



Conférence Européenne
des Directeurs des Routes

Conference of European
Directors of Roads

Summary Report on the Strategic Plan 2005–2009



May 2010

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1 Executive summary

CEDR's Executive Board (EB) members endorsed the proposal tabled by the Strategic Plan ad hoc Group to write a final document on Strategic Plan 1 (SP1). The purpose of this document was to leave a written legacy and to summarise the experience gained during the period of implementation for SP1: 2005–2009. This document shall be a useful tool for future reference and bring CEDR's first strategic plan to a close.

The first Strategic Plan was launched by CEDR's Governing Board (GB) in Bergen, Norway, on 12 May 2005. It outlined the priorities set by CEDR and the way member states wanted their employees to work on CEDR activities. It also underlined the added value created by CEDR for GB members on existing work done by other institutions like the EU, the OECD, the UNECE, or PIARC, thus minimising the duplication of efforts in finding solutions to existing problems.

SP1, which lasted from 2005 to 2009, was valid for a period of four years; the progress of its implementation was evaluated at mid-term in a Revision Report, which was presented to the members of the GB in Malta on 25 October 2007.

The SP1 Summary Report reflects on the SP1 structure, experience gained, conclusions drawn, work undertaken, and work output at the end of the SP1 period of implementation in spring 2009. It analyses both the successful and less successful aspects of SP1 and comments on the way the groups worked and on the participation and involvement of the various groups and countries.

Annex 1 consists of a short status report on each task, comparing the initial goals, the actual output, the added value for CEDR, and the work delivered during the SP1 period. Annex 2 provides a list of the SP1 documents published on the public section of CEDR's website (www.cedr.eu).

The successes of SP1 derive from efforts to make the European road networks safer and more efficient despite limited available public funds. Mitigation of the impact of the road system on the population remains a day-to-day objective for national road authorities.

Some of the major reports produced during the SP1 period were:

- a) **Road safety:** the most effective short-, medium-, and long-term measures to improve safety on European roads; best practice for cost-effective road safety infrastructure investments;
- b) **Efficiency:** network operations; 60-t vehicles; European road user surveys; the Future European Road Network; performance indicators.
- c) **Funding the network:** ITS procurement; public private partnerships; the socio-economic impacts of road pricing; EU funds for roads.

All these reports were edited in English and translated into French; some have been translated into German, Latvian, Portuguese, and Swedish.

CEDR is most grateful for all the work done and resources made available during SP1. All work is done on a voluntary basis and in addition to participants' day-to-day work. This additional effort is acknowledged and very much appreciated.

The benefit of CEDR's SP1 activities is and shall continue to be more efficient NRAs, an improvement in road transport's contribution to the wider economy, safer transport, and a more harmonious relationship between road transport, transport users, the environment, and society.

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3 Definition of the issue

The first Strategic Plan (2005–2009) was launched by CEDR's GB in Bergen, Norway, on 12 May 2005. It outlined the priorities CEDR had set and the way member states wanted their employees to work on CEDR activities. It also underlined the added value created by CEDR for the GB members on existing work done by other institutions like the EU, the OECD, the UNECE, or PIARC, thus minimising the duplication of efforts in finding solutions to existing problems.

SP1 was valid for a period of four years; the progress of its implementation was evaluated at mid-term in a Revision Report, which was presented to the members of the GB in Malta on 25 October 2007.

It was felt that a good way of bringing CEDR's first strategic plan to a close would be to produce a final document on SP1. The purpose of this document is to leave a written legacy, summarise the experience gained during SP1, and be a useful tool for future reference.

4 Possible ways forward

In order to meet the above-mentioned targets, this SP1 Summary Report reflects on the SP1 structure, experience gained, conclusions drawn, work undertaken, and work output at the end of the SP1 period of implementation, 2005–2009

It analyses both the successful and less successful aspects of SP1 and comments on the way the groups worked and on the participation and involvement of the various groups and countries.

Annex 1 consists of a short status report on each task, comparing the initial goals, actual output, added value for CEDR, and work delivered before the end of the SP1 period.

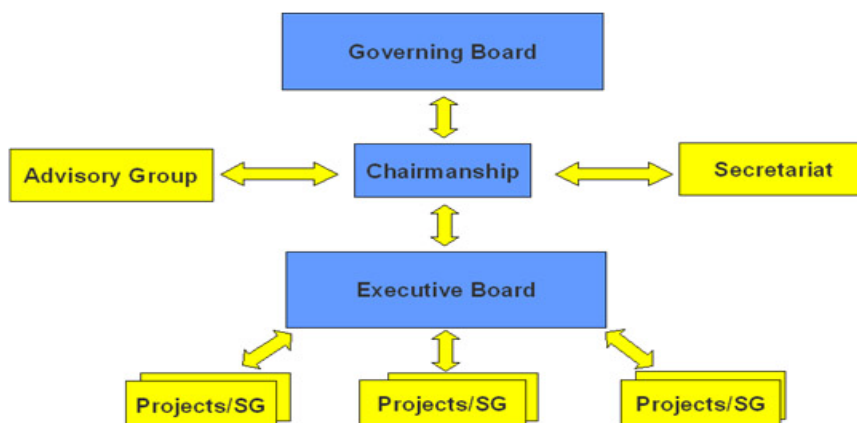
Annex 2 provides a list of the SP1 documents published on the public section of CEDR's website (www.cedr.eu).

The way CEDR worked during the SP1 period is outlined and commented on below.

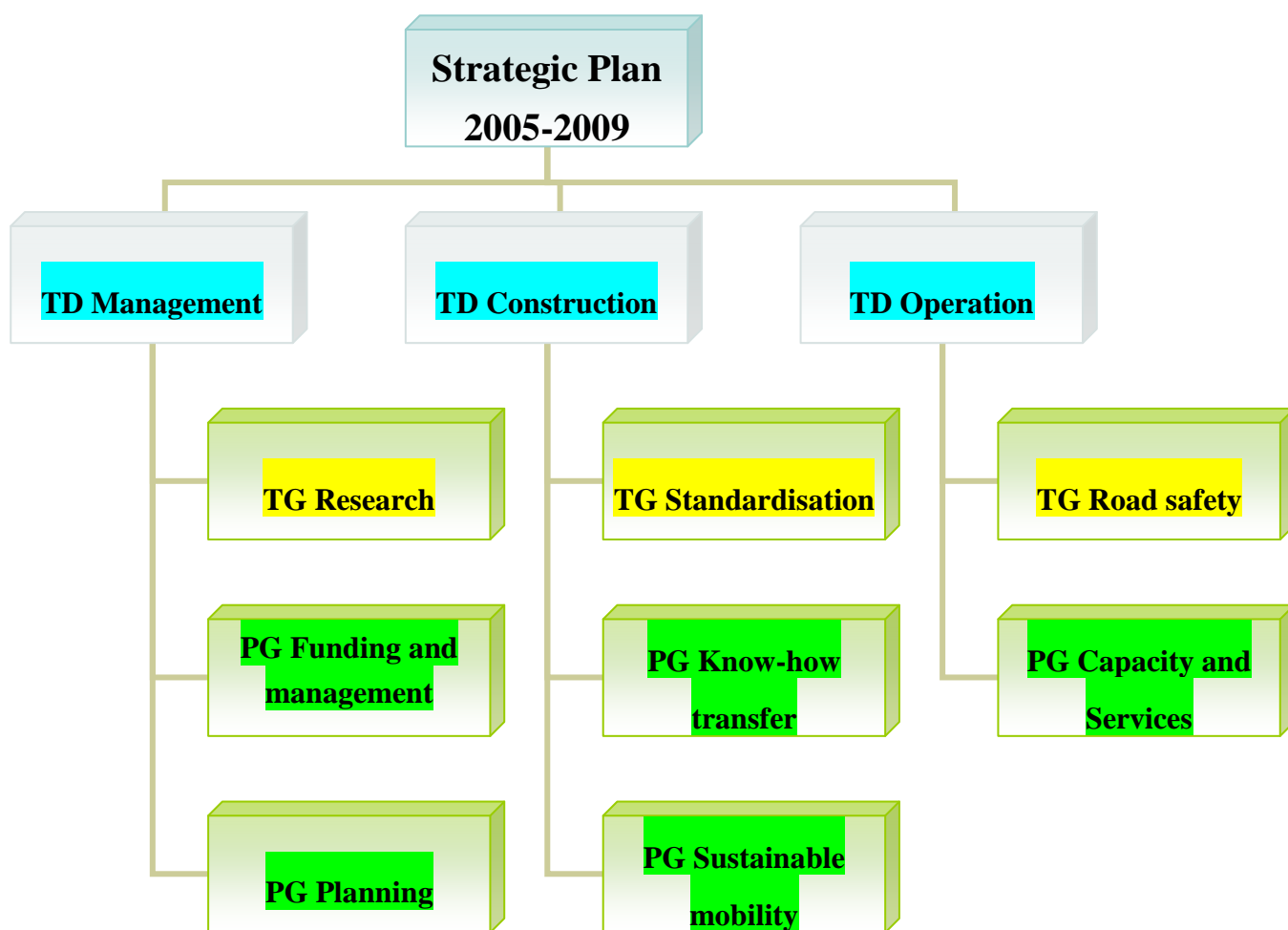


Governing board
meeting in Malta on
October 25th, 2007

CEDR's structure



CEDR's working structure for SP1



4.1 Structure in which the Strategic Plan was carried forward

4.1.1 The Executive Board (EB)

- a) CEDR's internal rules state that *'the EB shall propose and develop strategies for responding to emerging road issues. Furthermore the EB shall prepare and review the **strategic plan**.'*

On a number of occasions, members expressed the opinion that not enough time or energy was being devoted to discussing and learning what other countries are doing. Such discussions would enable CEDR to enhance its profile as an organisation dedicated to analysing the future while taking full advantage of best practice guides in various fields. The members of the EB agreed that more opportunities should be created for and more time should be devoted to the exchange of information, even though the implementation of the SP remains the main business of the EB.

