Rijkswaterstaat
Ministerie van Infrastructuur en Milieu

Contracting Transport Infrastructure: The Dutch Experience

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Rijkswaterstaat

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Challenges (1)

Facilitaiting economic growth

- International competiveness (multi modal gateway to Europe)
- Accessibility of major centres and strong hinterland corridors
- Optimal use of existing infra-capicity

Evironmental

- Sustainable transport solutions
- Optimal use of space

Safety

- Traffic safety and security

Traffic management

- Superior traffic management

Challenges (2)

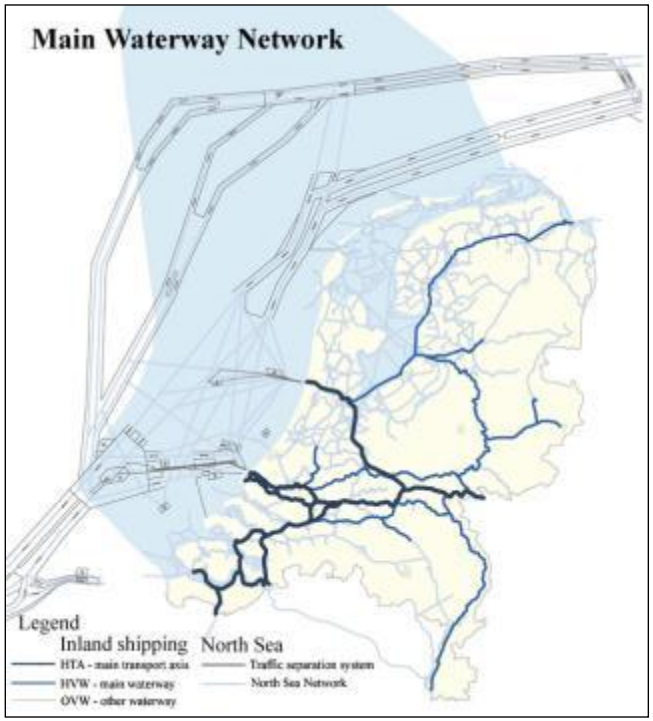
Main road network
3102 km

Main waterways
8000 km

Main watersystem
65000 km2

Rijkswaterstaat's area of management

