7B.   TECHNICAL COMMITTEES AND TASK FORCES: PROCESSES

This document is an advanced draft.

It is built on the current chapter of the Members Guide (Blue Guide) and on the requirements set out in the 2020 - 2023 Strategic Plan.

It will be submitted to the PIARC Executive Committee for review in April 2020.

The technical structures of the Association are the Technical Committees ("TC"), the Task Forces ("TF") as well as the Regional Task Forces. Inside the Technical Committees we can also find Working Groups as well as Regional Working Groups.

Each person appointed as a member of a Technical Committee or Task Force is informed of the existence of this Blue Guide indicating his/her responsibilities.

7.1   Terms of Reference

The terms of reference for each of the Technical Committees and Task Forces for the 2020-2023 cycle mentioned in this document are set out in PIARC Strategic Plan 2020-2023.

Technical Committees ("TCs") and Task Forces ("TFs") are expected to do their utmost and to organise their work in order to deliver their expected outputs in a timely fashion.

7.2   Strategic directions for 2020 - 2023

Please refer to the full text of the Strategic Plan for more information.

7.2.1   *Quality*

The 2020 - 2023 Strategic Plan places emphasis on quality of PIARC outputs. In summary it means that:

- Ensuring good quality of the association's outputs is essential. Those are values for which PIARC is recognized and respected.

- PIARC intends to reflect a wide range of international experiences in its outputs, and to continue implementing adequate review processes.

- Working in silos will also be avoided through a wide range of viewpoints and perspectives.

- PIARC needs to address diverse audiences with varying levels of seniority and information requirements.

7.2.2   *Flexibillity*

The 2020 - 2023 Strategic Plan places emphasis on flexibility. In summary it means that:

- The Strategic Plan can be updated throughout the work cycle, to keep up with the dynamism of the roads and road transport sectors and to respond to key issues that might arise.

- Outputs can be delivered on a more continual basis: throughout the work cycle, not only in its last year; this ensures that the Association can provide more current information in a timeframe that makes it more useable for its members.

- Various possible outputs are possible: full reports, as always, but also short reports, literature review, briefing notes, roundtables etc.

- Conditions change even during a single four-year cycle, and the Association has to be nimble enough to respond to key issues that might arise without prejudice to its technical working structure.

- PIARC intends to produce information on a more continual basis. By structuring work processes within the organization to foster the completion of reports and other products more frequently, the Association can provide more current information in a timeframe that makes it more useable for its members.

This should also lighten the overall workload of technical bodies, enabling their members to work less in silos, to engage in more free-form discussion and thus identify emerging issues at their level. As a consequence, this would confirm a vibrant and engaging work culture in the Association's technical bodies.

7.2.3 *Outreach*

The 2020 - 2023 Strategic Plan places emphasis on outreach. In summary it means that:

- Over the past 20 years, knowledge sharing has undergone a revolution. To remain relevant and viable, the Association must demonstrate value added to current members and pursue opportunities to widen and better engage the membership.

- A unifying interest among members is a desire to access knowledge that can improve roads and road transport: knowledge that can be applied in their respective jurisdictions with the combined effect of improving the state of the practice worldwide while taking into account the greater mix of backgrounds and the need to address diverse audiences.

- Relevant media will be sought such as the website, Routes/Roads magazine, emails to members, various newsletters, information sharing at events, increased use of social media, webinars...

- Cooperation with other organizations is important as the Association seeks to combine its unique capacities with those of complementary organizations to generate the best possible products for its membership.

7.3 **Work Program: Development and Implementation of the Terms of Reference**

Each Technical Committee ("TC") and Task Force ("TF") is expected to deliver on its Terms of Reference, which are presented in the Strategic Plan.

To that end, each TC/TF is required to organize its activities over the course of the four years (for TCs) and two years (for TFs). This is the objective of the work program. Developing the work program includes allocating tasks to specific members of the TC/TF, identifying major milestones, and planning the activities month by month.

This work should adhere to the quality standards of PIARC. This, among others, include aiming at a broad geographic representativity of surveys and discussions in order to achive a global perspective, implementing a careful review process within the TC/TF, and liaising with the Strategic Theme Coordinator ("STC") and General Secretariat ("GS") at key phases of the product development (idea, detailed table of content, first draft, final draft).

The work program is a document that is prepared under the leadership of the Chair, in coordination with the Secretaries, involving all members of the TC/TF. It is reviewed by the STC and GS and eventually approved by the Strategic Planning Commission ("SPC") and Executive Committee ("ExCom"), in the first year of the work cycle.

In the course of the lifetime of the TC or TF, changes may occur: New ideas may emerge within the TC/TF or at PIARC leadership, which require the TC/TF to initiate a new product; An expected product may run

into difficulties and may need adjustments (delays, change to a new type of product), etc. Those changes need to be identified by the Chair and to be discussed with the STC and GS.

7.4   Support from PIARC General Secretariat

PIARC General Secretariat ("GS") is made up of salaried staff and staff seconded by member countries. Its missions include guiding and providing assistance to TCs and TFs.

7.4.1   *Technical Advisors*

Each Strategic Theme is supported by a Technical Advisor ("TA").

TAs are members of the GS. They are professionals seconded by their member country for periods of about two years.

The TA is the contact person between the Technical Committees, the Task Forces, the Strategic Theme Coordinator and the General Secretariat for all matters related to the execution of the Strategic Plan by the Technical Committees and Task Forces, including the preparation of the International Seminars and Congresses.

TAs provide assistance to the Strategic Theme Coordinator, the TC&TF Chair and Secretaries.

7.4.2   *Technical Director*

PIARC's Technical Director is a member of the GS. He coordinates all TAs and supports and oversees the work of TCs and TFs. He is responsible for the delivery of the outputs of the Strategic Plan and for the proper implementation of quality processes.

7.4.3   *Other GS support*

PIARC GS also includes experts in charge of:

- Seminars
- Communication
- Partnerships
- Translations
- Publications
- Etc.

An updated list can be found on: https://www.piarc.org/en/PIARC-Association-Roads-and-Road-Transportation/General-Secretariat

7.5   Coordination across Technical Committees, Task Forces and Strategic Themes

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

Sustainable development and road safety, among others, have been defined as cross-cutting issues. Therefore, all Technical Committees and Task Forces should take into account these topics in their activities.

Some topics may concern two or more Technical Committees or Task Forces. TC/TF Chairs should initiate cooperation liaison with the TC/TF concerned. Each Strategic Theme Coordinator supports and follow-up this action.

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 last quarter of the second year of the four-year cycle. Additional meetings may be held if there is a need. Meetings based in web conference systems should also be regularly held.

7.6 PIARC Congresses

In order to share knowledge that it develops, to collect new input from around the world and to facilitate discussions on road and road transport issues, PIARC organises two Congresses:

- The World Road Congress is an important event that has established the Association's reputation and is held at the end of a four-year work cycle. The next WRC will take place in Prague in 2023.

- The International Winter Road Congress is held roughly half way through the four-year cycle. It has similar objectives and outcomes as the World Road Congress albeit with more focussed topics. The next IWRC will take place in Calgary in 2022 and will tackle resilience in addition to winter issues.

Each TC/TF is invited to organise one session or more at the WRC. This can be focused on the presentation of the work of the TC/TF, or on a more specific issue.

A call for papers is organised for both Congresses. TC/TF are invited to contribute topics for the international call for papers, review abstracts and then review full papers.

The programme of both Congresses is coordinated by PIARC GS.

7.6.1 *2023 Congress in Prague*

Detailed instructions will be prepared in due time.

The international call for papers will be published in May 2022 at the latest.

7.6.2 *2022 Congress in Calgary*

The 2022 International Winter Road Congress will take place in Calgary (Canada) in February 2022. This edition of the Congress will evolve: winter issues will remain center stage, and topics related to resilience will be added, even in a non-winter context. For example, disaster management in all seasons will be included.

