BLUE GUIDE 2012-2015

APPENDIX D.1

Guidelines for Planning and Conducting PIARC International Seminars in developing countries and countries with economy in transition

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1 Introduction

The World Road Association (PIARC) emphasises the need to ensure greater involvement by developing countries and countries with economies in transition in its activities.

Since 1999, PIARC manages a programme of international seminars. 24 seminars were held between 2004 and 2007 and 25 seminars were held in the 2008-2011 cycle; the programme and proceedings are available on the PIARC Website.

As part of its 2012-2015 Strategic Plan, the seminar programme is carried on during this period with the objective of two seminars per Technical Committee.

These updated guidelines provide information on how to plan and conduct a PIARC seminar and define the role and responsibilities of the various actors involved. A summary of the different steps for the preparation is presented in <u>Attachment 9</u>.

2 Objective of the Seminar Programme

The official name of the seminar programme is: The PIARC programme of International Seminars.

The objective of the programme is to strengthen PIARC's presence throughout the World, to be more receptive to the needs of developing countries and countries with economies in transition, and to make the results of PIARC's work more widely known in those countries. The programme covers all kind of road and road transport related-issues of particular concern to those countries.

2.1 Scope of the Seminar Programme

All Technical Committees are asked to organise at least two seminars during the four-year cycle. The seminars should be organised in low and middle income countries (Attachment 1. World Bank classification). The seminars will be organised as international or regional events.

The host country of the seminar has to be a PIARC member country up-to-date with payment of the Government membership fee. At least half the seminars should be held in developing countries (low income and lower middle income).

Seminars may be organised jointly by two Technical Committees. In order to broaden the prospective audience and the impacts of the seminar.

Regional groups trialed within some Technical Committees during the 2012-2015 cycle will have to organize one seminar in a host country represented in their group in liaison with the related Technical Committee.

Existing regional organisations of road administrations and if advisable other regional or international bodies might also be involved. PIARC General Secretariat will take care of the contacts with these organizations.

It may also be effective to arrange a seminar within a larger national or regional conference.

Seminars should be held back-to-back with plenary meetings of the Technical Committee(s) involved.

3 Responsibilities of the PIARC General Secretariat and the Strategic Planning Commission

The PIARC General Secretariat (General Secretariat) manages the seminar programme and reports on its development to the Strategic Planning Commission (SP Commission) at each of its meetings.

The General Secretariat will provide support to the Technical Committees in order to find host countries for the seminars, in making necessary enquiries to PIARC member countries.

The General Secretariat will ensure that the seminar programme covers a wide range of relevant topics and serves different geographical regions and language groups.

The SP Commission makes a follow-up on the implementation of the seminar programme and reports to the Executive Committee.

The SP Commission is to carry out an overall evaluation of this programme at the end of every cycle, and to recommends actions to be taken to the Executive Committee.

4 The Design and Implementation of the Seminar Programme

4.1 Planning of seminars by the Technical Committees

The two seminars each Technical Committee is asked to take part in, should be integrated in the work programme of the Technical Committee. Seminars can serve not only for presentation of the outputs of the Technical Committee but also to collect information from the host and neighbouring countries on issues assigned to the Technical Committee.

Planning of these seminars should be decided as soon as possible in 2012.

For each seminar, the Technical Committee will designate one of its members as the project leader for this event.

4.2 Identification of a Seminar Topic and a Host Country

The topic of the seminar proposed by the Technical Committee has to be related to the terms of reference of the Technical Committee involved and relevant to developing countries and countries with economies in transition in the Region.

It is recommended not to make the scope of the topic too broad. A restricted scope of the topic will generally make it easier to achieve meaningful conclusions.

The host country will be a volunteer, have a particular interest in the seminar topic, and have the physical capacity to organise the seminar. The host country will nominate the local institution which will take in charge the local and practical preparation of the seminar, and a responsible person in this institution. This person will have to work directly with the Chair of the Technical Committee and with the member "project leader" for this seminar. If the host country has a PIARC National Committee, they will be involved in the practical arrangements.

The dates of the seminar should take into account the time required for preparing and promoting the seminar. Preparation usually takes about one year.

When choosing the venue, one should take into account its accessibility, particularly by plane in order to minimize travel time and cost.