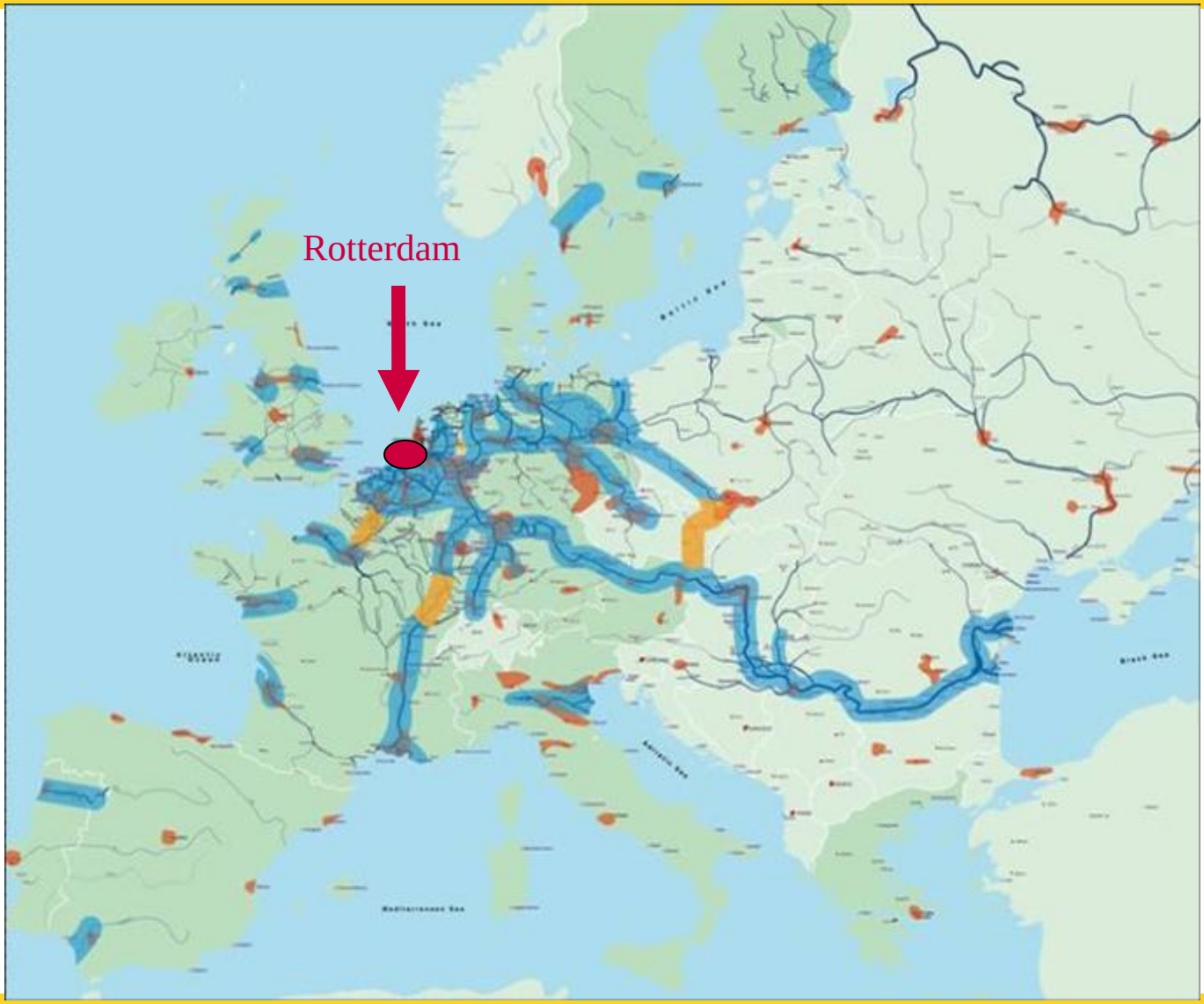
Rijkswaterstaat manages three National Infrastructure Networks



Contracting chain

Challenges → Choises → Contracting → Management

Europe



Rijkswaterstaat

2009

2030 Maasvlakte II fully in operation
Rotterdam 30 mio Teu

Role of the government

Responsibility government:

- Roads, waterways, rail roads, watersafety
  - •Decision making (spacial planning; priority setting)
  - •Scope, budget and time
  - •Traffic management, watermanagement
  - •Procurement of building and maintenance
  - •Private sector responsible for actual design, build and maintenance
- Seaports and airports
  - •Inland infrastructure
  - •Private sector responsible for building, financing and management of port infrastructures and suprastructures

