



COVID-19 Online Discussion Session

17 April 2020, 1 p.m. (Paris time)

How to raise a problem, ask a question or share a practice?

- **The microphone and camera of the participants must be switched off.**
- **Use the "Chat" function of Zoom (bottom right of the main window)**
⇒ Send a message to "All participants" (this is one of the chat options)
- **Note: questions specific to roads or road transport only**
- This channel is followed by Valentina Galasso (President of PIARC TC 2.4)
- Valentina will ask questions to the panellists concerned.

This session is being recorded

- The resulting video will be posted on www.piarc.org.

Disclaimer of Liability

Given the time constraints, it is likely that the knowledge and practices shared here will not have been officially approved by the official authorities in each country.

"The ideas and examples shared here are for illustrative purposes only. They do not necessarily represent official policy. The ideas presented will be further evaluated and used in due course to make recommendations for policy and practice. While every care has been taken in the preparation of this document, no liability is accepted for any damage that may be caused".

Key concept: Focusing on the short term. The world is in crisis and every day counts.

- **There is an urgent need for PIARC members to share their current knowledge and practices to support near real-time responses to the pandemic.**
- This knowledge and current practices are not yet confirmed as valid or effective, and what works in some parts of the world may not be relevant elsewhere.
- However, inspiration can be found everywhere, and a good idea now could save lives, improve business resilience and minimize disruption to services.
- Note: In parallel, PIARC is planning medium and long term actions for the time when the pandemic will be in a manageable state and substantially under control.

The PIARC Response Team



Summary of Terms of Reference

- Explore the rapid sharing of knowledge and practices among PIARC members with respect to COVID-19 and the associated socio-economic crisis.
- Propose and implement short-term actions to support PIARC members and transportation professionals in mitigation and response.
- Monitor the evolution of COVID-19 over time, and advise on actions to be taken by PIARC and other agencies during the crisis and recovery.
- Advise on the medium and long-term implications of COVID-19 on the roads and transport sector and how to address and study them

Currently established until December 1, 2020, extendable as needed.

Current Members

- Patrick Mallejacq, Secretary General, PIARC (President)
- Christos Xenophontos, Rhode Island DOT, Chair of TC 1.1 (USA)
- José Manuel Blanco Segarra, Ministerio de Transportes, Movilidad Y Agenda Urbana, Spanish Secretary of TC 1.1 (ES)
- Jonathan Spear, Atkins Acuity, Head of TC 1.1 Working Group 2 (UAE/UK)
- Valentina Galasso, Deloitte Consulting, Chair of TC 2.4 (IT)
- Yukio Adachi, Hanshin Expressway Engineering Co, Chair of TC 1.5 (JP)
- Saverio Palchetti, ANAS S.p.A., GE 3.1 Chairman (IT)
- Caroline Evans, Arcadis Australia Pacific, Chair of TC 1.4 (AU)
- Martin Ruesch, Rapp Trans Ltd, Chairman of TC 2.3 Chairman (CH)
- Andrea Peris, National Committee of Paraguay (PY)

Agenda and structure

- **Brief introduction to PIARC**
- **Problems encountered by administrations and road operators**

- **Presentations on the current situation :**
 - The situation and measures taken in Burkina Faso
 - The situation and measures taken in Benin
 - The situation and measures taken in Belgium Wallonia
 - The situation and measures taken in Tunisia

- **Questions and Answers**
- **Conclusion and Next Steps**

Our speakers today

- Mr Patrick MALLEJACQ, Secretary General, PIARC
- Mr. Souleman OUSSIMAN, Burkina Faso, Managing Director, GEFA - Secretary of PIARC Committee 2.2
- Mr Joseph AHISSOU, Benin, Director of Cabinet, Ministry of Public Works and Transport, First Delegate - Secretary of the PIARC Committee 1.1
- Mr Dominique VERLAINE, Belgium Wallonia, Inspector General, Public Service of Wallonia, Mobility and Infrastructures - Member of the PIARC 2.4 Committee
- Mr Slah ZOUARI, Tunisia, Director General of Ponts et Chaussées, Ministry of Public Works, Regional Planning and Sustainable Development, First Delegate

Introduction

What is PIARC?



What is PIARC?

- **PIARC** is the new name of the **World Road Association**.
- We were founded in 1909 as a **non-profit, non-political** association.
- Our objective is to organize the exchange of knowledge on all issues related to roads and road transport.

PIARC's four key missions

- To be a **leading international forum for the analysis and discussion of the full range of road and related transport issues**;
 - Identify, develop and disseminate **best practices** and **provide better access to international information**;
 - To take fully into account in its activities the needs of **developing countries and countries with economies in transition**
 - Design, produce and promote **effective tools for decision-making** on road and related transport issues.
-
- The Association mobilizes the expertise of its members
 - Through operations that are guided by a **4-year strategic plan**

COVID-19

The problems encountered by Road operators and administrations



Issue 1: Ensuring employee health and safety

- In general
- For staff in direct contact with the customer - toll operators, etc.
- For staff working in offices, as well as for staff working in other facilities, or on the road itself

Question 2:

Business Continuity and Business Continuity 1/2

- With limited human resources
- When staff are advised or asked to work from home
- How to support high-risk employees (people with chronic or underlying illnesses, people with autoimmune problems, etc.).
- When part of the workforce is forced to isolate itself or is ill
- Indirect effects (e.g. impact of school closures on staff availability, staff morale)

Question 2:

Business Continuity and Business Continuity 2/2

- How to prioritize between "core" and "non-core" activities
- Opportunities for road maintenance during low traffic periods
- Technology deployment (e.g. teleconferencing)
- Maintain strategic linkages between ministries, road authorities, operators and supply chain partners

Question 3: Impact on transport 1/2

- Significant decrease within many countries and between countries
- Maintaining critical links and essential flows of goods, while regulating the movement of people
- Cancellations or reductions in public transport
- Provide advice (SMP, etc.) against non-essential travel
- Wider economic, social and environmental impacts (for example, it has already been observed that reducing transport has led to a reduction in emissions, land and marine pollution, while reducing travel has also led to reduced revenues in the form of lower taxes and lower petrol prices).

