



Rijkswaterstaat



Annual Report
Rijkswaterstaat
2008

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Rijkswaterstaat

Annual Report Rijkswaterstaat 2008

We would like to know what you think about this annual report, Rijkswaterstaat's work and the new digital annual report on www.jaarverslagrijkswaterstaat.nl. Please call 00 31 800 8002 and tell us. Rijkswaterstaat values your opinion and suggestions.



Foreword

I can look back on 2008 with great satisfaction. Rijkswaterstaat again worked hard to keep the Netherlands dry, clean, safe and accessible. We are following the government's ambitious lead of taking a sustainable approach to making our country economically stronger.

To carry out this task even better, Rijkswaterstaat launched a sweeping process of change in its 2004-2008 Business Plan. The process has already proved successful: we were a more efficient, effective and public-oriented organisation in 2008. We also became more confident in our role as a professional client. Thorough knowledge of the market, good planning, sensible contracting and timely consultation are proving to be effective marketing tools.

But we are not there yet. 2008 was also the year in which we introduced Agenda 2012 to sharpen up our approach and raise our ambitions. By 2012, Rijkswaterstaat intends to be a leading public-oriented and sustainable executive arm of government.

Rijkswaterstaat cannot achieve this ambition by itself, particularly in the dynamic and often political arena in which we operate. The theme of this annual report is therefore cooperation – with the public, politicians, fellow infrastructure managers, other public authorities, non-governmental organisation (NGO) and private parties.

The corridor approach to our main highway and waterway networks and our main water systems, for example, shows that close cooperation and carefully coordinated planning with other managers significantly reduce inconvenience

to users. A variety of public-private agreements also testify to the effective and often innovative forms of cooperation in which Rijkswaterstaat can stand out as a reliable partner.

Rijkswaterstaat's renewal has not gone unnoticed. Road and waterway users appreciate what we are doing. My winning the Public Sector Manager of the Year award is also recognition of our fundamental and successful transformation into a public-oriented organisation. More importantly, the award is a credit to all of Rijkswaterstaat's staff who have helped to bring about this transformation. I would therefore like to thank my staff for their commitment and enterprise.

This annual report shows that Rijkswaterstaat is no longer a management organisation concerned primarily with the infrastructure but is much more a communicative network manager. It also shows that we are a transparent organisation. The clear financial statements on our costs and expenditure and our new digital annual report at www.rijkswaterstaat.nl are convincing illustrations of our transformation.

It's with great pleasure that I invite you to read about what we did in 2008.

Ir. Bert Keijts
Director-General, Rijkswaterstaat

Introduction

Rijkswaterstaat is the executive arm of the Dutch Ministry of Transport, Public Works and Water Management. On behalf of the Minister and State Secretary, Rijkswaterstaat is responsible for the design, construction, management and maintenance of the main infrastructure facilities in the Netherlands. Rijkswaterstaat manages the country's main road network, main waterway network and main water systems. It is responsible not only for the technical condition of the infrastructure but also, and especially, for its user friendliness. It facilitates the smooth and safe flow of traffic, keeps the national water system safe, clean and user-friendly and protects the country against flooding.

Organisation

Carrying out these tasks effectively and efficiently requires a national organisation that is close to those who actually use the infrastructure. Ten regional departments (including 19 road districts and 16 water districts) and three project organisations (Room for the River, River Maas Project and HSL South) place Rijkswaterstaat at the heart of society. Rijkswaterstaat also has five centres of excellence at which it has concentrated its specialised knowledge.



Together with the deputy director-general and the chief financial officer (CFO), Rijkswaterstaat's director-general is responsible for managing the organisation. In the execution of his tasks, the director-general is assisted by the Senior Management Advisory Unit.

Renewal of Rijkswaterstaat

Rijkswaterstaat has changed dramatically since 2003. In accordance with the Business Plan we introduced in 2004, the organisation has been transformed into a public-oriented government organisation that concentrates on its tasks as network manager. As part of the Business Plan, Rijkswaterstaat issued Agenda 2012 in 2008 to continue this process in the

next four years. The goal is to become a leading sustainable and public-oriented executive arm of government by 2012.

The starting point: the Business Plan

The Business Plan includes measures to address a series of problems that Rijkswaterstaat has been struggling with for some time. In particular, operational management was crying out in 2003 for greater unity, simplicity and central steering. The House in Order programme has since resulted in unqualified auditor's reports and government agency status.

The Business Plan is also consistent with the previous government's vision of the modern government.

Water. Roads. Engineering Structures. Rijkswaterstaat.

It must deliver more quality to its users. Hence the aim to make Rijkswaterstaat a public-oriented network manager that delivers more results with fewer people. Rijkswaterstaat is now some 2,000 FTEs smaller and carries out more projects with less inconvenience to road and waterway users. These users now look more kindly on Rijkswaterstaat. New types of contract are leading to smarter solutions, often at lower cost. Rijkswaterstaat has been through many changes in the four years since it launched the Business Plan. Twynstra Gudde (a Dutch management consultancy) concluded in its evaluation of the Business Plan in mid-2008 that Rijkswaterstaat 'has made considerable progress towards its goals. That is quite an achievement.' It also concluded, however, that 'the change in organisational culture, the new working method that goes with it and the conduct of management and staff have not yet progressed as far as intended.'

Continuing with Agenda 2012

Agenda 2012 addresses the concerns raised by the evaluation of the Business Plan. Although the main points were presented at the end of 2007, the complete Agenda 2012 was not issued until Management Day on 11 June 2008. Immediately

after the summer, the details were worked out in an action programme describing the main steps to achieve the ambitious goal.

Agenda 2012 also sets out the main priorities. They represent the measurable results that Rijkswaterstaat wants to achieve by 2012 in relation to the pillars of Agenda 2012. The renewal of Rijkswaterstaat did not come to a halt in 2008. The staff are at the heart of the change process. Their way of working and their conduct reflect our core values: result-driven, accountable, service-minded, honest and enterprising. To be a leading client, Rijkswaterstaat has introduced a new procurement strategy. The agreement on long-term finance for management and maintenance is an important step in enhancing efficiency, helping to build Rijkswaterstaat's profile as a reliable and efficient partner.

As part of the renewal process steps were taken to develop vertical learning processes in which staff in a particular segment join forces to analyse and resolve problems encountered in practice.

Mission

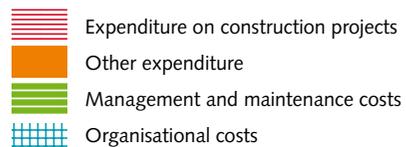
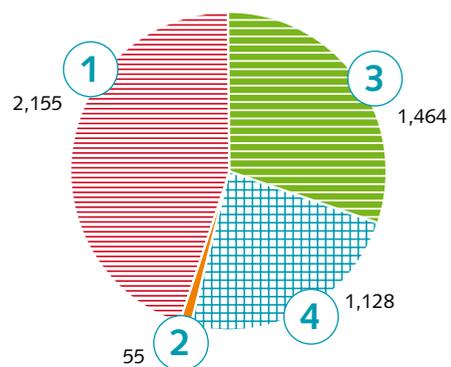
Rijkswaterstaat is the executive organisation that develops and manages the national infrastructure networks on behalf of the Minister and State Secretary for Transport, Public Works and Water Management.

Rijkswaterstaat is responsible for:

- Dry feet
- Sufficient clean water
- Smooth and safe flows of transport on the nation's road and waterways
- Reliable and useful information

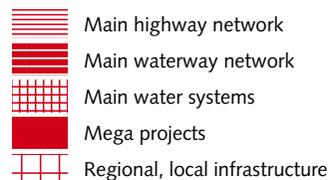
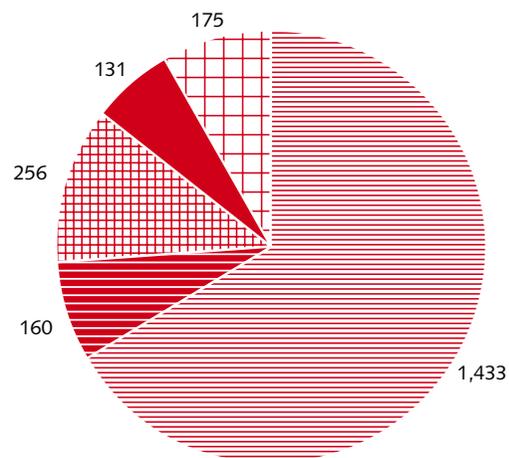
RIKSWATERSTAAT EXPENDITURE AND COSTS

Total 4,802 (in units of € 1 million)

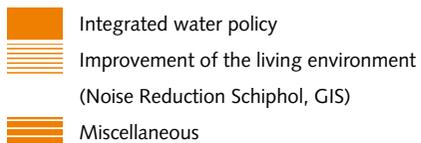
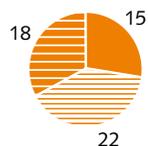


EXPENDITURES (in units of € 1 million)

Expenditure on construction projects (Infrastructure Fund)

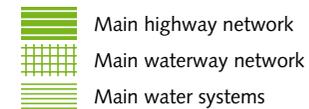
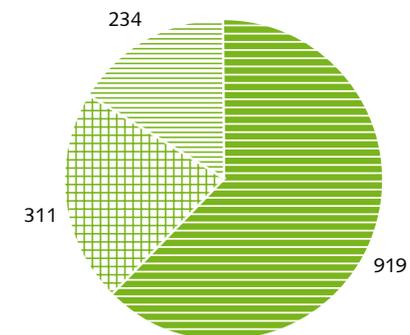


Other expenditure

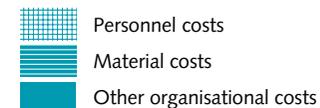
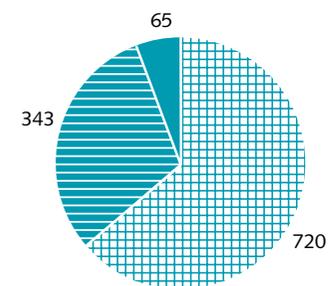


AGENCY COSTS (in units of € 1 million)

Management and maintenance costs (including traffic management)



Direct and indirect organisational costs



Notes to expenditure and costs

Introduction

Rijkswaterstaat is the executive arm of the Ministry of Transport, Public Works and Water Management. It is responsible for the management and maintenance of the national highway and waterway networks and the main water systems. Rijkswaterstaat has been a government agency since 2006. As an agency, Rijkswaterstaat concludes management and maintenance agreements with the Ministry. Rijkswaterstaat receives an 'agency fee' for the work it performs. The agency fee also covers organisational costs. Rijkswaterstaat can earn a profit or incur a loss on the agency fee. In addition to management and maintenance, Rijkswaterstaat is responsible for the construction and expansion of the national highways, waterways and main water system. The Ministry funds expenditure on construction projects directly from the Infrastructure Fund. Rijkswaterstaat cannot earn a profit or incur a loss on this expenditure.

Management and maintenance costs

The cost of area management and maintenance (€ 1,464 million) and the agency's organisational costs (€ 1,128 million) are accounted for in this annual report and disclosed in the statement of income and expenditure. Management and maintenance costs consist of the cost of work performed by contractors on national highways, waterways and the main water system and the cost of traffic management (national highway and waterway networks) and water management (main water system).

Direct and indirect organisational costs

Organisational costs are divided into personnel costs (€ 720 million), material costs (€ 343 million) and other organisational costs (€ 65 million). Direct personnel and

material costs relate principally to traffic and water management, management and maintenance, exploratory and planning studies and the execution of construction projects. They also include indirect material costs, such as those incurred for buildings and depreciation, and indirect personnel costs for, for example, central administration and management support staff.

Expenditure on construction projects

Construction projects relate to building work on the main highways, waterways and the main water system. This work, too, is outsourced to third parties. Expenditure comprises only the cost of such outsourcing (€ 2,155 million). Other costs incurred by Rijkswaterstaat for these projects (such as project management costs) are recognised as organisational costs and are accounted for in the agency's statement of income and expenditure.

Other expenses

Chapter XII of the national budget relates to the budget of the Ministry of Transport, Public Works and Water Management. Of particular relevance to Rijkswaterstaat is the Improvement of the Living Environment policy article (€ 22 million), which includes the Noise Reduction Schiphol project (GIS). This project involves the insulation of sensitive buildings near to Schiphol Airport, such as schools, houses and care centres, in order to reduce noise levels for local residents.

Review of 2008

Dinsdag 3 maart 2009 12:33





Rijkswaterstaat in 2008

On behalf of the Minister and State Secretary for Transport, Public Works and Water Management, Rijkswaterstaat ensures that the infrastructure is well maintained, safe and future-proof. Together with private parties, Rijkswaterstaat serves the public. It carries out its tasks within the parameters of policy.

Rijkswaterstaat in 2008

Robust economic growth suddenly turned into painful recession in 2008. The credit crunch, however, has not weakened the government's stance on sustainability. On the contrary, the government sees substantial investments in sustainable infrastructure solutions and flood protection as important weapons to withstand the economic crisis. They can also help the Dutch construction industry during a difficult period. The credit crunch clearly shows that private interests are inseparable from the public interest.

safer and cleaner in both the short and the long term. This ambition defines Rijkswaterstaat's work and planning. An important goal is to increase the competitiveness of the Randstad conurbation. Rijkswaterstaat is a key player in the interministerial Randstad Urgent project, which is being coordinated by transport minister Camiel Eurlings. Rijkswaterstaat is helping improve the quality of life and accessibility of the Randstad by means of road widening projects. In July 2008 Rijkswaterstaat worked with the

Rijkswaterstaat is working on a more liveable and accessible Randstad

More so than in previous years, awareness is growing that strong government is and will remain necessary. As the executive arm of the Ministry of Transport, Public Works and Water Management, Rijkswaterstaat should be seen in this context.

A stronger Randstad

The government's motto is 'Managing for Sustainable Growth'. The government wants to make the Netherlands economically stronger, more mobile,

municipality of Rotterdam, the Rotterdam metropolitan region and the Port of Rotterdam to set up *De Verkeersonderneming*, an organisation tasked with taking effective measures to solve congestion on and around the A15 motorway in the Rotterdam port area. This aim is to improve traffic management and actively encourage road users to make 'smart' journeys. Construction of the second Maasvlakte will also strengthen the Randstad's competitiveness. Beach nourishment on the southern foreshore began





in September 2008. The loss of nature will be compensated for by the creation of new wet dunes in the coastal reinforcement projects at Delfland and Scheveningen.

Water

Flood protection

The government's aims for the Netherlands include climate-aware spatial planning, flood protection and a sustainable water policy. The Delta Commission chaired by Cees Veerman has mapped out in detail how the Netherlands can effectively and efficiently prepare for climate change in the next 100 years. This approach will be anchored in a new Delta Act, with a solid financial base. As a water manager, Rijkswaterstaat is helping to draw up the Delta programme for the future.

Rijkswaterstaat is also working on sustainable flood protection for the near future. A number of projects are already being carried out, such as Room for the River, the River Maas Project and the Flood Risk Management programme. We are also managing measures to strengthen the weakest links in the

coastline. The extensive work to sustainably strengthen the coast at Delfland and Scheveningen also takes account of the environment and the landscape. Rijkswaterstaat is also taking the first steps to renovate the Afsluitdijk and is looking at how safety and sustainability can be combined with other functions such as energy generation and recreation.

Draft National Water Plan and North Sea Policy Document

The draft National Water Plan, including the draft North Sea Policy Document, was issued in 2008. On the basis of the EU Marine Strategy Framework Directive, the government has opted for the sustainable, space-efficient and safe use of the North Sea in harmony with the marine ecosystem. Its aim is to make the North Sea fisheries sustainable, in consultation with the fishing industry, nature organisations and other EU member states. Views across the sea to the horizon will remain open. The government is giving priority to activities that are of national importance: sand extraction and sand nourishment, sustainable wind energy, creating conditions for further growth after 2020, oil and gas production, sea shipping and marine defences. Existing and new users will be informed of the

opportunities available to develop new activities, and the applicable conditions.

Major maintenance of the main waterway network

The main waterway network is still suffering from overdue major maintenance. Large-scale maintenance requires many years' preparation. A substantial number of major maintenance projects will be carried out in the years ahead. Deepening the North Sea Canal was completed in 2008. On the instructions of the State Secretary, the first steps were taken to bring forward overdue maintenance. The challenge is to plan the maintenance work so that waterway users do not experience any appreciable inconvenience. This approach is characterised by good information, diversions and traffic management on and along the waterways.

Roads

Additional investments

The Mobility Policy Document includes a € 1,250 million investment package to help create a robust and coherent transport system in the Netherlands. The Minister has released € 200 million for measures on the main highway network to relieve the



worst congestion in the country's top 50 hotspots. In the years ahead, 17 regional packages will be implemented to improve connections between regional roads and motorways, the phasing of traffic lights and dynamic traffic management. Preparations are already being made. The measures will be

This proved decisive in breaking the deadlock surrounding air pollution and fine particulates at the end of the year. With his bill on speeding up decisions on road building projects and the fast-tracking of roads, Minister Eurlings wants to gain political support to accelerate procedures for the

We will continue to invest in limiting inconvenience to road users

implemented in collaboration with regional road authorities between 2009 and 2012 in order to improve traffic flows on the road network.

Working faster on the main highway network

The government is taking a three-pronged approach to ensure that mobility in the Netherlands remains manageable: construction, pricing and optimum utilisation. As in previous years, road building and widening projects are encountering difficulties owing to the length and complexity of the decision-making procedure. In April 2008, the Elverding Committee made a series of recommendations to radically speed up decisions on infrastructure projects.

construction and improvement of the infrastructure. Fast-tracking represents a challenge to Rijkswaterstaat: work will begin on 30 fast-track projects before May 2011. At least ten of them will be put out to tender before then. Following a market consultation exercise, Rijkswaterstaat is working with private parties to meet these schedules.

Tackling traffic jams

For the first time in many years, there was a modest decline in the overall volume of congestion in the last few months of 2008. Growth in mobility is, however, unavoidable in the long-term. Policy is to keep vehicles moving safely by taking measures that improve



connections between the main road network and the secondary road network, public transport and the road. Rijkswaterstaat will also continue with its FileProof projects, using new solutions to reduce congestion quickly. The overall package of road works, construction and maintenance will increase in the coming years. Rijkswaterstaat will therefore continue to make substantial investments in limiting inconvenience to road users.

Building infrastructure

Rijkswaterstaat builds. And is firmly in the public spotlight. It delivered some 50 road projects and completed the infrastructure for the high-speed rail link on schedule. This success was overshadowed, however, by the trains not being available on time. Another disappointment was the completion of the tunnels on the A73 near Roermond and Swalmen. On paper, these tunnels were amongst the safest in Europe but tests revealed one problem after another.

Bridges

Rijkswaterstaat has found that many bridges built before 1975 will not last as long as hoped unless additional measures are taken. This is chiefly because the volume of traffic is higher and far heavier than

originally anticipated. Rijkswaterstaat is taking stock of the expected remaining lives of the steel bridges. None of the bridges is in immediate danger. Concrete bridges will be investigated in 2009. Fourteen steel bridges will need to be strengthened in the next four years. €600 million has been reserved. Implementation is planned for 2009 and subsequent years.





OUR FEET
ARE DIRTY
THANKS TO
RIJKSWATERSTAAT



Main water systems

Dry feet, sufficient clean water and reliable and useful information. That is the essence of integrated water management as laid down in the new Management and Development Plan for National Waters (BPRW). As the largest water manager in the Netherlands, Rijkswaterstaat is leading the way. All measures are planned around the users, environmental values and the landscape in close cooperation with water boards and other managers.

