



# ACTIVITY REPORT

*OCTOBER 2020 – SEPTEMBER 2021*



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

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# FOREWORD

## FROM THE PRESIDENT'S DESK

*Dear friends,*

*Another year of Covid-related crises, yet for PIARC an active year of achievements nonetheless. All our activities – governance, knowledge-sharing – naturally went virtual. We had to adapt quickly and transformed our trademark seminars into webinars. This effort proved most effective, and we were able to hold the first international PIARC seminars of the 2020-2023 cycle with host India on tunnels, Tunisia on road safety, not to mention numerous Covid-dedicated events. Another first in our century-long history of Congresses: the long-awaited Winter Service and Road Resilience Congress – Calgary 2022 will take place online, much to the chagrin of our Canadian hosts, who were so looking forward to welcoming PIARC delegates, and our much anticipated discovery of the vibrant capital of Alberta must now be postponed. Despite the remote exchanges, the papers received have been of an exceptional quantity and quality, a strong endorsement of our decision to open the Congress to the topic of resilience.*

*All our usual calendar meetings have met the same fate: Commissions, Executive Committee, even the 2021 Council assembly, initially scheduled in Dakar, Senegal. New technologies have allowed us to maintain our normal pace, albeit in replacing face-to-face meetings and friendly exchanges by more formal and distant participation, accompanied by an avalanche of e-mails instead of dialogue. We apologize for the burden this has imposed on you and your staff, but we must remain steadfast and trace all communication.*

*In 2021, we also modified the fee grid for government members, resulting for many countries in a sharp dues increase. Simultaneously, new rules for countries in arrears were enforced, so as to more fairly shoulder the Association's financial charges among members. This step has so far been successful, and even though our financial situation remains tenuous, I'm pleased that the Council overwhelmingly approved the common sense measures adopted in May.*

*Let's now focus on PIARC's positive outlook. First and foremost, after 5 years of presidency, I shall soon be leaving my post to one of two candidates both very dear to me. Regardless of your Council selections, I know that PIARC will be in good hands and while I won't be completely disappearing from the scene, as a former president, my role will remain in the background.*

*Two major changes have occurred during this past cycle: we launched a regular schedule of “special projects”. This program is now fully up and running, and we proudly deliver every year two custom projects to satisfy your needs. Another major change has been the implementation of reinforced quality control of all our products, particularly technical reports. A recent survey has confirmed the extent to which these are valued by our readers. Let me commend the tremendous efforts of both the Technical Committees and General Secretariat during this remarkable achievement, and I'm convinced this momentum will continue.*

*I cannot close this foreword without paying tribute to two former presidents who passed away during the year: Mr. Enrique Balaguer (Spain), Dr. Hiroshi Mitani (Japan), as well as Menno Henneveld (Australia), vice-president in the previous cycle, whom I had the distinct pleasure to know. They will be duly honored during the Council session. I am moved to thank you all, Council members as well as the Secretary General and his staff, for the support and confidence you've shown me over these past five years.*

**Claude Van Rooten**

*President*

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## 1. ACTIVITIES FROM OCTOBER 2020 TO SEPTEMBER 2021

### 1.1 COUNCIL

Due to the Covid crisis, a physical meeting of the Council proved impossible. By electronic vote, the Council subsequently decided to extend the mandate of the President, the Executive Committee and the Commissions by one year and organise elections during the 2021 Council, whatever the meeting conditions would be. By mid 2021, the Council approved by electronic vote new provisions restricting voting rights to governments considered “active”.

### 1.2 EXECUTIVE COMMITTEE

The Executive Committee manages the Association in accordance with the guidelines and decisions of the Council, with the goal (Goal 1) set by the Strategic Plan to constantly improve the management and operation of the Association.

Again, the Covid crisis let the Executive Committee to adapt its usual meeting rules. As the online meeting could last only a few hours a day to take the time zone difference into account, ExCom held shorter but more frequent meetings in January, April, June and September 2021. Many topics were also discussed by e-mail through a rigorous procedure.

#### 1.2.1 Strategic Planning Commission

The Strategic Planning Commission (SPC) met 4 times in virtual format in March, June and September 2021, under the chairmanship of Maria del Carmen Picón (Spain) and Bojan Leben (Slovenia) as Vice Chair by the Strategic Planning Commission. The main issues dealt with by SPC in 2021 were:

- Adapting the terms of reference of the Strategic Plan, with an update in October 2021 and the preparation of the next one in October 2022.
- Steering the activities of the Committees and Task Forces (organization, work plans, participation of members, cross-cutting issues, etc.)
- Analysing emerging and relevant issues within the road sector;
- Analysing the future of PIARC Congresses;
- Reviewing the special projects’ programme;
- Overseeing issues related to gender, equity and inclusion within PIARC.

#### 1.2.2 Finance Commission

Over the period, FinCom met three times by Zoom (December 2020, February and September 2021). It monitored the implementation of the budget and drafted the new one. The commission noticed the progress made in governmental fee collection and updated the mid-term financial strategy of PIARC with actual figures.

The Association had its accounts certified by an external auditor, as every year since 2016, for legal reasons linked to the level of the subsidy provided by the French ministry in charge of transport. As usual, no specific concern was raised.

#### 1.2.3 Communications Commission

The Communications Commission (ComCom), under its new leadership, organised numerous video meetings in October and December 2020, and February, March, April, June and September 2021. Despite the adverse conditions linked to the Covid crisis, the Commission carried out several key achievements for PIARC.