Question 3: Impact on transport 2/2

- Check that the maximum number of people in the vehicles is respected.
- Verify that appropriate services are provided to freight carriers and buses

Question 4: Commercial relations

- Relationships with supply chain partners, entrepreneurs and small and medium-sized enterprises (including their own business continuity plans)
- Supporting businesses, especially those that are solvent or critical
- Exercise of contractual provisions (e.g. in case of force majeure)
- Implementation of concession contracts
- Coping with additional costs and delays

Issue 5: Relationships and Working Together with Clients and Stakeholders

- Provide information that is accurate and timely from the user's perspective
- Taking coherent and effective action across a complex set of public bodies
- Balancing technical planning and execution with the directives of civil authorities
- Media Relations Management and Communication of Key Messages

Question 6: Security

- Increase in cyber attacks
- Changes in the roles of front-line operational staff
- Maintaining security in the face of increased employee access to telework
- Relations with emergency services, the army, civil defence, etc.

PIARC COVID-19 Webinars - The 10 Main Issues

- Monitoring of changes in transport demand and related implications (e.g. lower revenues)
- Changing the role, mandate and powers of transport agencies in times of crisis
- Keeping major road networks and facilities open and operational
- Regulating and maintaining the movement of essential goods and workers
- Ensuring the health and safety of transport agency staff, particularly those in operational functions
- Office staff working from home: connecting, managing and maintaining efficiency
- Continuing, postponing or advancing road construction and maintenance activities
- Personal mobility management during travel restrictions COVID-19 (including smart apps)
- Supply chain relationships, including contract management, continuation and variation
- Longer-term implications beyond the immediate crisis, including changing user behaviour, business resilience planning and accelerated development of technology and automation



WEBINAR ON THE SITUATION OF COVID 19 IN BURKINA FASO

Souleman OUSSIMAN

Civil-Infrastructural Engineering Engineer, Managing Director of GEFA IC

Francophone Technical Secretary of Technical Committee TC2.2
(Accessibility and Mobility in Rural Areas)