TIDAL RIVER AREA



UPPER RHINE/WAAL



Room for the River

The Dutch river system must be given better protection against flooding. The land behind the high dikes has subsided over the centuries. Winters are becoming wetter and the risk of flooding – with enormous economic and emotional losses – is increasing. In 2006 the government adopted the Room for the River Key Planning Decision, a package of 40 measures to enlarge river basins. The main objective is to give the Rhine and Maas river basins in the Netherlands better protection against flooding, for example by excavating flood plains, relocating dikes, lowering groynes and lowering summer beds. Dikes will be strengthened only if other measures are inappropriate or too expensive. A second objective is to make the river systems more economically, ecologically and scenically appealing and attractive.

The plans are currently being worked out in concrete planning studies. Cooperation between the authorities concerned – municipalities, water boards, provinces and Rijkswaterstaat – is of prime importance. One of the authorities (the initiator) takes the lead for each measure. The Room for the River project organisation monitors the coherence of the project as a whole at national level. It facilitates the initiators and supervises progress. The implementation phase begins once the State Secretary approves the planning study. Implementation of the Hondsbroeksche Pleij and Zuiderklip projects began in 2008. Further information is available at www.ruimtevoorderivier.nl.

Flooding of the Overdiepsche polder

In 2008, the State Secretary approved a plan to flood the Overdiepsche polder. The plan had been agreed by the local authorities, residents and businesses in the region. In 2008, the province of North Brabant won an international award for designing and living with water awareness for its plan to create raised islands – or *terps* – in the polder, principally because the residents themselves had helped develop the plan.



IJSSEL

Flood plain excavation, Scheller and Oldener Buitenwaarden

Flood plain excavation, Bolwerksplas, Worp and Ossenwaard

Flood plain excavation, Keizerswaard, Stobbenwaard and Olsterwaarden

Flood by-pass water channel, Veessen-Wapenveld

Dike relocation, Westenholte

Hondsbroeksche Pleij

Relocation of the Westenholte dike

To give the River IJssel more room, the dike at Westenholte will be moved back 300 metres. At the city of Zwolle, the water level will fall by about 13 cm. Rijkswaterstaat drew up the draft plan in close consultation with residents and interested parties. The State Secretary approved the draft plan in 2008 and thus gave the go-ahead to make the area more attractive to live in and for recreation.

Hondsbroeksche Pleij

The discharge regulators to distribute water between the Rhine and the IJssel at Hondsbroeksche Pleij in Westervoort came into operation on 25 September 2008, thus completing the European Sustainable Development of Floodplains (SDF) project. It marked the end of a successful six-year collaboration between the Netherlands and Germany to provide lasting protection for the Rhine river basin against high water.



Main water systems

Main water system (in km ²)	65,250
Dikes, primary water defences (dikes, dunes, dams, engineering structures, foreshores) (in km)	325
Storm-surge barriers (in km)	4



Water systems

- North Sea coastal zone, Waddenzee and Eems-Dollard
- IJsselmeer area
- Rivers and canals
- Southwest Delta

The BPRW was the outcome of intensive cooperation with NGO and local authorities in 2008. The plan explains how Rijkswaterstaat will manage and maintain the main water systems and waterways between 2010 and 2015. A new feature is the look ahead to the period after 2015 and the prominence it gives to safety. Another major challenge is implementation of the Water Framework Directive for the national waters. The BPRW forms a solid platform for the river basin management plans required by the European Union and also takes account of Natura 2000. More than 70% of the area designated for nature is located directly in and around national waters.

Dry feet

Coastal defence

Rijkswaterstaat is responsible for maintaining the Dutch coastline at 1990 levels: the basic coastline. To do so, the coast must be nourished with an average of 12 million m³ of sand every year. In 2008 Rijkswaterstaat added 1.2 million m³ to the beaches and 6.2 million m³ under water. The shortfall was due to necessary permits not being available on time.

For beach nourishment in the Natura 2000 areas, a permit is required pursuant to the Nature Conservancy Act. The procedure was delayed in 2008 and the greater part of the nourishment programme will have to be carried out in 2009. The delay will have no consequences for safety, however, because the coastline is systematically nourished.

Storm-surge barriers

A series of storm-surge barriers has been built that can close at high water to protect the Netherlands against the sea. Rijkswaterstaat manages four storm-surge barriers: the Oosterschelde barrier, the Nieuwe Waterweg barrier (the Maeslant barrier), the Hartel barrier and the Hollandsche IJssel barrier. Studies have shown that a new form of management and maintenance – based on the probability of failure – is necessary to reduce the risk of a breach. This has led to a better understanding of the long-term maintenance requirements of the Maeslant and Oosterschelde barriers and raised awareness that the budget must be increased. A start was made on an evaluation of the closure regime of the Maeslant barrier in 2008. The results are expected in mid-2009.

National emergency exercise

The Netherlands must be better organised to anticipate the consequences of large-scale flooding. To learn how cooperation between managers and relief workers can be improved, a national emergency exercise was held in November. Managers and relief workers had to deal with the consequences of the worst possible flooding scenarios. The scenario comprised an extreme storm off the Dutch coast on day one of the exercise, the subsequent threat of rivers flooding and the inundation of Flevoland province on day three. On the last day of the week, a major rescue operation took place in the Nijkerkernauw. Rijkswaterstaat provided the crisis centre with critical information on current and forecast water levels and advised on dikes and storm-surge barriers. It also helped in the preparations to evacuate millions of people and direct traffic over the main highway network. Even though a lot went well, the lessons learned made the exercise particularly successful.

Room for the River

The Dutch river system must be better protected against flooding. The land behind the high dikes has subsided over the centuries while precipitation is



Not only permits

As a senior permit advisor I'm obviously involved in granting permits for dredging sludge. But I'm also involved in countless other tasks and that's what makes my work at Rijkswaterstaat so interesting. At the beginning of 2008, for example, I stood in for my departmental head when she took maternity leave. I was then asked to work on a rather "sensitive" case: standardising the conditions of employment of colleagues working on the ships. A challenging job, mainly because it was a totally new area for me. Ideally, we should have a national pool of permit authorities.

*Rona Vink,
senior advisor, permit authorisation*

Main water systems performance agreements

“You are protected against the water and we are prepared for extreme situations”

Rijkswaterstaat ensures there is sufficient clean water. We also ensure that the Netherlands is properly prepared for high water and drought. Rijkswaterstaat proactively communicates the measures it takes and regularly practises for extreme situations.

	Target value ¹	Standard 2008 ²	Score 2008	
Rijkswaterstaat maintains the dams, sluices, locks and pumping stations so that they can always open and close and water is distributed properly.				
X% of the sluices and dams can be opened and closed at all times and pumping stations can be turned on and off at all times.	100%	100%	99,5%*	▼
Rijkswaterstaat regularly inspects the dikes, water defences and coastline to ensure they are safe. If safety is at risk, we take timely measures.				
X% of the primary national water defences (dikes, dunes, storm-surge barriers, etc.) and other frontline water defence structures remain in operating condition as measured in 2006.	100%	62%	62%**	▲
Rijkswaterstaat protects the coastline through regular beach nourishment.				
Working according to a set programme, Rijkswaterstaat annually nourishes the beach with a given quantity of sand to protect the basic coastline and the coastal foundation (measuring unit: average number of m ³ sand).	average 12 million	12.87 million	7.46 million***	▼
Rijkswaterstaat proactively communicates extreme water conditions.				
Rijkswaterstaat provides information within agreed deadlines on the vital national processes of high water, low water, water quality problems and floating ice (measuring unit: percentage of correct reports).	not applicable	90%	86%	▼
Rijkswaterstaat makes fair and firm agreements with businesses to minimise water pollution.				
Rijkswaterstaat completes and reviews permits within the statutory deadlines (measuring unit: percentage of permits completed and reviewed).	95%	80%	81%	▲

▲ Adequate
▼ Inadequate

¹ The target or basic maintenance level is the minimum package of management and maintenance measures necessary to protect Rijkswaterstaat's main water systems in the long term and allow them to function properly.

² The standard that the Ministry of Transport, Public Works and Water Management has agreed with Rijkswaterstaat for 2008.

* Structures are temporarily out of service during Rijkswaterstaat's regular maintenance work.

** The condition of the primary national water defences (dikes, dunes, storm-surge barriers, etc.) and other frontline water defence structures was unchanged in 2008 with a score of 100%. Since the second review found that 62% of the primary water defences managed by the State comply with the Water Defences Act, that percentage is given in the table above. All primary national water defences must comply with this Act by 2015.

*** Beach nourishment was delayed at the beginning of 2008 owing to the need to apply for a permit in accordance with the Nature Conservancy Act. Rijkswaterstaat also suffered from a tight sand market with reduced production opportunities and higher prices (partly on account of higher oil prices).



forecast to rise. To increase the discharge capacity of the rivers, the government presented a package of 40 measures in the Room for the River Key Planning Decision in 2006. The main objective is to improve protection of the Rhine and Maas river basins in the Netherlands against flooding, for example by excavating flood plains, deepening summer beds, lowering groynes and moving dikes back. A secondary goal is to strengthen the spatial quality of the river areas.

The main objective is to improve protection of the Rhine and Maas river basins in the Netherlands against flooding

The Key Planning Decision is currently being worked out into concrete planning studies. Cooperation with the authorities concerned – municipalities, water boards, provinces and Rijkswaterstaat – is of great importance. One of the authorities (the initiator) takes the lead for each measure. The Room for the River project organisation monitors the coherence of the project as a whole, facilitates the initiator and

supervises progress. Implementation begins once the planning studies have been completed.

Hondsbroeksche Pleij

The discharge regulators to distribute water between the Rhine and the IJssel at Hondsbroeksche Pleij in Westervoort came into operation on 25 September 2008, thus completing the European Sustainable Development of Floodplains (SDF) project. It marked the end of a successful six-year collaboration between

the Netherlands and Germany to provide lasting protection of the Rhine river basin against high water.

Flooding of the Overdiepse polder

In 2008, the State Secretary approved a plan to flood the Overdiepse polder. The plan had been agreed by the local authorities, residents and enterprises in the region. In 2008 the province of North Brabant won

an international award for designing and living with water awareness for its plan to create raised islands – or *terps* – in the polder, principally because the residents themselves had helped develop the plan.

Relocation of Westenholte dike

To give the River IJssel more room, the dike at Westenholte will be moved back 300 metres. At the city of Zwolle, the water level will fall by about 13 cm. Rijkswaterstaat drew up the draft plan in close consultation with residents and interested parties. The State Secretary approved the draft plan in 2008 and thus gave the go-ahead to make the area more attractive to live in and for recreation.

Dams in the Lek

The tendering procedure for the renovation of the dams in the River Lek was stopped in 2008 because the tenders were considerably higher than budgeted. The project was evaluated in consultation with private parties. Preparations will be made in 2009 for necessary short-term maintenance work. A new strategy will also be prepared for the complete renovation of the three lock and dam complexes.



Information for the future

Rijkswaterstaat is an important party in implementing the National Waterways Management Plan 2009-2015 (BPRW). The BPRW makes strict demands on the availability, reliability and consistency of information. Rijkswaterstaat is therefore analysing its ICT for the main water systems and is developing a plan to ensure it is a reliable and efficient operational partner. Great strides were again taken in 2008 with the remote operation of bridges and locks in Zeeland. Fewer people are now needed to provide a better service for pleasure craft and professional shipping.

The Barrier Dam (*Afsluitdijk*): looking further than safety

Can a stronger *Afsluitdijk* be combined with sustainable energy, nature conservation, recreation and transport? That is the subject of a study of the integrated improvement of the *Afsluitdijk*. The major facelift that the dike enclosing the IJsselmeer will have to undergo presents an opportunity to combine these functions in the dike and its surroundings. We will seize this opportunity to work with private parties from the earliest stages. Market research has produced many ideas and four consortia are working on them. Each plan includes strengthening the dike to protect the hinterland and guarantee supplies of fresh water for consumption and agriculture. The consortia are creatively combining the functions of nature conservation, green energy production and recreation. Thanks to extensive web-based communication of its progress, the project stands out for its transparency and the unprecedented speed with which Rijkswaterstaat, the provinces of Friesland and North Holland and the municipalities of Wûnseradiel and Wieringen are working together. The government's position on the preferred solution is expected in mid-2010.

Sufficient clean water

Blue-green algae difficult to eradicate

There were fewer problems with blue-green algae in the Gooi en Eemmeer in 2008 than in previous years. This was due to the weather and to measures Rijkswaterstaat took in collaboration with the municipality of Almere. Pneumatic barriers were placed in the water to prevent blue-green algae entering the harbour, and scum floating on the surface in front of the harbour mouth was removed by means of suction units. These and other measures helped prevent serious problems. To detect the development of algae and scum promptly, Rijkswaterstaat carried out inspection flights above the Randmeren at least once a week in the summer months. Rijkswaterstaat concluded from an exploratory study that the problem of blue-green algae in Volkerak-Zoommeer could be tackled by making the lake a saltwater area with limited tidal movement. Salinity may have consequences for the supply of fresh water in the southwest Netherlands. The consequences are still being studied.

More natural Markermeer-IJmeer

The Houtrib Dike between Enkhuizen and Lelystad separates the water in the Markermeer from that in the IJsselmeer. The water quality does not satisfy European standards. Since the water contains a great deal of sediment and little food, the number and diversity of birds, fish and plants have declined. Since there are plans to build houses outside the dikes, increase water recreation and construct more infrastructure, measures must be taken to improve bird and fish habitats. An ecological system is needed that can take some rough treatment. Led by the provinces of Flevoland and North Holland, a steering group of authorities and civil society organisations is working on the Future of Markermeer-IJmeer project. Rijkswaterstaat is a member of the steering group. In 2008 a pilot project on a more natural Markermeer-IJmeer was put out to tender. Based on the results, a programme of remedial nature measures will be implemented until 2015.

North Sea

The North Sea has a surface area of about 575,000 km² and is bordered by eight countries. The Dutch sector is about 58,000 km², more than one and a half times





A new role

I saw a lot of extremely professional requests for planning studies from Rijkswaterstaat in 2008. It's quite an adventure to take on a completely new role but we are very enthusiastic about it. Rijkswaterstaat's role is well defined so that maximum use can be made of the market's creativity. It also gives us an opportunity to present ourselves on the international stage. Outside the Netherlands, requests from Rijkswaterstaat always generate a great deal of interest. It's a win-win situation and a source of unique export opportunities.

*Marjan den Braber,
DHV engineering consultancy*

the size of the Netherlands' land surface. The North Sea is one of the most intensively used seas in the world. Its management is therefore not only a matter for the Netherlands. Dutch management of the North Sea, which is coordinated by Rijkswaterstaat, is a responsibility of several ministries. The North Sea is the Netherlands' largest nature area. The coast and the sea are valued chiefly for the open space, panoramic views and the power of water and wind. The Wadden coast and the Voordelta, the area of the sea off Zeeland and the South Holland islands, are protected nature areas. The Voordelta is one of the 19 national waterways to have been designated a Natura 2000 area by the European Union. It was the first Natura 2000 area in the Netherlands to have its own management plan. The Voordelta will provide compensation for protected nature areas that are lost owing to the construction of the second Maasvlakte. To this end, Rijkswaterstaat set out yellow buoys at the end of 2008 to mark five rest zones in which certain activities, such as fishing and recreation, are prohibited. Large beam trawlers, which cause serious damage by dragging fishing nets over the seabed, will be prohibited in the seabed protection area of the Voordelta. The seabed will then have several years

to recover and birds and seabed fauna that lose their habitats to the second Maasvlakte will be able to find sufficient food and refuge in the Voordelta.

Reliable and useful information

Reliable information on water

The Dutch live safely behind the dikes. During storms and periods of high water, however, we have to be extra vigilant and maintain surveillance of our water defences. If they are in danger, Rijkswaterstaat warns the dike and defence managers. Not only dike managers but also shippers, farmers, sailors and families enjoying a day at the beach benefit from timely and reliable information.

Every day, Rijkswaterstaat collects the data needed to inform interested parties appropriately and warn them when necessary. In 2008 Rijkswaterstaat took an advanced and innovative system into operation to monitor the water quality of the main rivers in the Netherlands. It is innovative because the entire monitoring process, from sampling to data publication, is fully automated. This saves time and money and is also safer for the analyst. The system is also

If the water defences are in danger, Rijkswaterstaat warns the dike and defence managers

transparent: everyone can check the quality of the Rhine and the Maas on aqualarm.nl every day. This is important because water from these rivers is used for drinking.

Water monitor

Rijkswaterstaat developed the Water Monitor and introduced it in June 2008 to track the average Dutch person's knowledge of water ecology, flood protection and drought. There is little understanding or awareness of problems relating to water quality and drought. Most of the respondents were aware, however, of the threat of flooding. The government wants to increase popular understanding and awareness of water and water management. The results of the annual Water Monitor show where the gaps are. To increase awareness, Rijkswaterstaat and the water boards will involve the public wherever possible in all manner of local projects. The greater the awareness of local and national water problems, the greater the support for sometimes radical measures and the more efficiently Rijkswaterstaat can make sure everyone has dry feet and sufficient clean water.



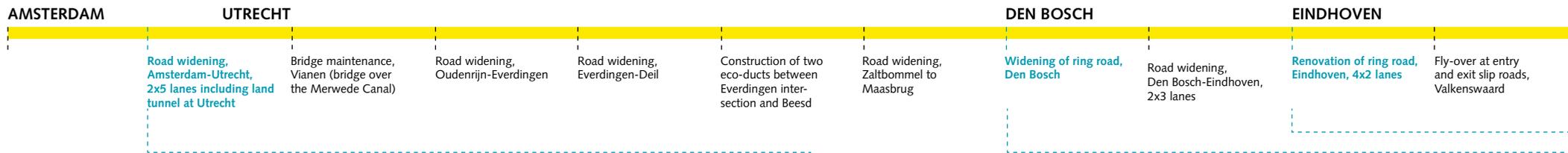


*Now that the arrows
on the road signs
have been
turned around
I get to
my destination quicker*



Main highway network

Ensuring that road traffic moves smoothly and safely and providing reliable and useful information. That is the purpose of Rijkswaterstaat's activities on the main highway network. As road authority and traffic manager, Rijkswaterstaat is responsible for keeping vehicles moving, dealing with incidents quickly and informing road users. Rijkswaterstaat is a driving force.



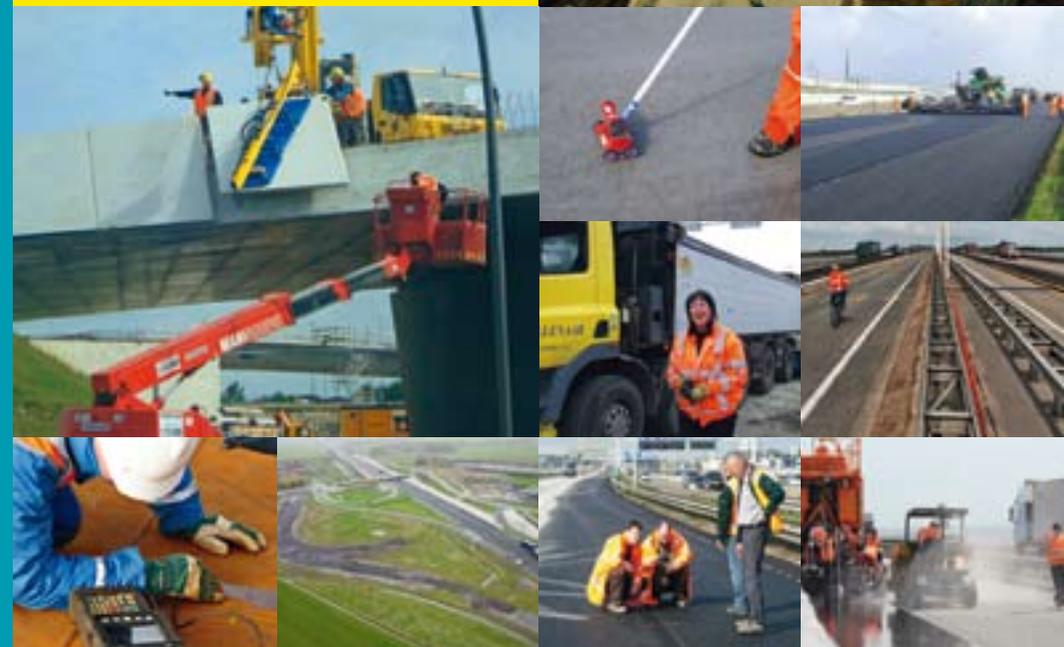
A2 corridor

The A2 motorway is the main north-south connection between Amsterdam and Maastricht and, at 212 km, is the second longest motorway in the Netherlands. The strong increase in traffic is creating ever-longer traffic jams. In the years ahead Rijkswaterstaat will be working hard on widening and renewing the A2 and taking measures to improve quality of life in and accessibility of the area directly around it.

