



# ANNUAL REPORT

*OCTOBER 2024 - SEPTEMBER 2025*



[www.piarc.org](http://www.piarc.org)

# **ACTIVITY REPORT**

***OCTOBER 2024 – SEPTEMBER 2025***

# FOREWORD

## FROM THE PRESIDENT'S DESK

Dear colleagues,

Just one year ago, I had the privilege of being elected President of our Association. It was my pleasure and honour to succeed Nazir Alli, to whom I extend my sincere thanks. The transition between the old and new cycles went smoothly, with many projects already well underway.

This first year of my term has been marked by rich and constructive exchanges with our partners around the world. In particular, I had the opportunity to meet with the United Nations in Marrakesh in February and then in Geneva in March to discuss our road safety projects. In May, I participated in the International Transport Forum during a ministerial session dedicated to resilience. Our Vice-Presidents are also very actively involved in PIARC to our partners. These exchanges confirm my deep conviction that we must strengthen the position of our Association in the concert of transport modes and on the international stage. This is how we will be able to fully fulfil our mandate and affirm the essential place of roads within the framework of our Strategic Plan.

Another pillar of my vision for PIARC is collaborative work. I would like to express my gratitude to my colleagues and friends on the Executive Committee, who were elected at the same time as me, as well as to the chairs of the various commissions and the General Secretariat headed by Patrick Malléjacq, for their warm welcome and constant support. Together, we met in a hybrid format in Astana, Kazakhstan, in April, and then virtually in September. These formats, although sometimes challenging due to the time zones we have to deal with, ensure that everyone can participate, including those who are unable to travel. The next Council meeting in October will also be held in a hybrid format. I hope that, despite the distance, we will continue to cultivate the family spirit that has animated PIARC since 1909.

I would also like to mention the financially challenging period we are going through, linked to inflation, certain unavoidable expenses and the decline in some sources of support. The Finance Committee is continuing its rigorous work in close collaboration with the General Secretariat, and the first positive results are already being felt. I would like to commend the cost-saving measures implemented by the Secretariat, which are essential to our financial stability. In order to avoid any stagnation and ensure our dynamism, new initiatives aimed at diversifying our sources of income are being considered.

In addition, preparations for our next major event, scheduled for March 2026 in Chambéry, are progressing actively. In line with our expansion strategy, this event will be the 17th World Congress on Winter Sustainability, Resilience and Decarbonisation. Following on from the 2022 edition, which expanded to include the theme of resilience, this next congress will be relevant to all countries, regardless of their climatic contexts. I am convinced that it too will be a great success.

Finally, I would like to conclude by reminding you of PIARC's *raison d'être*: the sharing of knowledge. Since the beginning of the 2024-2025 cycle, our Association has published several new technical reports, illustrating the dynamism of our Committees and their experts. I would like to express my warmest thanks to them: these women and men, committed volunteers, are the real driving force behind our Association. Through their expertise and dedication, they identify and disseminate best practices for the benefit of the global road community.

***Emanuela Stocchi***  
*President*

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## 1. ACTIVITIES FROM OCTOBER 2024 TO SEPTEMBER 2025

### 1.1 COUNCIL

On November 5-6, 2024, the Council met in the Principality of Andorra. 94 delegates, representing 205 votes in total, attended the event. During the Council, Cyprus reintegrated PIARC and became its 129<sup>th</sup> member government. The Council elected a new President for the 2025-2028 governance cycle, Emanuela Stocchi (Italy), as well as three Vice-Presidents, a new Executive Committee and members of the different commissions.

### 1.2 EXECUTIVE COMMITTEE

The Executive Committee manages the Association in accordance with the guidelines and decisions of the Council. It met in hybrid mode, with many of its members present in person in Astana (Kazakhstan) in April 2025, a premiere for PIARC in Central Asia. It was followed by a successful seminar on winter maintenance. It also convened online on September 24-25.

The Executive Committee established four Commissions to assist it for the duration of the executive cycle.

#### 1.2.1 Strategic Planning Commission

The newly launched Strategic Planning Commission (SPC) has not met yet due to various circumstances. It is planning to meet in January 2026.

#### 1.2.2 Finance Commission

Over the period, the Finance Commission (FinCom) met twice, in March 2025 in Brussels and Leuven, Belgium, and in August 2025 in Rome, Italy. It monitored the implementation of the budget and drafted the new one. The Commission noticed the progress made in the collection of governmental fees, the savings policy implemented by the General Secretariat, and established proposals for an updated financial strategy, aiming at a balanced cycle 2024-2027.

#### 1.2.3 Communications Commission

The Communications Commission (ComCom) organised numerous online meetings throughout the year. In particular, it prepared recommendations for hybrid meetings and for a wider electronic dissemination of the *Routes/Roads* magazine. It also prepared the Prize competition for the upcoming World Congress on Road Winter Service, Resilience and Decarbonisation Congress.

#### 1.2.4 Promotion of Gender Inclusion and Diversity Commission

The Executive Committee had decided to turn the team in a full Commission in October 2024. The PGIDC liaised with Technical Committees to ensure that ensure that their work products are conscious of, and where applicable, reflect GID issues. It also prepared a new code of conduct for the Association.

### 1.3 CONFERENCE OF NATIONAL COMMITTEES

The representative of the NCs worked on recommendations to boost the activity of National Committee that seem to be inactive. Portugal recreated a national committee after some years of inactivity.

### 1.4 GENERAL SECRETARIAT

The General Secretariat (GS) continued its main tasks, which include providing support to the Association's bodies, day-to-day running of the Association, participation in the work of the Commissions and publication of the *Routes/Roads* magazine.

In addition, the following actions were carried out during the past year (they are described in more detail in the next pages):

- Helping organize seminars and other events;
- Publication of reports produced by the Technical Committees ;
- Promotion activities, including social networks, events, and the *Routes/Roads* magazine;
- Maintenance of the web-based manuals of the Association (see paragraph 1.12);
- Cooperation with partner associations and institutions (see paragraph 1.12).

