



Association mondiale de la Route

Guide bleu

Guide 2008-2011 du membre de l'AIPCR

PIARC Member Guide 2008-2011

Blue Guide

World Road Association

1 INTRODUCTION

The Blue Guide is a reference document for the World Road Association (PIARC), which should be read in conjunction with the Statutes and the Internal Rules. This Guide includes the detailed operating rules, and organizational standards for all aspects of the PIARC activities. The Guide has been prepared by the Executive Committee, under the authority delegated to it by the Council in the Statutes and Internal Rules.

The Guide should also be used in conjunction with the PIARC website: www.piarc.org.

2 PIARC GLOSSARY

The following expressions or acronyms are used in documents of the Association.

Council of the World Road Association	Assembly managing the Association. The Council meets at least once a year (usually during the 4th quarter).
Executive Committee (ExCom)	Board elected at the head of the Association by the Council. The Executive Committee meets in spring and autumn every year.
Commission	Body established by the Executive Committee, either on a standing basis or for a fixed term, for specific purposes in order to facilitate the management of the Association's business.
First Delegate	Head of delegation of a member country to the Council.
Official Delegate	Representative of a member country to the Council.
National Committee	Organisation grouping all the members of a country, coordinating their activities and delegated with specific tasks from the Central Office. Note: In some countries, existing organizations that perform the role of a PIARC National Committee are accorded equivalent National Committee status. Some regional international organizations are accorded similar status.
Internal Rules	The Internal Rules are approved by the Council and clarify where necessary the specific rules and procedures for the application of the Statutes.
Statutes	The PIARC Statutes are a requirement of French law that legally establish the association and define its aims and the main lines of its organisation.

Strategic Theme (ST)	One of the broad fields of activities defined in PIARC's Strategic Plan and overseen by a coordinator, and embracing the work of a number of Technical Committees.
Strategic Theme Coordinator	Executive Committee member responsible for coordinating PIARC activities related to one Strategic Theme and maintaining oversight of the appropriate Technical Committees.
PIARC Technical Committee (TC)	Group which undertakes studies in a defined subject area on technical topics and on road policy, road management, socio-economic, environmental and quality of life issues.
Member of a PIARC Technical Committee	Person designated by the First Delegate of his/her country (or by an organisation) to participate in the activities of the Technical Committee and attend its meetings.
Corresponding Member of a PIARC Technical Committee	Person designated by the First Delegate of his/her country (or by an organisation) to participate in the activities of the Technical Committee by correspondence, without formal agreement to attend meetings.
Associate member of a PIARC Technical Committee	Person invited by a Technical Committee to participate in their activities such as a technical expert or a young professional.
PIARC Project (P)	Action limited in time and led by PIARC for an output goal. Projects benefit from a specific financing (Association's Funds).
Project Team	Group set up to conduct a PIARC Project. Project Teams are working under the leadership of the Secretary General.

3 PIARC INTERNET WEBSITE

The Internet website of the Association www.piarc.org is a means for internal and external communication and a tool for all PIARC members and its different entities.

The Internet website is designed to complement the other media of communication and dissemination of the results of the works of the Association (Routes/Roads magazine, technical reports...). The content of the website is overseen by the Communication Commission which is also responsible for users' surveys.

3.1 Administration and Structure of the website

The General Secretariat is responsible for the administration, development and maintenance of the website.

The Secretary General reports to the Communication Commission at every meeting about the evolution of the website and provides statistics of consultation.

The website consists of three main parts:

- The public site,
- The members only site,
- Working areas (extranet) for the different PIARC bodies.

3.1.1 *Public site*

The public site contains information accessible to the public that aims to make known the Association, its organisation and its activities. It contains in particular:

- A presentation of PIARC and its statutes,
- How to become a member and a presentation of the rights of members,
- The National Committees with links to their addresses and websites,
- The Strategic Plan, the structure of the Technical Committees and their terms of reference
- The Virtual Library providing access and possibility of downloading free of charge the PDF files of most PIARC reports and past articles of Routes/Roads,
- Information about the events organized by PIARC and an up-dated calendar of the events in the road and road transport domains,
- A presentation and links towards the website of the road administrations of the member countries,
- The World Interchange Network (WIN),
- Online consultation of the PIARC dictionaries and lexicons;
- The Directory of training organizations.

The public site is maintained in French and English, and also in Spanish for its main parts.

The General Secretariat is in charge of its administration.

3.1.2 *Members only site*

Each individual and collective PIARC member up to date with the payment of his membership fee and the members of the different bodies of PIARC get a login and password from the General Secretariat. This gives a right of access to the members only website.

The members only website contains in particular:

- General documents related to the functioning of the Association, in particular the Internal Rules and the Blue Guide, together with the minutes of the Council meetings;
- Detailed information regarding the Commissions, the Technical Committees and their activities: list of members and contact details, minutes of the meetings (for the on-going and the past cycles);
- A calendar of all meetings and seminars;
- An electronic version of the articles of the last issue of the magazine Routes/Roads;
- Information and recommendations about the different projects of the Association.

The members only website is maintained in French and English.

The General Secretariat is in charge of its administration.

3.1.3 *Working areas*

Working areas (extranet) are provided to the different bodies of the Association. These working areas are only accessible to the related members of these bodies. The President of PIARC and the staff of the General Secretariat can access all these working areas.

These working areas are for posting documents for the preparation of meetings and working drafts.

The areas of the Council, the Executive Committee and the Commissions are maintained by the General Secretariat. Administration of the other areas in particular those of the Technical Committees is delegated to these groups. The administrator is nominated by the Chair of the group. The General Secretariat provides information to the administrator who then produces and publishes the web pages.

The Chair of the group is responsible for the content of the working area. The General Secretariat oversees all these working areas and can intervene in case of abnormal use.

3.2 E-mail and Electronic Communication

It is recommended to use the E-mail for communication with the General Secretariat. The E-mail address of the General Secretariat of the World Road Association (PIARC) is:

info@piarc.org

4 NATIONAL COMMITTEE OPERATING RULES

One of the objectives of the Executive Committee, stated in Article XI of the Statutes is to encourage the formation of National Committees and regional committees with National Committee status (organisations representing two or more countries).

This section of the Blue Guide sets out model rules and guidelines that National Committees should use for developing their own operating rules. To support the development of operating rules by a National Committee Article 63 of the Internal Rules also states that the Executive Committee is required to approve the rules before the National Committee can be formally accepted by the Association.

The Association will also only recognise a National Committee if the requirements set out in Article XI.2 of the Statutes are satisfied (concerning the character of the Committee and its ability to disseminate information on behalf of the Association) and if the Committee demonstrates that it is active in (or has a viable plan for) channelling international information on road-related issues to its interested national organisations, collective and individual members.

4.1 Objectives of a National Committee

The objective of a National Committee or equivalent national and regional international organisation, as set out in Article XI.1 of the Statutes is to serve the country or countries concerned by:

- providing a national or international regional focus for the activities of the Association;
- channelling information from the Association to a national audience;
- channelling information on the national or regional situation to an international audience through the Association;
- identifying and proposing to their First Delegates specialists to participate in the work of Committees and supporting them;
- holding seminars on topics related to or concerning PIARC activities in their countries or jointly with other countries in the region;
- ensuring that national membership administration tasks are carried out for the Association. In this case, the Association will share subscription income with National Committees or equivalent organisations.

This list of tasks is neither restrictive nor prescriptive. National Committees are, however, strongly encouraged to undertake these activities as an effective means of furthering the aims of the Association in the specific country.

Assistance in managing the Association is an optional objective. A National Committee may decide to assist in managing the Association when the number of members is significant in the country. The tasks are to:

- deal with membership applications and ensure that memberships lists are current;
- record resignations and officially cancel the membership of those whose subscription is overdue (reference: Article 20 of the Internal Rules);
- provide the general Secretariat with a complete lists of members at least annually;
- ensure that the subscriptions fees are collected relative to the Association affiliation including collection of the Associations portion and that belonging to the National Committee.

(Note: Government subscriptions should be paid direct to the General Secretariat in Paris)

- provide numbered membership cards to Association members.

Appendix A.2 gives an example of agreement signed between the National Committee and the PIARC General Secretary.

With regard to organising participation in the activities of the Association and in its Congresses, the National Committee shall help the First Delegate to:

- appoint national reporters for the congresses;
- appoint members to the Association's Technical Committees and working groups;
- organize the national delegation to the congresses.

The National Committee is responsible for:

- preparing technical contributions for World Congresses;
- proposing subjects to be dealt with either at World Congresses or in the Association's Committees and Working Groups;
- setting up, when required, working groups to study subjects of interest to the Association or which might usefully contribute to the work of the Association's Technical Committees;
- providing the Association with information on the country's road activities and vice-versa;
- facilitating liaison between its members and the Executive Committee of the Association and
- furthering the work of the Association by means compatible with the ultimate aims of the Association.

4.2 Creation of a PIARC National Committee – Why and How?

A guide has been prepared by the Conference of the National Committees to assist other countries thinking about creating a National Committee. The guide is in Appendix A.1 *Creation of a National Committee of the World Road Association (PIARC) in your country, Why? and How?* This guide is written in French, English and Spanish.

4.3 Structure of a National Committee

The structure and composition of a National Committee, and its character (official or unofficial), is left up to each country to decide.

Options vary greatly from country to country for either allowing a body to be set up as a separate unit within an official institution, or making use of the services offered by an existing body. The PIARC Member countries with a National Committee are encouraged to include amongst the members of the government delegation to the Council the Chair of the National Committee (Article VI.2 Statutes).

The statutes of each National Committee and any further revision or modification must be approved by the Association Executive Committee. (Article 63, 64 Internal Rules)

4.4 National Committees' Financial Resources

All expenses incurred in the activities of a National Committee are the responsibility of the National Committee. To meet these expenses a National Committee may:

- obtain any funds it requires. If the acquisition of funds involves imposing a subscription fee in addition to the PIARC fee, the agreement of the PIARC President must be first obtained.
- retain its own share of the subscription fees collected if it provides assistance in managing PIARC; the amount of this share is determined by a formula set out in Section 4.5 below.

The General Secretariat can also approve a global agreement with national associations allowing them to offer a double affiliation to their members. The relevant agreement is then submitted to the Executive Committee for approval.

4.5 Share of Subscriptions collected to be retained by a National Committee

The share "B" of subscriptions collected to be retained by a National Committee, is set as follows:

"A" is the amount of annual subscription actually collected by a National Committee, in a given year, in Euro (government subscription not included);

"N" is the population of the country considered in millions of inhabitants;

If $A / N < 230$ then $B = 0.20 A$

If $230 \leq A / N < 460$ then $B = 0.30 A$

If $A / N \geq 460$ then $B = 0.40 A$

4.6 PIARC Assets held by a National Committee

All Association assets held by National Committees have been transferred to the PIARC General Secretariat.

4.7 Ownership of Memberships Details and other Assets

The membership details of members (Regional Authorities, Collective and Individual Members) belong to the Association. A National Committee may not under any circumstances use them for purposes other than those specified in this document.

Similarly, any Association funds held in a given country belong exclusively to PIARC. The National Committees is simply responsible for the management of such funds.

4.8 Annual Financial Documents prepared by a National Committee

The annual audited statement of the accounts of a National Committee is to be sent to the General Secretariat for information. This should show specifically the financial situation of the National Committee with respect to the Association as shown by Appendix A3.

4.9 Deadline for Receipt of Documents by the General Secretariat

1st March at the latest of year "(n+1)":

- Up-dated membership list for the current year including member contact details and the status of payment of the membership fee;
- Financial situation of the preceding year "n" relative to members affiliation to PIARC and of the amount due to PIARC

1st September at the latest of year "(n + 1)":

- The audited statement of the accounts of the National Committee for the preceding year, "n".

4.10 List of countries with existing National Committees as at the end of 2007

ALGERIA
ARGENTINA
AUSTRALIA (*)
AUSTRIA
BELGIUM
BENIN
BURKINA FASO
CAMEROON
CANADA
CANADA-QUEBEC
CONGO
CZECH REPUBLIC
DENMARK(**)
FINLAND(**)
FRANCE
GERMANY
GREECE
HUNGARY
ICELAND(**)
INDIA
ITALY
JAPAN
MALI
MADAGASCAR
MEXICO
MOROCCO
NORWAY(**)
NEW ZEALAND (*)
PORTUGAL
ROMANIA
SENEGAL
SLOVAK REPUBLIC
SLOVENIA
SPAIN
SWEDEN(**)
SWITZERLAND
UNITED KINGDOM

(*) AUSTROADS

(**) NORDIC ROAD ASSOCIATION

**CREATION OF A NATIONAL COMMITTEE
of the World Road Association (PIARC)
in your country**

WHY? AND HOW?

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1. INTRODUCTION TO PIARC

1.1 Historical Background

Since it was founded in 1909, the World Road Association (PIARC) has led the world as a unique international forum in the road and transport sector. Throughout its history, PIARC has contributed to the enhancement of a better global road community, which in turn has promoted economic growth and social welfare.

Today, road sector stakeholders, notably road and transport administrations, face ever more complex problems in a rapidly changing environment. In order to respond to 21st century issues, PIARC has developed its Strategic Plan as a future guideline for the Association. While retaining international co-operation and technology transfer as key elements, the Plan provides guidance for PIARC activities in order to give special emphasis to the ever-changing needs of its membership to better meet the challenges of the future in road transport.

The PIARC Web Site (<http://www.piarc.org>) provides information on membership, organization, activities and products, and on the events (congresses, conferences, seminars) organized or promoted by the association.

1.2 PIARC Strategic Plan

Vision

To be the world leader in providing information on roads and road transport policy and practices within an integrated sustainable transport context.

Mission

A non-political and non-profit-making Association, *PIARC* exists to serve all its members by:

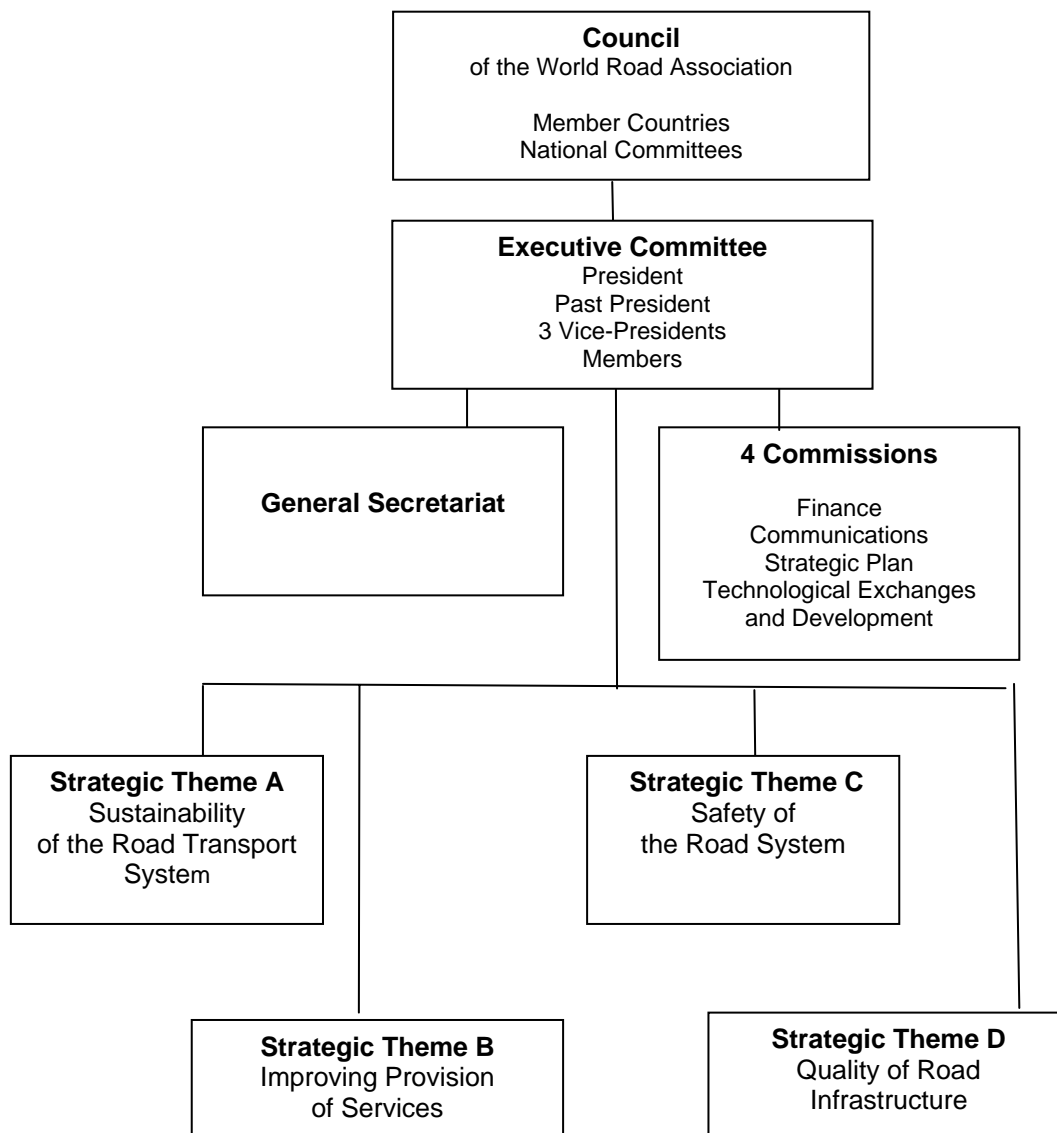
- being a leading international forum for analysis and discussion of the full spectrum of transportation issues related to roads and road transport, especially transportation infrastructure, operations, safety and sustainability world-wide;
- identifying, developing and disseminating best practices and improving access to international information;
- providing within its activities special emphasis on the needs of developing countries and countries in transition; and
- developing and promoting effective decision-making instruments on matters related to roads and road transport.

Values

PIARC's values are:

- to provide universal quality service to its members;
- to be open, objective and impartial;
- to promote sustainable and sound economic solutions;
- to recognize road transport in an integrated transport and land use context;
- to be customer-driven;
- to respect the differing international road transport needs; and
- to be a leader in technology transfer.

1.3 How PIARC is governed and managed (2008-2011)



2. ROLE AND FUNCTIONS OF NATIONAL COMMITTEES

The role and functions of a National Committee are to serve the country concerned by:

- channelling information from the Association to a national audience;
- channelling information on the national situation to an international audience through the Association;
- identifying and proposing to their First Delegates specialists to participate in the work of Committees and supporting them;
- providing a national focus for the activities of the Association;
- working for the dissemination of knowledge in close cooperation with the Technology Transfer Centre if any; and
- ensuring that national membership administration tasks are carried out for the Association, the Association will share subscription income with National Committees.

3. WHY ESTABLISH A NATIONAL COMMITTEE?

The "First Delegate" represents the Government of a PIARC member country. In addition, there are generally other PIARC members as well, for example, regional authorities, collective or individual members, and specialists all appointed by the First Delegate to the PIARC Committees and Working Groups.

Above all the establishment of a National Committee allows the road community to benefit to the maximum extent from the possible collaboration of their government with other PIARC members around the world.

To facilitate collaboration among the various PIARC members within a country, the First Delegate can decide to form a " PIARC National Committee ". He/she can also call upon an existing organization to assume the role of National Committee, which may include others who are not PIARC members.

To recruit active members from their own road transport community, First Delegates must present the proposal to create a National Committee as a neutral structure that will complement existing professional road transport organizations.

In addition, to support the efforts of its First Delegate, its authority must facilitate the freeing-up of the human and physical resources that are so essential for any PIARC National Committee to function effectively. Calling upon an existing organization also takes advantage of existing synergies and brings in new people from different sectors of road transport.