Traffic management and information

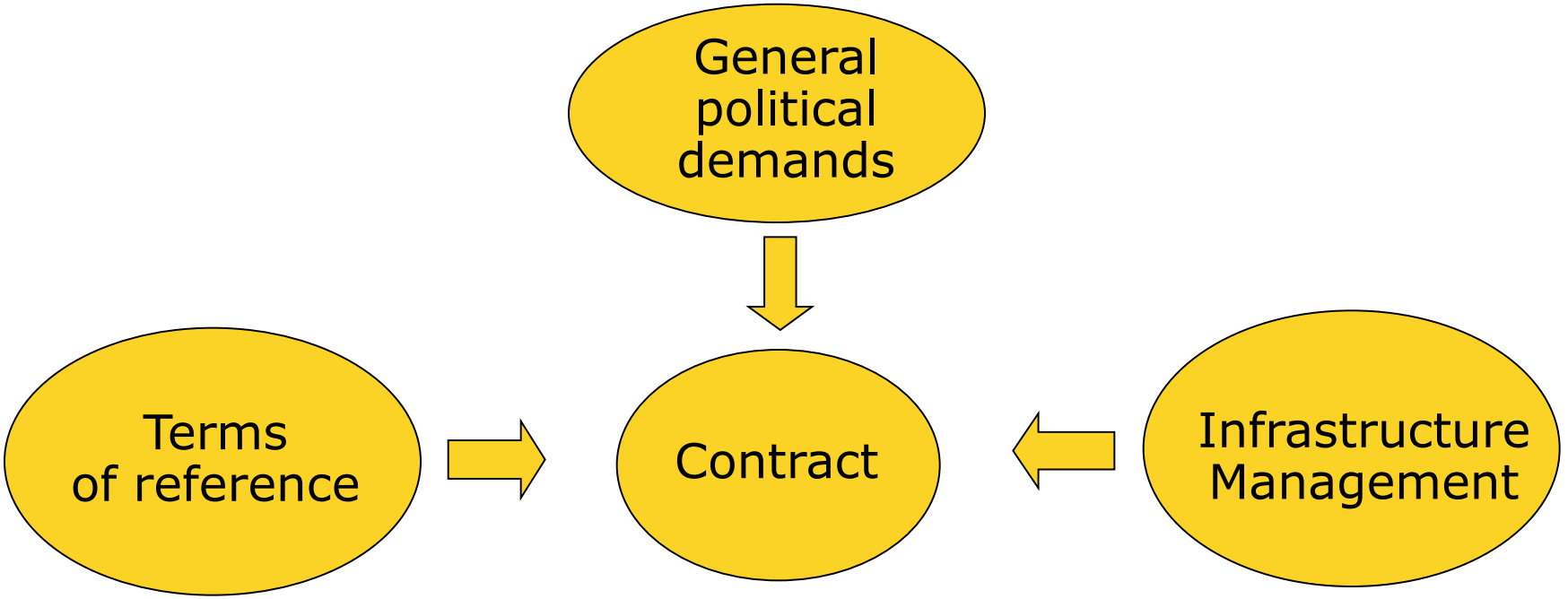

50
50
50
Bunnik
Odijk
Wijk bij Duurstede
N229

General political constraints

Political wish to realize these issues in public tenders:

- Environment
  - Noise, CO2-reduction, clean air
- Safety standards
- Social return
- Use of PPP-schemes
- Chances for small business

