

5 STRATEGIC PLAN

5.1 Nature and Purpose

The World Road Association Strategic Plan governs all the activities of the Association. It was first adopted by the Council in September 1995 (Montreal). It is developed every four year through an extensive consultation process in accordance with an approved timetable (see section 5.2). The Strategic Plan is adopted by the Council on the recommendation of the Executive Committee for the purpose of setting goals and directing the work of the Association over the next four years.

Importantly, the Strategic Plan includes the Vision, Mission and Values of the Association. It sets out issues, strategies, and desired outcomes for:

- the road and road transport goals, that direct the work of the Technical Committees within the Strategic Themes;
- the organisational goals, that direct the work of the Commissions and the General Secretariat.

The terms of reference for the Strategic Themes and Commissions are also contained in the Strategic Plan.

The Strategic Plan, approved by the Council can be down loaded from the public area of the Association website.

5.2 Strategic Planning Calendar

The Strategic Plan is developed in accordance with the World Road Congress cycle. An up to date Calendar can be downloaded from the members only area of the Association website.

5.3 Establishment and Purpose of Strategic Themes

Within each Strategic Theme, Technical Committees are established to address particular terms of reference assigned to them after development through the strategic planning process. The Strategic Themes for the current cycle and their Technical Committees are listed in section 5.4.

Each Strategic Theme is lead by a Strategic Theme Coordinator who is appointed by the Executive Committee. The role of Strategic Theme Coordinators is set out in section 5.5.

5.4 Strategic Themes, Technical Committees and Task Forces for 2012-2015

5.4.1 *Structure*

The four Strategic Themes, and the names of the Technical Committees and task forces are as follows:

Strategic Theme 1 – Management and Performance

TC 1.1 Performance of Transport Administrations

TC 1.2 Financing

TC 1.3 Climate Change and Sustainability

TC 1.4 Road Transport System Economics and Social Development

TC 1.5 Risk Management

Strategic Theme 2 - Access and Mobility

- TC 2.1 Road Network Operations
- TC 2.2 Improved Mobility in Urban Areas
- TC 2.3 Freight Transport
- TC 2.4 Winter Service
- TC 2.5 Rural Road Systems and Accessibility to Rural Areas

Strategic Theme 3 - Safety

- TC 3.1 National Road Safety Policies and Programs
- TC 3.2 Design and Operations of Safer Road Infrastructure
- TC 3.3 Road Tunnels Operations

Task Forces

- TF 1 Road Safety Manual Task Force
- TF 2 Security Task Force

Strategic Theme 4 - Infrastructure

- TC 4.1 Management of Road Assets
- TC 4.2 Road Pavements
- TC 4.3 Road Bridges
- TC 4.4 Earthworks and Unpaved Roads

Committee on Terminology

5.4.2 *Task Forces*

Task Forces are used as a means to supplement the activities of Technical Committees and/or to develop new areas of work, which lie outside of the areas of expertise of the Association's membership, but not be locked into the four-year cycle. In addition, Task Forces may be funded from the Association's funds or from sponsoring from member countries.

Two Task Forces are set up to develop and update the Road Safety Manual and Knowledge on Transportation Security. Both Task Forces sit in Strategic Theme 3 (Safety).

5.4.3 *Committee on Terminology*

The task of the Committee on Terminology is to update and complement the World Road Association's on-line Dictionaries.

The Committee on Terminology is operating under the supervision of Secretary General.

5.5 Strategic Theme Coordinators

The Strategic Theme Coordinators are appointed by the Executive Committee from the nominations made by the first delegates after a call for nomination sent by the Secretary General during the last year of the previous work cycle. They are responsible for the general coordination of the activities of the Association related to the goals in the Strategic Plan allocated to their respective Strategic Themes.

5.5.1 *Individual Attributes*

First, the STC must possess a technical understanding of the subjects being examined within a particular theme. The Coordinator is responsible for providing technical oversight of the work of the Theme committees. While the STC's objective is not to perform detailed reviews of the products of the Committees in place of quality control measures undertaken by the Chairs, they must be sufficiently conversant in the subject matter of the Strategic Theme to assess the general quality and relevance of products, as well as their consistency with the scope of work identified through the Committees' terms of reference. In addition to assessing the work of each TC, the STC is uniquely positioned to identify relationships between areas of study across TCs and offer advice on how collaboration between Themes can be usefully accomplished.

Second, the STC must possess a clear understanding of the Association's work cycle and requirements over the four-year period. The technical outputs of a Theme's TCs must be generated in a time and form consistent with the needs of the Association as a whole. To this end, active engagement in the deliberations of the Strategic Planning Commission and Executive Committee are critical inputs as they provide the operating context for the TCs' work.

Third, the STC must be in a position within his or her organization to marshal sufficient resources to support effective discharge of the function. The demands on the STC are such that it is a commitment that should be viewed in organizational, not individual, terms. The nature of staff support may vary based on events at a given point in the work cycle, but generally should be prepared to focus on coordination and reporting matters as well as technical review of subject matter emanating from the TCs.