National Committees contribute to the improvement of road management at the national level by providing a forum for stakeholders involved in the road sector (construction, maintenance, management and operation). It is therefore easier for national experts on PIARC Committees and Groups to suggest adaptation of PIARC "best practice" recommendations to suit national conditions. In return, they are able to express better the needs of the various elements of their country's road sector to the PIARC Committee to which they belong, and to share their experience.

This means that National Committees are established not only to help First Delegates to ensure that their country will benefit from PIARC activities and outputs, but also to help their country be more active within PIARC. Thus, exchanges are mutual between member countries and PIARC.

Lastly, National Committees assist First Delegates in managing relations between their country and PIARC.

By establishing a National Committee, First Delegates can increase PIARC membership benefits for their country, as the following examples indicate:

Adaptation to the national context

Road issues are no doubt similar in most countries, but the best practices identified by PIARC may need to be adapted to suit local conditions, e.g., geography, climate, social and economic development, etc.

With access to international information and reports, National Committees can select the most relevant elements to their country and circulate them as widely as possible.

Building a national network

At the national level it is important to facilitate personal contacts between experts on the Committees and PIARC members within the country. There is nothing like direct contact for transferring knowledge.

National Committees can set up and provide assistance to a national network including all categories of PIARC members. It would be worthwhile to extend this network to other well-known professionals in the road and road transport sector. The main advantages of an open and neutral forum, i.e. where commercial or corporate interests do not prevail, can be summarized as follows:

- Promoting development of a common stance by the road community on subjects of national importance (standards, new technologies, road safety, environment, etc.);
- Promoting a broad knowledge base that will improve the continuity of national contributions to the work of PIARC across successive generations of representatives.

First Delegates find that the acquired knowledge and experience achieved from participating in PIARC provides a valuable contribution to the development and implementation of their national road policies.

National activities

Those who participate in PIARC Committees and Working Groups have the opportunity to update their knowledge at meetings with their foreign colleagues. World Road Congresses and International Winter Road Congresses also provide excellent opportunities for sharing knowledge. However, the number of people who are involved in Committees/Working Groups is limited. It is therefore essential to disseminate information through different channels (e.g. a National Committee) to ensure the knowledge is available to a wider audience.

National Committees can help achieve key objectives in the following ways:

- Objective: Put into practice the relevant information collected through PIARC.

Proposed action: Disseminate—in the country's language—appropriate information obtained at Congresses and other events organized by PIARC. Dissemination can be through publications, national or regional conferences, a newsletter to members of the National Committee, etc.

- Objective: Ensure national participation in PIARC activities.

Proposed action: Assist First Delegates and national experts on PIARC Committees in replying to international surveys. Be deeply involved in the preparation of Congresses.

- Objective: Facilitate access to PIARC information for the entire national road community.

Proposed action: Circulate PIARC reports in the language of the country. Create and maintain a Web site to be used as a forum for experts representing the country within PIARC Committees and the other members of the national road community.

- Objective: Make the best of the PIARC experience to improve national know-how.

Proposed action: Create working groups at the national level ("mirror committees"). It would be advisable that the leaders of these working groups be the representatives of their country on PIARC Committees. Work for the dissemination of knowledge in close cooperation with the Technology Transfer Centre, if any.

- Objective: Derive maximum benefit from personal contacts made through PIARC.

Proposed action: Invite foreign experts to participate in the World Interchange Network (National Committees may be a node of the Network). Promote exchanges with other international or regional organizations.

4. HOW TO ESTABLISH A NATIONAL COMMITTEE?

PIARC can provide assistance to the First Delegate in establishing a National Committee.

Administration of National Committees

PIARC imposes very few administrative constraints on the establishment of a PIARC Committee, as most rules are optional.

In fact, it is up to each National Committee to set its own rules and make local adjustments. However, the formalization of certain statutory operating rules facilitates collaboration between the two parties.

Several essential points are indicated below:

- First Delegates are free to choose the status (official or not) and composition of the National Committee;
- In all cases it is recommended that a person having responsibilities within the National Committee should also be a member of the Council of the World Road Association. This ensures continuity when the First Delegate is replaced. Furthermore, member countries can nominate non-government members to the Council. All member countries are entitled to nominate two representatives to the Council; the second member is nominated by the First Delegate;
- The Statutes of each National Committee should be approved by the PIARC Executive Committee to ensure that they are consistent with PIARC's aims.
- As an optional function, PIARC National Committees can collect the membership fees of collective and individual members in their country. Generally, this function is fulfilled by the National Committees that have a significant number of members.

Support from the Headquarters (PIARC)

The National Committee benefits from PIARC support (publications, possibly financial support where the National Committee collects membership fees) to help them achieve their objectives.

In summary:

***Independence and co-operation
deliver mutual benefits***

5. CONCLUSION

The main benefits of creating a National Committee can be summarized as follows:

- the circulation of PIARC's products and knowledge to achieve the aims set by the First Delegate, according to local conditions;
- advantages to the national road community of the benefits derived from their Government's participation in PIARC;
- ensured continuity of PIARC activities at the national level through the corporate memory of the National Committee;
- increased knowledge transfer in terms of both quality and quantity;
- faster implementation of best practices;
- better utilization of professional resources;
- better utilization of economic resources for roads and transportation.

**NATIONAL COMMITTEES HAVE ALREADY BEEN ESTABLISHED
IN 37 COUNTRIES.
WILL YOUR COUNTRY BE NEXT?**

PIARC has National Committees or equivalent organizations in the following countries:

Algeria	France	
Argentina	Germany	New Zealand
Australia	Greece	Norway
Austria	Hungary	Portugal
Belgium	Iceland	Romania
Benin	India	Senegal
Burkina Faso	Italy	Slovakia
Canada	Japan	Slovenia
Canada-Québec	Korea	Spain
Congo	Madagascar	Sweden
Czech Republic	Mali	Switzerland
Denmark	Mexico	The United Kingdom
Finland	Morocco	

* Visit the list of representatives and their addresses: <http://www.piarc.org>

For any information, contact the Secretary General of the World Road Association at: info@piarc.org

APPENDIX 1: Pointers for Drawing Up the Statutes of a National Committee of the World Road Association

The statutes of a National Committee of the World Road Association (PIARC) must be consistent with the Statutes of PIARC; they must also comply with the country's legislation respecting non-profit organizations.

A PIARC National Committee may be formed *ex nihilo*, but an existing organization may serve as the PIARC National Committee if there is congruence of objectives and activities.

Matters to be covered in the statutes

- Brief description of PIARC and its objectives (as a preamble).
- Declaration of the formation of the National Committee: it generally sets forth the official name of the Committee, its address, its effective date of formation, any necessary references to the law under which it is established and the statutory or regulatory authorities governing its formation.
- Objectives of the National Committee and activities that it intends to pursue.
- Identification of the categories of membership and definition of the conditions of membership and resignation. Definition of the rights and duties of the various categories of member.
- Functioning of the National Committee: definition of the various governing bodies (General Assembly, National Executive or Board of Directors), their composition, their respective responsibilities, their method of appointment, provisions respecting meetings, voting procedures, terms of office, and the nature and management of resources.
- Definition of the conditions for approval or amendment of the statutes and dissolution of the National Committee.

When the draft statutes have been drawn up, they are submitted to the Secretary General of PIARC with an official request for the formation of a National Committee signed by the First Delegate of the country concerned.

Upon the recommendation of the Secretary General, the formation of a PIARC National Committee is sanctioned by a resolution of the Executive Committee:

"The Executive Committee approves the Statutes of the National Committee ..."

followed by a resolution of the PIARC Council:

"The Council recognizes the formation of the National Committee of (name of country)."

PIARC will recognize a country as a National Committee or equivalent organization if the Executive Committee has the assurance that the following conditions are carried out:

- to be officially approved by their government institution (PIARC member) as being qualified to act as a National Committee or an equivalent organization;
- to have an institutional structure allowing for a permanent liaison with the international PIARC activities, in a coherent manner with the mission mandate of the Association and its respected principles;
- to actively circulate international information on the questions related to the field of roads within the national organizations, as well as with the collective members or personnel concerned.

Example of National Committee Statutes Plan¹ (for information)

Preamble

1. Part I: General

Article 1: Formation of the National Committee

Article 2: Official name

Article 3: Aim

Article 4: Relations with PIARC

Article 5: Membership

Article 6: Fees

Article 7: Loss of membership

Article 8: Headquarters

Article 9: Duration

2. Part II: General Assembly – Composition – Proceedings

Article 10: Composition of the General Assembly

Article 11: Ordinary General Assembly

Article 12: Special General Assembly

Article 13: Minutes

3. Part III: Board of Directors – Executive

Article 14: Board of Directors

Article 15: Ceasing to hold office by the elected members of the Board of Directors - Replacement

Article 16: Executive of the organization

Article 17: Powers of the Board of Directors

Article 18: Meetings of the Board of Directors

Article 19: Role of the members of the Executive

Article 20: By-laws

Article 21: No payment for services

¹ Based on the Statutes of the Madagascan Committee of the World Road Association (PIARC)

4. Part IV: Financial Administration

Article 22: Resources of the organization

Article 23: Budget

Article 24: Accounting

5. Part V: Amendment of Statutes

Article 25: Amendment of the statutes

Article 26: Dissolution

Article 27: Competent authority

Article 28: Formalities

APPENDIX 2: Working Group and contacts

Ms. Brenda Baird	Chairperson Transport Canada CANADA
Mr. Réjean Day	Secretary of the Canadian National Committee of PIARC CANADA
Mr. Gilbert Batac	Deputy Secretary General World Road Association FRANCE
Dr. Robert Wilson	AUSTROADS AUSTRALIA
Ms. Susan Allen	VicRoads AUSTRALIA
Mr. Murray Kidnie	Secretary of the Australian National Committee of PIARC AUSTRALIA
Mr. Friedrich Zotter	Secretary of the Austrian National Committee of PIARC AUSTRIA
Mr. Claude Van Rooten	Secrétaire de l'Association Belge de la Route BELGIUM
Ms. Penny Karahaliou	Hellenic National Committee of PIARC GREECE
Mr. Hajime Ikeda	Secretary of the Japanese National Committee JAPAN
Mr. William J. McCoubrey	Chairman British National Committee UNITED KINGDOM
Mr. Philippe Benninger	Secretary of the Switzerland National Committee of PIARC SWITZERLAND

5 STRATEGIC PLAN

5.1 Nature and Purpose

The PIARC 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 PIARC over the next four years.

Importantly, the Strategic Plan includes the Vision, Mission and Values of PIARC. 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 from amongst their number. The role of Strategic Theme Coordinators is set out in section 5.5.

5.4 Strategic Themes and Technical Committees for 2008-2011

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

Strategic Theme A - Sustainability of the Road Transport System

- TC A.1 Preserving the Environment
- TC A.2 Financing, Managing and Contracting of Road System Investment
- TC A.3 Road System Economics and Social Development
- TC A.4 Rural Road Systems and Accessibility to Rural Areas

Strategic Theme B - Improving Provision of Services

- TC B.1 Good Governance of Road Administrations
- TC B.2 Road Network Operations
- TC B.3 Improved Mobility in Urban Areas
- TC B.4 Freight Transport and Inter Modality
- TC B.5 Winter Services

Strategic Theme C - Safety of the Road System

- TC C.1 Safer Road Infrastructure
- TC C.2 Safer Road Operations
- TC C.3 Managing Operational Risk in National and International Road Operations
- TC C.4 Road Tunnel Operations

Strategic Theme D - Quality of Road Infrastructure

- TC D.1 Management of Road Infrastructure Assets
- TC D.2 Road Pavements
 - Sub-committees
 - D.2.a. Road surface characteristics
 - D.2.b Flexible and semi-rigid pavements
 - D.2.c Concrete pavements
- TC D.3 Road Bridges
- TC D.4 Geotechnics and Unpaved Roads

5.5 Strategic Theme Coordinators

The Strategic Theme Coordinators are responsible for the general coordination of the activities of PIARC related to those road and road transport goals in the Strategic Plan allocated to their respective Strategic Themes. The Strategic Theme Coordinators report regularly on these matters through the Strategic Planning Commission 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 and the General Secretariat;
- 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;
- 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 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 explicit 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 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 Executive Committee, together with any necessary proposals to redirect certain Technical Committee activities;

- ensure that each Technical Committee within the Strategic Theme organises at least 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;
- prepare papers on emerging issues for Executive Committee consideration;
- propose topics on which presentations might be made to the Council or a seminar might be organised at the same time as a Council meeting;
- propose topics, 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.

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 and International Relations Commission,
- Technological Exchanges and Development Commission.

The Communications Commission and the Commission for International Relations were amalgamated at the end of 2008 for the 2009-2012 cycle.

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 other Commissions, Strategic Planning Commission; Communications and International Relations Commission; Technological Exchanges and Development Commission, shall each consist of a maximum of 16 members:

- the PIARC President (ex-officio),
- the PIARC Secretary General (ex-officio),
- from four to eight members of the Executive Committee, including Strategic Theme Coordinators in the case of the Strategic Planning Commission,
- 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, including 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.

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; the Communications and International Relations Commission; the Technological Exchanges and Development 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.

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 revisions to the work program during the four-year cycle;
5. 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;
6. Review of the World Road Association's structure – Commissions, Strategic Themes and Technical Committees – needed to deliver the Strategic Plan;
7. Overseeing the planning and development of strategic direction and special sessions for the World Road Congress and the International Winter Road Congress;
8. 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 and Working Groups,
 - 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 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 and International Relations Commission

6.6.1 *Terms of Reference*

The Communications and International Relations Commissions is responsible for the development of a four-year action plan to facilitate, promote and strengthen dialogue between the Association, National Committees, current and potential members, and international bodies.

The Commission shall build on the work of the previous Commissions on Communication and on International Relations. It is responsible for the development and implementation of a marketing and communications strategy for the Association which will outline the direction for the Commission's activities in these areas.

The plan of action shall cover the marketing, membership and communication elements of the following:

1. the World Road Association's role as an international forum for the exchange of information and technologies;
2. the identification for potential expansion of membership among countries;
3. monitoring of the World Road Association's relationship with international and regional bodies, including the implementation of MoUs where necessary;

4. implementation of the decisions and resolutions relating to communications taken by the management of the Association;
5. results from the works of the Technical Committees and other competent bodies;
6. overseeing the revision of current membership benefits resulting in enhanced benefits for members;
7. proposals intended to raise the profile of the Association or its partners through increased marketing activities;
8. increased participation by members of the Association;
9. organisation of the World Road Association prizes competition for the 2011 World Road Congress;
10. undertake 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.

6.7 Technological Exchanges and Development (TED) Commission

6.7.1 *Terms of reference*

The Technological Exchanges and Development Commission is responsible for the development of the technological exchanges and development policy and strategy for the World Road Association in accordance with its Vision, Mission and Values. The Commission shall draw up a related four-year plan of action to be implemented through the various partners and particularly the General Secretariat.

The plan of action shall be coordinated with that of the Commission on Communications and International Relations to avoid overlap and shall cover the technological exchanges and development elements, specifically towards developing and transitional countries.

The Commission shall:

1. Oversee the World Road Association policy on knowledge transfer;
2. Develop and undertake dialogue with international bodies to encourage collaboration in the area of knowledge transfer;
3. Oversee the management of the World Road Association Seminar programs. The Commission will provide guidance on the nature, characteristics and structure of each seminar, and draw conclusions;
4. Be responsible for the use of the World Road Association Special Fund by representatives from developing countries;
5. Maintain and update the directory of professional training organisations on the World Road Association's website where necessary;
6. Undertake other projects assigned to the Commission by the Executive Committee.

7 TECHNICAL COMMITTEES

7.1 Terms of Reference

The terms of reference for each of the Technical Committees for the 2008- 011 four-year cycle listed in Section 5.5 are set out in the PIARC Strategic Plan 2008-2011.

7.1.1 *Coordination across Technical Committees and Strategic Themes*

Work plans and actions to address them require coordination across Technical Committees, both within and between Strategic Themes, mounting cooperative and joint studies as appropriate and avoiding unnecessary overlap and duplication.

Sustainable development, technology transfer, management, finance, the environment, safety and the performance of road administrations are of interest to all Technical Committees. Therefore, all Technical Committees should include these topics in their activities. However, the Technical Committees with particular concern for these topics within their terms of reference should address more specific subjects of interest to decision makers and road professionals.

Some topics may concern two or more Technical Committees. To ensure cooperation, the Technical Committee Chairs should initiate liaison between the Technical Committees concerned. Each Strategic Theme Coordinator should support and follow-up this action.

7.1.2 *Liaison with other international and regional organisations*

Other international or regional organisations, governmental and non-governmental bodies may be involved in subjects relevant to the terms of reference of the various Technical Committees. Each Technical Committee should:

- identify these organisations, their objectives and activities;
- establish necessary initial contacts with these organisations;
- seek efficient cooperation and, in particular, organise occasional joint events.

Official contact with these organisations must be made by the General Secretariat on recommendations from the Technical Committees and/or the Strategic Theme Coordinator.

7.1.3 *The needs of developing countries and countries in transition*

The Executive Committee has requested that all Technical Committees include within their terms of reference explicit recognition of the needs of developing countries and countries in transition, and within their work programs specific action plans to address these needs.

Strategic Theme Coordinators should oversee and coordinate these matters, and report regularly on progress and achievements to the Executive Committee through the Technological Exchanges and Development Commission.

7.2 Composition

7.2.1 *Definition of members, corresponding members and associate members*

Member: A member is a person designated by the First Delegate of his or her country (or by an organisation) to participate in the activities of the Technical Committee and attend its meetings.

Corresponding Member: A corresponding member is a person designated by the First Delegate of his or her country (or by an organisation) to participate in the activities of the Technical Committee by correspondence, without formal agreement to attend meetings, (although attendance of corresponding members at Committee meetings whenever possible is welcomed).

In order to involve a wider range of countries in the activities of Technical Committees the role of corresponding members is very important. The active involvement of corresponding members in the work of Technical Committees will facilitate information exchange and technology transfer especially for developing countries and countries in transition.

Associate Member: An associate member is a person invited by a Technical Committee through its Chair to participate in its activities, given their knowledge and experience, to enhance the work of the Committee. To encourage the participation of young professionals in the Association, First Delegates are also encouraged to nominate such professionals from their countries as Associate members.

The First Delegate and the Chair of the National Committee when appropriate are informed of the nomination of associate members from their country.

A member, a corresponding member or an associate member of a Technical Committee should speak and write English or French.

7.2.2 *Nomination and resignation*

Members and corresponding members of Technical Committees are nominated by the First Delegate of member countries and by international organisations upon invitation of the General Secretariat.

After each World Road Congress, the Secretary General asks the First Delegates of member countries to propose the names of people who will represent them on each Technical Committee as members or corresponding members for four years until the end of the next Congress.

National Committees or equivalent organisations with National Committee status recognised by PIARC may help their First Delegates in identifying and selecting members and corresponding members.

Each person nominated as a member or corresponding member of a Technical Committee by the First Delegate (or by an organisation) is informed of the existence of this Blue Guide indicating his/her responsibilities and he/she can download it from the PIARC website.

Each member country may appoint up to two members or corresponding members to each Technical Committee. The Chair and Secretaries of the Technical Committee are not included in this number.

In the case of a country appointing two members or corresponding members to a Technical Committee, it may be advisable to have one member from the public sector and one member from the private sector.

Furthermore, as a higher participation of cities in the World Road Association is desired, a civil servant from technical services of municipalities or local authorities if relevant can be nominated as members by their First Delegates even if they are from countries which have already nominated two members.

The First Delegate is responsible to ensure that the members and corresponding members he/she has nominated to Technical Committees are provided with the necessary financial and technical support to secure their effective and efficient participation in the meetings and work of their Technical Committees.