During the period, new technical advisors joined the General Secretariat:

- Kaouther Machta (Tunisia) moved to Strategic Theme 2 *Mobility*, and is also in charge of seminars in low and lower-middle income countries;
- Jorge Monforte Alarcon (Mexico) moved to Strategic Theme 4 *Resilient Infrastructure*, on a part-time basis, in replacement of Rahul Gupta (India);
- Nadia Lappa (Canada) for Strategic Theme 5 *Decarbonisation*, and is also in charge of PIARC Congresses;
- Hyunji Kim (Korea) for Strategic Theme 1 *Road Administration*, in replacement of Jeayoun Lee (Korea)
- Tomohiro Matsubara (Japan) is seconded for 6 months (Oct. 2025-March 2026) to support the General Secretariat.

Two additional staff members joined the General Secretariat: Margot Cysz Brahmi to stand in for Agnes Colombo, on long term sick leave, and Nejla Gasmi to support the communication team during Marina Domingo Monsonis' maternity leave.

## 1.5 CONGRESSES OF THE WORLD ROAD ASSOCIATION

### 1.5.2 17th World Congress on Road Winter Service, Resilience and Decarbonisation (Chambéry, 10-13 March 2026)

Both PIARC GS and the Organizing committee are working at full pace to prepare the Congress that will take place in March 2026. The call for papers was the most successful ever for a Winter Congress with 432 abstracts from 65 countries.

#### 1.5.1 28th World Road Congress (Vancouver, October 2027)

During the 2023 Council meeting, Vancouver, Canada, was chosen to host the 28<sup>th</sup> World Road Congress. The Memorandum of Understanding was signed in November 2025, and regular contacts take place with the host country.

## 1.6 TECHNICAL COMMITTEES AND TASK FORCES

Committees produced some missing reports from the 2020-2023 cycle as well as translations into French and Spanish. They also issued the first reports from the new cycle 2024-2027, mostly literature reviews and case studies.

Besides, Committees organised the following 19 events, in line with PIARC's objectives for a second year of a work cycle:

- International Seminar "Driving Innovation: Exploring the Potential of Intelligent Transport", Astana (Kazakhstan), November 28-30, 2024
- International Workshop "Accessibility and Mobility in Urban and Periurban Areas", Timișoara (Romania), April 07-09, 2025
- International Seminar "Transport Asset Management", Arusha (Tanzania), April 09-11, 2025
- International Seminar "Road Winter Service: Practices, Innovation, and Extreme Weather Conditions", Astana (Kazakhstan), April 09-10, 2025
- International Seminar "Sustainable and Resilient Unpaved Earthworks and roads in the face of Climate Change", Abidjan (Côte d'Ivoire), April 14-16, 2025
- International Seminar "Climate Resilient Pavements", Tunis (Tunisia), April 28-30, 2025
- International Seminar "Roads as Catalysts for Sustainable and Inclusive Development", Guadalajara (Mexico), April 28-30, 2025
- International Conference "Decarbonizing the Road Sector: Global Strategies for Infrastructure and Road Users", Vienna (Austria), May 07-09, 2025
- International Seminar "Road Safety and Sustainable Mobility in Rural and interurban areas", Dakar (Senegal), May 14-16, 2025
- International Seminar "Tunnel Tech: Leading the way forward - Resilience, Smart Technology, Low Carbon and Sustainable Development", Chongqing (China), May 21-23, 2025

- International Workshop "Road Disaster Management: Enhancing Coordination, Cooperation and Diversity", Osaka (Japan), May 27, 2025
- International Seminar "Strategies, Materials and Technologies for Sustainable and Decarbonized Road Construction and Road Maintenance", Almaty (Kazakhstan), October 8-10, 2025
- International Workshop "Leveraging Innovative Technologies to Improve Asset Management", Lisbon (Portugal), October 1, 2025
- International Winter Service Workshop: Innovations and Environmental Solutions for Resilient Roads, Quebec City (Canada), October 7, 2025
- International Seminar "Responding to Extreme Weather impact on road transport and infrastructure", Zimbali (South Africa), October 15-16, 2025
- International Seminar "Roads for Accessibility and Mobility in Urban and Periurban Areas: Challenges and Opportunities for the Cities of Tomorrow", Fès (Morocco), October 15-17, 2025
- International seminar on "Large scale bridges - Safety, Longevity, Management and Innovations", Nanjing (China), October 20-24, 2025
- International Workshop "Transport Agency of the Future", Madrid (Spain), October 21-22, 2025
- International Workshop "Sustainable Roads: Better Roads for Everyone", Goyang (South Korea), October 29, 2025

## 1.7 SPECIAL PROJECTS

In 2024-25, new special projects started, thanks to significant financial support from Member Countries. Their final reports are available on PIARC's website:

- 2024SP01EN - Rapid Impact Assessment in the Highway Sector
- 2024SP02EN - Artificial Intelligence in the Road Sector – Full Report
- 2024SP03EN - Artificial Intelligence in the Road Sector – High Impact Summary
- 2025SP01EN - Management of road worksites

## 1.8 COMMUNICATION

In 2024-2025, PIARC made significant strides in implementing its Communications Strategy as outlined in the Strategic Plan 2024–2027. Key achievements include three thematic campaigns and four podcast episodes, which are novel ways of promoting our activities and how they are useful for our members. Technical Reports received improved and targeted promotion, complemented by consistent website updates averaging 4 news items per month and push mail distribution. The monthly newsletter, now well-established in 3 languages, delivered 11 issues, while PIARC maintained an active presence across 5 digital platforms, reaching 19,000 followers with an average of three posts per week. We expanded outreach via new Facebook and Instagram channels to connect with diverse audiences across regions, languages, and age groups. Video content development accelerated, with materials published on both the website and YouTube. We established a KPI measurement practice to guide performance. PIARC also ensured visibility at the International Transport Forum Summit in May 2025, and provided support to the Communications Commission and for the upcoming Chambéry Congress 2026.