Ouagadougou, BURKINA FASO



April 2020

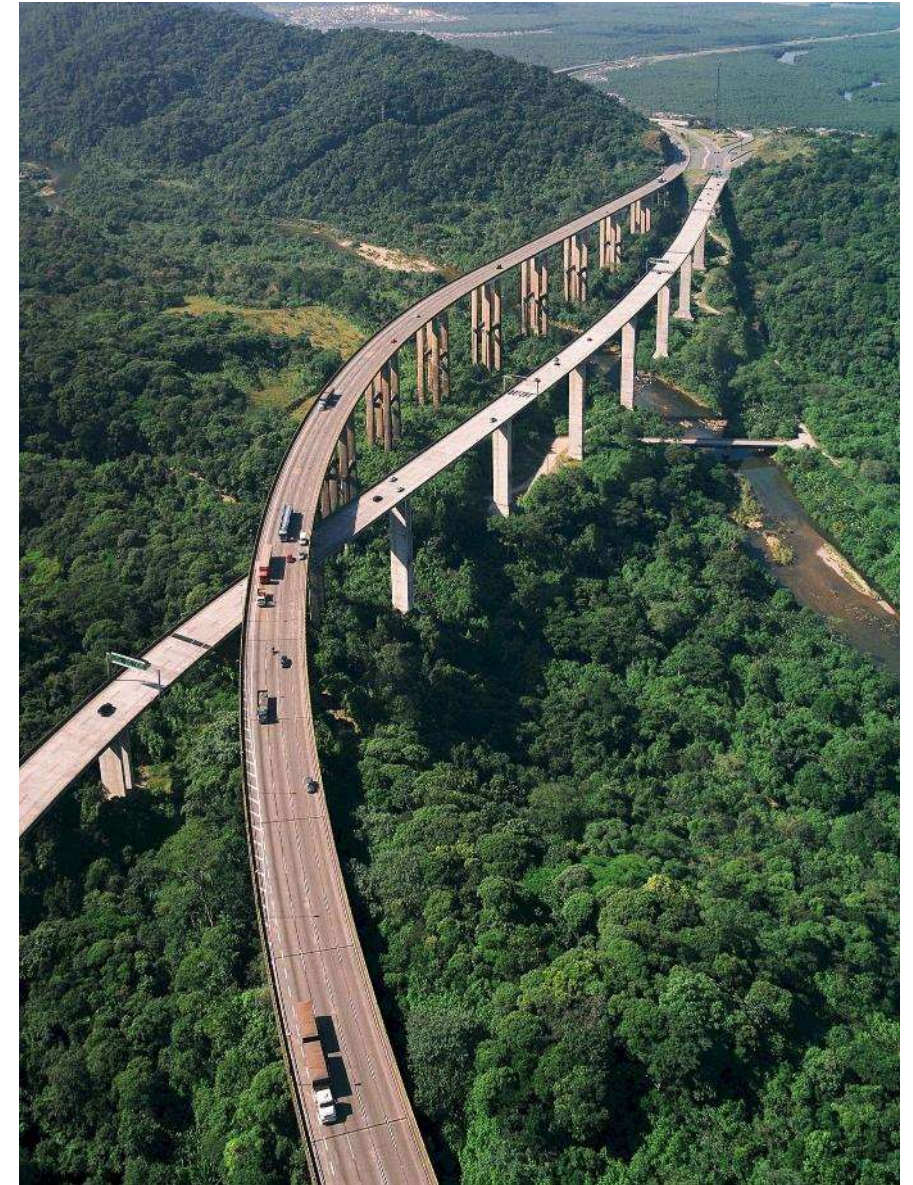
INTRODUCTION

Burkina Faso, like other countries in the world, is doing the same as the Covid 19 pandemic. The first case was reported on 09 March 2020.

As of April 13, 2020, the situation is as follows:

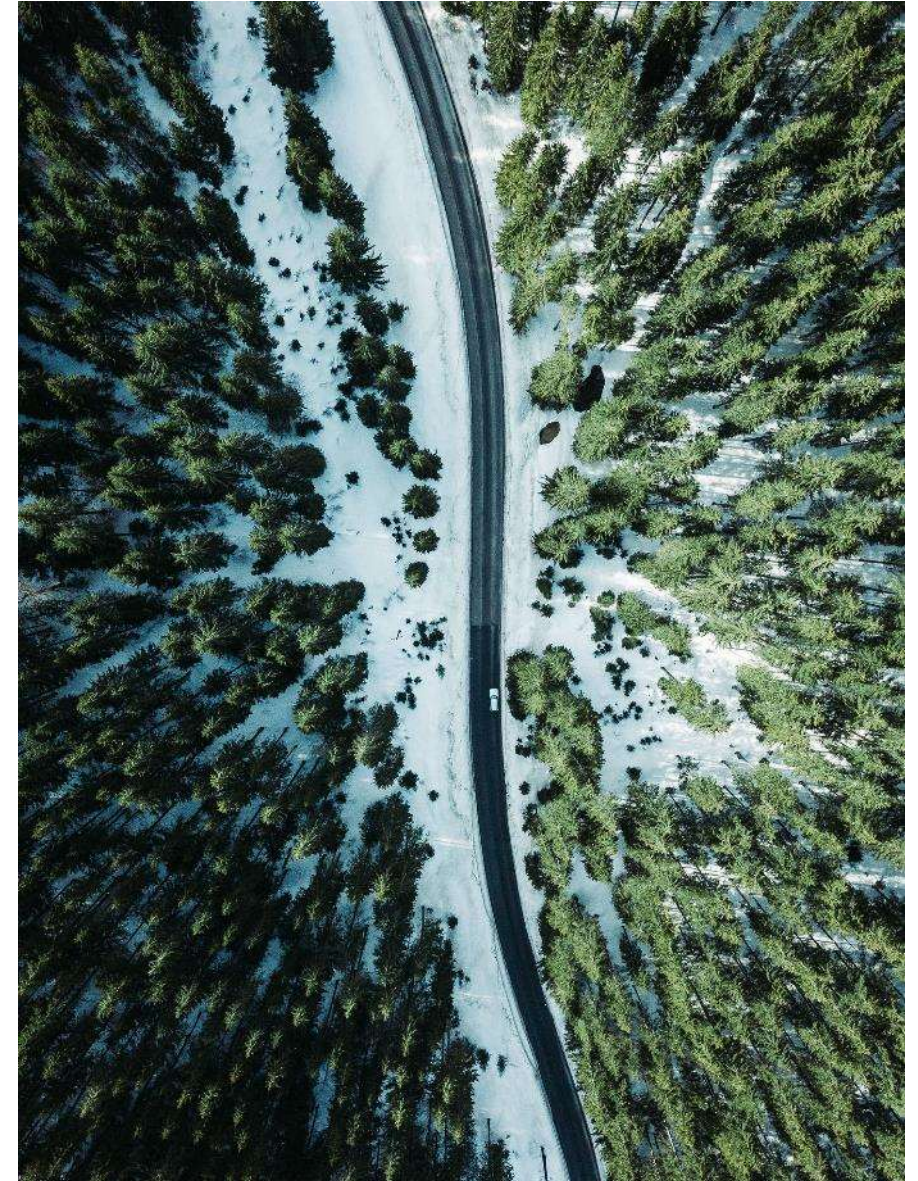
- ❑ Number of confirmed cases: 515
- ❑ Number of healings: 170
- ❑ Number of deaths: 28

Souleman OUSSIMAN



DECISIONS RELATED TO COVID 19

On 21 March 2020, the authorities of Burkina Faso declared a state of health alert. This situation was followed by a curfew from 7pm to 5am throughout the country, as well as measures to restrict the use of public places such as markets, restaurants, drinking establishments, cinemas, games and entertainment venues, which will have to be taken by the competent authorities.



Souleman OUSSIMAN

DECISIONS RELATED TO COVID 19

And also the closure of air, land and rail borders, except for freight transport and military flights.

On March 26, 2020, the government decided to quarantine all cities that had registered at least one case of covid-19, resulting in the halting of passenger transport on all roads in the country.