### 1.3 CONFERENCE OF NATIONAL COMMITTEES

The National Committees could not meet during the period, as the Council was held exclusively virtually. There was no video conference for National committees.

### 1.4 GENERAL SECRETARIAT

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

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

- publication of almost all technical reports from the 2016-2019 cycle and two special projects (see paragraph 1.6), as well as of the first documents produced by the Technical Committees of the new 2020-2023 work cycle.
- maintenance of the web-based manuals of the Association (see paragraph 1.12);
- co-operation with partner associations and institutions (see paragraph 1.12);
- handling of the Covid crisis in the operations of the Association, e.g. by organizing numerous decisions of the Executive Committee by email consultation,
- development of a program of COVID-related webinars

During the period, new technical advisors joined the General Secretariat

- Pavel Šušák (Czech Republic) in replacement of Sabine Rosemann (Germany), for Strategic Theme 4;
- Evelina Åkesson (Sweden) in replacement of Anna-Karin Salmi, for partnerships;
- Eric Dimnet (France) temporarily joined to work on specific resilience related topics;
- Lina Grandlund (Sweden) for a 6 months period, to work on gender equity.

### 1.5 CONGRESSES OF THE WORLD ROAD ASSOCIATION

#### 1.5.1 XVI<sup>th</sup> World Winter Service and Road Resilience Congress

Despite the Covid crisis, the preparation of the XVIth International Winter Road Congress progressed at a good pace. Major innovations are:

- the renaming as "XVIth World Winter Service and Road Resilience Congress";
- the addition of the resilience theme to the scope of the Congress, in addition to winter service;
- the involvement of 11 Technical Committees to the development of the international call for papers;
- the addition of Spanish as an official Congress language;
- last but not least: due to uncertainties regarding travel possibilities to Calgary, PIARC and the host country jointly decided to convene a virtual Congress. Both are actively working to make it a success.

It must be noted that PIARC launched a call to choose the venue of the XVII Congress in 2026.

#### 1.5.1 XXVII<sup>th</sup> World Road Congress

The preparation with Czech and Slovak colleagues is going on well. The Memorandum of Understanding with the Czech authorities has been signed, and it is foreseen to hold the Congress physically as planned.

### 1.6 TECHNICAL COMMITTEES AND TASK FORCES

Throughout a year marked by the Covid crisis and very limited travel possibilities, Technical Committees and Task Forces continued to work by video conference, resulting in a total 8 seminars organised or to be organised by the end of 2021, most of them online or in hybrid mode.

They also produced the first written documents from the cycle, mostly case studies and literature review (see Annex 3)

### 1.7 SPECIAL PROJECTS

Two special projects had been launched in 2020:



- Road related data and how to use them (already published);
- Legal weight limits standards and their implications (close to completion).

Two new projects were approved for a further development in 2020:

- Oversize Strikes
- Smart Roads Classification

The final reports of these projects are expected to be available before the end of 2021.

Fundraising among government members provided 115,000 EUR to PIARC over the period.

## 1.8 COVID RESPONSE TEAM

While many countries were entering severe lockdown in March 2020, a small group of our international experts decided to take the initiative and started organizing knowledge-sharing webinars. The materiel collected during the 30+ webinars organised between March 2020 and September 2021 were published on the website. A specific report and briefing notes were also drafted and released. In 2020 and 2021.

See: <https://www.piarc.org/en/News-Agenda-PIARC/Coronavirus-PIARC-and-Covid-19>

## 1.9 COMMUNICATION

The period proved particularly fruitful in communication activities; an intern (Master 2) added a valuable input. The main quantitative figures of the communication activities are:

- 55 news articles since October 2020 on the website, plus push mail for some of them;
- a now well-established monthly newsletter in 3 languages (9 issues over a year);
- the publication of the PIARC corporate brochures in over 40 languages, on dedicated webpage;
- an active presence on social networks (5,000 followers in LinkedIn and 2 posts per week; 3,500 on Twitter and 500 posts per year),
- a strong development of PIARC videos, available on our Website and on YouTube;
- the release of webpages dedicated to the Covid crises, with the edition of presentations and videos.
- Support to Transport Canada to promote Calgary 2022
- Very active virtual presence; of particular note is PIARC's presence at TRB 2021 and ITF 2021 with a virtual stand;
- PIARC GS Support to ComCom.

### 1.10 PIARC WEBSITE WWW.PIARC.ORG

The table below shows statistics of the number of visitors of the website. A quick glance at the figures may lead to conclusion that the Website continued to face a severe drop in the number of visits. This apparent disaffection is a consequence of the implementation of the GDPR rules, allowing web surfers to turn down the tracking cookies. This option seems to have been chosen by many a visitor, as the decrease clearly begins with the launching of the new website, which authorizes this function.

The average number of pages per visit and the average duration of individual visits showed a remarkable parallel came back to the 2019 level..

*PIARC Website – Number of visits*

<i>Period</i>	01/08/2018 - 31/07/2019	01/08/2019 - 31/07/2020	01/08/2020 - 31/07/2021
<i>Number of visits</i>	103 646	80,588	69,456
<i>Number of single users</i>	49 823	32,090	26,854
<i>Number of pages viewed</i>	511 141	461,038	344,842
<i>Average number of pages per visit</i>	4,93	5,72	4.96

Average duration of visits (minutes)	4:25	5:17	4:22
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Note: consultations by the General Secretariat are not considered in these statistics.

## 1.12 ONLINE MANUALS

The first three online manuals of the Association were introduced during the Seoul Congress in November 2015. Over the 2016-2019 work cycle, the relevant Technical Committees (TCs) were tasked with updated these manuals, which were presented during the Abu Dhabi Congress.