- b) CEDR's internal rules state that *'each member of the EB shall belong to one of the **three thematic domains (TDs)** and that each of these three domains shall monitor the various items allocated to its domain.'*

In accordance with the preferences expressed by each EB member and taking into account the priority list submitted by each country during the development of SP1, CEDR's MS were divided up into three TDs in Vlaardingen on 21 November 2004. The initial set-up proved to be very consistent; Greece was the only country that changed TD during the SP1 period.

- c) CEDR's internal rules state that *'the first part of the EB meetings shall be reserved for **TD meetings** and the second part for a **plenary EB** session during which status reports from each domain shall be presented and discussed.'*

On a number of occasions, members expressed the opinion that the time allocated to TD workshops was insufficient and that discussions within the TD had to be cut short in order to finish the workshop on time. In order to improve the situation, it was suggested that the EB could

- hold separate TD workshops outside the EB plenary meeting or
- hold TD workshops on the eve of the EB plenary meeting.

After much discussion, it was concluded that if more time were to be allocated to the TD workshops, EB meetings would have to be extended. To date, the most promising solution has been to increase e-mail correspondence between meetings and to continue to hold three EB meetings a year. Each TD is invited to explore the value and wisdom of holding separate meetings or workshops outside the EB meetings, as has already been done by TD Operation.

- d) CEDR's internal rules state that *'the **Thematic Domain Coordinator (TDC)** shall chair the TD and shall be assisted by two deputy TDCs.'*

The experience of the past four years has shown that each of the three TDCs should aim to ensure within his/her TD that:

- the TDC and his/her two deputy TDCs constitute the 'core group' in each thematic domain;
- this core group discusses important TD matters and issues before raising them with the other members of the TD for amendment or approval;
- deputy TDCs are in a position to replace the TDC at any time on all TD topics;

- when new TDCs need to be elected, a deputy TDC who has previously participated actively in the TD and has made a positive contribution to the TD should be elected to replace the outgoing TDC.

On a number of occasions, members expressed the opinion that the burden of managing the TD was unevenly distributed and that responsibility for the various TD functions should rotate among the members of each domain every year/two years. A number of suggestions were made in this regard: the members of each TD could decide who assumes what responsibility or, alternatively, responsibility could rotate on an alphabetical basis, which would, however, be a more rigid system. The most promising proposal was to allocate each of the TD's tasks to a specific TD member. This TD member would be obliged to monitor the work of one specific group in his/her TD, thereby ensuring closer liaison between the EB and the working groups.

4.1.2 The three TDs in the words of their respective TDCs

a) TD Management

Although the goals and work methodology of PG Funding, PG Planning, and TG Research differ greatly, there are some common characteristics, be they positive or negative.

PG Planning and TG Research have continued the work begun by former WERD/DERD subgroups (SG). This ensured an adequate level of continuity for TG Research, but not for PG Planning, where the two former SGs had to merge. Difficulties were overcome by nominating specific moderators for tasks M3 (Road data) and M8 (Performance indicators). This ensured a degree of coherence within the group by enabling the group to use former expertise in the right way.

Initially, the three groups suffered from a lack of adequate steering and/or membership. These problems were particularly acute in the case of PG Funding and tasks M3/M8 in PG Planning. Although the problem was subsequently solved, it nevertheless resulted in delays in delivering reports and achieving the tasks' results. This meant that the work done could not be completed within the SP1 time schedule. This is mainly due to the sharp contrast between the lack of resources readily available to the groups and the huge amount of work that needed to be done.

The commitment to some tasks (cost management for long-term investments, road data, and performance indicators) was weak and well below expectations. Despite some satisfactory activities, this weakens the results TD Management could otherwise have achieved. It also explains why two tasks (FERN and Road data/performance indicators) will be continued in SP2 and one task (cost management for long-term investments) was transferred in its entirety to SP2. As already mentioned, TD Management's work was carried out by one technical group (TG Research, a transversal group) and two project groups (PG Funding and PG Planning).

Within SP1, TG Research was responsible for task M5 (to improve knowledge in all fields of road activities). It presented an annual report. As this is an ongoing task, it will be continued in SP2.

In addition to this original SP1 task, a smaller group within TG Research initiated the ERA-NET Road (ENR1) project. This is a three-year project that started in 2005 and was funded by the EC's 6th Framework Programme.

In the last year of SP1, a proposal for ERA-NET ROAD II (ENR2) was drafted and submitted to the Commission. The new project ENR2 was launched on 1 May 2009.

PG Funding was responsible for the tasks M1 (to analyse PPPs for roads and road transport administrations), M4 (to show the socio-economic effects of road pricing), M6 (to show how best to access EU financial support and explore the financial procurement strategies), and M7 (to develop a best practice guide for the cost management for long-time investment). The final reports for these tasks were ready for the GB meeting in Rome on 7 May 2009. As task M7 could not be tackled during SP1, it was transferred to SP2.

PG Planning was responsible for tasks M2 (General planning / road networks) and M3/M8 (Road data / performance indicators). For the reasons mentioned above, the work could not be completed before the end of SP1. Final reports on the work done by the end of the SP1 period have been submitted. The work will continue under SP2.

Regarding task M3/M8 (Road data/performance indicators), it should be noted that on the basis of the promising results achieved in SP1, the great challenge for the SP2 period will be to launch the implementation phase for the common location referencing model in road databases in CEDR member states and to extend the catalogue of commonly defined performance indicators in order to prepare a first regular annual report on road performances in CEDR member states.

b) TD Construction

TD Construction was established in late 2004 and had 9 members: Denmark, Estonia, Greece, Hungary, Ireland, Italy, Latvia, Portugal, and Sweden. Greece expressed a special interest in TD Operation and moved from TD Construction to TD Operation in 2006.

Sweden co-ordinated the group in the early years of the SP1 period and was succeeded by Denmark. Italy has now assumed this role and will continue to do so in the next strategic plan period.

TD Construction has delivered results from four of the six tasks allocated to it in SP1. For task C5 (to create a modern infrastructure that will efficiently meet future mobility needs in a sustainable way) and task C6 (to increase the durability and safety of structures), it was not possible to establish working groups and nobody was willing to chair the work.

Two additional reports were drawn up and submitted to the GB: a report on 60-t vehicles and a report on emergency bridges.

The execution of the work in TD Construction has been dominated by one problem: a lack of participation. At many EB meetings, only 4-5 members were present. It is hoped that support will improve during the SP2 period.

The adopted EB meeting structure (whereby a part of the meeting is reserved for TD workshops and the remainder for a plenary session) has strengthened the results produced.

c) TD Operation

No comments were available from the TDC.

4.1.3 The technical groups (TGs) and project groups (PGs)

The road directors wanted CEDR to be an association that would be driven from the top down. In accordance with this principle, it is neither the TDCs nor the Sec-Gen who are in charge of nominating delegates to the various TGs or PGs. This responsibility remains exclusively with the members of the GB, who give their written approval for each nomination.

The experience of recent years has shown that the example set by the road director and his/her deputy permeates through the rank and file of his/her administration.

The EB members felt that in the interest of transparency and in order to keep the members of the GB informed, it was important to talk about each country's participation and commitment. However, they also pointed out that:

- physical participation in meetings is not the only way to demonstrate participation and commitment; countries can also be involved in the drafting of reports, provide input by e-mail, provide comments etc.;
- some countries cannot ensure a high level of physical participation for a number of reasons (lack of experts, changes of government, restructuring of administrations etc.).

All members were invited to establish for themselves whether their country's participation is adequate or not, whether it is in line with their means and resources, and whether it is proportionate to their country's size and economic strength.

For this reason, the Strategic Plan ad hoc Group declined to comment on this topic. However, it points out that existing or perceived difficulties and dysfunctions within CEDR could often be overcome by a stronger commitment from the head of the NRA.

As was already stated in the Revision Report in 2007, the strengthening of CEDR's future will only be achieved if all its members commit themselves to a strong and intense involvement in CEDR's activities.

4.1.4 Reporting to the EB and the GB

On a number of occasions, members expressed the opinion that GB meetings would be more interesting if the road directors could discuss topical strategic and policy-making issues and talk about technical issues at a strategic level. Final reports shall therefore be seen as a basic document containing the facts and figures needed to prepare GB discussions on technical issues.

For this reason, final reports to the GB must be short and concise. Main points of disagreement and national positions must be presented. The content must be structured in such a way that the report automatically triggers discussions within the GB.

In order to meet this objective, a 10-step plan was developed and partly implemented during SP1. According to this plan:

- a) Reports drawn up by TGs or PGs must be factual and 'neutral'.
- b) Reports are initially sent to the TD. The TD then drafts a separate substantiated proposal confirming that the statements in the report are true or valid and highlighting any strategic or policy-making points to be raised at the EB plenary meeting in such a way as to provoke a debate among EB members by stating 'hard facts' and by providing enough material for discussion.

- c) The EB then discusses, amends, or approves the documents received. Under the leadership of the TDC, the EB finalises a separate report for the GB on the consequences of the findings and drafts recommendations for the road directors. This separate report sets out the implications of the issues, sensitive options, and policy recommendations. It is not made available to the public. This report constitutes the added value created by the EB.
- d) Once the GB has approved a final report, it is edited in English, translated into French, and then uploaded to the public section of CEDR's website.

In order to make the GB meetings livelier and to get GB members more involved in the work done by CEDR, GB members should:

- discuss whether one or more GB members should present the final reports, and
- discuss and evaluate the pros and cons outlined in the final reports,

The TDCs should be prepared to answer any questions from the GB.



Executive Board meeting in Reykjavik on December 4th, 2008

4.1.5 Financial resources

It is accepted that it was not the intention of road directors to subsidize decentralised secretarial work with their annual fees. There was, however, a strong feeling that the technical reports must be written and presented in a very professional way and that funding should be provided by CEDR for this kind of work and for translations and/or printing.