At this stage, it is foreseen that the following TCs will be involved:

- 3.3 Winter service of course
- 1.4 Climate change and resilience
- 1.5 Disaster management
- 3.2 Road network operations (about traveler information)

- 4.1 Pavements
- 4.2 Bridges
- 4.3 Earthworks
- 4.4 Tunnels

More TCs can be involved. A decision will be made by the Executive Committee in April 2020.

Those TCs would contribute to the call for papers (to be issued in June 2020) and would organize one or more 1.5 hour sessions during the Congress itself.

7.7   Languages

English is the working language of Technical Committees and Task Forces.

However, the Technical Committees and the Task Forces can decide to use for internal communication French and/or Spanish, depending on their membership.

At plenary, TC/TF meetings members should speak in English unless interpretation with French and/or Spanish is provided. If there is no formal interpretation, members can exceptionally speak in French and Spanish for a brief comment, which is translated into English by French or Spanish Secretary.

The minutes of meetings drafted by the Secretaries of the Technical Committee and Task Forces should be circulated in English, French and Spanish. Minutes are an important tool for all TC members, particularly for corresponding members and members who could not attend. They are also useful for other PIARC bodies, such as General Secretariat, ST Coordinators, other TC/TF willing to coordinate their work…

The final draft of a report, article, etc., produced by a Technical Committee or Task Force as a result of a completed project should be examined and approved by members in its English version and sent officially by the TC/TF Chair to General Secretariat.

The Secretaries are responsible for organising the translation into each of the other two languages of the TC/TF final outputs. The General Secretariat offers translations of final reports to TCs and TFs. This is done through quality automated translation services. The output of such processes needs to be carefully proof-read by the TC/TF, verifying that the technical terms are correctly translated and that they reflect the result of the TC work during the cycle. This task needs to be planned in the work program of the TC/TF, and it is the role of the Secretaries to organize it. All TC or TF members speaking fluently one of the three language should contribute to the translation of the final outputs under the coordination of the relevant Secretary.

TC and TF can exceptionally request that General Secretariat helps them deal with complex situations.

7.8   Work program for a TC over four years

At the beginning of each cycle, each Technical Committee shall develop a work program for the four-year cycle. This is based on the terms of reference and the issues, strategies and outputs in the Strategic Plan.

The work program is a document that is prepared under the leadership of the Chair, in coordination with the Secretaries, involving all members of the TC/TF. It is reviewed by the STC and GS and eventually approved by the Strategic Planning Commission ("SPC") and Executive Committee ("ExCom"), in the first year of the work cycle.

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

- Ensure that the required outputs are prepared on time;

- Hold two face-to-face meetings per year, often in conjunction with another Committee, another organisation, a seminar or a conference;

- Hold two seminars in LMICs (conjoined with a TC meeting);

- Assist the Strategic Theme Coordinators to review emerging strategic issues and prepare proposals for new activities and for the next Strategic Plan;

- Prepare one or more sessions and a call for papers for the 2023 World Road Congress and, if relevant, the 2022 International Winter Road Congress, reporting on the work of the TC and also addressing particular topics and issues of interest within the TC's terms of reference.

At the beginning of each cycle, each Technical Committee shall appoint contact persons (see below).

7.9 <u>Work program for a TF over two years</u>

At the beginning of each cycle, each Task Force shall develop a work program for the two-year mandate. This is based on the terms of reference and the issues, strategies and outputs in the Strategic Plan.

The work program is a document that is prepared under the leadership of the Chair, in coordination with the Secretaries, involving all members of the TC/TF. It is reviewed by the STC and GS and eventually approved by the Strategic Planning Commission ("SPC") and Executive Committee ("ExCom"), in the first year of the work cycle.

During the two years of the cycle, each Task Force will:

- Ensure that the required outputs are prepared on time;

- Hold two face-to-face meetings per year; Note that TFs can be more flexible in their processes, in order to be nimble and actually deliver within the 2 year time frame;

- Assist the Strategic Theme Coordinators to review emerging strategic issues and prepare proposals for new activities and the next Strategic Plan;

- Prepare one or more sessions for the 2023 World Road Congress and/ or the 2022 International Winter Road Congress, reporting on the work of the TF, and also addressing particular topics and issues of interest within the TF's terms of reference;

- If relevant and not detrimental to the delivery of outcomes, prepare a call for papers for the 2023 World Road Congress and/or the 2022 International Winter Road Congress.

At the beginning of each cycle, each Task Force shall appoint contact persons (see below).

7.10   Task Forces

Task Forces are similar to the Technical Committees, and most considerations stated in the Blue Guide apply. The main differentiating elements for Task Forces are the following:

- Their mandate includes only one topic (or « issue » in the Terms of Reference)

- Their efforts are expected to conclude within two years

- They include fewer members

Maintaining reasonably small groups facilitate decision-making and administration in the context of the Task Forces' time constraint (in two years).

Task Forces are encouraged to organise virtual meetings (webconferences) and are not required to meet physically twice a year. Task Forces are not requested to organise seminars in low- or middle-income economies.

Meeting minutes have to be circulated in all three working languages of the Association (English, French, Spanish).

Each Task Force should also endeavour to promote its products, but the emphasis remains on delivering the expected output in the limited time frame (2 years).

7.11   Chairs of the Technical Committees and Task Forces

TC/TF Chairs must have strong expertise in the area of the corresponding Technical Committee or Task Force and experience of working in international groups and of the management and leadership of working groups.

The Chairperson is a key person: he/she is an expert and a leader. He/she provides the leadership of each TC/TF to ensure the development and delivery of the work programme set out in the Strategic Plan. In terms of their commitment it is expected that they will:

- Plan, organise and chair two plenary face-to-face meetings of the Technical Committee per year, and approves the minutes of those meetings.

- Organise meetings between the Chair and the leaders of the working groups on a regular basis, this can be organized through web conference. The Chairs of the Task Forces should also organize the meetings of the Task Forces but these meetings can be physical or based on web conference systems.

- Attend a coordination meeting with the Strategic Theme Coordinator and the Chairs of the other Technical Committees of the same Strategic Theme in last quarter of 2021.

- Participate in the World Road Congress in 2023.

- If relevant, take part in the 2022 Congress

- Organise two seminars in LMICs

- If relevant, organize Conferences in High Income Countries or workshops back to back with their TC/TF meeting

The responsibilities of Chair of the Technical Committee or Task Force are to:

- Manage the TC/TF. In this role, in agreement with the members, he/she determines the structure of the TC/TF, works closely with the appointed Secretaries, appoints associate members in coordination with the General Secretariat, prepares the work programme, oversees the time-table of the work,

- Establish a quality assurance approach for the outputs. The Chair ensures that the quality process is followed and remains accountable for every aspect of quality of the technical reports and other products of the TC/TF

- Approve the reports produced in English, French and Spanish before transmission for publication to the General Secretariat through the relevant Strategic Theme Coordinator;

- Closely liaise with the STC and GS and reports on the work of the TC/TF

- Work with the General Secretariat, including Technical Advisors, to ensure the effective progress of the TC/TF;

- Assure representation of PIARC, on request, to events and other bodies, where he/she is invited as Chair of the Technical Committee or Task Force;

- Where appropriate, work with the Secretary General to ensure that a suitable high quality, committed replacement TC Chair is identified for the succeeding cycle.

- Contribute to identifying emerging issues

The Chair is expected to focus on delivering the expected outputs in a timely fashion.

7.12 Secretaries of the Technical Committees and Task Forces

Each Technical Committee and Task Force includes three Secretaries, one French-speaking, one English-speaking and one Spanish-speaking.

The Chair works in close cooperation with the Secretaries as they constitute, as a group, the leadership of the TC or TF, including andbeyond language asigments.