## 1.9 PIARC WEBSITE [WWW.PIARC.ORG](http://WWW.PIARC.ORG)

Increased communication efforts and improved measurement tools, as well as an easier cookies acceptance design, clearly demonstrate a surge in the interest for the website (number of visits, number of users). Since August 2024, the statistical data has come from a new IT solution (Matomo ). In 2024/25, the traffic on the website diminished, as it always occurs a year after a World Road Congress, but it stabilized at a higher level than before the Prague Congress.

**PIARC Website – Number of visits** (consultations by the General Secretariat are not considered in these statistics)

Period	01/08/2022 - 31/07/2023	01/08/2023 - 31/07/2024	01/08/2024 - 31/07/2025
Number of visits	108,487	159,685	122,201
Number of single users	66,069	90,136	69,691
Number of pages viewed	417,851	497,561	387,940
Average number of pages per visit	4.18	3.11	3.17
Average duration of visits (minutes)	3:34	3:22	3:27

## 1.10 ONLINE MANUALS

There are currently six online manuals:

1. [Disaster management](#) (website)
2. [Road asset management](#) (website)
3. [Road safety](#) (website)
4. [RNO & ITS](#) (website)
5. [Road tunnels](#) (website)
6. [Earthworks](#) (separate reports)

The same “post-Congress effect” as for the website could be observed in late 2023 – early 2024.

Since the summer of 2024, we have conducted major development work, with the migration of Drupal 7 manuals to the latest version of the CMS, Drupal 10. Thanks to funding from some member countries, the pilot manual was RSM, which was launched in June 2025.

The new PIARC RSM edition, published in June 2025, provides updates to each of the chapters by incorporating new information and details. Newly released PIARC publications are highlighted throughout by providing RSM user weblinks to each of them:

- Road Safety Audits Guidelines for Road Projects
- Saving Lives Around the World with Proven Countermeasures
- Specific Road Safety Issues for LMICs: Illustrative Examples - Collection of Case Studies
- Road Safety in LMICs: Identification and Analysis of Specific Issues - Literature Review
- New case studies have been added to a web library and are linked throughout the RSM chapters by providing a summary and associated link to each of the case studies.
- Placed in multiple chapters and different sections. The manual has received updates to reference materials, and modifications to multiple chapters.

## 1.11 PUBLICATIONS

### 1.11.1 Technical reports

17 new reports have been published over the period, as well as some translations into French and Spanish of reports published the previous years. Many such translations are still missing however.

The detailed list of these documents is included in Annex 3 of this annual report.

### 1.11.2 *Routes/Roads* magazine

The *Routes/Roads* magazine is an essential product of the Association, contributing to its mission of knowledge dissemination. *Routes/Roads* is printed in three separate monolingual editions in English, French and Spanish.

The topics covered since the last Council meeting are as follows:

- Roads and Cycling – RR 403, December 2024
- Earthworks - RR 404, March 2025
- Road Safety - RR 405, June 2025
- Asset Management - RR 406, September 2025.

## 1.12 COOPERATION WITH OTHER ASSOCIATIONS/ORGANIZATIONS - PARTNERSHIPS

Promoting cooperation with regional associations of road administrations and with international organizations having similar objectives is one of the goals of the Association's Strategic Plan. We have been able to develop an ambitious plan of activities thanks to our Technical Advisor for Partnerships, who is seconded from Sweden.

PIARC partners are, amongst others, regional road organisations: CEDR, REAAA, DIRCAIBEA, AGEPAR, ASANRA. The reasons to work with them are to access all countries actively, to avoid any overlap of activities and, all in all, to serve the needs of all road organisations efficiently.

PIARC has Memorandums of Understanding with several of the regional road organisations; CEDR (Europe) and with NVF (Nordic countries), REAAA in Asia, AGEPAR in Africa (an updated MoU was signed in Prague during the Congress).

Cooperation activities developed in the field of resilience. PIARC has joined forces with the rail sector (IRU), the maritime sector (PIANC), and the air sector (Eurocontrol). This has materialised, among others, in a session at the summit of the International Transport Forum in May and in a hybrid-format workshop in September from Memphis (USA).

Road safety has been a priority topic. PIARC has continued working with iRAP and IRF (Geneva) on a knowledge-sharing project in Senegal, with UN funding, and attended the United Nations' ministerial conference in February in Marrakech, among others.

PIARC has remained engaged with the World Bank, which leads the developments of the forthcoming HDM-5 tool.

## 1.13 SOFTWARE

### 1.13.1 HDM-4

The Council had decided in 2021 to no longer be actively involved in the development of the software. The current concession contract was renewed one last time with HDM Global and the World Bank is now leading the process to develop HDM-5. PIARC is a member of the Steering Committee of the latter.

