition' for the public sector. This allows for more conventional economic and business models to be applied to public policy outcomes and recognises the players in the public sphere.

1. BEST PRACTICE IN GOOD GOVERNANCE

With increasing global integration and the resulting need for greater levels of comparability, accountability and transparency within the public domain, the need to take targeted action to promote institutional integrity in corporate governance and to act decisively against corruption is increasingly recognised as a priority for all sectors worldwide. This is especially true for the roads sector that is proven to be very vulnerable to corruption.

Corruption has financial, reputational, societal and economic effects. It leads to significant material and financial losses, for example, inflated project costs, unviable or overdesigned projects, and hindrance of fair market structures. It can also result in long-term intangible consequences such as loss of investor confidence and reputational harm for both the public sector and private sector suppliers. In many countries, road administrations and their supply chain partners face suspicions or accusations of corruption. Whether justified or not, these must be countered in a comprehensive and systematic manner; experiences and lessons learnt must be exchanged, evaluated, and implemented on a national and international level. In addition, pro-active efforts to fight corruption in the roads sector and promote integrity of all stakeholders across the supply chain must be promoted and communicated effectively to the public.

The World Road Association (WRA) has a key role to play in these efforts, working with other bodies such as the United Nations, World Bank and Transparency International. Within this context, Working Group 1 of technical committee B.1 has focused specifically on the subject of institutional integrity and the aim of combating corruption as a central area of investigation.

The overarching goal of this working group was to identify the existing situation governing business ethics for road administrations worldwide, specifically in terms of anti-corruption measures and guidelines, and the implementation of measures within different organisations and management systems. The key outputs of Working Group 1 in this area are as follows:

- key definitions, terminology and review of literature pertaining to corruption and institutional integrity;
- a survey of WRA members of their preparation of measures to tackle, corruption in the roads sector;
- a range of case studies of policies and processes that help ensure institutional integrity and a small number of descriptive case studies based on previously identified instances of corrupt behaviour;
- a conceptual model, the cycle of integrity and an associated integrity toolkit of measures to prevent, identify and enforce against corrupt behaviour and practices;
- analysis of societal (macro) and project/programme (micro) implications of the model/toolkit; and
- a final technical report providing an overall analysis and set of recommendations from the above;

1.1. Main methods and findings: questionnaire and cycle of integrity

The questionnaire survey 'Organisational Integrity – Principles, Policies and Practices related to Preventing, Identifying and Tackling Corruption' was a major part of the overall work programme for this cycle. The questionnaire was circulated between April 2009 and July 2009 to assess the current situation relating to anti-corruption policies and measures and their implementation and their effectiveness within the road sector.

The evidence presented through responses to the questionnaire revealed that there are a range of approaches already in use to prevent and combat corruption across the road sector, although the perceived effectiveness and efficiency of different measures appears to vary quite widely. The analysis also showed that:

- the development of effective management systems;
- a positive corporate culture including the top management;
- initiatives to raise employee satisfaction; and
- improvements to procurement processes (as well as subsequent contract implementation and management);

are important for reducing the likelihood of corrupt behaviour taking place, or if it does, in that behaviour being detected and the perpetrators dealt with.

Some organisations appear to reinforce this with internal codes of practice and guidance to employees setting out corporate expectations and requirements with regards to ethical behaviour and the consequences if these are not followed in daily working practice. It is also important that the existence and nature of functioning management systems is promoted and made known to staff through effectively internal communications.

Most importantly, the survey concluded that in order to reduce or prevent corruption on a long-term basis, organisations in the road sector must above all focus on the development and implementation of coherent and comprehensive anti-corruption measures on a systematic and multi-tiered basis.

Based on this research, case study analysis and work from previous WRA cycles, the conceptual model of the cycle of integrity and the toolkit of anti-corruption measures were developed in 2010.

