

6 COMMISSIONS

The World Road Association (PIARC) Commissions are established by the Executive Committee and responsible to the Council through the Executive Committee. The current Commissions are:

- Strategic Planning Commission,
- Finance Commission,
- Communications Commission.

6.1 Membership

The Finance Commission shall consist of a maximum of 8 members:

- the PIARC President (ex-officio),
- the PIARC Secretary General (ex-officio),
- up to three members of the Executive Committee,
- up to three members appointed by the Executive Committee on recommendation of the Commission chair, after a call for nominations made by the Secretary General.

The Communications Commission shall consist of a maximum of 16 members:

- the PIARC President (ex-officio),
- the PIARC Secretary General (ex-officio),
- a member representing the National Committees, appointed by the Executive Committee, on recommendation of the representative of National Committees on the Executive Committee,
- from four to eight members of the Executive Committee,
- up to eight members appointed by the Executive Committee on recommendation of the Chair of the Commission, after a call for nominations made by the Secretary General.

The Strategic Planning Commission shall consist of a maximum of 20 members:

- the PIARC President (ex-officio),
- the PIARC Secretary General (ex-officio),
- the four Strategic Theme Coordinators,
- a representative of the country hosting the World Road Congress under preparation,
- a member representing the National Committees, appointed by the Executive Committee, on recommendation of the representative of National Committees on the Executive Committee,
- from four to eight members of the Executive Committee,
- up to eight members appointed by the Executive Committee on recommendation of the Chair of the Commission, after a call for nominations made by the Secretary General.

The Executive Committee appoints for each Commission:

- a Chair, selected from among the members of the Executive Committee who are members of the Commission,
- a Vice-Chair for each Commission, selected from among the members of the Commission, on proposal of its chair.

The Strategic Planning Commission and the Communications Commission may designate one of their members to attend as an observer a meeting of another Commission if some work coordination is needed.

Commission members are appointed for the duration of the on-going term of the Executive Committee.

A casual vacancy in the membership of a Commission shall be filled for the remainder of the four-year cycle in the same manner as the member being replaced.

Appointment to membership, including Vice-Chair, of a Commission can be renewed no more than once, except if that person is appointed Chair of the Commission, or if he/she has filled a casual vacancy for less than or equal to two years. Likewise, appointment to the Chair of a Commission is for a term of four years, and can be renewed no more than once, except if he/she has been appointed to fill a casual vacancy in the position of Chair for less than or equal to two years.

Each Commission appoints its secretariat; the General Secretariat shall provide support for the Commissions and their meetings.

6.2 Meetings

Each Commission shall meet at least twice per year.

The Chair of a Commission may convene an extraordinary meeting of the Commission at any time. The Executive Committee may also request the Chair to convene such a meeting.

Meetings of a Commission shall be chaired by its Chair or, in his/her absence, by the Vice-Chair.

Members of a Commission unable to attend a meeting of the Commission may appoint a substitute to attend and participate in the meeting with full rights of membership for the meeting as designated by the member in writing to the Chair of the Commission.

If a member neither attends meetings of the Commission for a year, his/her membership will automatically lapse. The Chair of the Commission shall inform the Secretary General who will then contact the First Delegate of the member concerned.

A resigning member or a member unable to assume his/her mandate should advise the First Delegate of his/her country with a copy to the Secretary General. The First Delegate may then appoint a replacement representative for the remaining period of the mandate.

Members of the Executive Committee who are not members of a Commission may attend meetings of that Commission and may participate in discussions at it.

The Chair may invite or permit non-members to attend meetings or specified parts of meetings of the Commission to report, to present and/or as observers.

The Secretary General (or his designated representative) must attend every meeting of the Commissions.

Travel and accommodation expenses for attending meetings for the members of the Commissions are not paid by the Association unless the member belongs to a country eligible for assistance from the Special Fund.

6.3 Role of the Chair

The Chair of each Commission is responsible for ensuring that the work of that Commission is discharged. The Chair may consult as necessary, and shall maintain close liaison with officers of the Association.