If resources are not available for members to attend the majority of meetings of their Technical Committee, they should instead be appointed as corresponding members.

Countries affiliated to a regional association may choose to agree on a single representative to serve on a Technical Committee. This representative coordinates exchange of information between his/her regional association and PIARC.

One person should not serve as a member of several Technical Committees at the one time.

As a general rule, a member should serve a maximum of two terms on a Technical Committee except if he/she is appointed Chair or Secretary.

At any time the First Delegate can nominate, modify (from member to corresponding member or vice versa) or replace his country's members of Technical Committees. However, the continuity of Technical Committee activities should be taken into account.

If a member or corresponding member neither attends meetings for a year nor contributes by correspondence, his/her membership will automatically lapse. The Secretaries of the Technical Committee shall inform the Secretary General who will then contact the First Delegate of the member or corresponding 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.

7.2.3 *Obligations and rights*

The organisations which designated people as Members or Corresponding Members of a Technical Committee, must be registered in PIARC as Collective Member. The exceptions to this general rule are the following:

- the members of State Administrations are not concerned as the states pay a government contribution. This is the same for members designated by Regional Authorities which are members of PIARC as such.
- in the case of academics (universities, schools) or independents, a registration as personal member is accepted.
- persons invited by PIARC to participate in the activities of the Technical Committees as Associate Members, as representing another international organisation, are exempted from registration to PIARC.
- people invited at the initiative of the Technical Committees, as Associate Members are requested to become Individual Members (they are of course exempted if their organisations themselves are members of PIARC).

The member(s) or corresponding member(s) of a country are required to contribute actively to the work of the Technical Committee.

They should provide all national items of information liable to be of interest to the Committee and, in particular in the case of surveys. They also assume the responsibility for the dissemination of the information they collect from the Technical Committee within their own countries or international organisations having appointed them. This can be done through national counterpart committees dealing with the same topics, or through articles published in specialised national magazines.

They should assist in the organisation of any PIARC seminar in their country involving its Technical Committee.

The members, corresponding members and associate members of Technical Committees who actively contribute are provided with a copy of the reports of their Technical Committee free of charge.

7.3 Chair of the Technical Committees

7.3.1 *Nomination*

The Chair of each Technical Committee is designated by the Executive Committee on the advice of the Strategic Theme Coordinators.

After the World Road Congress, the First Delegate of each member country may propose to the Executive Committee candidates for chairmanship of Technical Committees. The curriculum vitae of all candidates must be sent to the relevant Strategic Theme Coordinator and to the General Secretariat.

The First Delegate may designate an additional member to serve on a Technical Committee after his/her representative has been appointed Chair of this Technical Committee.

The Chair has a four-year mandate and can be designated again once only.

Past Chairs may join the activities of the Technical Committees and attend the meetings with agreement of their First Delegates.

The Chair is exempted from paying the registration fee to the World Road Congress.

7.3.2 *Role and responsibilities of the Chair*

The Chair of the Technical Committee:

- Is responsible for the management of the Technical Committee. In this role, in agreement with the members, he/she determines the structure of the Technical Committee, appoints associate members to it, prepares the work programme, sets the plenary meetings of the Technical Committee, oversees the time-table of the work, and establishes a quality assurance approach for the outputs of the Committee;
- Is the direct interlocutor of the Strategic Theme Coordinator and of the Secretary General for all questions relevant to the Technical Committee;
- Sets the agenda and chairs the meetings;
- Validates the minutes of the meetings;
- Approves the reports produced in both languages before transmission for publication to the General Secretariat;
- Assures representation of PIARC, on request, to events and other bodies, where he is invited as Chair of the Technical Committee.

7.4 Secretaries of the Technical Committees

Each Technical Committee has two Secretaries, one French-speaking and one English-speaking.

Whenever possible, a Spanish speaking Secretary should also be nominated. The role of the Spanish Secretary is to act as liaison between Spanish speaking countries and facilitate communication. It is not the role of the Spanish Secretary to circulate minutes in Spanish.

7.4.1 *Nomination of the Secretaries*

After the World Road Congress, the General Secretariat invites all First Delegates to propose nominations for the role of secretaries. A curriculum vitae should be attached to each nomination.

The Secretaries are designated by the Executive Committee after consultation between the Chair of the Technical Committee, the Strategic Theme Coordinator and the Secretary General.

The First Delegate may designate an additional member to serve on a Technical Committee after his/her representative has been appointed Secretary of this Technical Committee.

The Chair and Secretary mandates must be held by different persons.

The Secretaries are exempted from paying the registration fee to the World Road Congress.

7.4.2 *Role and Responsibilities of Secretaries*

The notices/invitations and minutes of the meetings should be prepared by the Secretaries of Technical Committees in English and French.

The minutes of the meetings should be sent as an electronic file to the General Secretariat after approval by the Chair as soon as they are ready in one of the languages of the Association and, in any case, no later than one month after the meeting.

The minutes are posted by the General Secretariat in the members only space of the PIARC website, so that any member can read the minutes of the meeting and understand what work is being done by the Technical Committees. The Secretaries should also send the minutes to all members and corresponding members of the Technical Committee and to the Strategic Theme Coordinator.

The Strategic Theme Coordinator and the General Secretariat should be informed about the date and place of the next Technical Committee meeting as soon as it is set, even before the minutes of the last meeting are finalised. The General Secretariat will update the website.

Each Technical Committee is given a dedicated working space on the website of the Association. This space is managed by the Technical Committee preferably by one of the Secretaries.

The Secretaries of Technical Committees are expected to keep close contact with members, corresponding members and associate members.

The Secretaries of Technical Committees may also be called upon by their Committees or Chairs to play a role in coordinating with:

- other Technical Committees for joint or cooperative activities
- the General Secretariat in regard to the publication of Committee outputs
- National Committees in regard to arrangements for seminars in which the Committee is to be involved.

When Technical Committees want to make contact with other organisations, Technical Committee Secretariats should inform the General Secretariat of their intention and can ask for assistance from the General Secretariat if needed.

All secretariat expenses are covered by the countries and/or organisations of the Technical Committee Secretaries.

There is only one database with the details of all the Technical Committee members, corresponding members and associate members. This data base is managed by the General Secretariat. The Secretaries of the Technical Committees help the General Secretariat to maintain this database up to date by providing the necessary information. They shall keep a record of attendance, apologies and absence for all meetings.

7.5 Operation of Technical Committees

Each Technical Committee is responsible for the selection of its structure in order to undertake its work program most efficiently and effectively.

7.5.1 *Work Program Development and Implementation*

Through the Strategic Planning process, terms of reference for each Technical Committee are developed. The outgoing Committee Chairs and members are deeply involved in this process. Preliminary draft work programs for the next four-year cycle are often also developed by the outgoing Committees, usually in the form of recommendations for further work arising out of the results and achievements of the previous four years' work as reported to the World Road Congress.

Within the framework of the approved terms of reference and with the benefit of any recommendations for further work from the outgoing Committee, each incoming Technical Committee is asked in the year following the World Road Congress to develop a provisional work program for the next four years in consultation with its Strategic Theme Coordinator.

At the first meeting, there remains a final opportunity to propose amendments to the formulation of the terms of reference of the Committee prior to finalisation and publication of the Strategic Plan, subject to agreement of the Strategic Theme Coordinator.

Notwithstanding that the Strategic Theme Coordinator has delegated authority to approve the work programs of the Technical Committees within his or her Strategic Theme, it may be presented along with the work programs of other Technical Committees to the Strategic Planning Commission and/or the Executive Committee for comment or endorsement.

The work program of each Technical Committee reflects the directions of the Strategic Plan and takes the form of a brief document that indicates:

- the topics to be studied,
- plans for the organisation of the Technical Committees including Project Teams and cooperation with other Technical Committees and/or organisations,
- plans for involving participants from developing countries and countries in transition,
- envisaged outputs (reports, seminars, articles for "*Routes/Roads*", etc.) with a provisional timetable, preferably spread over the entire four-year cycle so that the Association will be providing and will be seen to be providing a continuous stream of outputs of benefit to its members.

In the third year of the four year cycle, the Executive Committee, through the Strategic Planning Commission, will ask the Strategic Theme Coordinators to review emerging strategic issues and prepare proposals for the organisation of Technical Committees for the four years after the next World Road Congress. These will deal with the creation of new Technical Committees, the division of topics between Technical Committees, joint working by Technical Committees and the possible combining or abolition of Technical Committees.

7.5.2 *Technological exchanges and development correspondent*

PIARC's mission calls for PIARC to consider fully "within its activities the needs of developing countries and countries in transition".

In the context of this mission statement and the Executive Committee's requirement – see Section 7.1.3 above – that all Technical Committees include within their work programs specific action plans to address the needs of developing countries and countries in transition, each Technical Committee shall designate one of its members to act as correspondent of the Technological Exchanges and Development Commission (TEDCom). This member will make sure that the needs of developing countries and countries in transition (DC/CIT) are properly taken into account by the Technical Committee to which he/she belongs.

The correspondent shall receive the working documents of TEDCom and contribute to the preparation of seminars of his/her Technical Committee.

7.5.3 *Meetings*

Each Technical Committee generally holds an average of two face to face meetings a year. However, the number of plenary meetings should be flexible and may depend upon the organizing procedure of each Technical Committee.

The places and dates are set by the Technical Committee, except for the cases mentioned below:

1. The first meeting of each Technical Committee after the World Road Congress is held at the Central Office of the Association.
2. The Strategic Theme Coordinators may organise simultaneous meetings of Technical Committees on a specific topic in collaboration with the Chairs of the Technical Committees in question. Combining meetings may prove to be an effective means of promoting coordination between the Technical Committees belonging to the same Strategic Theme.

In particular, each Strategic Theme Coordinator should hold a meeting with the Chairs of all the Technical Committees in his or her Strategic Theme in the first and third years of the four-year cycle. Addition meeting may be held if there is a need.

It is recommended that Technical Committees consider options for timing their meetings so as to allow members from distant countries to combine Technical Committee meetings with participation in other professional meetings.

It is also recommended that Technical Committees organise joint meetings with other professional organisations such as OECD, TRB and so on.

The notices and agenda for Technical Committee meetings are sent by the Chair or the Secretary at least two months ahead of time to the members (for obtaining visa for travel), to the relevant Strategic Theme Coordinator and to the General Secretariat.

The Technical Committee takes care of the preparation of the meetings and other related matters - reservation of meeting rooms, interpretation, technical visits, meals, etc. - with the assistance of the host country.

When a member offers his/her country's invitation to host a Technical Committee meeting, he/she should make sure that all facilities are provided by the host country - meeting room, interpretation, etc.

PIARC does not cover any expenditure by participants in connection with these meetings - travel, accommodation - except in the case of members sponsored in part by the Special Fund. (See Section 12).

It is the tradition for the host country or organisation to provide a working meal for Technical Committee members. Sharing this friendly meal together encourages and facilitates communication between Technical Committee members who work together over a number of years. It also provides a means of creating ties with the host country.

In principle, PIARC does not cover any expenditure related to the meetings. This principle does not apply to low- and middle-income developing countries as defined by the World Bank.

In this case, PIARC provides financial support for simultaneous translation and for one diner of the Technical Committee subject to the following conditions:

- an upper limit of 25 Euros per participating Technical Committee member is imposed on meal expenses,
- the host country (or organisation) must submit an estimate and obtain agreement in writing from the Secretary General before making any commitment to incur expenditure.

7.5.4 Languages

At plenary Technical Committee meetings members can speak in English or French. Everyone should be able to hear and understand the comments made by members of the Technical Committee via translation. However, there is no objection to holding discussions in one language only provided all members are in agreement.

It is the host country's responsibility to organise interpreters.

The minutes of meetings drafted by the Secretaries of the Technical Committee should be circulated both in English and French.

The final draft of a report, article, etc., produced by a Technical Committee as a result of a completed project should be examined and approved by members in its English and French versions. Technical Committee members should make full use of the resources available to them within their Committee to ensure the translation of the final draft.

7.5.5 Seminars

An important part of the work of a Technical Committee is the organisation of at least two seminars during the four year cycle. See section 10 for more details.

7.5.6 Surveys

The outputs of Technical Committees are often based, at least in part, on the results of international surveys involving PIARC member countries in particular.

When a Technical Committee undertakes an international survey limited to the Committee members' countries, the data required are collected from the members, corresponding members and associate members of the Technical Committee (and/or possibly from other PIARC Technical Committees).

The First Delegate should be contacted for data only if there is no national representative in the Technical Committee.

The questionnaires should be carefully prepared (for clarity of the questions but also in order to determine in advance how the answers will be analyzed) and tested prior to dissemination in the different countries.

7.5.7 Terminology

Each Technical Committee shall appoint a "terminology correspondent" whose task is to revise terminological information and to enhance these documents within their areas of expertise.

7.5.8 Communication with other international organisations

Each Technical Committee is also recommended to take advantage of opportunities to cooperate with other international organisations in order to organise international or regional meetings - congresses, seminars, workshops, etc. - and to conduct joint studies which focus on specific topics.

Cooperation with other international organisations is greatly facilitated through exchange of correspondents. Technical Committee members who are designated as PIARC correspondents with other international organisations are expected to act as intermediaries between their Technical Committees and these organisations throughout the four-year cycle between World Road Congresses.

7.5.9 Management Checklist

A summary checklist of organisation, planning and administration tasks each Technical Committee is required to undertake to support its work program is given below:

At the beginning of each cycle, each Technical Committee shall appoint:

- A Technological Exchanges and Development Correspondent to liaise with the Technological Exchanges and Development Commission and to oversee the work of the Technical Committee in respect of developing countries and countries in transition
- A Terminology Correspondent to revise terminological information and/or transmit specialised vocabulary in the Committee's fields of study.

At the beginning of each cycle, each Technical Committee shall develop a work plan for the four-year cycle from the previously agreed terms of reference and the issues, strategies and outputs in the Strategic Plan for approval of the Strategic Theme Coordinator.

During the four years of the cycle, each Technical Committee will:

- Hold two meetings per year, often in conjunction with another Committee, another organisation, a seminar or a conference
- Hold two seminars in developing countries or countries in transition
- Propose the venues and times of its meetings well in advance and inform the Strategic Theme Coordinator and the Secretary General
- In the third year of the four year cycle, assist the Strategic Theme Coordinators to review emerging strategic issues and prepare proposals for the organisation of Technical Committees and their terms of reference for the four years after the next World Road Congress
- Prepare one or more sessions for the World Road Congress and, if relevant the International Winter Road Congress, reporting on the work of the Committee over the previous four years and also addressing particular topics and issues of interest within the Committee's terms of reference, possibly in conjunction with other Committees
- Ensure that the required outputs are prepared during the four year cycle.

7.6 Communication

Each Technical Committee should endeavour to communicate with a wide audience each year. This communication can be done by a report, a seminar or conference, a training package, an article in "*Routes/Roads*" or another journal. (See Section 8).

7.6.1 *Communication at the national level*

At the national level, Technical Committee members and corresponding members are responsible for gathering and disseminating information relevant to the Committee's terms of reference within their own countries. To do this, they should use, in addition to the means mentioned above, the various networking mechanisms and structures available in their own countries.

7.6.2 *Sessions at the World and International Winter Road Congresses*

The World Road Congress is an important event that has established PIARC's reputation and is held at the end of a four-year period of Technical Committee activities. The aim of the World Road Congress is to bring together reports on road techniques and management systems from around the world and to organise discussions on road and road transport issues. The outcome of the Congress helps PIARC to set directions for its future activities.

The International Winter Road Congress is held roughly half way through the four-year cycle. It has similar, albeit more narrowly focussed aims and outcomes to the World Road Congress. It is organised by the Technical Committee on Winter Maintenance.

Each Technical Committee is invited to organise a session at the World Road Congress. The aim of these sessions should not necessarily be the presentation of the work of the Technical Committee over the previous four years. Focusing on a topical issue or a discussion on priorities for future study will often be more appropriate.

Technical Committees as well as Strategic Theme Coordinators may also choose to organise a joint session in collaboration with other Technical Committees or other international organisations to present an integrated approach to a Strategic Theme. In addition, each Strategic Theme Coordinator organises a forward looking Strategic Directions sessions related to his or her Strategic Theme.

8 PUBLICATIONS

8.1 PIARC Publications

The results of the work and activities of the World Road Association (PIARC) are communicated through a variety of different publications:

- Quarterly magazine "*Routes/Roads*",
- PIARC Reports (or Technical Committee reports),
- Dictionary and Lexicon,
- Congress proceedings,
- Software,
- Electronic newsletter,
- Promotional documents – the PIARC brochure,

supplemented by information continually placed on the website (chapter 3).

8.2 Ownership of publications

The articles, reports and other publications produced within the framework of the activities managed by PIARC are the collective property of the World Road Association who holds the copyright and all associated rights.

Except in special cases where an explicit prior agreement has been made by the Executive Committee, neither contributors nor their organisations can claim the authorship for these publications.

8.3 Magazine « Routes/Roads »

Routes/Roads is the periodical magazine of the Association. The first version dates back to 1911.

The objective of the magazine is to promote the actions of PIARC internationally by presenting the actions and work of the Association in an attractive format.

The target readership of the magazine comprises the members of the Association and decision makers in the field of road and road transport.

8.3.1 Contents

Routes/Roads is a bilingual magazine in the two official languages of the Association (French and English). It also includes abstracts of the feature articles in Spanish, German and Portuguese.

Routes/Roads is produced under the legal responsibility of the General Secretariat; the Secretary General is the director of the publication. The Secretary General appoints a chief editor from amongst the General Secretariat staff. The magazine is produced with the assistance of:

- an editorial committee,
- a network of correspondents.

Each 96 page edition includes:

- An **editorial** written by an official of the Association,
- A « **What's New** » section comprised of
 - o the **agenda** of PIARC seminars, conferences supported by PIARC and coming events,
 - o a **Focus** section making a brief presentation of PIARC seminars and other events linked to the activities of the Association,
 - o a **News** section giving information on the life of the Association
 - o some short articles (papers or reports) on news items coming from various member countries;
- A « **Features** » section containing in depth articles proposed by Technical Committees or on the initiative of other sources;
- A « **Road Stories** » section which deals with cultural, geographic and historic topics linked to the road domain;
- A « **Summaries** » section containing article summaries from the « features » section in German, Spanish and Portuguese.

What's new?

Concerns short articles (between 500 and 1000 words with figures) allowing road administrations from member countries to present any achievements or recent notable initiatives likely to be of interest to readers from different countries. This section is fed by a network of correspondents coordinated by the General Secretariat.

Features

Routes/Roads publishes synthesised articles on various subjects from the field of road and road transport. They can be articles reporting on the results of research or a notable achievement, stating current knowledge or presenting a point of view on a subject of common interest.

The articles of a length between 2500 and 3000 words (plus figures) in one language, must be written to be understood by the broad readership of Routes/Roads. (note: a more developed version of an article including theoretical developments or technological details can be published as a supplement on the PIARC website).

8.3.2 Editorial Committee

An editorial committee composed of 4 to 6 people is formed by the General Secretariat following advice from the Communication Commission. The editorial committee is placed under the direction of the Chief Editor of the magazine.

Half of the editorial committee is renewed every two years.

The role of the editorial committee is to:

- advise the General Secretariat on the editorial content of the magazine for the establishment of a one year sliding editorial program, by suggesting appropriate themes for the editions of the magazine and participating in the choice of the articles ;
- supervise the article selection and review process.

The Editorial Committee meets two times per year on the initiative of the General Secretariat. In the interval, the committee corresponds electronically.

8.3.3 Network of Correspondents

The network of correspondents is made up of people designated by the first delegates of the member countries on the request of the General Secretariat, in order to propose short articles to the General Secretariat for the « What's new » section of the magazine.

