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PIARC Special Project

INNOVATION POLICIES

in the road sector

CALL FOR PROPOSALS

Deadline for submission of proposals:
21 March 2023

1 PURPOSE AND STRATEGIC SIGNIFICANCE

1.1 Introduction

PIARC (World Road Association) has established a Special Projects mechanism to enable it to respond to emerging issues and priorities identified by its members. Special Projects are typically beyond the work of PIARC's Committees and Task Forces.

This document is a Call for Proposals to conduct the Special Project on "Innovation Policies in the Road Sector".

1.2 Context

It can be argued that the transportation field has been on a continuous journey of innovations since historical times. The sector as a whole generates and requires innovation: cold-mix asphalt, intelligent transport systems, to name just two. Many PIARC Committees already analyse international innovations in their particular field of expertise, and organise knowledge sharing on them. Furthermore, some of the most recent innovations in transportation demonstrate that roads are a perfect vehicle for incorporating innovation: electric vehicles use roads, ride-hailing services use roads, etc.

The issue to be addressed by this Special Project is about innovation processes at the organizational level for PIARC members (road and transport administrations, road organisations). What are some of the key noteworthy and best practices employed by road and transport administrations to encourage and sustain innovation processes at the organizational level? What lessons on innovation can be learnt from other sectors which are applicable to road and transport agencies? What recommendations can be established and implemented at the organizational level?

The objective is not to promote innovation for innovation's sake, or to produce generic recommendations, but to promote innovation that serves the needs and missions of PIARC members as well as the wider roads and transport sector, and to identify noteworthy and best practices that support innovation at the organizational level.

This topic is relevant because the pace of innovation is growing and road administrations and authorities, and all road-related companies, have to adapt.

PIARC, as a global organization, addresses HICs (high income countries) as well as LMICs (low- and middle-income countries). It is crucial that the needs, opportunities and challenges of all countries are addressed by the project.

1.3 Context within PIARC

PIARC's work is organised in four-year work cycles. Innovation was identified by PIARC as one of four cross cutting issues in the 2020-2023 work cycle.

As a result, most PIARC Committees already address innovation in their given field (pavements,

road safety, etc.), and have to identify the most relevant innovations. In addition to this, Technical Committee 1.1, Performance of Transport Administrations, organized and held two workshops on the topic of innovation. These workshops were aimed at the theme of the RFP as they were both focused on the “innovative organization” and “implementing innovation”.

This project is very different: It aims to analyse innovation policies, not specific innovations and to understand how road and transport organizations currently do, and may better in the future, cultivate, embrace, and sustain innovation at the organizational level.

1.4 Purpose of the project

The purpose of this project is to better understand how these issues are analyzed and addressed across the globe, with a clear focus on roads and road transport, and to deliver information that will be of use to PIARC members and to PIARC itself.

Questions to be addressed include:

- What are the processes that Road and Transport Organisations implement to encourage innovation in-house and in their ecosystems of partners and stakeholders?
- What are the processes that Road and Transport Organisations implement to identify relevant innovations and put them in practice?
- What are the processes that Road and Transport Organisations implement to identify and foresight innovation processes that will be relevant in the future?
- How do Road and Transport Organisations train and motivate their workforce to handle rapid innovation, which can be disruptive, and to negotiate with partners, which can be challenging (legal implications, “not invented here” syndrome)?
- How do Road and Transport Organisations foster and accelerate innovation, how do they create and support a culture of innovation, capitalize on both internal and external innovations, and what strategies organizations use to ensure that innovation is sustained?
- How do Road and Transport Organisations liaise with, influence and benefit from other national and international bodies as regards innovation policies? This could include national “innovation agencies”, innovation financial support mechanisms, regional call for projects and the like.
- What processes, concepts and approaches for the proposal, filtering and implementation of innovation from other sectors may be applicable to the roads and transport sector, and Road and Transport Organisations specifically?

The work will rely on a wide review of available literature, collection of international case studies as well as on analysis from various cross-sectoral perspectives. It will represent a wide range of lived and professional experiences and discuss how diverse perspectives may be included in road and transport-related policy development, project selection, and mitigation

to advance innovation.

This work will establish best practice and set out recommendations for PIARC members to support them achieving their objectives. It should also aim to establish high-level publishable material, including useful concepts, frameworks and case studies. At a high-level, the project will also consider whether measures to promote innovation are efficient and relevant, and under which context conditions.