Language skills are also important because Secretaries coordinate translations or review of automated translations within the TC/TF.

Secretaries play an important role in operations of the Technical Committee or Task Force. In terms of their commitment it is expected that they will:

- Take part in two face-to-face plenary meetings of the TC per year (or all TF meetings)

- Take part in meetings between the Chair and the leaders of the working groups

- Attend the seminars organised by the TC.

- Attend a coordination meeting with the Strategic Theme Coordinator and the Chairs of the other TC&TF of the same Strategic Theme in the last quarter of 2021.

- Participate in the World Road Congress in 2023.

- If relevant, take part in the 2022 Congress

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

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

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

- Other Technical Committees and Task Forces for joint or cooperative activities,
- The General Secretariat regarding the publication of Committee or Task Force outputs,
- National Committees regarding arrangements for seminars in which the Committee is to be involved.
- Any other task

All expenses related to the work of a Secretary of a TC/TF are covered by their own countries and/or organisations.

7.13 TC/TF members
All TC/TF members are required to contribute actively to the work of the Technical Committee or Task Force. Being a Chair, Secretary or Member of a PIARC TC or TF is a significant, if rewarding, commitment:

- TCs meet twice a year for the duration of a four-year cycle. Chairs, Secretaries and Members are all expected to take part in these 8 international meetings. TFs are more flexible in the way they organise their work.
- Chairs, Secretaries and Members are expected to progress the work of their TC/TF between meetings.
- Chairs, Secretaries and Members are expected to contribute to all the outputs of the TC/TF: technical reports, international seminars, meetings, etc.
- If the TC/TF organizes parallel working groups inside the TC/TF, each member is expected to be active member of at least one working group.

All should assist in the organisation of all International seminars of the Association in their country involving its Technical Committee.

7.13.1 *Engage all members*
TC/TF Chairs should make sure that all members are equally welcome and included in the work and to strive to give all members the same opportunity to take part in meetings and in discussions.

The Chair should make sure that there is time for free discussion in each meeting, including on topics that are not on the TC terms of reference. This is meant to engage less active members, give them an opportunity to express themselves (e.g. by presenting projects from their country) and also to identify emerging topics that may warrant further developments.

7.13.2 *What is expected of TC/TF members?*

All members can and should contribute to the work of the TC/TF:

- They can share their own experience and best practice. Answering surveys is a requisite.

- Any member can provide the contact details of relevant persons, point to existing literature, etc.

- All members can share of the information they collect from the Technical Committee or Task Force within their own countries or international organisations. This can be done through national mirror committees dealing with the same topics, or through articles published in specialised national magazines.

All members inform the General Secretariat of changes in their contact details. The GS manages a database with the details of all the Technical Committee and Task Forces members, corresponding members and associate members. The Secretaries of the Technical Committees and Task Forces help the General Secretariat maintain this database up to date by providing the necessary information. Each TC/TF member can update their own data in their personal space at www.piarc.org.

7.13.3 *Communication at the national level*

In most cases, TC/TF members represent their countries.

All TC/TF members Tech are expected to gather information from their own countries relevant to the Committee's and Task Forces' terms of reference. To do this, they should use all networking mechanisms and structures available in their own countries.

All TC/TF members Tech are expected to disseminate information relevant to the Committee's and Task Forces' terms of reference within their own countries. To do this, they should use all networking mechanisms and structures available in their own countries.

7.13.4 *Diverse levels of activity*

Some members will be more active than others. In PIARC TCs/TFs we are indeed usually able to count on some members, who contribute very actively to the delivery of outputs. The Chair should identify those, engage actively with them as partners, and mobilise them in order to achieve the objectives of the TC/TF.

Some members will be less active than others. This happens in any group, not only in PIARC. The Chair should make them feel welcome nevertheless, as for them being a member enables them to learn about the issues and to develop their skills. However, the Chair should not let them hinder progress of the work of the TC/TF.

7.13.5 *Inactive members*

The General Secretariat monitors the attendance and involvement of TC/TF members, corresponding members and associate members, and informs First Delegates regularly, so that they can offer necessary support to the members.

Members who are not active at all in the work of the TC/TF, or who commit to tasks and then do not deliver, may be made to resign from the TC/TF. Such cased are handled by the general Secretariat in coordination with the relevant First Delegates.

7.13.6 *Private sector members*

The private sector is welcome in PIARC. Companies and corporations can be members, under the "collective member" category. For quite some time, PIARC has had private sector members in Committees, and in Chair or Secretary positions.

This is beneficial, because the Association can mobilize the expertise of all experts and practitioners, creating a global dialogue, even if road administrations are in charge of the governance and strategic direction of the Association.

All members of TC/TF should also be members of PIARC contributing to funding: either their public administration pays the gouverment fees, either their cpmpany is a collective member.

Private sector members are invited to be careful not to "bend" the work of their Committee or Task Force in a way that would be in their company's favour. This can happen unconsciously. In particular, Chairs and Secretaries from the private sector are invited to express a clear declaration of intent about this potential issue to all their Committee or Task Force members during the kick-off meeting.

If case of doubt, any member can contact the General Secretariat.

7.14   TC/TF Meetings

Each Technical Committee holds an average of two face-to-face meetings a year. However, this can be flexible and may depend upon the organizing procedure of each Technical Committee.

7.14.1   *Overall recommendations*

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

- The first face to face meeting of each Technical Committee and Task Forces after the World Road Congress is held in Paris ("kick-off meeting").

- Strategic Theme Coordinators may organise simultaneous face-to-face meetings of Technical Committees or/and Task Forces on a specific topic in collaboration with the Chairs of the Technical Committees and Task Forces in question. Combining meetings can be an effective means of promoting coordination between the Technical Committees and/or Task Forces.

In addition to face-to-face meetings, Technical Committees, Task Forces, Technical Committee working groups and others are encouraged to develop agile working methods and to organise teleconferences between face to face meetings. The TC/TF should select the most appropriate communication and work methods, considering the limitations and advantages of each.

7.14.2   *Planning a TC/TF meeting*

It is recommended that Technical Committees and Task Forces consider planning their meetings to allow members from distant countries to combine those meetings with participation in other professional meetings.

It is also recommended that Technical Committees and Task Forces organise joint meetings with other professional organisations such as OECD, TRB and so on. The General Secretariat can provide support in contacting other organisations to set up a meeting place.

The notices and agenda for Technical Committee and Task Forces 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. A recommended TC/TF meeting agenda is available from the General Secretariat.

The Strategic Theme Coordinator and the General Secretariat (via the Technical Advisor dedicated to that Strategic Theme) should be informed about the date and place of the next Technical Committee or Task Force meeting as soon as it is set, even before the minutes of the last meeting are finalised. The General Secretariat will update the website.

The Technical Committee or Task Force takes care of the preparation of the meetings and other related matters - reservation of meeting rooms, simultaneous translation, 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 or Task Force meeting, he/she should make sure that all facilities are provided by the host country - meeting room, simultaneous translation, etc.

7.14.3 *Organisation of a TC/TF meeting*
The Association 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 or Task Force members. Sharing this friendly meal together encourages and facilitates communication between Technical Committee or Task Forces members who work together over a number of years. It also provides a means of creating ties with the host country.

7.14.4 *Minutes*
The minutes of the meetings should be sent by Secretaries 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 other languages should follow and be sent no later than one month after the meeting.

The Secretaries of the Technical Committees and Task Forces keep a record of attendance, apologies and absence for all meetings.

The minutes are posted by the Secretaries in the work space, so that any PIARC member can read the minutes of the meeting and understand what work is being done by the TC/TF. The Secretaries should also send the minutes to all members and corresponding members of the Technical Committee or Task Force and to the Strategic Theme Coordinator.

