



ANNUAL ACTIVITY REPORT

OCTOBER 2018 – SEPTEMBER 2019



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FOREWORD

FROM THE PRESIDENT'S DESK

As we near the end of our 2016-19 work cycle, now is a good time to take stock of where we stand. In three months, our 22 Technical Committees and Task Forces will have successfully completed their demanding four-year mission and passed the torch to launch the next Strategic Plan, covering the period 2020 to 2023.

I wanted to highlight this achievement in my initial remark since Technical Committees are the Association's most high-profile piece, by virtue of combining the efforts of over 1,200 experts from all corners of the globe, making us the world's largest network - or family shall I say - of road specialists. For an association president, it comes with real pride to reflect on such a robust collective output during these past 4 years. The numbers speak for themselves, for example 39 seminars (meeting the objective set of 2 events per committee, when including joint seminars organized by multiple committees), 22 host nations and, notably, 18 published reports (many of which in trilingual format), on the eve of our 26th World Road Congress. I'd like to compliment the dedication of all involved in attaining such a spectacular result.

While on the subject of our accomplishments, "Special Projects", i.e. those extending work on a particular topic of widespread member interest but not yet studied in a formal committee setting, have become part and parcel of the Association's program. Initiated during the previous cycle, these projects have made steady progress, and the concept has proven to be a tremendous success. They've been set up to more quickly respond to the current concerns of our First Delegates and help shape the contents of the subsequent cycle.

These advances are owed to the input of Committee Experts, Chairs and Secretaries, all of whom I'll be pleased to honor during the various events scheduled at our upcoming Congress, as well as to the quality oversight performed by the team of technical advisors assigned to assist the Secretary General. Let me take this opportunity to thank each and every one of them, along with the countries that have freed up their time at least in part to serve the Association: Germany, Canada-Quebec, South Korea, Spain, Japan, Mexico, Sweden, and more recently Poland. I'm keenly aware of the sacrifice such a commitment entails for a Road Authority, and know that you fully share in the achievements I've alluded to above.

It goes without saying that a World Road Association can only be effective in its mission by developing beneficial partnerships with similar or complementary organizations. These partners are sought, first and foremost, from among regional entities, and here I'm referring to our friends from North America at AASHTO, French-speaking Africa at AGEPAR, the Spanish-speaking world at DIRCAIBEA, and Asia, Australia and New Zealand at REAAA. This last year has offered the possibility to strengthen our bonds in many respects, whether through participating at joint events, publishing collective research work or implementing cooperative tools and procedures. But beyond just the roads sector, we've been engaged in a close partnership with the OECD's International Transport Forum, the World Bank's *Sustainable Mobility for All* program, etc. Many of these organizations have honored us by selecting our Abu Dhabi Congress as the venue to host their meetings or by sponsoring events alongside us, thereby clearly underscoring the quality of our relationships.

FOREWORD

Among our closest partners are the Association's member countries and National Committees. Once again, this most recent period has turned out to be especially fruitful: several former members who had let their membership lapse reached out and renewed their participation in PIARC. My thoughts turn first to Russia, which flattered me with an invitation this past June to attend a major governmental seminar in Moscow.

While the end of a work cycle provides a special moment for retrospection, it's also a time to raise questions, recalibrate in some instances and definitely prepare for the future. The questions posed cover many areas; like every four years, they naturally focus on the contents of the next work cycle and draw the contours of the 2020-23 Strategic Plan being proposed for Council approval. The discussions held have been detailed, at times spirited, but always rigorous and have led to a well-structured plan, both conventional and innovative. The Strategic Plan Commission and its new Chair, Maria Carmen del Picón, are to be warmly thanked for their efforts by the entire Association.

Our questions extend to the financial domain. The balance struck in the past can no longer be maintained, which in turn motivates us to revisit our economic model, less so for its underlying principles than the means of application and, from a very practical perspective, the amount of membership dues, especially for national governments. Though the Secretary General has undertaken some significant cost control measures, nonetheless the continuation of our full slate of activities in meeting the same high quality standards necessitates raising the level of member contributions. The Finance Commission, under the leadership of Friedrich Zotter, has devised a prudent and realistic financial strategy, five years after the one produced in Santiago (Chile), that will serve to solidify our accounts and further our development.

Let's turn our attention to the future. In embracing its newfound status as a trilingual entity, the Association has completed its rebranding phase, adopting a new name and logo while proceeding with only the slightest of changes. By retaining its original English acronym, PIARC, increasingly popular across Spanish-speaking countries as well, the Association will be known from now on under a single designation and has adapted its logo accordingly. A big round of thanks goes to the Communication Commission, its Chair Marie-Claude Petit and Diane Gamble for having rallied unanimous support around such an age-old, sensitive and potentially emotion-stirring question like: "*What's in a name?*".