5.5.2 *Expected Undertakings*

The STC must ensure regular communication with the TCs. This should be focused on both obtaining status reports on technical undertakings within the Committees and sharing direction from the corporate management levels of the Association. The STCs are the conduit through which TCs make known significant developments related to their efforts (e.g. the completion of assigned tasks, a need to change terms of reference, amend the delivery date of products, a recommendation to undertake a previously unforeseen task). The STCs are also the means through which the Association's leadership can communicate new guidance or instructions to TCs. Specifically, the STCs should be prepared to consult with TCs at least twice per year to obtain comprehensive status reports on efforts within the Theme. Such information requests should be based on the TCs' terms of reference, with the STC developing a consistent format they deem appropriate. This report should be used consistently during the work cycle in order to facilitate the tracking of action in various areas. The STCs should also communicate significant guidance from the SPC or Executive Committee with similar frequency.

In maintaining regular contact with the TCs, the STC should work closely with the General Secretariat, particularly with the Technical Advisor (TA) allocated to the Strategic Theme for which they are responsible and with the General Secretary.

Additionally, the Strategic Theme Coordinators use their analysis of current efforts within the theme, their own knowledge, and an appreciation of the Association's strategic goals to develop a vision for how the work conducted in a theme can be advanced in the next work cycle. Through their efforts on the Strategic Planning Commission, the Coordinators articulate this future vision in the context of the Strategic Direction Sessions of the World Road Congress. Grounded in the undertakings of the current cycle but with recognition of areas of concern remaining to be explored, the Strategic Direction Sessions are forums that permit the STC to organize members' thinking about critical issues, with the goal of having these ideas inform the scope of work to be pursued by Technical Committees in the next four-year cycle.

5.5.3 *Detailed Duties*

The Strategic Theme Coordinators report regularly on these matters to the Strategic Planning Commission, which in turn reports to the Executive Committee. In discharging these responsibilities, the role of each Strategic Theme Coordinator is to:

- Establish structures to facilitate maintenance of continuous liaison with the appropriate Technical Committees, typically at least twice per year, and with the General Secretariat, particularly with the TA allocated to the Strategic Theme for which they are responsible and with the General Secretary.
- Throughout the cycle, liaise with and draw on the resources, cooperation and expertise of Technical Advisors as appropriate.
- Identify strategic issues related to the Strategic Theme and develop proposals for the terms of reference and the objectives and goals of the Strategic Theme's Technical Committees in consultation with their Chairs.
- Make linkages between Technical Committees across Themes in collaboration with the other Strategic Theme Coordinators.
- Prioritise these issues and develop strategies and actions to deal with them in consultation with the relevant Technical Committee Chairs.
- Take a lead role in advising the Strategic Planning Commission, and thence Executive Committee, on the appropriate structure for implementing the proposed strategies and actions and in the identification and selection of appropriate persons to chair the Strategic Theme's Technical Committees.
- Provide guidance to Technical Committees in the development of their work programs from the agreed strategies and actions within their terms of reference.
- Ensure that Technical Committees' work programs take account of the needs of developing countries and countries in transition, and that these needs are addressed in the implementation of the work programs.
- Review and endorse the work programs of the Technical Committees within the Strategic Theme for formal Strategic Planning Commission, and thence Executive Committee, approval.
- Monitor the implementation of the work programs and review the outputs of relevant Technical Committees, and report and make recommendations to the Strategic Planning Commission, together with any necessary proposals to redirect certain Technical Committee activities.

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- Ensure that each Technical Committee within the Strategic Theme strive to organise two seminars within the four-year cycle in developing countries or countries in transition, either on its own or jointly with other Technical Committees and/or, when opportune, with relevant international or national organisations.
- Coordinate both the planning and implementation of Technical Committee work programs, both within the Strategic Theme and with the other Strategic Themes, to facilitate cooperation and joint activities where appropriate and to avoid unnecessary duplication and overlap.
- Evaluate the work of the Strategic Theme's Technical Committees, and report to the World Road Congress at the end of each four-year cycle on what has been achieved against the relevant objectives and goals of the Strategic Plan.
- Participate actively as a full member of the Strategic Planning Commission and such of the other Commissions as he or she is appointed a member, particularly playing an active role in developing the next Strategic Plan.
- Prepare papers on emerging issues within the Strategic Planning Commission for Executive Committee consideration.
- Propose topics for the conference-debates during the Council meetings. Propose topics and prepare papers within the Strategic Planning Commission, for Executive Committee approval, relevant to the Strategic Theme for a forward looking Strategic Directions session at the World Road Congress, plan and prepare for the session, including calling for and summarising national reports if relevant, and conduct the session at the Congress.
- Identify strategic issues related to the next Strategic Theme and develop proposals for the terms of reference and the objectives and goals of the Strategic Theme Technical Committees in consultation with their Chairs. Prioritise these issues and develop strategies and actions to deal with them in consultation with the relevant Technical Committee Chairs.