



Organized by:

PIARC (World Road Association)

Asociación Técnica de Carreteras (ATC)

in cooperation with:

Ministerio de Transportes y Movilidad Sostenible

Ayuntamiento de Madrid



Venue

Salón de Actos, Colegio de Ingenieros de Caminos, Canales y Puertos

caminos



Colegio de Ingenieros
de Caminos,
Canales y Puertos

Contents

VENUE	3
CONFERENCE OVERVIEW	4
INTRODUCTION	4
LANGUAGES	4
TOPICS	4
CONFERENCE AGENDA AT A GLANCE	5
PROGRAM	6
TUESDAY October 21, 2025.....	6
Welcoming Remarks	6
Session 1 – Innovation in the Road and Mobility Sector	6
Session 2 – Public Value and Customer Engagement	7
Session 3 – Creating a Stronger Future Focused Workforce.....	8
Session 4 – AI in the Road and Mobility Sector	10
WEDNESDAY October 22, 2025.....	11
Session 5 – The Transport Agency of the Future (Road and Mobility): State of Knowledge.....	11
Session 6 – The Transport Agency of the Future (Road and Mobility): Challenges and Vision	12
Session 7 – The Transport Agency of the Future: Funding & Financing	13
DELEGATES TO THE CONFERENCE	15
REGISTRATION.....	15
ACCOMODATION	15
TRAVEL INFORMATION	15
Visa Requirements/Guidelines for obtaining visa for Spain	15
ORGANISING COMMITTEE	16
Ministerio de Transportes y Movilidad Sostenible	16
Ayuntamiento de Madrid (City of Madrid)	16
Asociación Técnica de Carreteras (ATC).....	16
World Road Association – PIARC.....	16
Technical Committee 1.1 Performance of Transport Administrations	16

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VENUE

The TC 1.1 Conference on the Transport Agency of the Future, is taking place on Tuesday and Wednesday, October 21 – 22, 2025 and will be held at the Colegio de Ingenieros de Caminos, Canales y Puertos, located at:

- Calle de Almagro, 42, Chamberí, 28010 Madrid, Spain

CONFERENCE OVERVIEW

The World Road Association (PIARC) and the Asociación Técnica de Carreteras (ATC), in collaboration with the Ministerio de Transportes y Movilidad Sostenible (MITMS) and the Ayuntamiento de Madrid (City of Madrid), are pleased to announce an **International Conference on the Transport Agency of the Future**.

PIARC Technical Committee 1.1 – Performance of Transport Administrations and ATC, extend a sincere invitation to you to participate in the upcoming conference. The primary objective of the conference is to exchange information on the current knowledge, future vision, and funding and financing for the Transport Agency of the Future, including innovation, artificial intelligence in the road and mobility sector, public value creation and customer engagement, and creating a stronger future-focused talented workforce.

The Conference is open to members of PIARC, members of the ATC, and other sponsoring organizations, who are interested in gaining and sharing knowledge on these topics that are shaping the Transport Agency of the Future, as well as best practices in governance of transport administrations.

INTRODUCTION

The rapid development and fusion of multiple disruptive and innovative technologies over the last decade are changing the behavior and the expectations of road and mobility customers and stakeholders all over the world. At the same time demographic, economic, environmental, technological and other trends are changing the demand and mobility options for moving people and freight. The COVID-19 Pandemic, increased frequency and intensity of extreme weather events, and recent geopolitical conflicts have directly impacted the transport sector and the capacity of transport agencies to carry out their mission. Transport Agencies must be able to address these disruptions while continuing with their central mission of providing essential services in the safe, efficient, sustainable and inclusive movement of passengers and freight, maintaining critical infrastructure, as well as ensuring resilience and environmental responsibility.

PIARC TC 1.1, composed of experts from all continents, has been tasked in the 2024-2027 cycle to research the cross-cutting theme the ‘Transport Agency of the Future’ focused on roads and mobility. Through this International Conference, the Committee wishes to share with Spanish experts, planners and policy and strategy makers, and with anyone interested in the road sector and mobility, the progress and results that are being achieved. The conference also aims to serve as a forum in which professionals, leaders and representatives of the wide range of stakeholders in Spain can share information and diverse opinions on how the major challenges facing road and mobility administrations and the sector in general are being addressed.