Such a major operation will inevitably cause additional disruptions. To keep the inconvenience to a minimum, an integrated approach will be taken to the entire corridor, with Rijkswaterstaat working closely with all the parties involved, such as regional partners and enterprises. Wherever possible, the many sub-projects will be closely coordinated. Rijkswaterstaat will also use a variety of communication channels to inform road users of expected delays. We will also continuously study and adapt traffic measures to improve vehicle flows and develop mobility measures to provide smart choices that will help prevent or avoid congestion. The A2 *MinderHinder* pass, for example, allows commuters to use public transport to reduce inconvenience.

Amsterdam-Utrecht

Many thousands of homes will be built around Utrecht in the coming years and the A2 motorway will have to be widened to deal with the extra traffic. From Maarsse, the A2 will be widened to 2x3 lanes for through traffic with a parallel lane for local traffic. To avoid cutting the city of Utrecht in half, the road will be covered for a length of more than 1½ kilometres.



Main highway network

Lanes under management (in km)	5,734
Road traffic control centres	6
Rush-hour, buffer and additional lanes	25
Tunnel complexes	14
Movable bridges over water	59
Fixed bridges over water	658
Other bridges	2,539



Smooth traffic flows

Traffic management

To get as many cars as possible moving, Rijkswaterstaat is constantly looking for new ways to manage traffic. With the aid of cameras and signalling systems, Rijkswaterstaat's traffic control centres constantly keep track of the situation on the motorways and inform road users of alternative routes and journey times. One way of doing so is to provide information on Dynamic Route Information Panels (DRIPs), large variable message signs above and alongside the road.

Measures taken in 2008 included:

- The placing of 84 DRIPs, including several dozen on roads along the Oosterschelde in Zeeland, to improve the information provided to road users. The signs provide information on the length of traffic jams, diversions, wind conditions, etc.
- The placing of 122 cameras on 13 routes so that incidents can be detected and cleared more quickly. This improves safety and reduces congestion.
- Implementation of small infrastructure measures, such as the lengthening of hard shoulders and construction of additional turning lanes, at seven

locations where lack of capacity led to traffic jams during rush hours.

Rijkswaterstaat can also manage traffic flows by changing the maximum speed limits. Adapting the speed can improve traffic flows and road safety and reduce environmental harm. Temporary maximum speed limits of 50 and 70 km/h have already been imposed for traffic jams, accidents and extreme weather conditions. But Rijkswaterstaat wants to apply the system in more situations and with more speed limits, i.e. between 50 and 120 km/h. Its motto is: Drive faster where possible, slower where necessary. Four pilot projects were prepared in 2008. Systems were fitted on the A1 between Bussum and Muiderberg at the end of the year for a trial with higher speed limits during quiet periods starting in January 2009. The planning phase of the Amsterdam Traffic Management Practical Pilot was finalised in 2008 with an implementation plan. The aim is to establish a concrete form of regional cooperation between all road authorities in the area.

Incident management

35,000 incidents with cars and 4,000 with heavy goods vehicles caused not only a great deal of

We are constantly seeking new ideas to clear the road as quickly as possible

damage and personal suffering in 2008 but also additional costs to society in the form of traffic jams. Our road inspectors respond promptly to help the victims and other road users. Rijkswaterstaat is constantly seeking new ideas to clear the carriageway as quickly as possible after an accident. In close cooperation with the police and the Public Prosecution

Service, a pilot project will start in October 2008 to speed up at-scene investigations. Five road inspector's cars in North Holland have been fitted with cameras to give Rijkswaterstaat's traffic control centre live images of motorway incidents. The aim of the trial is to deal with motorway accidents more quickly. The live images are shared with the police, fire

More yellow on the road

Road inspectors are Rijkswaterstaat's hosts on the road. They inspect the roads and, as they are often the first at the scene of an accident or other incident, assist the emergency services. Rijkswaterstaat aims to minimise the inconvenience caused by incidents. Good communication with the police, fire service, ambulance service and the public is essential. In 2008 Rijkswaterstaat trained 40 coordinators to act as the primary contact points for the emergency services in the event of major incidents. In 2008 Rijkswaterstaat carried out a trial with mobile cameras fitted to the road inspectors' vehicles. The cameras show the traffic control centres what the road inspectors see. Rijkswaterstaat expects them to speed up the response to some of the 20,000 motorway accidents each year and reduce the burden on inspectors at the scene so that they have more time for other work, such as helping victims, securing the situation and controlling traffic. In the trial, live images are shared with the police, fire service and the insurers' emergency services. Rijkswaterstaat expects the trial to strengthen cooperation with the emergency services. It is being held in the east and north of the Netherlands where there are few roadside cameras. Following an evaluation, Rijkswaterstaat will decide on the use of mobile cameras in other parts of the country.



Main highway network performance agreements

“A smooth and safe drive with a reliable journey time”

Will I be on time? Every road user wants to know how long the journey will take. That's what we call a reliable journey time. Rijkswaterstaat wants to increase reliability. We make sure road works inconvenience you as little as possible and we inform you quickly and properly about delays. Rijkswaterstaat also makes sure the roads are safe.

In more than 80% of rush-hour accidents, Rijkswaterstaat is at the scene within 30 minutes. On busy roads we are at the scene within 15 minutes. At the scene, we make sure the situation is safe and then clear the road for traffic as quickly as possible.				
		Target ¹	Standard 2008 ²	Score 2008
Response times	15 minutes	not applicable	80%	82%* 
	30 minutes	not applicable	80%	93% 
Rijkswaterstaat provides information on congestion and alternative routes on electronic road signs above the road. Rijkswaterstaat also passes on the information via the radio, teletext and internet.				
	On all the roads monitored, reliable journey and route information is provided on the DRIPs and to service providers within five minutes at least 95% of the time on average over the year.	95%	90%	91% 
Rijkswaterstaat ensures that roads, fly-overs, aqueducts, bridges and tunnels comply with statutory safety requirements. If circumstances compromise road safety, Rijkswaterstaat takes measures to restore safety within 24 hours.				
	At least X% of road surfaces comply with maintenance standards.	95%	95%	97%** 
	At least X% of fly-overs, aqueducts, bridges and tunnels comply with maintenance standards.	90%	78%	88%*** 
	In at least X% of situations in which road safety is compromised, appropriate measure are taken within 24 hours.	100%	100%	100% 



- ¹ The target or basic maintenance level is the minimum package of management and maintenance measures necessary to maintain Rijkswaterstaat's main highway network in the long term and allow it to function properly.
- ² The standard that the Ministry of Transport, Public Works and Water Management agreed with Rijkswaterstaat for 2008.

- * It is difficult for Rijkswaterstaat's inspectors to reach incidents within 15 minutes where the hard shoulder has been replaced with a rush-hour lane.
- ** In the course of 2008, Rijkswaterstaat found excessive roughness and ruts at a relatively large number of places on the roads. Appropriate measures were taken at these places, including speed limits.
- *** Engineering structures such as fly-overs, aqueducts, bridges and tunnels are up to standard. However, performance will come under pressure in the years ahead. Ten steel bridges must also be strengthened or replaced in the next five years to ensure their safety in the future.



service and insurers' emergency services. The results are expected in early 2009.

Accidents involving heavy goods vehicles have a significant impact on traffic flows. It takes a long time to recover an overturned lorry. Large cranes are usually needed and the entire carriageway has to be closed. Ten large recovery firms bought air cushions in 2008 following tests by Rijkswaterstaat. They are placed beneath overturned trucks and inflated. The vehicle no longer needs to be unloaded and the cushions take up far less space, which reduces inconvenience. Emergency services must be able to reach the scene of an accident quickly but many road users do not know that emergency vehicles have to drive between the traffic if there is no hard shoulder. A campaign was therefore launched in 2008 with the slogan 'Make way for the emergency services' using signs along motorways.

Measures to reduce congestion

FileProof, a three-year campaign to reduce congestion in the near future, was rounded off at the end of 2008. Sixty measures were tested in practice at thousands of locations, with Rijkswaterstaat working closely with other road authorities, road users, NGO

and local authorities. Successful new measures include incident management, congestion forecasts with plus and minus signs on information signs, and movable barriers, for example on the Haringvliet and Holland Bridges. Movable barriers can be used to re-organise the lanes on a carriageway quickly. Thanks to this special equipment, work on the Holland Bridge progressed so well that it was completed three months ahead of plan.

The Green Wave Team is a group of traffic experts that analyse circulation at traffic lights and on through roads and advise on improvements. The team will continue its work in 2009.

Safely by road

Multiyear management and maintenance programme

A national multiyear road management and maintenance programme ensures that Rijkswaterstaat makes optimal use of its maintenance budgets and carries out necessary road maintenance on time. National programming helps us achieve the service level agreements (SLAs) concluded with the Ministry

Information for the future

Rijkswaterstaat is an important partner in the implementation of Traffic Management 2020 (VM2020). VM2020 sets strict requirements for the timely and continuous provision of information to road users. Traffic control centres must therefore be able to exchange information and assume each other's tasks promptly. The technical design for the traffic control centre of the future was unveiled in 2008.

Highest score among motorists in 2008 (% of very satisfied drivers)

1.	Blue road signs (legibility, accuracy and location)	--->	94%
2.	Information on mobile signs	--->	91%
2.	Lane width	--->	91%
4.	DRIPs	--->	89%
5.	Visibility of markings and lines	--->	85%

Lowest score among motorists in 2008 (% of very satisfied drivers)

1.	Parking places (safety, cleanliness and facilities)	--->	50%
2.	Time needed to clear the road after an incident	--->	51%
3.	Provision of information on diversions at road works	--->	59%
4.	Reliability of estimated journey times	--->	61%
4.	Circulation measures	--->	61%
4.	Timing of road works	--->	61%

Highest score among HGV drivers in 2008 (% of very satisfied drivers)

1.	Blue road signs (legibility, accuracy and location)	--->	96%
2.	Information on mobile signs	--->	89%
3.	Information about road works	--->	84%
4.	Road markings	--->	80%
5.	Safety of parking places during the day	--->	79%
5.	DRIPs	--->	79%

Lowest score among HGV drivers in 2008 (% of very satisfied drivers)

1.	Safety of parking places at night	--->	20%
2.	Circulation measures	--->	43%
2.	Time needed to clear the road after an incident	--->	43%
4.	Safety of breakdown locations	--->	48%
5.	Measures to limit inconvenience from road works	--->	51%





Vehicle hours spent in traffic jams

	2000	2001	2002	2003	2004	2005	2006	2007	2008
Index	100	117	107	110	119	129	143	157	158
Hours spent in traffic jams (million)	30,8	36,1	33,1	34,0	36,7	39,6	44,0	48,4	48,8
Annual increase in hours spent in traffic jams	-	17%	-8%	3%	8%	8%	11%	10%	1%

of Transport, Public Works and Water Management. The national programme also helps us plan and coordinate the various projects so that inconvenience is kept to a minimum. Rijkswaterstaat can now also make timely agreements with external partners such

In 2008 we found that some road surfaces at Breda and several places in South Holland were not up to standard. The fault lay in the use of a softer aggregate in the past that became smoother faster. Part of the road surface was roughened during the autumn.

High priority for road maintenance again in 2008

as municipalities and contractors regarding future maintenance work. Road maintenance was organised in 2008 so as to limit inconvenience. Congestion due to road works was limited to 4.8% of total congestion in 2008. One outcome of this was that motorists' appreciation of Rijkswaterstaat rose to 75%.

Rough asphalt

The quality of the road surface is an important factor in road safety. Rough asphalt, for example, reduces braking distance. The roughness of the asphalt is rarely the sole cause of an accident but it can be a factor in an accident's seriousness. The Netherlands therefore has strict rules on the roughness of asphalt and Rijkswaterstaat continuously measures it.

The remainder will be replaced in 2009. Rijkswaterstaat is investigating where else the aggregate has been used. The quality of the road surface is measured exhaustively in order to avoid surprises.

Major maintenance

Road maintenance had high priority again in 2008, not only to clear backlogs but, in particular, to keep the quality of the highway network up to standard and minimise the risk of traffic jams due to unplanned repairs.

Rijkswaterstaat wants to minimise the inconvenience caused by road works. To this end, it has introduced a new service known as the *MinderHinder* pass.



Highway projects
Delivered:
- A73 Venlo-Maasbracht (currently with limited opening of the tunnels)
- A12/A18 Oud-Dijk intersection
- A50 Valburg and Ewijk intersections
- N31 Zurich-Harlingen
- N14 Wassenaar-Leidschendam
- A1 Hoevelaken-Barneveld
Planning procedures orders:
- A5 Westrandweg
- A10 Second Coen Tunnel
- A2 Everdingen-Deil
Draft planning procedures orders:
- A12 Waterberg-Velperbroek
- A28 Zwolle-Meppel
- N50 Ramspol-Ens

Frequent users of the A2 motorway were the first to benefit from it. To avoid the inconvenience caused by the many road works on the A2, motorists can purchase a train pass at a relatively modest price. The pass will be introduced on other routes in 2009.

Many road works were carried out in South Holland, especially in the summer. The surface of the north-bound carriageway of the Van Brienoord Bridge was replaced. The bridge was closed for six days. Thanks in part to the timing during the summer holiday period and the provision of information on journey times, alternative routes, etc., there were few traffic jams. Such measures must become standard practice in the years ahead. Rijkswaterstaat is working with contractors, public transport providers, other road authorities and interest groups in, for example, the transport industry to offer alternative routes during road works. Wherever possible Rijkswaterstaat tries to coordinate road works with local authorities and businesses in order to prevent both a motorway and a provincial road in the same region being closed at the same time. To achieve this, all parties in a particular region, such as North Holland, work together.

Bridges

The Moerdijk Bridge is one of the busiest bridges in the Netherlands. It has been used far more intensively than originally expected and was in need of resurfacing. Following extensive restoration work, the Moerdijk Bridge was reopened in full to road traffic in 2008. The steel bridge received a new layer of high strength concrete that is compatible with the steel base. After teething problems with the new material had been resolved, the project was successfully completed. This experience will be put to good use when renovating 14 other steel bridges in the years ahead.

The Holland Bridge, too, was reopened in both directions to all traffic heading to and from Almere in 2008. For precautionary reasons, the concrete bridge had been closed to heavy goods vehicles in 2007 when defects had been found. Owing to the weight of heavy goods vehicles, there was a risk of potholes forming in the road surface.

At both bridges, Rijkswaterstaat did all it could to minimise inconvenience to road users. The 'Rush-hour Avoidance' pilot project, for example, rewarded drivers financially for not driving during the rush hour

Complaints

The table below shows the number of phone calls and complaints received about routes that underwent major maintenance in 2008. The A2 gave rise to the most calls but relatively few complaints. This indicates that road users were satisfied with the work. The many calls received about the A2 were also related to the mobility measures taken by Rijkswaterstaat. On routes where serious delays are expected, Rijkswaterstaat offers public transport tickets at reduced prices. The information line handled about 2,000 calls and requests for information.

Road works	Number	Complaints	% complaints
A7	403	110	27.3
A12	776	174	22.4
A9	356	71	19.9
A28	590	82	13.9
A16	598	80	13.4
A15	696	68	9.8
A6	1,440	136	9.4
A13	458	41	9.0
A2	3,888	315	8.1

Top ten traffic jams in 2008 (to the end of December 2008)

Road	From-to	Start of congestion	km * min
1. A2	Utrecht-Den Bosch	Kerkdriel	---> 292,222
2. A2	Utrecht-Den Bosch	Culemborg	---> 287,886
3. A4	Amsterdam-Delft	Bridge over the Rhine	---> 279,628
4. A10	Ring West De Nieuwe Meer Coenplein	Coenplein	---> 253,647
5. A50	Arnhem-Oss	Ewijk	---> 211,957
6. A12	Utrecht-The Hague	Nieuwerbrug	---> 211,145
7. A15	Rozenburg-Ridderkerk	Vaanplein	---> 184,531
8. A12	Utrecht-Arnhem	Driebergen	---> 177,606
9. A20	Hook of Holland-Gouda	Terbregseplein	---> 162,667
10. A1	Amsterdam-Amersfoort	Muiden	---> 161,485



Direct result

I've been working at Rijkswaterstaat for 12 years and this is my fifth position. That shows there are enough opportunities for personal development at this organisation. I am currently the manager of a nice team that is working on improving traffic flows by means of dynamic traffic management. Everything we do here, such as operating rush-hour lanes, has a direct effect. Unfortunately, so do system failures and mistakes. I'm also very pleased with my personal trainer, who's a manager at the court in Maastricht. Though our work is very different, we have a lot of challenges in common and have regular brain-storming sessions about them.

*Chris Roovers,
Head of operational traffic management*

Between August and December 2008, the right-hand lane of the A32 between the provincial border and Wolvega was closed when cracks and subsidence were found in the eastbound carriageway. They were caused by poor foundations. When the motorway was built in 1987, furnace slag was used for the foundations. Even though all the standards and requirements in force at the time were satisfied, the material's performance was below expectations. To inconvenience road users as little as possible, Rijkswaterstaat took immediate action in cooperation with private parties. The foundations of the eastbound carriageway were replaced very quickly and the work was completed before Christmas. It will be the westbound carriageway's turn in 2009.



and at the Holland Bridge a ferry was used to carry HGVs and cyclists. Many of these successful measures were used for the first time and are now being repeated at other places.

A73 tunnels

It was announced at the end of 2007 that the tunnels on the A73 would be completed later than initially planned because the tunnel fittings were not up to standard. Rijkswaterstaat worked on improving the situation in 2008. The technical complexity of the system and the requirements of new tunnel safety legislation make this a difficult job.

Useful and reliable information

National Data Warehouse for Traffic Information

The National Data Warehouse for Traffic Information (NDW) officially came on stream in December 2007. It links live traffic data on motorways to data on provincial and municipal roads. Rijkswaterstaat and its regional partners can use the data to improve traffic flows and the quality of information provided to road users. In a unique alliance, Rijkswaterstaat worked side by side with 12 provinces, municipalities

and metropolitan regions to set up the NDW. Rijkswaterstaat also hosts the NDW organisation. In 2011 the NDW will contain information on about 4,500 km of roads compared to 2,000 km at present.

The National Data Warehouse for Traffic Information improves the information road users receive

The data will also be made available to the public, for example via the internet and route planning systems. The main tendering procedures were held in 2008. Implementation will take place in 2009.

New road signs

The Dutch road network is growing busier and more complicated. Road users need clear information in the many complex situations. Partly for this reason, Rijkswaterstaat decided to introduce new road signs in 2008 following several years' preparation. Measurements at the trial location at Velperbroek taken as part of the *FileProof* project, showed that traffic flows were indeed faster with the new signs. The first new signs were placed at a number of

junctions in 2008. The main difference from the old signs is that the white arrows point up rather than down. They show the direction more clearly and the design agrees with the arrows in most navigation

systems. Another difference is that the distance is now given to the point at which the road forks at the junction.

National
Information
Number
0800 8002
(free)

How are requests dealt with?

Requests are sent to the National Information Number by email, telephone, letter and fax. Each question is entered in the registration system and passed on to the appropriate department. The department considers the request and takes action if necessary. It then reports back to the National Information Number, which makes sure the person asking the question receives an answer.