The future also consists of a completely revamped website that's more interactive, simpler to access and adapted to all types of electronic media. After going live just a few weeks ago, we're hoping that you've already adopted it as a favorite in your browser. Like for our magazine, the various communication outlets and the range of correspondence you receive (typically in three languages), the launch of our new website has involved the sustained personal dedication of each member of the Secretary General's Office. Knowing these individuals as I do authorizes me to attest to the Council their devotion and selflessness in providing you with the services you've come to expect. This most sincere expression of gratitude is being addressed specially to them.

As we stand poised to host our major quadrennial event, being held for the first time in the Middle East, I'd like to wish you all an excellent Council meeting and an outstanding Congress.

Claude VAN ROOTEN

President of the World Road Association (PIARC), 2017-2020

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1. ACTIVITIES FROM OCTOBER 2018 TO SEPTEMBER 2019

1.1 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.

The Executive Committee holds two meetings a year. They were held on 23-24 October 2018 in Yokohama (Japan), and on 9 and 10 April 2019 in Buenos Aires (Argentina). The current membership of the Executive Committee is included in Annex 1 of this report.

The two meetings mainly focused on the preparation of Strategic Plan 2020-2023, and on the preparation of the 26th World Road Congress Abu Dhabi 2019, 6-10 October.

1.1.1 Strategic Planning Commission

The Strategic Planning Commission (SPC) met on 22 October 2018 in Yokohama (Japan); on 8 April 2019 in Buenos Aires (Argentina); and on 25-26 July in Madrid, under the chairmanship of Óscar Callejo (Mexico) for the first meeting; Richard Charpentier (Canada-Quebec) for the second; and Maria del Carmen Picón (Spain). Other meetings were also held by videoconference.

The SPC work has focused on monitoring the current Strategic Plan, and on the preparation of the next Strategic Plan, and tools to be implemented to further improve and assess the quality of the productions of the Association.

The preparation work on the next Strategic Plan, covering the 2020-2023 period has been developed with a large consultation of the members, technical groups, partners of the Association, and the chairs and secretaries of incoming technical committees. The final draft of the Strategic Plan will be submitted to the Council of PIARC in Abu Dhabi on 4 October 2019.

1.1.2 Finance Commission

The Finance Commission met on 25-26 February 2019 in Seville (Spain) and on 16-17 July in Paris (France) under the chairmanship of Friedrich Zotter. In addition to its usual tasks, i.e. reviewing the previous year's accounts, implementation of the current year budget and preparation of the next budget, the Commission is in the process of developing a financial strategy for the Association, on proposal of its Chairman.

Every year since 2016, the Association had its accounts certified by an external auditor for legal reasons linked to the amount of the subsidy provided by the French ministry in charge of transport.

1.1.3 Communications Commission

The Communications Commission met in Yokohama (Japan) on 26 October 2018 and in Buenos Aires (Mexico), on 12 April 2019, under the chairmanship of Marie-Claude Petit (Canada). Many meetings were also held by videoconference. The Communications Commission contributes to develop the strategic direction of the work of the General Secretariat. Recently, the Commission has among others worked on the Association's visual identity. The Communications Commission has also supervised the awarding process of the 2019 PIARC Prizes.

1.2 CONFERENCE OF NATIONAL COMMITTEES

The National Committees held a one-day conference on the occasion of the Council meeting in Yokohama in October 2018. They discussed the progress of the action plan proposed by Saverio Palchetti (Italy), representative of National Committees. Furthermore, a regional meeting of Spanish-speaking countries took place on 12 April 2019 in Buenos Aires, subsequent to the Executive Committee meeting.

Three new National Committees were recognized by the Executive Committee meeting in Yokohama (October 2018) and Buenos Aires (April 2019), i.e. Bulgaria, Côte d'Ivoire and Tunisia, bringing to 46 the number of recognized National Committees.

1.3 GENERAL SECRETARIAT

In addition to the logistic support brought by the General Secretariat (GS) to the Association's bodies, the day-to-day running of the Association, participation in the work of the Commissions and publication of the *Routes/Roads* magazine, it is worth pointing out the following actions led during the past year (described in more detail in the next pages):

- release online of the first technical reports for the 2016-2019 cycle and three special projects (see paragraph 1.6);
- further development of the various web-based Manuals of the Association (see paragraph 1.12);
- co-operation with partner associations and institutions (see paragraph 1.12);
- publication of the final reports of the special projects launched in 2017 and start of those decided in Yokohama.

Lastly, a new Technical Advisor, Aleksandra Cybulska (Poland) has joined the General Secretariat as event and congress planning coordinator.

1.4 CONGRESSES OF THE WORLD ROAD ASSOCIATION

1.4.1 XXVIth World Road Congress, Abu Dhabi, 6-10 October 2019

The United Arab Emirates authorities have selected the ESL company as the professional congress organizer. Two meetings of the organizing committee took place in June and August 2019 in Abu Dhabi.

The call for papers was published in May 2018, featuring 41 topics; the outcome was 387 papers selected from 74 countries.

1.4.2 XVIth International Winter Road Congress Calgary 2022

The call for candidacies for hosting the XVIth International Winter Road Congress was finalized at the Council meeting in Bonn in October 2017 with the selection of Calgary, Canada, as the host city of the XVIth International Winter Road Congress, 8-11 February 2022.