The procedure implemented during SP1 for the allocation of CEDR funds was as follows:

- The requirement is discussed within the TD; once the TD reaches agreement on the need for funding, the TDC writes a formal request (including a summary of work already performed by the group to the Sec-Gen and the chair, who are permitted to allocate funds up to a limit of €100,000.
- In the event of sums in excess of €100,000, requests are submitted to the GB.
- A significant contribution has already been made by the TGs or PGs.
- A contract is signed between the consultant and CEDR.

An annual sum of roughly €100,000 was spent on supporting various projects.

In order to undertake more ambitious projects in 2008, a new form of financial support was set up. Member states interested in participating in a particular project shared the costs among themselves. This procedure was applied to the project on climate change (total cost of €1.5 million over a three-year period) and the project on benchmarking the costs of maintenance and operation (total cost of €0.5 million over a twelve-month period).

4.1.6 The Strategic Plan ad hoc Group

At its meeting in Genvat on 6 May 2004, the GB set up the Strategic Plan ad hoc Group (SPahG) and tasked it with drafting the first strategic plan (SP1). This group comprised volunteers from the EB. Once it approved SP1 in Bergen on 12 May 2005 and the Quality Assurance Scheme in London on 6 October 2005, the GB decided that *the strategic plan ad hoc group shall continue in order to ensure that the strategic plan is properly implemented*. At its meeting in Malta on 25 October 2007, the GB accepted the proposals made in the Revision Report and invited the SPahG to develop CEDR's second strategic plan (SP2) for the period 2009–2013. Since its establishment, the SPahG has met 27 times, mostly on the eve of EB meetings.



Technical visit Executive Board
meeting in Pairs on
September 14th, 2007

4.2 Content of and time schedule for the 3 thematic domains

Detailed comments on the content, time schedule, and action plan for each of the 25 priority tasks can be found in Annex 1 of the Summary Report.

The tasks tackled by the three TDs and the structure they adopted are listed below:

4.2.1 TD Management

Task	Description	Priorities involved
PG Funding and management strategies:		
M1	To analyse public private partnerships for roads and road transport administrations	1.3.7
M4	To show the effects of road pricing on socio-economy	1.3.2
M6	To show how best to access EU financial support and Explore the financial procurement strategies	1.3.4 & 1.3.5
M7	To develop a best practice guide for the cost management for long-term investment	1.3.6
PG Planning the road network:		
M2	General planning/road networks	1.1.3
M3	Road data	1.1.7
M8	Performance indicators	1.3.10
TG Research:		
M5	To improve knowledge in all fields of road activities	1.4.1

TDC:	Mr Yvon Loyaerts	Belgium-Wallonia
Deputy TDC:	Mr Dominique Hucher	France
Deputy TDC	Mr Hans-Josef Boos	Germany

After the submission of the Revision Report in 2007, Mr Boos assumed the post of TDC.

The members of TD Management were the EB representatives from:

Belgium-Wallonia	Finland	France	Germany
Lithuania	Poland	Slovenia	Spain

4.2.2 TD Construction

Task	Description	Priorities involved
TG Standardisation		
C1	To monitor and support standardisation efforts	2.1.1
C2	To monitor European Directives	2.1.2
C4	To monitor EU procurement rules	2.1.4
PG Know-how transfer		
C3	To reduce road noise	2.2.5
C6	To increase the durability and safety of structures	2.2.10
PG Sustainable mobility		
C5	To create a modern infrastructure that will efficiently meet future mobility needs in a sustainable way	2.3.1

TDC:	Mr Bo Henrikson	Sweden
Deputy TDC	Mr Antonio Di Mattia	Italy
Deputy TDC:	Mr Märt Puust (ad interim)	Estonia

After the submission of the Revision Report in 2007, Mr Clausen assumed the post of TDC.

The members of TD Construction were the EB representatives from:

Denmark	Estonia	Greece	Hungary	Ireland
Italy	Latvia	Portugal	Sweden	

Note: In May 2006, Greece asked permission to switch from TD Construction to TD Operations. Permission was granted.

4.2.3 TD Operation

Task	Description	Priorities involved
PG Capacity and services to road users		
O1	To develop new ideas for network-wide management and operations, with an emphasis on customers in the provision of services (Big shift)	3.1.3
O5	To optimise the use of the capacity of the road network	3.1.9
O6	To harmonise electronic fee collection	
O8	To show the appropriate use of ITS for an integrated transport system.	3.1.5
O9	VMS harmonization and interoperability	2.2.13
O10	To develop systems to allow for improved taking into account expectations of users and residents	3.1.1
TG Road safety		
O2	To take advantage of intelligent vehicles and infrastructure technologies to improve road safety (e-safety)	3.3.1
O3	To improve road design concepts in relation to road safety	3.3.3
O4	To Monitor the 3rd EU action program on road safety	3.3.6
O7	To show how to make cost-effective road-safety investments	3.3.2

TDC:	Mr Alan Pickett	UK
Deputy TDC:	Mr Günter Breyer	Austria
Deputy TDC	Mr Hans Jeekel	Netherlands

After the submission of the Revision Report in 2007, Mr Jeekel assumed the post of TDC.

The members of TD Operation were the EB representatives from:

Austria	Belgium-Flanders	Greece	Iceland	Luxembourg
Netherlands	Norway	Switzerland	UK	

4.2.4 Quality assurance and risk management scheme (QA scheme)

The scheme was based on a spreadsheet containing the 25 priority tasks for SP1 and the milestones for their outputs. The outputs were aligned with the two annual GB meetings until spring 2009, by which time the SP2 for the years 2009–2013 was approved by the GB.

The risks that might have hindered the timely completion of the tasks' reports as stated in SP1 were indicated. For each risk, various abatement measures were developed in order to reduce the specific risk, thus ensuring that the targets of the SP were met.

The QA scheme therefore ensured that the implementation of SP1 remained within the original time-frame.



Governing Board meeting in Reykjavik on June 1st, 2006

5 Comparison of possible ways forward

The experience gained during SP1 has shown that there is still room for improvement in terms of the development and implementation of future SPs. In particular, it was felt that CEDR must:

- 1 adapt and align the content of the tasks in future SPs to meet the altered needs of the NRAs;
- 2 keep the initial schedule as a reference and monitor any deviations in the QA scheme;
- 3 retain the current structure (3 TDs) and adapt the number of TGs and PGs;
- 4 change the TDCs at SP mid-term in order to enable incoming TDCs to finish the tasks under the present SP, to develop the next SP, and launch it with a detailed inside knowledge of its aims;
- 5 adapt the terms of reference of the Strategic Plan ad hoc Group to its enlarged mandate;
- 6 ask its members to commit both themselves and their personnel to provide active support for CEDR activities.

6 Proposal/recommendation

The EB members encourage the GB to endorse this Summary report on SP1 and confirm the mandate to the Sec-Gen to ensure that the final reports are processed in accordance with the 10-step plan for final reports.

GB members are requested to agree to conclude SP1 for the period 2005–2009 and to launch SP2 for the period 2009–2013.

7 Consequences for the road directors

The consequences of SP1 on the day-to-day work of the road directors in each country and how these consequences have affected them are outlined by the country's EB member in the section that follows. The comments received are given in alphabetical order according to the country of origin of the EB member.

7.1 Denmark

It is obvious that the organisation of the work in CEDR and the processes in the period 2005–2009 have strengthened the work, the outcome, and the opportunity to influence some policy-making issues in the EU. There are still differences in the level of commitment and participation of NRAs, but work improves from year to year.

CEDR has not reached the goal whereby all members use the same data definitions and the same reference model; this fact is accepted by the EU for the TERN implementation and revision reports.

The improvements will continue in the next strategic plan period if the defined goals are reached and if participation is in line with the ranking of tasks and prioritisation.

CEDR provides a framework within which knowledge can be shared and which makes synergy and dialogue between all NRAs possible. Denmark finds CEDR very fruitful and intends to continue to use it actively.

7.2 Finland

The objectives of Finnra (the Finnish national road administration) are in line with CEDR. Finnra considers CEDR's work on numerous tasks in SP1 to be very important and beneficial. The CEDR network helps Finnra to learn from European experience and practices in other NRAs. We are sure that in time this experience will generate more synergy within NRAs in road management and, in this way, also make CEDR more successful in influencing the Commission on EU resolutions and standardisation processes.

Finnra is willing to work continuously to improve cooperation and ensure greater understanding between the NRAs of Europe, to exchange experience and information with each other, and to strengthen involvement in the European Union.

Finnra would also like to emphasise the importance of setting priorities and focusing on fewer subjects in CEDR's SP2. The reason for this is the shortage of available resources in NRAs. By prioritising and focusing on fewer subjects, CEDR should be in a better position to ensure greater commitment and more active participation in the tasks of SP2.

It shall not be forgotten that CEDR is still a young organisation. CEDR just starts its second SP. The benefits are there, waiting to be realised through cooperation between NRAs.

7.3 France

By and large, France feels that SP1 promoted productive and excellent work within CEDR.

The working groups provided a good structure for the exchange of information on best practice on a number of important issues such as road safety, standardization, financing, and noise reduction.

In some cases, CEDR has promoted collaborative coordinated work on issues generally managed at national level such as research and road data. Furthermore, CEDR has promoted new projects, allowing difficult issues to be tackled more efficiently and at less expense. Three examples illustrate this point, notably BEXPRAC, the TRA, and ERA-NET ROAD II.

French experts from the national administration and technical services have contributed largely to the implementation of this strategic plan and worked on the elaboration of a great number of reports or guides. All of them feel that CEDR offers them an excellent opportunity to deepen their knowledge and expertise.

7.4 Germany

From the point of view of Germany's EB member, CEDR's SP1 can be deemed a remarkable success.

Although Germany's EB member feels that the defined aims and the number of the tasks were a little too ambitious for an organisation as young as CEDR, the results achieved in the working groups are very significant and important.

After some initial difficulties resulting from a lack of adequate steering for or participation in some tasks, the expert groups worked quite well throughout the SP1 period, even though all targets were not reached.