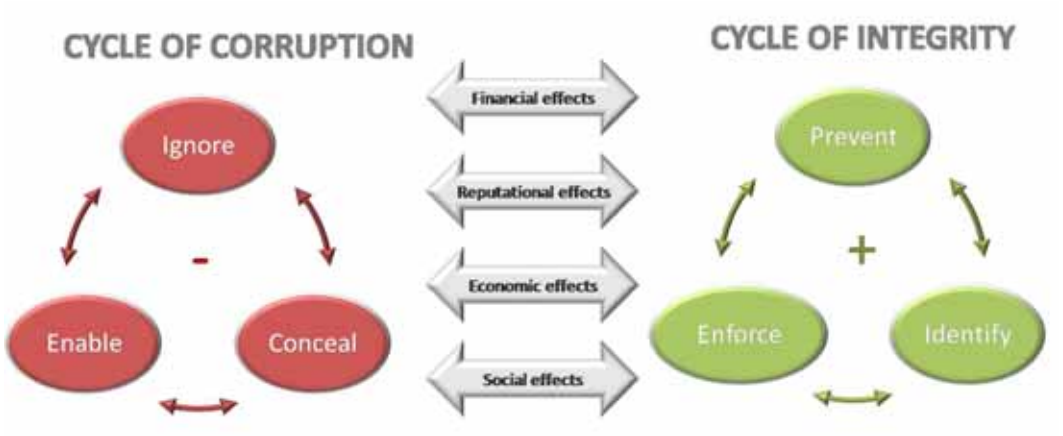

FIGURE 1 - CYCLICAL MODEL OF INTEGRITY

The cyclical model of integrity describes the procedure for preventing or tackling corruption on various levels and at various stages. This cycle of integrity is contrasted with the cycle of corruption – its opposite representation. This cyclical model comprises several stages whose reciprocal interactions and induced effects can be depicted in two opposing directions.

Identification and exploitation of these interactions as a dynamic system is a prerequisite for the implementation of efficient and effective corporate anti-corruption measures. Numerous discussions throughout the work programme show that organisations must take active measures to prevent corruption, identify instances of corrupt behaviour where they occur, and then to instigate consistent and rigorous enforcement activity.

Based on these findings, a comprehensive toolkit of anti-corruption measures has been devised in order to effectively and efficiently implement the cycle of integrity within an organisation. The toolkit can be used as a checklist for an organisation intending to implement active, coordinated measures as part of the cycle of integrity. It must be stressed that it is not always necessary or sensible to implement all measures depending on specific local conditions. Organisation-specific priorities and development and implementation plans must be developed instead.

It is important, however, for measures in the different areas to be coordinated depending on the respective local conditions, and developed within a balanced relationship. Corruption and integrity must be recognised as separate, but inter-related, issues and promoted equally within road administrations and their partners within their supply chains.

1.2. Discussion points in Mexico

To enrich the findings described above, the following areas are put forward for discussion within TC B.1's Technical Session at the Mexico City Congress in October 2011.

- Different tiers of applicability of the cycle of integrity, including societal, institutional and project specific levels:
  The conceptual 'cycle of integrity' and the associated toolkit of measures to prevent, detect and take enforcement action against corrupt practices have been mainly developed for individual institutions. But the cycle can also be applied at the micro (project-specific) and macro (societal) levels.

- Demands of developing countries and countries in transition:
  Discussion is especially welcome on the causes and costs of corruption in the context of developing countries and countries in transition. This builds on engagement undertaken by TC B.1 in Bamako, Mali, in December 2009.

- Subsequent action by the WRA, including development of a WRA code of conduct and a WRA integrity commission at executive level:
  Activities at Technical Committee level, have relatively limited power and influence in addressing issues of corruption at the societal level, including the conduct of national governments, agencies and wider civil institutions. Such "bottom up" initiatives therefore need to be complemented by more "top down" approaches, including raising the profile and level of activity within the WRA Executive.

2. IMPROVED SERVICES FOR CUSTOMERS

The public value model used by the technical committee was especially important for this working group focussing on customer orientation. The following chart shows how the user satisfaction is affected by the administration activities and how it can affect the outcomes. The customer becomes an integral part of the public value chain.