In addition, the Association published a fourth manual in October 2017, dedicated to Road Asset Management.

No major change occurred on electronic manuals in 2021, but they were made compatible with the European regulations on the protection of personal data (GPRD).

## 1.13 PUBLICATIONS

### 1.13.1 Technical reports

The following documents have been published online:

- 15 new reports (6 from the previous cycle and 9 from the ongoing one), as well as translations into French and Spanish of reports published the previous years;

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

A survey of users of PIARC's reports is now conducted automatically. Their feedback is extremely positive, which is a good sign of the relevance of the Association and of the outstanding quality of our deliverables.

### 1.13.2 Routes/Roads magazine

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

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

- Roads and Landscape – RR 387, December 2020
- Freight Transport - RR 388, March 2021
- Road Resilience - RR 389, June 2021,
- Roads and Covid 19 - RR 390, September 2021.

As of January 2021, Routes/Roads is printed and shipped only to those readers who explicitly requested it.

## 1.14 COOPERATION WITH OTHER ASSOCIATIONS/ORGANIZATIONS - PARTNERSHIPS

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

### 1.14.1 Main PIARC partners

As always, our main partners are regional road organisations: CEDR, REAAA, DIRCAIBEA, and others. The strategy aims to work with them to access all countries actively, to avoid any overlap of activities and, all in all, to serve the needs of all road organisations efficiently. During the last six months, our Memorandums of Understanding have been renewed with CEDR (Europe) and with NVF (Northern Europe). Joint working groups have been established with REAAA and are under consideration with DIRCAIBEA.

PIARC has also developed its activities with the USA's TRB (Transportation Research Board). We renewed our memorandum of understanding, and organised several webinars jointly.

We expanded our activities in Latin America, thanks to a new memorandum of understanding with CAF (Development Bank for Latin America). It was signed in November 2020 and has already enabled the input of PIARC



experts to a MOOC (Massive Open Online Course) on the delivery of road infrastructure. As regards development banks more generally, PIARC has interacted with them through several initiatives, many of them focused on road safety, and as regards the future development of the HDM-4 software.

Our relationship with the ITF (International Transport Forum) remained very active. It offers a platform to promote our work as well as road-related issues to a very diverse and high-level audience, and allows us to collect input that informs our activities. PIARC President was invited to speak at a Ministerial session at the ITF Summit in May, and our experts joined ITF roundtables on artificial intelligence and on motorcycle safety.

We also work with technical organisations when they can support or contribute to our activities. For example, ITA COSUF contributed significantly to a PIARC webinar on tunnels which we organised with India, and IRF (Global, in Washington) organised an Industry Consultation Panels on recycled pavement applications with our Pavements Committee. PIARC joined a major road safety project in Tanzania, which is funded by the United Nations and led by IRF (in Geneva).

We organised two Advisory group meetings with our partner organisations; on the 4th of November 2020 (focal topics: Road Safety, Resilience and Climate Change) as well as on the 3rd of June 2021 (focal topics: LMICs, Gender inclusion & Diversity and Social Equity). Many of them are planning to organise Foresight Sessions at our next Congress in February 2022.

As regards our internal organisation, the network of “partnership correspondents” with all Committees and Task Forces has met in June 2021. The General Secretariat has also developed and added a section about Partnerships on the Association’s website.

#### 1.14.2 Meetings and events

Many international meetings and events have continued to be cancelled after the outbreak of the Covid crisis. Most have been turned into virtual ones, which has enabled PIARC to take part in many of them and to expand the Association’s visibility.

- 100th Annual Meeting of TRB, 12-16 January 2021, Washington (Online)
- 30<sup>th</sup> International Baltic Road Conference, 22-25 August, 2021 (Online)
- IEEE ARGENCON Pre Congress, 30 November 2020 (Online)
- TRB and PIARC Joint webinars - Covid, 3 June and 30 June, 2021 (Online)
- World Bank Annual Meeting, October 2020 (Virtual)
- World Bank’s Conference Transforming Transportation (TT), Reimagining Safe And Resilient Mobility For Recovery, 3-5 February 2021, Washington D.C. (Online)
- Annual ITF consultation of International organisations, 10-11 February, 2021 (Online)
- ITF 2021 Summit: Transport Innovation for Sustainable Development, 17-28 May 2021 (Virtual)
- ITF Roundtable- AI for Road Safety, 10-12 February, 2021
- Marrakech Partnership Strategy meeting, 9-10 March, 2021 (Online)
- Marrakech Partnership Communications meeting: 7 July, 2021 (Online)
- MPGCA Transport Thematic Group meetings: 23 February and 29 April, 2021 (Online)
- UNECE Group of Experts on Assessment of Climate Change Impacts and Adaptation for Inland Transport, 2-3 September 2021, (Online)
- UNRSC meetings: 2 February, 22 April, 7 June 1 July, 18,2021 (Online)
- 4<sup>th</sup> International Road Maintenance Day, 8 April, 2021 (Online)
- 16<sup>th</sup> REAAA Conference, 13-15 September, 2021
- REAAA Webinar Series #2: SCALING THE COVID-19 PANDEMIC, 27 January 2021, (Online)
- Sum4All: Energy and Mobility Nexus Working Group meeting, 30 April, 2021 (Online)
- The Ten Step Plan for Safer Road Infrastructure (Tanzania), Workshop, 16-18 March 2021 (Online)
- The Ten Step Plan for Safer Road Infrastructure (Tanzania), Working Group meeting, 17 August, 2021 (Online)

- The Ten Step Plan for Safer Road Infrastructure (Tanzania), Consortium meetings, regularly during the first half of the year, 2021 (Online)
- IRF Global Roads2Tomorrow Conference, 7-9 July 2021 (Online)

## **1.15 SOFTWARE**

### **1.15.1 HDM-4**

No major development occurred in 2021. The Executive committee decided to invest royalties from the software sales in further developments of the system.