### 1.13.2 QRAM

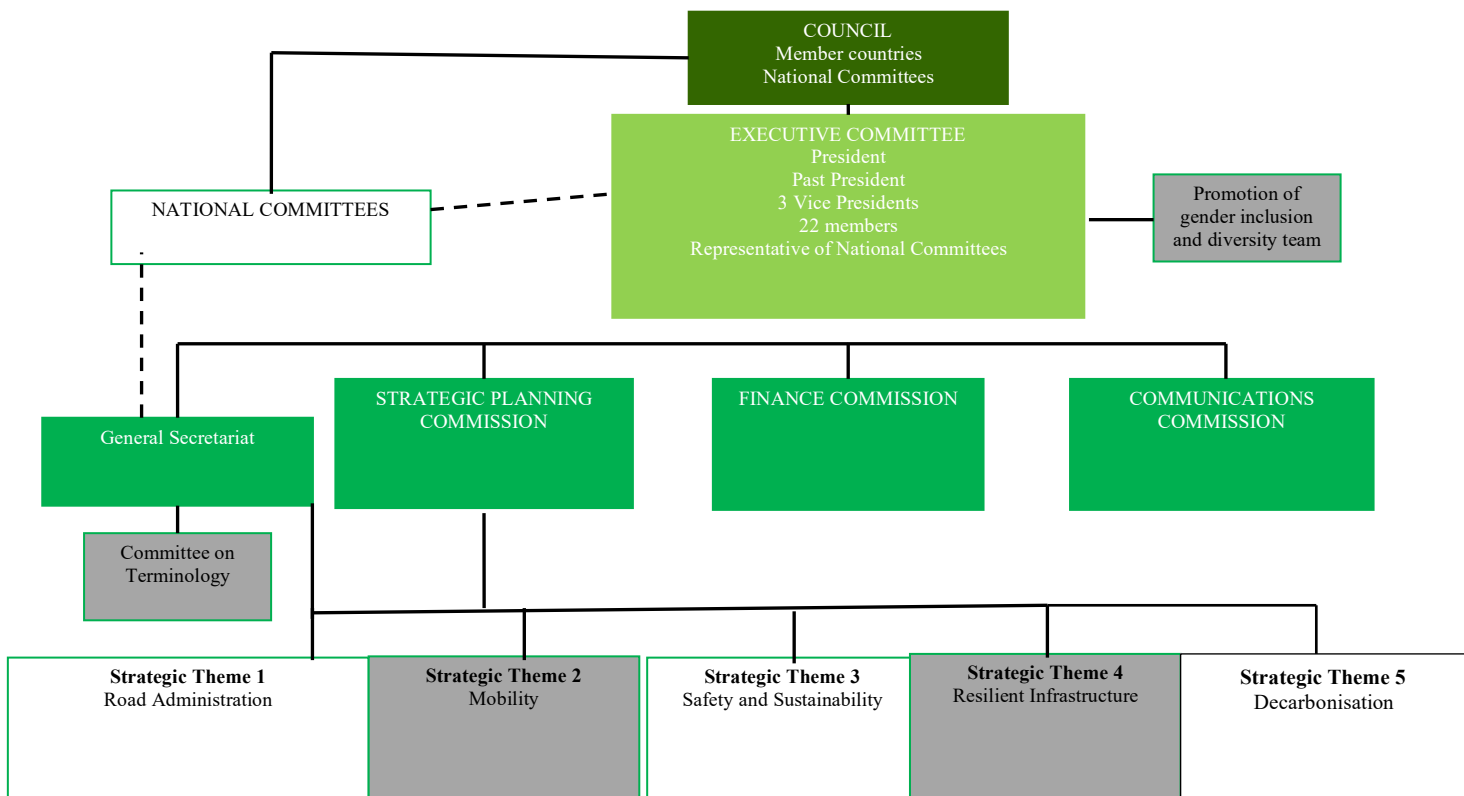
A new version of this software was released in April 2023. All funds allocated by donors have now been used. Sales have been strong in 2024-2025. New upgrades will be developed in 2026-2027.

## 2. APPENDIX 1 – THE ASSOCIATION IN 2024-2025

### 2.1 ORGANISATION

The World Road Association (PIARC), established in 1909 as a non-profit organization, is the oldest international association concerned with all issues related to roads and road transport. The Association was granted consultative status with the United Nations Economic and Social Council in 1970.

The current structure of the organization is presented below.



### 2.2 GOVERNING BODIES

The Council is the highest governing body responsible for the Association.

As of 30 September 2025, the Executive Committee comprises the following membership:

- President: Mrs. Emanuela Stocchi (Italy)
- Past President: Mr. Nazir Alli (South Africa)
- Vice-Presidents: Mamoudou Alassane Camara (Senegal), Dharmananda Sarangi (India), Alexander Walcher (Austria)
- Members: Mr. Mamoudou Alassane Camara (Senegal), Mr. Dharmananda Sarangi (India), Alexander Walcher (Austria), Mr. Geoff Allan (Australia), Ernesto Barrera (Chile), Mr. Randall Cable (South Africa), Mr. João Caetano (Portugal), Mr. Juan Carlos Fuentes Orrala (Mexico), Mr. Hugh Gillies (United Kingdom), Mr. Setsuo Hirai (Japan), Mr. Berik Kamaliev (Kazakhstan), Mrs. Karola Lambeck (Germany), Mr. Joshua LaRocque (Canada), Mr. Martin Lengi (Estonia), Mrs. Václav Neuvirt (Czech Republic), Mr. David Palmitjavila (Andorra), Mr. Bine Pengal (Slovenia), Mr. Frédéric Pellerin (Canada-Québec), Mrs. Anne-Séverine Poupeleer (Belgium), Mr. Chansu Reem (Republic of Korea), Mr. Zhou Rongfeng (People's Rep. of China), Mr. Pascal Rossigny (France), Mrs. Gloria Shepherd (United States), Mr. Sufiyan Zakaria (Malaysia), Mr. Slah Zouari (Tunisia) and Mrs. Aleksandra Skorupska (Poland), representative of National Committees on the Executive Committee

Three Commissions, chaired by members of the Executive Committee, assist the activities of the Executive Committee:

- Strategic Planning Commission (SPC), chaired by Mr. Joshua LaRocque (Canada) ;
- Finance Commission, chaired by Mrs. Anne-S  verine Poupeleer (Belgium);
- Communications Commission, chaired by Mr. David Palmitjavila (Andorra);
- Commission for the Promotion of Gender Inclusion and Diversity, chaired by Hugh Gillies (UK)

### 2.3 MEMBERS OF THE ASSOCIATION

There are five categories of Association members: national governments, regional authorities, collective members, individual members and honorary members.

As of 30 September 2025, the Association's member countries include 129 national member governments, from around the world. Cyprus joined PIARC again in 2025. Approximately two thirds of the member countries are developing countries or countries in transition. In addition, there are 500 collective members and 1,028 individual members from more than 140 countries.