Customer's question – 4 April 2008

"I drive over the N50 every day. If the bridge at Rampspol has been open the traffic lights don't work properly. Traffic from Emmeloord can drive through but we have to wait ages until someone drives through the red light and the lights change. The queues are enormous. Can something be done about it?"

Rijkswaterstaat's answer – 10 April 2008

"We think we might have found the cause and will see to it this week. Could you please let us know if the situation improves and if you are willing to contact us about it?"







Main waterway network

Smooth and safe transport by water. Reliable and useful information. That is the purpose of Rijkswaterstaat's activities. The Netherlands has the busiest waterway network in the world and Rijkswaterstaat is responsible for managing, maintaining and developing it. The National Vessel Traffic Management Centre, in operation since January 2008, records, informs and monitors the traffic and regulates shipping. During work on the network, for instance when dredging shipping channels and maintaining bridges and other objects, Rijkswaterstaat considers the users by causing as little inconvenience as possible.

RHINE-WAAL

Start of study to enlarge the Maas channel

Start of planning study to excavate floodplain at Munnikland

Completion of car jetty, Gorinchem

Groyne innovation for river management at Haaften

Groyne innovation for river management at Beneden-Leeuwen

Rotterdam - Germany corridor

Dutch waterways are the busiest in the world. To ensure that shipping can travel safely, efficiently and reliably, Rijkswaterstaat treats the waterways as corridors, basing its approach not on individual waterways but on bundles of connections (primary and secondary routes) between A and B. The strength of this corridor approach lies in the integrated network strategy in which all interested parties – waterway users such as skippers and shippers, other waterway managers such as water boards and provinces, and various parts of Rijkswaterstaat – work together on a safe, reliable and predictable journey from A to B.

Rijkswaterstaat has defined eight waterway corridors in the Netherlands. The busiest runs from Rotterdam in the west to Germany in the east, with the River Waal as the main waterway. The River Lek acts as an alternative route. If there are delays on one of these waterways the other serves as an alternative route so that most of the shipping can reach its destination on time. This would be impossible without integrated planning to ensure that work is not carried out on both the main and the alternative route at the same time. Accurate information is provided promptly through a variety of media (internet, teletext, Vessel Traffic Service). Uniform inspection procedures, waterway layout and incident management also contribute to optimal and uninterrupted shipping throughout the corridor.

Gorinchem car jetty

In collaboration with the municipality of Gorinchem, Rijkswaterstaat built a car jetty for professional shippers on the Merwede in October 2008. Skippers can now moor at the jetty and drive their cars on board. Many skippers live temporarily or permanently on board their vessels. The car jetty gives them more freedom for land-based activities such as shopping and family visits.



Renovation of Vessel Traffic Service centre, Tiel

Completion of renovation and enlargement of overnight mooring, Uzendoom

Administrative agreement on dike relocation, Lent

Discharge regulation on the Waal and Pannerdensch Canal, Hondbroeksche Pleij

Management and maintenance agreement with Germany for Upper Rhine in border region

Groyne innovation on the Waal

Rijkswaterstaat renewed eight groynes on the Waal at Haafden and Beneden-Leeuwen in 2008 so that less dredging will be needed in the future. The groynes were lowered by about a metre and the angle was slackened. This improved the shipping channel and reduced the build-up of water at high water and lowered maintenance costs. In brief: faster, more efficient and safer shipping.



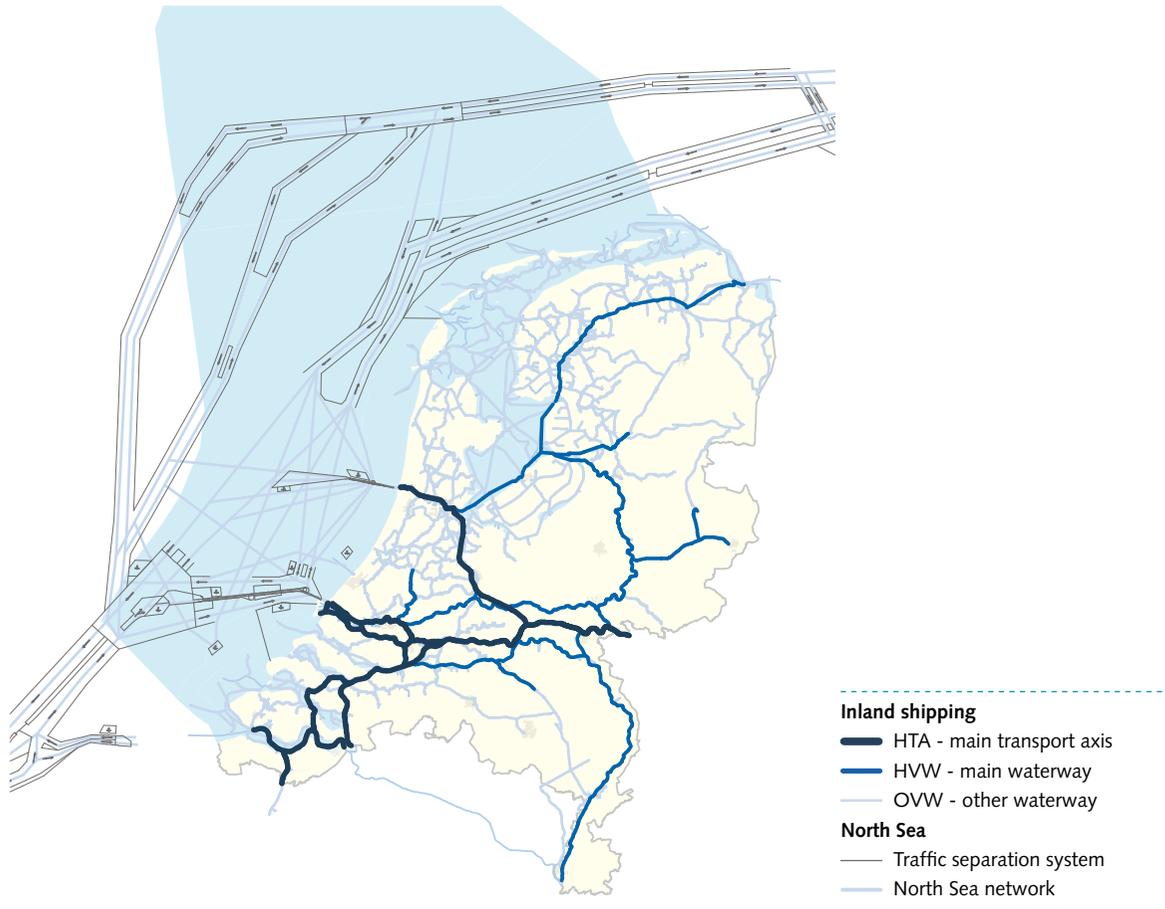
Renovation of Vessel Traffic Service centre, Tiel

Rijkswaterstaat opened the renovated Vessel Traffic Service centre in Tiel in March. The VTS operators now work with the very latest technical systems. The Automatic Identification System, for example, allows vessels to transmit information by means of transponders. In addition to marine telephones and radar, the VTS operators use closed-circuit television to monitor shipping along 94 km of the Waal from the German border to Zaltbommel and provide waterway users with an even better service.



Main waterway network

Waterways (in km)	4,378
Coastal waterways managed in North Sea (in km)	approx. 4,100



Smooth passage on the water

National Vessel Traffic Management Centre

The National Vessel Traffic Management Centre (SVC) is Rijkswaterstaat's specialised unit for all shipping matters, both for professional and recreational sailors and for other waterway users, partners and interest groups. The SVC manages shipping, grants and enforces permits and informs vessels so that transport by water is smooth, safe and reliable. The SVC's objective is to manage shipping smoothly, safely and uniformly. To this end, it coordinates maintenance of the national waterways so that work disrupts shipping as little as possible (corridor approach).

Remote controlled locks

The SVC ensured that the relevant parties gave the green light in 2008 to a trial project for the remote operation of locks in Zeeland and Limburg. As a result, smaller locks such as the Zandkreek lock in Zeeland will be operated remotely as from 2009, after which the lessons learned will be shared nationally.

Lock stewards

In 2008 Rijkswaterstaat again used stewards at a large number of locks to help waterway users pass through smoothly and safely. The use of stewards is coordinated by the SVC. A study found that more than half of waterway users felt safer in the locks thanks to the stewards.



Safe passage on the water

Less disruption from major maintenance

The National Vessel Traffic Management Centre (SVC) is responsible for planning major maintenance of the waterways and reporting on its progress. The Major Maintenance programme was initially launched in 2006 for road users. Maintenance of the road network is organised so that road users are optimally informed and experience as little inconvenience as possible. Using the same approach, Major Maintenance was extended to the waterways in 2008. The website www.vananaarbeter.nl also provides information on where and when work on the waterways will cause obstructions.

Work on the main waterways

On the instructions of the State Secretary for Transport, Public Works and Water Management, it was agreed in 2008 that overdue maintenance of the waterways would be cleared more quickly. Dredging of the North Sea Canal was completed on schedule. One of the projects that must be completed in the coming years is the dredging of the Amsterdam-Rhine Canal. The work will in

any event not be completed until 2010 because substantially more dredging is required than was previously assumed. Furthermore, several locations are more polluted than expected and more complex permits are required for them. To ensure that renovation of the bridges on the Amsterdam-Rhine Canal disrupts local traffic as little as possible, it was decided not to renovate them all at the same time. When all the work has been completed, Rijkswaterstaat expects a more robust waterway network with fewer disruptions.

Dredging the North Sea Canal

Maintenance work on the North Sea Canal had high priority. Since the canal was last cleaned up 30 years ago obstacles had arisen at several places that prevented ships from passing each other. Since 2004, the canal was dredged by means of a trailing suction dredger instead of a fixed dredger so that ships could pass the work without hindrance. The work was carried out round the clock, and was a source of noise to residents living near the canal. In response Rijkswaterstaat adapted the work plan so that residents were no longer inconvenienced. At the end of 2008, after four million cubic metres of sludge had been dredged out of the North Sea

Architecture

An essential factor in information supply at a large organisation like Rijkswaterstaat is a clear understanding and vision of the link between the various information systems and their relationship to the organisation's primary processes, i.e. the architecture. Rijkswaterstaat pays a great deal of attention to its architecture. And not without success. In cooperation with the staff in all sections, it determined what changes could be made in the application landscape. The proposals that were implemented reduced the software packages used in Rijkswaterstaat's work on the waterways by 40% and generated considerable cost savings. The method used also impressed fellow professionals in the field. On 26 November 2008, during the national Architecture Congress, the Netherlands Architecture Forum for the Digital World presented its architecture awards. Rijkswaterstaat came joint first.



Develop and grow

I started out as a lockkeeper in Limburg 28 years ago. Being a skipper's son, I also spent some time barging but Rijkswaterstaat offered the prospect of a more regular life. What's nice about the organisation is that everyone here can create their own opportunities for personal development and growth through a wide range of courses. But you have to take the first step yourself. Sometimes we tend to forget that Rijkswaterstaat is an employer with a social face. I think that's one of its main strengths, something we can be very proud of and grateful for.

*Peter de Bot,
Shipping, Operation and Supervision team leader*



Exploratory and planning studies

The aim of exploratory and planning studies is to investigate problems or initiatives with added social value in order to find the best solution and prepare for implementation.

Exploratory and planning studies completed:

- *Exploratory study, increasing IJssel moorings capacity.*
- *Exploratory study, enlarging IJmond sea entrance (sea entrance from the North Sea to IJmuiden).*
- *Exploratory study, optimising IJmuiden/Lichterens bulk carriers outer harbour (better known as Lichteren IJmuiden. This is a facility to partially unload coal ships so that they can proceed to Amsterdam via the North Sea Canal).*
- *Exploratory study, lock capacity on the east-west branch of the Maas route (particularly the capacity of the lock at Grave).*
- *Exploratory study, widening of the Waal (as part of the vision of the future of the Waal).*
- *Planning study, conversion of Zwaartsluis sluice.*

Exploratory and planning studies started:

- *Exploratory study, widening of the Maas channel in Rotterdam (sea entrance to Rotterdam from the North Sea).*
- *Planning study, widening of the Eemshaven-North Sea waterway (better known as the Eem channel, the sea access from the North Sea to Eemshaven).*

Greatest satisfaction among inland shippers (waterways and features)

1. Length of the landing quay
2. Depth of the harbour
3. Accessibility of waterways
4. Circulation on waterways
5. Accessibility of roads

Least satisfaction among inland shippers (waterways and features)

1. Lock capacity
2. Lock dimensions
3. Bridge clearance
4. Bridge waiting times
5. Presence of overnight moorings

Canal between IJmuiden and Amsterdam, the work was finished on time and well within budget. Since then, ships have been able to pass each other without hindrance.

Construction projects

The planning procedures order to divert the Zuid-Willemsvaart in Den Bosch was issued in 2008. This project will make the Den Bosch and Veghel area considerably more accessible by water. The final route was agreed after years of careful planning, discussion of alternative options and negotiation between the various administrative authorities. Rijkswaterstaat organised the consultation evenings and entered into debate with those involved. At the request of waterway users, Rijkswaterstaat will upgrade the overnight moorings at IJzendoorn and demolish the sluice gates at Zeeburg.

Tenders were also called for the shore-based North Sea Canal radar, the Waddenzee vessel control centre, the replacement of the fourth, fifth and sixth sluices in Zuid-Willemsvaart and the remaining work on the second sluice in Lith.

Reliable and useful information

Reliable and useful information

To travel smoothly and safely, professional and pleasure craft need up-to-date information. For many years, Rijkswaterstaat has been reporting obstructions, water levels and ice to ships by teletext, the internet, email and telephone.

Rijkswaterstaat publishes a map on its website to show where it will be working on the waterways. It also publishes the top ten waterway works in various printed media.

Pleasure sailors and other recreational users of the waterways are increasingly ringing Rijkswaterstaat's national information number (0800 8002) to ask for information. The number is now prominently displayed on Rijkswaterstaat's boats.

Rijkswaterstaat introduced several new instruments to communicate with waterway users. They included digital information boards along the waterways and Spiegelnet, a website for professional and recreational sailors that attracts some 1,500 visitors every month.

National
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How are requests dealt with?

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Customer's question – 2 June 2008

"Could Rijkswaterstaat inspect a boat in the Ketting port of refuge on Zwartewater? There was a death there once and I want to know if everything is all right now. The boat's been there for a couple of days."

Rijkswaterstaat's answer – 3 June 2008

"We immediately went on board. The curtains were closed and we couldn't find an address or a telephone number anywhere. Because the door to the wheelhouse was locked from the outside, we assumed that no one was on board. We'll go and take another look later this week."

Performance agreements for the main waterway network

“Smooth and safe passages with reliable journey times”

Everyone who sails wants to know how long the journey will take. That's what we call a reliable journey time. Rijkswaterstaat wants to improve reliability. We make sure work on the waterways inconveniences you as little as possible and we inform you quickly and in full about obstructions. Together with professional and pleasure craft organisations, Rijkswaterstaat tells you how to sail safely on the waterways.

Rijkswaterstaat minimises the passage time at locks and bridges.

		Target ¹	Standard 2008 ²	Score 2008	
Rijkswaterstaat keeps the passage time at lock complexes as short as possible. Performance is measured for the HTA, HVW and OVW. Measuring unit: percentage of target passage times achieved.	HTA	not applicable	80%	63% **	▼
	HVW	not applicable	75%	84%	▲
	OVW	not applicable	70%	92%	▲

We inform you about work planned on the waterways six weeks in advance. If an unplanned obstruction occurs, we inform you as quickly as possible by means of teletext and other media.

		Target ¹	Standard 2008 ²	Score 2008	
Rijkswaterstaat announces planned work on the waterways six weeks in advance. If an unplanned obstruction occurs on a waterway, Rijkswaterstaat announces it within one hour by means of teletext and other media. Measuring unit: percentage of timely announcements.		99%	95%	89% *	▼

We make sure that work on the waterways inconveniences you as little as possible.

		Target ¹	Standard 2008 ²	Score 2008	
Obstructions: unplanned maintenance. Rijkswaterstaat makes sure that waterway users experience as little inconvenience from maintenance work on the waterways as possible. Performance on unplanned maintenance is measured for the HTA and HVW/OVW. Measuring unit: number of hours of obstruction in accordance with agreement.	HTA	200	300	98	▲
	HVW/OVW	600	1,000	530	▲

Waterway profile and channel marking is in order.

		Target ¹	Standard 2008 ²	Score 2008	
Channel in order: the depth and width of the shipping channel should conform to the standards in the waterway plan. Performance agreements for waterway profiles are measured for access channels, HTA, HVW and OVW. Measuring unit: percentage of time that the channel conforms to the standards.	HTA	95%	60%	82%	▲
	HVW	90%	50%	78%	▲
	OVW	80%	50%	77%	▲



HTA Main transport axis
HVW Main waterways
OVW Other waterways
PLOV National waterway maintenance planning system

- ¹ The target or basic maintenance level is the minimum package of management and maintenance measures necessary to protect Rijkswaterstaat's main waterways in the long term and allow them to function properly.
- ² The standard that the Ministry of Transport, Public Works and Water Management has agreed with Rijkswaterstaat for 2008.

- * The relatively low score is due in part to some indicators and work processes being new. Many changes also occurred in the workforce.
- ** The lower score on the main routes (main transport axes) is attributable chiefly to four lock complexes: the Prince Bernhard locks, the Volkerak locks, the Krammer locks and the Terneuzen locks. At the Prince Bernhard locks, the lock for pusher barges was out of operation for four months for necessary renovation work and passage times at the other lock were accordingly considerably higher. Necessary renovation of the Krammer and Terneuzen locks, too, also increased passage times. At the Terneuzen and Volkerak locks there is, moreover, a potential capacity problem that will be studied in 2008. The score is expected to be higher in 2009. Whether the target will be achieved or not is uncertain owing to the potential lack of capacity at some locks and the substantial but necessary maintenance planned for several others.

Rijkswaterstaat also started to develop the Fairway Information System (FIS) in 2008. FIS provides route and waterway information tailored to the users' needs. This system is expected to be launched in 2010.

Collaboration on the Wilhelmina Canal

Rijkswaterstaat works on construction projects in close cooperation with municipalities and provinces. The client for the project to widen the Wilhelmina Canal, for example, is the municipality of Tilburg rather than Rijkswaterstaat. Implementation commenced in 2008 and Rijkswaterstaat is working under the municipality's directions. Since the municipality can combine this project with other work, it can carry it out more efficiently and minimise inconvenience to local residents and shipping. In view of their higher efficiency, Rijkswaterstaat expects to enter into more of these arrangements in the future.

Government Shipping Company

Rijkswaterstaat's Fleet Management division is making preparations to become the Government Shipping Company. As from 2009, this new organisation will manage not only Rijkswaterstaat's boats but also those of the Ministry of Agriculture,

Food Quality and Nature, customs and the Coast Guard. It will be responsible for the operation and maintenance of 140 boats in total. The boats will be used, amongst other things, for survey work, to place buoys and to patrol inland and coastal waters. The crews, currently employed by Customs and the Ministry of Agriculture, will also be employed by the Government Shipping Company. Once agreement is reached with the trade unions on the transfer of staff to the Government Shipping Company, its formation will be completed in 2009.



Multiyear fleet plan

The Government Shipping Company will be part of Rijkswaterstaat and will have the interministerial task of operating and partly manning the vessels of Rijkswaterstaat, the Ministry of Agriculture, Food Quality and Nature, and Customs. For it to do so, a multiyear fleet plan is being drawn up. This is sometimes difficult in a changing organisation because the core tasks are seldom fully defined. I see ourselves as a catalyst because we have to make assumptions to prepare the fleet for its future operations. It's a challenge to the organisations involved to agree a well-considered plan for the future that does justice to Rijkswaterstaat's ambitions for years to come.