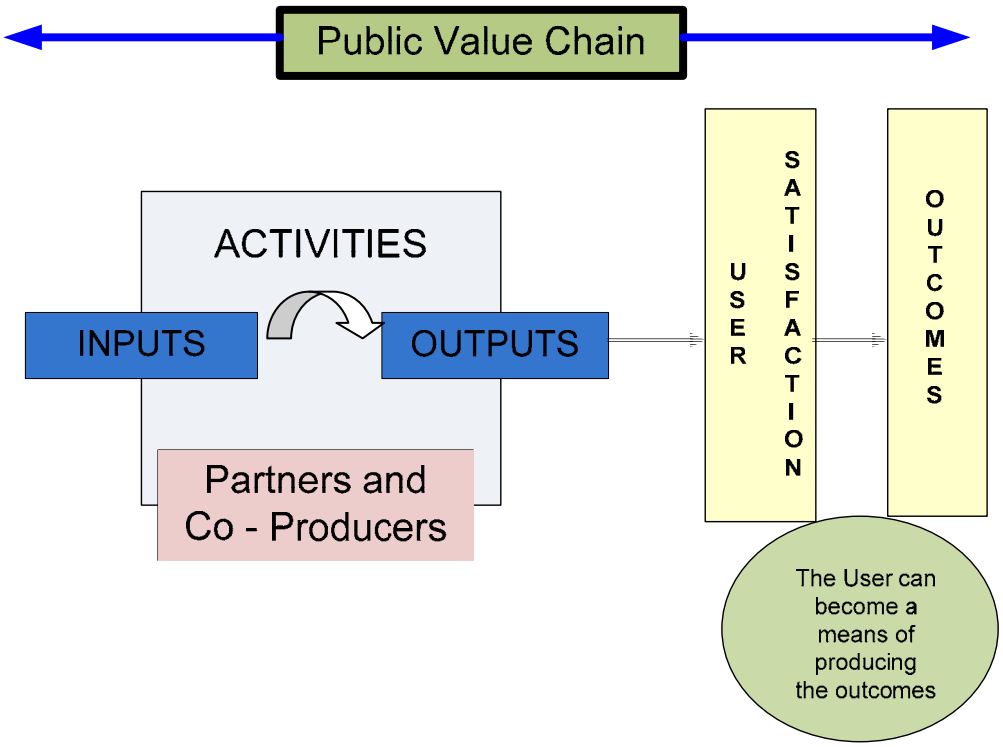

FIGURE 2 – THE PUBLIC VALUE CHAIN

This model depicts that together with their co-producers, administrations take inputs and process them through the filter of customer satisfaction to deliver their desired or intended outcomes.

A road administration exists because of the necessity for policy execution regarding road infrastructure. A policy is designed for realising certain public values that benefit a society. The policy direction for delivering public value regarding road infrastructure is mostly determined by a body outside the road administration that also functions as the principal of the road administration. The principal not only designs the policy but also designs the mechanisms needed for an effective delivery of the desired public value. This can be rules, regulation, the definition of certain processes, budget and information exchange or other control mechanisms. These mechanisms form the governance between the principal and the road administration.

Society is changing fast and so are customer needs and demands. In order to deliver services adapted for emerging needs, the public sector must be more responsive to customer input. To ensure the public feels it is getting 'value' for its investment, the public road customers need to be heard. Organisations need to understand customers are the key to their success, and effective leaders recognise this. It is important to understand that what customers contribute and give input on ultimately leads to organisational efficiency for the road administration. Using customer input can help an organisation shift from a producer's viewpoint to a user's viewpoint. This involves more than listening to the customer's needs, but also incorporating that input into transportation processes and deliverables. This has been the focus of WRA Technical Committee B.1 Working Group 2 (WG2) on 'Customer Orientation' that has investigated and documented the power of understanding and incorporating customer needs.

The key outputs of WG2 are as follows:

- Key definitions, terminology and review of literature pertaining to customer orientation and segmentation;
- A survey of WRA members into efforts and input methods pertaining to customer orientation and segmentation;
- A range of case studies of high-level customer orientation;
- Collaboration with Conference of European Directors of Roads (CEDR) Task Group 15 (Project group of limited duration on Customer Orientation);
- Impacts of customer orientation in relationship to the Public Value Model; and
- A final technical report providing an overall analysis and set of recommendations from the above.

2.1. Main methods and findings: case studies, survey and collaboration

Understandably there are some possible difference between developed and developing countries and also among the developed countries regarding the definition of a customer and the focus on and the benefit of customer orientation. For the sake of this discussion, a customer is the end users of transportation services or people whose behaviour or attitudes that are most critical to influence. Usually this is a member of the public or a business customer. In some cases, it might be an organisation or a local authority. Trade associations, regulatory bodies, ministers, civil servants and advisors are all important stakeholders. However they are not in this context defined as customers. Regardless of different definitions of a customer, the most important thing for the road administration is to know who they are serving and what their needs are.