This network of correspondents is coordinated by the General Secretariat who assess progress every month via email in order to prepare the future editions. A workspace is reserved for the network of correspondents on the PIARC website.

8.3.4 Review of Proposed Articles

Instructions for authors can be found on the internet site and are referred to in each edition of the magazine.

The articles emanating from a Technical Committee must be the subject of an examination by the Technical Committee before being proposed for publication to the General Secretariat.

The articles proposed by external parties are communicated to the appropriate Technical Committee for their opinion. In the absence of a Technical Committee competent on the subject, the article is submitted for a peer review on the initiative of the General Secretariat.

A response is provided to the authors in the 2 months following the receipt of the proposed article by the General Secretariat.

The General Secretariat reserves the right to not publish an article, to reduce the content according to the available space in the magazine and to delete or modify paragraphs containing information of a commercial nature. The editorial committee is consulted on all decisions regarding non-publication. In the instance where an article is reduced or modified, the author is informed of the proposed changes to the article.

8.3.5 Formatting of the Magazine

The formatting of various articles in the magazine is defined in the document « **Routes/Roads Graphic Charter** ».

8.3.6 Calendar for preparation and publication

Routes/Roads is a quarterly magazine publishing in January, April, July and October.

The time limits for receiving articles in relation to the month of publishing are as follows:

N°	Time limit for reception of articles in the instance where the articles are submitted:		Date of publishing
	in one language	in two languages	
I	15 September	15 October	Start of January
II	15 December	15 January	Start of April
III	15 March	15 April	Start of July
IV	15 June	15 July	Start of October

8.3.7 Distribution of the magazine

Routes/Roads is distributed free to the members of the Association according to the provisions made in the statutes. A copy is also provided free to the members of the Technical Committees as well as to the authors.

Routes/Roads is also sold by subscription and separately by edition.

8.3.8 Publicity

Routes/Roads can include public announcements on the front and back inside covers and the back cover as well as on a maximum of 8 internal pages between articles.

Three copies of the magazine are provided to the advertisers.

Relationships with advertisers are managed by the General Secretariat.

8.3.9 Satisfaction Survey

Customer satisfaction surveys are carried out on the initiative of the Communication Commission on the basis of drafts submitted for the approval of the Executive Committee.

Since the beginning of 2005, a feedback form has been available on the internet site allowing the readers of the magazine to express their comments and opinions.

8.4 PIARC Reports

The **PIARC Reports** are produced by the Technical Committees of the Association in response to the terms of reference assigned to the Technical Committees in the PIARC Strategic Plan. The PIARC reports are for the purpose:

- of presenting the state of the art and to formulate recommendations for specific topics,
- to increase international exchanges of information between countries.

They include both policy and road engineering documents.

8.4.1 Contents

Reports are organised according to the following structure:

- about PIARC,
- note on the authors,
- summary,
- abstract,
- introduction,
- body of the report,
- conclusions,
- bibliography / references,
- glossary,
- appendices.

Appendix B1 Technical Committee Reports – Drafting guide, formulates together the recommendations for the editing and presentation of the reports.

8.4.2 Preparation

Each Technical Committee is responsible for setting up an internal process for quality assurance of the reports.

All of the PIARC reports must be prepared by the Technical Committees in the two official languages of PIARC, French and English, by using the collective competencies of the members of the Technical Committee.

The delivery of a technical report in a single language must be an exception and must result from prior agreement with the General Secretariat.

In all cases, a French or English speaking member of the Committee will be charged with the validation of the translation, whether this be carried out by the Technical Committee, or be entrusted externally. It should be noted that the PIARC General Secretariat does not possess all of the technical knowledge necessary to guarantee the quality of translations in all fields.

The report in the two languages is transmitted by the Chair of the Technical Committee to the General Secretariat for publication with the indication of which version should be considered as the original.

8.4.3 Formatting of the reports

For the preparation of the reports, the Technical Committees shall use the style sheet and the model defined in appendices B1 and B2.

The final editions of the reports are produced by the General Secretariat following the process outlined in the document « **PIARC Reports Graphic Charter** ».

Except when justified by the size of the document or its method of distribution, the reports published are bilingual. The texts in French and English are laid out on facing pages with each paragraph aligned.

The final electronic file in PDF format includes a summary and the links allowing direct access to the different chapters.

8.4.4 Online access to reports on the internet

Unless excepted, the formatted reports are made available online as PDF files on the Publications section of the PIARC website that is accessible by the public.

8.4.5 CD-ROUTE

CD-ROUTE was issued for the first time in 1995 and then reissued in 1997 and 2000. The 2000 edition grouped all of the technical reports and other documents published in the period from 1991 to the time of the World Road Congress in Kuala Lumpur in 1999.

CD-ROUTE 2000-2004 contained all of the technical reports produced in the cycle between the Kuala Lumpur and Durban congresses.

8.4.6 Distribution of reports

From the products of the 2004-2007 cycle, there will no longer be systematic printing and diffusion of the technical reports. The General Secretariat will investigate on a case by case basis and on request, the option for printing and paid distribution of technical reports.

CD-ROUTE is distributed to all member countries according to the provisions set out in the statutes for the distribution of publications as well as to the members of the Technical Committees who have been active during the cycle.

CD-ROUTE can be purchased from the General Secretariat.

8.5 Dictionary and Lexicon

Since the 1930's PIARC has continued to work on a lexicon in the road and road transport field in order to facilitate communication between countries. This work materialized firstly through the creation of a **Technical dictionary of road terms** and a **Lexicon of Road and Traffic Engineering**.

As of the end of 2007, the base version of the dictionary (French-English) has been translated into 21 languages: Arabic, Chinese, Croatian, Czech, Danish, Dutch, German, Greek, Hungarian, Italian, Japanese, Latvian, Lithuanian, Polish, Portuguese, Romanian, Russian, Serbian, Slovakian, Spanish and Vietnamese.

The most current hardcopy edition of the Dictionary is the 2007 edition in five languages: English, French, German, Spanish and Portuguese.

The base version of the Lexicon (French-English) has been translated into Dutch and Russian (1991 edition). The most current hardcopy version is the 2000 edition.

Since February 2005, some of these versions and other specialised dictionaries can be consulted online in the members section of the PIARC website. The updating of these documents and the addition of versions in new languages will, in future, be carried out via the internet under the responsibility of the Committee on Terminology and Translation Assistance. This updating and enrichment is undertaken with the cooperation of correspondents from the various Technical Committees and from various PIARC member countries.

As of the end of 2007, the following documents are accessible via the website <http://termino.piarc.org/>

- the **Technical dictionary of road terms** is accessible in 12 languages (English, French, Dutch, German, Hungarian, Italian, Japanese, Portuguese, Russian, Serbian, Spanish, Vietnamese),
- the **Lexicon** exists in 3 languages (English, French, Dutch),
- the **Road transport informatics dictionary** exists in 6 languages (German, English, Danish, French, Norwegian, Swedish),
- the **Winter maintenance dictionary** exists in 9 languages (German, English, Spanish, Finish, French, Hungarian, Italian, Dutch, Swedish),
- the **NVF bridges dictionary** exists in 4 languages (German, English, Finish, Swedish)
- the **SVECO bridges dictionary** exists in 3 languages (German, English, Russian),
- the **Weigh in motion dictionary** exists in 3 languages (German, English, French),
- the **Sustainable transport dictionary** exists in 2 languages (English, French).

8.6 Congress proceedings

For the World Road Congresses and the International Winter Road Congresses, the proceedings are published on a CD ROM.

A provisional version (pre-congress) is distributed to congress participants with the papers available at the time, a final version being produced and distributed six months after the Congress.

The guidelines (nature of the papers, presentation instructions, production calendar etc.) are contained in the Congress Handbook which is updated for each congress.

8.6.1 World Road Congress

The **pre-congress proceedings** of the World Road Congress are comprised of the following documents:

- PIARC presentation;
- Congress program;
- Practical information for participants;
- Introductory reports for sessions;
- PIARC activity report for the period between congresses;
- National reports;
- Individual papers accepted;
- Technical visits offered;
- Accompanying persons program;
- Exhibition (list of exhibitors, plan of the exhibition).

The **proceedings** of the World Road Congress are produced supplementing the pre-congress proceedings with the following documents:

- addresses from the opening and closing ceremonies;
- speeches from the ministers' session;
- general report of the Congress and conclusions from the sessions;
- photographic report of the different Congress events;
- reproduction of the Congress daily newspaper ;
- list of participants.

PIARC activity report

The PIARC activity report for the period between congresses contains the following elements:

- main section prepared under the responsibility of the Strategic Planning Commission and the General Secretariat which presents the activities of the Association and the results obtained with respect to the objectives of the Strategic Plan;
- the activity reports of the Technical Committees.

Congress general report

The draft Congress general report is prepared by a team appointed by the host country of the congress. The draft is reviewed and revised as required by the Strategic Planning Commission prior to the Congress.

During the Congress, the general report is then enriched with the conclusions drawn from the debates in the various sessions.

The general report is presented at the closing ceremony by a person chosen by the host country of the Congress.

The final version of the general report is prepared by the General Secretariat and submitted for examination by the Strategic Planning Commission before publication in the Congress proceedings and in the Routes/Roads magazine.

8.6.2 International Winter Road Congress

The **pre-congress proceedings** of the International Winter Road Congress are comprised of the following documents:

- PIARC presentation;
- Congress program;
- Practical information for participants;
- Individual papers selected;
- Technical visit program;
- Accompanying persons program;
- Exhibition (list of exhibitors, plan of the exhibition).

The **proceedings** of the International Winter Road Congress are produced supplementing the pre-conference proceedings with the following documents:

- addresses from the opening and closing ceremonies;
- speeches from the ministers' session;
- general report of the Congress and conclusions from the sessions;
- photographic report of the different Congress events;
- reproduction of the Congress daily newspaper ;
- list of participants.

Congress general reports

The Congress general report is prepared by the PIARC Winter Maintenance Technical Committee and enriched during the congress with the results of the debates from the sessions.

The general report is presented at the closing ceremony by the Technical Committee.

In the two months following the Congress, the final version of the general report is addressed to the PIARC General Secretariat by the Chair of the Winter Maintenance Technical Committee for publication in the Congress proceedings and in the Routes/Roads magazine.

8.7 Software

When deemed relevant, PIARC can produce software for some projects. For the 2004-2008 period:

- The HDM-4 package (*Highway Development and Management System*) for the analysis of road investment projects. Since 1996, the World Road Association (PIARC) has taken on the responsibility of managing this project following actions initiated by the World Bank. The latest version 2.0 was produced in 2005 (see the website <http://publications.piarc.org/en/technical-reports/part4.htm>).
- The quantitative risk assessment model (**QRA model**) for evaluating the risks from the transportation of dangerous goods through road tunnels, developed jointly by PIARC and the OECD (see the website <http://publications.piarc.org/en/technical-reports/part5.htm>).

The terms of development and then of distribution are determined on a case by case basis after review by the Executive Committee. These operations are then followed by the General Secretariat.

8.8 The electronic newsletter

The objective of the PIARC electronic newsletter is 1) to draw attention on the recent productions and actions carried out by PIARC and 2) to disseminate the newsletter of PIARC National Committees in order to make known the activities that they carry out and to improve the communication between them.

The editorial content of the National Committees newsletter is provided by the National Committees. The Chairman of the conference of National Committees is the chief editor. The texts translated into English, Spanish and French are addressed to the General Secretariat who is charged with formatting the letter, publishing it online on the PIARC website and, sending an announcement email to those who have subscribed to the distribution list.

The National Committees newsletter is sent quarterly in March, June, September and December.

8.9 The Association's brochure

The brochure is the Association's presentation and promotional tool, notably for the occasions of meetings and other events in which PIARC participates.

Newly updated at the beginning of 2006, the brochure is available in three languages, French, English and Spanish.

National Committees who wish to do so can personalise the brochure and translate it into their own language as the necessary files have been made available to them on the Association's FTP site.

8.10 Publication sales

With a few exceptions, the World Road Association (PIARC) publications in hardcopy or CD ROM format can be bought from the following address:

ANR Services

32 rue du Marché commun

Centre de gros, BP 33245,

44332 NANTES Cedex 03 (FRANCE)

Fax: +33 (2) 40 50 15 72 – E-mail: logistique-nantes@anr-service.com

The General Secretariat maintains an electronic version of the catalogue of publications which can be consulted and downloaded from the PIARC website.

Guide for the production of PIARC Technical Committee reports

Version: January 2006



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1 INTRODUCTION

The production of Technical Committee reports is one of the most important outcomes of PIARC. It is important that the reports are of a high standard both in terms of content, accuracy and appearance.

A Technical Committee report presents the results of investigations on a selected topic. It is based on theories, facts and ideas gathered from Committee members and a variety of other sources.

The reports should provide a succinct reporting of the work of the Committee. They should not contain unnecessary material. They should be easy to read and communicate the results of the Committee's work clearly.

This guide has been produced to assist Technical Committees in the production of their reports and to ensure they are consistent with the requirements of PIARC.

2 PURPOSE OF THE REPORT

The Committee needs to make a clear statement about the purpose of the report, including the aims of the work itself. This should be established at the outset of the Committee's work.

A broad outline of the report should be prepared by the working group in charge of drafting the report and submitted to the Technical Committee for approval prior to the commencement of writing the report with a copy sent to the Strategic Theme Coordinator for possible comments. The Chair of the Technical Committee is responsible for the decision of approval.

A development plan for the report should be prepared prior to writing. It should include timeframe, responsibilities, etc.

There should be a statement which relates the aims of the work to the PIARC Strategic Plan and the terms of reference for the Technical Committee. This statement should be included in the introduction of the report. Where appropriate, reference should be made to earlier work of PIARC or others when this outside work forms a basis for the PIARC work being reported.

3 COMPOSITION OF REPORTS

Although reports can be on a range of topics and of various lengths, the reports should follow the same basic structure. This basic structure is divided into the following parts:

- statement about PIARC,
- authors statement,
- table of contents,
- summary,
- introduction,
- body,
- conclusions,
- bibliography / references,
- glossary,
- appendices.

3.1 Statement about PIARC

The statement to be used is shown in [Appendix B 1.1](#) to this Guide. It will be introduced by PIARC General Secretariat in the published version of the report. This standard statement about PIARC says which organization has produced the report, what is the status of this document and what is the extent of the responsibility of the organization with respect to the content of the report.

3.2 Authors statement

PIARC Technical Committee reports are not published under the name of individuals, but as the work of a Technical Committee. Information about who contributed to the production of the report should be a separate section at the beginning of the report and include the following:

- titles of the relevant Technical Committee and working group responsible for the report
- names and countries of origin of the members of the working group who actually contributed to the production of the report (not the list of all Committee members)
- names and countries of origin of the editors of the English and French versions
- names of the translators
- name and country of origin of the person responsible for the quality control of the report
- names and countries of origin of the chair and secretaries of the Technical Committee.

3.3 Table of contents

The table of contents should be displayed in a maximum of 2 sub-section levels.

The final version of the report will enable mouse click navigation from the table of contents to the selected chapter or sub-section when viewing online.

3.4 Summary

Although the summary appears first in a report, it should be written last. The summary contains a summarized version of the entire report, including particularly its purpose, what was done to arrive at the outputs and any conclusions or recommendations, and should not be more than two pages in length.

People who read PIARC reports want to manage their time effectively. They want to ensure that the report is of interest to them before they invest the time and energy to read the entire report. Our audience should know what is in the report from the summary.

3.5 Introduction

It provides a context so that the reader understands what is in the report. It introduces the contents and explains the purpose of the report. The introduction should generally contain the following components:

Purpose – The purpose describes why the report was written, what problem the report was meant to address or the situation that led to the report being produced. It should relate the report to the PIARC Strategic Plan and the terms of reference for the Technical Committee.

Scope – The scope describes the extent and limitations of the report. It tells the reader what specific aspects of the problem will be discussed. Where appropriate it should refer to earlier work of PIARC and others and explain how the report builds on that work.

Methodology – The methodology shows how the information presented in the report was obtained and what procedures were used, e.g. interviews or postal questionnaires. Sometimes an explanation is included of why a particular investigative approach / methodology was chosen.

3.6 Body

The body is the main and most informative part of the report. The value of the entire report is judged by the quality of the information in this section and the clarity with which it is presented.

It should contain all the information and evidence to make a case for solving the problem that the report addresses. It can be subdivided into different topic areas and contains graphs, data, diagrams, charts and tables.

Once all of the information has been gathered, the facts and arguments are presented in an organized and logical manner.

The content covered can include quantitative data outcomes and their analysis, observations, questionnaire outcomes and results of experiments, case studies and any qualitative information.

Present the information in the body in a clear and understandable manner. This involves several steps:

- Break down the information into manageable chunks.
- Use headings and point form to help guide the reader through the information.
- Place visual representations of the information in the appropriate places so the reader understands the main concepts.

The use of numbering should be restricted to 3 levels maximum (e.g. 1.2.1). The fourth level of a sub-section should have no numbering, identification is acceptable using an alpha character if this is absolutely necessary.

3.7 Conclusions

The conclusion clearly relates to the objectives of the work and outlines the main points, arriving at logical outcomes of the material presented. This is the place to draw together key points made in the report. However, nothing new should appear here.

If the report has, for the most part, simply provided information, the conclusions should summarise the major points of the report or offer some general insights.

Reports that are investigative and analytical or make proposals require different types of conclusions. They should contain conclusions that address the problem or situation under investigation.

Conclusions should always be as brief as possible and to the point. If there are a number of conclusions, use a numbered or bulleted list for these points.

3.8 Bibliography / References

PIARC Technical Committee reports should reference all books, articles, journals, websites, and any other sources consulted when writing the publication, using the standardized referencing system described in the **Appendix B 1.1**.

3.9 Glossary

The report will eventually contain a glossary, especially for acronyms and road concepts which are not yet included in the PIARC Dictionary. The glossary has to be produced in English and French. The production of a glossary is very important to help with the translation and for up-grading the PIARC Dictionary and Lexicon.

3.10 Appendices

These should be placed at the end of reports. They should only include relevant information that is too lengthy or detailed to include in the body of the publication. However, attention should also be paid to the length of the appendices. An appendix should only be included if it has direct relevance to the report itself. Voluminous and extraneous material should not be included. Each appendix should contain different information. These should be referred to in the report and not just left to stand alone.

Where the work of the Committee includes a survey using a questionnaire there is no need to include the whole questionnaire as an appendix. The report itself should summarise the results so they are self explanatory.

4 GUIDELINES FOR THE LAY-OUT

4.1 Template

The reports should be prepared using the attached template for the lay-out ([Appendix B1.2](#)). This will ease the review and the production of the final version by PIARC General Secretariat.

4.2 Figures

For the production of the final versions of the documents for dissemination on the web and printing, the PIARC Technical Committees are asked to gather together all illustrations (graphs, pictures, photographs) separately from the text itself (on a CD-rom for instance).

All artwork and photographs should be of high definition (min 300 dpi).

4.3 Final version of the reports

The final version of the reports will be produced by PIARC General Secretariat in order to give a consistent presentation to all reports.

An example of the lay-out which will be used by PIARC SG for the coming reports is presented in [Appendix B1.3](#).

5 OTHER CONSIDERATIONS

5.1 Translation

All PIARC reports are to be produced in the two official languages of PIARC, namely, French and English. For each version, the Technical Committee must validate the translation by a member who is native-speaking in French or English regardless of whether the translation is done within the Technical Committee or outsourced. It should be noted that the PIARC secretariat does not have the technical expertise to ensure the quality of the translation in all fields.

5.2 Electronic and web-based reports

This guide focuses on the preparation of the Technical Committee reports as an electronic file which can be printed.