1.5 TECHNICAL COMMITTEES AND WORKING GROUPS

PIARC's 22 Technical Committees and Task Forces have completed the implementation of their work program. Each of them had identified a full detailed program and schedule of meetings until the end of this work cycle.

The seminars held over the past year are the following:

- TC A.2 - seminar in Arusha (Tanzania) from 14 to 16 November 2018
- CT A.3 – seminar in Hanoi (Vietnam) from 7 to 9 November 2018
- CT B.1&B.3 - seminar in Cape Town (South Africa) from 5 to 7 November 2018
- CT C.2 - seminar in Kuala Lumpur (Malaysia) from 23 to 27 April 2019
- CT D.1 – seminar in Petaling Jaya (Malaysia) from 29 to 31 October 2018
- CT D.2 – seminar in Durban (South Africa) from 9 to 11 October 2018

- CT D.3 - seminar in Kuala Lumpur (Malaysia) from 15 to 17 April 2019
- CT D.4 – seminar in Tunis (Tunisie) du 12 from 16 to November 2018
- CT E.3 - seminar in Beijing (P. R. of China) from 7 to 9 November 2018
- CT E.3 - workshop in Irvine (United States) on 9 May 2019.

1.6 SPECIAL PROJECTS

The two Special Projects decided in Bonn in 2017, i.e. « Electric Roads » and « Contribution of road transport sector to economic development » have experienced mixed fortunes. The first is completed and the report published. The second one is confronting difficulties in its implementation.

1.7 COMMUNICATION

In the framework of the communication strategy initiated in 2017, the Association has implemented the following actions:

- production of a monthly electronic newsletter in three languages;
- increased presence at various major events in the transport area, i.e. TRB in Washington DC, ITF in Leipzig;
- presence on Tweeter and LinkedIn (approx. 2000 followers per network), as well as on Flickr and YouTube;
- first trials of webinars focusing on the Special Projects;
- production of promotional videos of the Abu Dhabi Congress in several languages.

Nevertheless, the major event of the past year was the finalization of the new design of the logo of the Association, now named PIARC in all languages.



1.8 PIARC WEBSITE WWW.PIARC.ORG

The website is at the heart of the Association's communications and operations. The English and French version of the website are updated by the General Secretariat, while the Spanish version is updated by the secretariat of the Spanish National Committee (ATC).

The current version of the website was introduced on the occasion of the World Road Congress in Mexico City at the end of September 2011. The website has been completely redesigned and was launched in September 2019

The table below shows the statistics of the number of visitors of the website, which remains perfectly stable from one year to the other.

PIARC Website – Number of visits

Period	01/08/2016 - 31/07/2017	01/08/2017 - 31/07/2018	01/08/2018 - 31/07/2019
Number of visits	94 288	110 280	103 646
Number of single users	46 403	50 494	49 823
Number of pages viewed	497 071	547 740	511 141
Average number of pages per visit	5,27	4,97	4,93
Average duration of visits (minutes)	4:47	4 :34	4 :25

Note: consultations by the General Secretariat are not taken into account in these statistics.

Top 25 downloads from 1st August 2017 to 31st July 2018

Document	Downloads
2016R35EN.pdf - Experience with Significant Incidents in Road Tunnels	527
Strategic-Plan-2016-2019-November-World-Road-Association.pdf	516
05-05-B.pdf - Fire and Smoke Control in Road Tunnels	500
2017R01EN.pdf - Design fire characteristics for road tunnels	488
2016R03EN.pdf – Fixed firefighting systems in road tunnels: Current practices and recommendations	395
Gdansk-2018-Call-For-Papers-World-Road-Association-PIARC.pdf – Gdansk 2018 Call For Papers	366
2016R17EN-Road-Pavements.pdf - State of the art in monitoring road condition and road/vehicle interaction	311
2016R20EN.pdf - Human Factors Guidelines for a safer Man-Road Interface	304
2016R19EN.pdf - Road Tunnels: Complex underground road networks	295
WEB-2012R05-EN-revise.pdf - Road tunnels: vehicle emissions and air demand for ventilation	279
2016R07EN.pdf - Preserve your Country's roads to Drive Development	274
WEB-2011R02.pdf - Road tunnels: operational strategies for emergency ventilation	261

1.9 ONLINE MANUALS

The first three electronic manuals of the Association were introduced during the Seoul Congress in November 2015. Over the 2016-2019 work cycle, the related Technical Committees (TC) are responsible for developing and updating the manuals. The TCs involved have organized themselves to achieve that task, combining research and technical rigor—one of the strengths of the Association—with the constraints of this new media.

In addition, the Association is further implementing its policy aiming at expanding the electronic manuals, with the release online, in early October 2017, of the Manual on Road Asset Management produced within the TC on Asset Management.

Over this work cycle, the Association succeeded to release online the French version of the Road Safety Manual and the Spanish version of the RNO-ITS Manual.