7.15 Types of outputs
Various product types have been identified. This is presented in an annex to this document.

Some require extensive work (full technical report), some require less work (literature review). All should provide value to PIARC members.

Each Technical Committee ("TC") and Task Force ("TF") is expected to deliver on its Terms of Reference, which are presented in the Strategic Plan. The Strategic Plan already identifies types of product for each deliverable, as well as an expected delivery date.

The TC/TF is invited to review that, by taking into account its available resources, expectations of PIARC members, and the catalogue of product types (in Annex). It is part of the work program.

7.16   Time relevance

PIARC members sometimes request guidance under shorter time frames. In such cases, the depth and the extent of the work that will be conducted will need to be reduced, in order to meet deadlines.

As described in the Strategic Plan, some outputs are expected before the end of the work cycle - in 2020, 2021 or 2022. This is in line with the Association's ambitions to be flexible and to deliver added value to its members. It can also happen that new needs emerge in the course of the work cycle.

This requires careful planning and management of the activities of the TC/TF and it is part of the work program.

7.17   Quality

Each TC and TF should implement careful quality processes.

This, among others, includes the following items:

- TC/TF should aim at a broad geographic representativity in their deliverables and activities

- For each deliverable, the TC/TF work programme should identify key phases of the product development: idea, detailed table of content, first draft, final draft… TC/TF are encouraged to share those partial outputs as soon as possible with General Secretariat and ST Coordinator in order to have their feedback.

- For each deliverable, the TC/TF should liaise with the Strategic Theme Coordinator ("STC") and General Secretariat ("GS") at those key phases.

- All products, to the exception of short ones, should include a chapter of the methodology that was implemented, a chapter on LMICs, and a chapter of recommendations to PIARC members and to PIARC as an organisation.

- All draft reports should be reviewed by TC members who were not members of the working group that has produced the report, by applying the peer review principle.

- Translation can start only once the reference language version has been approved at STC/GS level. The TC/TF should validate the all translations.

Another section of the Blue Guide presents detailed recommendation for reports, including a template.

7.18   Low and middle-income countries

PIARC addresses all countries, whatever their level of economic development. Since high income countries are traditionally more active inside TC/TF, to fully consider the needs of developing countries and countries in transition is one of the four key missions of the Association. PIARC should strive to attract members of LMICs as TC/TF members, to take their specific needs into accounts and to try and serve those needs by all relevant means.

This includes:

- Ensuring that experience and best practice from LMICs are collected in the course of the work of the TC or TF;

- Including in each output (e.g. report) a chapter presenting recommendations for LMICs (if all recommendations apply to LMICs as well as to high income countries, it should be mentioned);

- Partnering with development agencies or similar.

Strategic Theme Coordinators oversee these matters across all TCs/TFs, and report to the Strategic Planning Commission.

7.19 Seminars

An important part of the work of a Technical Committee is the organisation of at least two seminars during the four-year cycle. This is detailed in a specific section of the Blue Guide.

7.20 Work Space

PIARC's website includes a section which is restricted to members, called the "work space". It enables sharing of documents within a restricted group, such as all members of a TC or TF, all members of a working group, etc. It is a great way to share and retrieve meeting agendas and minutes, draft report, etc.

In particular, the posting of draft reports to the work space may enable more opinions to be generated within the TC/TF membership, including from those who did not attend a particular meeting.

Each TC/TF should appoint a contact person for the work space; that person is called the "webmaster" of the TC/TF.

The work space's structure and features is managed by PIARC General Secretariat's information systems manager, but the content of the work space of each TC/TF is managed by the TC/TF webmaster.

7.21 Surveys

The outputs of Technical Committees and Task Forces are often based, at least in part, on the results of international surveys. Those surveys aim at collecting case studies, best practice, etc. They involve PIARC member countries in particular.

When a Technical Committee or a Task Force undertakes an international survey limited to the Committee or Task Forces members' countries, the survey is conducted with the members, corresponding members and associate members of the Technical Committee or Task Force.

Surveys should be prepared carefully in order to receive consistent and comparable replies. It is strongly advised to produce these surveys in the three working languages of the Association in order to maximize the number and the quality of the replies.

7.21.1 Planning a survey

The questionnaires should be carefully prepared. This task requires the supervision of the TC/TF Chair.

How the answers will be analyzed should be determined in advance. Questions should be written very clearly. It is recommended that a survey should be tested within the TC/TF prior to dissemination to a large number of different countries.

TC/TF are invited to share their surveys with other relevant Technical Committees or Task Forces at the inception phase, in order to avoid possible overlaps.

7.21.2 *Analysing the outcomes of a survey*

How the answers will be analyzed should be determined in advance. This includes identifying which TC/TF members will conduct this analysis, at what time of the TC/TF work program.

Some of the replies that will be collected may not be very clear and time should be allocated to checking such answers. Some of the replies that will be collected will not be expressed in English or in proper English; time should be allocated to translating or improving such answers.

TC/TF are invited to share the results of their surveys with other relevant Technical Committees or Task Forces, because other Technical Committees or Task Forces may find them relevant for their topics too.

7.21.3 *Survey of all member countries*

In some cases, it is advisable to organise a survey of all PIARC member countries. This is the case when there are too few members in a TC/TF. The First Delegate should be contacted for data only if there is no national representative in the Technical Committee or Task Force.

This process is organised by the General Secretariat, in coordination with the TC/TF. In such cases, the survey should be submitted to the Theme Coordinator for prior approval. The actual circulation of the survey to the member countries is organised by the General Secretariat.

This process is coordinated by the General Secretariat across all TCs and TFs and usually takes place twice a year: a survey to all member countries in June, another survey to all member countries in December. This ensures that all First Delegates can coordinate answers by their own organisations.

7.21.4 *Representativeness of a survey*

The analysis of a survey should be very honest about the quality of the survey and its possible limitations. In particular, in spite of all efforts, it may happen that only a limited number of countries answer a survey.

In such cases, it is recommended that the methodology includes additional sources of information, such as working with partner organisations, literature reviews, etc.

If only a limited number of countries provided replies, the TC/TF should recognise it. The TC/TF should not state that the analysis of the survey applies to the whole world, unless there are very good reasons to back such a statement.

If only a limited number of LMICs provided replies, the TC/TF should not state that the analysis of the survey applies to the whole world. The TC/TF should state that the analysis may or may not be relevant for LMICs.

7.22 Special Projects

"Special projects" are projects that are contracted out by the General Secretariat in order answer to specific needs of Member Countries in a very reduced time frame. TCs and TFs can suggest ideas as well.

The schedule is usually this as follows:

- Spring Year N: call for expression of needs to Member countries and TC/TF

- Summer Year N: analysis of the ideas that were collected; TC/TF are asked for their opinion

- October Year N: decision by the Executive Committee

- Oct. - Dec. Year N: the text of the call for proposals is prepared; TC/TF are invited to contribute

- December Year N: call for proposals is published

- February - September Year N+1: project is developed; TC/TF are invited to contribute to its oversight

Depending on available budget, PIARC usually organises 1 or 2 Special Project(s) each year.

7.23 Horizontal objectives - Contact persons in the TC/TF

PIARC TCs and TFs are focused on specific topics, and have a certain number of objectives to meet over the course of the work cycle: deliver reports, organise seminars, contribute to PIARC Congresses, etc. In order to meet those objectives, they apply set processes, which require extensive coordination with all TC/TF members and even beyond. This is the main objective of TCs and TFs

At the same time, TC/TF contribute to PIARC horizontal objectives, such as promoting PIARC's missions and products.

For some of those processes and missions, each TC/TF is requested to appoint a "contact person". This is described in an annex of this document.