### **1.15.2 QRAM**

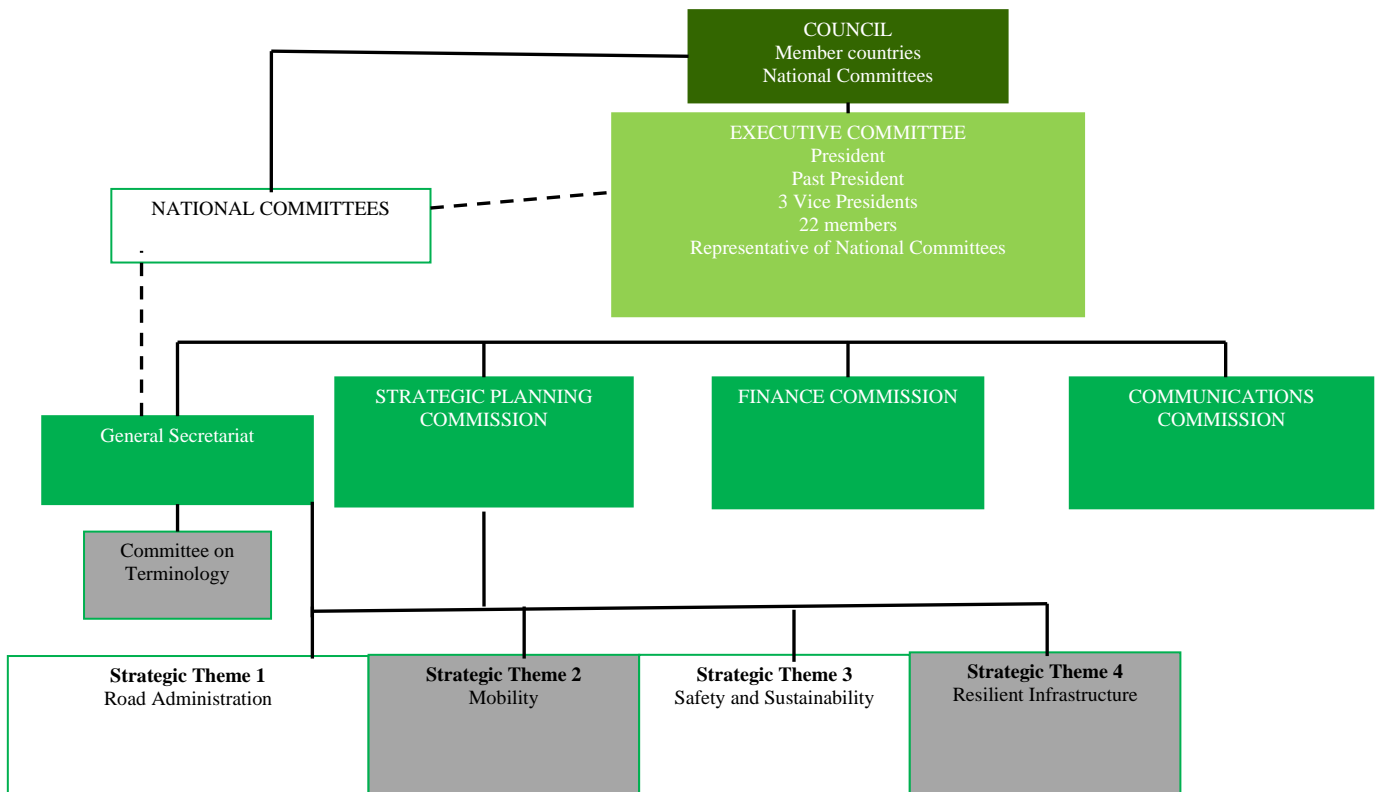
While the sales of the updated software slightly slowed down in 2021, a webinar with several hundreds of participants was organised in June 2021; the developments of phase 2 went on.

## 2. APPENDIX 1 – THE ASSOCIATION IN 2020-21

### 2.1 ORGANISATION

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

The current structure of the organization is presented below.



### 2.2 GOVERNING BODIES

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

As at 1st September 2021, the Executive Committee comprises the following membership:

- President: Claude Van Rooten (Belgium)
- Past President: Oscar de Buen Richkarday (Mexico)
- Vice-Presidents: Cheick Oumar Diallo (Mali), Shigeru Kikukawa (Japan), Miguel Ángel Salvia (Argentina)
- Members: Ahmed Al Hammadi (United Arab Emirates), Geoff Allan (Australia), Nathalie Bossé (Canada), Sandrine Chinzi (France), Mārtiņš Dambergs (Latvia / BRA), Lena Erixon (Sweden/ NVF), Cedric Ivan Escalante Sauri (Mexico), Thomas Everett (USA), Stephen Fidler (United Kingdom), Stefan Krause (Germany), Bojan Leben (Slovenia), José Miguel Ortega (Chile), Ramón Pepín (Dominican Rep.), Maria del Carmen Picón (Spain), Massimo Schintu (Italy), Luděk Sosna (Czech Republic), Claudine Tremblay (Canada-Québec), Dejin Wu (People's Rep. of China), Friedrich Zotter (Austria), , Zulakmal bin Haji Sufian (Malaysia), and Saverio Palchetti (Italy), representative of National Committees on the Executive Committee
- Secretary General: Patrick Malléjacq (France).