Contracting constraints

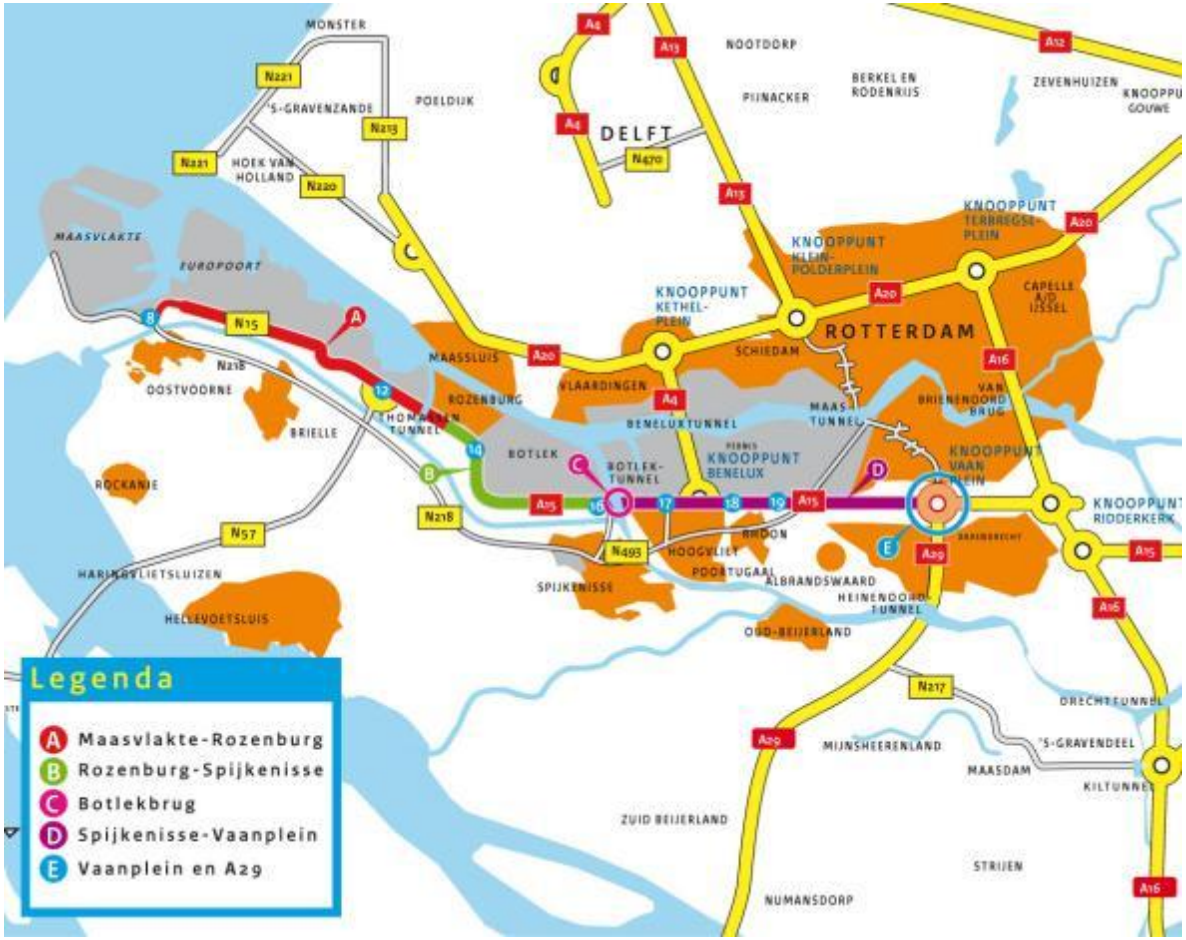


Public regulations

Tendering process

- Open procedure
  - Small maintenance work; under 10 million euro
- Restricted procedure
  - Design & Build contracts and larger maintenance; 10 to 100 million euro
- Competetive dialogue
  - Large DBFM-projects; over 60 million euro

MAVA A15 Rotterdam



Key issues in competitive dialoque

Issues that have a clear link with award criteria

- risks: the risk assessment plan: risks private sector; risks public sector.
  Not only the risks and their impact, but also how those risks are mitigated.

- The feasibility of the technical solution;

- Sustainability; the use of sustainable energy, re-use of materials, the energy consumption, dealing with contaminated soil.

Innovations in contracting

Main drivers:

Parliamentary inquiry

Problems with anti trust violations

Space for the private sector to innovate and find more efficient solutions

The political urge for a smaller government organisation and the shift of public work and services to the private sector