LANGUAGES

The official language of the Conference will be English and Spanish with simultaneous translation.

TOPICS

The conference will provide an opportunity for speakers to address both technical and management issues broadly based around but not limited to the following:

- Innovation in the Road and Mobility Sector
- Public Value and Customer Engagement
- Creating a Stronger Future Focused Workforce
- Artificial Intelligence (AI) in the Road and Mobility Sector
- The Transport Agency of the Future
 - State of Knowledge
 - Challenges and Vision
 - Funding & Financing Options and Consequences

CONFERENCE AGENDA AT A GLANCE

The following is the preliminary conference agenda.

Tuesday, October 21		Wednesday, October 22	
08:30 09:00	Registration	08:30 09:00	Call to Order & Recognition of Sponsors
09:00 09:45	Welcoming Remarks & Introduction of TC 1.1 Members	09:00 10:15	Session 5 – The Transport Agency of the Future: State of Knowledge
09:45 11:15	Session 1 – Innovation in the Road and Mobility Sector	10:15 12:00	Session 6 – The Transport Agency of the Future: Challenges & Vision
11:15 11:45	Coffee Break	12:00 12:30	Coffee Break
11:45 13:15	Session 2 – Public Value and Customer Engagement	12:30 13:45	Session 7 (Presentations) - The Transport Agency of the Future: Funding & Financing
13:15 14:30	Working Lunch	13:45 14:00	Break
14:30 16:00	Session 3 – Creating a Stronger Future Focused Workforce	14:00 15:00	Session 7 (Roundtable Discussions) - The Transport Agency of the Future: Funding & Financing
16:00 16:15	Break	15:00 15:15	Closing Remarks
16:15 17:45	Session 4 – Artificial Intelligence (AI) I in the Road and Mobility Sector	15:30	Light Lunch
17:45 18:00	Day 1 Wrap Up		

PROGRAM

The Conference will be organized according to the following program:

TUESDAY October 21, 2025

Welcoming Remarks

- ✚ Rocío BÁGUENA RODRÍGUEZ, Secretaria General de Transporte Terrestre (MITMS)
- ✚ Álvaro NAVAREÑO ROJO, Presidente de la Asociación Técnica de Carreteras (ATC)
- ✚ Miguel CASO FLÓREZ, Technical Director PIARC (World Road Association)
- ✚ María José APARICIO SANCHÍZ, Coordinadora General de Movilidad, Ayuntamiento de Madrid
- ✚ Miguel Ángel CARRILLO SUÁREZ, Presidente del Colegio de Ingenieros de Caminos (CICCP)

Session 1 – Innovation in the Road and Mobility Sector

- ✚ The challenges trends and external influences that Road and Transport Administrations face are becoming increasingly more complex. To deliver the best public value and services to society efficiently and with the highest quality possible, they must embrace and implement a culture of innovation aligned with the organization's goals, societal megatrends, and focused on technology, processes, and people in an effort to achieve organizational excellence. The ability to successfully implement an idea, a new technology, engineering, or service solution, can transform the public sector's ability to maximize its delivery of policy goals, provide relevant and useful value to customers and stakeholders and improve the image of the organization.



- ✚ This Session will investigate the keys to the successful identification, adoption, deployment and implementation of new innovative ideas and solutions by Road and Transport Administrations, from both top-down or bottom-up approaches, examine barriers and challenges faced in the successful implementation of innovations, and identify ways to establish whether these solutions are having the expected and right impact and to measure their success.
- ✚ It will provide practical examples of how different Road and Transport Administrations approach innovation within their organization, including points of view from academia and private sector. The topic will be addressed from both the local perspective of Spain, as well as from different international perspectives.