Working group 2's work is mainly based on case studies from four countries that are at a high level of customer orientation and the results from a survey sent to the members of the technical committee B.1. The survey was circulated between April 2009 and June 2009 to assess the current situation relating to customer orientation and the countries that had customers as a key focus of their road administration.

The survey included the following questions:

- Do you segment your customers? If so, what kind of customer segmentation do you use?
- Do you collect customer input (or evaluate customer needs)? If yes, what kind of methods do you use (surveys, dialogue, feedback systems, etc.)?
- How do you integrate or utilise customer input within your road administration?

The evidence presented through responses to the questionnaire revealed a range of methods to collect and analyse customer input. However, most countries are not fully integrating the input to their business practices. There was a significant variance on how different road administrations define customer. Using the word customer appears to cause considerable amount of discussion and controversy. Overall the survey concluded that most developing countries have not matured to this level of input. And, for the developed countries, there is a wide range of customer segmentation, input and integration methods being used. In the end, it is more important to take action instead of placing too much emphasis on the 'how' to do it.

Based on the survey results and the case study analysis, examples of customer segmentation were created. The examples of customer segmentation describe how segmentation can benefit a road administration. To achieve true customer orientation, an agency must adapt its approaches for its various customer groups. While most organisations know who their customers are, few take the time to slot those customers into specifics groups based on their expectations. Customer segmentation can provide an organisation with critical information on what customer truly expect.

By	Types of segmentation	Examples	Some recommendations
MODE	Transportation mode	Cyclists	Useful when having direct contacts with different road user groups, for example, in daily operations or when designing specific technical solutions within the certain part of transport system
		Pedestrians	
		Heavy vehicle drivers	
DEMOGRAPHY	Life stage	Children	Useful when using the whole journey approach specially in long-term planning
		Young people	
		Senior citizens	
USE	Interest groups	Greenpeace	Useful when understanding the public opinion and estimating the level of acceptance of our future decisions
		Motor clubs	
	Business	Forest industry	Useful when using the whole transport approach specially in long-term planning
		Tourism industry	
		Wholesale and retail	
	Based on services	Information inquires	Useful when improving customer service and optimizing your performance in different tasks
		Permission	
	Type of journey /transport	School journey	Useful when defining strategic goals, making long-term planning, planning specific investments and other purposes
		Commuting	
		Round wood transport	
GEOGRAPHY	Community /society	Land owners	Useful when taking into consideration impacts of our operations
		Nearby residents	

FIGURE 3 - EXAMPLES OF CUSTOMER SEGMENTATION

In addition, based on the group's findings, all countries that have a robust customer orientation system in place follow the same basic process to incorporate customer needs in the planning process. The vision and mission of a road administration is built upon its customer and partner input, which is the driver for all of its products and services. The model on the following page was created to help illustrate this point.