*Rob Schuitema,
Government Shipping Company director*

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"Cooperation is a precondition and we mustn't be afraid of taking an unconventional and experimental approach to improving shipping flows."

*Hans Smits
President & CEO,
Port of Rotterdam*

A man in a dark suit and red tie stands on a modern balcony with a glass railing. He is holding a large white sign with red text. The balcony overlooks a city and a large body of water with several ships. The sky is overcast.

Cooperation
means more than
good intentions

An aerial photograph of a city, likely Rotterdam, showing a wide river in the foreground with a large ship. The city skyline is visible in the background under a cloudy sky. A thick black line, possibly a cable or part of a bridge, runs diagonally across the top of the image.

Rijkswaterstaat as a partner

As an executive organisation, Rijkswaterstaat works in a dynamic, often political arena. A good relationship with all partners is essential for good results. Only by working closely with private parties and other authorities such as municipalities, provinces and water boards can Rijkswaterstaat provide the users of its networks with the best possible service. Three examples illustrate how Rijkswaterstaat partners other parties.

Rijkswaterstaat as a partner



Interesting examples of partnerships between public authorities and private parties in 2008 were the Grensmaas project, the establishment of *De Verkeersonderneming* in Rotterdam and the Road Authorities Meet Road Authorities platform (WOW). This chapter illustrates these different forms of cooperation.

Integrated approach

Rijkswaterstaat's operational work comprises more than just delivering a project on time and within budget. It is a mix of distinct social goals relating to the economy, safety, nature, the environment and spatial quality. To carry out this complex task to the best of its ability, Rijkswaterstaat works with other authorities. Its integrated approach combines a variety of sometimes contradictory interests to create win-win situations for both Rijkswaterstaat and the authorities it partners.

Leading client

Rijkswaterstaat cannot perform its complex task without the efficient use of the market. It is critical to benefit from the know-how and creativity of private parties as early and as optimally as possible. In its approach, Rijkswaterstaat seeks a sustainable and

competitive market for contractors, value for money in the products and services requested and efficient tendering procedures. In addition to thorough knowledge of the market and the timely engagement of private parties, good planning and sensible contracting are essential to achieve Rijkswaterstaat's ambition of being a leading client.

A4 South

The Mainport South Corridor project studied how a public-private partnership could improve the accessibility and quality of the A4 corridor between Rotterdam and Antwerp. One condition for the project's success is the private construction, financing and operation of the A4 South motorway. Studies carried out with private companies in recent years found that a motorway cannot be built without a great deal of public money. In October 2008 the Minister therefore decided not to continue the project independently. The Mainport South project will become part of the Randstad Urgent project, 'Sustainable Access to the Rotterdam and Port Region'.

Market Days 2008

The success of the previous two Market Days encouraged Rijkswaterstaat to organise another

round in 2008. Private parties delegated no fewer than 120 representatives to take part. By discussing civil engineering, road building and hydraulic engineering, the private parties and Rijkswaterstaat get to know each other better. Private parties like to hear in good time, for example, when Rijkswaterstaat will be making a call for tenders. And they now know that tenders are judged on quality rather than lowest price. An important factor in this respect is the inconvenience caused by the work. Rijkswaterstaat wants users to reach their destinations smoothly, safely and quickly. This cannot be achieved unless the road network performs optimally and road users are well informed.

The private parties said that late payments presented them with problems. While a project is being assessed, Rijkswaterstaat can suspend part of the payment if something is not carried out in accordance with the quality plan. Private parties sometimes find this difficult to accept. A challenge to Rijkswaterstaat is to ensure that procurement plans are and remain realistic and reliable. If projects are delayed, companies get into difficulties with other plans. The initiative to hold Market Days is widely appreciated. They help resolve practical problems and



improve the perceptions that Rijkswaterstaat and the private parties have of each other.

Public sector procurement award for road contract in Zeeland

Heijmans Infra has been responsible for maintaining and part-managing the highways in Zeeland since May 2007. Under a single contract agreed with Rijkswaterstaat for the period up to 2012, Heijmans will carry out minor variable and fixed maintenance work, respond to emergencies and deal with damage. Rijkswaterstaat has laid down the road quality requirements in service level agreements. Heijmans monitors the quality of the road surface, rest areas, lighting, roadside verges, crash barriers, noise barriers and the like. The contractor is required to inspect the road and surrounding area regularly and propose improvements to the client. The benefits are for the user. Rijkswaterstaat weighted the tenders for this contract, with quality counting for 60% and price for 40%.

Since Rijkswaterstaat's road inspectors no longer need to carry out road maintenance inspections, they have more time to concentrate on road safety and traffic flows. Rijkswaterstaat can therefore act

as an efficient and public-oriented road authority. This form of contracting calls for a new working method for management and maintenance. The contract is based on Heijmans' quality system. Heijmans shows that it keeps to the agreements by allowing Rijkswaterstaat to inspect its processes and books. Rijkswaterstaat looks at these records instead of the state of maintenance of the road.

In March 2008, the innovative road contract in Zeeland, a pilot project in PIM (Infrastructure Management Partner Programme), won the public sector Tiger award for the professionalism of the procurement organisation. Thanks to its success, the road contract has inspired a new standard performance agreement for management and maintenance at Rijkswaterstaat.



Creativity and enterprise

In my ten years at Rijkswaterstaat, I've moved from technical positions via project management and management support to become project planner for the government-wide Project Management Academy. Ending up in such a great job without having to change employers is typical of today's Rijkswaterstaat. Under the leadership of a director-general who dares to make changes, Rijkswaterstaat draws on your creativity and enterprise. I really like that. I also like the fact that we are increasingly seeking cooperation with others – in the case of the academy, with ProRail and the Government Buildings Agency. At the academy project leaders and managers will be prepared for the new way of working that reflects Rijkswaterstaat's modern management style.

*Peter Kole,
project planner, Project Management Academy*



Theo Reinders
*Head of Rural Affairs
 Limburg province*

"The technical and political aspects of the Grensmaas project were very complex. They called for close cooperation between the public parties: proactive, alert, professional, open, transparent and with the right political antenna. And I'm pleased to say it is working perfectly."



Hub Schouteten
*Policy and Strategy Advisor
 NV Waterleiding Maatschappij Limburg*

"The plans for the Grensmaas at Roosteren, part of the River Maas Project, were initially incompatible with our drinking water interests, especially the management of risks to us, the water company. Through productive and open consultation and understanding of each other's interests we nonetheless found a solution. Close consultation, beginning with the first preparations, and, where necessary, prompt scaling up to management board are essential in preventing protracted objection procedures."

Anne-Beth Heijnen
*Grensmaas/Sluitstukkaden Production Manager
 Rijkswaterstaat River Maas Project*

"We worked at seven locations in total in 2008. Apart from local residents, more than ten local and private parties were involved, such as contractors, the province, Flanders and the water boards. Despite the different interests, everyone wanted the project to succeed. The parties bore their responsibilities and worked together to get results in a win-win situation."

Kees van der Veeken
Director, Consortium Grensmaas BV

"The Grensmaas project began at three of our 11 locations in 2008. It was agreed that private companies and public authorities would partner each other to carry it out. Cooperation with the River Maas Project organisation is good. But the red tape, new requirements and additional costs are enormous. As a partner, the public sector could be more responsive to this."



Arie Vermin
*Head of Hydraulic Engineering
 NV De Scheepvaart, Hasselt, Belgium*

"It can't be denied that "working together" on the Common Maas is a permanent challenge, getting results with minimal risk as pragmatically and quickly as possible. The collaboration between Rijkswaterstaat's River Maas Project organisation and NV De Scheepvaart's hydraulic engineering division proved very successful in 2008."



The Grensmaas

The Grensmaas runs from the north of Maastricht to Roosteren. The Grensmaas project is part of the River Maas Project. It is the largest project in the Netherlands in which local authorities and the private sector work together in a public-private partnership to provide protection against high water and achieve the nature goals (1,100 hectares). On behalf of the province of Limburg, the Ministry of Transport, Public Works and Water Management and the Ministry of Agriculture, Food Quality and Nature, Rijkswaterstaat acts as the contact point for the Grensmaas consortium. This is an association of companies, the development company L'Ortye and the Dutch Society for the Preservation of Nature. The companies include several gravel extractors and the contractors Boskalis, Van den Biggelaar and Van Oord. The agreement the government and province concluded with the private organisations allows them to carry out the project for their own account and risk by extracting and selling gravel.

The River Maas Project is one of the largest infrastructure projects in the Netherlands. Extending over 222 kilometres, it has three objectives: to provide protection against high water, to improve the waterway and to create nature areas. The project was a direct response to flooding in 1993 and 1995. The Rijkswaterstaat River Maas Project organisation is working on three sub-projects: Zandmaas, Maasroute and Grensmaas. Actual implementation began in 2005 and should be completed by 2017.

Safety comes first. The Grensmaas project will be completed along its full length of 45 km in 2017. The risk of flooding will then have been reduced from once in every 50 years to once in every 250 years. The consortium will achieve this by widening the river channel, lowering the floodplains and creating secondary channels.

The gravel and sand that the companies extract will be sold as raw materials. The companies are carrying out the project for their own account and risk. Subject to the agreed frameworks, it is up to them how they organise the work.

What the Grensmaas project entails can be seen on 46 hectares at Meers. A pilot project was completed here in 2008 and the river and nature have been left to their own devices. Through the smart extraction of gravel, the Maas can hold more water. The changes in the landscape are also very clear: the Maas is carving out its own course, gravel banks are constantly changing shape and there has been a sharp increase in the number of plant and animal species in the area. Konik horses help keep the area open.

The pilot project is a good test case for the Grensmaas project as a whole. This is true of the technology and river engineering and of the permit procedures and management of the local environment. A focus group

responded so favourably to the pilot project that this form of consultation with all interested parties, including local residents, will be repeated at all locations of the Grensmaas project.

The Grensmaas project is being implemented at three of the 11 locations where the consortium is active. Full account is taken of the local environment. At Itteren, for example, gravel is being extracted by means of a dredger rather than a digger because the former is quieter. The companies keep the residents informed of the work. The work at Itteren will continue until 2015 and will inevitably cause some inconvenience. But in return, the River Maas at Itteren will soon be safer and considerably more attractive.



Christel Mourik
*Transport portfolio holder
 Spijkenisse municipality*

"The question of access to mainport Rotterdam calls for a decisive answer. The establishment of *De Verkeersonderneming* is unique in the Netherlands but we now have to work really hard at it. Close cooperation with regional administrative partners and with industry is an absolute must if we are to increase accessibility."



Jeannette Baljeu
*Transport and Organisation portfolio holder
 Rotterdam municipality*

"Accessibility is of great importance to Rotterdam. It drives the city, the port and thus the Dutch economy. And it has to be improved. That's the challenge facing *De Verkeersonderneming*. Smarter and faster, with a focus on results."

Laurens Schrijnen
Director, De Verkeersonderneming

"*De Verkeersonderneming* is a mega-opportunity for Rijkswaterstaat to present itself as a reliable and efficient partner."



André Toet
COO, Port of Rotterdam

"A unique alliance with a simple motto: 'We're going to make the A15 work'. That's how Rotterdam does things."



Wim van Sluis
Chairman, Deltalinqs

"*De Verkeersonderneming* emerged from the wishes of industry to take an unorthodox approach to traffic problems on the A15 motorway. The A15 is the lifeline to and from the Rotterdam port and industrial area. When the results begin to emerge in the years ahead, confidence in the company will increase. A great deal is expected from this unique experiment."



De Verkeersonderneming

Access to the Port of Rotterdam is of great importance to Rotterdam and the rest of the Netherlands. But it is under threat from the enormous traffic jams on the only motorway in the region, the A15. To tackle the problem of congestion as a whole, the Rotterdam metropolitan region, the Port of Rotterdam, Rijkswaterstaat and Rotterdam municipality joined forces to set up De Verkeersonderneming in mid-2008.

Its strength lies in its combining supply and demand in a single organisation. The fact that the various 'owners' of the mobility problem are working together prevents administrative fragmentation of responsibility for road management and mobility. Cooperation without commitment is not enough. On the Port of Rotterdam's initiative, De Verkeersonderneming's four founders have committed themselves to a shared goal. Rijkswaterstaat, which has provided the director, can present itself through De Verkeersonderneming as a reliable and efficient partner.

The A15 ranks seventh in the Dutch traffic jam top 50. An alternative route via the A20 in the north – sixth in the traffic jam top 50 – offers little relief. Apart from the expected increase in normal traffic, major construction work on the first Maasvlakte in mid-2009 will see a further 8,000 builders on the road as they commute to work. Widening of the A15 between Maasvlakte and Vaanplein is planned from 2010. And in 2013 the first containers from the second Maasvlakte will roll into the area.

Without adequate measures, the A15 will grind to a halt. By combining the know-how, experience and expertise of the four founders, *De Verkeersonderneming* can take an integrated approach to reducing congestion. Its twin-track policy comprises measures not only to make optimal use of the capacity of the A15 (traffic management) but also to reduce traffic on the motorway (mobility management).

Traffic management measures include stricter enforcement of speed limits, optimal synchronisation of traffic lights and other traffic systems (dynamic traffic management) and incident management. Joint action by the road authorities will help traffic on and around the A15 move safely and faster. Rijkswaterstaat, for example, has changed the line marking on the A15 at the Botlek tunnel so that thousands of heavy goods vehicles have to make fewer weaving manoeuvres. This relatively simple and inexpensive measure increases capacity by no less than 7% and significantly improves traffic flows.

De Verkeersonderneming has introduced a package of mobility measures to reduce the demand on the A15 by no less than 20%, for example by offering drivers a financial incentive to avoid the rush hour. Previous pilots with rush-hour avoidance elsewhere in the country indicate that the system can have a real impact on road

use. Tendering for this project began in 2008. The 'A15 Rush Hour Avoidance' scheme will start in 2009 and be operational for three years. Other mobility measures include additional public transport, public transport by water and employment-related measures such as group transport, flexi-offices and flexible working hours.

Many parties are helping improve access to the Port of Rotterdam. *De Verkeersonderneming's* advisory board consists of Deltalinqs, logistics and transport association EVO, sector organisation Transport en Logistiek Nederland (TLN), the Chamber of Commerce, Spijkenisse municipality, South Holland province and the Rotterdam-Rijnmond police force. The regional companies and authorities not only provide advice but also play an active role. The police, for example, strictly check the loads carried by heavy goods vehicles. Fewer overloaded heavy vehicles means fewer road repairs, less traffic disruption and greater mobility.



Rokus van den Hoek
*Head of Construction and Management
 Eindhoven municipality*

"The joint approach taken by Eindhoven and Rijkswaterstaat to the Eindhoven ring road and the connections to the urban infrastructure is a textbook case of thinking in terms of accessibility."



Kees Vonk
Safety Director, Rivierenland Water Board

"Road management has evolved from construction and maintenance via road safety to mobility. The need for cooperation has grown accordingly. Only cooperation can offer customers mobility solutions. Cooperation at local, regional and national level."

Henrik Hooimeijer
*Programme manager
 Road Authorities Meet Road Authorities*

"Inspiring each other, sharing knowledge and making agreements to increase safety, and provide better access in a liveable, joint network. That's what I'm going for!"



Ferry Geerlings
Roads and Canals manager, Drenthe province

"Our spatial and economic development depends on the accessibility of the region. Success is determined by the implementation of underlying projects such as those in Assen, Hoogeveen, Emmen and Coevorden. The authorities here work closely with each other. It is important to step up cooperation so that it becomes standard practice. That's what society wants from government."



Road Authorities Meet Road Authorities

Road Authorities Meet Road Authorities (WOW) is a platform to promote cooperation among road authorities at national, provincial and municipal level and water boards that also act as road authorities. Apart from the initiators – South Holland province, Arnhem municipality, Rivierenland water board and Rijkswaterstaat – the platform's members include Drenthe province, Almere and Eindhoven municipalities, Hollandse Delta water board and the Arnhem-Nijmegen metropolitan region.

WOW is a meeting place for road authorities, a forum for them to exchange their know-how and experience, for instance during workshops and special WOW days and on the internet at www.platformwow.nl. Cooperative initiatives are analysed, best practices are explained, do's and don'ts are shared. Problems such as ice on roads, lack of safety and traffic jams are addressed more effectively and efficiently using both technical and organisational measures. The information on road works provided jointly to the National Data Warehouse for Traffic Information is used to explain to road users – via the media – when they can expect congestion.

The platform is already bearing fruit. Road authorities are working together more often. One outcome is the efficient project organisation for the construction of the southern ring road around Groningen. This project is being run and managed jointly by provincial and municipal road authorities and Rijkswaterstaat.

As more and more use is made of the Dutch road network, further professionalisation of incident management is required to minimise delays in the event of an accident. Management of the main highway network and the underlying and urban networks must be professionalised. Cooperation among road authorities is of the greatest importance. Together with seven provinces, the municipalities of Amsterdam, Eindhoven and Rotterdam and the Twente region, Rijkswaterstaat is introducing uniform procedures to deal with incidents so that road users experience significantly less inconvenience.

Road users are also being consulted about how to tackle traffic problems in a particular region. BEREIK!, a network organisation consisting of industry representatives, consumer organisations, Rijkswaterstaat and other public authorities are organising customer panels to improve

accessibility in the Haaglanden and Rotterdam regions. The customer panels are supplemented with consumer consultations organised by the Royal Dutch Touring Club (ANWB), the public transport passengers association (ROVER) and the Dutch Cyclists Union.

In 2008, Rijkswaterstaat and Overijssel province worked together to tackle the problem of ice on roads, in part by gritting each other's networks so that the roads are free of ice far more quickly and at lower cost. The contract ended in April 2008 and was thoroughly evaluated so that all the lessons learned could be marketed jointly and as efficiently as possible in a new contract for 2009. This is a means not only to tackle icy roads efficiently but also and especially to increase road safety.

“TNO, Rijkswaterstaat and other parties systematically work together in the road building laboratory. This is a tangible example of our close cooperation in the fields of mobility, infrastructure and a sustainable living environment.”

*Tini Colijn-Hooymans
member of TNO's Board
of Management*





Knowledge, innovation and international cooperation

Rijkswaterstaat plays an active part in solving such problems as rising sea level, congestion and the unremitting demand for scarce space. That's why Rijkswaterstaat must continue to develop its in-house know-how and skills and constantly seek innovative solutions, often in close cooperation with external partners. It does so, for instance, through Deltares, the new knowledge and innovation centre for delta technology. Innovations unveiled last year included plastic buoys, the zero energy bridge and *Koekoek*.

Knowledge, innovation and international cooperation



Knowledge

Maintaining and developing knowledge is of great importance to Rijkswaterstaat. Aware that we in the Netherlands do not know everything, Rijkswaterstaat purposefully seeks useful know-how from other countries. It works intensively, for instance, with China and the United States. At the request of the Minister and State Secretary, Rijkswaterstaat applies its knowledge and experience in developing countries. This chapter presents a random selection of Rijkswaterstaat's many activities to prepare for the challenges of the future.

Students

Rijkswaterstaat supports students at the UNESCO-IHE Institute for Water Education in Delft so that they can act as ambassadors for Rijkswaterstaat when they return to their home countries. This form of cooperation enlarges our networks and enables knowledge to flow back to our organisation as it is developed. Students from countries with which Rijkswaterstaat works are eligible for a grant. It is a win-win situation.

Innovation

Water challenges

An important aspect of the Innovation Programme for Water Challenges is to test systems that generate energy from water. The first test with the Smart Dike in Groningen produced exceedingly valuable information on dike inspection techniques and

The tests with the Smart Dike produced valuable information on how dikes fail

the mechanism of dike failure. Rijkswaterstaat is participating in this unique test dike in order to study the behaviour of dikes using advanced monitoring techniques. The knowledge it gains will also be used to inform the Delta Commission report.