#### PIARC National Member Governments (as of 30 September 2025)

ALGERIA	CYPRUS	LATVIA	RUSSIA
ANDORRA	CZECH Rep.	LITHUANIA	RWANDA
ANGOLA*	DENMARK	LUXEMBOURG	SAN MARINO
ARGENTINA	DJIBOUTI	MADAGASCAR	SAUDI ARABIA
ARMENIA	DOMINICAN Rep.*	MALAYSIA	SENEGAL
AUSTRALIA	ECUADOR*	MALI	SINGAPORE
AUSTRIA	EL SALVADOR	MALTA	SLOVAK REPUBLIC
AZERBAIJAN*	EGYPT*	MAURITANIA*	SLOVENIA
BAHRAIN*	ESTONIA	MAURITIUS	SOUTH AFRICA
BANGLADESH	ESWATINI*	MEXICO	SPAIN
BELGIUM	FINLAND	MOLDAVIA	SRI LANKA*
BENIN	FRANCE	MONGOLIA	SWEDEN
BHUTAN*	GABON*	MOZAMBIQUE	SWITZERLAND
BOLIVIA*	GEORGIA	MOROCCO	SYRIA*
BOTSWANA	GERMANY	MYANMAR	TANZANIA
BRAZIL*	GHANA*	NAMIBIA	THAILAND
BULGARIA	GREECE	NEPAL*	TOGO*
BURKINA FASO	GUATEMALA*	NETHERLANDS	TONGA*
BURUNDI*	GUINEA	NEW ZEALAND	TUNISIA
CABO VERDE*	HONDURAS*	NICARAGUA	TURKEY
CAMBODIA*	HUNGARY	NIGER	UGANDA
CAMEROON*	ICELAND	NORWAY	UKRAINE
CANADA	INDIA	PAKISTAN*	UNITED KINGDOM
CANADA-QU��BEC	INDONESIA	PANAMA*	UNITED STATES OF AMERICA
CHAD*	IRAN	PAPUA NEW GUINEA*	

CHILE	IRELAND	PARAGUAY	UNITED ARAB
CHINA (PEOP. REP.)	ISRAEL	PERU*	EMIRATES
COLOMBIA	ITALY	PHILIPPINES	URUGUAY
CONGO (REP.)*	JAPAN	POLAND	UZBEKISTAN*
CONGO (DEM REP)	KAZAKHSTAN	PORTUGAL	VENEZUELA*
CÔTE D'IVOIRE	KENYA	QATAR	VIET NAM
CROATIA	KOREA (Rep.)	ROMANIA	YEMEN*
CUBA*	KUWAIT*		ZIMBABWE

\* Countries considered inactive, with 4 years or more of fee arrears (35 in total)

## 2.4 NATIONAL COMMITTEES

In several member countries, National Committees have been established, or existing organizations have been recognized as acting as National Committee, to promote the Association, provide leadership within the road community on a national level, contribute towards ensuring more participation in the activities and to ensure a wider dissemination of the work of Technical Committees. The representatives of the National Committees meet once a year in conjunction with the Council meeting.

The Association has in total **50 National Committees** or organizations recognized as acting as a National Committee.

### National Committees

Algeria	Chile	Italy	Portugal
Argentina	Congo (Rep.)	Japan	Romania
Austrroads ( <i>Australia, New Zealand</i> )	Colombia	Kazakhstan	Senegal
Austria	Côte d'Ivoire	Korea (Rep.)	Slovak Republic
Belgium	Czech Republic	Madagascar	Slovenia
Benin	Dominican Rep.	Malaysia	Spain
Bulgaria	Ecuador	Mali	Switzerland
Burkina Faso	France	Mexico	Tanzania
Cameroon	Germany	Mongolia	Thailand
Canada	Greece	Morocco	Tunisia
Canada-Québec	Hungary	Niger	United Kingdom
	India	Paraguay	United States
	Ireland	Poland	Uruguay

## 2.5 GENERAL SECRETARIAT

As of 30 September 2025, the PIARC General Secretariat includes:

- a Secretary General, Patrick Malléjacq, and a Deputy Secretary General, Robin Sébille, both seconded by France.
- a Technical Director, Miguel Caso Flórez (Spain).
- six Technical Advisors seconded by Japan (two persons), South Korea, Mexico (part time), Tunisia (part time), Canada (part time) for various durations.
- seven permanent staff who are salaried by PIARC: Agnès Colombo (executive assistant) – temporarily replaced by Margot Czyz Brahmi, Alain Charles (web manager) – temporarily supported by Ethan Wilton, Marina Domingo Monsónis (on maternity leave) and Veronika Fedorchenko (communications) – temporarily supported by Nejla Gasmi, Cécile Jeanne (publications), Hanitra Rabetaliana (accounts), Nathalie Sabbah (office clerk).

With regard to the Technical Advisors, the situation is as follows:

- Hyunji Lee (South Korea) joined PIARC General Secretariat in Paris in March 2025, to follow Strategic Theme 1 (Road Administration). (full time position ; based in Paris)
- Kaouther Machta (Tunisia) is in charge of Strategic Theme 2 (Mobility) as well as seminars in low and lower-middle income countries (part time position; based in Tunisia).
- Go Hirochi is seconded by Japan since December 2023 and follows Strategic Theme 3 (Safety and Durability) and the preparation of Congresses. (full time position ; based in Paris)
- Jorge Monforte Alarcón (Mexico) since April 2022, he has been working part-time for the General Secretariat and follows the work of Strategic Theme 4 (Resilient Infrastructure). (part time position ; based in Mexico)
- Tomohiro Matsubara (Japan), based in Paris, for the period October 2025-March 2026; he is mainly working on the Chambéry Congress.
- Nadia Lappa (Canada) follow Strategic Theme 5 (Decarbonization) and is also in charge of Performance measurement and Congresses (part time, based in Canada).

### 3. ANNEX 2. STRATEGIC PLAN 2024-2027

The Council approved the Strategic Plan 2024-2027 at its Council meeting in Prague (Czech Republic) in September 2023.

The Strategic Plan sets a series of goals for the Association and structures the activity of Technical Committees in five Strategic Themes, each led by a Coordinator.