A new procurement strategy

Functional specifications

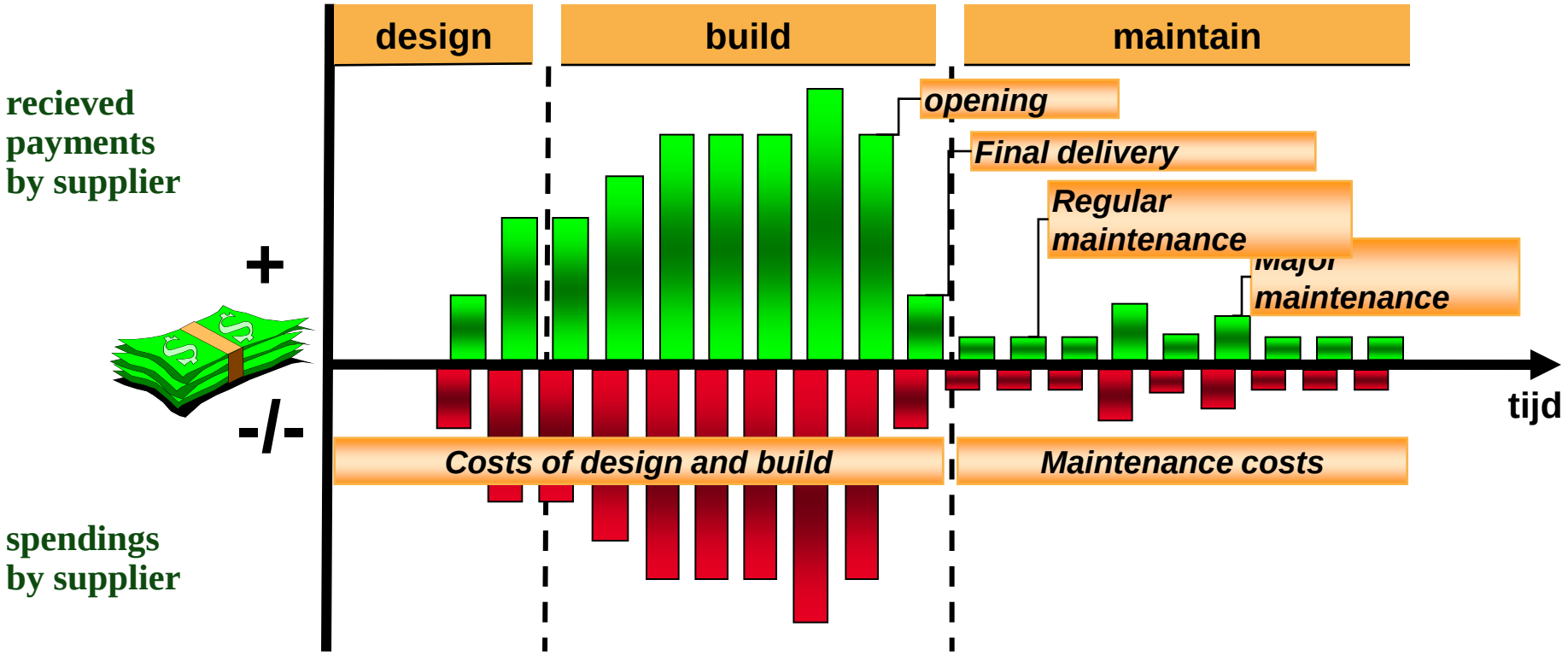
Market strategy:

- -- Durable competitive market
- – Award on: Economically Most Advantageous Tender (EMAT)
- – Permanent ambition to lower costs of tendering