The members of the working groups showed a high level of commitment and the reports for the individual tasks are generally of a high quality.

Even though the tasks of the German Federal Ministry are more or less of a strategic and political nature, Germany considers CEDR to be a very important and useful platform for the exchange of knowledge and experience between NRAs.

Other very positive aspects include the good working atmosphere, the open communication, and the fact that in some areas at least (e.g. standardisation and research), CEDR gives NRAs a 'European voice'.

Germany hopes that the good working atmosphere will continue, but would like to see an increase in member state participation in the SP2 period.



Technical visit Governing Board meeting in Dublin, Ballymascanlon on May 11th, 2007

7.5 Greece

Being a member of TD Operation, Greece strongly supports the conclusion that CEDR's SP1 was a success, despite the risks and the hindrances encountered by some tasks during the SP1 period. A lot of work was done at all levels of participation, from the secretariat and the GB down to the PGs and TGs, and vice versa. This is reflected in the reports proudly published by CEDR on its website, all of which are of a high standard and top quality.

The excellent outcomes and the work done in CEDR also had a great impact on road directorates. In view of the fact that Greece lacks best practice and good examples of maintenance, the sharing of experience and information on maintenance issues in particular proved very useful and valuable, helping Greece to reorganise its directorates' working methods.

Greece's involvement and participation in the various CEDR bodies has proven satisfactory, sometimes exceeding the level of participation that could be characterised as proportionate to its size, economic strength, and available resources. Although Greece would like to have been more involved in more tasks, it was heavily involved in task O7, which dealt with the cost-effectiveness of road safety investments and produced the report entitled 'Best practice for cost-effective road safety infrastructure investments'. This too had a great impact on Greece's work in this field.

Greece is very optimistic that SP2 will be even more successful than SP1 since the experience gained and opinions about what should be avoided or adopted has been taken into consideration for SP2. Elements like time-schedules, QA schemes, the dynamic adaptation of the tasks to the altered needs of the NRAs, and most of all, the members' commitment to and support for CEDR's activities, will ensure a creative environment with positive results for SP2 and CEDR's future.

7.6 Hungary

Hungary has been regularly involved in CEDR's activities since autumn 2007. Its delegates mainly attended the meetings of the main bodies, i.e. the Governing Board and the Executive Board.

During SP1, Hungary became aware of CEDR's added value, namely the fact that it provides a platform for and the opportunity to exchange views on various domains and issues the road administration faces in its everyday work of managing roads.

Hungary attaches great importance to CEDR's efforts in the field of quality assurance and agrees with the system of risk management and abatement used for SP1, which ensured that the SP could be implemented within the original time-frame.

Hungary feels that the structure of SP1 based on the subdivision of the EB into 3 thematic domains meets the requirements of efficient co-operation in a group with such a large number of members. However, Hungary's priorities changed during the SP1 period; new fields of interest in SP2 mean that Hungary will continue its work within TD Management.

Based on experiences gained from cooperation and interaction with other member states during SP1, the Hungarian Road Administration shall continue to guarantee both financial and human resources for the various tasks of SP2.

7.7 Iceland

Iceland is a small nation and is therefore not able to contribute very much to CEDR in terms of knowledge or technical solutions. However, its participation in CEDR is important for Iceland because it allows the road administration to get valuable information with regard to experience and practices in other European countries. The final reports of the various projects of SP1 are important as they are both informative and useful.

7.8 Ireland

At the outset of Strategic Plan 1 (2005–2009), CEDR set itself a very ambitious target in attempting to deal with 25 priority tasks. It is not surprising, therefore, that the resulting report is somewhat uneven. For the most part, individual reports are to a very high standard. However, in some instances, the results are disappointing. That said, the overall outcome is satisfactory from the Irish roads administration's viewpoint. The information made available on experience and practices in European road administrations is particularly helpful.

Ireland also considers that given the pragmatic and focused identification of tasks for Strategic Plan 2 and given that working methods and structures are well established, an even better outcome can be anticipated for SP2.

7.9 Italy

Italy is a founding member of both CEDR and the European Community and therefore pays close attention to cooperation between the various European states.

Due to its geographic position and shape, Italy has always been very much concerned with:

- the development of coherent and cooperative-based transport and road infrastructure strategies and
- the setting up of efficient road transport systems, which are crucial for ensuring the competitiveness of its economy, which is strictly linked to the European infrastructure network.

In this framework, joining forces with CEDR has from the beginning been both a challenge and an opportunity, and the commitment of ANAS SpA—the Italian roads and highways administration—in this respect has always been high. The effective deployment of ANAS's resources within CEDR is a reflection of the growing awareness among ANAS's top management of international and European issues.

For ANAS, CEDR is an important forum and a key complement to ongoing national R&D initiatives: CEDR has allowed ANAS to liaise with other EU countries and EU infrastructures and operators by deepening its know-how in fields that are vital to road transport such as:

- the increase of road safety solutions,
- the abatement of road noise,
- the harmonization and standardization of rules, and
- the management of traffic data.

More recently, Italy proposed to CEDR members an extension of its research and study activities to include a topic that is central to transport policies: working site safety. This topic was approved by CEDR and the issue will be developed in SP2.

The experience gained during CEDR SP1 will be a great help when it comes to the implementation of SP2, which will allow for the better development of long-term transport issues, reinforcing visions and challenges more recently introduced such as ITS and 'green transport'.

7.10 Lithuania

Lithuania feels that SP1 was a very ambitious and demanding project, requiring a lot of effort (perhaps even too much) from each country. This meant that not all countries were able to make an adequate contribution to the implementation of SP1. Lack of experience or resources prevented them from playing an active role in SP1. At present, the lack of funding is another hindrance. Due to each country's decreasing human and financial resources, it is possible that participation in the work of CEDR structures will be even lower in the future.

Therefore, it is extremely important to organise the work of all CEDR structures efficiently and to set adequate goals for SP2. It would also be good to reconsider the number of tasks (and possibly to reduce their amount) for SP2 and to organize CEDR's activities better.

Lithuania makes the following proposals for the improvement of CEDR activities:

- During SP1, too much attention was paid to formalities: CEDR structures, compliance of activity reports to formal requirements, etc. The reduced amount of tasks, especially performed by NRA staff, would allow more attention to be paid to their quality. The experience of SP1 showed that the quality of tasks carried out by local experts was not always high enough. Some tasks could be carried out by professional experts only.
- The organization of EB and SPahG meetings should also be discussed. In our opinion, too little attention is paid to discussing concrete tasks and too much time is spent on general discussions.
- More time should be spent on TD work. We feel that all tasks should be monitored by specific TD members; this would increase the efficiency of TD meetings.
- The interest of individual countries might increase if the target was the achievement of concrete results instead of formal accounting to the GB.

In principle, Lithuania feels that SP1 activities were good; in those areas where concrete results that are useful for the practical activities of NRAs were produced, activities were excellent.

7.11 Poland

Poland feels that it was very ambitious to have 25 tasks in the Strategic Plan. Many tasks were addressed, but some were transferred to SP2 because of a lack of experienced experts and human resources capacity within the NRAs.

Participation in CEDR SP1 was fruitful, developing knowledge and a common understanding of road administration problems. Poland hopes for better and more efficient cooperation in SP2.



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7.12 Slovenia

Slovenia would like to congratulate all those who worked on the tasks during the SP1 period on their excellent achievements. All final reports were of a high quality and in line with the corporate design. Most importantly, however, they provided profound insights into problems and focused on the search for the most operational, user-friendly solutions. With this in mind, Slovenia humbly provides its thoughts on some of the final reports provided.

- 1 Regarding the final report on task M1 (PPP): Slovenia thinks that the results could have been improved by showing the figures not only in relation to different PPPs, but also in relation to overall road management, maintenance, and building investments made by the member states concerned.
- 2 Regarding the final report on task M2 (Future road networks), Slovenia has two comments:
 - Slovenia feels that this is the most important of all future-oriented tasks and could provide the greatest added value in terms of the cohesion of CEDR and the whole EU road sector. A more precise definition of this network would make it easier for NRAs to access EU funds. This definition must also be made visible to the users. The final report is, in this sense, perhaps too modest in terms of what has been achieved.
 - Secondly, the process of defining the future road network is a long-term activity. For this reason, it would probably be wise to give this network a more appropriate name than FERN as soon as possible so that it can be made known to the public.
- 3 Regarding the final report on task M8 (Performance indicators): Slovenia agrees that it was indeed the best solution to include the leading four themes (mobility, safety of transport, environmental protection, economic viability) and the performance indicators that have been grouped inside them for the purpose of TERN Pilot study in task M8. The same goes for the TERN referencing model. Slovenia would like to add that the descriptions of some indicators should reflect not only the results of comparisons at EU level, but also the results of comparisons at state level and on a state-by-state basis. This could be taken into consideration in the continuation of this work during SP2.

7.13 Spain

After WERD/DERD, which adopted a more lobby-type approach, SP1 must be considered the starting point for a new role for CEDR. In line with this new role, the organization has started to deliver products with a more technical dimension. From this perspective, SP1 can be considered a very positive first step. Nevertheless, the road directors and NRAs should not miss the opportunity to draw some conclusions from a critical perspective in order to improve CEDR's future activities.

Firstly, it is worthwhile considering whether the existing format (working groups responsible for delivering technical reports on the basis of international meetings and questionnaires) is the most efficient way of delivering meaningful state-of-the-art results. For certain tasks, an appointed consultant might well deliver on the objectives of the topic much faster and in a more efficient way. On the other hand, the objectives and expected products of each task should be specified from the start in a much clearer way than in SP1.

It is not yet clear what added value SP1 will offer road directors and NRAs, since the dissemination of conclusions has yet to take place. That will be the real acid test for SP1, since the reports should be useful and not an end in themselves. CEDR should carry out a survey on the impact of SP1 on NRAs after a certain time (perhaps after one year) in order to assess the performance of the working model adopted for SP1 and which is being retained for SP2.