Session 1 - Innovation in the Road and Mobility Sector

09:45 – 11:15

Introduction - Christos S. XENOPHONTOS, TC 1.1 Chair

PIARC Special Project “Managing Innovation in Transport Agencies” - José Manuel BLANCO SEGARRA, TC 1.1 Spanish Secretary, DGC, MITMS, Member of the PIARC Special Project POT

DGC Future-Focused Strategies for Digitalization and Innovation - Antonio MURUAIS RODRÍGUEZ, Deputy Director General for Innovation and Sustainability, DGC, MITMS

ITS Presentation - Soledad PÉREZ-GALDÓS ENRÍQUEZ DE SALAMANCA, President of ITS-Spain

Innovation at the DGT Presentation - Ana Isabel BLANCO BERGARECHE, Associate Deputy-Director for Traffic, DGT, MIR

The role of transport agency in responding to and shaping new technologies and service models: ‘PMO innovation & change?’ - Anne-Séverine POUPELEER, Member of TC 1.1 and Chair of FinCom, Flemish-Brabant Agency for Roads and Traffic, Belgium

Questions & Answers - Christos S. XENOPHONTOS, TC 1.1 Chair, USA

Session 2 – Public Value and Customer Engagement



✚ This Session will explore how road and transport agencies are measuring the efficiency and effectiveness of public value creation and customer engagement, and how the principles of public value can be considered by transport administrations as they redefine strategic frameworks to better represent a focus on more holistic societal expectations.

✚ This work is important to road and transport agencies because they must prioritize efforts that create value and contribute positively to society. The adopted approach should be aimed at improving outcomes in areas not traditionally measured by transportation and to which no importance was previously attached. Many emerging measures are closely tied to diverse societal goals through a more comprehensive strategic framework.

✚ The Session will look to address the following key research questions from both the local (Spain) and international perspectives:

- What drivers should transport agencies consider in their strategic framework review that are linked to public value creation?

- How can transport agencies communicate the public value created and improve their overall image with the public?
- Can the use of customer experience in evaluating the implementation of new technologies contribute to increasing the acceptance of new technologies and increasing public value?
- Is there any evidence that links improved design and planning approaches that include more comprehensive engagement that improves public value creation?
- What would agencies need to change in their existing strategic frameworks in order to capture more holistic societal expectations?

<i>Session 2 - Public Value and Customer Engagement</i>		<i>11:45 – 13:15</i>
<u>Introduction</u> - María del Carmen PICÓN CABRERA, Deputy Government Representative for National Toll Motorway Concession Companies, MITMS		
<u>Public Value in Motion: Transportation Agency Impacts</u> - Deanna BELDEN AICP, TC 1.1 WG 2 co-Leader, Senior Research Scientist, Community Coordination Program, Texas A&M Transportation Institute (USA)		
<u>Public value impacts of transport infrastructure developments in the surrounding region of the Austrian capital, Vienna</u> - Michael PLATZER, TC 1.1 WG2 member, Lower Austrian Regional Government, Austria		
<u>Public Value creation in the MITMS</u> - Javier de las HERAS MOLINA, Vocal Asesor en la Secretaría General de Transporte Terrestre, MITMS		
<u>Public Value and Customer engagement in the Empresa Municipal de Transporte (EMT)</u> – Representative of EMT (to be confirmed)		
<u>Madrid, Movilidad Presente y Futura</u> - David GARCÍA NÚÑEZ, President of Madrid World Capital (MWCC)		
<u>Questions & Answers</u> - María del Carmen PICÓN CABRERA, Deputy Government Representative for National Toll Motorway Concession Companies, MITMS		

Session 3 – Creating a Stronger Future Focused Workforce

- ✚ The ability of transport agencies to meet the challenges faced in their respective environments rely heavily on the capacity and ability of their workforce to meet those challenges. The transformational and technological disruptions faced by the road transport sector requires the continuous development of the workforce. Attracting, training, and retaining talent with the diverse skillset required is a challenge that transport and road agencies face universally, many times competing for the same talent with the private sector. Furthermore, public agencies have a responsibility to ensure that they create an

environment that creates a culture that values innovation, different perspectives, and provides fair opportunities for all to enable economic advancement.