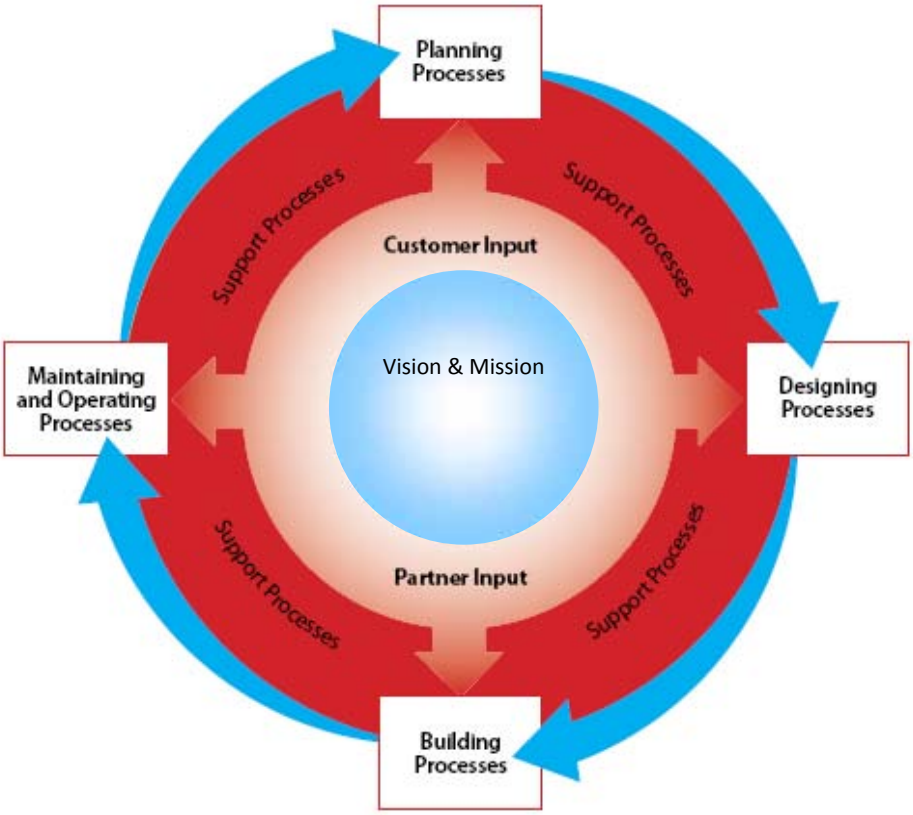

FIGURE 4 – INCORPORATING CUSTOMERS NEEDS

2.2. Discussion points for Mexico:

To enrich the findings described above, the following areas are put forward for discussion within TC B.1 technical session at the World Congress in September 2011:

- How essential is customer orientation for an administration – Causes and effects. Most road administrations have not fully integrated customer orientation in their business practices. Most developing countries are not mature enough. Is the difference due to the fact that an RA for a more mature network tends to deliver services while developing countries are still building their infrastructure? While customer involvement/awareness is essential when developing services the need for customer involvement/awareness when producing is not that obvious. Discussion is welcome on this issue.

- Example of customer segmentation: there is a variety of ways of customer segmentation. Based upon the examples from TC B.1´s findings, a discussion could possibly contribute to more specific recommendations.

- Subsequent action by the WRA: The TC B.1 has suggested that the issue of customer orientation should be integrated in relevant WRA technical committees. A discussion is welcome to identify technical committees where customer issues should be integrated and what type of questions should be brought forward to these committees.

3. MIND THE GAP! HUMAN RESOURCES FOR THE FUTURE.

The overarching message of this part is that to add public value, you need organisational capacity to deliver what it is the authorising environment and the public want. The key themes of this working group are very much interrelated. They are connected parts of the supply and demand chain of human capital required for the broad operational functionality of a road administration. The case study approach adopted has tried to provide genuine examples of how road administrations are dealing with meeting their human resource needs now and into the future.

3.1. Main methods and findings: case studies and skills gap identification

3.1.1. Case study framework

As scarce literature exists on the 'Human Resources for the Future' topic, case studies account for the majority of the output of this working group. The analysis of case studies that contribute to the 'best practice' involves identifying desirable or undesirable outcomes and under what specific conditions these have been found. It is for this reason it is important to produce case studies according to a similar format or template, so that they answer similar questions about comparable issues.

This working group (and the whole technical committee B.1) utilised the case studies analysis framework adapted from: 'The success case method: find out quickly what's working and what's not' by Robert O. Brinkerhoff, Berrett-Koehler Publishers, Inc. San Francisco, 2003 that follows the method on the following page.