1.9.1 Road Safety Manual

Period	01/08/2016 – 31/07/2017	01/08/2017 – 31/07/2018	01/08/2018 – 31/07/2019
Number of visits	14 970	24 404	25 286
Number of single visitors	10 646	18 023	18 187
Number of pages viewed	50 826	68 669	71 419
Average number of pages per visit	3,4	2,81	2,82
Average duration of visits (minutes)	3:47	3:03	3 :13

1.9.2 Road Network Operations/ITS Manual

Period	01/08/2016 – 31/07/2017	01/08/2017 – 31/07/2018	01/08/2018 – 31/07/2019
Number of visits	10 854	24 404	41 619
Number of single visitors	7 604	18 023	34 127
Number of pages viewed	42 660	68 669	80 193
Average number of pages per visit	3,93	2,81	1,93
Average duration of visits (minutes)	4:22	3:03	2:09

1.9.3 Road Tunnels Manual

Period	01/08/2016 – 31/07/2017	01/08/2017 – 31/07/2018	01/08/2018 – 31/07/2019
Number of visits	20 793	46 045	61 129
Number of single visitors	15 780	37 227	50 721
Number of pages viewed	75 528	110 232	128 524
Average number of pages per visit	3,63	2,39	2,10
Average duration of visits (minutes)	3:38	2:17	1:56

1.9.4 Road Asset Management Manual

Period	01/10/2017 – 31/07/2018 10 months	01/08/2018 – 31/07/2019 12 months
Number of visits	5 890	8 675
Number of single visitors	3 644	6 267
Number of pages viewed	29 059	28 880
Average number of pages per visit	4,93	3,33
Average duration of visits (minutes)	5:14	3:23

1.10 PUBLICATIONS

1.10.1 Technical reports

These documents have been published online:

- three special project reports;
- two catalogues of case studies;
- 17 technical reports;
- one report on road statistics.

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

1.10.2 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 Council meeting in Yokohama are the following:

- Urban Mobility - RR 379, December 2018,
- Environment - RR 380, March 2019,
- Road Asset Management - RR 381, June 2019,
- 26th World Road Congress - RR 382, September 2019.

1.11 TRANSLATION ACTIVITIES

The Association's decision to adopt 3 working languages and to develop an active trilingual communication, has considerably increased the volume of translations done by the General Secretariat and its service providers or partners.

As an illustration, over the 2018-2019 period, the volumes are as follows:

Document type	Translated pages
Routes/Roads magazine	480
Monthly newsletter	100
Web pages	50
ExCom and Council meetings	100
Technical Reports	2,000
Electronic Manuals	200

1.12 COOPERATION WITH OTHER ASSOCIATIONS/ORGANIZATIONS

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. This enables to position roads as a key player of the transport system and also contributes to a fruitful development of the products of the Association.

The past year was marked by several actions related to this goal:

1.12.1 National events and regional road organizations

- Participation of the General Secretariat in the meetings of the Conference of European Directors of Roads (CEDR), to ensure coordination of the activities and strategic plan of both organizations;
- Participation of PIARC at the TRB meeting in Washington, DC in January 2019, and the traditional meeting with US experts on Technical Committees, in cooperation with FHWA and AASHTO;
- Participation in the DIRCAIBEA Council meeting in Seville (Spain) in June 2019;
- Participation in MSD Council (road directorates of CIS countries) in Bratislava (Slovakia), June 2019.

1.12.2 Other organizations

- Participation of the Secretary General in the « Sustainable Mobility for All » project meeting at the World Bank in Washington D.C., also in January 2019;
- Intervention by the PIARC President and participation of the Secretary General in the International Transport Forum ITF in May 2019 in Leipzig (Germany); PIARC was present at the exhibition on a joint booth with Abu Dhabi to promote the 26th World Road Congress Abu Dhabi 2019;
- Organization in Leipzig in May 2019 of the Advisory Group meeting, gathering the main organizations with which PIARC cooperates such as the World Bank, WHO, etc; the meeting provided the opportunity to discuss the next Strategic Plan and ways to cooperate.

1.13 SOFTWARES

1.13.1 HDM-4

As agreed, the HDM Steering Committee – chaired by Past President Oscar de Buen - has been revitalised, and the World Bank, the Asian Development Bank are now actively involved, along with PIARC and HDM Global. UK's DFID is also an active member. It met several times since 2017 and already held three meetings in 2019:

- at the World Bank Headquarters in Washington on 16 January 2019;
- by teleconference on 14 February and 15 March 2019.

Further meetings are planned to review uptake of the software, progress of IT developments and plans for the future.