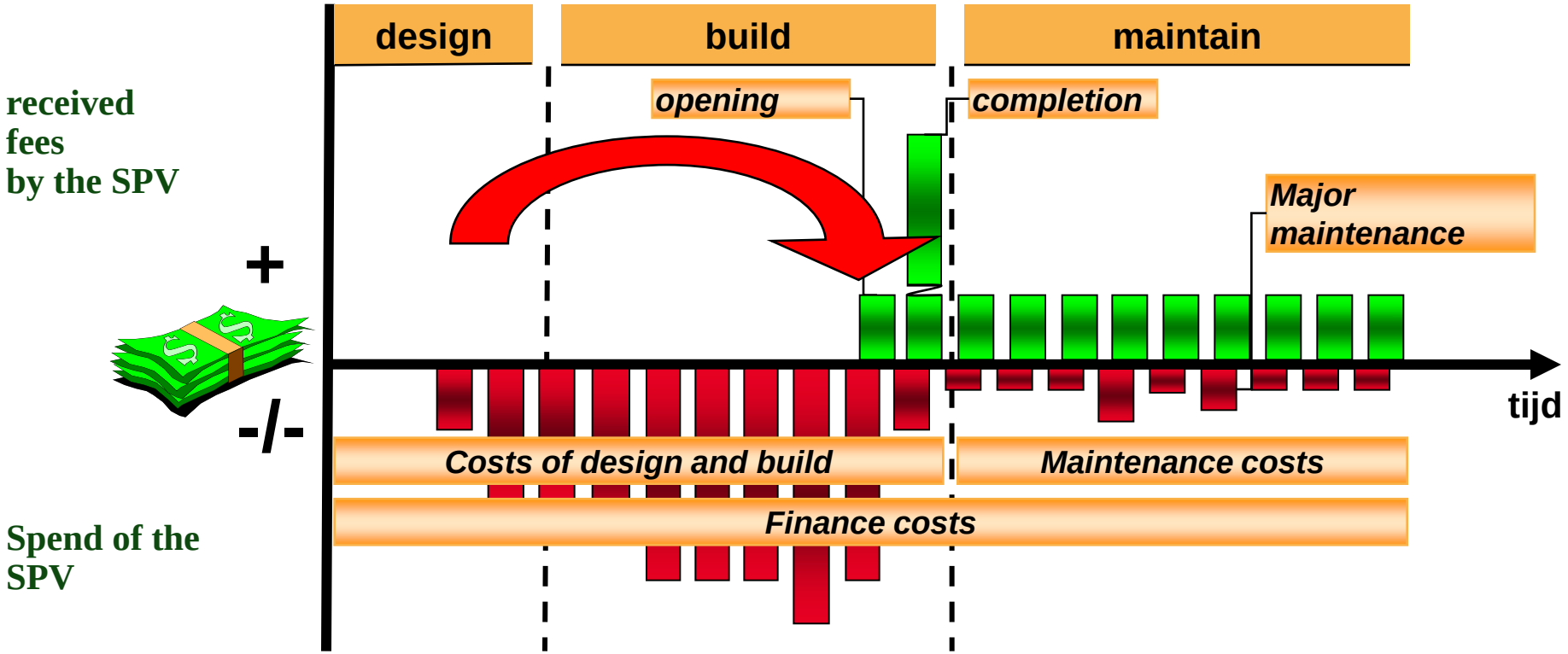
Contracting strategy: 3 main standards

- -- Maintenance: performance based contracts
- -- New projects: Design and construct
- – Major projects: design, build, finance and maintain

Flow of money in regular project

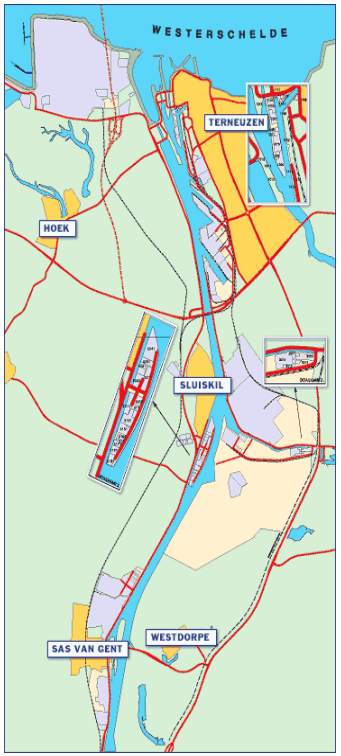


Flow of money in a DBFM project



DUTCH PPS-Projects (Future, Water Infra)

- **Kanaalzone Gent-Terneuzen**
- **Volkeraksluizen (locks)**
- **Keersluis Limmel (Maaswerken)**
- **Zeetoegang IJmond (Sea lock)**
- **Lekkanaal/3e kolk Beatrix**
- **Twentekanaal/ Eefde**



System based contract control

1. Risk based on quality plan contractor
2. Accounting and payment plan
3. System, process and product audits

1. Critical risks
   - Inspection not in control
   - Traffic management not in control
2. Specific risks
   - Permits not available in time
   - Contractor works outside available hours
   - Repairs not conform requirements
   - Asset information is not up to date

Lessons learned

Difficulties

- Client has to learn to keep distance
- Contractor has to learn to be accountable for complet project
- Working with functional specifications
- People with the right new knowledge and skills (balance in process and technical knowledge)

This requires:

- New partnerships during the project realisation
- New knowledge and skills and a higher education level
- A shift to larger combinations of contractors
- A change of culture

Final recommendation

If you want to change your way of contracting you need:

- A consistent procurement strategy and hold on to it
- To be transparant about your objectives and plan
- To keep communicating with clients and contractors
- To actively resolve operational problems in new contracts
- To invest in people constantly