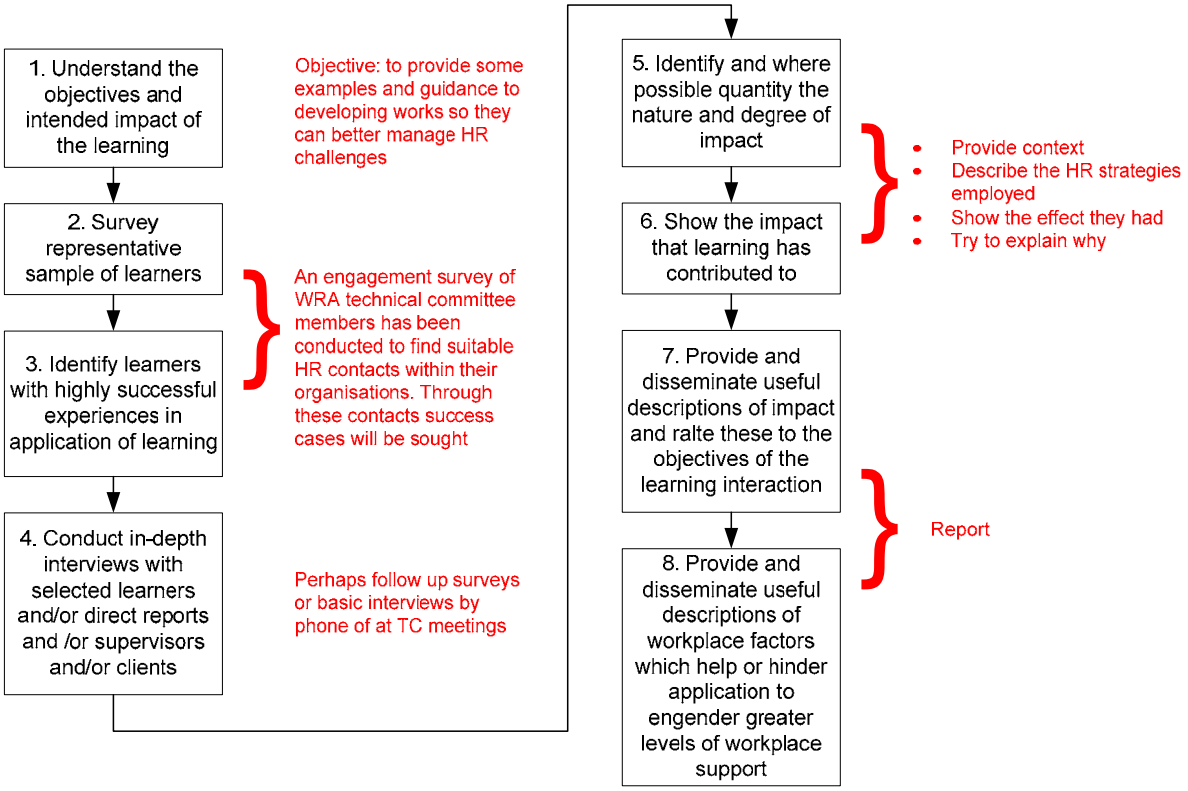

FIGURE 4 - THE SUCCESS CASE METHOD: FIND OUT QUICKLY WHAT'S WORKING AND WHAT'S NOT' BY ROBERT O. BRINKERHOFF.

Working group 3 collected eight case studies from various countries to illustrate the three streams and major findings will be presented in the final report and at the session in Mexico.

3.1.2. Skills gap analysis

The whole of this working group work comes down to understanding the supply and demand of human capital within any given market. The following model is used in one of the case studies and illustrates how net supply and demand for labour can be modelled. The work of the working group is to look how road administrations determine the surplus or deficit, how they increase the quality of the existing supply through their recruitment, selection and retention strategies and how they can increase overall supply through increasing the pool of people interested in road administrations. A successful human resource strategy also impacts on the demand side of the equation by increasing the efficiency and capability of the workforce.