1.14.1 QRAM

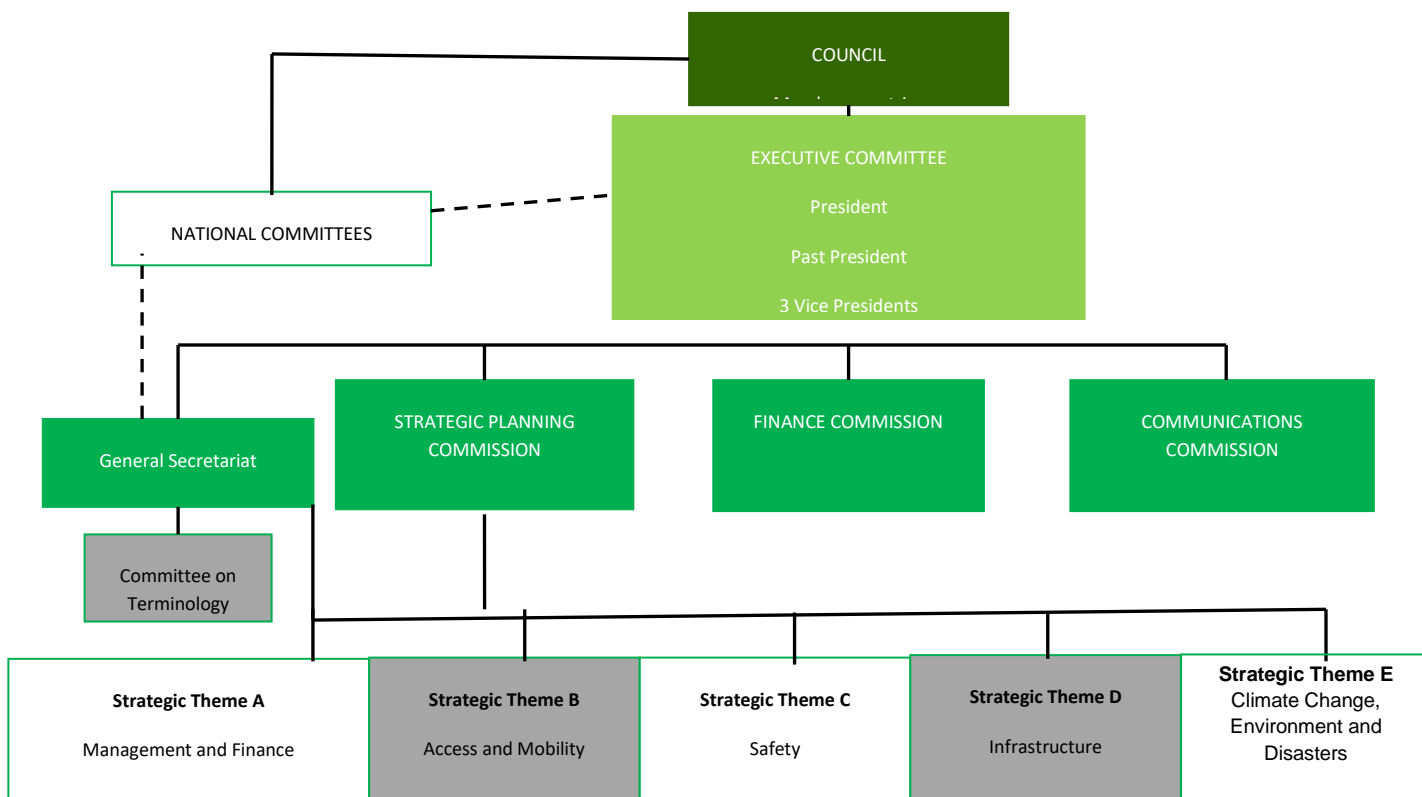
Phase 1 of the of the QRAM software upgrade was released and available for purchase in spring 2019. It soon proved to be successful (30 licences sold during the first semester of 2019). Two training sessions were held in Paris for new users and advanced users.

2. APPENDIX 1 – THE ASSOCIATION IN 2019

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 WORLD ROAD ASSOCIATION STRUCTURE



The current structure of the organization is presented below.

2.2 GOVERNING BODIES

The Council is the highest governing body responsible for the Association. At its meeting held on 24-25 October 2018 in Yokohama (Japan), 101 delegates, representing 47 member countries were present.

As at 1st September 2019, 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), Graham Pendlebury (United Kingdom), Richard Charpentier (Canada-Québec), Mārtiņš Dambergs (Latvia / BRA), Lena Erixon (Sweden/ NVF), Nick Koukoulas (Australia), Stefan Krause (Germany), Bojan Leben (Slovenia), Kang Hoon Lee (Rep. of Korea), Meor Aziz Bin Osman (Malaysia), José Miguel Ortega (Chile), Marie-Claude Petit (Canada), Maria del Carmen Picón (Spain), Massimo Schintu (Italy), Alex Van Niekerk (South Africa), Dejin Wu (People's Rep. of China), Friedrich Zotter (Austria), Sandrine Chinzi (France), Thomas Everett (USA), Ramón Pepín (Dominican Rep.) 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 Óscar Callejo (Mexico); then Richard Charpentier (Canada-Québec) was interim chair; Maria del Carmen Picón (Spain) has chaired the SPC since April 2019;
- Finance Commission, chaired by Friedrich Zotter (Austria);
- Communications Commission, chaired by Marie-Claude Petit (Canada).