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

- Strategic Planning Commission (SPC), chaired by Maria del Carmen Picón (Spain) ;
- Finance Commission, chaired by Friedrich Zotter (Austria);
- Communications Commission, chaired by Claudine Tremblay (Canada-Québec).

### 2.3 MEMBERS OF THE ASSOCIATION

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

As of 1st September 2021, the Association's member countries include 123 national member governments, from around the world. Cyprus and Jordan decided to leave the Association in 2021. Kazakhstan applied for membership. Approximately two thirds of the member countries are developing countries or countries in transition. In addition, there are 478 collective members and 1,079 individual members from more than 140 countries.

#### PIARC National Member Governments (as at 1<sup>st</sup> September 2021)

ALGERIA	CROATIA	LITHUANIA	SAUDI ARABIA
ANDORRA	CUBA	LUXEMBOURG	SENEGAL
ANGOLA	CZECH Rep.	MADAGASCAR	SINGAPORE
ARGENTINA	DENMARK	MALAYSIA	SLOVAK REPUBLIC
AUSTRALIA	DOMINICAN Rep.	MALI	SLOVENIA
AUSTRIA	ECUADOR	MALTA	SOUTH AFRICA
AZERBAIJAN	EL SALVADOR	MAURITANIA	SPAIN
BAHRAIN	EGYPT	MAURITIUS	SRI LANKA
BANGLADESH	ESTONIA	MEXICO	SWAZILAND
BELGIUM	FINLAND	MOLDAVIA	SWEDEN
BENIN	FRANCE	MONGOLIA	SWITZERLAND
BHUTAN	GABON	MONTENEGRO	SYRIA
BOLIVIA	GERMANY	MOZAMBIQUE	TANZANIA
BOTSWANA	GHANA	MOROCCO	THAILAND
BRAZIL	GREECE	MYANMAR	TOGO
BULGARIA	GUATEMALA	NAMIBIA	TONGA
BURKINA FASO	GUINEA	NEPAL	TUNISIA
BURUNDI	HONDURAS	THE NETHERLANDS	TURKEY
CAMBODIA	HUNGARY	NEW ZEALAND	UGANDA
CAMEROON	ICELAND	NICARAGUA	UKRAINE
CANADA	INDIA	NIGER	UNITED KINGDOM
CANADA-QUÉBEC	INDONESIA	NORWAY	UNITED STATES OF AMERICA
CAPE VERDE	IRAN	PAKISTAN	UNITED ARAB EMIRATES
CHAD	IRELAND	PANAMA	URUGUAY
CHILE	ISRAEL	PAPUA NEW GUINEA	

CHINA (PEOP. REP.)	ITALY	PARAGUAY	UZBEKISTAN
COLOMBIA	JAPAN	PERU	VENEZUELA
CONGO (REP.)	KAZAKHSTAN*	PHILIPPINES	VIET NAM
CONGO (DEM REP)	KENYA	POLAND	YEMEN
COSTA RICA	KOREA (Rep.)	PORTUGAL	ZIMBABWE
CÔTE D'IVOIRE	KUWAIT	ROMANIA	
	LATVIA	RUSSIA	

\* To be recognized by the 2021 October Council

## 2.4 NATIONAL COMMITTEES

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

The Association has in total **47 National Committees** or organizations recognized as acting as a National Committee.

### National Committees

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

## 2.5 GENERAL SECRETARIAT

As at 1<sup>st</sup> October 2021, the PIARC General Secretariat includes:

- a Secretary General, Patrick Malléjacq, and a Deputy Secretary General, Robin Sébille, both seconded by France;
- a Technical Director, Miguel Caso Flórez, seconded by Spain and Mexico;
- seven Technical Advisors seconded by Japan, South Korea, Sweden (full time), Czech Republic, France, Mexico and Poland (part time) for various durations;
- six permanent staff who are salaried by PIARC: Véronique Anselin (executive assistant), Alain Charles (web manager), Marina Domingo Monsónis (communications), Cécile Jeanne (publications), Hanitra Rabetaliana (accounts), Nathalie Sabbah (office clerk);
- one apprentice: Cécile Chevron, a bachelor's degree student in computer science on a learning programme);

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

- Verónica Arias Espejel (Mexico) is based in Mexico City. Since September 2015, she has been working part-time for the General Secretariat and follows up the work of Strategic Theme 1 (Road Administration);
- Leejee Park (South Korea) joined PIARC General Secretariat in Paris in March 2020, to follow up Strategic Theme 2 (Mobility); she should have been based in Paris but went back to Seoul due to the Covid crisis and works remotely;
- Jun Takeuchi is seconded by Japan and follows up Strategic Theme 3 (Safety and Durability);
- Pavel Šušák (Czech Republic) works part time in Prague and is in charge of the follow-up of Strategic Theme 4 (Resilient infrastructure);
- Evelina Åkesson (Sweden) is in charge of the development of PIARC partnerships;
- Lina Granlund (Sweden) is in charge of gender diversity and equity issues;
- Aleksandra Cybulska (Poland) joined the team on 1st June 2019 as event planning Coordinator (part time position); she will also be in charge of training activities;
- Eric Dimnet (France) joined PIARC in September 2020 for one year (part time) and will develop a manual on resilience. His position was terminated in September 2021, as planned.