4.3 Approval of the seminars proposals

After the identification of a topic, a host country, an approximate period for the seminar and its duration (preferably 12 months ahead of the date of the seminar), the Chair of the Technical Committee shall send the proposal to the General Secretariat for approval Commission or recommendations for changes. A copy of the proposal will also be sent to the Strategic Theme Coordinator and to the Chairs and Secretaries of the other Technical Committees within the Strategic Theme. Attachment 2 gives an example of form for a seminar proposal.

Once the General Secretariat has given the approval of the proposed seminar to the Chair of the Technical Committee, the PIARC Secretary General will write a formal letter to the First Delegate of the potential host country in order to:

- ü Receive an official confirmation of the country to host the seminar,
- **ü** Provide the host country with information on the financial support from PIARC.

4.4 Organising Committee (Technical Committee + Host Country)

The country offering to host the seminar is responsible for setting up an organising committee of the seminar including representatives of the Technical Committees involved, in particular the member nominated as project leader (Ref section 4.1)

The organising committee will be responsible for the technical and organisational matters in relation to the preparation and implementation of the seminar including:

- **ü** Promoting the seminar,
- **ü** Preparing the seminar budget and request seminar funds from the PIARC General Secretariat,
- **ü** Preparing the seminar programme,
- **ü** Producing the seminar proceedings.

4.5 Technical Programme

The Technical Committee Chair together with the named representatives from the host country will decide on the Technical Programme of the planned seminar. The General Secretariat shall receive the draft of the Technical Programme together with a copy to the Strategic Theme Coordinator, Chairs and Secretaries of the other Technical Committees within the Strategic Theme.

The precise format of the seminar is flexible. However, based on the evaluation of the programme during the previous periods, the following requirements will contribute to the success of the events:

- **ü** The recommended duration of the seminar is three days, including a one day field visit when relevant.
- **ü** It is recommended to spend at least 40% of the time on discussions and not more than 60% of the time on formal presentations.
- **ü** In order to help the speakers prepare successful presentations, attachment 3 provides guidelines.
- **ü** The discussion periods or round-tables sessions should be prepared in advance by the organising committee, with the nomination of a moderator, the definition of some key questions, a good control of the time, etc.
- **ü** The field visit should be planned in such a manner that it will provide information on the actual local situation in order to enhance understanding during the session discussions.
- **ü** At least half an hour should be set aside for a presentation on PIARC, at the beginning of the seminar (an example can be downloaded from the PIARC website).
- **ü** At least one of the languages of the seminar should be English or French with interpretation provided in this language.

4.6 Participants and Speakers

The seminar will be open to participants from all countries. Participation from the host country and from the region should be encouraged. Students should also be invited to attend the seminar in order to promote PIARC's activities amongst young people.

Participants and speakers from various disciplines and professions are encouraged to join the seminar in order to give the broadest possible perspective on the seminar topic.

At least half the speakers should be from outside the host country.

4.7 Promotion

It is recommended to make the First Announcement/Call for Papers not later than ten months in advance and the Second Announcement approx. four months in advance. General information about the host country and visa requirements of the host country must appear in the Second Announcement.

In order to enter the host country, the participants might need a visa. General information on how to apply for a visa shall be given.

Attachments <u>4</u> and <u>5</u> provide examples of the announcements.

For promotional purposes, it is recommended to create a seminar web page in addition to circulating the announcements. This can be done locally (in this case a link to this web page will be created in the PIARC website) or on the PIARC website, provided that the PIARC General Secretariat receives the information.

The PIARC Secretary General will support the host country in promoting the seminar.

In order to promote regional participation, the host country shall consult the PIARC Secretary General that will inform the First Delegates of the neighbouring countries.

4.8 Budget prepared by the host country and PIARC Funding

The organizing committee must prepare a realistic budget for the seminar.

When the seminar proposal is accepted by the General Secretariat and once a budget has been prepared and sent to the PIARC Secretary General, PIARC will consider the allocation of a maximum sum of 8000 EUR to contribute to the costs of the seminar. Expenditures eligible for the use of PIARC seminar funds are listed in <u>Attachment 6</u>.

The payment of the 8000 EUR will be made after the seminar and only on the basis of documented expenses.

In order to have a balanced budget for the seminar, the host country may consider requesting the payment of a participant fee (depending on the economic situation of her/his country) see <u>Attachment 10</u>. If possible, this fee should not exceed 300 EUR, <u>and 100 EUR for the participants from developing countries</u>.