Souleman OUSSIMAN

DECISIONS RELATED TO COVID 19

This situation has led the Ministries in charge of transport, infrastructure and development to take several decisions, among others:



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DECISIONS RELATED TO COVID 19

- ❑ Ban on public transportation for workers on all construction sites;
- ❑ Prohibition of the grouping of more than five (5) persons at a work station with respect to the distance of at least one (1) meter



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DECISIONS RELATED TO COVID 19

- ❑ Protective gloves, helmets and masks must be worn by all persons present on a construction site;



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DECISIONS RELATED TO COVID 19

- ❑ Strict limitation of the number of participants in a site meeting to a maximum of five (5) persons with respect to a distance of at least one (1) meter.



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DECISIONS RELATED TO COVID 19

- ❑ To postpone groupings of people in the context of public inquiries or mass awareness sessions;
- ❑ Deferring visits to work sites requested by any person other than those of the Central Administration of the Ministry;

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BUSINESS IMPACT

All of these measures have resulted in :

- The slowing down or even halting of certain works in the field of transport infrastructure construction in progress;
- The suspension of start-up procedures for new infrastructure projects;
- Roads are under less and less stress due to the halt in traffic at the level of passenger vehicles;

Souleman OUSSIMAN



Management of transport services in times of crisis COVID pandemic 19

Joseph AHISSOU

First Delegate of Benin to PIARC, Secretary TC1.1

Cotonou

April 2020

Presentation plan

The Republic of Benin in the West African region and in Africa;

- Evolution of cases of contamination by COVID-19 in the Republic of Benin
- Government decisions to respond to COVID-19
- Transport services during the crisis
- Maintenance and road construction work during the crisis.

Joseph AHISSOU



- Public Works Engineer;
- Director of Cabinet of the Minister of Infrastructure and Transport of the Republic of Benin (Dec. 18 to date)
- Director General of the national laboratory of TP CNERTP (2016- 2018)
- Director of Rural Trails (2014-2016)
- Coordinators of several road projects and engineering structures (2009-2014)
- 1st Delegate of Benin to PIARC and French-speaking Secretary of TC1.1

The Republic of Benin in the West Africa region

Area: 112600 km²

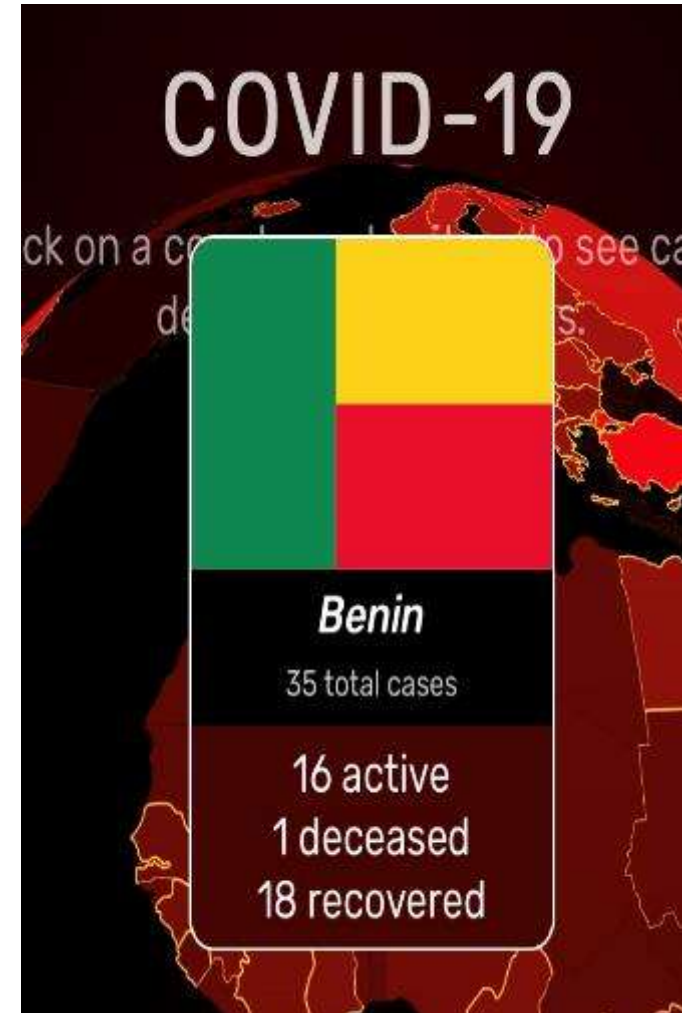
Population: 12,864,634

density: 112 inhabitants/km²



Evolution of COVID in the Republic of Benin

- Evolution of cases of contamination.
 - 26 February: 1 confirmed case
 - 26 March: 5 cases
 - March 31: 9 cases , 1 war
 - 1 April: 13 cases, 1 war
 - April 03: 16 cases, 2 wars
 - 06 April: 23 cases, 05 wars, 01 deaths
 - 11 April: 29 cases, 5 wars, 1 death
 - 14 April: 16 cases, 18 wars, 1 death



Government decisions to respond to COVID-19

- 12 February 2020: the government discussed for the first time during its weekly meeting the measures taken in the framework of coronavirus prevention:
 - Establishment of a government crisis committee;
 - Raising awareness and informing the population about the symptoms of the disease caused by this virus;
 - Installation of detection equipment, installation of facilities to receive people at risk at the airport;
 - Strengthening border control.
- 16 March 2020: The Minister of Health issued a statement announcing the first case of COVID-19 in Benin: it is a Burkinabe issue.