In some cases, the Technical Committee may consider to produce its work in electronic format for a publication on the Internet or on CD-ROM with links to reference material or with software tools. Where this is envisaged, the format and production of these reports is to be discussed with the PIARC General Secretariat prior to commencement. However, the Technical Committee should present the key points of its work in a report with the same structure as the one described above in order to produce a PDF file.

APPENDIX B1.1

STATEMENTS

The text below is included in each report by PIARC General Secretariat in the final document.

Technical Committees don't have to include it in their draft document.

"The World Road Association (PIARC) is a non-profit organisation established in 1909 to improve international co-operation and to foster progress in the field of roads and road transport.

The study that is the subject of this report was defined in the PIARC Strategic Plan 2004 – 2007 approved by the Council of the World Road Association, whose members are representatives of the member national governments. The members of the Technical Committee responsible for this report were nominated by the member national governments for their special competences.

Any opinions, findings, conclusions and recommendations expressed in this publication are those of the authors and do not necessarily reflect the views of their parent organizations or agencies.

International Standard Book Number xxxxxxxxxxxx (to be added by PIARC SG)

Copyright by the World Road Association. All rights reserved."

World Road Association (PIARC)
La Grande Arche
Paroi nord, Niveau 5
92055 La Défense Cedex
France
Internet: <http://www.piarc.org>

APPENDIX B1.2

STYLEGUIDE FOR THE PREPARATION OF THE REPORTS BY THE TECHNICAL COMMITTEES

This appendix gives a detailed description of the style sheets to be used by the Technical Committees for the production of a Word Document, in order to obtain consistency between the different documents and to ease the production of the final version.

A template is provided as a separate Word file so that it can be used directly for the preparation of the reports.

The reports must be prepared in black, using the font **TIMES New Roman**

This guide comprises six sections: Table of Contents, Standard text, Titles, Tables, Illustrations and Bibliography.

TABLE OF CONTENTS

The table of contents is limited to the following levels of titles.

A first level for **Summary, Introduction, Glossary** and **Appendices**.

A second level for the **Chapter titles** designed by : **1., 2., 3.**, etc.

A third level for the **Subheads 1** designed by: **1.1, 1.2, 1.3**, etc.

A fourth level for the **Subheads 2** designed by: **1.1.1, 1.1.2, 1.1.3**, etc.

Numbering starts with the Chapter titles (See example in Appendix B 1.3).

Numbering and the **pagination** are in Arab numeral followed by a point: **1., 2., 3.**, etc.

STYLE SHEET for Summary, Introduction, Glossary and Appendices

Example

INTRODUCTION 4

Characteristics for TM1: Capital Letter, Bold. Font size: **8 pts**. Interline spacing: 12 pts.
Set tabs left-justified with dots: **12.5 cm** between the last word and the pagination number.

STYLE SHEET for Chapter titles

Example

1. WHAT IS ASSET MANAGEMENT? 9
2. WHY DO WE NEED ASSET MANAGEMENT? 11

Characteristics for TM2: Capital Letter, Bold. Font size: 8 pts. Interline spacing: 12 pts.
Set tabs: **1.2 cm** between the numbering and the first word of the title.
Set tabs left-justified with dots: **12.5 cm** between the last word and the pagination number.

STYLE SHEET for Subheads 1

Example :

2.	WHY DO WE NEED ASSET MANAGEMENT?	11
2.1.	GENERAL ORGANIZATIONAL NEEDS	15
2.2.	NEEDS OF KEY DECISION-MAKERS	17

Characteristics for TM3: Capital Letter. Font size: **8 pts**. Interline spacing: 12 pts.

Set tabs: **0.3 cm** for the numbering.

Set tabs: **1.2 cm** between the numbering and the first word of the title.

Set tabs left-justified with dots: **12.5 cm** between the last word and the pagination number.

STYLE SHEET for Subheads 2

Example

2.	WHY DO WE NEED ASSET MANAGEMENT?	11
2.1.	GENERAL ORGANIZATIONAL NEEDS	15
2.1.1.	Australia	17

Characteristics for TM4: Italic. Font size: **8 pts**. Interline spacing: 12 pts.

Set tabs: **1.2 cm**

Set tabs left-justified with dots: **12.5 cm** between the last word and the pagination number.

STANDARD TEXT

STYLE SHEET for standard text

The body text is fully justified. The first line of paragraph should not be indented. There is a blank line between two paragraphs.

Distinguish the words “**Figure**”, “**Graphic**”, “**Picture**”, **etc**, from the rest of the text with **bold** letters. Do not use Italic, colour, etc.

Characteristics for Standard text: Regular or Roman Font. Font size: **11 pts**. Interline spacing: 12 pts.

STYLE SHEET for lists

- One blank line between the text above and the list
- Set tab: **0.3 cm**
- Bullet point + set tabs: **0.3 cm**

Example :

“...the general components that most jurisdictions employ, implicitly or explicitly, either at a project level or a system level, to determine what work should or can be implemented:

- The objectives, or performance measures are first determined.
- The condition and the capital value of the road network, either on a section or network level...”

Characteristics for Lists: Regular or Roman Font. Font size: **11 pts**. Interline spacing: 12 pts.

TITLES IN THE REPORT

The following types of titles are identified and can (must?) be used.

STYLE SHEETS

Summary, Introduction, Glossary, Appendices

Example: **SUMMARY**

Characteristics for TITLE INTRO: Capital Letter. Bold. Font size: **12 pts**. Interline spacing: 12 pts. One blank line between the title and the first paragraph below.

Chapter title

Example: **1. WHAT IS ASSET MANAGEMENT?**

Characteristics for TITLE 1: Capital Letter. Bold. Font size: **11 pts**. Interline spacing: 12 pts. One blank line between the title and the first paragraph below.

Subheads 1

Example: **2.1. GENERAL ORGANIZATIONAL NEEDS**

Characteristics for TITLE 2: Set tabs: **0.4 cm**. Capital Letter. Bold. Font size: **10 pts**. Interline spacing: 12 pts. One blank line between the title and the first paragraph below.

Subheads 2

Example: **2.1.1 Australia**

Characteristics for TITLE 3: Bold. Font size: **11 pts**. Interline spacing: 12 pts. One blank line between the title and the first paragraph below.

Lower titles

Examples: **Austroads**

Characteristics for TITLE 4: Bold. Font size: **11 pts**. Interline spacing: 12 pts. No numbering. No blank line between the title and the first paragraph below.

TABLES

No colour. Width of the black border: **1 pt**.

STYLE SHEET for the titles

Characteristics for TABLE TITLE: Capital Letter. Bold. Centered. Font size: **9 pts**. Interline spacing: 12 pts.

STYLE SHEET for the texts

Characteristics Text TABLE: Regular or Roman Font. Font size: **10 pts**. Interline spacing: 12 pts.

Example

TITLE	TITLE	TITLE
Text	Text	Text
Text	Text	Text

Maximum size of the table in a page:

- if vertical, width **12.5 cm**, height **18 cm**.
- if horizontal, width **18 cm**, height **12.5 cm**.

ILLUSTRATIONS

When the report is sent to the PIARC General Secretariat for publication, **all illustrations (photographs, images, graphics) must be supplied on a CDROM, separately from the text**, together with the list of the captions. A CDROM is preferred since alteration may happen during transmission by e-mail.

Artwork (photographs, images) must be produced with a minimum format of **10x15 cm**, a high definition: **300 dpi**.

When creating a graphic, the maximum size of the original is:

- for a figure in a vertical page, width: **12.5 cm**, height: **18 cm**.
- for a figure in an horizontal page, width: **18 cm**, height: **12.5 cm**.

Within graphics use **ARIAL** font:

- **for titles:**

Characteristics: Capital Letter. Bold. Font size: **9 pts**. Interline spacing: 12 pts.

- **for other texts:**

Characteristics: Regular or Roman Font. Font size: **10 pts**. Interline spacing: 12 pts.

For graphs created with Excel, save the graph with its data in order to permit modification in the lay-out.

Whenever possible, in order to create graphics of high quality, use softwares such as Illustrator, In-Design or Photoshop.

BIBLIOGRAPHY / REFERENCES

References to the bibliography should be numbered in increasing order (either the order in which references appear in the text or the alphabetic order of the authors).

The corresponding numbers should be enclosed in [].

A bibliographic reference for an article should contain in the following order:

- the surname of the author (in capitals),
- the initials of his/her first name (in capitals),
- the title of the article in its language of publication (enclosed in " "),
- the name of the journal, using international abbreviations,
- the number of the journal,
- paging (beginning and end),
- the date (at least the year).

For a book the bibliographic reference should contain in the following order:

- the surname of the author (in capitals),
- the initials of his/her first name (in capitals),
- the title of the book (inside " ") followed by its subtitle,
- the name of the publisher,
- the place of publication,
- the date (year).

Examples:

[1] BOUSSINESQ, J. "*Application des potentiels à l'étude de l'équilibre et du mouvement des corps élastiques*", Gauthier Villars, Paris, 1885.

[2] PIARC TECHNICAL COMMITTEE ON ROAD BRIDGES
"*Repair of bridges under traffic*", reference 11.03.B, PIARC, Paris, 1991

[3] FAIZ, A. "*An Overview of Automotive Air Pollution*", "*Routes/Roads*", PIARC Magazine, n°274, p.88-92, 1991.

STYLE SHEETS

Characteristics for BIBLIONAME: Numbering and Name in Capital Letter. Font size: **10 pts**.
Interline spacing: 12 pts.

Characteristics for BIBLIOTITLE: Title in Italic. Font size: 10 pts. Interline spacing: **12 pts**.

Characteristics for BIBLIOINFO: other information. Regular or Roman Font. Font size: **10 pts**.
Interline spacing: 12 pts.

APPENDIX B1.3

EXAMPLE OF FINAL LAY-OUT FOR PIARC TECHNICAL REPORTS

PIARC technical reports will be prepared by PIARC General Secretariat, according to the attached example of lay-out from the material provided by the Technical Committees.

PIARC technical reports will be available from the Internet to be printed in A4 format.

The French text appears on the left hand pages (even numbers) and the English text on the right (odd numbers).

Having in mind issues of translation, the French and English texts are presented side by side, alignment is made paragraph by paragraph whenever possible.

The detailed specifications for the lay-out which will be used by the General Secretariat for on-line publishing and printing of the Technical Reports are defined in a separate internal document.

06.09 B
2005

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LA GESTION DU PATRIMOINE POUR LES ROUTES UNE VUE D'ENSEMBLE

ASSET MANAGEMENT FOR ROADS
AN OVERVIEW

Association
mondiale
de la Route



World Road
Association

Comité technique AIPCR C6 Gestion des Routes
PIARC Technical Committee C6 Road Management



Comité technique AIPCR C6 Gestion des Routes
PIARC Technical Committee C6 Road Management

LA GESTION DU PATRIMOINE POUR LES ROUTES UNE VUE D'ENSEMBLE

ASSET MANAGEMENT FOR ROADS AN OVERVIEW



A propos de l'AIPCR

« L'Association mondiale de la Route (AIPCR) est une association à but non lucratif fondée en 1909 pour favoriser la coopération internationale et les progrès dans le domaine de la route et du transport routier.

L'étude faisant l'objet de ce rapport a été définie dans le Plan stratégique 2004-2007 approuvé par le Conseil de l'AIPCR dont les membres sont des représentants des gouvernements nationaux membres. Les membres du Comité technique responsable de ce rapport ont été nommés par les gouvernements nationaux membres pour leurs compétences spécifiques.

Les opinions, constatations, conclusions et recommandations exprimées dans cette publication sont celles des auteurs et ne sont pas nécessairement celles de la société/organisme auquel ils appartiennent.

N° ISBN : XXXXXXXXXXXX (à compléter par SG AIPCR)

Des exemplaires de ce rapport sont disponibles auprès de l'Association mondiale de la Route (AIPCR), La Grande Arche, Paroi nord, Niveau 5, 92055 La Défense cedex, France
Internet: <http://www.piarc.org>

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Les auteurs

Statements

The World Road Association (PIARC) is a nonprofit organisation established in 1909 to improve international co-operation and to foster progress in the field of roads and road transport.

The study that is the subject of this report was defined in the PIARC Strategic Plan 2004 – 2007 approved by the Council of the World Road Association, whose members and representatives of the member national governments. The members of the Technical Committee responsible for this report were nominated by the member national governments for their special competences.

Any opinions, findings, conclusions and recommendations expressed in this publication are those of the authors and do not necessarily reflect the views of their parent organizations or agencies.

International Standard Book Number xxxxxxxxxxxx (to be added by PIARC SG)

*Copies of this report are available from the World Road Association (PIARC), La Grande Arche, Paroi nord, Niveau 5, 92055 La Défense cedex, France
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Authors statements



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UNE VUE D'ENSEMBLE



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RÉSUMÉ

Dans la plupart des pays, le réseau routier constitue l'un des plus importants patrimoines communautaires, et appartient essentiellement à l'État. Les personnes responsables de l'infrastructure doivent entretenir, exploiter, améliorer, remplacer et préserver ce patrimoine. En même temps, les ressources financières et humaines nécessaires pour atteindre les objectifs de performance du réseau routier sont souvent rares, et doivent être soigneusement gérées. Toutes ces tâches doivent être accomplies sous l'étroite surveillance de la population qui paye pour cet élément du système de transport du pays, qui en est un usager régulier, et qui exige de plus en plus des niveaux accrus de qualité sur le plan de la sécurité, de la fiabilité et du confort. Mais les réseaux routiers sont également un patrimoine physique constituant un puissant générateur de richesse économique et d'égalité sociale. En conséquence, les gouvernements font de plus en plus pression sur les Administrations Routières pour qu'elles améliorent l'efficacité.

Un travail important a été accompli ces dernières années dans le développement du concept de la Gestion du Patrimoine, avec en première ligne l'OCDE, l'AIPCR, et les administrations routières aux États-Unis, en Finlande et en Australasie. La US Federal Highway Administration a fondé un Bureau de Gestion du Patrimoine en 1999. Mais, à notre connaissance, aucun pays n'a encore mis en œuvre une structure de Gestion du Patrimoine complète, entièrement opérationnelle.

Nous souhaitons tout particulièrement étudier la manière dont la gestion du patrimoine peut être intégrée à une organisation, les nouvelles approches de communication pouvant être élaborées, et les nouvelles pratiques de gestion, les compétences et formation pouvant être nécessaires. Nous désirions également étudier les critères d'évaluation du patrimoine adoptés par les organisations, la nature de ce patrimoine, et le degré de détail de ces évaluations. Nous espérons pouvoir contribuer à une certaine cohérence qui, à son tour, aboutira à l'adoption d'une série cohérente d'indicateurs et à des opportunités plus accessibles de comparaison et d'étalonnage.

EXECUTIVE SUMMARY

In most countries, the road network constitutes one of the largest community assets, and is predominantly government owned. Those responsible for the infrastructure must maintain, operate, improve, replace and preserve the asset. At the same time, the financial and human resources needed to achieve the performance objectives of the road network are often scarce, and must be managed carefully. All of this must be accomplished under the close scrutiny of the public who pay for this element of the country's transport system, are regular users of it, and who increasingly demand improved levels of quality in terms of safety, reliability and ride. But road networks are also physical assets that are powerful generators of economic wealth and social equity. As a result, governments are placing ever greater pressures on Road Administrations to improve the efficiency of, and accountability for, the management of the community's asset. (Asset Management For The Roads Sector – OECD 2000).

A very great deal of work has been done in recent years in developing the Asset Management concept. At the forefront have been OECD, PIARC, and road administrations in the United States, Finland and Australasia. The US Federal Highway Administration established an Office of Asset Management in 1999. But, as far as we know, no country has yet implemented a fully operational comprehensive Asset Management framework.

We have been particularly keen to investigate the way in which asset management can fit into an organisation, what new approaches to communication can be realised, and what new management practices, skills and training might be required. We also wanted to investigate on what basis organisations have been preparing valuations of their assets, which assets these were, and to what level of detail. Our hope is that we can help the achievement of some degree of consistency which, in turn, will lead to the adoption of a consistent set of indicators and more ready comparison and benchmarking opportunities.



I N T R O D U C T I O N

DANS LA PLUPART DES PAYS, LE RÉSEAU ROUTIER CONSTITUE L'UN DES PLUS IMPORTANTS PATRIMOINES COMMUNAUTAIRES, ET APPARTIENT ESSENTIELLEMENT À L'ÉTAT. LES PERSONNES RESPONSABLES DE L'INFRASTRUCTURE DOIVENT ENTREtenir, EXPLOITER, AMÉLIORER, REMPLACER ET PRÉSERVER CE PATRIMOINE. EN MÊME TEMPS, LES RESSOURCES FINANCIÈRES ET HUMAINES NÉCESSAIRES POUR ATTEINDRE LES OBJECTIFS DE PERFORMANCE DU RÉSEAU ROUTIER SONT SOUVENT RARES, ET DOIVENT ÊTRE SOIGNEUSEMENT GÉRÉES. TOUTES CES TÂCHES DOIVENT ÊTRE ACCOMPLIES SOUS L'ÉTROITE SURVEILLANCE DE LA POPULATION QUI PAYE POUR CET ÉLÉMENT DU SYSTÈME DE TRANSPORT DU PAYS, QUI EN EST UN USAGER RÉGULIER, ET QUI EXIGE DE PLUS EN PLUS DES NIVEAUX ACCRUS DE QUALITÉ SUR LE PLAN DE LA SÉCURITÉ, DE LA FIABILITÉ ET DU CONFORT. MAIS LES RÉSEAUX ROUTIERS SONT ÉGALEMENT UN PATRIMOINE PHYSIQUE CONSTITUANT UN PUISSANT GÉNÉRATEUR DE RICHESSE ÉCONOMIQUE ET D'ÉGALITÉ SOCIALE. EN CONSÉQUENCE, LES GOUVERNEMENTS FONT DE PLUS EN PLUS PRESSION SUR LES ADMINISTRATIONS ROUTIÈRES POUR QU'ELLES AMÉLIORENT L'EFFICACITÉ.

Un travail important a été accompli ces dernières années dans le développement du concept de la Gestion du Patrimoine, avec en première ligne l'OCDE, l'AIPCR, et les administrations routières aux États-Unis, en Finlande et en Australasie. La US Federal Highway Administration a fondé un Bureau de Gestion du Patrimoine en 1999. Mais, à notre connaissance, aucun pays n'a encore mis en œuvre une structure de Gestion du Patrimoine complète, entièrement opérationnelle.

L'objectif du présent rapport est triple :

- a) résumer brièvement la signification de la Gestion du Patrimoine;
- b) résumer les progrès effectués à travers le monde dans la mise en œuvre de ce type de dispositions; et
- c) se focaliser sur certains aspects spécifiques de la Gestion du Patrimoine qui, nous l'espérons, pourraient aider ceux qui envisagent une mise en œuvre ou ceux qui en sont aux premières phases de développement.

Nous souhaitons tout particulièrement étudier la manière dont la gestion du patrimoine peut être intégrée à une organisation, les nouvelles approches de communication pouvant être élaborées, et les nouvelles pratiques de gestion, les compétences et formation pouvant être nécessaires. Nous désirions également étudier les critères d'évaluation du patrimoine adoptés par les organisations, la nature de ce patrimoine, et le degré de détail de ces évaluations. Nous espérons pouvoir contribuer à une certaine cohérence qui, à son tour, aboutira à l'adoption d'une série cohérente d'indicateurs et à des opportunités plus accessibles de comparaison et d'étalonnage.