Members of the PIARC Technical Committee who take an active part in the seminar (preparation, presentation, moderation of session...) should be exempted from registration fee or asked to contribute to the cover marginal costs for meals.

Members of PIARC, up-to-date with the payment of their membership fee should be granted a reduced rate of registration (minimum reduction 25%).

Sponsorship of the seminar by partners is acceptable provided it does not create a situation of conflict of interest. PIARC General Secretariat should be referred to by the host country before making a decision.

4.9 PIARC Support to Participants

Given the importance for the participation of delegates from developing countries and countries with economies in transition which are PIARC members, can be entitled support, subject to a number of requirements, from the PIARC Special Fund. The funding can cover up to 100% of travel expenses or up to 100% of accommodation expenses. The support is subject to the agreement of the PIARC First Delegate.

The rules relating to the Special Fund are presented in section 12 of the PIARC "Blue Guide".

4.10 Evaluation

The seminar participants will be asked to complete an evaluation form at the end of the seminar. <u>Attachment 7</u> provides this form. If necessary, the host country will produce a translated version of the evaluation form in the country language in order to permit all participants to respond.

The host country shall collect the evaluation forms, give a copy on site to the Technical Committee and produce an evaluation synthesis of the answers contained in the individual forms. This synthesis shall be sent to the General Secretariat no later than one month after the seminar.

At the end of the 2012-2015 cycle, the SP Commission will make an overall evaluation of the Seminar Programme based on the evaluation produced for each seminar and will report the results to the Executive Committee.

4.11 Proceedings

Seminar proceedings should be made available not later than two months after the seminar. <u>Attachment 8</u> outlines the expected content of the proceedings.

The Organising Committee is responsible for producing and sending an electronic version of the proceedings to the PIARC General Secretariat which will post them on the PIARC website.

4.12 Publications

In addition to the proceedings of the seminar posted on the PIARC Internet website, the Technical committee should produce a short paper for publication in the PIARC magazine Routes/Roads highlighting the most significant features of the presentations and discussion and the host country should also promote the outcome of the seminar in national magazines and papers.

Attachment 1 PIARC Member Governments - Ranking of economies (2014)

Gross National Income per capita (October 2013) - Source: World Bank http://siteresources.worldbank.org/DATASTATISTICS/Resources/CLASS.XLS

-	i ncome ta > 12,615 USD)	Upper middle income (GNI per capita between 4,085 and 12,615 USD)	income (GNI per capita between 4,085 and Lower middle incom and low income (GNI per capita < 4,085 L		
	j	k			
45 c	ountries	28 countries	47 countries		
Andorra Australia Austria Bahrein Belgium Canada Canada-Québec Chile Croatia Cyprus Czech Republic Denmark Estonia Finland France Germany Greece Iceland Ireland Israel Italy Japan Korea (Rep.)	Kuwait Latvia Lithuania Luxembourg Malta Monaco The Netherlands New Zealand Norway Poland Portugal Russian Federation Saudi Arabia Singapore Slovak Republic Slovenia Spain Sweden Switzerland United Kingdom Uruguay USA	Algeria Angola Argentina Azerbaijan Brazil Bulgaria China Colombia Costa Rica Cuba Dominican Rep. Ecuador Gabon Hungary Iran Malaysia Mauritius Mexico Namibia Panama Peru Romania South Africa Thailand Tonga Tunisia Turkey Venezuela	Bangladesh Benin Bhutan Bolivia Burkina Faso Burundi Cambodia Cameroon Cape Verde Chad Congo (DR) Côngo (DR) Côngo (R) Côte d'Ivoire Egypt El Salvador Ghana Guatemala Guinea Honduras India Indonesia Kenya Madagascar Mali	Mauritania Moldova Mongolia Morocco Nepal Nicaragua Niger Pakistan Papua N. Guinea Paraguay Philippines Senegal Sri Lanka Swaziland Syria Tanzania Togo Uganda Ukraine Uzbekistan Vietnam Yemen Zimbabwe	

Attachment 2 Form for proposal of a seminar by a Technical Committee

Technical Committee making the proposal:

Other Technical Committee(s) involved:

Topic proposed for the seminar:

Host country:

Approximate Dates:

Envisaged duration for:

- ü technical presentations
- ü discussion sessions
- ü technical visit

Other organizations suggested for participating and possibly co-sponsoring the seminar.