Waterway markings of the future

Rijkswaterstaat is replacing steel barrels and buoys on inland waterways with plastic ones. The new material needs far less maintenance. Floating steel markings have to be repaired and coated every three years.

Plastic ones can remain in place for ten years and then be recycled. Since land-based maintenance will no longer be required, these waterway markings represent a saving to Rijkswaterstaat. Rijkswaterstaat will place plastic markings in a large number of inland waterways. It will also look into replacing anchoring material and the use of plastic markings at sea in the years ahead.

Sustainable energy: Ramspol Bridge

Roads and waterways cannot operate unless Rijkswaterstaat has energy. But traditional fossil fuels are becoming scarcer and more expensive. Rijkswaterstaat has therefore launched a programme to cut its energy consumption by 20% by 2010 compared to 2006. One way to achieve this goal is to design engineering works that encourage low energy consumption. An example in 2008 was the Ramspol reference project for a zero energy bridge. The bridge is operated with the aid of solar panels.



Rijkswaterstaat hopes the design will challenge internal and external parties to think about low-energy solutions.

New extinguisher system: The Best Idea 2008!

Safety in tunnels has high priority. To extinguish a fire in a tunnel correctly and quickly as soon as it breaks out, a Rijkswaterstaat employee developed a new automatic extinguisher system known as *Koekoek* (Cuckoo). Fire extinguishers placed in the tunnel wall are automatically directed towards the fire when it breaks out without the intervention of the tunnel operator. The fire can then be extinguished and managed quickly. The employee won the 2008 Rijkswaterstaat prize for The Best Idea.

Dredging, even if there are underwater cables
Traditional dredging methods cannot be used at a number of places where there are underwater cables. Sedimentation, however, creates an obstacle in the waterway that impedes shipping. An adapted water/air injection method developed by Rijkswaterstaat can remove this obstacle. A pilot project was successfully completed in 2008. By injecting a large volume of air, the sand is loosened and transported to the surface and then carried with the current. Thanks to



this innovation, dredgers can work safely and without causing damage to underwater cables. Rijkswaterstaat will start working with this new method in 2009.

Westraven

The Minister of Transport, Public Works and Water Management officially reopened the Westraven building in 2008. On behalf of the Government Buildings Agency, Westraven was completely renovated for Rijkswaterstaat. For environmental reasons, it was decided not to demolish the existing building. Subject to the budget, investments were made in functionality and staff welfare. The lighting system, for example, imitates natural daylight in order to improve working conditions for the staff. Westraven accordingly won the Daylight Award 2008, a biennial quality award for construction projects in the Netherlands. The jury found that by making deliberate use of daylight and highlighting the view, Westraven had been metamorphosed from a sick building into a clear, transparent, state of the art office block.

Westraven also houses the LEF future centre. This is a separate part of the organisation that encourages





creative thinking. It provides an inspiring environment for members of staff to work out their ideas, carry out experiments and work with other partners of Rijkswaterstaat. Under professional supervision, the staff are challenged to think about the daunting challenges that Rijkswaterstaat will face. It is an investment in the future.

International

Cooperation with other countries

Rijkswaterstaat's work also has an international side that is inseparable from its role as network manager. After all, the water in the main water system is part of a trans-border network.

The same is true of the traffic on the highway network. Rijkswaterstaat has therefore forged close ties with neighbouring countries to coordinate operational and tactical management. Apart from Flanders and Germany, Rijkswaterstaat also works closely with France and the United Kingdom. Cooperation with these countries has two aims. Firstly, it encourages exchanges of knowledge about the implementation of EU legislation, such as the

Xperiment

In its search for solutions, Rijkswaterstaat also seeks new ideas outside the customary circle of experts. The Xperiment project was launched in 2008. Students spend seven weeks at Rijkswaterstaat developing ideas to address important questions. The participants include not only science students but also future philosophers and artists. The first group successfully produced two ideas that will be studied further in 2009. In the Spitsstop project to prevent rush-hour congestion, students are studying alternative activities for motorists stuck in motorway traffic jams. In another project, a greenhouse on the A2 tunnel near Maastricht is being used to tackle the problem of atmospheric fine particulates and CO₂ emissions. The theme for the next round of Xperiment in 2009 will be sustainability.

Natura 2000 Directive and the Water Framework Directive. By looking over the border, we can learn from each other and find solutions if there are problems implementing EU legislation. Secondly, projects are being set up with these countries in the fields of infrastructure management and tendering. The aim is to work together to generate knowledge.

By looking over the border, we can learn from each other

Cooperation within the European Union

With its knowledge and experience of implementation, Rijkswaterstaat contributes to new EU legislation by testing the feasibility its provisions and proposed methods. This is important work because, as an executive organisation, Rijkswaterstaat must ultimately implement European water, environmental and nature legislation. As a member of European expert committees, Rijkswaterstaat can influence legislation at the draft stage.

Rijkswaterstaat is keeping a close eye, for example, on the European standardisation of toll systems.

European research

No matter how important research into roads, road use and road users is, it costs a lot of time and money. Since 2005 Rijkswaterstaat has therefore been working with other national road authorities to set up and finance joint research programmes. It does so through the Conference of European Directors of

Roads, a European umbrella organisation of road authorities. The members hold joint calls for research proposals in Europe and collectively finance the projects selected. The first call was held in 2008, for research into the consequences of climate change and measures to strengthen the road network against, for example, extreme rainfall.

International cooperation with China and the United States

In addition to European cooperation and bilateral cooperation with neighbouring countries, Rijkswaterstaat has close ties with China and the

United States. Rijkswaterstaat signed agreements with these two countries several years ago for the intensive exchange of knowledge on, amongst other things, flood protection.

The Netherlands and China exchange information on dike inspection techniques and dike erosion. At Rijkswaterstaat's invitation, a Chinese student studied differences in dike inspection techniques between the Netherlands and China in 2008. The Chinese government is very interested in the Smart Dike in Groningen and the Netherlands is learning from China's wide experience of the consequences of dike failures due to high water levels. Rijkswaterstaat can use the research data to refine the models it uses to calculate the consequences of high water.

Louisiana coastal protection

Rijkswaterstaat and the United States Army Corps of Engineers (USACE) have been working together under a Memorandum of Agreement since 2004. Since the Hurricane Katrina catastrophe in 2005, USACE has been working on the Louisiana Coastal Protection and Restoration Project (LACPR) to increase safety in the region.



Outsourcing office computer systems

Management of most of the office computer systems and computing centres was transferred to Capgemini in 2008; the remaining workstations will follow in 2009. This is one of the largest ICT outsourcing operations in the public sector and should ultimately lead to considerable cost reductions and less use of our own people. It has not been without hitches, however. There were problems with the stability of the computing centre, for example, and changes had to be made in Rijkswaterstaat's management method. As a result of the delays, new agreements were made subject to the existing tender. Rijkswaterstaat is now better able to manage its systems more professionally and efficiently.

Rijkswaterstaat has been asked to play a critical role in the LACPR. USACE has also asked Rijkswaterstaat to draw up an alternative plan to improve the protection of Louisiana and New Orleans, partly because Rijkswaterstaat, as an external party, is more detached from the local interests. To this end, Rijkswaterstaat, working with Deltares, has issued a report entitled 'The Dutch perspective on protection and restoration of coastal Louisiana'. The report

Hence its interest in Panama. In the years ahead, Panama will spend USD 5 billion on building a new canal nearly 100 km in length alongside the existing canal. Rijkswaterstaat and the Panamanian government agency Autoridad de Canal de Panamá entered into an alliance in 2008 with a view to exchanging information on the enlargement project. In particular, Rijkswaterstaat can gain valuable information on project management from such an enormous

A Chinese student is studying differences in dike inspection techniques between the Netherlands and China

recommends that an integrated approach be taken to regional protection and suggests innovative solutions. The Dutch perspective will be appended to the final LACPR report, which is expected to be issued in summer 2009.

Panama Canal

As well as its more systematic ties, Rijkswaterstaat seeks specific knowledge from other countries.

undertaking. The canal will also have a series of hyper-modern locks. Information on them can be used when building new locks in the Netherlands.

Exploratory studies with Japan and the United States

In 2008 Rijkswaterstaat actively began to seek information from outside the Netherlands on worldwide developments in Intelligent Transport Systems (ITS) and traffic management. In Japan,



staff from Rijkswaterstaat learnt about journey and route information, electronic toll collection, cooperative systems and partnerships between public and private parties. In the United States, where Rijkswaterstaat participates in the annual ITS conference, we signed an agreement with the state of California. Rijkswaterstaat is studying how to work with public and private parties to apply the knowledge it has gained in a traffic management strategy and multi-year implementation programme.



Many opportunities

After 36 years at Rijkswaterstaat I can say with all my heart that the organisation offers many opportunities. All you have to do as an employee is take the trouble and show some initiative. I've had several positions and workplaces and it's that great variety that makes Rijkswaterstaat such an attractive employer. I'm currently working with a lot of young people, including students on work placements. I find this very inspiring and I like to be surprised by their refreshing ideas. They're often surprised as well. After the work placement they think Rijkswaterstaat is far more exciting than they had thought.

*Andre Noordegraaf,
senior advisor*

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“Staff are the critical success factors at any organisation. All the energy, time and money an organisation invests in proud, committed staff members more than pays itself back.”

*Herna Verhagen,
Managing Director,
Group Human Resources,
TNT, and member of
Rijkswaterstaat's Advisory
Board*





Rijkswaterstaat's people

Rijkswaterstaat is a challenging and attractive employer that works on tangible and socially relevant products. Rijkswaterstaat's staff are principled and committed, reliable partners who take account of other people's interests. Building on their integrity, they seek sustainable solutions. They are enterprising; the complexity of the challenges they face means they have to find new ways of doing things and innovative solutions. Rijkswaterstaat's people always go for results. They are accountable for what they do or have done and work to provide a service.

Rijkswaterstaat's people

Managing by information systems

Information systems are a key factor in everything that Rijkswaterstaat does. They range from basic systems such as office computers to support for Rijkswaterstaat's own business processes and direct services provided to the public. Rijkswaterstaat has been professionalising its information systems since 2004. The people responsible for ICT systems and maintenance have been housed in a single organisational unit and the ICT users are now better served thanks to the appointment of ICT managers who combine the users' demands and ensure that central ICT services are organised as efficiently as possible.

Rijkswaterstaat doesn't give up

Rijkswaterstaat's drive for more efficiency and effectiveness continued in 2008. A solid platform has been built to anchor the new approach in day-to-day processes while allowing for the social context. The staff form the foundations and are the key to success. They are offered robust development paths and the freedom to work more creatively and more efficiently in order to serve the public better. Management encourages enterprise and creates opportunities to pursue a challenging career in a modern organisation.

In the new approach, tasks are not only developed by Rijkswaterstaat but are also influenced by the social context: politics, public demand, administrative options, developments in the private market, and trends in education and the labour market.

Achieving the 2008-2012 ambitions

Staff capacity has declined from 11,300 FTEs in 2004 to 9,145 FTEs in 2008. The strategic staff analysis reveals a need for additional knowledge and competences to match the current business processes. These findings form a reference point for the development of Rijkswaterstaat's current staff and the recruitment of new people.

People are the key to success

Rijkswaterstaat's staff are expected to deliver high quality work in an increasingly complex environment. This calls for people who have a broad outlook and high professional standards, people who are mobile and versatile. People, moreover, who know how to manage partnerships effectively. People who also bear responsibility for their own careers and employability.

Encourage and grow

We stimulate our staff and gain their commitment by offering them variety and attractive development opportunities. Many people at Rijkswaterstaat have been here for a long time and are proud of what they do. In 2008 we made further investments in staff quality and job satisfaction by encouraging our people and helping them in their personal development.

More than 3% of the total staff budget was reserved for regular training activities in 2008. The Corporate Learning Centre (CLC) is the mainstay of encouragement and growth at Rijkswaterstaat. It develops learning activities to support renewal. In 2008, the CLC increased the number of training activities it offers to 500. More than a third of the staff took part in them. The CLC's work was recognised in 2008 in



Bert Keijts, Director-General of Rijkswaterstaat:

Rijkswaterstaat is only as good as its people. If an organisation's figurehead receives an award, it's chiefly in recognition of all the people who work there every day.



Richard van Breukelen, Chief Financial Officer, Rijkswaterstaat:

Change is like climbing a mountain: the top can sometimes seem a long, long way away. That's when it's time to turn round, lean against the mountain and let yourself be inspired by the path you have taken before you start climbing again.



Luc Kohsiek, Deputy Director-General of Rijkswaterstaat:

For me, 2008 was a year of saying goodbye but also of initiating new activities. By setting up the 'war room' in the calm following the WaterProof emergency exercise, for example, we strengthened Rijkswaterstaat's reputation as a reliable partner in times of crisis.



the form of the NSCU Corporate Academy Award from the Dutch Foundation for Corporate Universities. A series of culture projects was also launched in 2008 to anchor the new approach in our activities. The 'Leaders are Trainers' project was introduced, for example, to help directors and managers fulfil their role.

Foundations were laid in 2008 for the Career Paths project to clarify the development opportunities within and between jobs so that the staff understand the choices that are available in each phase of their careers.

Fleet review

A great deal of attention was focused on the personal development of managers, project leaders and advisors/specialists in 2008. A 'fleet review' mapped out the qualities these groups bring to Rijkswaterstaat and where their talents could be further enhanced. A special programme has been introduced for talented members of staff. Each of them will follow a personal development programme centring on service-wide assignments. Participants in the programme take the initiative for their own development. There is also a specific approach for



people who need or wish to be mobile within Rijkswaterstaat.

Government Project Management Academy

Maintenance, management and construction projects are Rijkswaterstaat's core activities. Our project managers are crucial to us in achieving results. Integrated Project Management (IPM) has been developed to help them manage large projects. The IPM model recognises five roles in a project: the overall project manager, the project control manager, the environmental manager, the technical manager and the contract manager.

The better the interplay between the stakeholders and the better they coordinate their plans and findings, the more likely they are to achieve their goals. Rijkswaterstaat wants to produce efficient work of a high standard. As well as cooperating with private parties and other public authorities, Rijkswaterstaat recognises the concerns of local residents and interest groups. IPM works on the principle that 'a good example is half the work'.

In collaboration with ProRail and the Government Buildings Agency, Rijkswaterstaat laid the basis for a government-wide Project Management Academy in



Social responsibility

After working at a consultancy for a couple of years I started at Rijkswaterstaat as a project leader in 2008. And it might sound strange but I'm really proud of it. I get that feeling every time I drive from my home in Amsterdam to Utrecht, over a motorway and along a national waterway, and see the Westraven building looming up ahead. At Rijkswaterstaat I work on socially responsible and tangible projects. I think they're important and I'm grateful to play my part. One of the main challenges we are facing is recruiting and retaining people with the right knowledge so that we can carry on doing our work properly. The way young colleagues have got together in Young V&W, for instance, is a good example of how we can deepen their commitment. We can learn from each other and help each other develop. Another challenge for the future is to increase our cooperation with external parties in a world in which change is the benchmark and we have to learn not to cling on to our ingrained habits. That dynamism, the continual solution of new puzzles, has an enormous appeal to me.

Ingrid Klokke, Market and Procurement project leader

Staffing		
Age in years	2008 (number on 31/12)	2007 (number on 31/12)
< 25	80	59
25 - 34	1,288	1,274
35 - 44	2,809	2,824
45 - 54	2,925	2,969
55 - 59	1,387	1,344
> 60	656	548
Total	9,145	9,018

Inflow and outflow 2008		
Age in years	Inflow (FTEs)	Outflow (FTEs)*
< 25	70	11
25 - 34	340	140
35 - 44	254	210
45 - 54	115	146
55 - 59	28	64
> 60	3	111
Total	810	682

* Including transfer to Deltares

Type of inflow 2008		
Age in years	FTE	%
< 35	410	51
> 35	400	49
Sex		%
Male		63
Female		37
Ethnic minorities		7.2

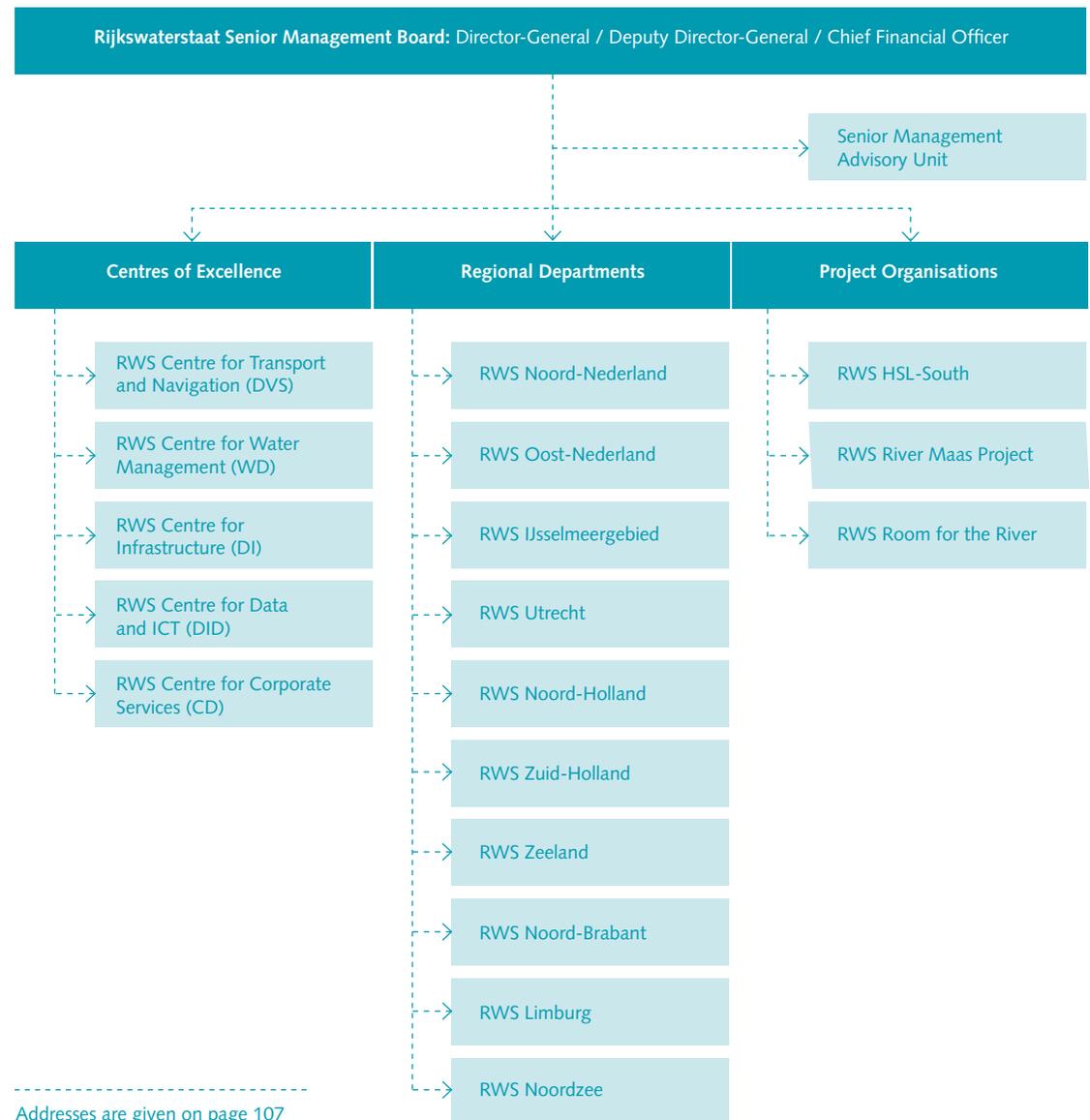


The right move

Rijkswaterstaat is constantly changing. I know this from personal experience because my job in the service department at the former RIKZ, the National Institute for Coastal and Marine Management, was discontinued a couple of years ago. Somehow, my manager came up with the idea that I should retrain as a road inspector. He thought that was just the thing for me. After 18 months' intensive training, with lots of tests, exams and coaching from colleagues at Rijkswaterstaat and the Dutch Police Services Agency, I can now go out and work on my own for a year. There's a lot you have to know and do and they won't let just anybody do it. A lot of people don't make the grade. I get into my car with a smile on my face every morning, not knowing what the day will bring. Every day is different. It really has turned out to be the right move. If I had known this ten years earlier, I would have done it then. It has taught me that you can do a lot more in this organisation than you think.