I N T R O D U C T I O N

IN MOST COUNTRIES, THE ROAD NETWORK CONSTITUTES ONE OF THE LARGEST COMMUNITY ASSETS, AND IS PREDOMINANTLY GOVERNMENT OWNED. THOSE RESPONSIBLE FOR THE INFRASTRUCTURE MUST MAINTAIN, OPERATE, IMPROVE, REPLACE AND PRESERVE THE ASSET. AT THE SAME TIME, THE FINANCIAL AND HUMAN RESOURCES NEEDED TO ACHIEVE THE PERFORMANCE OBJECTIVES OF THE ROAD NETWORK ARE OFTEN SCARCE, AND MUST BE MANAGED CAREFULLY. ALL OF THIS MUST BE ACCOMPLISHED UNDER THE CLOSE SCRUTINY OF THE PUBLIC WHO PAY FOR THIS ELEMENT OF THE COUNTRY'S TRANSPORT SYSTEM, ARE REGULAR USERS OF IT, AND WHO INCREASINGLY DEMAND IMPROVED LEVELS OF QUALITY IN TERMS OF SAFETY, RELIABILITY AND RIDE. BUT ROAD NETWORKS ARE ALSO PHYSICAL ASSETS THAT ARE POWERFUL GENERATORS OF ECONOMIC WEALTH AND SOCIAL EQUITY. AS A RESULT, GOVERNMENTS ARE PLACING EVER GREATER PRESSURES ON ROAD ADMINISTRATIONS TO IMPROVE THE EFFICIENCY OF, AND ACCOUNTABILITY FOR, THE MANAGEMENT OF THE COMMUNITY'S ASSET. (ASSET MANAGEMENT FOR THE ROADS SECTOR – OECD 2000).

A very great deal of work has been done in recent years in developing the Asset Management concept. At the forefront have been OECD, PIARC, and road administrations in the United States, Finland and Australasia. The US Federal Highway Administration established an Office of Asset Management in 1999. But, as far as we know, no country has yet implemented a fully operational comprehensive Asset Management framework.

The purpose of this report is threefold:

- a) to briefly summarise what Asset Management means;
- b) to summarise what progress is being made around the world in implementing such arrangements; and
- c) to focus on some specific aspects of Asset Management which we hope might assist those still considering implementation or those who are in the early stages of development.

We have been particularly keen to investigate the way in which asset management can fit into an organisation, what new approaches to communication can be realised, and what new management practices, skills and training might be required. We also wanted to investigate on what basis organisations have been preparing valuations of their assets, which assets these were, and to what level of detail. Our hope is that we can help the achievement of some degree of consistency which, in turn, will lead to the adoption of a consistent set of indicators and more ready comparison and benchmarking opportunities.



Nous avons tiré nos informations d'une part d'études préalablement publiées comme par l'OCDE et d'autre part d'ouvrages récemment publiés par les administrations routières aux États-unis, en Australie, au Canada, et en Finlande. Le comité a également recueilli des données extrêmement utiles. Début 2000, nous avons distribué un questionnaire détaillé auquel nous avons reçu plus de 40 réponses en provenance du monde entier. Un résumé de ces réponses figure à l'**Annexe 1**. Nous tenons à profiter de l'occasion pour remercier toutes les personnes qui ont contribué au présent rapport. Nous souhaiterions également remercier nos collègues de l'AIPCR, du C6 et d'autres comités techniques, pour les informations supplémentaires et l'assistance générale qu'ils nous ont apportées.

Le présent rapport est destiné à l'ensemble des membres de l'AIPCR et reconnaît que les pays membres respectifs sont à différents stades de développement eu égard à leur méthode de gestion routière.

A ce titre, le rapport traite du concept général d'une approche de gestion complète, la **Figure 1** illustrant comment ce concept peut se traduire par un processus de définition de la stratégie d'investissement appropriée en fonction de divers objectifs de performance, états du patrimoine et alternatives de financement. La **Figure 2** montre les composants généraux employés par la plupart des juridictions, implicitement ou explicitement, au niveau des projets ou des systèmes, pour déterminer les travaux devant ou pouvant être mis en œuvre :

- les objectifs, ou mesures des performances, sont d'abord déterminés ;
- l'état et la valeur du réseau routier, sur une portion ou à l'échelle du réseau, sont définis. L'état peut être l'état physique de la route et/ou les performances du système routier ;
- des solutions de rechange sont élaborées et évaluées ;
- une analyse de compromis entre les différentes solutions est conduite, et des stratégies d'investissement sont élaborées en fonction des mécanismes de financement disponibles.

Les pays membres de l'AIPCR seront à différents stades de développement et sophistication en ce qui concerne leur approche de la gestion routière, et auront différents besoins à l'avenir, en fonction des attentes des usagers, des objectifs et priorités du gouvernement, de l'état actuel du système, des capacités en ressources techniques, et des capacités économiques et de financement. Tandis que le présent rapport tente par conséquent d'aborder les questions et facteurs associés à une approche de gestion du patrimoine complète, il convient que les différentes juridictions adoptent des composants individuels correspondant à leur environnement respectif.

We have drawn our information in part from previously published research by, for example, OECD, and in part from recently published work by Road Administrations in the US, Australia, Canada, and Finland. But we have also collected much useful data ourselves. Early in 2000 we issued a detailed questionnaire and were very pleased to receive over 40 responses from all over the world. A summary of these responses is at **Appendix 1**. We would like to take this opportunity to thank those who helped us in this way. We would also like to acknowledge the additional information, and general support, we have received from PIARC colleagues, both in C6 and other technical committees.

This report is intended for the broader membership of PIARC and recognizes that the respective member countries are at various stages in development with respect to how they manage their roads.

As such the report deals with the overall concept of a comprehensive management approach, with **Figure 1** providing an example of how this concept may translate into a process for determining the appropriate investment strategy in relation to various performance objectives, asset conditions and funding alternatives. **Figure 2** illustrates the general components that most jurisdictions employ, implicitly or explicitly, either at a project level or a system level, to determine what work should or can be implemented:

- The objectives, or performance measures are first determined.
- The condition and the capital value of the road network, either on a section or network level, are established. Condition could be the physical condition of the road and/or the performance of the road system.
- Alternative remedies are developed and evaluated.
- A trade-off analysis between the alternatives is carried out, and investment strategies are developed in relation to available funding mechanisms.

PIARC member countries will be at various stages of development and sophistication with respect to their approach to road management, and will have different needs in the future; depending on user expectations, government objectives and priorities, current system conditions, technical resources capabilities, and economical and funding capacities. While this report therefore attempts to discuss the features and considerations associated with a comprehensive asset management approach, it is appropriate that the various jurisdictions adopt individual components that will be relevant to their respective environment.



La **Figure 3** illustre la structure de gestion du patrimoine stratégique au sein de laquelle les juridictions peuvent sélectionner leurs priorités pour améliorer leur approche de la gestion routière. Une juridiction particulière peut choisir de se concentrer sur des réformes administratives en termes de changements organisationnels ou accords de sous-traitance. D'autres peuvent souhaiter se concentrer sur la mise en œuvre d'outils spécifiques, tels que des systèmes de gestion des chaussées, des systèmes de gestion des ponts, et des mesures des performances du patrimoine efficaces. Une meilleure définition des objectifs du propriétaire et une meilleure connaissance des besoins et degrés de satisfaction des usagers peuvent être prioritaires dans certains pays. Enfin, certaines juridictions peuvent choisir d'adopter différentes procédures de détermination des coûts et alternatives de financement. Quelles que soient les priorités, et la sélection des composants dont la mise en œuvre est envisagée, les approches adoptées sont mieux déterminées dans le contexte d'une structure de gestion du patrimoine stratégique qui permettra l'intégration future des éléments respectifs et offrira la possibilité d'incorporer des fonctions et processus de gestion du patrimoine additionnels en fonction de l'évolution des besoins et des orientations, au fur et à mesure de leur développement au sein des différentes juridictions.

Figure 3, overleaf, illustrates the strategic asset management framework within which jurisdictions may select their priorities for improving their approach to road management. A particular jurisdiction may select to concentrate on administrative reforms in terms of organizational changes or contracting-out arrangements. Others may wish to concentrate on implementation of specific tools, such as pavement management systems, bridge management systems, and effective asset performance measures. Better definition of the owner's objectives and understanding of users' needs and satisfaction levels may be a high priority in some countries. Finally, some jurisdictions may choose to pursue different costing procedures and funding alternatives. Regardless of priorities, and selection of components considered for implementation, the adopted approaches are best determined in the context of a strategic asset management framework which will allow for future integration of the respective elements and for flexibility to incorporate additional asset management features and processes in accordance with changing needs and directions, as they develop in the various jurisdictions.

1. QU'EST-CE QUE LA GESTION DU PATRIMOINE ?

«Un processus systématique d'entretien, de modernisation et d'exploitation du patrimoine, associant des principes d'ingénierie à des pratiques commerciales et une justification économique solides, et de fourniture d'outils pour encourager une approche plus organisée et flexible de prise des décisions nécessaires pour répondre aux attentes de la population.»

La gestion du patrimoine est en fait l'institutionnalisation d'une approche de type commercial (culture) de la gestion de l'infrastructure. Cela implique :

- percevoir les projets et programmes comme des investissements pour des clients spécifiques ;
- surveiller les performances et la valeur du patrimoine pour substituer des alternatives de projet et investissements ; et
- élaborer des stratégies d'investissement à court et long termes solides et compétitives pour le patrimoine actuel et futur.

Il est facile d'envisager qu'une structure de gestion du patrimoine comprendrait des informations sur les ponts et les chaussées et, si on leur demandait, la plupart des gens pourraient également citer les trottoirs et les pistes cyclables, les tunnels, les ponceaux et autres ouvrages. En insistant, certains pourraient également

1. WHAT IS ASSET MANAGEMENT?

"A systematic process of maintaining, upgrading and operating assets, combining engineering principles with sound business practice and economic rationale, and providing tools to facilitate a more organised and flexible approach to making the decisions necessary to achieve the public's expectations."

Asset management is basically the institutionalising of a business-like approach (culture) to managing infrastructure. This implies:

- looking at projects and programmes as investments for specific customers;
- monitoring asset performance and value in order to trade-off project alternatives and investments; and
- developing sound and competitive short and long-term investment strategies for current and future assets.

It is easy to envisage that an asset management framework would include information about road pavements and bridges and, if asked, most might also mention footways and cycle tracks, tunnels, culverts and other structures. If pressed, some might see the benefits of including street furniture, fencing, etc. But what about



juger avantageux d'inclure le mobilier urbain, les palissades, etc. Qu'en est-il de l'équipement et des véhicules, des installations et matériels appartenant à une administration routière ? Des ressources humaines, des données, des procédures, et des connaissances investies ? Le tout fait partie du «patrimoine» de l'organisation, et les structures de gestion du patrimoine les plus complètes les engloberaient tous. En principe, il est toutefois important d'éviter d'avoir tendance à inclure uniquement le patrimoine visible, et le patrimoine suscitant le plus d'attention (réclamations) du public, tout en négligeant celui qui, bien qu'invisible (ex. systèmes de drainage), pourrait avoir un impact majeur sur la maximisation du rapport qualité-prix obtenu par un large éventail d'autres éléments de patrimoine.

La gestion du patrimoine touche dans une certaine mesure toutes les parties d'une organisation, ainsi que les partenaires, dépositaires d'enjeux et clients de l'organisation. En tant que nouvelle approche de type commercial, la gestion du patrimoine doit s'appliquer à toutes les unités commerciales d'une organisation, réajustant ou supplantant les anciennes pratiques, procédures et politiques. La portée de la gestion du patrimoine au sein d'une organisation doit englober :

- la planification stratégique ;
- l'évaluation et l'analyse des performances ;
- la génération et l'évaluation de solutions de rechange ;
- les stratégies et la programmation d'investissement ;
- la planification des activités et l'acquisition de financement ;
- les phases d'ingénierie et de conception ;
- la construction et la mise en œuvre ;
- l'exploitation et la maintenance ;
- la surveillance et le marketing.

2. POURQUOI LA GESTION DU PATRIMOINE EST-ELLE NÉCESSAIRE ?

L'objectif d'ensemble de l'adoption d'une approche de gestion du patrimoine est de pouvoir démontrer une gestion prudente du patrimoine. Cette nécessité peut être divisée en deux catégories : besoins organisationnels généraux et besoins des décideurs clés.

2.1. BESOINS ORGANISATIONNELS GÉNÉRAUX

Pour mener à bien sa mission, une organisation de transports a les exigences suivantes :

- elle doit disposer d'un inventaire complet de l'ensemble du patrimoine et d'un registre complet des autres attributs non physiques tels que limitations de vitesse, zones de salage, zones d'intérêt environnemental, etc. ;

equipment and vehicles, and plant and materials owned by a road administration? And what about human resources, data, procedures, and invested knowledge? These are all 'assets' of the organisation, and the most comprehensive of asset management frameworks would encompass all of these. Principally, however, it is important to avoid the tendency to include only the visible assets, and those receiving most attention (complaints) from the public, while neglecting those that, whilst out of sight (e.g. drainage systems), could affect very significantly the maximisation of value for money achieved from a broad range of other assets.

Asset management touches all parts of an organisation to some degree, as well as the organisation's partners, stakeholders and its customers. As a new business-like approach, asset management needs to spread to all business units in an organisation, retrofitting or displacing old practices, procedures and policies. The breadth of asset management in an organisation should span:

- strategic planning;
- performance assessment and analysis;
- alternative generation and evaluation;
- investment strategies and programming;
- business planning and funding acquisition;
- engineering and design phases;
- construction and implementation;
- operations and maintenance;
- monitoring and marketing.

2. WHY DO WE NEED ASSET MANAGEMENT?

The overall objective of adopting an asset management approach is to be able to demonstrate prudent stewardship of the assets. The need can be separated into two categories: general organizational needs and the needs of key decision-makers.

2.1. GENERAL ORGANIZATIONAL NEEDS

For the appropriate fulfilment of its mandate, a transportation organisation has the following requirements:

- Need to have a complete inventory of all assets and a complete record of other, non-physical, attributes such as speed limits, salting areas, areas of environmental interest, etc;

2.1.1 Australie

Austroroads

Austroroads a réexaminé sa Structure de Gestion du Patrimoine et ceci résume dans l'ensemble les approches actuelles des autorités membres. La structure HDM-4 est utilisée pour garantir la cohérence de l'évaluation des initiatives de maintenance. Des valeurs par défaut pour les coûts d'exploitation des véhicules, les taux d'accidents et les coûts ont été développés. Austroroads a également publié des rapports sur la mesure standard de la rugosité et de l'orniérage. Des mesures des fissurations et de la solidité des chaussées sont prévues.

Department of Main Roads, Queensland (Ministère des Routes nationales)

Le DMR Queensland développe actuellement une Structure de Gestion du Patrimoine à un niveau stratégique, tactique et opérationnel. Cette structure, qui correspond à la structure Austroroads, englobera tous les aspects de l'investissement dans le patrimoine: grands travaux, maintenance et exploitation.

Le DMR Queensland a récemment publié des «Directives de Maintenance du Patrimoine». L'idée maîtresse de ces directives est de favoriser l'application pratique des principes de gestion du patrimoine dans le contexte de la structure de gestion, des procédures administratives, et de l'environnement d'exploitation d'ensemble du DMR Queensland.

Les Directives devraient constituer le premier point de référence pour le personnel de gestion du patrimoine au sein des bureaux de district et régionaux. Les Directives contiennent des Sections distinctes sur la gestion environnementale, la gestion des degrés de congestion des routes, la maintenance des chaussées, la maintenance des ponts, la maintenance du mobilier routier, la maintenance des systèmes de transport intelligents, la maintenance des systèmes de drainage, la maintenance des zones de circulation, et un glossaire complet.

Les Directives du DMR Queensland sont disponibles par voie électronique sur le site : www.mainroads.qld.gov.au.

The Roads Corporation of Victoria (Vicroads)

Et de Victoria a récemment publié sa Stratégie de Maintenance du Patrimoine Routier. Ce document présente une structure de gestion du patrimoine routier et vient compléter la stratégie de chaussées «prudente» et la stratégie de ponts de Et de Victoria. La Stratégie de Gestion du Patrimoine Routier englobe inventaire routier, données sur l'état, recherche et développement, et gestion des risques.

2.1.1 Australia

Austroroads

Austroroads has reviewed its Framework for Asset Management and this generally summarizes the current approaches of the member authorities. The HDM-4 framework is being used to provide consistency in evaluation of maintenance effort. Default values for vehicle operating costs, crash rates and costs have been developed. Austroroads has also published reports on standard measurement of roughness and rutting. Cracking and pavement strength are to follow.

Department of Main Roads, Queensland

DMR Queensland is developing an Asset Management Framework at a strategic, tactical and operational level. This framework, which is consistent with the Austroroads framework, will cover all aspects of asset investment: capital works, maintenance and operations.

DMR Queensland has recently issued «Asset Maintenance Guidelines». The thrust of these is to support the practical application of the principles of asset management in the context of DMR Queensland's management structure, administrative procedures, and overall operating environment.

The Guidelines are intended as a first point of reference for asset management personnel in District and Regional Offices. The Guidelines contain separate Parts on environmental management, overloading management, pavement maintenance, bridge maintenance, road furniture maintenance, ITS maintenance, drainage maintenance, road reserve maintenance, and an extensive glossary of terms.

The DMR Queensland Guidelines are available electronically from: www.mainroads.qld.gov.au.

The Roads Corporation of Victoria (Vicroads)

Victoria has recently published its Roadside Asset Maintenance Strategy. This document provides a framework for management of roadside assets and complements the «stitch-in-time» pavement strategy and Victoria's bridges strategy. The Roadside Asset Management Strategy covers roadside inventory, condition data, research and development and risk management.

GUIDE BLEU – ANNEXE B.2 BLUE GUIDE – APPENDIX B.2

EXAMPLE OF LAY-OUT AND STYLE-SHEET FOR THE PREPARATION OF TECHNICAL REPORTS BY PIARC TECHNICAL COMMITTEES

Version January 2006

Technical Committee X.X xxx

This report has been prepared by the working group ZZZZZZZ of the Technical Committee Y.W Vvvvvvv vvvvvvvv of the World Road Association PIARC.

The contributors to the preparation of this report are:

- Name (Country)
- Name (Country)
- ...

The editors of this report are:

- MMM (Country) for the English version,
- NNNN (Country) for the French version.

The translation into French/English of the original version was produced by DDDD (Country).

WWW (Country) was responsible within the Technical Committee of the quality control for the production of this report.

The Technical Committee was chaired by GGGGG (Country) and XXXX (Country), SSSS (Country) were respectively the French and English-speaking secretaries.

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SUMMARY

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INTRODUCTION

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1. WHAT IS ASSET MANAGEMENT?

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2. WHY DO WE NEED ASSET MANAGEMENT?

The overall objective of adopting an asset management approach is to be able to demonstrate prudent stewardship of the assets. The need can be separated into two categories: general organizational needs; and the needs of key decision-makers [1].

2.1. GENERAL ORGANIZATIONAL NEEDS

For the appropriate fulfilment of its mandate, a transportation organisation has the following requirements:

- Need to have a complete inventory of all assets and a complete record of other, non-physical, attributes such as speed limits, salting areas, areas of environmental interest, etc;
- Need to have current data that reflects the condition of the assets, historical data to illustrate changes in condition over time (**Table 1**), and interpreted trends that predict the future condition of the assets;

[...]

TABLE 1. CHANGES IN THE ROAD ASSET VALUE (MILLIONS EUROS) IN YEAR 2001

ROAD ASSETS (MILLION EUROS)	1.1.2001	NEW INVESTMENTS	DEPRECIATION	DECREASE	31.12.2001	CHANGE IN 2001
Road Structures	14356	238	458		14136	-220
<i>Road substructures</i>	10184	118	216		10086	-98
<i>Running surface</i>	1213	48	175		1086	-127
<i>Bridges</i>	2752	38	40		2750	-2
<i>Other Structures</i>	207	34	27		214	7
Land areas	487	19		1	505	18
Assets under construction	275	311		261	325	50
Total	15118	568	458	262	14966	-152

[...]