### 3. ANNEX 2. STRATEGIC PLAN 2020-2023

The Council approved the Strategic Plan 2020-2023 at its meeting in Abu Dhabi (United Arab Emirates) in October 2019. The Council delegated to the Executive Committee minor modifications that could result from the comments made by the Council members, from the discussions at the Abu Dhabi Congress and from suggestions by the Technical Committees.

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

#### Strategic Themes for the 2020-2023 period

Strategic Theme 1 - Road Administration	
Goal	The external operating context related to road infrastructure and road transport is constantly evolving in response to large social, economic, and environmental shifts. This affects the financing and risk managing for the construction, rehabilitation, and maintenance of road assets that are priorities in transportation, since sometimes the public-sector budgets are not enough to meet future funding requirements. In addition, safety and security in road systems, technological advances, data-driven and digitalization of road infrastructure, as well as resilience to climate change and extreme weather events are challenged issues that all Road Administrations are facing.
Coordinator	<i>Ernesto BARRERA GAJARDO (Chile)</i>
Strategic Theme 2 - Mobility	
Goal	The goal of this Strategic Theme is to provide good knowledge and some sustainable answers to all communities in the fields of people mobility and goods transportation, taking into account what follows: challenges for mobility policies mentioned above, the opportunity of new technologies, and the increasing need to have a good alignment between mobility policies and the broader goals of communities, in a context where those goals are changing.
Coordinator	<i>André BROTO (France)</i>
Strategic Theme 3 - Safety and Sustainability	
Goal	There is a growing awareness worldwide that the strategy and policies, which are formulated by road administrators and transport-related organizations, enhance safety and security in road systems during the design, construction, and operation of road infrastructure. This environment steers them to producing practical solutions to improve road safety with further developed technologies and to raise awareness of cybersecurity for strengthening road and transportation security.  Pursuing the efficient road operation especially in winter service, optimizing the maintenance cost of road assets, and contributing to the sustainable environment are also essential for road administrators and transport-related organizations to manage road infrastructure successfully.
Coordinator	<i>Keiichi TAMURA (Japan)</i>
Strategic Theme 4 - Resilient Infrastructure	
Goal	Roads are important, and in some cases even critical, infrastructures that make an important contribution to the social and economic well-being of the society. In this context, ensuring the availability, safety and reliability of road transport infrastructure is crucial. This should include, in addition to normal operation, in particular planning, preparation, response and rehabilitation in the event of unplanned and unforeseen natural or other events, and also includes the safe operation of road networks in the event of events that may have an indirect impact on availability and reliable operation, such as pandemics or black swan events.  Against this background, owners and operators of roads are required to proactively manage risks for the infrastructure itself and its users. This poses the challenge of assessing all existing threats and, if necessary, taking measures to ensure availability as far as possible under all conditions.
Coordinator	<i>Jürgen KRIEGER (Germany)</i>

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

## TECHNICAL COMMITTEES / TASK FORCES 2020-2023 – LIST OF CHAIRS AND SECRETARIES

	Chair	English-speaking Secretary	French-speaking Secretary	Spanish-speaking Secretary
TC 1.1 Performance of Transport Administrations	Christos S. XENOPHONTOS (USA)	Alan COLEGATE (Australia)	Joseph AHISSOU (Benin)	José Manuel BLANCO SEGARRA (Spain)
TC 1.2 Road and Transport Planning for Economic and Social Development	Fabio PASQUALI (Italy)	Mark BROWN (UK)	Abdelkader FAHAM (Algeria)	Alicia Haydee LORDI (Argentina)
TC 1.3 Finance and Procurement	Francesco SCIAUDONE (Italy)	Francesco MICCI (Italy)	Jean-Max GILLET (France)	Hector OVALLE (Mexico)
TC 1.4 Climate Change and Resilience of Road Networks	Caroline EVANS (Australia)	Louis BETTINI (Australia)	Fabien PALHOL (France)	Juan Fernando MENDOZA SÁNCHEZ (Mexico)
TC 1.5 Disaster Management	Yukio ADACHI (Japan)	Neil FISHER (New Zealand)	Alain LEFEBVRE (Belgium)	Marcelo MEDINA SANTIBANEZ (Chile)
TF 1.1 Well-prepared Projects	Monique AUBRY (Canada-Québec)	Chris FURNEAUX (UK)	Michel DÉMARRE (France)	Clemente POON (Mexico)
TC 2.1 Mobility in Urban Areas	Andrea SIMONE (Italy)	Ian PATEY (UK)	Sandrine ROUSIC (France)	Luis MIRANDA-MORENO (Canada-Québec)
TC 2.2 Accessibility and Mobility in Rural Areas	Souleman OUSSIMAN (Burkina Faso)	Paula CLAYTONSMITH (UK)	Imen MAKHLOUF (Tunisia)	Mariano BARONE (Argentina)
TC 2.3 Freight	Martin RUESCH (Switzerland)	Tiffany JULIEN (USA)	Bernard JACOB (France)	Carlos SANTILLAN DOHERTY (Mexico)
TC 2.4 Road Network Operation / Intelligent Transportation Systems	Valentina GALASSO (Italy)	James ELLIOTT (UK)	Kaouther MACHTA (Tunisia)	Daniel RUSSOMANNO (Argentina)
TF 2.1 New Mobility and its Impact on Road infrastructure and Transport - To come	tbd	tbd	tbd	tbd
TF 2.2 Electric Road Systems	Jan PETERSSON (Sweden)	Doros NICOLAIDES (UK)	Patrick DUPRAT (France)	Jesús LEAL BERMEJO (Spain)
TF B.2 Automated Vehicles	Éric OLLINGER (France)	Ian PATEY (UK)	Abdelmenane HEDHLI (France)	Ana Luz JIMÉNEZ ORTEGA (Spain)
TC 3.1 Road Safety	John MILTON (USA)	Lucy WICKHAM (United-Kingdom)	Lise FOURNIER (Canada-Québec)	Roberto LLAMAS RUBIO (Spain)
TC 3.2 Winter Service	Peter NUTZ (Austria)	Steven LUND (USA)	Stéphanie GAUDÉ (France)	José Carlos VALDECANTOS ALVAREZ (Spain)
TC 3.3 Asset Management	Gerardo FLINTSCH (USA)	James SMITH (Canada)	Pascal ROSSIGNY (France)	Miguel VALDES FLORES (Chile)
TC 3.4 Environmental Sustainability in Road Infrastructure and Transport	Eric DIMNET (France)	Tamara NICHOLSON (USA)	Mathieu CHABOT-MOREL (Canada-Québec)	
TF 3.1 Road Infrastructure and Transport Security	Saverio PALCHETTI (Italy)	Chris JOHNSON (Canada)	Philippe CHANARD (France)	
TC 4.1 Pavements	Margo BRIESSINCK (Belgium)	Gina AHLSTROM (USA)	Aïda BERGAOUJ SRIHA (Tunisia)	José del CERRO GRAU (Spain)
TC 4.2 Bridges	Kiyohiro IMAI (Japan)	Joseph HARTMANN (USA)	Pierre GILLES (Belgium)	Gonzalo ARIAS HOFMAN (Spain)
TC 4.3 Earthworks	Patrick BOISSON (France)	Paul NOWAK (UK)	Yasmina BOUSSAFIR (France)	Natalia PÉREZ GARCIA (Mexico)
TC 4.4 Tunnels	Ingo KAUNDINYA (Germany)	Tiago MASSINGUE (South Africa)	Jean-Claude MARTIN (France)	Rafael LOPEZ GUARGA (Spain)
TF 4.1 Road Design Standards	Mariusz KIEC (Poland)	Margaret NGOTHO OGAI (Kenya)	Matthieu HOLLAND (France)	Fernando LOPEZ-MENCHERO DIEZ (Spain)
Terminology	Bernard JACOB (France)	Mitsuru SAITO (USA) - acting	Emanuela STOCCHI (Italy)	David CALLEJO GOMEZ (Spain)
Road Statistics	Hirofumi OHNISHI (Japan)	Tomonobu TANINO (Japan)		