✚ This Session will explore one of the most critical and universal issues facing the entire transportation industry, which includes the inter-related issues of:

- Workforce shortages
- Talent management
- New competencies required because of new technological disruptions taking place within the transportation sector
- Creating a culture that values innovation, different perspectives, and provides fair opportunities for all to enable economic advancement
- Identifying what makes an attractive employer.



Session 3 - Creating a Stronger Future Focused Workforce

14:30 – 16:00

Introduction - Ana ARRANZ CUENCA, Director of the Asociación Técnica de Carreteras (ATC)

Creating a Stronger Future Focused Workforce - Topic Introduction - Alan COLEGATE, TC 1.1 English Secretary and WG-3 co-Leader, Main Roads, Western Australia

Artificial Intelligence: How will it affect jobs and education? - Trond Michael ANDERSEN, TC 1.1 WG3 Member, Head of the National Competence Centre for Transport, Roads, and Railways, Norway

Presentation of DGC - Isabel ACEBO RUIZ, Personnel and Internal Affairs Coordinator at the DGC, MITMS

Presentation of WiTAM - Noemí VAQUERO REDONDO, Vice-President of WiTAM (Women in Transport and Mobility)

Presentation of Academia - José Miguel ATIENZA RIERA, Director of the Escuela Técnica Superior de Ingenieros de Caminos, Canales y Puertos, Universidad Politécnica de Madrid (ETS, ICCP, UPM)

Questions & Answers - Ana Isabel ARRANZ CUENCA, Director of the Asociación Técnica de Carreteras (ATC)

Session 4 – AI in the Road and Mobility Sector

- Artificial Intelligence is redefining the future of transportation—from smarter infrastructure to autonomous mobility. This session explores how AI-driven technologies are accelerating innovation across road planning, traffic management, vehicle autonomy, and public transport optimization. Participants will gain insights into real-world case studies, including AI for predictive traffic flow, adaptive transit systems, and infrastructure safety diagnostics. Emphasis will be placed on ethical considerations, data governance, and the regulatory landscape shaping AI's integration into mobility ecosystems.



- The session is designed for transportation professionals, urban planners, engineers, and technology leaders seeking actionable strategies and collaborative frameworks to harness AI's transformative potential for safer, greener, and more efficient mobility.

- It will present the findings of the **PIARC Special Project Report [Artificial Intelligence in the Road Sector](#)**, which offers a comprehensive global assessment of how AI is being used – and can be further adopted – across all phases of road infrastructure development and management and highlights AI's role in improving safety, efficiency, and sustainability across all phases of road development—from planning to operations. The session will also feature presentations that highlight both local and international

achievements and challenges faced in the area and further adoption of AI.

Session 4 - Artificial Intelligence (AI) in the Road and Mobility Sector

16:15 – 17:45

Introduction - Miguel CASO FLÓREZ, PIARC Technical Director

Artificial Intelligence in the Road Sector - A PIARC Special Project - Jonathan SPEAR, Chair of the Special Project POT, TC 1.1 WG-1 co-Leader, United Kingdom

Madrid City Hall Presentation(s) - Susana MAGRO ANDRADE, Deputy Director of Mobility and Transport Planning, City of Madrid and Carlos LÓPEZ GUTIÉRREZ, Head of the Business Unit Transportation Systems, SICE

Using AI to harness the potential of big data on mobility - Tania GULLÓN MUÑOZ-REPISO, Director of the Transport Studies and Technology Division, Directorate-General for Mobility, General Secretariat for Sustainable Mobility, MITMS

Private Sector Presentation - Ibon ARECHALDE UGARTECHE, Chief Executive Officer and Co-founder of ASIMOB

WEDNESDAY October 22, 2025

Session 5 – The Transport Agency of the Future (Road and Mobility): State of Knowledge