2.1.1. Australia

Austroads

Austroads has reviewed its Framework for Asset Management and this generally summarizes the current approaches of the member authorities. The HDM-4 framework is being used to provide consistency in evaluation of maintenance effort. Default values for vehicle operating costs, crash rates and costs have been developed. Austroads has also published reports on standard measurement of roughness and rutting. Cracking and pavement strength are to follow.

Department of Main Roads, Queensland

DMR Queensland is developing an Asset Management Framework at a strategic, tactical and operational level. This framework, which is consistent with the Austroads framework, will cover all aspects of asset investment: capital works, maintenance and operations (**Figure 1**).

[illegible][illegible]

[1] BOUSSINESQ, J. *"Application des potentiels à l'étude de l'équilibre et du mouvement des corps élastiques"*, Gauthier Villars, Paris, 1885.

[2] PIARC TECHNICAL COMMITTEE ON ROAD BRIDGES
"Repair of bridges under traffic", reference 11.03.B, PIARC, Paris, 1991

[3] FAIZ, A. *"An Overview of Automotive Air Pollution"*, "Routes/Roads", PIARC Magazine, n°274, p.88-92, 1991.

GLOSSARY

ENGLISH		FRENCH	
Term	Definition	Terme	Définition
OECD	Axxxxxxxxxxxxxxxxxxxxxxxxxxxx xxxxxxxxxxxxxxxxxxxxxxxxxxxx xxxxxxxxxxxxx	OCDE	Bxxxxxxxxxxxxxxxxxxxxxxxxxx uuuuuuuuuuuuuu

APPENDICES

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1. TTTT TTTT TC

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9 COMMUNICATION

9.1 Use of PIARC-World Road Association Logo

The PIARC Logo is the official signature of the Association. The rules of usage defined in the following clauses have the objective of:

- consolidating the corporate image of the Association;
- avoiding usage of the logo which creates confusion or goes against the objectives and interest of the Association.

Definition of the PIARC Logo includes the official logo approved by Council and other special logos (for example, the centenary logo) as created by the General Secretariat and approved by the Executive Committee.

9.1.1 Business Cards and Letterheads

The use of the PIARC logo alone, on business cards is restricted to: employees of the General Secretariat, the current President of PIARC, the immediate Past-President, the current Vice-Presidents, the representative of National Committee on the Executive Committee and the Chairs of the current Commissions in conducting their duties for the Association.

Business cards of other persons may make reference to PIARC involvement; however this reference shall not include the PIARC logo.

The same rule applies to the use of the logo in letterheads with the exception mentioned in article 9.1.2.

9.1.2 Use by the PIARC National Committees

The PIARC logo can be used in association with the logo of the PIARC National Committee in order to reinforce the corporate image. This applies to letterheads, websites and documents produced by the PIARC National Committees.

The identification of the PIARC National Committee as originator of the documents including the PIARC logo should be clear and avoid confusion with the Association. In particular, the PIARC logo alone can't be used to promote an event unless it has been approved in writing with the General Secretariat of PIARC in order to reflect a truly international event with active participation from the Association.

9.1.3 Internet

The use of the PIARC logo on web pages external to the PIARC website and those of the PIARC National Committees is only permitted in conjunction with the provision of a link to the PIARC website (www.piarc.org). A written request for permission must be made to the General Secretariat prior to the inclusion of the PIARC logo on an external website. The authorisation will be provided by the General Secretariat in writing.

The PIARC logo should not be used on external websites for purposes other than the aforementioned.

9.1.4 Documents

With the exceptions addressed in article 9.1.2, the use of the PIARC logo on a document (report, brochure, etc., printed or in electronic format) is restricted to documents produced by the Association. In the event that a document is produced through collaboration between PIARC and another association or organisation, the logo may be used.

9.1.5 Third-Party Organised Events

The use of the PIARC logo on promotional materials is restricted to events where PIARC sponsorship is approved, in writing, by the General Secretariat. Please refer to Sections 14.2 for further information regarding PIARC sponsorship.

The use of the logo of a PIARC National Committee is at the discretion of that National Committee.

9.2 PIARC Sponsorship of Third-Party Organised Events

9.2.1 Requirements for PIARC Sponsorship

If a third-party wishes to ask for PIARC sponsorship, an official request must be made to the General Secretariat.

As a general rule, in order to receive acceptance of PIARC sponsorship, an event must involve the active participation of a PIARC Technical Committee. The Technical Committee must be directly involved in the definition of the programme and contribute to the event. Furthermore, the event program must include a time slot for a presentation about PIARC and its activities related to the topic of the event.

The General Secretariat will then confirm with the relevant Technical Committee Chair his/her acceptance to engage the Technical Committee in the event. Once Technical Committee involvement is confirmed, the General Secretariat will notify the event organisers in writing of formal approval of PIARC sponsorship, subject to the above requirements.

9.3 Third-Party Sponsorship of PIARC Organised Events

Sponsorship of events is accepted when the impartiality of the event is guaranteed and that no conflict of interest is anticipated (commercial or national). Any confusion between organisers and entities sponsoring a PIARC event must be avoided.

9.3.1 Sponsorship by Private Sector

Private sector entities sponsoring the event are not allowed to make presentations of a commercial nature as part of the official PIARC program.

Under no circumstances can entities sponsoring the event promote themselves inside the meeting rooms of the event. All such activities must be conducted outside this context (e.g. in exhibition space).

10 SEMINARS

10.1 The concept of the PIARC Programme of International Seminars

In order 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, PIARC has established the *"The PIARC Programme of International Seminars"*.

This programme is under the responsibility of the Commission on Technological Exchanges and Development which appoints a Seminar Programme Manager (SPM).

During the 2008-2011 cycle, all PIARC Technical Committees are asked to organize at least two seminars.

The seminars should be organised in developing countries or countries with economies in transition. They may be organised jointly with one or more other Technical Committees or jointly with relevant professional organisations. They may also be arranged as a segment within a larger national or regional conference. Seminars should generally be held back-to-back with plenary meetings of the Technical Committee(s) involved.

The Appendix D.1, *Guidelines for Planning and Conducting PIARC International Seminars*, provides information on how to plan and conduct a PIARC seminar and defines the role and responsibilities of the various actors involved.

In order to assist the practical organization of the seminars, PIARC is prepared to support the organizers with up to 8,000 euros per seminar; Appendix D.1 provides more detail about the terms and conditions of such support.

10.2 Main steps of the organization of a seminar

The main steps of the organization of a seminar are:

1. Transmission of a seminar proposal by the Chair of the Technical Committee to the Seminar Programme Manager (SPM) of the Commission on Technological Exchanges and Development, preferably 12 months before the activity.
2. Letter from the SPM to the Chair of the Technical Committee mentioning the decision of the Commission.
3. Letter from the PIARC Secretary General to the First Delegate of the potential host country in order to ask for an official confirmation of the country to host the seminar, and to provide him with information on the financial support from PIARC.
4. Creation of an Organising Committee by the host country, including representatives of the Technical Committee involved.

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5. Preparation of the Technical Programme by the Organising Committee.
6. Transmission by the Organising Committee of a budget to the PIARC General Secretariat, for consideration of an allocation.
7. Publication of the First Announcement, and a Call for Papers, if applicable, preferably not later than ten months in advance.
8. Publication of the Second Announcement, preferably about 4 months before the seminar.
9. Transmission by the Organising Committee to the SPM and PIARC General Secretariat of the seminar proceedings, for publication on the PIARC Website.
10. Other publications following the seminar.
11. Consideration by the Technical Committee of the conclusions of the seminar and the lessons to be learned from it for its current and future work.

10.3 Follow-up of the programme

Each year, the Seminar Programme Manager prepares a report on the execution of the programme of international seminar for consideration of the TED Commission.

The TED Commission reports to the Executive Committee and information is provided to PIARC's Council.

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. 21 seminars were held between 2000 and 2003, and 24 seminars between 2004 and 2007; the programme and proceedings are available on the PIARC Website.

As part of its 2008-2011 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 [attachment 9](#).

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. The programme will cover all kind of road and road transport related-issues and problems of particular concern to those countries.

2.1 Scope of the Seminar Programme

All the Technical Committees are asked to organise at least two seminars during the four-year cycle. The seminars should be organised in developing countries (lower middle income or low income) or countries with economies in transition (upper middle income). 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. [Attachment 1](#) shows the classification of PIARC member countries in terms of economies.

Seminars may be organised jointly with one or more other Technical Committees. In order to broaden the prospective audience and the impacts of the seminar, it should be organized whenever possible with the existing regional organisations of road administrations and if advisable with other regional or international bodies. PIARC General Secretariat will take care of the contacts with these organizations.

It may also be effective to arrange a seminar as one or more sessions or a segment within a larger national or regional conference.

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

3 Responsibilities of the Technological Exchanges and Development Commission

The Technological Exchanges and Development Commission will oversee the management of the seminar programme.

The Commission will give recommendations, make a follow-up on the implementation of the seminar programme, recommend actions to be taken, carry out an evaluation of this programme and report to the Executive Committee.

The Commission has designated a Seminar Programme Manager who will, in cooperation with the PIARC General Secretariat, oversee the seminar programme and provide support to the organisation of seminars.

The Technological Exchanges and Development Commission will ensure that the seminar programme covers a wide range of relevant topics and serves different geographical regions and language groups.

The Technological Exchanges and Development Commission will follow-up on how the seminar conclusions and recommendations can be taken into account by the Technical Committees in their products and reports.

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 country and the neighbouring country on issues assigned to the Technical Committee.

Planning of these seminars should be decided as soon as possible in 2008.

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 and/or a Technology Transfer Centre, 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 should send the proposal to the Technological Exchanges and Development Commission through the designated Seminar Programme Manager for approval of the Commission or recommendations for changes. A copy of the proposal will also be sent to the Chairs and Secretaries of the other Technical Committees within the Strategic Theme, the Strategic Theme Coordinator and the PIARC General Secretariat. [Attachment 2](#) gives an example of form for a seminar proposal.

If the Technical Committee has not found a host country for the proposed seminar, the Technological Exchanges and Development Commission, through the Seminar Programme Manager and the PIARC Secretary General should be contacted for advice in making necessary enquiries.

Once the Technological Exchanges and Development Commission 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:

- ✓ Receive an official confirmation of the country to host the seminar,
- ✓ 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:

- ✓ Promoting the seminar,
- ✓ Preparing the seminar budget and request seminar funds from the PIARC Secretary General,
- ✓ Preparing the seminar programme,
- ✓ 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 Technological Exchanges and Development Commission through the appointed Seminar Programme Manager 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 and the PIARC General Secretariat.

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:

- ✓ The recommended duration of the seminar is three days, including one day field visit when relevant.
- ✓ It is recommended to spend at least 40% of the time on discussions and not more than 60% of the time on formal presentations.
- ✓ In order to help the speakers prepare successful presentations, attachment 3 provides guidelines.
- ✓ 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.
- ✓ 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.
- ✓ 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).
- ✓ 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 [4](#) and [5](#) 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 Technological Exchanges and Development Commission 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 [Attachment 6](#).

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 [Attachment 10](#). If possible, this fee should not exceed 300 EUR, and 100 EUR for the participants from developing countries.

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 a special evaluation form at the end of the seminar. [Attachment 7](#) provides this form. The seminar proceedings should include an evaluation synthesis.

The Technological Exchanges and Development Commission will finally 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. [Attachment 8](#) outlines the expected content of the proceedings.

The Organising Committee is responsible for producing and sending an electronic version of the proceedings to the Technological Exchanges and Development Commission, through the Seminar Programme Management, and 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 (2009)

Gross National Income per capita (July 2008) - Source: World Bank

High income (GNI per capita > 11,906 USD)	Upper middle income (GNI per capita between 3,856 and 11,905 USD)	Lower middle income And low income (GNI per capita < 3,855 USD)	
①	②	③	
37 countries	25 countries	55 countries	
Andorra Australia Austria Belgium Canada Canada-Québec Croatia Czech Republic Denmark Estonia Finland France Germany Greece Hungary Iceland Ireland Israel Italy Japan Korea Kuwait Luxembourg Monaco The Netherlands New Zealand Norway Portugal Saudi Arabia Singapore Slovak Republic Slovenia Spain Sweden Switzerland United Kingdom United States of America	Algeria Argentina Brazil Bulgaria Chile Colombia Costa Rica Cuba Dominican Rep. Gabon Latvia Lithuania Malaysia Mauritius Mexico Namibia Panama Peru Poland Romania Russian Federation South Africa Turkey Uruguay Venezuela	Angola Azerbaijan Bangladesh Benin Bhutan Bolivia Burkina Faso Burundi Cambodia Cameroon Cape Verde Chad China Congo (DR) Congo (R) Côte d'Ivoire Ecuador Egypt Ghana Guatemala Guinea Honduras India Indonesia Iran Kenya Madagascar Mali	Mauritania Moldavia Mongolia Morocco Nepal Nicaragua Niger Pakistan Papua NG Paraguay Philippines Salvador Senegal Sri Lanka Swaziland Syria Tanzania Thailand Togo Tonga Tunisia Uganda Ukraine Uzbekistan Vietnam Yemen Zimbabwe
	In blue: new PIARC member governments (highlighted in grey): countries with new WB classification		

List of PIARC member countries available at: <http://www.piarc.org/en/about-piarc/members.htm>

WB 2009 country classification:

<http://siteresources.worldbank.org/DATASTATISTICS/Resources/CLASS.XLS>

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:

- ✓ technical presentations
- ✓ discussion sessions
- ✓ 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 Manager of the seminar programme of the Technological Exchanges and Development Commission, preferably 12 months ahead of the seminar dates.

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

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. Acceptable versions are PowerPoint 2003, XP, 2000 and 97.

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

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

Methodology

- ✓ Presentations, discussions, group work, etc.

Languages

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

Preliminary Programme

Sessions and field visit

Call for Papers

Technical papers are invited for the seminar presentation and publication.

Abstracts of papers should:

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

Abstracts should be sent to:

Timetable for receipt of papers:

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

PIARC Special Fund

The PIARC Special Fund can cover, subject to a number of requirements, up to 100% of travel expenses or up to 100% of accommodation expenses of one participant per [PIARC member country](#) classified by the World Bank as [a lower middle income and a low income country](#) subject to the agreement of the First Delegate. Requests for Special Fund should be made by the First Delegate to PIARC Secretary General, e-mail: info@piarc.org

The rules relating to the use of the Special Fund are available on the PIARC web site: www.piarc.org, in section 12 of the Blue Guide.

Registration Fees

- ✓ Participants from lower middle income and low income countries:
- ✓ Participants from upper middle income and high income countries:
- ✓ Technical Committee members:
- ✓ Students:
- ✓ Companions:
- ✓ ...

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

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:

- ✓ Name and contact details of the organising committee

Please check the appropriate boxes:

- ✓ 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

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

Methodology

- ✓ Presentations, discussions, group work, etc.

Languages

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

Programme

Include a table

Field Visit

- ✓ 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 made by the First Delegate to PIARC Secretary General, e-mail: info@piarc.org

The rules relating to the use of the Special Fund are available on the PIARC web site: www.piarc.org, in section 12 of the Blue Guide.

Accommodation

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

Programme for Companions

- ✓ Brief description of organised tours and the rates and duration

General Information about the Host Country

- ✓ Currency, credit cards, passport and visa, vaccinations, electricity, water, climate, what to wear, rental cars, etc.

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

- ✓ Participants from lower middle income and low income countries:
- ✓ Participants from upper middle income and high income countries:
- ✓ Members of PIARC :
- ✓ Students:
- ✓ Companions:
- ✓

The registration fee includes participant kit, seminar literature and proceedings, 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

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:

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

PIARC seminar funds **cannot be used** to support:

- ✓ social functions or meals
- ✓ hotel accommodation for participants or speakers
- ✓ participants fees
- ✓ 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
3. Note covering :
 - ✓ Synthesis of discussions
 - ✓ Technical conclusions
 - ✓ Recommendations for consideration by the Technical Committee or by PIARC
 - ✓ Comments or recommendations about the organisation of seminars
4. List of participants
5. Seminar Summary Sheet (see below)
6. Synthesis of the Evaluation by Participants

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 ([section 4.2](#))

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 SPM; copy to the Chairs and Secretaries of the other TC within the Strategic Theme, the Strategic Theme Coordinator and the PIARC General Secretariat.
- ✓ The SPM gives the approval to the TC Chair.

Step 5: Confirmation of the seminar ([section 4.3](#))

- ✓ The PIARC Secretary General writes to the First Delegate
- ✓ 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](#))

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

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

Step 9: Preparation of a budget ([section 4.8](#))

- ✓ 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 ([attachment 4](#))

- ✓ The organising committee sends the first announcement to the SPM and 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 ([attachment 5](#))

- ✓ The organising committee sends the second announcement to the SPM and to the PIARC General Secretariat.

Step 13: Promotion of the seminar by the organising committee and the host country ([section 4.7](#))

Seminar

The organising committee asks the participants to complete the evaluation form ([attachment 7](#))

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

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

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

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

TC: Technical Committee

SPM: Seminar Programme Manager (in the Technological exchanges and Development Commission)

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

PIARC members (up-to-date with payment of membership fees): road administrations of PIARC member countries (list on enclosed table), 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. In that regard, the reduced rate 2 should be lower than the reduced rate 1.

C – Financial support from PIARC

Financial support from PIARC is not linked to the value of the fees applied, but to the actual expenses. On this subject, Appendix D1 of the Blue Guide provides details on the preparation of PIARC international seminars (see page 18).