## 4. ANNEX 3. PIARC PUBLICATIONS

### 4.1 TECHNICAL REPORTS FROM THE 2016-2019 CYCLE

#### In English: 6 reports

- 2020R01EN - Principles for Cooperation and Collaboration between National and Local Road Agencies
- 2020R02EN - Preserve Earthworks and Rural Roads from the Impact of Climate Changes
- 2021R00EN - Earthworks Manual - Genesis and Preamble
- 2021R01EN - Earthworks Manual – General considerations
- 2021R02A/EN - Earthworks Manual - Specific technical developments - 2A - Materials
- 2021R02B/EN - Earthworks Manual - Specific technical developments - 2B - Treatment of materials

#### In French: 5 reports

- 2021R00FR - Manuel Terrassement – Genèse et Préambule
- 2021R01FR - Manuel Terrassement – Considérations générales
- 2021R02A/FR - Manuel Terrassement - Développements techniques spécifiques - 2A - Les matériaux
- 2021R02B/FR - Manuel Terrassement – Développements techniques spécifiques - 2B - Le traitement des matériaux
- 2021R02E/FR - Manuel Terrassement – Développements techniques spécifiques – 2E – Aspects environnementaux

### 4.2 TECHNICAL REPORTS, BRIEFING NOTES AND LITERATURE REVIEWS FROM THE 2020-2023 CYCLE

- The 2020-2023 cycle inaugurated new products from the General Secretariat and Technical Committees, along with the traditional Technical Reports and Case studies: Briefing notes and Literature reviews. A significant quantity was issued during the first year of the new cycle and the automated translation tools allowed to have almost of all these documents, drafted in English, to be put online with very few delay.

#### In English: 9 reports

- 2020BN01EN - COVID-19: Key Lessons for the Road Community from the first PIARC Webinars
- 2020BN02EN - COVID-19: Key Lessons for the Road and Transport Community from the Latest PIARC Webinars
- 2020BN03EN - COVID-19: Initial Impacts and Responses to the Pandemic From Road and Transport Agencies
- 2021BN01EN - COVID-19: Survey of Impacts and Responses from the Global Roads and Transport Sector
- 2021R03EN - Automated Vehicles - Challenges and Opportunities for Road Operators and Road Authorities
- 2021LR01EN - Improving Road Tunnel Resilience, Considering Safety and Availability - PIARC Literature Review
- 2021LR02EN - Use of Recycled Materials in Pavements
- 2021LR03EN - How Countries Undertake Well-Prepared Projects: A Review on Ten Countries
- 2021LR04EN - Increasing Resilience of Earth Structures to Natural Hazards

#### In French: 6 reports

- 2020BN01FR - COVID-19 : des enseignements clés pour la communauté routière dans les webinaires de PIARC