In the event that the Chair is unable to fulfil his responsibilities, the Vice-Chair shall assume the responsibilities of the Chair for a temporary period until the Chair is able to resume his/her responsibilities.

The Chair of each Commission shall arrange technical support for that Commission. Technical support is not the responsibility of the Secretary General, although it may be arranged through the General Secretariat and with the support of the Central Office.

To optimise the work in meetings of the Commissions, the Chairs and the Secretary General or his representative shall pay attention to good written preparation. The necessary working documents shall be sent to the members at least fourteen days before the meeting.

The Chair of each Commission, in consultation with the Vice-Chair, the Secretary General and other members of that Commission, shall determine the dates and agenda for the meetings of the Commission.

The Chair of each Commission shall report formally on its activities once per year to the Council through the Executive Committee.

The Chair of each Commission, or in his absence the Vice-Chair, shall also report on the activities, decisions and proposals of that Commission to each ordinary meeting of the Executive Committee.

6.4 Strategic Planning Commission

6.4.1 *Terms of reference*

The Strategic Planning Commission is responsible for the World Road Association's formal strategic planning process, through which it shall oversee the development and implementation of the work program in accordance with its Vision, Mission and Values.

In order to maintain an effective strategic planning process, the Commission shall draw up a four-year plan of action to be implemented through its Strategic Themes, Technical Committees, other partners and particularly the Secretary General.

The plan of action shall include the following aspects:

1. Maintenance of the World Road Association's formal strategic planning process through the development of a strategic planning calendar for the four-year cycle, paying particular attention to issues of continuity between consecutive cycles;
2. Overseeing development of the work program for the four-year cycle from the Strategic Plan;
3. Monitoring implementation of the World Road Association's Strategic Plan and work program on a regular basis throughout the four years;
4. Overseeing the management of the World Road Association International Seminar programme. The Commission shall ensure a representative geographic spread, carry out an evaluation of the programme and derive recommendations;

5. Overseeing revisions to the work program during the four-year cycle;
6. Revision of the World Road Association's Strategic Plan for the next four year cycle, in accordance with the calendar, and involving an extensive consultation process;
7. Review of the World Road Association's structure – Commissions, Strategic Themes and Technical Committees – needed to deliver the Strategic Plan;
8. Overseeing the planning and development of strategic direction and special sessions for the World Road Congress and the International Winter Road Congress;
9. Such other projects and tasks as the Executive Committee assigns to the Commission from time to time.

6.5 Finance Commission

6.5.1 Terms of reference

The Finance Commission is responsible for developing and overseeing the implementation of a financial management strategy for the World Road Association. The Commission is also responsible for supervising the accounting system of the Association, the allocation of funds to its various activities and making recommendations on any such matters.

In order to establish appropriate accounting documents, namely: income statement, compared balance sheet, stock portfolios and business plan, the European Union standardised accounting plan will be followed by the General Secretariat.

6.5.2 Finance strategy and plan of action

In order to carry out its role and fulfil its responsibilities, the Commission shall draw up a four-year plan of action to be implemented by the Secretary General. The plan of action shall include the following aspects:

- 1 Identification of the cost of the projects run by the Association as clearly as possible;
- 2 Development of an active policy of revenues and expenses in order to meet the operational requirements of the Association and to complete the projects it develops, including:
 - Proposals on membership fees,
 - Rules on financial assistance for the Committees, Working Groups and Task Forces,
 - Rules on financial assistance for official representations;
- 3 Safeguarding the rules concerning the Finance Commission, in particular the role of the internal auditors;
- 4 Providing guidance for prudent management of the funds of the Association with care;
- 5 Preparation of a rolling four-year financial plan;
- 6 Receiving World Road Congress and International Winter Road Congress budget proposals and proposals for Congress fees from the relevant local organising committee for consideration and, after acceptance, recommendation to the Executive Committee for submission to Council, including proposals for the allocation of net Congress receipts between the local Organising Committee and the World Road Association;
- 7 responsibility for the guidelines for, and the monitoring and control of, the use of the World Road Association Special Fund by representatives from developing countries;
- 8 Such other projects and tasks as the Executive Committee assigns to the Commission from time to time.