*Jan Mooiweer,
road inspector*

Rijkswaterstaat organisation chart





Organisational structure	
	Numbers
Staff (in FTEs)	9,145
Locations	240
Regional Departments, including:	10
- Road districts	19
- Water districts	16
Centres of Excellence	5
Project organisations, including:	3
- Room for the River	
- River Maas Project	
- HSL-South	

2008. Project managers with several years' experience at the three organisations can learn from each other and share their experiences. In addition to staff from the organisations themselves, teaching staff have been engaged from Twente University, Delft University and Erasmus University Rotterdam. The first group will start in early 2009.

The value of diversity

Rijkswaterstaat wants to grow into a public organisation that is a true reflection of society. Society is growing increasingly diverse. Staff must also be employed in positions that reflect their career development. Striking a good balance between experienced people and new recruits, men and women and staff from a variety of cultural backgrounds does not happen by itself and requires constant attention. Concrete goals have been set to increase the proportion of younger people and staff from different cultural backgrounds by 2012. A large number of activities were undertaken in 2008 to achieve these goals. In addition to the civil service trainee programme, for example, we introduced our own trainee programme. Other new activities included a pilot project for cultural change for management and staff, a professionalisation project for recruiters, cooperation with multicultural

networks and targeted recruitment. Despite our best efforts, Rijkswaterstaat did not achieve its diversity goals for 2008.

Recruiting the right people

There has been no easing in the labour market. Rijkswaterstaat is also affected by the aging of its workforce and its need to renew. Recruiting new members of staff remains a priority. We have prioritised a number of job groups. In 2008, they were: procurement, finance, road and water project managers, ICT, nautical positions (such as lock and bridge operators and quay and dam specialists on the shipping side), road inspectors and civil engineers. These positions are essential for Rijkswaterstaat to carry out its work but they are difficult to fill in the labour market. A targeted recruitment drive was therefore carried out for these groups in 2008. And not without success. All 90 vacancies for lock stewards, for example, were filled at an ambitious speed dating session held in 2008. And a campaign run by the Centre for Infrastructure to recruit young and intermediate project managers using the slogan 'Do you dare to stand in the spotlight?' produced no fewer than 370 CVs to fill 50 vacancies. Ultimately, 40 new members of staff were recruited in 2008.

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Road user's email – 22 July 2008

"On 22 July the engine in my classic car packed up on the access road to the Veerse Dam. While I was seeing what the matter was at a parking place along the road, one of Rijkswaterstaat's traffic controllers pulled up and without hesitation towed me back to Vrouwenpolder. In all the excitement I forgot to ask my rescuer for his name. I'd like to thank him for his fast and efficient help and compliment Rijkswaterstaat for this useful service!"

Response of Rijkswaterstaat – 1 August 2008

"Many thanks for the compliments. We shall pass them on to the people concerned."

Road user's email – 27 September 2008

"I've been living in Sweden for several years and I still get really annoyed by all the potholes and bumps in the road. What a relief it is to drive in the Netherlands when I'm back here. And if there is a hole in the road, it's usually repaired straightaway. Do you have people who check the roads every day or is there a telephone line to report problems? Hats off for the quality of the Dutch road network!"



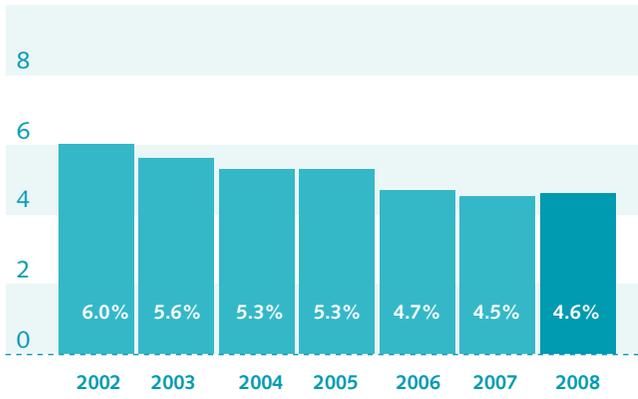
Rijkswaterstaat used not only traditional recruitment methods such as adverts in 2008 but also more contemporary resources such as networking websites. More consideration was also given to the people who left Rijkswaterstaat. The reasons they gave helped our efforts in the labour market. With these results, an alumni network of former employees will be set up in 2009.

Integrity

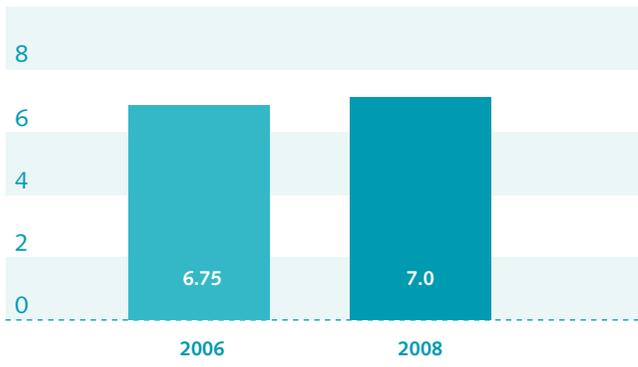
Integrity is one of Rijkswaterstaat's core cultural values. Awareness of the integrity of our actions is paramount. We took measures in 2008 to help the staff reflect on their own activities and learn how to deal with the subject of integrity. The Construction Company Screening Bureau was set up to help staff report on breaches of integrity by private parties. A code of conduct on public commissioning was introduced and is becoming more widely known both inside and outside the organisation. It presents the frameworks staff must observe when working with contractors. For the clients, contractors and partners of Rijkswaterstaat, the code clarifies what we expect of them. The first contractors with comments and complaints contacted the special contact desk in 2008.



Workplace absenteeism



Staff satisfaction (score)



Ambassador

As a civil service trainee, I'm being allowed to look behind the scenes at Rijkswaterstaat for 18 months. Before I started here, Rijkswaterstaat didn't really mean that much to me. And I can see that Rijkswaterstaat has the same rather dull image among other students and young job seekers. They still think that all we do here is lay asphalt, which we don't actually do ourselves! Our work is much wider. You only realise once you're on the inside. I want more people to see Rijkswaterstaat the way I do. That's an additional task alongside my work. I really do feel like an ambassador. We have to present ourselves more often at colleges and universities, show who we are and what we stand for. There's a world to be won there.

*Tamara Snijders,
civil service trainee*

Vision of infrastructure

If there's one place where your work affects everyone, it's at Rijkswaterstaat. Everything we do has an impact. I'm proud to be part of an organisation that has a clear vision of the future of our infrastructure. I'm a chemist by training and was a trainee at Rijkswaterstaat for a year. I enjoyed my current position as purchasing manager so much that I decided to make the switch. Every day we face the challenge of matching technology with procurement. And that's where my strengths and challenges lie. Technology is fun but at the end of the day it's about serving the market.

*Mohamed Bakkali,
RWS trainee*

Annual Accounts 2008



In-Control Statement 2008

Introduction

Rijkswaterstaat, a departmental agency, reports on regularity and operational management in 2008 by means of this in-control statement. On the whole, Rijkswaterstaat exercised satisfactory control of all its management operations; no irregularities or uncertainties exceeding the standard applicable to Rijkswaterstaat were detected. In 2008 the main areas of concern were identified by means of risk analysis and quality improvements were made.

Financial and material management

Rijkswaterstaat continued to improve the standard of financial and material management in 2008. Specific areas of concern were identified and prioritised by means of the main findings from 2007 and the risk analysis for 2008.

Contract management

Rijkswaterstaat has market parties carry out the construction, management and maintenance of infrastructure wherever possible. To this end, it uses innovative forms of contracting and related forms of contract management. Management and maintenance work is subject to performance contracts. Construction work is subject to design, build, finance and maintain (DBFM) contracts, alliance contracts, and design and build (D&B) contracts subject to system-oriented contract management (SCM). In this form of contract management, Rijkswaterstaat relies on information produced by the contractors' quality systems.

The use of SCM was introduced for performance contracts as well as for construction contracts in 2008. Rijkswaterstaat has decided not to introduce it for current maintenance contracts owing to the far-reaching changes that

would be required in both the client's management and the contractors' quality assurance systems.

Consultation between Rijkswaterstaat and contractors at the start of the implementation of most contracts in 2008 paid specific attention to SCM and the contractors' quality assurance. Bouwend Nederland will issue a manual on quality assurance for D&B contracts making use of the SCM guidelines. It is also clear that the staff concerned require more knowledge and skills. Evaluation at a higher level of abstraction (system and process) must be improved. Fifty members of staff are taking an advanced evaluation course provided by an external bureau. A start has also been made on training some 120 auditors. It has been agreed with the Corporate Learning Centre that these courses will be included in the standard training package. Evaluation of the former method of managing performance contracts in 2007 found that four Rijkswaterstaat departments were not yet entirely up to standard. Management at three of the four departments was acceptable at the end of 2008. Contract management at the fourth department is currently receiving sufficient attention for it to reach the required level in the near future.

Material management

Rijkswaterstaat centralised almost all its material management in three departments in 2007. In 2008 it concentrated on ensuring that these departments were completely up to standard. This is already the case with regard to the main assets, the fleet and the buildings. Operational management of vehicles, office IT equipment and computing centres will be raised to the required level in 2009. For office IT equipment and computing centres, this will be related directly to the timing of outsourcing.

Receipts

Management of vehicle and vessel damage processes was improved in 2008. Better agreements were made with the insurers regarding the financial settlement of losses. With regard to project receipts from third parties, the required management standard is difficult to achieve because receipts still cannot be accounted for correctly in the SAP financial system. The problem will be analysed in 2009 to determine whether it can be systematically resolved in SAP.

Developments in operational management

Rijkswaterstaat has made risk management an integral part of its operational management for both infrastructure projects and organisational goals. The main risks in 2008 were identified by means of risk analysis. The most relevant developments in operational management are considered below.

Area data in order

In 2008 Rijkswaterstaat worked on raising its area data to the required standard and keeping them there. These data are important for the proactive programming of management and maintenance. The three networks and associated area data were therefore analysed in 2008. The underlying causes of certain data being below standard were established, as were the necessary improvement measures. Given the volume of the area data, this is expected to take about two years. The improvement programme is concerned not only with raising the standard of the data but also with ensuring they remain satisfactory.

Land-based planning studies

It became clear at the end of 2007 that there was a need to further improve management of planning studies within Rijkswaterstaat. It was decided to establish a programme organisation whereby responsibility for improvements remained with the regional departments. The management's task was to supervise current planning studies and develop a clear method to improve the uniformity, quality and speed of land-based planning studies. This task was carried out in 2008. Project instructions and scopes were drawn up for nearly all projects. A quality assurance system with quality criteria was also established.

Reform of Rijkswaterstaat in 2008

In accordance with the Business Plan 2004, Rijkswaterstaat is changing into a public-oriented, public organisation that concentrates on its tasks as network manager. Agenda 2012 of the Business Plan will continue this transformation in the next four years. The main objective is to become the leading sustainable and public-oriented executive arm of government by 2012. The reforms did not come to a halt in 2008. To become a leading client, Rijkswaterstaat introduced a new procurement strategy. With regard to the reliable and efficient partner pillar, the agreement of long-term planning and finance for management and maintenance

is an important step to enhance efficiency. The strategic personnel analysis is critical to the effectiveness of Rijkswaterstaat's staff. Agenda 2012 was discussed with staff in many parts of the organisation to ensure that the goals and milestones were widely known.

A start was made in 2008 on documenting the tasks that Rijkswaterstaat's staff will carry out in 2012 and what proportion can be carried out by the market or regional partners. Descriptions of core tasks and standards are necessary to facilitate 30%-plus growth in output by 2012 and to achieve the personnel targets. Descriptions have been completed for the following processes: construction, traffic management on the main highway network, main waterway network and main water systems, permit issuance, enforcement and support services. There has been a considerable improvement in the quality of capacity management (more efficient use of personnel). Stricter management by the Regional Project Centres and corporate monitoring have improved the coordination of Baseline 2009 (projects in progress). Baseline 2009 covers all Rijkswaterstaat's projects and ensures that the capacity available matches demand at all regional departments.

Fast-track projects

The government decided in 2007 to investigate how the slow decision-making process for large infrastructure works in the Netherlands could be speeded up. The Elverding Committee on the simplification of planning procedures for infrastructure projects has since reported back to the government, and the House of Representatives passed a new Emergency Road Widening Act on 13 January 2009. In consequence, urgent measures can be taken to reduce congestion at 30 bottlenecks on the roads. Work will begin on some projects this year. In the meantime, Rijkswaterstaat has been making preparations to carry out these 30 projects. The aim is to start them before 1 May 2011 and to call for tenders for at least 10 projects before 1 May 2011. Success will depend on the strength of decision-making (attitude and conduct) and the improved quality of processes and people. Optimal use of the market is also seen as a great opportunity to speed up the projects. Private parties have been involved in the preliminary phases and a procurement plan has been drawn up to accelerate implementation of the work.

Balance sheet as at 31 December 2008 (before appropriation of the surplus)

(x € 1,000)

ASSETS	31 December 2008	31 December 2007
Fixed assets		
Intangible fixed assets	3,590	4,177
Tangible fixed assets	271,079	247,829
Fixed assets under construction	4,791	19,272
Financial fixed assets	136,986	0
	416,446	271,278
Current assets		
Debtors	25,746	25,354
Other debtors, prepayments and accrued income	42,651	281,326
Management and maintenance work already executed	0	70,462
	68,397	377,142
Liquid assets		
Cash	8	8
Ministry of Finance current account	279,331	31,484
	279,339	31,492
MIRT multi-year infrastructure, spatial planning and transport projects		
Projects in progress	6,382,163	11,990,530
Total assets	7,146,345	12,670,442

(x € 1,000)

31 december 2008

Capital and reserves

Statutory reserve for self-developed software

158

105

Operating reserve

50,012

41,152

Unappropriated surplus

-28,353

8,913

21,817

50,170

Provisions

Personnel provision

0

1,257

Equipment provisions

0

114,361

0

115,618

Long-term liabilities

Ministry of Finance loan

221,482

200,007

Current liabilities

Creditors

127,466

56,350

Other creditors, accruals and deferred income

355,951

257,767

Management and maintenance work still to be executed

37,466

0

520,883

314,117

MIRT multi-year infrastructure, spatial planning and transport projects

Deliverable projects

6,382,163

11,990,530

Total liabilities

7,146,345

12,670,442

Statement of income and expenditure for 2008

(x € 1,000)

	31 December 2008	31 December 2007
Income		
Income from the Ministry of Transport, Public Works and Water Management	2,441,401	2,419,698
Other income	111,495	76,360
Interest income	2,752	3,168
Extraordinary income	8,082	46,485
	2,563,730	2,545,711
Expenditure		
Management and maintenance costs	1,463,931	1,385,291
Other costs:		
Personnel costs	720,325	768,140
Equipment costs	342,970	286,724
Depreciation and amortisation	47,987	50,161
Interest expense	8,804	9,098
Other expenses	0	4,783
Extraordinary expenses	8,066	32,601
	2,592,083	2,536,798
Net income and expenditure	-28,353	8,913

Cash flow statement 2008

(x € 1,000)

	31 December 2008	31 December 2007
Balance as at 1 January		
Cash and cash equivalents	8	7
Government Accounts Division current account	31,484	201,288
	31,492	201,295
Cash flow from operating activities		
Operating income	2,824,005	2,511,395
Operating expenses	-2,541,563	-2,601,949
	282,442	-90,554
Cash flow from investing activities		
Divestments	9,029	25,349
Investments	-65,581	-83,598
	-56,552	-58,249
Cash flow from financing activities		
Loan facility	65,818	35,529
Loan repayments	-43,861	-56,529
	21,957	-21,000
Balance as at 31 December		
Government Accounts Division current account	279,331	31,484
Cash and cash equivalents	8	8
Total	279,339	31,492

Notes to the annual accounts 2008

Accrual accounting and integrated obligation-cash accounting

Rijkswaterstaat keeps two separate sets of accounts: accrual accounts and integrated obligation-cash accounts. Subject to two exceptions, as explained in the accounting policies, the annual accounts presented here are the accrual-based accounts.

The accrual accounts record the assets and liabilities and income and expenditure relating to Rijkswaterstaat's activities. Rijkswaterstaat receives a fee from the Ministry of Transport, Public Works and Water Management for these activities. The fee is payment for:

- The cost of management and maintenance, subdivided into:
 - The cost of outsourcing management, maintenance and development of the three infrastructure networks managed by Rijkswaterstaat (main water systems, main highway network and main waterway network).
 - The cost of traffic management (main highway network and main waterway network) and water management (main water systems).
- Other costs, subdivided into:
 - Direct personnel and equipment costs incurred for management and maintenance work.
 - Direct personnel and equipment costs to provide capacity for Rijkswaterstaat's knowledge and advisory function.
 - Direct personnel and equipment costs to prepare and execute MIRT projects (multi-year infrastructure, spatial planning and transport projects for the construction and major variable maintenance of infrastructure).
 - Rijkswaterstaat's indirect costs.

MIRT projects are outsourced to third parties (mainly contractors). Outsourcing is financed not from Rijkswaterstaat's revenues but directly from the Ministry of Transport, Public Works and Water Management's budget. Income and expenditure relating to the outsourcing of MIRT projects are recognised in the integrated obligation-cash accounts.

General accounting policies

General

Rijkswaterstaat's annual accounts are drawn up in accordance with the Departmental Agencies Order 2007 and the provisions of Book 2, Title 9 of the Dutch Civil Code. In consultation with the Ministry of Finance two exceptions have been made:

- Expenditure incurred on MIRT projects is disclosed in the balance sheet as projects in progress on the one hand and as deliverable projects on the other. There is therefore no impact on the result. This provides insight into the projects for which Rijkswaterstaat is responsible as implementing organisation;
- The amount receivable from the Ministry of Transport, Public Works and Water Management is recognised as a debtor falling due after more than one year. This is in derogation from the Departmental Agencies Order 2007, which lays down that financial fixed assets are not permitted at departmental agencies.

Valuation policies

Valuation of assets and liabilities and determination of the surplus are based on historical cost (including VAT). Unless stated otherwise for a specific balance sheet item, assets and liabilities are stated at nominal value.

The surplus is determined in accordance with the fundamental accounting concepts of prudence, matching, going concern and consistency. Income and expenditure are allocated to the year in which they are earned or incurred. Surpluses are recognised only in so far as realised at balance sheet date. Commitments and potential losses originating before the end of the financial year are recognised if known before the annual accounts are prepared.

The cash flow statement is prepared in accordance with the direct method.

Specific accounting policies

Intangible fixed assets

Intangible fixed assets are stated at the cost of outsourcing to third parties less accumulated straight-line amortisation. Intangible fixed assets are amortised as from the date of first use. The amortisation period is based on a useful life of three years.

Tangible fixed assets

Tangible fixed assets are stated at cost less accumulated straight-line amortisation. Depreciation is based on useful life as from the date of first use. No account is taken of residual value.

Fixed assets under construction are stated at nominal value or external cost incurred to date.