#### Strategic Themes for the 2024-2027 period

Strategic Theme 1 - Road Administration	
Goal	T Road administrators are responsible for ensuring that road and road related infrastructure is managed effectively and efficiently. This includes a wide range of tasks, from maintaining and improving road networks, to managing finance and procurement, to planning for the resilience of these networks in the face of climate change and other hazards.
Coordinator	Caroline EVANS (Australia)
Strategic Theme 2 - Mobility	
Goal	Mobility on roads is a crucial aspect of modern society, enabling people to access essential services, engage in economic activities, and connect with others. The way roads are designed, built, and managed has a significant impact on people's accessibility and mobility, safety, and the environment.
Coordinator	André BROTO (France)
Strategic Theme 3 - Safety and Sustainability	
Goal	Road safety and sustainability are important issues that need to be addressed in road operations. There are several key areas that need to be considered in order to ensure that roads are safe and sustainable for all users. Road safety and sustainability are important issues to be addressed in road operations. Approximately 1.35 million people lose their lives while driving, cycling, or walking on the road every year. Another 50 million are seriously injured, and many are left permanently disabled as a result. Roads have significant sustainability issues, including environmental impacts, such as air pollution and climate change, and impacts on ecosystems. Road safety is also a critical sustainability issue, with the loss of life and productivity costing countries productive opportunities.
Coordinator	Keiichi TAMURA (Japan)
Strategic Theme 4 - Resilient Infrastructure	
Goal	Resilient road infrastructure is essential for ensuring the safety and reliability of our transportation systems. Building and maintaining roads that are able to withstand natural hazards and other challenges, we can help ensure that people are able to travel safely and efficiently.
Coordinator	Maurizio CRISPINI (Italy)
Strategic Theme 5 - Decarbonization	
Decarbonization is considered a Strategic Theme per se, embedded in all previous four ones.	
Coordinator	Fabio PASQUALI (Italy)

The list of PIARC Technical Committees and Task Forces, with the name of Chairs and English, French and Spanish-speaking Secretaries is included in the following page. Technical Committees are linked to one of the four Strategic Themes above, while the Terminology Committee is directly linked to the General Secretariat.

## TECHNICAL COMMITTEES / TASK FORCES 2024-2027– LIST OF CHAIRS AND SECRETARIES

	Chair	English-speaking Secretary	French-speaking Secretary	Spanish-speaking Secretary
TC 1.1 Performance of Transport Administrations	Christos S. XENOPHONTOS (USA)	Alan COLEGATE (Australia)	Ariane DUPONT-KIEFFER (France)	José Manuel BLANCO SEGARRA (Spain)
TC 1.2 Contribution of Roads to Economic and Social Development	Ilaria COPPA (Italy)	Tamara NICHOLSON (USA)	Mamadou SAMBA DIALLO (Senegal)	Clemente POON HUNG (Mexico)
TC 1.3 Finance and Procurement	Rafael ALDRETE (Mexico)	Maria SHAO (Canada)	Mohamed LAYE (Senegal)	Milton MARTINEZ MELGAREJO (Mexico)
TC 1.4 Planning the Resilience of Road Networks - Climate Change and other Hazards	Marie COLIN (France)	Stuart WOODS (New Zealand)		Juan Fernando MENDOZA SÁNCHEZ (Mexico)
TC 1.5 Disaster Management	Yukio ADACHI (Japan)	Christopher ENGELBRECHT (USA)	Alain LEFEBVRE (Belgium)	Marcelo MEDINA SANTIBANEZ (Chile)
TC 2.1 Roads for Accessibility and Mobility in Urban and Periurban Areas	Andrea SIMONE (Italy)	Izak VAN DER LINDE (South-Africa)	Sandrine ROUSIC (France)	José DEL CERRO GRAU (Spain)
TC 2.2 Roads for Equity, Accessibility and Mobility in Rural and Interurban Areas	Imen MAKHLOUF (Tunisia)	James SMITH (Canada)	Souleman OUSSIMAN (Burkina Faso)	Jose RAMON MARCOBAL (Espagne)
TC 2.3 Sustainable Freight	Oliver QUOY (France)	Caroline MAYS (USA)	Bernard JACOB (France)	Carlos SANTILLAN DOHERTY (Mexico)
TC 2.4 Road Network Operations and ITS for Sustainability	Valentina GALASSO (Italy)	Peace HOUNKPE (Benin)	Soumia JANNAN (Morocco)	Luz GRADILLA HERNANDEZ (Spain)
TC 2.5 Road infrastructure for Connected and Automated Mobility	Ana Luz JIMENEZ ORTEGA (Spain)	Ian PATEY (UK)	Abdelmenname HEDHLI (France)	Antonio GRANADO PÉREZ (Spain)
TC 3.1 Road Safety	John MILTON (USA)	Auckpath SAWANGSURIYA (Thailand)	Mathieu HOLLAND (France)	Pedro TOMAS MARTINEZ (Spain)
TC 3.2 Winter Service	Peter NUTZ (Austria)	Mohammed TAYYARAN (Canada)	Stéphanie GAUDÉ (France)	José Carlos VALDECANTOS ALVAREZ (Spain)
TC 3.3 Asset Management	Gerardo FLINTSCH (USA)	Michelle BARAN (Australia)	Pascal ROSSIGNY (France)	Miguel VALDES FLORES (Chile)
TC 3.4 Environmental Sustainability in Road Infrastructure and Transport	Eric DIMNET (France)	Fiona WILSON (United Kingdom)	Paul-Yanic LAQUERRE (Canada-Québec)	María Norma FERNÁNDEZ BUCES (Mexico)
TC 3.5 Road infrastructure for road transport decarbonization	Jan PETERSSON (Sweden)	Timothy SEXTON (USA)	Patrick DUPRAT (France)	Antonio MURUAIS RODRÍGUEZ (Spain)
TC 4.1 Pavements	Margo BRIESSINCK (Belgium)	Gina AHLSTROM (USA)	Aïda BERGAOUI SRIHA (Tunisia)	Horacio DELGADO (Mexico)
TC 4.2 Bridges	Nicolas BARDOU (France)	Joseph HARTMANN (USA)	Pierre GILLES (Belgium)	Marta PERTIERRA RODRIGUEZ (Spain)
TC 4.3 Earthworks	Patrick BOISSON (France)	Paul NOWAK (UK)	Lamis MAKKI (France)	Natalia PÉREZ GARCIA (Mexico)
TC 4.4 Tunnels	Ingo KAUNDINYA (Germany)	Tiago MASSINGUE (South Africa)	Hélène MONGEOT (France)	Rafael LOPEZ GUARGA (Spain)
TC 4.5 Decarbonization of Road Construction and Road Maintenance	Janusz BOHATKIEWICZ (Poland)	Louis BETTINI (Australia)	Josh MATTHEIS (France)	Vinicio SERMENT (Mexico)
TC 4.6 Road Design Standards	Mariusz KIEC (Poland)	Lethu DLANIWA (South Africa)	Joseph AHISSOU (Benin)	Fernando LOPEZ-MENCHERO DIEZ (Spain)
Road Statistics	Mohamed NOUHI (Canada)	Hirofumi OHNISHI (Japan)	Open	Maria TEBAR (France)
Terminology	Bernard JACOB (France)	Gianluca COSSALE (Italy)	François GUÉNOT (Switzerland)	Carlos SANTILLAN DOHERTY (Mexico)