Government decisions to respond to COVID-19

- 17 March 2020: The government took 11 measures to restrict entry and systematic quarantine of people arriving by air.
- 23 March 2020: the government has taken measures to close schools, places of recreation, places of worship, gatherings of more than 10 people and the establishment of a cordon sanitaire around the major cities of southern Benin within a perimeter of 50 to 60 km to isolate the rest of the country from this high-risk area.
- April 5, 2020: First death due to coronavirus.
- 8 April 2020: masks must be worn in the cordon sanitaire, and recommended in the rest of the country.



Transport services during the crisis

■ Air transport

- drastic reduction in the number of aircraft movements and air traffic: weekly traffic, which stood at 9,500 in February, had fallen by 99% by the end of March. Similarly, weekly air movements, which stood at 150, fell by 84% at the end of March.

■ Sea transport.

This mode of transport is mainly intended for sea freight. Vessel traffic shows an unexpected increase of 23% compared to February 2020 and 3% year-on-year. This increase observed for all types of vessels in varying proportions is particularly strong for tankers (six (06) more calls than in February) and bulk carriers (six (06) more rice and fertiliser vessels than in February).

Transport services during the crisis

■ Road transport

- Passenger transport is impacted from the end of March and reduced by 90% due to the establishment of the health coordination (Prohibition of traffic from inter-urban public transport vehicles inside the cordon sanitaire - prohibition of passenger passage from inside to outside the cordon. Closure of land borders and limitation of transit on the main corridors (Abidjan-Lagos, Cotonou-Niamey, and Cotonou-Ouagadougou-Bamako, etc.).
- On the other hand, the transport of goods was not impacted.

Maintenance and road construction work during the crisis.

Road development and maintenance work.

- All contracts are maintained.
- Slow progress of the work due to supply difficulties, mobility on the building sites, and restrictive measures of distance and hygiene.
- Restriction in the monitoring of the work by the road administration.



■ Palliative measures:

- Obtaining exemptions for inter-zone traffic on a case-by-case basis and on request .
- Introduction of teleworking.





STOP CORONAVIRUS



**Les murs
ont des
oreilles info
vous invite
à mettre vos
masques.**

**NE SORTEZ PAS
SANS VOTRE
MASQUE !**

Contre la COVID-19, protégeons nous !
Info: www.gouv.bj/coronavirus

Realisation:
Jérémy Simoko Dapin ☎ : 97667741
Les murs ont des oreilles info

**RESPECTONS LES MESURES DE PROTECTION
PRÉSCRITES PAR LES AUTORITÉS COMPÉTENTES.**





Covid-19 - French Webinar

Situation in Wallonia - Belgium

Dominique VERLAINE

Member TC 2.4

Paris - April 17, 2020



Dominique VERLAINE, Inspector General
Belgium - Wallonia

Civil Engineer, Walloon Region for 25 years

Public Service of Wallonia - mobility and infrastructure
Department of Infrastructure Operations

PIARC - Member of Technical Committee 2.4
(Mobility - Road Network Operations /
Intelligent Transport Systems)

Covid-19 - Containment measures in Belgium

Since March 14 with extension decided on April 15 until May 3 min.
(National Security Council: federal and federated entities)

Objective: to reduce the spread of the virus and to maintain hospital capacity
(including intensive care)

General measures

- Max. home care and drastic restrictions on travel and gatherings
- Social distance of min.1.5 m between people everywhere outside the home + other health measures (barrier gestures).
- Special powers granted to governments
various measures taken (health, economic support, etc...)

Economic activities and essential services

- Closures of cafés, restaurants, non-essential shops
- Maintenance of essential services: medical, public services, public transport, food shops, etc.
- Widespread use of telework recommended unless not possible
- Maintenance of professional activities with respect for the rules of social distancing if teleworking is not possible

COMMENT SE PROTÉGER CONTRE LES VIRUS COMME LE CORONAVIRUS COVID-19 OU LA GRIPPE SAISONNIÈRE ?

- 1** LAVEZ-VOUS RÉGULIÈREMENT LES MAINS. 
- 2** UTILISEZ TOUJOURS DES MOUCHOIRS EN PAPIER. UN MOUCHOIR NE S'UTILISE QU'UNE FOIS. JETEZ-LE ENSUITE DANS UNE POUBELLE FERMÉE. 
- 3** SI VOUS N'AVEZ PAS DE MOUCHOIR À PORTÉE DE MAIN, ÉTERNUEZ OU TOUSSEZ DANS LE PLI DU COUDE. 
- 4** RESTEZ À LA MAISON SI VOUS ÊTES MALADE. 

TOUTES LES INFORMATIONS SUR www.info-coronavirus.be

Covid-19 - Containment measures in Belgium

Since March 14 with extension decided on April 15 until May 3 min.

(National Security Council: federal and federated entities)

Other activities

- Suspension of classes in schools but maintenance of a day-care centre
- Maintaining essential travel: food shopping, doctor, pharmacy, etc.
- Permission for sports activities or walks for max 2 persons or persons living under the same roof
- Prohibition of gatherings and leisure activities
- Festivals and other mass gatherings prohibited until 31 August