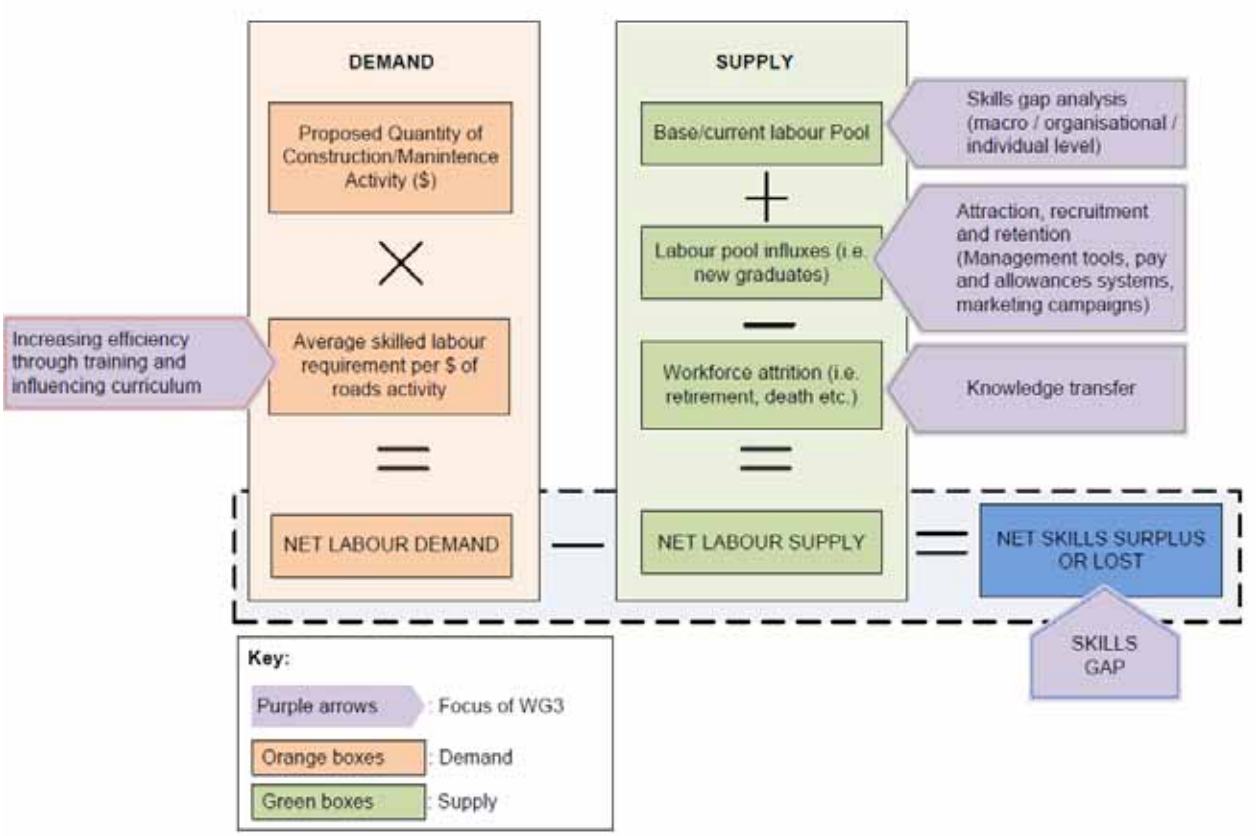

FIGURE 5 – SKILLS GAP ANALYSIS

3.2. Discussion points in Mexico

Working group 3 will illustrate its findings with the following sections presented during the TC B.1 session in Mexico:

- Conclusions and learnings the international seminar in Bamako, Mali;
- A selection of a paper from the call for papers submission for Mexico;
- Some examples of what countries around the world have done to address the issue of human resources for the future.

3.2.1. Conclusions and learnings of the international seminar in Bamako, Mali

Technical Committee B.1 (Good governance of road administrations), in conjunction with WRA and the WRA National Committee of Mali, the National Roads Directorate of Mali's Ministry of Public Works and Transport, the Association of African Road Managers and Partners (AGEPAR) and the African Road Maintenance Funds Association (ARMFA) held an international seminar in December 2009 entitled 'Human resources management: governance and public procurement'. In the area of human resources, the event provided a forum for participants to share their experiences and seek solutions in relation to the lack of adequate competences both now and projected for the future in road agencies operating across this region's countries; and the set of plausible solutions aimed at attracting, recruiting and retaining these human resources.

WG3 will discuss some of the conclusions and lessons learnt from the seminar including:

- Every road administration should consider performing skills gap analysis in the current global climate where resources are transferable between countries and increased mobility means that applicants are willing to move to gain experience. It is particularly important that developing and transitioning economies understand the supply and demand of labour to be able to realise and deliver the benefits that transport infrastructure can bring to their economies.
- Considering the supply and demand of labour is also critical at an organisational level. Without confirming that the strategic objectives of an organisation are aligned with the core competencies required to deliver those objectives, organisations will fail to deliver. Organisations must recognise that human resources are a key part of the capital investment in infrastructure projects and road services.
- The labour challenge is to ensure that transportation and civil engineering careers are at the forefront of most young people's thoughts. Without an awareness of the types of careers available in the road industry, and the requirements of those positions a decision to pursue a career in our industry is not possible. Building an awareness of the importance of transportation and roads base technical skills, like civil engineering, to society will help attract the next generation by increasing the knowledge of who engineers are, what engineers do and the importance of their contributions to society.
- The awareness of transportation and civil engineering needs to start early as career decisions commence even unconsciously at an early age. A decision to take elective math and science courses in high school will position young people as to which post-secondary programmes they are qualified to pursue after graduation. It can be too late to try to influence college students or even high-school seniors as they have already set themselves up (or not) for certain careers. However an Austroads case study that focuses on marketing career options to this group is available. Road administrations should consider the whole student life cycle and how they can position themselves and road based technical skills more favourably.