This mechanism is meant to ensure that those processes and missions are carefully managed with the TC/TF, and properly coordinated within PIARC as a whole. They are:

- Terminology Correspondent

- Webmaster

- Communication Contact person

- Corresponding members Contact person

- Partnership Contact person

All Contact persons work for the benefit of the TC/TF. They report to the TC/TF Chair and coordinate an item on the agenda of all TC/TF meetings. Contact person usually work in close cooperation with a lead person within PIARC, which is usually one of the staff members of the General Secretariat. This implies regular contacts as well as two telemeetings per year.

Contact persons shall be appointed at the beginning of the work cycle. For some topics, the Contact person may be one the three Secretaries, or the TC/TF Chair.

7.24 Communication

Each TC/TF is encouraged to contribute to promoting its work and outputs. This can be done through news on PIARC's website, webinars, taking part in sessions in conferences etc.

This includes the requirement that each TC/TF should appoint a contact person for communication.

The STC and GS (Communication Manager) are available to provide assistance on methodology and on specific actions.

PIARC's communication strategy is presented in a specific section of the Blue Guide.

7.25 Cooperation with other organizations

Cooperation with other organizations in encouraged as long as it serves the needs of the TC/TF. If that is the case, practical actions need to be organized, and partner organisations need to be identified. Also, the output expected from the cooperation need to be clear.

Partnering with other organizations can be a delicate matter. The STC and GS (Technical Advisor for Partnerships) are available to provide assistance, as well as guidance.

This includes the requirement that each TC/TF should appoint a contact person for partnerships with other organisations.

PIARC's partnership strategy is presented in a specific section of the Blue Guide.

7.26 Regional organization of activities

To promote and transfer the in-depth technical knowledge exchange with some regions which are not particularly active inside the TC/TF, activities of regional scale organization for selected topics are proposed.

This regional activity can be developed by two different procedures:

- For selected TC: Establishing a Regional Working Group (RWG) inside the Technical Committee.
- Establishing a Regional Task Forces (RTF) with its own terms of reference different from the terms of reference of TC&TF.

7.26.1 *Fundamental Principles of RWG*

Regional Working Groups (RWG) can be created inside a specific TC. The aim of this procedure is to increase participation from a region which would not be very active in the TC without the RWG.

Their members are from a specific region of the world. In addition to the regular TC activities, RGW meetings are held in their region.

The unity of the Technical Committee is not questioned:

- The designation process by the first delegate remains unchanged and according to the same principles. All members are treated equally, whether they work or not in a regional group;

- The regional group will work in the same terms of reference as the Technical Committee, addressing all or some of the relevant issues.

The scope of the Technical Committee remains global. It is responsible for compiling the various contributions in a general report. The inputs of the RWG should be included in the analysis and in the ouputs and products of the TC (and not limiting it to separate outputs or appendixes).

The RWG and TC are expected to jointly organize a PIARC seminar in the correpsodning region during the 4 years cycle.

7.26.2 *Organizational aspects of RWG*

Members of the RWG are nominated by the First Delegates and are automatically TC corresponding members. They have the obligation to attend RGW meetings while their participation to TC meetings is optional. RWG can engage additional members from the region who are not nominated by First Delegates, in which case these are not be considered TC members.

RWG have a group leader and a co-leader who report to the TC chair and coordinate the activities of RWG and TC by reporting about RWG in each TC meeting.

After a call for nominations sent to the first delegates of the region (in a similar time frame as for the TCs), the regional group leader and co-leader are appointed by the Secretary General in consultation with the regional organization supporting the regional working groups. The regional group leader and co-leader must be fluent in English to liaise with the rest of the Technical Committee.

The regional group should produce its contributions in English, French or Spanish.

7.26.3 *RGW meetings*

The regional group organises specific regional meetings twice a year, if possible with physical meetings. One physical meeting and several webconference meeting would also be acceptable.

In coordination with the TC, the regional group is responsible for the organization of one International Seminar in the region, with participation of the Technical Committee which would hold a plenary Technical Committee meeting on this occasion.

The Technical Committee is engaged to hold, during the cycle, one and preferably two plenary TC meetings in countries represented in the regional group.

7.26.4 *Role of the RWG Leader*

The regional group Leader is requested to attend the all plenary meetings of the Technical Committee. At each Technical Committee meeting he/she would report on the progress of the work of the regional group and make sure the contribution of the regional group is integrated in the work of the Technical Committee.

The regional work group Leader will get financial support from the Association to participate in the plenary meetings of the Technical Committee (exclusively for these meetings) according to the following principles:

- travel expenses paid following the rules of the Special Fund (even if he/she is from a non-eligible country),

- accommodation and meals expenses paid upon presentation of invoices, with a maximum of 120 EUR/day and exclusively for the duration of the TC plenary meeting.

This financial support could also be given to the regional group co-leader if the leader is not able to attend a Technical Committee meeting.

In addition the regional working group Leader will get free registration for the 2019 World Road Congress.

7.26.5 *Regional Task Forces*

Regional Task Forces (RTF) are established in the Strategic Plan.

They focus on issues that low and middle income member countries deem to be critical, but that might not be directly or readily addressed by the Association's main technical bodies.

The Association formulates the terms of reference for Regional Task Forces in conjunction with specific regional organizations, a process that should help identify the most suitable topics for such an undertaking and formally leverage the resources of established regional associations.

The General Secretariat is tasked with setting up and coordinating the activities of the Regional Task Forces, and reports regularly to the Executive Committee.

Members of the RTF can apply for special found support under general Special Fund rules: eligible countries, protocol of agreement with the First Delegate for a maximum of 3 members by country, up to date payment of government fee, etc.

Annex BG7 mmm: Contact persons

At the beginning of each cycle, each Technical Committee and Task Force shall appoint contact persons for the areas below

1 Terminology Correspondent

One of the key products of PIARC is the Online Road Dictionary ("ORD"). It is available free of charge on the piarc.org website.

The role of the Terminology Correspondent is to identify new specialised vocabulary within the TC/TF's area of expertise.

He/she organizes the contribution of the TC/F to the revision and updating of the *ORD*, using the related web-based database available on the Association's website, according to the guidelines provided the Terminology Committee.

Coordination: Terminology Correspondents work with the Terminology Committee.

2 Webmaster

Each TC/TF is allocated a dedicated "work space" on the website of the Association. This space is managed by the TC/TF Webmaster.

This "work space" is an online resource offered to TC/TF leadership and all members to exchange files and information relevant for the activities of the TC/TF. This includes meeting agendas, draft reports, etc.

The main task allocated to the TC/TF Webmaster is to ensure that this "work space" is properly used: he/she uploads documents there.

The TC/TF can choose an alternative technology (e.g. Slack, SharePoint…) if members agree and if the Webmaster can fully support it in terms of IT maintenance and budget.

Coordination: Webmasters work with the webmaster at the General Secretariat.

3 Communication Contact person

The Strategic Plan lays emphasis on the need for the Association to communicate more actively, both internally and externally, in order to promote the use of our numerous products and participation in our activities. The ambition is also to showcase the relevance of technical exchanges on roads and transport. With that in mind, a detailed communication and promotion strategy is put in place and coordinated by the Communication Manager at the General Secretariat.

Every TC/TF can play a role. For example: The main goal of TC/TF is to prepare outputs (reports, seminars…): they should be promoted actively before availability (as announcement) and after (to share conclusions).

The main tasks allocated to the Communications Contact person are as follows.

- Productions of the TC/TF: launch of a survey, production of a case study, completion of a report, etc.
  - Feedback to the General Secretariat about information useful for the Association's communication purposes
- Events: PIARC international seminar, TC/TF meeting, conference or other type of event organized by or in which the TC/TF is involved:
  - Feedback to the General Secretariat
  - Support requested from the Communications Manager
- Communication media produced by the TC/TF: photographs, videos, posters, leaflets, etc.
  - Feedback to the General Secretariat
  - Support requested from the Communications Manager

Coordination: Communications Contact persons work with the Communications Manager at the General Secretariat.