## 4. ANNEX 3. PIARC PUBLICATIONS

With a cycle 2024-2027 now working at full pace, PIARC published quite a number of new reports, plus missing translations from the previous cycle.

### 4.2 REPORTS PUBLISHED IN 2024-25

#### In English: 11 reports

- [2025R06EN](#) - Envisioning The Transport Agency Of The Future - Literature Review
- [2025R05EN](#) - Envisioning the Transport Agency of the Future - High Impact Summary
- [2025R04EN](#) - Challenges In Resilience Building For Road Disaster Management Coordination And Cooperation In Different Regions – PIARC Workshop
- [2025R03EN](#) - Sustainability of Tunnel Operation: New Approaches - Briefing Note and Collection of Case Studies
- [2025R02EN](#) - Measures for Reducing Carbon Footprint of Pavements - Case Studies
- [2025R01EN](#) - Low-Cost Pavement Systems – Technical report
- [2023R56EN](#) - Guidelines for the Implementation of ISO 55001 in Road Organizations – Technical Report
- [2023R55EN](#) - [Emerging Freight Transport Technologies – Technical Report](#)
- [2023R54EN](#) - Increasing Resilience of Earth Structures to Natural Hazards – Technical Report
- [2024R02EN](#) - Ensuring the Network Remains Operational during Unprecedented Conditions – Proceedings
- [2024R01EN](#) - Envisioning the Transport Agency of The Future – State of Knowledge

#### In French: 3 reports

- [2025R01FR](#) - Systèmes de chaussées à faible coût
- [2024R02FR](#) - Veiller à ce que le réseau reste opérationnel dans des conditions sans précédent - Table ronde
- [2022R08FR](#) - L'écologisation du transport de marchandises - Fiches d'information

#### In Spanish: 3 reports

- [2025R05ES](#) - Visualizando la agencia de transporte del futuro - Resumen de alto impacto
- [2025R04ES](#) - [Desafíos en el desarrollo de la resiliencia para la coordinación y cooperación en la gestión de desastres viales en diferentes regiones - Taller](#)
- [2025R01ES](#) - [Sistemas de pavimentos de bajo coste – Informe técnico](#)

### 4.2 SPECIAL PROJECT REPORTS PUBLISHED IN 2024-2025

- [2024SP01EN](#) - Rapid Impact Assessment in the Highway Sector
- [2024SP02EN](#) - Artificial Intelligence in the Road Sector - Report
- [2024SP03EN](#) - Artificial Intelligence in the Road Sector – High Impact Summary

### 4.3 NUMBER OF VISITS TO THE ONLINE MANUALS

Road Safety - Number of visits (version updated June 2024)

Period	01/08/2022 - 31/07/2023	01/08/2023 - 31/07/2024	01/08/2024 - 31/07/2025
Number of visits	34,185	50,741	41,991
Number of single users	26,551	42,997	33,742
Number of pages viewed	82,482	96,942	93,196

Average number of pages per visit	2.41	1.91	2.22
Average duration of visits (minutes)	2:43	2:05	2:13

## Disaster Management

Period	01/08/2022 - 31/07/2023	01/08/2023 - 31/07/2024	01/08/2024 - 31/07/2025
Number of visits	5,626	14,272	17,518
Number of single users	4,096	13,111	15,984
Number of pages viewed	14,288	23,302	33,349
Average number of pages per visit	2.96	4.18	1.9
Average duration of visits (minutes)	4:16	1:08	1:18

## Asset Management

Period	01/08/2022 - 31/07/2023	01/08/2023 - 31/07/2024	01/08/2024 - 31/07/2025
Number of visits	7,230	8,330	7,110
Number of single users	4,822	6,492	5,517
Number of pages viewed	28,899	28,561	21,604
Average number of pages per visit	4	3.43	3.04
Average duration of visits (minutes)	4:28	3:29	2:49

## Road Network Operations &amp; ITS

Period	01/08/2022 - 31/07/2023	01/08/2023 - 31/07/2024	01/08/2024 - 31/07/2025
Number of visits	42,388	49,529	33,057
Number of single users	34,679	43,861	29,016
Number of pages viewed	69,533	72,764	49,187
Average number of pages per visit	1.64	1.47	1:48
Average duration of visits (minutes)	1:43	1:21	1:10

## Road Tunnels (V1 + V2)

Period	01/08/2022 - 31/07/2023	01/08/2023 - 31/07/2024	01/08/2024 - 31/07/2025
Number of visits	37,211	58,199	53,299
Number of single users	30,731	53,961	45,727
Number of pages viewed	78,253	106,299	96,865
Average number of pages per visit	2.10	1.83	1.82
Average duration of visits (minutes)	2:09	1:39	1:27

### 4.3 MOST DOWNLOADED TECHNICAL REPORTS (TOP 25)

The above table shows a constant interest for PIARC publications linked to tunnels and road safety, adding this time design standards and road construction related reports.