Deconfinement forecasts

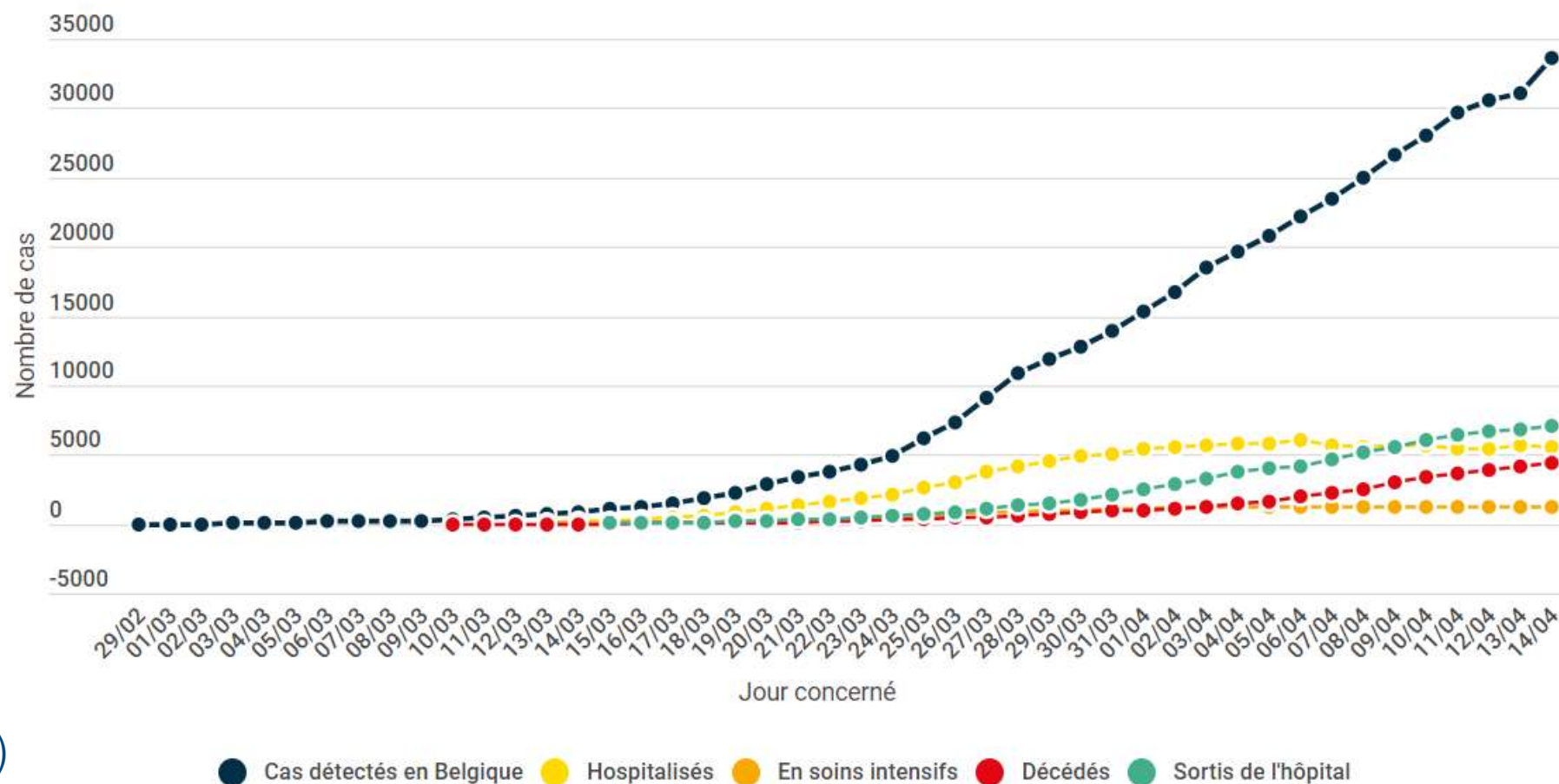
- Group of experts appointed to make proposals with decisions from the end of April
- Progressive deconfinement with screening
- Wearing a cloth mask is not mandatory but recommended

Covid-19 - Containment measures in Belgium

Belgian statistics:

- Thanks to containment, Belgium has never exceeded 54% bed occupancy in intensive care.
- Number of deaths: 4,400
(Attention: also in nursing homes)

(data as of April 15)