It is felt that SP1 (and a good deal of all CEDR activities) has been subject to a considerable level of formalism. Whereas it is accepted that a certain level of structure is required to ensure that a complex organization delivers on its objectives, an excessive degree of formalism should not preclude a flexible reaction of the organization to changing circumstances or to new topics of interest. As an example, it is felt that an open discussion among road directors about a topic of common interest could well be more valuable than a 100-page report.

CEDR should maintain a flexible approach with a view to changing as many elements in the structure of SP1 in order to deliver more efficient results in the future.

7.14 UK

The UK Highways Agency considers CEDR to be playing a very important role in ensuring closer cooperation between European national roads administrations and in the sharing of best practice. For SP1 we have put significant effort into the areas of network data & performance management, research collaboration, and network operations. We have found these efforts rewarded with the development of closer working relationships and the implementation of best practice ideas for the benefit of our customers.

We consider the preparation of SP2 and the prioritisation of the tasks therein to have been done in a thorough and rational manner. We therefore have confidence that SP2 will continue to deliver the goals of CEDR. While we remain interested in all areas of CEDR's activity, we will continue to focus our limited resource commitment and participation selectively, although whenever we can, we will try to help CEDR colleagues with matters that are a priority for them. We would welcome greater contributions from some, especially the newer members of CEDR, as their views and comments are valuable. Similarly we would welcome information about the issues and problems they are facing and how they are dealing with them.

We agree that SP1 should now be officially closed and SP2 launched for the period 2009–2013.

8 Concluding remarks

Whatever CEDR's existing or perceived shortcomings may be, it is strongly felt that the member states are very happy that CEDR exists and is making progress.

CEDR is most grateful for the work done and resources that have been made available so far. A lot of work is done on a voluntary basis and in addition to daily workloads. This fact is clearly acknowledged and very much appreciated.

SP1 was not just the sum of 25 priority tasks that were tackled separately. All tasks were linked and became the product of a top-down philosophy that was driven by the road directors and was based on their pledge to commit themselves and their personnel to furthering the basic purpose of CEDR.

The benefit of CEDR's activity has been and shall continue to be reflected in Europe in more efficient NRAs, an improved contribution of road transport to the wider economy, safer transport, and a more harmonious relationship between road transport, transport users, the environment, and society.

The GB is therefore requested to discuss, amend, or approve the proposals made in this paper, thereby helping to ensure that CEDR will continue to flourish for the benefit of all its members.

Annex 1: Content of and time schedule for the 25 priority tasks

PG Funding

Task M 1: To analyse public private partnerships for roads and road transport administrations

1 Goals

The objective of this work shall be to show that PPP is a global, long-term approach that seeks to boost performance. When used in conjunction with a toll collection system, PPP allows additional funding to be raised. Finally, PPP is sometimes used for 'cosmetic' reasons (e.g. the Maastricht criteria).

2 Expected output

A summary report shall be drafted. This report shall:

- *list best PPP practice with a special focus on the road sector;*
- *analyse the main mistakes made in this sector in order to learn useful lessons;*
- *analyse the question of balance between partnership and competition raised by the creation of a PPP.*

End-of-term status:

A report has been written explaining what PPP (in the road sector) is all about and providing country profiles for ten countries with national

experience of PPP. The report addressed the concepts, objectives, types, advantages, and disadvantages of PPPs. A web-based tool was developed to illustrate some practical characteristics of PPPs. This tool is available on CEDR's website along with the report.

3 Added value created by CEDR

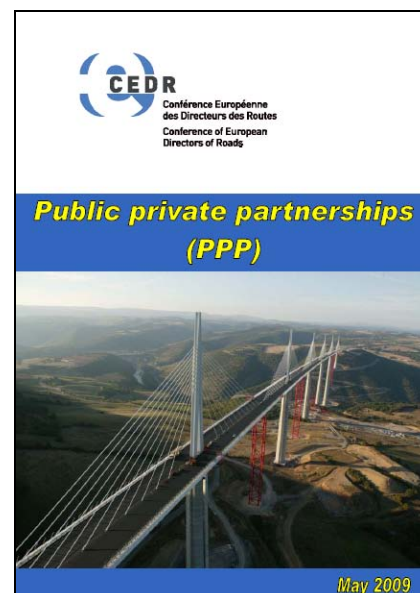
- *This work will deepen CEDR's theoretical knowledge of public private partnerships.*
- *It will also deepen CEDR's knowledge of experience gained in this field.*

End-of-term status:

The report provides a good overview of the theoretical knowledge and experience gained. The new web-based tool could prove helpful for countries implementing a PPP contract.

4 Final comments and recommendations

PPPs allow private finance to play a bigger role in the development of road infrastructures and allow for the incorporation of specific private-sector expertise and technology. The private sector can provide additional funds for road projects, thus allowing for an increase in available resources and the diversion of a certain amount of public funds to other policies.



PG Planning

Task M 2: General planning/road networks

1 Goals

The objective of this work shall be to make CEDR members aware of the consequences of new trends in the general network policy of the EU and to promote the improvement of the existing networks (TERN, TINA, E-roads) and their integration into a subsequent 'Future European Road Network' (FERN) for the 21st century.

2 Expected output

- An intermediate report on a FERN vision for the 21st century
- Better co-operation between CEDR, the EU, and the UNECE



End-of-term status: A final report entitled 'Future European Road Network (FERN)' includes a discussion and analysis of EU policies, the existing networks, and possible ways forward for a Future European Road Network. Some initial contact has been made with the EU. However, this contact has not yet been deepened as expected.

3 Added value created by CEDR

As the key stakeholder in implementing road policies, the NRAs shall start the trend towards the creation of a single European road network by promoting the creation of a FERN vision. This vision shall subsequently be an integral part of EU concepts and each NRA's national network plan.

End-of-term status: Thanks to the report on FERN, CEDR is aware of the EU's policies and the different existing road networks in Europe. The two main road networks in Europe are the E-road and the TEN-T road networks. These two networks have a great influence on European national road administrations. The TEN-T, which is owned by the EU, can be supported financially by the EU. The E-roads, which are owned by UNECE, are visible by road signing and therefore promoted for tourist traffic. The report discusses the benefits of merging the road networks into one European road network and the consequences of doing so for the European national road administrations.

4 Final comments and recommendations

The work done on task M2 during SP1 will be continued in SP2 by TD Management's PG Planning. The work will focus on monitoring developments in the EU and providing CEDR with ongoing analyses and descriptions of the consequences of EU actions for NRAs. Performance indicators will be developed from a strategic perspective.

It is recommended that:

- each MS in CEDR starts internal discussions and studies its own road network in order to establish opportunities for harmonising the E-road and the TEN-T road networks;
- CEDR starts discussing with the EU and TEN-T committee how to start the process of harmonising the two networks;
- CEDR decides to collect statistical 'European-level' data on European roads per route and per country using performance indicators and applying a common location reference system, thus facilitating monitoring and benchmarking and setting the priorities for further infrastructure investments.

PG Planning

Task M 3: Road data

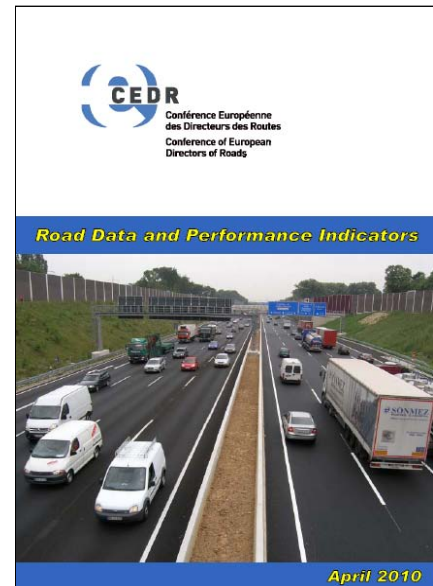
1 Goals

The objective of this work shall be to promote best practice in the management of road data, the definition of reference systems, and the exchange of data

2 Expected output

An updated best practice guide that provides:

- *better knowledge and better-quality data for the existing networks (includes related data);*
- *coherent solutions for the development of new tools or databases and for the integration or exchange of data;*
- *sound databases for managerial tasks like the implementation of performance indicators.*



End-of-term status:

A final report entitled 'Road data and performance indicators' analyses and describes the

- increasing demands for performance information and reports on performance
- development of performance indicators
- development of a TERN location referencing model
- possible steps forward and a cost/benefit analysis for the implementation of a performance reporting framework
- Danish experience in implementing the TERN location referencing model.

Three interim reports on the

- TERN Location Referencing Specifications
- Development of Consistent Road Performance Information: Report on the Performance Indicators and Location Referencing Pilot Studies.
- TEN-T (Roads) Location Referencing Model Handbook & Implementation Guidance.

3 Added value created by CEDR

CEDR shall create and implement a coherent and integrated road database structure throughout the area covered by CEDR member states (i.e. most of the European continent).

End-of-term status: Through the work completed on the pilot study, the countries involved presented possible ways of setting up and using a common location referencing system. A common location referencing system would benefit CEDR in the form of better and easier benchmarking of road-related data through common definitions of road-related data. Another benefit would be that the system would simplify reporting to the EU in the future. The handbook provides an introduction and is a useful tool for the implementation of the location referencing model at national level.

4 Final comments and recommendations

The work done on task M3 during SP1 will be continued in SP2 by TD Management's PG Planning. The work will focus on efforts to:

- continue the development of a common location referencing model for TERN links that complements—but does not replace—national databases and referencing systems;
- encourage more EU countries to set up the proposed location referencing model;
- assist member states by providing guidance on setting up the location referencing model;
- collect data on TERN links and nodes in order to build up the CEDR road database;
- continue to develop the organisational issues that are required to run a proper CEDR road database.

PG Funding

Task M 4: To demonstrate the socio-economic effects of road pricing

1 Goals

The objective of this work shall be to show that road pricing is only one tool at the disposal of public authorities and that it must be part of a global strategy that makes use of other means such as user activities and regulations. Finally, the objective of road pricing must be defined (e.g. to cover costs, orientation, etc.) because these objectives can be contradictory.