Finally, we will elaborate on what actions have been undertaken in those countries since the seminar.

3.2.2. A selection of a paper from the call for papers submission

The call for paper has seen some interesting abstract submissions coming from various countries. We will select the full paper that is most relevant to our theme to include for discussion at the plenary session. The submissions have not yet been reviewed and a decision has not been made at the time this document is printed. The working group will finalise the review of papers and the format of the Mexico discussions the end of April 2011.

3.2.3. Case studies overview

WG3 has applied a case study framework to exemplify the following topics:

- Skills gap identification both at the macro level across industries and countries and at the micro level within individual road administrations and their staff;
- Recruitment, attraction and retention of the skills identified as essential for the delivery of the outcomes and services provided by a road administration;
- Increasing the pool of potential supply through partnering with education and influencing curriculum.

The following table lists the case studies that have been prepared to illustrate each stream and we will present practical examples of what countries (developing / in transition / developed) have done, what worked, what did not, and how their approach could be improved.

Stream 1 – Skills gap analysis	Stream 2 – Recruitment, attraction and retention	Stream 3 – Influencing curriculum
1. Australia and New Zealand – macro level analysis 2. Finland – future skills and competence at an organisation level 3. Japan – managing skills at an individual level	4. Belgium – Bruxelles Mobilité, structure, management tools and pay and allowance systems 5. Spain – research of expectations, perceptions and career choices of civil engineers in the private and public sectors 6- Australia and New-Zealand – National Skills Marketing Plan and associated research	7. USA, Canada and South Africa – increasing the pool of potential candidates through influencing school age children 8. Mali – Influencing tertiary and technical curriculum to get the skills required to deliver appropriate outcomes

FIGURE 6 – SUMMARY OF THE CASE STUDIES BY WG3

4. BIBLIOGRAPHICAL REFERENCES

- ‘The Success Case Method: Find out quickly what's working and what’s not’ by Robert O. Brinkerhoff, publishers Berrett-Koehler, Inc. San Francisco, 2003.
- Mark H. Moore (1995), « Creating Public Value Strategic Management in Government » Harvard University Press.
- Questionnaire survey ‘Organisational Integrity – Principles, Policies and Practices related to preventing, identifying and tackling corruption. on organisational integrity’ circulated between April and July 2009 – Analysis of results completed in December 2009.
- Article on Institutional Integrity by A.Walcher, M.Apfalter, R. Stempkowski and J. Spear ‘Cycle for Integrity’, Routes/Roads #349, 1st trimester 2011.
- Survey circulated between April 2009 and June 2009 by TC B.1.2 to assess customer orientation.
- Skills gap case study (Austroads). Authors: Brendan Nugent, Alex Ryan and Joel Palmer – will be published in the technical committee B.1’s final report (cycle 2008/11).
- Submission for the call for paper for World Road Congress by Mohamed Saliha Maiga Paper titled ‘Human Resources Training and Management of Public Procurement in Mali’.

5. CONCLUSIONS

Good governance is having the right people, acting with integrity and transparency, with the right skills focusing on and involving the customer in delivering better public value.

- To add public value, road administrations need organisational capacity to deliver what the customers require. Balancing the supply of, and demand for, skills is critical for the effective operations of road administrations. To understand what skills are required, now and in the future, there needs to be capability in skills gap analysis.
- The need to take targeted action to promote institutional integrity in corporate governance and to act decisively against corruption is increasingly recognised as a priority for all sectors worldwide. This is especially true for the roads sector that is proven to be very vulnerable to corruption.
- Corruption has financial, reputational, societal and economic effects. It leads to significant material, immaterial and financial losses. Corrupt behaviour must be countered in a comprehensive and systematic manner on a national and international level.
- As society changes, the road administrations' customers are different with different needs and demands. In order to deliver services adapted for those emerging needs, road administrations must proactively seek and respond to customer input.
- Road administrations need to understand that customers are the key to their success, and committed leadership is needed. The organisations focus needs to change from the producers view to a user view. This leads to organisational efficiency and improved outcomes.
- WRA has a key role to play to fight against corruption and promote integrity, working with other bodies such as the United Nations, World Bank and Transparency International.