6.5.3 Operating rules

The members of the Finance Commission must respect the confidentiality of the Association's accounts.

Meetings of the Commission

The Finance Commission should have its meetings at least twice a year:

- once in the first semester, to oversee the accounts of the past year,
- once in the second semester, before the meeting of the Council to oversee execution of the budget of the on-going year and prepare the budget for the following year for proposals made to the Executive Committee and the Council.

Relationship with the external and the internal auditors

The professional external auditor is commissioned by the Secretary General to review the accounts of the past year and to provide the Association with recommendations regarding its financial management. A copy of his annual report is sent by the Secretary General to the members of the Commission, prior to the first semester meeting of the Commission.

The professional external auditor can be invited by the Commission to attend its meetings.

The internal auditors carry out in total independence their investigations in order to produce the annual report to Council. The internal auditors receive a copy of the report of the professional external auditor. A meeting is arranged at the Association central office by the General Secretariat for the internal auditors, for them to examine the accounting documents and to question the General Secretariat. The internal auditors can invite the professional external auditor to their meetings.

The internal auditors are invited by the Commission to attend its meetings.

6.6 Communications Commission

6.6.1 Terms of Reference

The responsibilities of the Communications Commission are to develop a rolling Communications and Marketing Plan, which will

- demonstrate the value of Association membership to existing and potential members,
- increase participation in the Association's activities – both by members and the wider audience of individuals and organisations with an interest in roads,
- develop open, attractive and interactive external and internal communications,

It will also implement the knowledge sharing and exchange strategy for the World Road Association in accordance with its Vision, Mission and Values. The Communications and Marketing Plan shall be implemented through the various partners and particularly the General Secretariat.

The Commission shall build on the work of the previous Commissions on Communications and International Relations and on Technological Exchanges and Development.

The Association has a need for specialist expertise in order to develop its directions in knowledge sharing and transfer such that they reflect best practice. A Knowledge Sharing Strategic Group shall be part of the Communications Commission and build on the work of the previous Commission on Technological Exchanges and Development. The Group will consider all forms of knowledge sharing including inter alia social media, electronic communications, web collaboration, etc.

The Commission shall implement the Communications and Marketing Plan with particular emphasis on:

- 1 the World Road Association's role as an international forum for the exchange of information and technologies;
- 2 developing and implementing the Association's policy in relation to knowledge sharing and exchange through the Knowledge Sharing Strategic Group;
- 3 overseeing the implementation of the World Road Association's policy on knowledge sharing and exchange;
- 4 developing and undertaking dialogue with international bodies to encourage collaboration in the area of knowledge sharing and exchange;
- 5 identifying opportunities for potential expansion of membership among countries;
- 6 identifying opportunities for increased participation in the work of the Association more generally;
- 7 identifying ways to collaborate with other international organisations to promote the work of the Association, including knowledge sharing and exchange;
- 8 widely disseminating the results from the work of the Technical Committees and Task Forces;
- 9 overseeing the revision of current membership benefits resulting in enhanced benefits for members;
- 10 raising the profile of the Association or its partners through increased marketing activities;
- 11 organising the Association prizes for the 2015 World Road Congress;
- 12 such other projects and tasks as the Executive Committee assigns to the Commission from time-to-time.

6.6.2 *Routes/Roads Magazine*

The Communications and International Relations Commission supervises the Routes/Roads magazine. It ensures that the different communication media used are complementary and consistent.

The Commission is also responsible for conducting evaluation surveys with the readers of the magazine (at least one survey every four years). From these surveys, the Commission derives suggestions for improving the magazine and for better responding to the needs and expectations of the readers.

The Secretary General is responsible for the editorial content of the magazine and reports to the Communication Commission on the planned program of articles for future editions.

The assessment of the draft articles is the responsibility of the Secretary General who draws on the expertise of the Technical Committees and other chosen experts.