Technical Reports	Downloads by language	Total Downloads
<b>2024SP02</b> Artificial Intelligence in the Road Sector	515	<b>515</b>
<b>2025R01</b> Low-Cost Pavement Systems Systèmes de chaussées à faible coût Sistemas de pavimentos de bajo coste	156 60 42	<b>258</b>
<b>2023R48</b> BIM and Digitalization in Road Asset Management	247	<b>247</b>
<b>2023R40</b> Road Safety Audits Guidelines for Road Projects - Technical Report	228	<b>228</b>
<b>2023R53</b> Well-Prepared Projects in Low- and Middle-Income Countries - Technical Report Des projets bien préparés dans les pays à revenu faible ou intermédiaire - Rapport technique Proyectos bien preparados en países de renta baja y media - Informe técnico	128 38 32	<b>198</b>
<b>05.05.B (1999)</b> Fire and Smoke Control in Road Tunnels Maîtrise des incendies et des fumées dans les tunnels routiers	184 10	<b>194</b>
<b>2024R01</b> Envisioning the Transport Agency of The Future – State of Knowledge Visualizando la agencia de transportes del futuro - Estado de los conocimientos	160 28	<b>188</b>
<b>2019R02</b>		<b>187</b>

	Road Tunnels: Vehicle Emissions and Air Demand for Ventilation - Technical report	156	
	Túneles de carretera: emisiones de los vehículos y demanda de ventilación - Informe Técnico	25	
	Tunnels routiers : émissions des véhicules et besoins en air pour la ventilation - Rapport technique	6	
<b>2023R50</b>	Multimodal Solutions for Optimizing Road Networks in Urban And Peri-Urban Areas	175	<b>175</b>
<b>2023R18</b>	Forensic Engineering for Structural Failures - Technical Report	163	<b>163</b>
<b>2023R41</b>	Disaster Management and Recovery Techniques for Road Administrators - Technical Report	158	<b>158</b>
<b>2023R54</b>	Increasing Resilience of Earth Structures to Natural Hazards	156	<b>156</b>
<b>2023R49</b>	New Mobility and Road Infrastructure	148	<b>148</b>
<b>2024SP01</b>	Rapid Impact Assessment in the Highway Sector	148	<b>148</b>
<b>2023R20</b>	Measures for improving resilience of pavements - Technical Report	84	<b>146</b>
	Mesures visant à améliorer la résilience des chaussées - Rapport technique	39	
	Medidas para mejorar la resiliencia de los pavimentos - Informe técnico	23	
<b>2024SP03</b>	Artificial Intelligence in the Road Sector	145	<b>145</b>
<b>2017R01</b>			<b>135</b>

	Design fire characteristics for road tunnels	107	
	Características del incendio de proyecto en túneles de carretera	19	
	Caractéristiques des incendies de dimensionnement en tunnels routiers	9	
<b>2023SP01</b>			<b>132</b>
	PIARC Road Safety Knowledge Exchange - Special Project	132	
<b>2024R02</b>			<b>126</b>
	Ensuring the Network Remains Operational during Unprecedented Conditions - Proceedings from Piarc Panel Discussion at Highways UK in October 2024	83	
	Veiller à ce que le réseau reste opérationnel dans des conditions sans précédent - Compte rendu de la table ronde à Highways UK en octobre 2024	32	
	Garantizar la operatividad de la red en condiciones sin precedentes - Una nota informativa de PIARC - Actas de la mesa redonda de PIARC en Highways UK en octubre de 2024	11	
<b>2023R28</b>			<b>121</b>
	PIARC International Climate Change Adaptation Framework 2023 – Technical Report	121	
<b>2015R03</b>			<b>119</b>
	International climate change adaptation framework for road infrastructure	83	
	Cadre international d'adaptation au changement climatique pour les infrastructures routières	19	
	Marco Internacional de Adaptación al Cambio Climático para la Infraestructura Vial	17	
<b>05.06.B (2007)</b>			<b>117</b>
	Systems and equipment for fire and smoke control in road tunnels	110	
	Systèmes et équipements pour la maîtrise des incendies et des fumées dans les tunnels routiers	7	
<b>2011R02</b>			<b>108</b>

Road tunnels: operational strategies for emergency ventilation	88	
Túneles de carretera: Estrategias de control de la ventilación en situación de emergencia	20	
<b>2022R22</b>		<b>106</b>
State of the Art in Road Design Standards - Literature Review	106	
<b>2016R03</b>		<b>103</b>
Fixed fire fighting systems in road tunnels: Current practices and recommendations	80	
Sistemas fijos de extinción de incendios en túneles de carretera: sistemas actuales y recomendaciones	16	
Systèmes fixes de lutte contre l'incendie dans les tunnels routiers : pratiques actuelles et recommandations	7	
<b>Total: 425 different Technical Reports* for 14,716 unique downloads</b>		
<b>Total Top 25: 4,321 is 29.4 % of Total downloads</b>		<b>4,321</b>

\* Unlike the statistical presentation in previous years, where the same technical report downloaded in two or three different languages was counted as two or three different technical reports, this year we have grouped the different language versions of a report together as a single report. As a report downloaded in English, French and Spanish is counted as the same technical report, this explains the apparent reduction in the total number of different technical reports to 411 from 729.

**Total downloads**

	<b>Downloads</b>		
<b>Date</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
January		1,671	1,434
February		1,739	975
March		1,769	1,199
April		1,389	1,569
May		1,589	1,154
June		1,455	1,101
July		1,175	1,143
August	1,247	1,166	
September	1,446	1,131	
October	2,354	1,667	
November	1,377	1,116	
December	1,258	1,061	



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