It is also expected to produce recommendations for PIARC to consider in the future, e.g., terms of reference for future Task Forces or Committees, or other actions that the Association should take to encourage innovation at all levels.

1.5 Out of scope

Identifying and recommending specific innovations is completely out of scope.

This work is focused on processes, management methods and encouraging a culture of innovation, not on technologies or practices for their own sake. The purpose of this project is not at all to identify promising technologies. Here we are looking at innovation at the organizational level and the process and culture of innovation itself.

The project will probably mention specific innovations to illustrate the policies and processes that have identified and nurtured those innovations, but the latter will be relevant as illustrations only.

Besides, it should be noted that we want to avoid a report or review which passes judgement on a country's policies.

2 METHODOLOGY, OPTIONS

2.1 Methodology

The proposal will present the methodology that the tenderer will follow.

It is expected to include the following steps:

1. Preliminary literature review
2. Identification of relevant key concepts, models and frameworks for innovation
3. Collection of international case studies, through PIARC's members and other sources
4. Analysis of all this information in order to deliver adequate information for PIARC members

The methodology should address the following questions:

1. How will the study collect world-wide case studies, policies and business cases that deal with innovation policies?
2. How will the tenderer collect information from different road administration

authorities, transport regulators and operators, other public administrations, academia and relevant industry from international road sector, including successful and unsuccessful case studies?

3. How will the tenderer consider approaches to innovation from other sectors, whilst avoiding producing generic recommendations and ensuring their work is specifically relevant to road and transport agencies?
4. How will the study identify challenges and opportunities for innovation policies?
5. How will the study analyze relevant business model from road and transport administration perspective?
6. How will the proposal establish recommendations/next steps?
7. What will be the study milestones in terms of deliverables? What will be the approach for monitoring the progress and to include the inputs from the Project Oversight Team (POT)? It is recommended to organize monthly videoconference, and to share with the POT regularly intermediate deliverables asking for feedback.
8. Low- and Middle-Income Countries (LMICs) represent an important share of PIARC membership and it is crucial that their needs, opportunities and challenges are addressed in all PIARC activities:
 - How will case studies from LMICs be collated?
 - How will their needs be taken into account?
 - How will some of the findings of the project be identified as particularly suitable for LMICs?
 - How will the proposal establish recommendations/next steps that can be implemented by LMICs?
9. How will the management of the project be organized, including quality assurance and quality control without taking significant resources from the project?
10. How will the proposal mobilize the diverse range of skills needed to complete this work? We consider that the range of skills needed includes understanding technologies, understanding management, collecting case studies, analyzing policies, etc.
11. What indicators or measures will you use to evaluate the policies and case studies?

2.2 Options

The proposal can be structured as a core proposal plus additional options.

The proposal would then include a core proposal within the proposed budget, and then some options which would be described in detail as well as priced.

If the proposal is selected, PIARC would place the order for the core proposal and maybe as well for some of the options. This would be done at PIARC's discretion.

In any case, the core proposal has to answer all the expectations which are presented in this call for proposals document and to fit in the budget presented below.

3 PROPOSED EXPERTS AND INTERNATIONAL NETWORK

The proposal should also include a description of the relevant expertise that qualifies the contractor to undertake the project. Specifically:

- Describe any past or current work projects that relate to the subject of this proposal.
- Identify the person or persons who will be working on this project, describing their roles and estimated contribution to the project, and providing information on their backgrounds, experience and expertise.
- Provide information about any other international network, other than PIARC, from which tenderer could receive inputs.

4 FINAL DELIVERABLES

The final deliverables will include a report, dissemination material, and contribution to the PIARC Congress.

4.1. Report

The report will include a literature review, collection of case studies and recommendations.

The general structure of the report may be as follows, although variations and adjustments with the agreement of the POT are acceptable:

- Executive Summary
- Introduction: project background, objectives and scope
- Methodology and approach
- Description and key concepts of innovation
- Lessons and outcomes of the literature review
- Case studies analysis from around the world
- Description of potentials and challenges in this field
- Conclusions of the study
- Recommendations for road and transport organisations, LMICs and PIARC
- References
- Appendices

Possible specific recommendations for LMICs should be included in the report's conclusions.

The recommendations for public administration bodies and transport regulators are a key element of the report. They should be relevant for policy advisors, decision makers and operators.

The specific recommendations for PIARC could include recommendations such as liaising with specific bodies or organizations, take part in existing conferences and/or create internal bodies or processes on the subject.