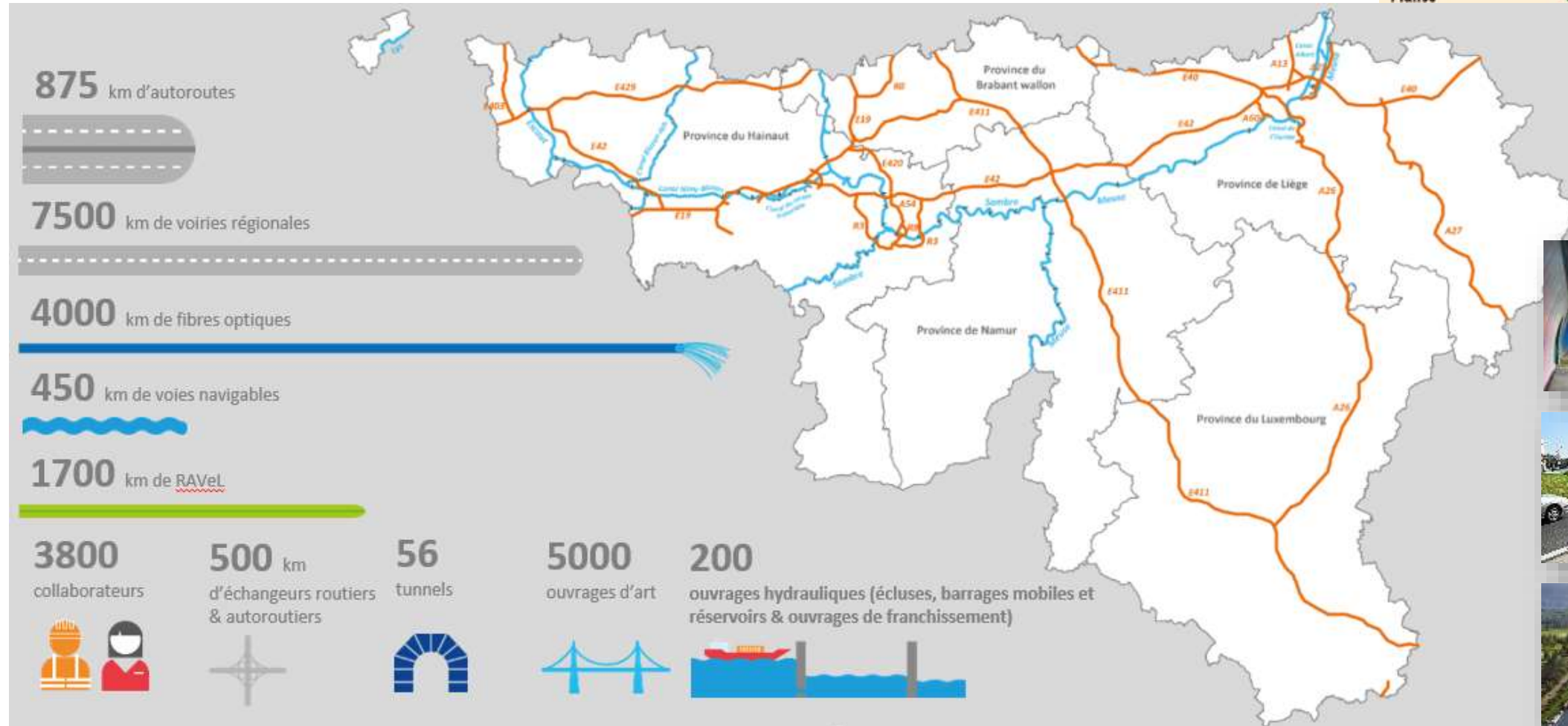


Dominique VERLAINE - Belgium, Wallonia - TC 2.4 - Webinar covid-19 francophone - 17 April 2020

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Infrastructures managed by the Public Service of Wallonia



Dominique VERLAINE - Belgium, Wallonia - TC 2.4 - Webinar covid-19 francophone - 17 April 2020

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Covid-19 - containment - effects on road operations (1/3)

- Traffic:

finding: decrease of about 50% for light vehicles and 40% for heavy goods vehicles

- Disappearance of congestion

- Significant decrease in incidents

- Public transit maintained

with rules of social distancing

- 5 passengers maximum for a standard bus;
- 12 passengers maximum for an articulated bus ;
- 15 passengers maximum for a tram.

observation: approx. 90% drop in attendance
in Walloon buses



Covid-19 - containment - effects on road operations (2/3)

- Staff of the Public Service of Wallonia:
 - Teleworking for all possible functions
 - Widespread use of teleconferencing for "meetings".
 - Maintaining traffic continuity (roads and tunnels) with respect to social distancing and hygiene rules.
 - Maintaining essential maintenance and management operations (surveillance, winter service, emergency operations, telecommunications, etc.) with respect for the rules of social distancing and hygiene.
 - Little increase in illness and absenteeism
 - Support to police services:
example: markings for border controls



Covid-19 - containment - effects on road operations (3/3)

- Building sites:
 - Not forbidden but respect for the rules of social distancing and hygiene.
confirmation from the national security council of this 15 april
 - Many stops at the beginning of containment
staff fears and supply difficulties
 - close and constant interaction with the sectors concerned (construction, roads, electro-mechanics) - sharing on the realities of each and coordination out of confinement
 - Contractual relations:
evocation of force majeure, effect on deadlines, ...
general handling rules
 - The willingness to restart expressed by many construction companies
 - Effective restart of certain worksites



Dominique VERLAINE - Belgium, Wallonia - TC 2.4 - Webinar covid-19 francophone - 17 April 2020

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Covid-19 - French Webinar

Situation in Wallonia - Belgium

Thank you for your attention

Any questions?





Tunisian Road Association



Slah Zouari ^{1st} delegate of Tunisia and President of the ATR



Tunisia face Covid-19

- 1st case of coronavirus on 02 March 2020 although precautions have been put in place since January.
- 12 March: Closure of schools
- 18 March: curfew from 6pm to 6am
- 22 March: start of general containment



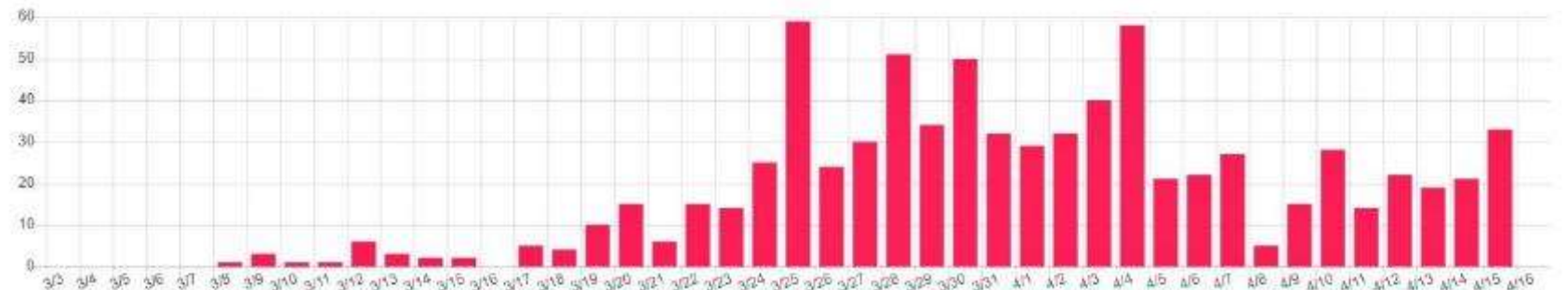
Tunisia face Covid-19

- As of **April 14**, the number of people affected was **780**, or **66.5** per million.
- **13,137** analyses
- **43** Cured and **35** deaths

TOTAL CASES | TUNISIA



NEW TOTAL CASES | TUNISIA



The transport situation

Land, sea and air borders are closed, first with Italy and then with all countries, with the exception of commercial transport and special flights to bring back stranded travellers.