4 Corresponding Members Contact person

Some TC/TF members are "corresponding members", who are not expected to take part in face to face meetings. They are full members, nevertheless, and should be fully engaged in the activities of the Association.

It is thus essential that they are aware of projects and milestones within the TC/TF, and that they are invited to contribute, by offering national case studies, linking with contact persons in other organisations, offering to write or proofread reports, etc. It is more difficult for them than with regular members because they cannot interact with other members during face-to-face meetings, and special care has to be taken to make sure that they can contribute to the TC/TF work.

The main tasks allocated to the Corresponding Members Contact person are as follows:

- Liaise with Corresponding Members before a TC/TF meeting, inviting them to contribute to the items on the agenda;

- Informing Corresponding Members of the conclusions of a TC/TF meeting, encouraging them to contribute to the actions that were agreed.

Coordination: Corresponding members Contact persons work with the TC/TF Chair

5 Partnerships Contact person

PIARC has agreed on a partnership strategy, which aims to contribute to the achievement of objectives stated in the strategy. Partnerships activities can be developed with development agencies, regional road organisations, technical organisations, or others. They should be win-win situations and they may take various forms, including appointing an associate member in a TC or TF, organising joint events, etc. All PIARC partnership activities are coordinated by the General Secretariat and are presented in depth in the relevant chapter of the Blue Guide.

The roles of the Partnerships Contact person are to:

- Identify relevant organisations in the field of the TC/TF, with which it may be beneficial to develop actions

- At TC/TF level, coordinate partnership activities that TC/TF members engage in

- Liaise with TC/TF Associate members who come from partner organisations

- Keep TA for Strategic Partnerships updated on activities and contacts with other organizations; this is to ensure that PIARC has a correct overview of partnerships and relations

- Request formal authorizations from TA for Strategic Partnerships when needed

- Acquire support from the TA for Strategic Partnerships on partnership activities

Coordination: Partnerships Contact persons work closely with the dedicated Technical Advisor ("TA") at the General Secretariat.

ANNEX BG7 nnn: PIARC Product types

This note presents different possible product formats for application during the 2020-2023 cycle.

The Association is renowned for the quality of its work and PIARC outputs are very valuable knowledge products. They usually are very thorough reports, produced over a work cycle by Committees (4 years) or Task Forces (2 years).

However, there is increasing expectation from PIARC members for products that do not necessarily fit that mould, especially for reports produced under a shorter period of time. The Strategic Plan for 2020-2023 calls for more flexibility.

At the same time Committees and Task Forces require guidance as regards the outputs that they are expected to produce.

What's more, structuring PIARC outputs into clearly-defined categories will help ensure consistency across all activities of the organization as well as legibility for users, who will know better what to expect out of a given document.

1 Full Report

1.1 Description
This is the well-known PIARC report.

1.2 1What are the differences with a full PIARC report?
Non-applicable

1.3 Key points
- Length: around 50 pages

- Target: experts rather than decision-makers

- Structure: needs to include abstract, introduction, methodology, conclusion, recommendations for PIARC members, specific recommendations for LMICs

- Process: takes a Committee about 3-4 years to produce

2 Collection of Case Studies

2.1 Description
PIARC members relate very easily to case studies, which is why such a product is attractive.

See a recent example from the freight Committee:

https://www.piarc.org/ressources/publications/10/29875,2018CS02-EN.pdf

2.2 What are the differences with a full PIARC report?

- There is little analysis of the case studies themselves – but that can come later in a second document.

- Target: decision-makers as well as experts

2.3 Key points

- A minimum of 12 individual cases in the case study is advisable.

- A short introduction is necessary

- A chapter on methodology is advisable: how these case studies were collected and processed

- Each case study is typically two pages long, but other options are possible

- This product does not include recommendations.

- All case studies should follow the same template, including a section on "key findings."

- Case studies usually present success stories, but less successful stories and failures are useful too, if they are well analysed.

3 "High impact summary"

3.1 Description

This is a short presentation of an existing report. It does not contain more knowledge than what is in the report.

3.2 What are the differences with a full PIARC report?

- Target: decision-makers rather than experts

3.3 Key points

- It is attractive, easy to read, compact.

- For those who want more information: they read the full report.

- It presents recommendations in a very understandable way, with diagrams etc.

- This is produced jointly by a Technical Committee, because they are technical experts, and communication experts, who know how to present data and information in a very attractive way.

4 PIARC Manual

4.1 Description

This is a document that gives a comprehensive overview of a given field: e.g. "Tunnels Manual", "Road Safety Manual".

4.2   What are the differences with a full PIARC report?

This is used as an introduction to a field of knowledge.

4.3   Key points

- This aims at being easy to understand, even for newcomers

- For more detailed information: Links to PIARC reports

- Usually includes examples and case studies

- Usually updated regularly, i.e. once every four years or more, based on new PIARC material (reports, seminars proceedings etc.).

- Requires a good editor in chief who masters the topic

- Can be online, as a website. PIARC recommends a structure and templates for that and offers a content management system. This requires focus. Clear processes are needed for agreeing on the content (quality insurance) and significant resources for "uploading" into the system.

5   Briefing Note

5.1   Description

In some cases, PIARC members need guidance quickly. It is produced by a Committee under an accelerated time frame of 3-4 months.

5.2   What are the differences with a full PIARC report?

- Prompt delivery is key

- This is shorter than a full report

- Target: decision-makers rather than experts

5.3   Key points

- It can involve significant effort from the Committee for the briefing note to be of the best possible quality.

- The briefing note does include recommendations for PIARC members

6   Literature review

6.1   Description

- This product is a presentation of the existing state of the art, based on existing documents, with some recommendations for PIARC members.

- In some cases, PIARC members have expressed a need for more knowledge on a topic, but experts do not feel the need (or willingness) to work on it because they believe that it has been

explored enough already and that there is a consensus on what needs to be done (recommendations already exist).

6.2   What are the differences with a full PIARC report?

- Even if the content will sem obvious for experts, it is interesting for practitioners

- A Literature Review is preferably delivered rather quickly, so that it can guide the specification of future PIARC work if it is needed.

- Target: decision-makers and/or experts

6.3   Key points

- Needs to be produced by a Committee under six months

- The presentation of the existing state of the art is based on existing PIARC as well as non-PIARC documents, it does not matter.

- The product includes some analysis and recommendations. If the Committee finds it impossible to agree on recommendations, this probably means that a full report is necessary.

- A Literature Review could be used as a background for a later full report as well.

7   Routes/Roads Magazine

7.1   Description

Routes/Roads is the magazine of the Association, published quarterly. TC/TF can prepare an article or even organise a full issue of the magazine (about 6 articles, all on the same topic).

7.2   What are the differences with a full PIARC report?

- Same target audiences

- Much shorter than a full report

- Circulated by PIARC in print, pdf and html

- Clearly attached to a point in time, that of issue xxx of Routes/Roads

7.3   Key points

- It is attractive and easy to read, and seems to be well liked by TC/TF.

- There are deadlines to meet, linked to the production process of the magazine.

8 Input to PIARC's website

8.1 Description

This section talks about publishing on piarc.org, the website of the Association. The text published can be a short piece of news (10-15 lines of text) or a full page on a specific subject.

8.2 What are the differences with a full PIARC report?

- Same target audiences

- Much shorter than a full report

- Not as easy to print as a report

8.3 Key points

- This option has not been extensively used by TCs/TFs yet, but a trial is ongoing (about noise).

9 PIARC Seminars

9.1 Description

A PIARC Seminar is an event organised by PIARC in a LMIC (low- or middle-income country). This is a very well appreciated type of product. See dedicated chapter of the Members / Blue Guide.