This form must be returned by the Chair of the Technical Committee to the PIARC General Secretariat, preferably 12 months ahead of the seminar dates.

Copy to: The Strategic Theme Coordinator, the Chairs and Secretaries of the other TCs of the Strategic Theme.

Attachment 3 Guidelines for the preparation of Visual Aids for Speakers

The speakers are invited to prepare the visual aids in conformity with the indications given below.

1 Visual aids for speakers

A visual aid should be prepared using PowerPoint.

2 Language

Visual aids should be prepared in one of the languages of the seminar.

3 Amount of information

The information shall be presented in a clear and understandable manner:

Use headings and point form to help guide the reader through the information Use a minimum of text (six to seven lines maximum per slide) Use graphs instead of tables with figures where possible Show only what is essential If a complex picture is required, try to split it into several simple images The keys of the diagrams should be written horizontally. The outline of drawings should be thick.

4 Colours and size of font

For an adequate legibility, it is important to choose high contrast colours.

Use a font size no smaller than 28-point for lettering. Use a sans serif typeface such as Helvetica, Arial, or Universal instead of a serif typeface like Times.

5 Contents

Any political, religious or commercial reference is not acceptable. Commercial references are strictly limited to the case where it is absolutely essential for the understanding of the main content of the paper.

Attachment 4 Example of First Announcement/Call for Papers

(Logo of Organisers)

International Seminar on ...

Venue Dates

First Announcement/Call for Papers

Organised in cooperation by ...

Introduction

- ü Context (PIARC Programme of International Seminars, Technical Committee (s), organisers, etc.)
- **ü** Seminar topic
- **ü** Seminar objective(s)
- ü Participants

Methodology

ü Presentations, discussions, group work, etc.

Languages

- **ü** Official language(s) of the seminar
- ü Simultaneous translation provided

Preliminary Programme

Outline of the sessions and field visit

Call for Papers (optional)

Technical papers are invited for the seminar presentation and publication.

Abstracts of papers should:

- ü not exceed ... words
- **ü** be submitted in (language)
- ü be submitted in paper and electronic format

Abstracts should be sent to:

Timetable for receipt of papers:

- Submission of abstracts of papers: Review of abstracts: Notification to the authors: Submission of full papers: •
- ٠
- •
- Notification to the authors: Submission of full papers:
- 6 months before the seminar
- 5 months before the seminar
- 4 months before the seminar 3 months before the seminar

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Registration

The first announcement should mention the conditions for participation (payment of a registration fee or other mode of registration). The rates of the registration fee shall appear in the second announcement.

Accommodation

Lodging and travel information will be provided in the second announcement which will be sent out four months before the seminar.

Programme for Companions

The programme for companions will be provided in the second announcement which will be sent out 4 months before the seminar.

Pre-registration

Please return the filled-in form to:

ü Name and contact details of the organising committee

Please check the appropriate boxes:

- **ü** I am planning to attend the seminar
- I would like to make a presentation Name: Title: Organisation: Address: Phone: Fax: E-mail:

Attachment 5 Example of Second Announcement

(Logo of Organisers)

International Seminar on ...

Venue Dates

Second Announcement

Organised in cooperation by ...

Introduction

- **ü** Context (PIARC Programme of International Seminars, Technical Committee (s), organisers, etc.)
- ü Seminar topic
- **ü** Seminar objective(s)
- ü Participants

Methodology

ü Presentations, discussions, group work, etc.

Languages

- ü Official language(s) of the seminar
- ü Simultaneous translation provided

Programme

Presentation of the content of the different sessions.

Field Visit

ü Brief description of the field visit

PIARC Special Fund

The PIARC Special Fund can cover up to 100% of travel expenses or up to 100% of accommodation expenses of participants from developing countries (lower middle income and low income countries). It can cover the expenses of one participant per PIARC member country, subject to the agreement of the First Delegate. Requests for Special Fund should be sent to PIARC General Secretariat, e-mail: info@piarc.org

Accommodation

- ü Transport service between hotel and airport
- ü List of hotels with rates, location and contact details

Programme for Companions

ü Brief description of organised tours and the rates and duration

General Information about the Host Country

ü Currency, credit cards, vaccinations, electricity, water, climate, what to wear, rental cars, etc.