2.3 MEMBERS

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

As at 1st September 2019, *the Association's member countries include 122 national member governments*, from around the world. Approximately two thirds of the member countries are developing countries or countries in transition. In addition, there are approximately 2,000 other members (about half of which are individual members) from more than 140 countries.

PIARC National Member Governments (as at 1st September 2019)

ALGERIA	CROATIA	LATVIA	RUSSIA
ANDORRA	CUBA	LITHUANIA	SALVADOR)
ANGOLA	CYPRUS	LUXEMBOURG	SAUDI ARABIA
ARGENTINA	CZECH Rep.	MADAGASCAR	SENEGAL
AUSTRALIA	DENMARK	MALAYSIA	SINGAPORE
AUSTRIA	DOMINICAN Rep.	MALI	SLOVAK REPUBLIC
AZERBAIJAN	ECUADOR	MALTA	SLOVENIA
BAHRAIN	EGYPT	MAURITANIA	SOUTH AFRICA
BANGLADESH	ESTONIA	MAURITIUS	SPAIN
BELGIUM	FINLAND	MEXICO	SRI LANKA
BENIN	FRANCE	MOLDAVIA	SWAZILAND
BHUTAN	GABON	MONGOLIA	SWEDEN
BOLIVIA	GERMANY	MOROCCO	SWITZERLAND
BOTSWANA	GHANA	MYANMAR	SYRIA
BRAZIL	GREECE	NAMIBIA	TANZANIA
BULGARIA	GUATEMALA	NEPAL	THAILAND
BURKINA FASO	GUINEA	THE NETHERLANDS	TOGO
BURUNDI	HONDURAS	NEW ZEALAND	TONGA
CAMBODIA	HUNGARY	NICARAGUA	TUNISIA
CAMEROON	ICELAND	NIGER	TURKEY
CANADA	INDIA	NORWAY	UGANDA
CANADA-QUEBEC	INDONESIA	PAKISTAN	UKRAINE
CAPE VERDE	IRAN	PANAMA	UNITED KINGDOM
CHAD	IRELAND	PAPUA NEW GUINEA	UNITED STATES
CHILE	ISRAEL	PARAGUAY	UNITED ARAB EMIRATES (UAE)
CHINA (PEOP. REP.)	ITALY	PERU	URUGUAY
COLOMBIA	JAPAN	PHILIPPINES	UZBEKISTAN
CONGO (REP.)	KENYA	POLAND	VENEZUELA
CONGO (DEM REP)	KOREA (Rep.)	PORTUGAL	VIET NAM
COSTA RICA	KUWAIT	ROMANIA	YEMEN
CÔTE D'IVOIRE			ZIMBABWE

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 **46 National Committees** or organizations recognized as acting as a National Committee.

National Committees

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

2.5 GENERAL SECRETARIAT

As at 1st September 2019, 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-Florez, seconded by Spain and Mexico;
- seven Technical Advisors seconded from Canada-Quebec, Germany, Japan, South Korea, Mexico (part-time), Poland and Sweden for various durations;
- seven permanent staff who are remunerated by PIARC: Véronique Anselin (executive assistant), Alain Charles (web manager), Marina Domingo Monsónis (communications), Cécile Jeanne (publications), Marie Pastol (translation-interpretation), Hanitra Rabetaliana (accountancy), Nathalie Sabbah (office clerk); Morgane Mamou, a bachelor's degree student in computer science on a learning programme); Juliette Gérard (communications student on internship);

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

- Hyunseok Kim (South Korea) joined PIARC General Secretariat in Paris in February 2018; he is in charge of the follow-up of Strategic Theme A, replacing Woo Chul Kim;
- Yuya Namiki is seconded by Japan; he joined the General Secretariat in Paris in September 2017 and follows up Strategic Theme B; he will be replaced by Jun Takeuchi when Yuya's assignment ends;
- Kirsten Graf-Landmann (Germany) works part time in Paris and is in charge of the follow-up of Strategic Theme C;
- Claudine Tremblay (Canada-Québec), based in Québec City, has been in charge of Strategic Theme D since October 2017;

- 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 E;
- Kajsa Ström (Sweden) is in charge of the development of PIARC partnerships; after the Abu Dhabi Congress, she will be replaced by Anna-Karin Salmi (Sweden);
- Aleksandra Cybulska (Poland) joined the team on 1st June 2019 as event planning Coordinator; she will also be in charge of training activities.

From 15 April to 24 May 2019, Khalid Raouz joined the General Secretariat on an internship program, seconded by Trafikverket (Sweden).