PIARC member countries (Oct. 2009)		PIARC Non member countries	
118 member countries		76 countries	
<i>Algeria</i>	<i>Latvia</i>	<i>Afghanistan</i>	<i>Liberia</i>
Andorra	<i>Lithuania</i>	<i>Albania</i>	<i>Libya</i>
<i>Angola</i>	Luxembourg	Antigua and Barbuda	Liechtenstein
<i>Argentina</i>	<i>Madagascar</i>	<i>Armenia</i>	<i>Macedonia (FYR)</i>
Australia	<i>Malaysia</i>	Bahamas	<i>Malawi</i>
Austria	<i>Mali</i>	Bahrain	<i>Maldives</i>
<i>Azerbaijan</i>	<i>Mauritania</i>	Barbade	Malta
<i>Bangladesh</i>	<i>Mauritius</i>	<i>Belarus</i>	<i>Marshall Islands</i>
Belgium	<i>Mexico</i>	<i>Belize</i>	<i>Micronesia (FS)</i>
<i>Benin</i>	Moldavia	Bermudes	<i>Montenegro</i>
<i>Bhutan</i>	Monaco	<i>Bosnia and Herzegovina</i>	<i>Mozambique</i>
<i>Bolivia</i>	<i>Mongolia</i>	<i>Botswana</i>	<i>Myanmar</i>
<i>Brazil</i>	<i>Morocco</i>	Brunei Darussalam	<i>Nauru</i>
<i>Bulgaria</i>	<i>Namibia</i>	<i>Central African Rep.</i>	<i>Nigeria</i>
<i>Burkina Faso</i>	<i>Nepal</i>	<i>Comoros</i>	Oman
<i>Burundi</i>	Netherlands	<i>Djibouti</i>	<i>Palau</i>
<i>Cambodia</i>	New Zealand	<i>Dominica</i>	Qatar
<i>Cameroon</i>	<i>Nicaragua</i>	<i>East Timor</i>	<i>Rwanda</i>
Canada	Niger	Equatorial Guinea	<i>Salomon Islands</i>
Canada-Québec	Norway	<i>Eritrea</i>	<i>Samoa</i>
<i>Cape Verde</i>	<i>Pakistan</i>	<i>Ethiopia</i>	San Marino
<i>Chad</i>	<i>Panama</i>	<i>Fiji</i>	<i>Sao Tome & Principe</i>
<i>Chile</i>	<i>Papua New Guinea</i>	<i>Gambia</i>	<i>Serbia</i>
<i>China (P.R.)</i>	<i>Paraguay</i>	<i>Georgia</i>	<i>Seychelles</i>
<i>Colombia</i>	<i>Peru</i>	<i>Grenada</i>	<i>Sierra Leone</i>
<i>Congo (Dem. Rep.)</i>	<i>Philippines</i>	<i>Guinea Bissau</i>	<i>Somalia</i>
<i>Congo (Rep.)</i>	<i>Poland</i>	<i>Guyana</i>	<i>St. Kitts & Nevis</i>
<i>Costa Rica</i>	Portugal	<i>Haiti</i>	<i>St. Vincent & Grenadines</i>
<i>Côte d'Ivoire</i>	<i>Romania</i>	<i>Iraq</i>	<i>St Lucia</i>
Croatia	<i>Russia</i>	<i>Jamaica</i>	<i>Sudan</i>
<i>Cuba</i>	<i>Salvador</i>	<i>Jordan</i>	<i>Suriname</i>
Cyprus	Saudi Arabia	<i>Kazakhstan</i>	<i>Tajikistan</i>
Czech Republic	<i>Senegal</i>	<i>Kiribati</i>	Trinidad & Tobago
Denmark	Singapore	<i>Korea (PDR)</i>	<i>Turkmenistan</i>
<i>Dominican Republic</i>	Slovakia	<i>Kyrgyzstan</i>	<i>Tuvalu</i>
<i>Ecuador</i>	Slovenia	<i>Laos</i>	United Arab Emirates
<i>Egypt</i>	<i>South Africa</i>	<i>Lebanon</i>	<i>Vanuatu</i>
Estonia	Spain	<i>Lesotho</i>	<i>Zambia</i>
Finland	<i>Sri Lanka</i>	Classification of countries according to the gross national income (GNI) per head (July 2008) In black colour : high income countries (2008 GNI per head > 11 906 USD) <i>In blue italics: developing or transition economy country</i> (2008 GNI per head ≤ 11 905 USD)  New member countries  New rich countries  Additions /Modifications	
France	<i>Swaziland</i>		
<i>Gabon</i>	Sweden		
Germany	Switzerland		
<i>Ghana</i>	<i>Syria</i>		
Greece	<i>Tanzania</i>		
<i>Guatemala</i>	<i>Thailand</i>		
<i>Guinea (Rép.)</i>	<i>Togo</i>		
<i>Honduras</i>	<i>Tonga</i>		
Hungary	<i>Tunisia</i>		
Iceland	<i>Turkey</i>		
<i>India</i>	<i>Uganda</i>		
<i>Indonesia</i>	<i>Ukraine</i>		
<i>Iran</i>	United Kingdom		
Ireland	<i>Uruguay</i>		
Israel	USA		
Italy	<i>Uzbekistan</i>		
Japan	<i>Venezuela</i>		
<i>Kenya</i>	<i>Vietnam</i>		
Korea (Rep.)	<i>Yemen</i>		
Kuwait	<i>Zimbabwe</i>		

Source: World Bank, World Development Report:
<http://siteresources.worldbank.org/DATASTATISTICS/Resources/CLASS.XLS>

11 THE WORLD INTERCHANGE NETWORK

11.1 Concept of the World Interchange Network

The World Interchange Network (WIN) was created in 1995 on the occasion of the World Road Congress in Montreal, Quebec (Canada) and was integrated in the World Road Association as part of the activities of the Technical Committee on Technological Exchanges and Development (C 3) in March 2000 under the name 'WIN project'.

WIN aims to promote the technological transfer of knowledge in the road sector for the particular benefit of developing countries and countries with economies in transition. It puts people with questions in contact with relevant experts free of charge, via the internet.

11.2 Organisation of the World Interchange Network

WIN falls under the guidance of the Technological Exchanges and Development Commission who appoint a manager for the WIN project.

PIARC member countries are invited by the Secretary General to appoint one or more national relays. These relays put users in contact with experts by means of the internet application developed on the associations' website. Ultimately, it is desirable that all PIARC member countries associate themselves with the WIN and count themselves as a relay.

The WIN is openly accessible via the PIARC website. It permits users to:

- find the relays most pertinent to their information needs according to the continent, the language and the required area of expertise. The areas of expertise cover the full range of road infrastructure and road transport fields.
- complete an online request for expertise.

The WIN can be consulted in French, English and in Spanish.

11.3 The Relays

11.3.1 *The Appointment of the Relays*

The first delegate appoints one relay (or more if required) in their own country or region. This can be done in consultation with a PIARC National Committee where one exists.

A relay can be identified in an existing centre for technology transfer in transport or at any other existing non-profit organisation that is interested in the exchange of knowledge in the road sector. The relays are organisations recognized for their expertise in multiple disciplines associated with roads and road transport such as: centres for technology transfer, research institutes and public ministries of transport. The relays are able to communicate in at least one of the three languages of the WIN.

11.3.2 *Roles and Responsibilities of the Relays*

For the WIN to function successfully, each relay must:

- prepare and update a form of introduction on the WIN internet site;
- permit online access to information and documents of its own choosing (reports, guides, articles etc.) via this introduction page;

- receive online request forms for expertise and address them as soon as possible by:
 - responding to the request directly where the required competency exists;
 - or transferring the request to an expert in the field concerned;
 - ensuring that the expert responds within a fixed timeframe.
- if the request requires some preparatory work, the relay must inform the requestor of the particular conditions in which a response will be given or even that it is not possible to give a response within the scope of the WIN.

The WIN is not aimed at offering free engineering services nor will the relays undertake specific studies. Above all, it should allow access to technical reports, guides and articles etc. (or simply provide references to them) which would normally be freely accessible to the public, in order to provide information related to the submitted question.
- be attentive in the transmission of questions to chosen experts so as to avoid creating a situation of unfair competition and to oversee the responses provided by the experts so as to ensure the responses are not of a commercial nature;
- be attentive not to place an expert in a situation of conflict of interest.

The relays have access to an archive of the questions and responses within the member's area of the PIARC internet site.

11.3.3 The Experts

The experts are designated by the relays according to their competencies. They all have a desire to contribute towards the improvement and dissemination of knowledge.

In the WIN, the experts have the following responsibilities:

- to respond online to the questions that are transmitted to them, freely, impartially and within the timeframe fixed by the relay.

The responses must not be of a commercial nature. Generally they are short; consisting mainly of indications to technical documents (reports, guides, articles etc) which are accessible to the public, or simply to the reference for these documents.
- to immediately advise the relay in the cases where they are unable to respond to a request or if they find themselves in a situation of conflict of interest.

11.4 Management of the WIN project

The Manager of the WIN project, selected by the Technological Exchanges and Development Commission has the responsibility of:

- maintaining contact with all of the relays and ensuring that they are correctly fulfilling their roles;
- proposing activities that promote the WIN;
- providing an annual report for the TED Commission, taking stock of the activities of the network, from the archive of questions and responses and from information provided by the relays.

11.5 The PIARC General Secretariat

The PIARC General Secretariat is responsible for the software development aspects of the WIN project on the associations' website and also for the maintenance of the application in accordance with the decisions made by the Executive Committee on the proposals of the TED Commission.

The General Secretariat of PIARC is one of the WIN relays.

12 SPECIAL FUND OPERATING RULES

A Special Fund exists to facilitate participation of members from developing countries and countries in transition in the activities of the Association, especially Technical Committee activities. It aims to cover part of travel or accommodation expenses for participation in meetings, seminars or Congresses organised by PIARC, as long as the benefiting Government's annual subscription fees are up to date.

The Special Fund must help to reflect the whole range of PIARC member countries in PIARC activities (the objective being to have a balanced representation across continents and regions). Technical Committees are encouraged to use the Special Fund to strengthen the participation of members from developing countries and countries in transition.

The eligibility criterion for the Special Fund for benefiting from the Special Fund is to belong to a country classified as "Low-income economies" and "Lower-middle-income economies" by the World Bank. The list of eligible countries is annually updated by the General Secretariat from the document entitled "World Development Indicators", published by the World Bank.

The Special fund is supplied on the one hand by PIARC and on the other hand by member governments.

The Article 72 of the Association's Internal Rules states that the operating rules for the Special Fund are approved by the Executive Committee after being proposed by the Technological Exchanges and Development Commission.

12.1 Operating rules for 2008-2011

The General Secretariat manages the Special Fund according to the operating rules set in the Blue guide and annually reports to the Technological Exchanges and Development Commission.

Subject to the eligibility criterion, a member country can ask to benefit from the Special Fund for participation of:

- one delegate to the meetings of the Council,
- elected members to the PIARC Executive Committee and Commissions;
- up to 3 members of Technical Committees to the meetings of these Committees,
- one representative to seminars and other events organized by PIARC, in the absence of a member of the country to Technical Committees involved in these events and provided the topic is of interest to the country.

Subject to the eligibility criterion, these measures apply for the duration of the cycle.

In the case of the World Road Congress, the PIARC Council votes special arrangements for the use of the Special Fund on this occasion.

The beneficiary of the Special Fund may request the funding of either 100% of travel expenses or 100% of accommodation expenses corresponding to the PIARC meeting for which the request is made. The following terms apply:

- air tickets: beneficiaries are expected to travel in economy class only and seek the lowest fare whenever possible (no refund will be made for other classes);
- luxury hotels should be excluded; refunds will be made based on the meeting duration.

These conditions are detailed in section 12.2.

The General Secretariat is entitled to limit the reimbursements according to these principles.

12.2 Practical arrangements

12.2.1 Member of a Technical Committee

For the Technical Committees, the First Delegate, the beneficiary and PIARC Secretary General sign an agreement (see model in Annex E.1). After each meeting in which the beneficiary participates with Fund's help, the beneficiary must present a report to the First Delegate and to PIARC. The agreement is not a legal contract but a moral commitment.

The beneficiaries must be able to participate in the Technical Committee's activities for the entire four-year period.

12.2.2 Other cases

The request should in all cases be presented to the PIARC General Secretariat by the First Delegate.

12.2.3 Requests received within six weeks before a meeting

If the request concerns the cost of travel and this request is made to PIARC at least six weeks before the date of the meeting, PIARC will ensure that the beneficiary is provided with a prepaid ticket once the questions of visa are cleared.

For each request:

- The applicant should send a form (see annex E.2) providing information proposing flexible dates of travel and an itinerary including the name of the airline companies and the proposed costs. In order to fill this form, the applicant should make a preliminary enquiry about the possibility of a journey with cheap air fares;
- Tickets must always be in economy class and for fixed dates (no modifications, no refunds);
- The travel should, in general, comprise one Saturday to Sunday night (or Sunday to Monday depending on the country) abroad in order to benefit from low airfares;
- PIARC will buy tickets on commercial airlines and not charter companies;
- PIARC will not issue a second ticket for the same journey in case of cancellation or modification of dates.

12.2.4 Request received within less than six weeks

If this request is made to PIARC less than six weeks before the meeting or if the request is in relation to reimbursement of accommodation costs, the reimbursement will occur after the meeting by transferring funds to the bank account of the beneficiary or to their administration, determined by the information provided by the First Delegate.

In the case of a request for travel costs, the applicant should send the form (annex E.2) to PIARC. The applicant will be responsible for ordering and paying for their own tickets. The subsequent reimbursement will be limited to the value of the cheapest air tickets that could have been purchased if the request had been presented more than 6 weeks before the start of the journey.

APPENDIX E.1

PROTOCOL OF AGREEMENT
BETWEEN
THE WORLD ROAD ASSOCIATION (PIARC)
AND
THE FIRST DELEGATE OF _____
FOR THE ACTIVE PARTICIPATION OF _____
(named hereafter the "beneficiary")
IN THE ACTIVITIES OF TECHNICAL COMMITTEE _____

Preamble

This Protocol sets out the terms according to which PIARC will contribute to bear the travel or accommodation expenses necessary for the participation of the beneficiary in the plenary meetings of the Technical Committee above-mentioned.

This Protocol is not a contract in a legal sense, but it sets out the respective moral commitments of the parties involved. It relies essentially on the honesty and good will of each party and their mutual trust.

PIARC would like to benefit from the active and continued participation of the beneficiary until the XXIIIrd World Road Congress. However, the commitment shall be renewed every year and shall then take account of the evolution of the financial resources of both parties.

"Active participation" should imply the personal commitment of the beneficiary to PIARC activities as well as the commitment to seeking the best way to disseminate the outcome of the work in the country of the beneficiary and the neighbour countries whenever possible, e.g. through a road organisation representing several countries of the region.

Report of activities

Within two months following each meeting, the beneficiary shall present a report about the activities in the framework of PIARC. This report shall be sent to the First Delegate and the PIARC Central Office. The report should describe the preparation and follow-up of each plenary Technical Committee meeting or other events closely linked with PIARC activities. It should also mention the progress made thanks to the contacts thus established and in the circulation of PIARC publications or recommendations.

Financial aspects

The amount of the grant paid by PIARC will be either 100% of direct travel expenses or 100% of accommodation expenses linked to the participation of the beneficiary in the plenary meeting of the related PIARC Technical Committee.

When establishing the budget for travel expenses, both parties should always seek to find the cheapest alternative, e.g. charter flights, to allow as many countries as possible to benefit from the resources available. Business class air tickets are not allowed.

PIARC shall transfer the amount of the grant into the bank account designated by the First Delegate.

Date:

Signatures:

For PIARC

The First Delegate

The beneficiary

**PIARC SPECIAL FUND
APPLICATION FORM**

This form must be returned to PIARC Central Office six weeks before the date of your departure. Please note that all items must be filled in, otherwise your request will not be considered.

Name (of the beneficiary) _____
Surname _____ Date of birth ____ / ____ / ____ Passport number _____
Position _____
Country _____
Telephone _____ Fax _____
e-mail _____

Purpose of travel _____
Location of travel _____

Taking place from ____ / ____ / ____ to ____ / ____ / ____

Outward journey date ____ / ____ / ____ can be brought forward _____ days (maximum)

Return journey date ____ / ____ / ____ can be extended _____ days (maximum)

To benefit from cheap airfares it is usually required that you spend a Saturday to Sunday night abroad (or Sunday to Monday depending on the country).

ITINERARY

OUTWARD JOURNEY

Proposed flight(s) _____
Airline(s) _____
Flight number(s) _____
Time _____

RETURN JOURNEY

Proposed flight(s) _____
Airline(s) _____
Flight number(s) _____
Time _____

Price of ticket in euros, tax included _____

Beneficiaries of the Special Fund are expected to seek the best price (economy class, fixed dates, non modifiable ticket in general). Also please enquire about the time needed for issuing visas and transit visas and apply for them at the same time as for the Special Fund.

If the ticket is to be purchased by PIARC, please note that you should not book your flight before your application for funding is approval by PIARC.

Full address for delivery of your ticket

13 PIARC PRIZES

On the occasion of the World Road Congress, PIARC organises an international competition focussing on the road sector. This competition is open to all young or established professionals (excepting members of the Council) who have an interest in the road and road transport sectors.

The prizes are designed to promote professional excellence, research, innovation and applications that demonstrate great interest and success in all areas of road and road transport, particularly relating to safety, the challenges of sustainable development and improving the efficiency of road transport.

Prizes will be allocated from amongst all the papers submitted in response to the call for papers launched for the XXIVth World Road Congress.

13.1 Themes of the 2011 Competition

The themes of the 2011 competition are the subjects of the call for individual papers selected by the Technical Committees.

13.2 The 2011 Competition Prizes

13.2.1 Nature of the Prize

A prize will be awarded to the best paper in the following seven categories:

- *Young professionals* (all authors less than 30 years of age),
- *Developing countries* (authors from countries of low income and lower-middle income economies according to the classification established by the World Bank in 2009),
- *Best innovation* (Maurice Milne medal),
- *Safety of road users and road workers*,
- *Sustainable development*,
- and *two prizes for outstanding papers* addressing other issues.

For each paper selected for a prize, PIARC shall pay travel expenses (economy class), accommodation (hotel - intermediate category) and the fees of the Congress for one of the co -authors of the paper.

13.2.2 Sponsoring a Prize

PIARC member countries can sponsor one of the national prizes, by way of payment of a contribution of 3000 € determined by the Executive Committee.

The call for proposals for sponsorship is launched by the General Secretariat during the last quarter of 2009.

Countries providing sponsorship:

- will be able to appoint a representative on the international jury,
- will have their name associated in all documents and publications related to that prize,
- will be directly involved in the award ceremony of the prize at the time of the World Road Congress in Mexico.

13.3 Organisation of the 2011 National Level Competition

PIARC member countries, with support from their National Committee where applicable, are encouraged to elicit proposals for papers and to attribute prizes at the national level amongst the papers submitted to the Congress from their country.

The General Secretariat will inform the countries (First Delegate and National Committee) of:

- abstracts submitted by their country which have been accepted (in December 2010),
- papers from their country which have been recommended by Technical Committees for examination by the International Jury (first half of June, 2011).

13.4 International Competition Rules

The Technical Committees shall be responsible for identifying the papers most eligible for prizes. Those papers are then submitted to the International Jury.

PIARC member countries that organise a competition at the national level may present one paper to the International Jury from amongst the submissions.

13.5 Criteria for Evaluation

The Technical Committees and potentially member countries that propose a paper to the International Jury will evaluate and provide a justified opinion of the eligible papers with respect to innovation, scientific value and practical applicability/interest on the basis of the following criteria:

Excellence: reflecting notable work by an experienced professional(s) or research into new ideas by a young professional(s).

Innovation: drawing attention to notable discoveries and encouraging specific solutions or ideas.

Applicability: encouraging the dissemination of research and best practices throughout the world.

Practicality: ideas which currently have or are likely in the future to have practical application while at the same time encouraging innovation and new thinking.

Multidisciplinary: the rules encourage consideration of the topics by a wide range of skills such as engineering, economics, social, environmental sciences, and so on.

Balance: transport is an increasingly complex sector and so consideration should be given to the relationship between the different modes of transport.

These criteria will be considered by the international Jury which may choose to take other aspects into account for awarding the prizes.

If the Jury finds that submissions do not meet expectations, they reserve the right to refrain from making a selection for the prize in question.

13.6 Composition of the International Jury

Prizes are awarded by an International Jury whose composition as determined by the PIARC Executive Committee is as follows:

- the Chair of the Communication and International Relations Commission along with one member of the Commission,
- one representative from each country that sponsors a prize,
- the PIARC Secretary General.

The Jury is presided by the Chair of the Communication and International Relations Commission. The Jury is administered by the General Secretariat.

13.7 Calendar

December 2009	General Secretariat mails First Delegates (with copy to National Committees) regarding the principles of the PIARC prizes competition and the call for sponsorship
April 2010	Launch of the call for papers by PIARC General Secretariat
31 August 2010	Deadline for submission of abstracts
15 November 2010	Authors are notified of the acceptance of the abstracts (First Delegates/National Committees of their respective countries are informed of accepted abstracts)
28 February 2011	Deadline for submission of complete papers
1st quarter 2011	Nomination of International Jury by the Executive Committee
15 May 2011	Authors are notified of the acceptance of the full papers (First Delegates/National Committees of their respective countries are informed)
	Deadline for submission to the International Jury of papers proposed by the Technical Committees and member countries
15 July 2011	Announcement of the prizes awarded by the International Jury
Before the end of July 2011	The General Secretariat notifies winners and the respective First Delegate/National Committee
September 2011	Prizes awarded at the Congress during the opening session
	Winners present their paper during the Congress
January 2012	Winning papers are published in Routes/Roads