2 Expected output

- *An inventory of existing or planned road pricing systems in the member states of CEDR*
- *A clear overview of the existing situation*

End-of-term status:

A report has been written. The main focus of this report was on the socio-economic impact of road pricing. It covers road pricing in Europe, socio-economic impact chains of road pricing, equity, and acceptability of road pricing.

3 Added value created by CEDR

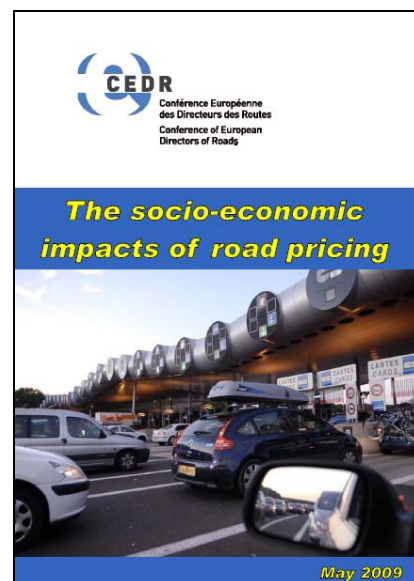
- This work will deepen CEDR's theoretical knowledge of road pricing.
- It will also deepen CEDR's knowledge of experience gained in this field.

End-of-term status:

The report provides a good overview of theoretical knowledge and experience gained. The socio-economic impact chains of road pricing provide a better understanding of the socio-economic impacts of road pricing.

4 Final comments and recommendations

It is important to understand the impacts of road pricing when designing a pricing system and deciding on its implementation. When designing the pricing system, there must be an understanding of the impacts of pricing, how pricing is targeted, and the impacts that are important for the acceptability of the system.



TG Research

Task M 5: To improve knowledge in all fields of road activities

1 Goals

The objective of this work shall be to:

- create a better framework for the improvement of knowledge in all fields of the road sector by improving the way the results of research activities are taken into account;
- monitor European research initiatives, projects, or programmes;
- foster a common CEDR approach by influencing some research initiatives or by participating in well-defined ones

2 Expected output

Position papers on ongoing research programmes and conferences that meet CEDR's needs and interests shall be produced.

End-of-term status: A description of ongoing research programmes has been produced. A second ERA-NET ROAD project is currently being negotiated with the Commission and this will include the development of a tool to make information on planned, ongoing, and completed road research available to all CEDR members.

The TRA has become the focus for disseminating research results. Two TRAs have been held and a third is planned in 2010. TG Research (TGR) members have been active participants on both the Management and Programme Committees. The TGR Chairman gave a presentation on the ERA-NET ROAD research programme being undertaken and the framework developed at the Strategic Session of TRA 2008.

3 Added value created by CEDR

CEDR shall be in a position to better influence some research programmes to ensure that its needs are fully taken into account.

CEDR shall organize (either alone or within a partnership structure) specific events or projects. The improved use and integration of research programme results within NRAs will enhance their efficiency.

End-of-term status: Tools have been developed for facilitating the instigation, funding, and management of jointly funded collaborative research, and two joint research programmes and five collaborative projects have been initiated, based upon priorities identified by CEDR members. The second ERA-NET ROAD project will work towards aligning parts of the research programmes of CEDR members, thus improving their efficiency. It will also seek to align research on roads with that on other modes through liaison with ERA-NET Transport.

4 Final comments and recommendations

Much progress has been made on establishing the tools (financial, procurement-related, and administrative) needed to enable cross-border funding of collaborative road research projects and programmes through the successful delivery of the ERA-NET ROAD project. ERA-NET ROAD has been steered by CEDR TGR members to ensure that CEDR TGR objectives are developed and delivered. These tools have been tested and refined and the intention is, through ERA-NET ROAD II (ENR2), to take forward further programmes of research, develop a knowledge dissemination system, facilitate joint road research programming between CEDR NRAs, establish a common platform and more joined-up approach within Europe, and broaden collaborative work among more European countries.



PG Funding

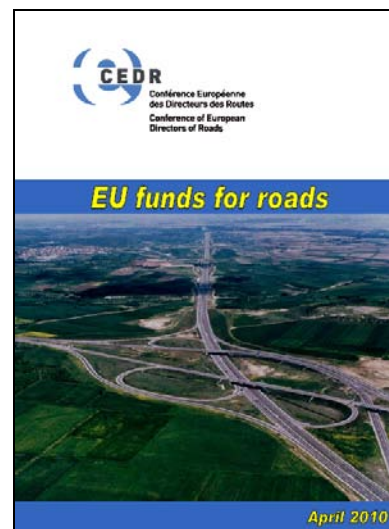
Task M 6: To show how best to access EU financial support and explore financial procurement strategies

1 Goals

The objective of this work shall be to examine the implementation of a financial procurement strategy that combines the various sources of possible funding (EU, national budget, private sector etc.) and to identify as far as possible any potential obstacles that could obstruct the creation of such a strategy.

2 Expected output

- An inventory of all community funding programmes that could be of interest to NRAs
- A guide containing methodologies and examples of best practice that would allow NRAs to make the most of these opportunities
- A clear overview of the situation and an understanding of the potential involved



End-of-term status:

A report on EU Funds for roads was produced. The report focused mainly on EU funds for roads and included a short presentation of the EU funds available and an explanation of how these funds are accessed. The report explains how to secure EU funding, how not to lose any EU funding obtained, and also how to get a loan from the EIB.

3 Added value created by CEDR

- This work will deepen CEDR's theoretical knowledge of EU financial support and financial procurement strategies.
- It will also deepen CEDR's knowledge of experience gained in this field.

End-of-term status:

The report sets out the 'facts' about EU funding for roads.

4 Final comments and recommendations

Important EU funding is available for road projects in EU member states. The 'bureaucracy' of using EU funds is onerous and this, in certain cases, raises questions about the final benefit of their use.

PG Funding

Task M 7: To develop a best practice guide for long-term investment cost management

1 Goals

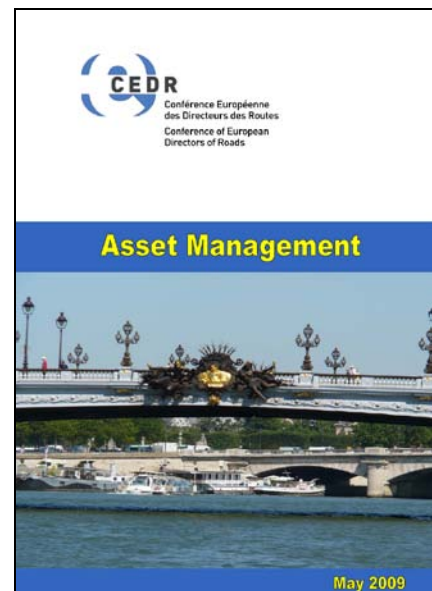
The objective of this work shall be to get value for money through efficient comprehensive asset management.

2 Expected output

- A summary report on the effective management of long-term investments
- A guide to best practice in Europe

End-of-term status:

The group discussed the OECD and PIARC publications on asset management and left this task unfinished. The reasons for doing so were twofold: firstly, the group started work later than was intended, and secondly, insufficient resources were allocated by member states. Both of these aspects made it impossible to complete work on this task.



3 Added value created by CEDR

The work done by CEDR will focus on aspects that relate specifically to Europe such as the population's sensitivity to pollution caused by road traffic and to demands for appropriate quality.

End-of-term status:

This task was only partially completed.

PG Planning

Task M 8: Performance indicators

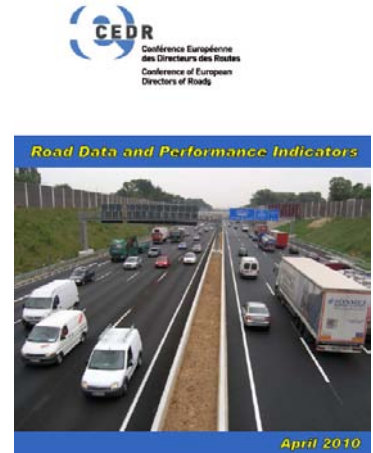
1 Goals

The objective of this work shall be to bring together road network performance information in a coherent way, in a consistent format, and at a high level of quality across the CEDR area, as well as to improve TERN and road asset statistics.

2 Expected output

An updated best practice guide that allows for:

- *improved decision-making and resource allocation at national and EU level;*
- *time and cost savings for all NRAs when producing statistics on the TERN for the EU;*
- *improved confidence in the consistency of reporting across Europe.*



End-of-term status:

A final report entitled 'Road Data and Performance Indicators' was produced. This report analyses and describes

- the increasing demand for performance information and reporting on performance;
- the development of performance indicators;
- the development of a TERN location referencing model;
- possible steps forward and a cost/benefit analysis of an implementation of a performance reporting framework;
- Danish experience in implementing the TERN location referencing model.

Two interim reports on the

- Performance Indicators for the Trans-European Road Network: Results and Recommendations from Pilot Study.
- Proposed TERN Performance Reporting Framework: Results of Cost-Benefit Analysis.

3 Added value created by CEDR

CEDR shall develop a set of indicators which perfectly meets the needs expressed by the NRAs, thereby allowing road directors to benchmark their networks against other networks.

End-of-term status: As a result of the work completed for the pilot study, the countries involved demonstrated opportunities for creating and using common definitions of performance indicators. Common definitions of performance indicators will benefit CEDR in the form of better and easier benchmarking of road related data and its performance indicators through common definitions. The performance reporting framework would enable members states to provide consistent data about network performance that allow for a meaningful comparison of information and benchmarking between MS. The adoption of the proposed performance reporting framework would enable MS to provide the EU and others with performance information more efficiently than is currently the case. Without the use of such framework, the burden on MS to provide performance data to the EU and others will increase.