3. ANNEX 2. STRATEGIC PLAN 2016-2019

The Council approved the Strategic Plan 2016-2019 at its meeting in Seoul (South Korea) in October 2015. 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 Seoul 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 2016-2019 period

Strategic Theme A – Management and Finance	
Goal	The goal of this Strategic Theme is to encourage the development of policies and strategies that result in transport administrations that perform well, measure performance, and incorporate innovative financing mechanisms to meet the ever changing needs of the road transportation community. It is intended to provide examples of good governance, performance management, evaluation methods, and showcase the efforts of transport administrations that consider and manage risk and incorporate knowledge transfer strategies between agencies operating at different levels of government.
Coordinator	<i>Ernesto Barrera (Chile)</i>
Strategic Theme B – Access and Mobility	
Goal	The goal of this Strategic Theme is to encourage the improvement of access and mobility provided to the traveling public and industry through efficient road network operation and integration with other transport modes.
Coordinator	<i>Shigeru Kikukawa (Japan)</i>
Strategic Theme C – Safety	
Goal	The goal of this Strategic Theme is to improve the safety and efficiency of road transport, including the movement of people and goods on the network, while effectively and widely promulgating knowledge of all aspects of road safety and encouraging implementation of positive practices.
Coordinator	<i>Jean-François Corté (France)</i>
Strategic Theme D – Infrastructure	
Goal	The goal of this Strategic Theme is to improve the quality and efficiency of road infrastructure through the effective management of assets in accordance with user expectations and government requirements.
Coordinator	<i>Oscar Gutierrez (Spain)</i>
Strategic Theme E – Climate change, Environment and Disasters	
Goal	The goal of this Strategic Theme is to increase resiliency and protect investments in transportation infrastructure from impacts of climate change events while lessening the impact of road transportation on the environment.
Coordinator	<i>Roberto Aguerrebere (Mexico)</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 five Strategic Themes above, while the Terminology Committee is directly linked to the General Secretariat.

TECHNICAL COMMITTEES 2016-2019 – LIST OF CHAIRS AND SECRETARIES

	Chair		English-speaking Secretary		French-speaking Secretary		Spanish-speaking Secretary	
TC A.1 Performance of Transport Administrations	José Manuel BLANCO SEGARRA	Spain	Christos S. XENOPHONTOS	United States	Michel DEMARRE	France		
TC A.2 Road Transport System Economics and Social Development	Fred AMONYA	United Kingdom					Sergio VARGAS BUSTAMANTE	Chile
TC A.3 Risk Management	Ioannis BENEKOS	Greece	Firas IBRAHIM	United States	Alain LEFEBVRE	Belgium	Gustavo MORENO RUÍZ	Mexico
TF A.1 Innovative Financing	Massimo SCHINTU	Italy	Zara FOX	Australia	Christophe BOUTIN	France		
TF A.2 Coordination between National and Sub-National Authorities	King GEE	United States					Clemente POON	Mexico
TC B.1 Road Network Operations/Intelligent Transportation Systems	Jacques EHRlich	France	Valentina GALASSO	Italy	Sylvain BELLOCHE	France	Daniel RUSSOMANNO	Argentina
TC B.2 Winter Service	Didier GILOPPE	France	Alan CHAMBERS	United Kingdom			José Carlos VALDECANTOS	Spain
TC B.3 Sustainable Multimodality in Urban Areas	André BROTO	France	Harlan MILLER	United States	Mathieu LUZERNE	France	Oscar FARINA	Argentina
TC B.4 Freight	Martin RUESCH	Switzerland	Jonathan JAMES	United Arab Emirates	Bernard JACOB	France	Carlos SANTILLAN DOHERTY	Mexico
TF B.1 Road Design and Infrastructure for Innovative Transport Solutions	Éric OLLINGER	France	Ian PATEY	United Kingdom	Abdelmename HEDHLI	France	Ana Luz JIMÉNEZ ORTEGA	Spain
TF B.2 Automated Vehicles	Éric OLLINGER	France	Ian PATEY	United Kingdom	Abdelmename HEDHLI	France	Ana Luz JIMÉNEZ ORTEGA	Spain
TC C.1 National Road Safety Policies and Programs	Roberto ARDITI	Italy	Rob McINERNEY	United Kingdom	Laurent CARNIS	France	Juan Emilio RODRIGUEZ PERROTAT	Argentina
TC C.2 Design and Operations of Safer Infrastructure	Shaw Voon WONG	Malaysia	Lucy WICKHAM	United Kingdom	Matthieu HOLLAND	France	Alberto MENDOZA DÍAZ	Mexico
TF C.1 Infrastructure Security	Saverio PALCHETTI	Italy			Philippe CHANARD	France	Luz Angélica GRADILLA HERNANDEZ	Mexico
TC D.1 Asset Management	Thomas LINDER	Germany	Gerardo FLINTSCH	United States	Pascal ROSSIGNY	France	Ricardo SOLORIO	Mexico
TC D.2 Pavements	Seung-Hwan HAN	South Korea	Johan MAECK	Belgium	Serge KRAFFT	France	Diego CALO	Argentina
TC D.3 Bridges	Kiyohiro IMAI	Japan	Scot BECKER	United States	Pierre GILLES	Belgium	Luis ROJAS NIETO	Spain
TC D.4 Rural Roads and Earthworks	Roberto SANDOVAL	Bolivia	Iqbal GOOLAM-HOSEN	South Africa	Isabelle LAPPE	France	Natalia PÉREZ GARCIA	Mexico
TC D.5 Road Tunnel Operations	Marc TESSON	France	Gary CLARK	United Kingdom	Jean-Claude MARTIN	France	Rafael LOPEZ GUARGA	Spain
TC E.1 Adaptation Strategies/Resiliency	Jürgen KRIEGER	Germany	April MARCHESE	United States	Eric DIMNET	France	Juan Fernando MENDOZA SÁNCHEZ	Mexico
TC E.2 Environment Considerations in Road Projects and Operations	Helen MURPHY	Australia	Rob HANNABY	New Zealand			Sergio LÓPEZ NORIEGA	Mexico
TC E.3 Disaster Management	Keiichi TAMURA	Japan	Yukio ADACHI	Japan			Marcelo MEDINA SANTIBANEZ	Chile
Terminology	Daniel VERFAILLIE	Belgium	Annelies GLANDER	Austria	François GUÉNOT	Switzerland	Cristina HIGUERA TOLEDANO	Spain