9.2 What are the differences with a PIARC seminar?

Not applicable

9.3 Key points

- They are well known

- Funding is available from PIARC

- Full support from PIARC General Secretariat

9.4 Remark

There is a clear PIARC process described in the Blue Guide in detail for organizing a PIARC Seminar. Among others:

- Formal approval by the host country is needed before inception

- Preparing a seminar takes about one year from inception to event

- After the seminar, the TC is requested to prepare a summary report and collect presentations, which are shared on the PIARC website.

Seminars are meant to make a dialogue between PIARC experts and the host country possible, and to assist PIARC experts in preparing their next report. However, it some cases, a seminar can be more about PIARC experts presenting existing reports, which is fine too.

10 PIARC workshops or PIARC conferences

10.1   Description

Event organised by PIARC in a HIC (high-income countries). This type of product is developing.

10.2   What are the differences with a PIARC seminar?

A seminar takes place in an LMIC and each TC is expected to organise two seminars over 4 years.

There is no funding from PIARC for workshops or conferences, and there is no formal requirement from PIARC to organise such workshops.

10.3   Key points

- They are well known

- There is a clear PIARC process in the Blue Guide describing how to organize these types of events.

- Workshops are shorter than conferences (Workshops: half a day or one day; Conferences are at least two days)

10.4   Remark

This type of product is expanding, because there is significant demand from HICs. Practical and logistics issues are sometimes easier to deal with in HICs. Besides, many TC/TF members are from HICs. However, developing a workshop in a HIC should not prevent a TC from organising seminars in LMICs, because the latter are a clear priority for the Association.

Recent examples include the "Tunnels" conference (Lyon 2018) and the "SURF 2018" conference (Brisbane 2018)

PIARC encourage TC/TF to organise a 1 day workshop with local experts after each of their meetings.

11 Roundtable

11.1   Description

A Roundtable is an event organised by PIARC with recognized experts on a given topic, so as to exchange knowledge and identify best practice. Another outcome is informal networking. It also leads to a detailed report that presents the activity itself and the main findings and conclusions. The European Commission and ITF organise such events regularly. PIARC organised one on freight with the ITF in 2018.

11.2   What are the differences with a PIARC seminar?

- No funding from PIARC

- The event can take place in any type of country, not necessarily an LMIC

11.3   Key points

- Duration ranges from a half-day to 2 days

- It takes about 6 to 9 months to organise –to scope the topic of the roundtable (work to be conducted by an expert), to identify speakers (expert's task) and mobilise speakers (assistant's task).

- It takes another 3 months for producing the report (expert's task).

- A Roundtable can be a 100% PIARC event or organised in collaboration with a partner – in that case, it contributes to the partnership strategy.

- Experts are a mix of PIARC Committee members and others.

- The report's conclusion may or may not include clear recommendations for PIARC members.

12 Conference session

12.1 Description

A session organised by PIARC in a conference organised by another organisation. The objectives are to promote PIARC, to promote PIARC products and to make new contacts. Examples: session at the ITS World Congress, at a National Committee annual meeting etc.

12.2 What are the differences with a PIARC seminar?

- No funding from PIARC

- The event can take place in any type of country, not necessarily in an LMIC

12.3 Key points

- PIARC speakers need to fund themselves in addition to other PIARC activities, which can be limiting.

- Duration usually is 1h30 for a session

- It takes about 6 to 9 months to organise

- There is no specific report produced by PIARC after the session, but a short summary is welcome, or an article on the website.

- The event organiser can be an established partner of PIARC, or not. If not, the interest of developing a partnership is analysed before the event and reviewed afterwards.

13 Scanning tours

13.1 Description

Scanning tours are about organising a visit to several countries, on a given topic, in order to learn more on a specific topic from experts such as companies, research institutes, road organisations.

13.2 <u>What are the differences with a PIARC seminar?</u>

- Very different: several locations; fewer presentations from TC/TF members

13.3 <u>Key points</u>

- PIARC has not organised such activities in the past; this would be new. However, it is widely used in the USA and does deliver good insight on a topic that is not well known yet in general, but on which certain countries have taken the lead and are willing to share with others.

- Scanning tours require a leader who has resources to plan for the visit, make appointments in several countries, and also deliver a final report which would be published as a PIARC report.

- It also requires that several TC/TF experts do take part in the visit, which requires time and budget on their part.

14 PIARC World Road Congress

14.1 <u>Description</u>

PIARC organises two Congresses: The World Road Congress and the International Winter Road Congress. They are notable for the Ministers' session and the call for papers. TC/TF are involved in contributing to the call for papers and for organising and preparing one or more sessions. The World Road Congress is the main Congress, and all TC/TF are involved there.

14.2 <u>What are the differences with a PIARC seminar?</u>

- Much more comprehensive than a seminar

- One of PIARC's key products

- All TCs/TFs are involved simultaneously

- Strong involvement from PIARC leadership and PIARC GS

14.3 <u>Key points</u>

- These Congresses are well known and described in specific "Handbooks"

- All TC/TF take part in the call for papers: write call text, review abstracts, review full papers

- All TC/TF take part in preparing one or more sessions: identifying speakers, making sure that they are available, structuring the session, preparing an "introductory report" etc.

- All TC/TF also need to organise chairing and moderation of the session and contribute to the final Congress report

15 PIARC International Winter Road Congress

15.1 Description

The International Winter Road Congress also includes a Ministers' session and a call for papers, but it has focused so far on winter maintenance issues. There is interest to broaden it to non-winter topics such as resilience.

15.2 What are the differences with a PIARC seminar?

- Much more comprehensive than a seminar

- One of PIARC's key products

- Several TCs/TFs are involved simultaneously

- Strong involvement from PIARC leadership and PIARC GS

15.3 Key points

- This Congress is well known and is described in specific "Handbooks"

- Involved TC/TF take part in the call for papers: write call text, review abstracts, review full papers

- Involved TC/TF take part in in preparing one or more sessions: identifying speakers, making sure that they are available, structuring the session, preparing an "introductory report" etc.

- Involved TC/TF also need to organise chairing and moderation of the session and contribute to the final Congress report

- Involved TC/TF: the winter committee so far, and more TC/TF for 2022

ANNEX BG7 ooo - Partnerships

1. Aim/Purpose of partnerships

With a large number of organizations active in the transport sector and limited resources, there is a need to have clear objectives and a strategy for partnerships. The strategy aims at managing our resources effectively and make sure that the partnerships contribute to PIARC's vision. PIARC has several current partnerships with other organizations, and it is necessary to regularly evaluate these partnerships, explore new partnerships and potentially end non-beneficial partnerships.

For example, by working with partner organizations, PIARC can:

- expand its participation in information exchanges on road infrastructure-related topics

- avoid overlap/duplication of work

- engage in topics of common interest including the possibility of joining each other's working groups

- participate in partner organizations' events

- obtain support in the coordination of PIARC events such as seminars, webinars, or roundtables

- establish joint taskforces on topics of mutual interest

- obtain insightful input for the strategic plan

- obtain subject-matter-expertise in support of the work of the Technical Committees and Task Forces and other PIARC products via associate members

- obtain high-level policy expertise in support of discussions of PIARC's Advisory Group on Emerging Issues

- obtain translation support for PIARC products

- obtain support in marketing and promotional efforts

- obtain support in the development of Congresses' session and activities

2. Possible cooperation actions

Several different actions are possible, they include:

- PIARC take part in partner organization's events

- PIARC contribute to partner organization's technical activities

- partner organization's take part in PIARC events

- partner organization's contribute to PIARC activities

- launching of new joint projects

3. Types of partnerships

National Committees are strategic partners of the Association. They are described in a specific section of the Blue Guide. In terms of organization: their main contact point at the PIARC General Secretariat is the Deputy Secretary General.

PIARC already has partnerships with several other types of organizations, for example:

- Regional Road Organizations,

- Development Agencies

- Thematic International Organizations.