4 Final comments and recommendations

The work done on task M8 during SP1 will be continued in SP2 by TD Management's PG Planning. The work will focus on efforts to:

- continue to develop a more meaningful set of performance indicators based on commonly agreed data definitions and available data;
- collect data that will support the proposed performance indicators;
- continue to develop useful performance indicators, e.g. for traffic safety, environmental issues etc. and to draft a regular internal CEDR performance report.

TG Standardisation

Task C 1: To monitor and support standardisation efforts

1 Goals

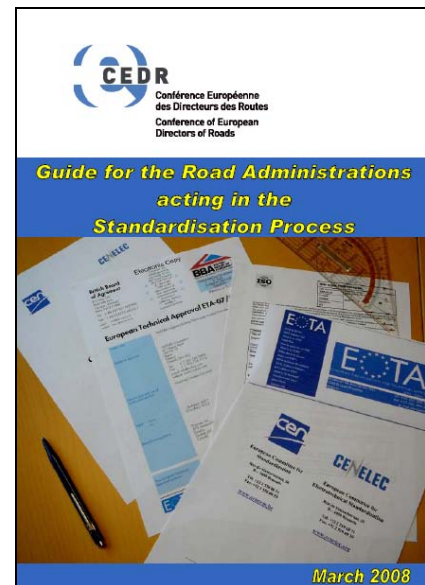
The objective of this work shall be to inform NRAs about developments in the field of standardisation with a view to facilitating the individual use of new standards and to put CEDR's members in a better position to influence these developments, either jointly or individually.

2 Expected output

- A regularly up-dated status report
- A guide to standardisation issues for civil servants
- Reports, surveys, and compilations on current issues
- A TG S homepage on CEDR's website, containing minutes, reports, guides, and a forum for FAQ (Frequently Asked Questions)
- Facilitated implementation of results from research and development by initiating relevant standardisation.

End-of-term status:

The most significant output from this task is the CEDR Standardisation Guide, which was published in March 2008. Three annual reports were also sent to the GB, outlining the status of important activities in the field of standardisation. In December 2008, a Memorandum of Understanding (MoU) on Recent and New Regulation was presented to the EB.



3 Added value created by CEDR

The TG shall focus on being CEDR's eyes and ears regarding problems that might emerge with existing and future Commission directives and decisions and their application to achieve European harmonization. These activities shall continue during the standardisation process which comprises the following stages:

1. *initiation (mandates from the Commission);*
2. *production (CEN standards or EOTA guidelines);*
3. *implementation (to be referred to in regulations and tender documents);*
4. *use (by private enterprises on a common European market).*

In addition, CEDR TG Standardisation can promote innovation (full-scale use of research findings) by proposing to relevant bodies that standardisation be initiated in joint fields of interest. Input can be sought by enhanced collaboration with CEDR TG Research.

End-of-term status:

A Draft MoU with CEDR TG Research was approved by CEDR TG Standardisation. The position of CEDR TG Research remains to be clarified.

4 Final comments and recommendations

As a result of new directives and initiatives from the Commission, new fields of standardisation that have to be monitored and supported by CEDR TG Standardisation are emerging (see item 1 above). Apart from legislation mentioned in the MoU of December 2008, there are now other fields to cover in the future, e.g. electrification of the road transport system and different ITS solutions.

TG Standardisation

Task C 2: To monitor European Directives

1 Goals

The objective of this work shall be to monitor and interpret European directives, and inform CEDR's members of the impact of these Directives on their field of responsibility.

2 Expected output

A consolidated list with a harmonized content shall be produced.

End-of-term status:

The list of relevant ongoing European Directives was updated and sent to all CEDR members on a regular basis.

3 Added value created by CEDR

The list shall focus on Directives of interest to CEDR's members and contain their comments on these Directives.

End-of-term status:

Very few comments on the updated list were received, but several countries expressed their satisfaction with the list and said that they found it very useful.

4 Final comments and recommendations

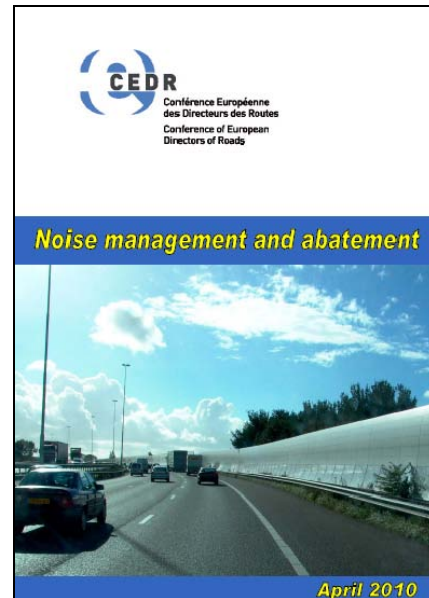
This work will be continued in SP2, albeit with an opportunity for CEDR to react earlier in the policy-making process and, if necessary, prepare any activities that should be undertaken by the GB.

PG Know-how transfer

Task C 3: To reduce road noise

1 Goals

The objective of this work shall be to develop a European handbook for NRAs on how noise abatement can be integrated into the ongoing procedures of road maintenance and rehabilitation, as well as to determine the state of the art in traffic noise reduction technologies, also at an experimental stage, identifying research needs and new promising noise reduction strategies.



2 Expected output

- A status report of existing European knowledge
- A handbook on improved concepts for integrating noise abatement into road maintenance and rebuilding processes
- A description of useful development and research projects
- A description of relevant demonstration projects that could be carried out in a second phase of the task

End-of-term status:

Two reports were produced. One was entitled 'Noise management and abatement' and the other 'Road traffic noise, research needs'. A technical note for CEDR on the EU tyre noise regulation was also produced.

3 Added value created by CEDR

The NRAs contribute to the reduction of noise problems in Europe by complying with the EU 2002/49/C Directive on noise. Noise mapping strategies are being developed and noise action plans must be drafted. CEDR shall contribute to the creation of a common background for this work by exchanging experiences and disseminating studies undertaken at local levels.

End-of-term status:

More than 20 members of CEDR participated in the collection of data. It is now possible to provide an overview of important noise activities around Europe and to compare noise treatment in each country. Important future research needs are also mapped.

4 Final comments and recommendations

Work on this issue will continue in SP 2 under Task C4 (Road noise). The focus will be on the European Noise Directive, noise mapping and action planning, tyre noise, and the European noise calculating model.

TG Standardisation

Task C 4: To monitor EU procurement rules

1 Goals

The objective of this work shall be to address some features of the EU Procurement Directives that are of common interest to the NRAs and to establish some common ground and understanding by means of position papers.

2 Expected output

Issue	Milestone 1	Milestone 2
1 Pre-qualification	<i>Menu of non-discriminatory criteria for use in the short listing of consultants/ contractors for major road projects</i>	<i>Forms of evidence to support the 'menu' that would be acceptable in various member states.</i>
2 Award criteria	<i>Identify scope and range of contract forms in use on roads projects across member states.</i>	<i>Establish legitimate menu of forms of evidence (taking account of ECJ rulings on dangers of confusing selection and award criteria).</i>
3 Associated contracts	<i>Categorise and identify CPV codes for works and services subsidiary contracts.</i>	<i>Identify Annex 1B Services and suggest procurement procedures.</i>
4 Adoption of Directive into national law	<i>Catalogue time and method of adoption of Directive in MS.</i>	<i>Analyse application of new procedures.</i>
5 Review procedure	<i>Identify review procedures in use in MS</i>	<i>Generate statistics on complaints, notices, and ECJ contract referrals and decisions.</i>
6 National rules below thresholds	<i>Identify procedures, if any, in MS and proportion of work covered.</i>	<i>Recommend whether or not formal procedure should be adopted.</i>

End-of-term status:

A final report on EU procurement rules was published in April 2007. The report identifies the range of standard practices in 16 member countries and provides information on procurement rules and procurement guidance documents and publications.

3 Added value created by CEDR

The specific focus of this work shall be on implementation by European NRAs.

End-of-term status:

The implementation of EU Procurement Rules in 16 member countries is described in the final report.

4 Final comments and recommendations

No further activities are planned.

PG Sustainable Mobility

Task C 5: To create a modern infrastructure that will efficiently meet future mobility needs in a sustainable way

1 Goals

The objective of this work shall be to keep CEDR members informed about ongoing activities concerning sustainable mobility. CEDR shall take direct action only if clear and visible benefits from CEDR's involvement can be defined.

2 Expected output

A report about ongoing activities and trends shall be produced annually.

End-of-term status:

It was very difficult to find subjects not dealt with by other international organisations. As a result, members did not consider it fruitful to launch similar activities in CEDR.

3 Added value created by CEDR

Some CEDR MS are already heavily involved in existing working groups or programmes through other institutions.

The added value created by CEDR shall be to consolidate the results of the other institutions into a summary and best practice guide aimed at implementing these results through the NRAs.

End-of-term status:

See item 2.

4 Final comments and recommendations

This task will be relaunched in SP2 in the form of task O6 (Adapting to climate change) and task O7 (Mitigating climate change).

PG Know-how transfer

Task C 6: To increase the durability and safety of structures

1 Goals

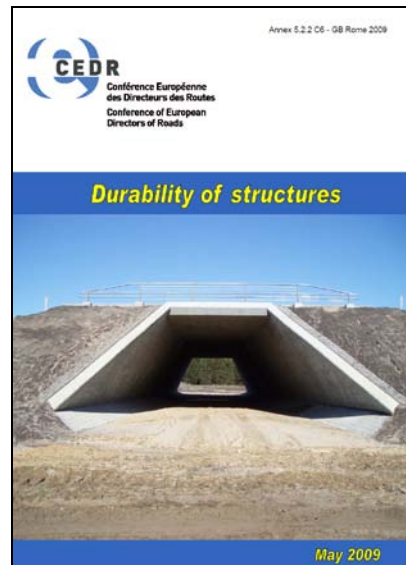
The objective of this work shall be to create terms of reference concerning durability and safety studies that will be acceptable in European countries.