4. ANNEX 3. PUBLICATIONS OF THE WORLD ROAD ASSOCIATION

4.1 TECHNICAL REPORTS ON LINE FROM THE 2016-2019 CYCLE

In English: 18 reports

- 2019R17EN - Project risk catalogue
- 2019R16EN - Evaluation of organizational approaches to risk
- 2019R15EN - Good Governance and Anti-Corruption and Response Measures Including the Development of a Culture of Transparency and Accountability
- 2019R14EN - State of the Art in Monitoring Road Condition and Road/Vehicle Interaction
- 2019R13EN - Sustainable Multimodality in Urban Regions
- 2019R12EN - Security of Road Infrastructure
- 2019R11EN - Connected Vehicles - Challenges and Opportunities for Road Operators
- 2019R10EN - Earthworks Manual
- 2019R09EN - Disaster Information Management for Road Administrators
- 2019R08EN - International Development of Application Methods of De-icing Chemicals - State of the Art and Best Practice
- 2019R07EN - Low Cost ITS
- 2019R05EN - Introduction to the RAMS Concept for Road Tunnel Operation
- 2019R04EN - Intra- and Inter-Agency Integration of Winter Maintenance Management: Case Studies
- 2019R03EN - Prevention and Mitigation of Tunnel-Related Collisions
- 2019R02EN - Road Tunnels: Vehicle Emissions and Air Demand for Ventilation
- 2018CS02EN – Good Practices on Multi-Modal Freight Transport Policies and Truck Management on Highways
- 2018CS01EN - Inspections and Damage Assessment Techniques - Case Studies
- SIDB 2018EN - The Snow and Ice Data Book 2018

In French: 12 reports

- 2019R14FR - État de la technique dans le suivi de l'état des chaussées et l'interaction route/véhicule
- 2019R13FR - La multimodalité durable dans les régions urbaines
- 2019R12FR - Sécurité des infrastructures routières
- 2019R10FR - Manuel Terrassement
- 2019R09FR - Gestion de l'information sur les catastrophes à l'intention des administrateurs des routes
- 2019R08FR - Développement international des méthodes d'application des fondants routiers - État de l'art et meilleures pratiques
- 2019R07FR - Les STI à faible coût
- 2019R06FR - Contribution à l'amélioration des directives générales pour l'aménagement, la construction/reconstruction, la réhabilitation et l'entretien du réseau des autoroutes Transafricaines - (Annexe II)
- 2019R04FR - Intégration de la gestion de l'entretien hivernal au sein des organismes et entre eux : études de cas
- 2019R02FR - Tunnels routiers : émissions des véhicules et besoins en air pour la ventilation
- 2019R01FR - Guide pratique de dimensionnement des chaussées pour les pays tropicaux
- SIDB 2018FR - La Base de données sur la neige et le verglas

In Spanish: 25 reports

- 2019R14ES - Estado del arte de la auscultación del estado de la carretera y de la interacción vehículo/carretera
- 2019R13ES - La multimodalidad sostenible en las regiones urbanas
- 2019R12ES - Seguridad de la infraestructura vial
- 2019R11ES - Vehículos conectados - Retos y oportunidades para los operadores de tráfico y carretera
- 2019R10ES - Manual de movimientos de tierra
- 2019R09ES - Gestión de la información de desastres para administradores de carreteras
- 2019R07ES - Tecnología ITS de bajo costo
- 2019R04ES - Integración intra e interinstitucional de la gestión de la vialidad invernal: estudios de caso

4.2 SPECIAL PROJECT REPORTS AVAILABLE ON LINE**In English**

- 2018SP04EN - Electric road systems: a solution for the future?
- 2018SP03EN - The Use of Unmanned Aerial Systems for Road Infrastructure
- 2018SP02EN - PIARC Data on Roads and Road Transport (2014-2018)
- 2018SP01EN - Investigating Unpredicted Infrastructure Failure

In French

- 2018SP01FR - Recherche sur les défaillances imprévues d'infrastructures

In Spanish

- 2018SP03ES - El uso de Sistemas aéreos no tripulados para recopilar datos a distancia para la infraestructura de carreteras
- 2018SP01ES - Investigación de fallas imprevistas en la infraestructura



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