Obtaining a visa

ü Precise information shall be given regarding entry in the country and visa procedures (how to proceed, delays and possibility to get a letter from the host country).

Registration Form

Please return this filled-in registration form within to:

Name and contact details of the organising committee

Personal Information

Participants: Title – Surname – First Name – Organisation – Nationality – Passport No. – Address – Phone – Fax – Email

If you are author/presenter, please provide the title of your paper:

If you bring your companion, please provide the name and passport no. of your companion: Visa will be issued in:

Estimated time of arrival:

Registration Fees

- **ü** Participants from lower middle income and low income countries:
 - o Non-members of the World Road Association:
 - Individual or collective members of the World Road Association (*):
- **ü** Participants from upper middle income and high income countries:
 - o Non-members of the World Road Association:
 - Individual or collective members of the World Road Association (*):
- ü Students:
- ü Companions:
- ü

(*) Provide the PIARC membership number when applying for reduced rate for members.

The registration fee includes participant kit, seminar literature, local transport, lunch and tea/coffee during technical sessions, official dinner, field visit, etc.

Payment

How to remit the registration fee: name, type and number of bank account, bank name, remarks Note: On-site payment of the registration fee should be made available.

Cancellation Policy

The date up to which cancellations will be refunded

Attachment 6 Expenditures Eligible for the Use of PIARC Seminar Funds

PIARC seminar funds can be used to support the costs of:

- ü promotion, incl. seminar announcement, web page, etc.
- ü simultaneous translation
- ü seminar facilities
- ü local transport

PIARC seminar funds cannot be used to support:

- ü social functions or meals
- **ü** hotel accommodation for participants or speakers
- ü participants fees
- ü speakers fees

Attachment 7 Seminar Evaluation by Participants

Thank you for participating in this seminar. Your opinion is important to us. Please take a few minutes to complete this evaluation form.

Please indicate the level of agreement that most accurately reflects your opinion of the seminar:

(Scale: 5 = Strongly agree, 4 = Agree, 3 = Neutral, 2 = Disagree, 1 = Strongly disagree)

The seminar provided useful information/knowledge.	5	4	3	2	1
The content of the seminar was current and relevant.	5	4	3	2	1
The methodology of the seminar was productive.	5	4	3	2	1
The seminar responded to my expectations.	5	4	3	2	1
The content of the seminar met its terms of reference.	5	4	3	2	1
The quality of the presentations was high.	5	4	3	2	1
The quality of the discussions was high.	5	4	3	2	1
Time for discussions was adequate.	5	4	3	2	1

What are your comments regarding the program of this seminar (topics covered or topics which should have been addressed, presenters, etc...)?

What are your comments regarding the organization of this seminar?

What do you consider as the greatest benefit you gained in attending this seminar?

How did you become aware of this seminar?

Any suggestion you wish to make regarding PIARC seminars for improvement of future events?

Thank you for your feedback. Your comments and suggestions will help us to improve future seminars.

Attachment 8 Outline of Seminar Proceedings

The seminar organising committee is asked to prepare proceedings of the seminar within two months after the seminar. These proceedings will be made available on line on the PIARC website.

The seminar proceedings should, as a minimum, contain, in electronic form, the issues outlined below.

- 1. Seminar Programme
- 2. Seminar Presentations and Papers (as PDF files)
- 3. List of participants
- 4. Seminar Summary Sheet (see below)
- 5. Synthesis of the evaluation forms filled by the participants
- 6. ote covering :
 - ü Synthesis of discussions
 - ü Technical conclusions
 - **ü** Recommendations for consideration by the Technical Committee or by PIARC
 - ü Comments or recommendations about the organisation of seminars

Seminar Summary Sheet

1	PIARC Technical Committee	
2	Host country	
3	Seminar title	
4	Seminar venue	
5	Seminar dates	
6	Number of speakers from lower middle income and low income countries	
7	Number of speakers from upper middle income countries	
8	Number of speakers from high income countries	
9	Number of participants (exclusive speakers) from lower middle income and low income countries	
10	Number of participants (exclusive speakers) from upper middle income countries	
11	Number of participants (exclusive speakers) from high income countries	
12	Total participants (sum of Q6-Q11)	
13	Total participants from host country	
14	Number of lower middle income and low income countries represented	
15	Number of upper middle income countries represented	
16	Number of high income countries represented	
17	Was a PIARC Technical Committee meeting held the same week?	
18	Was the seminar held in connection with another non-PIARC event? If yes, which event and organisation?	
19	Duration of the seminar, incl. field visit. Was a field visit organised?	
20	Registration fees – (Currency)	1. 2. 3. 4.