- ✚ Over the last decade, there have been unprecedented and disruptive changes in transportation with the rise of new technological and service models, new pressures such as extreme weather events and the evolution of a complex mobility ecosystem at a fast pace. Additionally, the transport sector is facing important challenges from the systemic changes taking place in society, the economy, and the environment.
- ✚ The rapid development and fusion of multiple disruptive and innovative technologies over the last decade are changing the behavior and the expectations of customers and stakeholders all over the world. At the same time demographic, economic, environmental, technological, and other trends are changing the demand and mobility options for moving people and freight. Furthermore, the COVID-19 Pandemic, the increased frequency and intensity of extreme weather events, and recent geopolitical conflicts have directly impacted the transport sector and the capacity of transport agencies to carry out their mission.
- ✚ Transport agencies must be able to address these disruptions while continuing with their central mission of providing essential services in the safe, efficient, sustainable, and inclusive movement of passengers and freight, maintaining critical infrastructure, as well as ensuring resilience and environmental responsibility.
- ✚ This session will present the current state of knowledge assembled from previous PIARC work and continue the discussion that began at the XXVIIIth PIARC World Road Congress in Prague, and continued at the Transportation Research Board's (TRB) 2024 Annual Meeting in Washington, DC, at the Transport Research Arena (TRA) 2024 in Dublin, and at the iCHE2024: Future-Proofing Roads for Asia and Beyond in Bangkok.



Session 5 - The Transport Agency (Road & Mobility) of the Future – State of Knowledge

9:00 – 10:15

Introduction - Christos S. XENOPHONTOS, TC 1.1 Chair, USA

Envisioning the Transport Agency of the Future - State of Existing Knowledge - Jonathan SPEAR, TC 1.1 WG-1 co-Leader, United Kingdom

Envisioning the Transport Agency of the Future - Literature Review - Maria Eugenia MARTÍNEZ DONAIRE, TC 1.1 WG-1 co-Leader, Head of the International Strategy Department of the Directorate-General for Mobility Planning and Infrastructure, City of Madrid

Envisioning the Transit (Public Transport) Agency of the Future – Sylvain HAON, Senior Director Strategy & Transformation, UITP

How does the Transport Agency of the Future work towards the future of mobility”? – Sampo HIETANEN, Owner Aspectu, Founder MaaS Global, Finland

Questions & Answers - Christos S. XENOPHONTOS, TC 1.1 Chair

Session 6 – The Transport Agency of the Future (Road and Mobility): Challenges and Vision

- ✚ In the face of rapid technological advancements, mounting extreme weather events, and shifting social dynamics, the role of road and mobility agencies is being dramatically redefined. This Session will continue the conversation on the Transport Agency of the Future and transition from the state of current knowledge and challenges faced by the Transport (Road & Mobility) agencies to their vision of the Transport Agency of the Future. It will bring together local and international thought leaders, policymakers, technologists, and urban planners to discuss their vision for an integrated, human-centric vision for mobility systems of the future.
- ✚ Discussions and key line of inquiries will delve into the transformation of governance models, the rise of Mobility-as-a-Service platforms, real-time data utilization, and sustainable infrastructure planning.
- ✚ Attendees will gain insights into both local and international perspectives on the approach and vision of different agencies as they must evolve from traditional infrastructure managers into agile orchestrators of inclusive, data-driven mobility ecosystems.

Session 6 (Moderated Panel Discussion) – The Transport Agency (Road & Mobility) of the Future – Challenges & Vision

10:15 – 12:00

Introduction - Christos S. XENOPHONTOS, TC 1.1 Chair (USA)

Ministerio de Transportes y Movilidad Sostenible (Ministry of Transport and Sustainable Mobility) - Rocío BÁGUENA RODRÍGUEZ, Secretary-General for Land Transport Infrastructure, MITMS

Ayuntamiento de Madrid (City of Madrid) - Lola ORTIZ SÁNCHEZ, Director General for Mobility Planning and Infrastructures, Municipality of Madrid

DGC de la C.A. de Madrid (Madrid Region) - María del Rosario CORNEJO ARRIBAS, Deputy-Director General for Planning, Design and Construction, DGC of Madrid Region

International Perspective – ASFiNAG - Andreas FRÖMM, TC 1.1 WG-2 co-Leader, Managing Director ASFiNAG (Austria)