In terms of organization: their main contact point at the PIARC General Secretariat is the Technical Advisor for Partnerships.

PIARC is restrictive in developing partnerships with organizations that are strictly national, i.e. based in one country only. Should this happen, PIARC always liaises with the country's National Committee and First Delegate.

4. PIARC Advisory Group

The Advisory Group was set up in 2018. It consists mainly of international organizations that PIARC invites to offer a forum to discuss recent activities and trends in the road sector and to identify or progress joint activities. It is chaired by the President of PIARC.

The Advisory Group membership is semi-fixed ; it depends on the agenda topics and availability.

It meets 1-2 times a year, usually in conjunction with other major events. Depending on location and topi other PIARC members are welcome to participate.

The Technical Advisor for Strategic partnerships prepares the meetings.

5. Initiation / proposal of partnerships

5.1 Who can take part?

Possible new partnerships can be identified by any member of the Association and its bodies: President, General Secretariat, Committee members, etc.

At the beginning of each work cycle, Committees are invited to propose possible partners to the General Secretariat: either confirm existing ones or suggest new ones.

Proposals will be reviewed jointly.

If a Technical Committee is ideally suited for a partnership, the partner organization would then be invited by the General Secretariat to nominate an associate member of the Committee.

Updates and changes regarding partnerships can happen throughout the work cycle.

5.2   Elements to consider

Partnerships should be mutually beneficial.

PIARC has identified several criteria elements to be considered when: (1) evaluating the need of a partnership identified by internal channels, or (2) the request to partner from external organizations. The criteria listed below are in no particular order.

- **International standing/recognition factor**- What is the record of success in working with that international partner?

- **Access/geographic diversity**- Would the partnership expand geographic access into regions/countries where the Association is not already widely represented?

- **Exposure/Opportunities to learn**- Would the partnership allow for wider exposure on technical fields not covered under the rubric of the Association's strategic plan (e.g., innovation deployment, automation, technology, etc.)? Does it provide PIARC with opportunities to learn both in technical and corporate topics?

- **Visibility**- Would the partnership provide the Association with additional visibility in support of its dissemination strategies? Would the partnership provide an opportunity to collaborate on specific policy/technical elements of interest to member countries (e.g., promotion of road safety)? Has the organization demonstrated support and dissemination of advances in road transportation technologies and/or practices?

- **Desire to work with PIARC**- How was the request for partnership initiated? Was it a request from a member country? Is it a request from the Association's governing bodies? Is it a request from the external organization?

- **More members**- Would the partnership support the Association's efforts to increase membership?

5.3   Resources

Developing and nurturing a partnership takes time and resources. As a consequence, new partnerships should only be initiated after careful analysis.

BLUE GUIDE 2020 - 2023

6. Strategic overview and management

5.4   In general

A Technical Advisor at the General Secretariat is tasked with managing the partnership strategy and related action plans and monitoring all partnership activities. The President and the Secretary General have a strategic view of partnerships.

This is regularly reported to the Executive Committee and Council.

5.5   Decision process

When forming a partnership, it is necessary to liaise with the General Secretariat's Technical Advisor for Strategic Partnerships.

The final decision on whether to engage or terminate a relationship with a partner rests with the President and the Secretary General, upon consultation of the Executive Committee.

5.6   Formalizing a partnership

Entering an agreement is not an end in itself; it should follow successful collaboration activities. Concrete collaboration activities such as the ones presented in Sections 1 and 2 above are welcome as a first step towards developing an in-depth collaboration.

There might be exceptions, such as signing a MoU for communication purpose only, but such exceptions are to be avoided.

Negotiations with partners may result in either a binding agreement or a nonbinding arrangement.

PIARC generally enters nonbinding arrangements, including Memoranda of Cooperation, Memoranda of Understanding, Implementing Arrangements, or similar technical cooperative arrangements. PIARC enters such agreements with a partner organization when it permits greater cooperation and coordination.

Discussions about formalizing a partnership should always involve and are coordinated by the Technical Advisor for Strategic Partnerships at the General Secretariat.

5.7   Management of partnerships - Roles and responsibilities

For each partner, a lead contact is identified within PIARC. The lead contact can be the Technical Advisor, the President, a member of the General Secretariat, a member of the Executive Committee, or the chair or a member of a Technical Committee. They regularly report to the Technical Advisor for Strategic Partnerships at the General Secretariat.

ANNEX to the Annex: Current state of partnerships (December 2019)

As of September 2019, the Association had 52 partnerships in place. Some partnerships are governed by a variety of documents, including Memoranda of Understanding, Memoranda of Cooperation, and letters of agreement.

Management of these partnerships is done by the General Secretariat with the support of the President and the Vice Presidents.

- Technical Adviser focusing on Strategic partnerships February 2018 – October 2019

- Next Technical Adviser focusing on Strategic partnerships September 2019 – November 2020

PIARC already has partnerships with several types of organizations, such as:

- Regional Road Organizations,

- Development Agencies

- Thematic International Organizations.

Current list of partnerships to PIARC

A list of partner organizations that are estimated to be active, developing or dormant in their relation to PIARC is presented here below.

Currently, the association holds:

- 17 partnerships that are estimated as highly active due to reoccurring joint activities and usually a long history of cooperation.

- 27 partnerships are medium active, which means that joint activities are happening on an adhoc basis;these cooperations are both new and with a longer history.

- 8 partnerships have been estimated as low activity, that means we have not had any recent joint activities.

Current partners are tentatively listed below along a scale of high to low partnership activity.

Such as table could be further developed as a management tool.

Regional Road Organisations

High	Medium	Low
AGEPAR, The Association des Gestionnaires et Partenaires Africains de la Route/African Road Managers and Partners Association	BRA Baltic Road Association	ASANRA Association of Southern Africa National Road Agencies
CEDR Conference of European Directors of Roads	NVF Nordic Road Association	
DIRCAIBEA The Consejo de Directores de Carreteras de Iberia e Iberoamérica		
REAAA (The Road Engineering Association of Asia and Australasia)		

Development Agencies

High	Medium	Low
CAF development bank of Latin America	ADB Asian Development Bank	EBRD European Bank of Reconstruction and Development
WB World Bank Group	EIB European Investment Bank	
	FIA Foundation	
	IADB Inter-American Development Bank	
	ISDB Islamic Development Bank	

Thematical International Organizations

High	Medium	Low
DFID Department for International Development	FEHRL	IFRTD International Forum for Rural Transport and Development
IRAP International Road Assessment Programme	FIA Foundation	UIC - International Union of Railways
IRF Geneva International Road Federation - Geneva Center	IABSE - The International Association for Bridge and Structural Engineering	UITP - International Association of Public Transport (UITP)
IRF Washington International Road Federation	IRU International Road Transport Union	FISITA - International Federation of Automative Engineering Societies
OECD / ITF - International Transport Forum	ITACET the International Tunnelling and Underground Space Association	ITS China (Department within CMoT?)
Sum4All (World Bank)	Polis Network	SATCC the Southern African Transport Communcations Commission
UN RSC United Road Safety	PPMC - Paris Process On Mobility And Climate	ARMFA African Road Maintenance Funds Association
WB World Bank Group - IBRD International Bank For Reconstruction And Development	SLoCaT The Partnership on Sustainable, Low Carbon Transport	FIA - Federation Internationale de l'Automobile
World Health Organization	Walk21 Walking cities	
TRB (USA) Transportation Research Board	ECTRI European Conference of Transport Research Institutes	
	EUPAVE	
	EIB JASPERS	
	ITS America	
	ITS Europe - ERTICO	

	ITS Japan	
	UNECE Economic Commission for Europe (CEE-ONU)	
	UNESCAP United Nations Economic and Social Commission for Asia and the Pacific	