4.2. Dissemination material

Presentation material to present the results of the Special Project at the PIARC Council meeting on 30 September in Prague, Czech Republic.

The selected tenderer will also be invited to join the meeting physically or via videoconference. The retained option should be specified in the proposal.

4.3. Voluntary contribution to the next PIARC Congress

Voluntary contribution to one of the Sessions on Special Projects inside the World Road Congress in Prague, 2-6 October 2023. The retained consultant will be invited to join the session (participation is optional) and to provide inputs to the Session program. This contribution will be requested after finalizing the project and out of the project budget. So, this point is provided here as information.

4.4. Intellectual property and formats

The final products will be submitted in electronic form in English, using the PIARC template for Technical Report and PIARC template for PowerPoint presentations.

The final products will be submitted in Microsoft Word and in PowerPoint formats, because PIARC may need to make marginal edits and reuse them later.

The report will be owned by PIARC. PIARC will acknowledge the contribution of the external consultant.

PIARC will ensure translation to French and Spanish. The report will be available free of charge in PIARC's Virtual Library to ensure a large world outreach for the report.

5 KEY DATES

The proposal should include a methodology and a proposed work schedule. The schedule should identify dates or timeframes for accomplishing major milestones in the project.

The work schedule will include monthly videoconference meetings. It should also include dates or timeframe for an interim product or products that allows adequate time for review and feedback prior to the final deliverable.

The schedule must be completed, and final report should be delivered by 12 September, 2023, so PIARC can proceed to translation and dissemination of document in advance to participants to PIARC Council meeting on 30 September.

The following are some of the milestones to be included in the proposal:

- Deadline for submission of proposal 21st of March 2023 (4 weeks open).
- 1st half of April 2023: Kick-off videoconference meeting.
- Intermediate milestones to be proposed by the tenderer.
- 5th of September 2023: Finalization of the report in English.
- 12th of September 2023: Finalization of World Road Congress presentation.
- 2-6th October 2023: Presentation at the World Road Congress.

6 PROPOSED BUDGET

The funding requested from PIARC should not exceed 43 700 Euros all taxes included.

The proposal shall provide a general budget for the project. The budget should include a general itemization of the costs of the major work elements of the project and provisional schedule of invoicing.

Invoices will be processed only for completed and approved items, with 10% of each invoice payment to be held back until final deliverables have been accepted by the Project Oversight Team and approved by PIARC.

In line with EU regulations, the payment will take place 60 days after the acceptance of the invoice by the POT.

Since a timing delivery of the outputs is at the essence of the Special Projects mechanism, late penalties could be applied if the external consultant fails to deliver the outputs in the proposed milestones. In line with French regulations, if the delay is the contractor's responsibility, the penalties will be 1% of the budget per week of delay, with a grace period of 15 days, and up to a maximum of 5% of the budget.

7 PROJECT OVERSIGHT AND PROPOSALS EVALUATION

The project will be overseen by a project evaluation and steering committee called “Project Oversight Team” (POT). These experts will be drawn from PIARC membership and will include representatives from some technical committees. Some experts will be nominated by member countries and PIARC General Secretariat staff. The POT will select the preferred tenderer and assist in the development of the project.

The POT will assess proposals and select the preferred tenderer on the basis of the following criteria:

- a) Technical approach and methodology (up to 35 points): how the tenderer addresses the project objectives and deliverables, how effective and resilient the proposed approach and methodology are, including proposed international case studies and addressing the needs of different PIARC member countries, in particular the LMIC;
- b) Proposed work plan including intermediate milestones (up to 15 points).
- c) Value for money offered by the tenderer (up to 20 points): including the time offered by different contributors of the tenderer’s team.
- d) Experience of the proposed team on the holistic vision of the road sector (up to 10 points)
- e) Experience of the proposed team on the road policies and practices addressing innovation policies (up to 10 points)
- f) International experience and network of the proposed team (up to 10 points)

The POT will oversee progress of the Project, including participating in regular calls, reviewing interim and final products. The POT will also provide any relevant information from the PIARC work to the selected tenderer (e.g., information obtained from surveys) for use in the project. In addition to review and oversight by the POT, input may also be sought from the other members of Technical Committees and the PIARC Executive Committee and Strategic Planning Commission.

8 PROPOSAL SUBMISSION

Proposals should include all the elements identified in this Call for Proposals.

Proposals should be submitted electronically in English to PIARC at: info@piarc.org

No later than 21 March, 2023

For any questions, please send E-mail to info@piarc.org