- 2020BN02FR - COVID-19 : des enseignements clés pour la communauté routière dans les derniers webinaires de PIARC
- 2021BN01FR - COVID-19 : Enquête sur les impacts et les réponses du secteur des routes et du transport dans le monde
- 2021R03FR - Véhicules automatisés - Défis et opportunités pour les exploitants et les autorités routières
- 2021LR02FR - Utilisation de matériaux recyclés dans les chaussées
- 2021LR04FR - Augmenter la résilience des ouvrages en terre face aux risques naturels

#### In Spanish: 5 reports

- 2020BN01ES - COVID-19: Lecciones clave de los seminarios web de PIARC para la comunidad vial
- 2020BN02ES - COVID-19: Lecciones clave de los últimos seminarios web de PIARC para la comunidad vial
- 2020BN03ES - COVID-19: impactos iniciales y respuestas a la pandemia de las organizaciones de carreteras y transporte
- 2021R03ES - Vehículos automatizados - Retos y oportunidades para los operadores y las autoridades viales
- 2021LR04ES - Aumento de la resiliencia de las estructuras de tierra frente a los riesgos naturales

#### 4.2 SPECIAL PROJECT REPORTS PUBLISHED IN 2020-2021

- 2020SP02 – Road related data and how to use them.

#### 4.3 MOST DOWNLOADED DOCUMENTS (TOP 25)

The above table shows a constant interest for PIARC publications linked to tunnels and road safety. The electronic download to the full magazine seems to establish itself at a rather low level.

<i>Document</i>	<i>Downloads</i>
<i>Management documents</i>	
<i>Strategic-Plan-2020-2023-PIARC-World-Road-Association-Update-October-2020.pdf   Strategic Plan 2020-2023 - October</i>	394
<i>General-Introduction-to-PIARC-May-2020-World-Road-Association.pdf   About PIARC</i>	160
<i>General-Introduction-to-PIARC-May-2020-World-Road-Association.pptx   About PIARC</i>	117
<i>Strategic-Plan-2020-2023-PIARC-World-Road-Association-Update-April-2020.pdf   Strategic Plan 2020-2023 - April</i>	113
<i>Plan-Strategique-2020-2023-PIARC-Association-Mondiale-de-la-Route-Actualisation-October-2020.pdf   Strategic Plan 2020-2023 French - October</i>	106
<i>Brochure-Adh-membrescoll2016-EN.pdf   Join PIARC</i>	104
<i>Technical documents</i>	
<i>2020SP01EN-The-Contribution-of-Road-Transport-to-Sustainability-and-EconomicDevelopment.pdf   The Contribution of Road Transport to Sustainability and Economic Development</i>	478
<i>05-05-B.pdf   Fire and Smoke Control in Road Tunnels</i>	297
<i>2020BN03EN-Initial-Impacts-and-Responses-to-the-Pandemic-from-Road-and-Road-Transport-Agencies-PIARC.pdf   COVID-19: initial impacts and responses to the pandemic from road and transport agencies</i>	274
<i>2019R47EN-Road-Safety-Catalogue-of-Case-Studies.pdf   Road Safety - Catalogue Of Case Studies</i>	200
<i>2019R02-EN.pdf   Road Tunnels: Vehicle Emissions and Air Demand for Ventilation</i>	159
<i>Road-Safety-Manual-2003-PIARC.pdf   Road Safety Manual 2003</i>	149
<i>2020BN03EN-Initial-Impacts-and-Responses-to-the-Pandemic-from-Road-and-Road-Transport-Agencies-PIARC.pdf   COVID-19: initial impacts and responses to the pandemic from road and transport agencies</i>	146
<i>HD-RR388-Routes-Roads-Magazine-EN.pdf   Routes / Roads Magazine 388 High Definition</i>	141
<i>2020SP02EN-Road-Related-Data-and-How-to-Use-it-PIARC-19012021.pdf   Road Related Data and How to Use it</i>	134
<i>2019R27EN-Road-Safety-Evaluations-Based-on-Human-Factors-Method.pdf   Road Safety Evaluations Based on Human Factors Method</i>	133
<i>05-16-bilingue0207.pdf   Systems and equipment for fire and smoke control in road tunnels</i>	120

<i>2019R32EN-Green-Paving-Solutions-And-Sustainable-Pavement-Materials.pdf   Green Paving Solutions and Sustainable Pavement Materials</i>	117
<i>2019R14EN.pdf   State of the Art in Monitoring Road Condition and Road / Vehicle Interaction</i>	114
<i>2020R02EN-Preserve-Earthworks-and-Rural-Roads-from-the-Impact-of-Climate-Changes-PIARC-World-Road-Association.pdf   Preserve Earthworks and Rural Roads from the Impact of Climate Changes</i>	114
<i>2012R27-EN-Road-Safety-World-Road-Association.pdf   Road safety inspection guidelines for safety checks of existing roads</i>	109
<i>2019R19EN-Innovative-Innovative-Approaches-Asset-Management.pdf   Innovative Approaches to Asset Management</i>	106
<i>2021LR01EN-Improving-Road-Tunnel-Resilience-Considering-Safety-and-Availability-PIARC-Litterature-Review.pdf   Improving Road Tunnel Resilience, Considering Safety and Availability - PIARC Literature Review</i>	106
<i>2017R01EN.pdf   Design fire characteristics for road tunnels</i>	105
<i>2021LR02EN-Use-of-Rcycled-Materials-in-Pavements-PIARC-Litterature-Review.pdf   Use of Recycled Materials in Pavements</i>	104
<i>Total : 10,761 different documents for 41,882 downloads Total Top 25 4,100 is 9.8 % of Total downloads</i>	4,100





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*La Grande Arche, Paroi Sud, 5e étage, F-92055 La Défense cedex*