The activity of SNCFT trains on the main lines is suspended. It will be limited on suburban lines.

Metro and bus: modification of line schedules in line with the needs of customers working in vital sectors exempt from the total sanitary containment decreed in the country.



The road transport situation

- Generalisation of electronic toll collection on motorways and limitation of the loading of toll cards on line
- Prohibition of inter-city travel without highly justified authorization
- Abolition of collective means of transport except for taxis with only one passenger per taxi
- Limitation of vehicular movements in the residential area except for justified professional necessity



The situation of the road industry

- Construction sites throughout the country have come to a standstill.
- The administration ensures a minimum permanence
- The service sector in the private sector (design offices) has gone teleworking.



The construction and public works sector contributes 7% to the gross national product and provides 400,000 jobs out of a working population of 4 million.

Decisions taken at the level of the Ministry of Equipment

- Rectification of programming by prioritizing the most urgent projects. For roads: 250 projects worth 2600 MD are suspended, including major projects and studies,
- Postponement of deadlines for ongoing consultations or, where appropriate, their cancellation according to predefined priorities,
- Organization of the opening of the bids without an audience and subsequent publication of the results on the web,
- Operation of commissions including the top commission of the markets by email,
- Solutions will be studied on a case-by-case basis for ongoing projects.

Decisions made at the level of the 1st Ministry

I. To preserve jobs and guarantee employees' salaries

- Set up a \$100 million financing line in the form of assistance for employees on technical unemployment,
- Dedicate \$50 million in financing in the form of bonuses for the benefit of vulnerable social classes,
- Deferral of the payment of bank credits for a period of 6 months for the benefit of persons whose salaries do not exceed 1000 dinars per month (i.e. \$300/month).

Decisions made at the level of the 1st Ministry

II. To preserve the sustainability of SMEs and liberal professions :

- Deferral of tax payments for 3 months from April 1,
- Postponement of the payment of the 2nd quarter social security installments
- Deferral of the payment of debts to banking and financial institutions for a period of 6 months,
- Establishment of a guarantee worth 500 MDT to enable institutions to grant new credits,
- VAT refund within one month.

Decisions made at the level of the 1st Ministry

III To preserve the establishments and restructure them to resume their activities

- Establishment of investment funds worth \$230 million to restructure the affected companies.
- Tax and customs amnesty for the benefit of businesses
- Exempt companies that have concluded public contracts and whose projects have been blocked because of the coronavirus crisis from fines for delay for 6 months.

Strategy for progressive de-confinement

Total and strict containment is the best means of collective protection and prevention. Tunisia has adopted this strategy since 22 March 2020, when the country recorded 54 cases of Covid-19 with an increase of 15 cases in 24 hours.

However, strict enforcement of the containment policy appears to be difficult in practice. Indeed, the economic and social consequences are significant. Total containment should not be the only means of controlling this disease and should not exceed 60 days in all cases.

Strategy for progressive de-confinement

To this end, a strategy of progressive de-confinement is being put in place^{to} allow the resumption of work in the major transport infrastructure projects on at least the greater Tunis area by 20 April.

Then the de-confinement will continue for probably a full recovery by the end of May.

This resumption will obviously be accompanied by strict precautions and procedures and a close and daily monitoring of these procedures.

Questions and Answers

Moderator: Valentina Galasso



Our speakers today

- Mr Patrick MALLEJACQ, Secretary General, PIARC
- Mr. Souleman OUSSIMAN, Burkina Faso, Managing Director, GEFA - Secretary of PIARC Committee 2.2
- Mr Joseph AHISSOU, Benin, Director of Cabinet, Ministry of Public Works and Transport, First Delegate - Secretary of the PIARC Committee 1.1
- Mr Dominique VERLAINE, Belgium Wallonia, Inspector General, Public Service of Wallonia, Mobility and Infrastructures - Member of the PIARC 2.4 Committee
- Mr Slah ZOUARI, Tunisia, Director General of Ponts et Chaussées, Ministry of Public Works, Regional Planning and Sustainable Development, First Delegate

Conclusion and Next Steps



Disclaimer of Liability

Given the time constraints, it is likely that the knowledge and practices shared here will not have been officially approved by the official authorities in each country.

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Thank you for your attention

- More PIARC webinars are planned
- We are planning webinars in French and Spanish as well.
- <https://www.piarc.org/en/News-Agenda-PIARC/Coronavirus-PIARC-and-Covid-19>

In order to allow everyone to contribute, two surveys are now open

- **Identify areas of concern :**

<https://forms.gle/cgi8WCeQYykCeNFQA>

- **Identify the actors who wish to share their practices :**

<https://forms.gle/8sPYw3qhZoySQueJ9>

These two links are also available on the PIARC website.

The PIARC Response Team: Contact Information

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Thank you for your attention!



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