The depreciation periods for tangible fixed assets are as follows:

- Tangible fixed assets under construction:
These are not depreciated.
- Land and buildings:
Land is not depreciated; buildings are depreciated over 40 years, building services that are inseparable from the use of a building (e.g. lifts) over 15 years, and renovations over 5 years.
- Fixtures and fittings:
Fixtures and fittings are depreciated over 5 years with the exception of works of art, which are not depreciated.
- Vehicles and vessels:
All vehicles and vessels with a purchase price of less than € 50,000 are depreciated over 5 years. Other vessels are depreciated over 25 years.
- Hardware:
Office IT equipment (monitors, desktops, laptops and printers) is depreciated over 3 years, other electronic appliances over 5 years.
- Other tangible fixed assets:
Tools, fire-fighting equipment and technical equipment (laboratory, mechanical and measuring equipment) are depreciated over 5 years.

Debtors

Debtors are stated at the lower of nominal (invoice) value and value after allowance for doubtful debts. Debtors older than 2 years are provided for in full unless a lower provision is thought adequate. Other debtors are provided for on a percentage basis depending on their age.

Equipment provisions

In accordance with the agreements made regarding the settlement of the amount receivable from the Ministry of Transport, Public Works and Water Management, equipment provisions were released in full. With effect from 2009, the cost of major building and vessel maintenance, environmental restoration and the sale of historical buildings will be taken directly to operations. These costs are financed separately each year by means of an additional contribution from the Ministry of Transport, Public Works and Water Management.

Costs

Temporary staffing costs incurred to carry out Rijkswaterstaat's core activities are recognised under personnel costs. Outsourcing costs incurred for tasks not carried out under Rijkswaterstaat's own management are recognised under equipment costs.

Notes to the balance sheet

Intangible fixed assets

Movements in intangible fixed assets were as follows:

(x € 1,000)

	Self-developed software	Licences	Total
At cost as at 1 January 2008	1,246	12,762	14,008
Accumulated amortisation as at 31 December 2007	-1,141	-8,690	-9,831
Book value as at 1 January 2008	105	4,072	4,177
Movements in 2008			
Additions	96	1,459	1,555
Taken into service	11	0	11
Amortisation	-58	-2,095	-2,153
Divestments	0	-252	-252
Amortisation in divestments	0	252	252
Total movements in 2008	49	-636	-587
At cost as at 31 December 2008	1,353	13,969	15,322
Accumulated amortisation as at 31 December 2008	-1,199	-10,533	-11,732
Book value as at 31 December 2008	154	3,436	3,590

Tangible fixed assets

Movements in tangible fixed assets were as follows:

(x € 1,000)

	Land and buildings	Fixtures and fittings	Vehicles and vessels	Hardware/ electr. appliances	Other	Total
At cost as at 1 January 2008	154,778	49,901	246,333	82,661	83,581	617,254
Accumulated depreciation as at 31 December 2007	-57,365	-36,796	-154,907	-55,491	-64,866	-369,425
Book value as at 1 January 2008	97,413	13,105	91,426	27,170	18,715	247,829
Movements in 2008						
Additions	19,070	7,199	20,985	5,167	7,651	60,072
Taken into service	14,598	241	1,476	1,192	917	18,424
Depreciation	-5,325	-6,280	-15,934	-11,359	-7,319	-46,217
Divestments	-7,323	-59	-11,288	-3,216	-30,154	-52,040
Depreciation in divestments	4,407	59	9,460	3,154	25,931	43,011
Total movements in 2008	25,427	1,160	4,699	-5,062	-2,974	23,250
At cost as at 31 December 2008	181,123	57,282	257,506	85,804	61,995	643,710
Accumulated depreciation as at 31 December 2008	-58,283	-43,017	-161,381	-63,696	-46,254	-372,631
Book value as at 31 December 2008	122,840	14,265	96,125	22,108	15,741	271,079

Divestment of other tangible fixed assets

Divestment of other tangible fixed assets related largely to waterway markings. It was decided in 2007 that waterway markings would be treated in the same way as land-based infrastructure markings and not as tangible fixed assets. Waterway markings are therefore no longer capitalised and depreciated over their useful lives but recognised under management and maintenance costs. The book value of these assets as at year-end 2008 was approximately € 3.6 million (cost: approx. € 25.9 million). The loss arising from this reclassification is included under extraordinary expenses.

Land and buildings

Large investments and buildings taken into service relate to the construction of the Westraven office building (€ 6.8 million), the salt and buoys warehouse in Oirschot (€ 3.7 million), the Andelst-Zetten, Markelo and 't Harde support centres (€ 4.0 million, € 3.1 million and € 2.4 million respectively) and the district offices of Utrecht Water District and Utrecht Road District (€ 3.7 million and € 3.1 million respectively).

Vehicles and vessels

Large investments related to the € 5.7 million purchase of patrol vessels and the € 1.4 million purchase of the ARAN 3 survey vehicle to survey the main highway network.

Fixed assets under construction

Movements in fixed assets under construction were as follows:

(x € 1,000)

	Self-developed software	Land and buildings	Vehicles and vessels	Other	Total
Book value as at 1 January 2008	14	16,757	1,529	972	19,272
Movements in 2008					
Additions	1	3,221	-53	786	3,955
Taken into service	-11	-15,977	-1,476	-972	-18,436
Total movements in 2008	-10	-12,756	-1,529	-186	-14,481
Book value as at 31 December 2008	4	4,001	0	786	4,791

Financial fixed assets

Financial fixed assets comprise the debtor falling due after more than one year receivable from the Ministry of Transport, Public Works and Water Management. The current portion (€ 0.5 million) is included under debtors.

On becoming a departmental agency on 1 January 2006, Rijkswaterstaat recognised € 247 million receivable from the Ministry of Transport, Public Works and Water Management under other debtors, prepayments and accrued income. Agreement on the settlement of this receivable was reached in 2008. Part of the receivable has been set off against a release from the provisions (€ 109.5 million); the remaining € 137.5 million will be settled over 15 years, € 0.5 million of which in 2009.

As a result of the release from the provisions, equipment maintenance costs may no longer be charged to the provision and are therefore charged directly to operations. As noted in the notes to off-balance sheet rights and commitments, the Ministry of Transport, Public Works and Water Management will raise its regular contribution by an amount equal to the equipment provisions released, spread over the next ten years.

Debtors

Movements in debtors were as follows:

(x € 1,000)

	As at 31 Dec. 2008	As at 31 Dec. 2007
Third parties and personnel	36,038	40,122
Other ministries	1,821	911
Ministry of Transport, Public Works and Water Management	1,411	186
Total debtors	39,270	41,219
Provision for doubtful debts	-13,524	-15,865
Total debtors including provision	25,746	25,354

Other debtors, prepayments and accrued income

Movements in other debtors, prepayments and accrued income were as follows:

(x € 1,000)

	As at 31 Dec. 2008	As at 31 Dec. 2007
Ministry of Transport, Public Works and Water Management	0	246,984
Prepayments and receivables	42,442	34,156
Deposits paid	209	186
Total	42,651	281,326

The decline in the amounts receivable from the Ministry of Transport, Public Works and Water Management is explained in the note to financial fixed assets.

Management and maintenance work already executed and still to be executed

This item comprises the balance of management and maintenance income and costs.

The secretary-general and director-general of Rijkswaterstaat have made agreements on the management and maintenance of the three networks managed by Rijkswaterstaat. These agreements are laid down in service level agreements (SLAs). There are peaks and troughs in maintenance work over the years. They arise from the physical condition of an area and the demands made by traffic management on maintenance planning. These substantial peaks and troughs do not always coincide with the income budgeted for these activities by the Ministry of Transport, Public Works and Water Management. To smooth out the differences, the balance of management and maintenance income and management and maintenance costs is recognised in the balance sheet as an asset (work already executed) or as a liability (work still to be executed).

Maintenance costs exceeded maintenance income in 2007. The resultant balance of work already executed at the end of 2007 (€ 70.5 million) was received as income in 2008. Maintenance costs were lower than maintenance income in 2008. The balance of € 37.5 million is recognised in the balance sheet as work still to be executed and will be applied in 2009 to carry out maintenance work.

Projects in progress

Projects in progress include accumulated direct production expenditure on current MIRT projects as at balance sheet date. Deliverable projects are recognised as a contra entry to the same amount. Movements in projects in progress are shown below. Projects with an opening and/or closing balance of more than € 250 million are shown separately.

Movements in projects in progress were as follows:

(x € 1,000)

	As at 1 January 2008	Expenditure in 2008	Delivered in 2008	As at 31 December 2008
HSL-South	6,543	81	-6,624	0
Benelux metro	656	0	0	656
A73/A74	641	91	0	732
Delta Plan, Major Rivers	632	5	0	637
North-South line, North-WTC	445	128	0	573
N14, Wassenaar	350	29	-379	0
A2, Holendrecht	326	217	0	543
Eastern Scheldt (Oosterschelde)	277	51	0	328
A2, Eindhoven tangent	151	187	0	338
Border Maas / Sand Maas	252	36	0	288
Other projects	1,718	1,004	-435	2,287
Total	11,991	1,829	-7,438	6,382

Projects delivered in 2008 included:

- HSL-South
- Hollands Diep depot
- A4, Dinteloord-Bergen op Zoom
- A35, Zwolle-Almelo
- South tangent main route (phase 2)
- Maas route, bridge raising
- Room for the River
- Zuid-Willemsvaart KL II
- A31, Zurich-Harlingen
- N14, Wassenaar
- IJssel estuary design

Capital and reserves

Movements in capital and reserves were as follows:

(x € 1,000)

	As at 1 January 2008	Addition in 2008	Release in 2008	As at 31 December 2008
Statutory reserve for self-developed software	105	53	0	158
Operating reserve	41,152	8,913	-53	50,012
Surplus for the year	8,913	-28,353	-8,913	-28,353
Total capital and reserves	50,170	-19,387	-8,966	21,817

Provisions

The personnel provision was formed when Rijkswaterstaat became a departmental agency in order to cover the cost of future redundancy payments to former Rijkswaterstaat personnel. The arrangement expired in 2008 and the provision

was applied in full. As from 2009, redundancy payments to former personnel will be charged directly to operations. As a result of this change in policy, equipment provisions were released in full as at 31 December 2008. See also the notes to financial fixed assets and off-balance sheet rights and commitments.

Movements in equipment provisions were as follows:

(x € 1,000)

	As at 1 January 2008	Withdrawal in 2008	Release in 2008	As at 31 December 2008
Provision for major maintenance of buildings	87,857	-1,330	-86,527	0
Provision for environmental restoration	9,039	-904	-8,135	0
Provision for major maintenance of vessels	8,225	-2,630	-5,595	0
Provision for sale of historical buildings	9,240	0	-9,240	0
Total equipment provisions	114,361	-4,864	-109,497	0

Long-term liabilities

Long-term liabilities comprise the loans agreed with the Ministry of Finance as part of the loan facility for departmental agencies. These loans are used to finance capital expenditure. Loan repayments are timed to coincide with depreciation.

The current portion of the loans agreed with the Ministry of Finance is recognised under current liabilities (loans repayable within one year).

Deliverable projects

This item includes the accumulated value as at balance sheet date of deliverable projects as a contra entry to projects in progress.

Creditors

Creditors can be broken down as follows:

(x € 1,000)

	As at 31 Dec. 2008	As at 31 Dec. 2007
Local authorities/third parties	118,733	55,136
Other ministries	693	1,189
Ministry of Transport, Public Works and Water Management	40	25
Payments/settlements to be accounted for	8,000	0
Total	127,466	56,350

The high balance as at 31 December 2008 was due in part to a number of very large invoices, including one for € 28.9 million for the transfer of the N237 and one for € 22.6 million for the payment of the ferries on the Bergsche Maas.

Other creditors, accruals and deferred income

Other creditors, accruals and deferred income can be broken down as follows:

(x € 1,000)

	As at 31 Dec. 2008	As at 31 Dec. 2007
Leave entitlement payable (including social insurance contributions)	18,821	18,009
Prepayments and accrued expenses	288,903	192,923
Funds on deposit	4,710	5,010
Year-end bonuses payable	1,800	1,275
Loans falling due within one year	40,673	40,193
VAT payable	1,044	357
Total	355,951	257,767

The increase in the balance as at 31 December 2008 is due chiefly to an increase in prepayments and accrued expenses. This item includes € 200 million received from the Ministry of Transport, Public Works and Water Management at the end of December in anticipation of the Ministry's payment of the agency fee in 2009. The balance of € 289 million also includes € 53 million in invoices receivable.

Loans falling due within one year relate to the current portion of the loan agreed with the Ministry of Finance.

Off-balance sheet rights and commitments

Off-balance sheet rights and commitments relate to Rijkswaterstaat's activities as disclosed in the accrual accounts.

Off-balance sheet rights

Several of Rijkswaterstaat's departments have submitted claims against contractors. The outcome of the disputes is uncertain.

The Ministry of Transport, Public Works and Water Management has undertaken to add an amount equal to the equipment provisions released, € 109.5 million, to its regular contribution, spread over the next ten years.

Off-balance sheet commitments

Contractors have submitted claims against Rijkswaterstaat to a number of Rijkswaterstaat's departments. The outcome of the disputes is uncertain.

Rijkswaterstaat has concluded various long-term leases, primarily with the Government Buildings Agency. The current contracts will run until 2022 at the latest and represent a commitment of approximately € 423 million. An amount of approximately € 5 million relates to contracts expiring in 2009. An ICT contract to a total of approximately € 236 million has also been concluded.

Notes to the statement of income and expenditure

Income

Total income can be broken down as follows:

(x € 1,000)

	Income for 2008
Management and maintenance income	1,463,931
Other income	1,099,799
Total	2,563,730

Income from the Ministry of Transport, Public Works and Water Management

Income from the Ministry of Transport, Public Works and Water Management for 2008 totalled € 2,441 million.

This amount can be broken down as follows:

(x € 1,000)

	2008
Agency fee for 2008	2,676
Advance payment for 2009	- 200
Advance payment received for Deltares in 2006	3
Work to be executed in 2008	- 38
Total income from the Ministry of Transport, Public Works and Water Management	2,441

Other income

Other income relates principally to income received pursuant to the Pollution of Surface Waters Act (€ 23.4 million) and payments for damage caused by road and waterway users to roads and waterways.

Interest income

Interest income relates to current account balances and short-term deposits held by Rijkswaterstaat.

Extraordinary income

Extraordinary income (€ 7.0 million) includes the release from the provision for doubtful debts (€ 1.4 million) and gains on the sale of fixed assets (€ 2.5 million).

Expenditure

Management and maintenance costs

Management and maintenance costs relate to costs charged by third parties (chiefly contractors and engineering firms) whose work contributes directly to the management and maintenance of the infrastructure. Approximately € 223 million was spent on overdue maintenance of bridges, tunnels and flyovers in 2008. Other network maintenance was carried out as scheduled. Maintenance progressed at the same rate as in 2007.

Personnel costs

Personnel costs were lower than in 2007. This was the outcome of higher personnel costs partly as a result of filling vacancies (+ € 34 million) and a decline in replacement staff on account of the higher staff establishment and targeted measures to limit the use of temporary staff (- € 82 million).

Salary costs amounted to € 473.9 million and social insurance contributions to € 91.8 million. The average number of employees increased from 8,911 FTEs in 2007 to 9,083 FTEs in 2008.

Equipment costs

Equipment costs include:

- Office, public information and accommodation costs,
- Equipment maintenance and usage costs,
- Equipment rental and leasing costs.

The outcome in 2008 was € 56 million higher than in 2007. The increase is attributable principally to higher maintenance costs, building leases and related accommodation costs (+ € 24 million) and an increase in activities outsourced to market parties due in part to a review of Rijkswaterstaat's core activities (+ € 31 million).

Depreciation and amortisation

This item relates to regular depreciation of tangible fixed assets and amortisation of intangible fixed assets.

Interest expense

Interest is paid on interest-bearing loans granted by the Ministry of Finance and on temporary current account overdrafts with the Government Accounts Division.

Other expenses

Other expenses in 2007 comprised additions to provisions. As a result of a change in accounting policies, no further provisions were formed in 2008.

Extraordinary expenses

Extraordinary expenses (€ 8.1 million) relate chiefly to losses on the sale of fixed assets, principally due to waterway markings (€ 3.6 million) no longer being capitalised and the R2 Flevomeer II vessel being taken out of service (€ 1.1 million). Backlog depreciation of hardware and electrical appliances of € 0.4 million was recognised as an extraordinary expense.

Deficit for the year

An increase in personnel costs and the cost of switching to a new office IT system and moving to the new Westraven office building placed great pressure on Rijkswaterstaat's ability to remain within budget. Rijkswaterstaat tried to do so by sharply reducing temporary staff costs. Since the budget was also lower than

that for 2007 and production on both management and maintenance projects and construction projects was markedly higher in 2008, however, it was not entirely successful and 2008 was closed with a deficit of approximately € 28.5 million.

Notes to the cash flow statement

Cash flow from operating activities

This includes income and expenditure from ordinary activities during 2008.

Cash flow from investing activities

This includes the book value of assets sold and investments in new and existing assets. Gains and losses on the sale of assets are recognised under cash flow from operating activities.

Cash flow from financing activities

This includes all cash flows relating to the financing of Rijkswaterstaat, namely:

- loans drawn down,
- loan repayments.

Other information

Proposed appropriation of the deficit for the year

It is proposed that the deficit for the year be charged to the operating reserve.

Status of the annual accounts

Rijkswaterstaat's annual accounts, as included in this annual report, form part of the Ministry of Transport, Public Works and Water Management's annual accounts for 2008. The Netherlands Court of Audit audits those annual accounts and will express an opinion on them in a report to the States General on 20 May 2009 at the latest. Its report may include comments on Rijkswaterstaat's financial management and annual accounts.

Auditor's report

To the Minister of Transport, Public Works and Water Management

We have audited the financial statements (included in this report) which form part of the 2008 annual report of Rijkswaterstaat. These financial statements consist of:

- the annual accounts 2008, comprising the statement of income and expenditure for 2008, the balance sheet as at 31 December 2008, the cash flow statement for 2008, and the notes thereto;
- the report included in the In-Control Statement of this annual report on the accounting regularity of the outcome of budget execution in 2008.

Responsibility of Rijkswaterstaat's management

Rijkswaterstaat's management is responsible for the preparation and fair presentation of the financial statements of the financial position, income and expenditure and the regularity of income, expenditure and balance sheet movements, and for the preparation of the other parts of the annual report, both in accordance with the Departmental Agencies Order 2007 and the derogations permitted specifically for Rijkswaterstaat by the Ministry of Finance. This responsibility includes designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements of the financial position and income and expenditure and the regularity of income, expenditure and balance sheet movements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

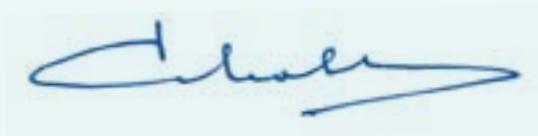
Auditor's responsibility

Our responsibility is to express an opinion on the financial statements based on our audit. We conducted our audit in accordance with Dutch law. This law requires that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Rijkswaterstaat's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by Rijkswaterstaat's management, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements presented in the annual report give a true and fair view of both the size and the composition of Rijkswaterstaat's financial position as at 31 December 2008 and of the income and expenditure for 2008 and of the accounting regularity of income, expenditure and balance sheet movements in 2008 in accordance with the Departmental Agencies Order 2007 and the specific derogations permitted by the Ministry of Finance.

The Hague, 13 March 2009
Audit Department of the Ministry of Transport, Public Works
and Water Management

A handwritten signature in blue ink, appearing to read 'Scholte', is written over a light blue rectangular background.

P. Scholte RA

The Dutch online
version can be read at
jaarverslagrijkswaterstaat.nl



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Go to www.rijkswaterstaat.nl or telephone +31 (0)800 8002 (free of charge).
Copies of this annual report can be ordered by telephoning +31 (0)88 797 1102.
The annual report can also be downloaded from www.rijkswaterstaat.nl.

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