Attachment 9 Preparation of a seminar at a glance

Step 1: Identification by the TC of a seminar topic, a host country, an approximate period and a duration (<u>section 4.2</u>)

Step 2: Nomination of a "project leader" in the TC (section 4.1)

Step 3: Designation by the host country of a local institution and of a responsible person (section 4.2)

Step 4: Approval of the proposal (section 4.3)

The TC Chair sends the proposal to the General Secretariat for review and approval with a copy to the Strategic Theme Coordinator, to the Chairs and Secretaries of the other TC within the Strategic Theme. The General Secretariat provides an answer to the TC Chair.

Step 5: Confirmation of the seminar (section 4.3)

- **ü** The PIARC Secretary General writes to the First Delegate
- **ü** The First Delegate sends an official confirmation

Step 6: Creation by the host country of an organising committee (section 4.4)

Step 7: Preparation of a preliminary technical programme (section 4.5)

ü The organising committee sends the preliminary programme to the General Secretariat, the Strategic Theme Coordinator, Chairs and Secretaries of the other Technical Committees within the Strategic Theme.

Step 8: Practical arrangements (facilities, materials, equipments, translation, technical visit, etc)

Step 9: Preparation of a budget (section 4.8)

ü The organising committee sends the budget to the PIARC Secretary General

Step 10: Publication of the first announcement / Call for papers – ten months before the seminar (<u>attachment 4</u>)

ü The organising committee sends the first announcement to the PIARC General Secretariat.

Step 11: Finalisation of the technical programme (sections 4.5 and 4.6)

Step 12: Publication of the second announcement – four months before the seminar (<u>attachment 5</u>)

ü The organising committee sends the second announcement to the PIARC General Secretariat.

Step 13: Promotion of the seminar by the organising committee and the host country (<u>section</u> <u>4.7</u>)

Seminar
The organising committee asks the participants to completed the evaluation form
(attachment 7)

Step 14: Publication of the proceedings on PIARC website – (attachment 8)

- **ü** The organising committee sends the proceedings to the PIARC General Secretariat less than two months after the seminar.
- **ü** PIARC General Secretariat posts the corresponding elements on PIARC website in the following month.

Step 15: Payment of the PIARC allocation (section 4.8)

ü The organising committee sends the documented expenses to the PIARC General Secretariat.

TC: Technical Committee

Attachment 10 Registration fees – Good practice

The purpose of this document is to provide guidelines to the organizers of PIARC International Seminars in setting the applicable registration fees for to the different categories of participants. It is based on both PIARC internal documents, in particular the PIARC Member Guide ("Blue Guide"), and on the experiences of the past years.

This "pricing policy" should be developed considering the general objectives of PIARC, i.e. wide dissemination of knowledge in roads and road transport, in particular towards developing countries and transition economies.

A – When should fees be applied?

Firstly, it should be noted that it is not an obligation to apply registration fees for PIARC International Seminars. Access to the seminar can be free of charge if other sources of financing can cover the needs.

B- Which prices? For whom?

Registration fees vary according to the participant's classification, as follows :

Technical Committee Participants:

Chair and secretaries	Exempted	
Members	Marginal cost or exempted	

• **Host country participants:** to be defined by the local organizer. Specific fees may be applied for certain categories, students for example.

• Other participants and participants from other countries

Developing country or	Non PIARC members: reduced rate 1
country in transition	PIARC members: reduced rate 2
Other countries	Non PIARC members: full rate
	PIARC members: reduced rate 3

PIARC members (up-to-date with payment of membership fees): road administrations of PIARC member countries, collective members, individual members.

Participants from PIARC General Secretariat: exempted from registration fees.

The objective of these different rates is (i) to improve access to the seminar for participants from developing countries and countries in transition (ii) to encourage participants to become a member of PIARC, and therefore benefit from a reduced registration fee (a minimum discount of 25% is suggested).

C – Financial support from PIARC

Financial support from PIARC is not linked to the value of the fees applied, but to the actual expenses (see Attachment 6).