Private Sector Perspective – FERROVIAL - Dimitris BOUNTOLOS, Chief Information & Innovation Officer, Ferrovial (Spain)

Session 7 – The Transport Agency of the Future: Funding & Financing



Publicly owned transport (road and mobility) agencies play a critical role in shaping urban access to destinations, sustainability, and economic resilience. Yet the challenge of funding their operations and growth remain increasingly complex in a post-pandemic world marked by shifting mobility patterns, extreme weather events, and strained budgets. This session will bring together policymakers, planners, and transportation professionals to explore innovative approaches to financing publicly owned transportation infrastructure.

Presenters and panelists will unpack traditional funding models such as general taxation, fuel excise taxes, and fare revenues, while also examining emerging tools like value capture, congestion pricing, public-private partnerships (PPPs), etc. The session will also touch upon:

- Key barriers to sustainable road and mobility funding
- Effectiveness, fairness, and feasibility of different funding and financing mechanisms
- Future-ready resilient financial plans that align with mobility goals.

Session 7 - Transport Agency (Road & Mobility) of the Future - Funding & Financing

12:30 – 15:00

Introduction - José Manuel BLANCO SEGARRA, TC 1.1 Spanish Secretary, DGC, MITMS

Funding & Financing Options - Topic Introduction - José Manuel BLANCO SEGARRA, TC 1.1 Spanish Secretary, and Chair of TC3 of ATC, DGC, MITMS

Public Funding Options and Consequences - Christian de la CALLE OTERO, Associate Deputy Director for Conservation and Asset Management, DGC, MITMS and Pablo CONDE BLANCO

(CT3 of ATC, Técnico Superior, Deputy Director General for Planning and Operations, DGC, MITMS

Private Funding Options and Consequences - Rafael LÓPEZ SUBÍAS (Jefe de Área at the Deputy Government Representation for National Toll Motorway Concession Companies, MITMS) and Camino ARCE BLANCO, Technical and Business Development Director of the State Land Transport Infrastructure Company (SEITT)

Round Table Discussion ATC CT3 - José Manuel BLANCO SEGARRA, TC 1.1 Spanish Secretary, DGC, MITMS

Members of ATC TC3 Financing

DELEGATES TO THE CONFERENCE

The organizing committee anticipates that there will be good attendance at the conference with representation from:

- Members of the World Road Association Technical Committees and invited international experts, speakers and representatives from Africa, Asia, the Americas, Australia, Europe, etc.
- Ministries, organizations and road authorities from across Spain and international.
- Specialists and scholars from Spanish universities that have a special interest in the topics of the conference.
- Staff members of the Ministerio de Transportes y Movilidad Sostenible (MITMS), the Ayuntamiento de Madrid (City of Madrid), the Asociación Técnica de Carreteras (ATC) and regional administrations.

REGISTRATION

To register for the conference, please go to: [ATC Asociación Técnica de Carreteras](#) and follow the link to [Congresos y formación / Congresos y Jornadas](#).

ACCOMODATION

Attendees to the Conference who require accommodation, must make their own reservations at the hotel of their choice.

TRAVEL INFORMATION

Visa Requirements/Guidelines for obtaining visa for Spain

If you wish to travel to Spain, you should inquire whether you need a visa. If you do need a visa, please make sure to submit an application as quickly as possible. Spain is part of the Schengen zone and therefore a short stay visa issued by Spanish missions abroad is valid for the entire Schengen region.

Detailed information about the Spanish visa rules, including which foreign nationals need visas and any other current requirements can be obtained from the following website:

<https://www.exteriores.gob.es/Consulados/washington/en/ServiciosConsulares/Paginas/Consular/Condiciones-de-entrada-en-Espana.aspx>

Please note that starting **October 12, 2025**, European countries are gradually introducing a new [Entry/Exit System \(EES\)](#) at their external borders. Passport control officers will scan your fingerprints or take a photo of your face upon arrival. For more information, please see the [EES website](#).

ORGANISING COMMITTEE

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For questions or additional information regarding this conference, please contact:

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