2 Expected output

A broadly applied best practice guide with terms of reference on durability and safety in specific road structures shall be produced.

End-of-term status:

It has been very difficult to find subjects not dealt with by other international organisations. As a result, members did not consider it fruitful to launch similar activities in CEDR.



3 Added value created by CEDR

CEDR shall support efforts for an infrastructure with a longer service life that integrates the most advanced solutions in terms of models, materials and recycling, monitoring and control systems, components, design, construction, and maintenance and replacement techniques.

End-of-term status:

The Final Report from Task C6 provides an overview of guidelines for assessing the safety of bridges using a probabilistic approach. The report contains a list of guidelines, codes, and recommendations for assessing the safety of bridges. Durability and remaining lifetime considerations for new and existing bridges are included.

4 Final comments and recommendations

No further activities are planned.

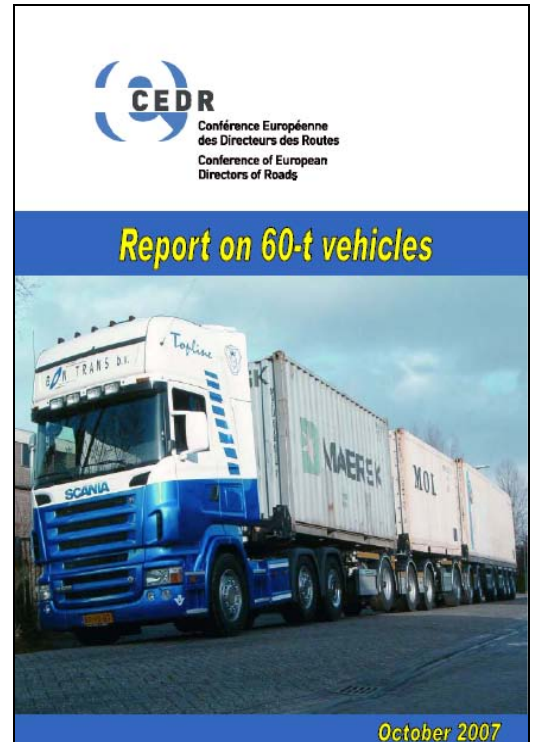
TD Construction

Other Matters

Report on 60-t vehicles

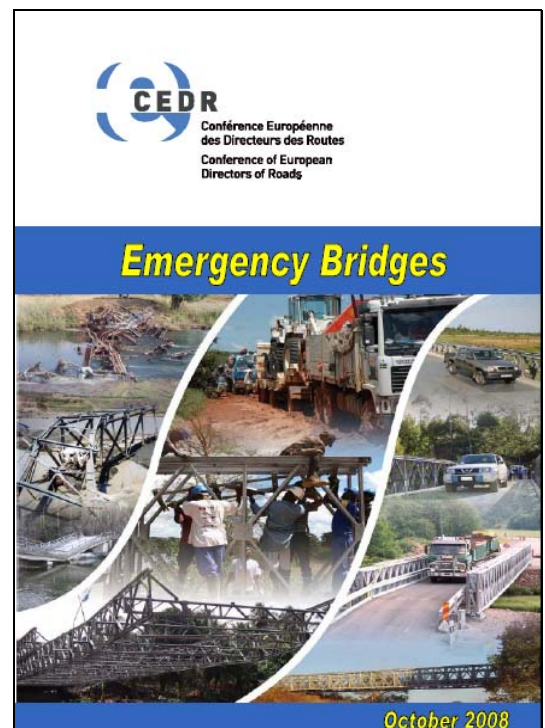
A report on 60-t vehicles was presented to the GB at its meeting in Dublin in 2007. This report outlined the status of the use of long trucks on European roads and the possibilities regarding and development of this transport mode.

Transport involving 60-t vehicles (or long trucks) is being developed in Finland, Sweden, Norway, Denmark, part of Germany, and the Netherlands.



Emergency bridges

A report entitled 'Emergency bridges' was presented by Sweden to the GB at its meeting in Athens in October 2008.



PG Capacity

Task O 1: To develop new ideas for network operations, with emphasis on customers and the provision of services

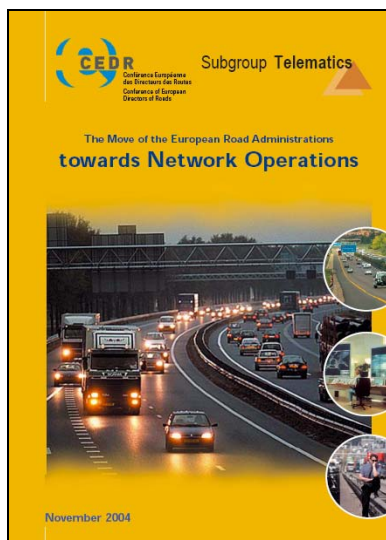
1 Goals

The objective of this work shall be to investigate what can be defined as 'network operations' and to produce and exchange new ideas for network operations with a view to incorporating these ideas into the way NRAs work. The emphasis shall be on customers.

2 Expected output

The final output shall be a widely-accepted overall view of network operation and its various stages. This view will include:

- *a clear definition of what network operations are;*
- *a knowledge base of network operations and the way in which they are implemented;*
- *a comprehensive approach with respect to related topics incorporated in network operations.*



End-of-term status:

A Report n Task O 1: Network Operations (GB Ljubljana) was produced. This report provides a clear definition of what network operations is within its context and what the future position, role, and tasks of NRAs will be within network operations. It also outlines external influences. New ideas for network operations with the emphasis on the customer are discussed as well as potential ways forward and recommendations for actions.

3 Added value created by CEDR

CEDR shall produce a document giving a clear view of the perspectives and constraints linked to network operation in Europe, so that each NRA can benchmark its standing against modern trends in network operation.

End-of-term status:

The final report produced by the task group provides a clear view of the perspectives and constraints linked to network operations in Europe. Each NRA can anticipate modern trends in network operations. With respect to new ideas, valuable information has been gathered about new ways of working within the field of ITS.

4 Final comments and recommendations

New ideas have been formulated. These ideas include business models.

TG Road Safety

Task O 2: To take advantage of intelligent vehicles and infrastructure technologies to improve road safety (eSafety)

1 Goals

The objectives shall be to inform NRAs of developments and alert them to matters that will directly affect them, and to meet the commitment to the commission to provide NRA information to the eSafety forum.

2 Expected output

- Progress reports
- Dissemination of relevant information from the eSafety forum

End-of-term status:

The major output of task O 2 was the CEDR eSafety Road Map, which describes CEDR and NRA aims and planned actions. The report details more than 40 specific tasks, of which 12 were selected in an NRA survey for priority work, classified under three major priority tasks:

- RTTI real-time travel and traffic information
- Speed alert
- Implementation framework

Another major result of task O 2 was CEDR's participation in the Steering Group of the eSafety Forum as a full member with two representatives, and the resulting chairing (together with ASECAP) of the newly-formed Intelligent Infrastructure Working Group since 2008.

3 Added value created by CEDR

CEDR representatives will express the NRAs' views in a fast-developing industry which will have a great impact on the way networks are operated.

Participating in the eSafety forum will allow all CEDR members to be well informed about new strategic developments.

End-of-term status:

The task has enabled CEDR representatives to express the NRAs' views in a fast-developing industry, which will have a great impact on the way networks are operated. In addition, recent developments have clearly indicated the importance of intelligent vehicles, which are becoming a part of the road transport infrastructure. CEDR has accomplished a role in steering the development and orientation of the eSafety Forum. In addition, CEDR has been acknowledged as a major stakeholder in the intelligent vehicles and infrastructure domain. This is reflected in the involvement of CEDR in major recent developments such as the EU ITS Action Plan and EasyWay. At the same time, participating in the eSafety forum has enabled all moderately active CEDR members to stay well informed about new strategic developments.

4 Final comments and recommendations

The work will continue in SP2 under task 14.

TG Road Safety

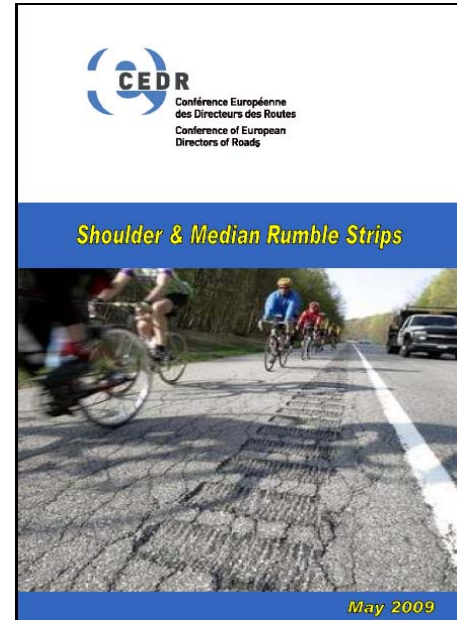
Task O 3: To improve road design concepts in relation to road safety

1 Goals

The objective of this work shall be to improve road safety by making information on road design concepts readily available, to facilitate access to CEDR's members' experience, and to influence the development of new road design concepts.

2 Expected output

The aim is to establish the above and define the limits of activities undertaken by CEDR and others, and establish differences between these activities. Initially the output would be papers summarising the findings of the group, leading to a framework or catalogue of road design concepts that provide access to more information and examples of each. Subsequent output could involve workshops of practitioners aimed at identifying future needs and issues, and future business task proposals.



End-of-term status:

The task focused primarily on the new EU Directive on Infrastructure Safety Management. The output was a report on 'Tools for Infrastructure Safety Management'.

In addition to the 'Tools' report, short reports on the following specific questions were delivered:

- 'Shoulder and median rumble strips'
- 'Safe distance between vehicles'
- 'Road lighting'

3 Added value created by CEDR

Once the strategy is finalised, the working group will be able to define more clearly the added value, which shall be influenced by the collective NRA view on their contribution to the development of safer road design concepts.

End-of-term status:

The Infrastructure Safety Management Directive was negotiated in the EU Commission and in the European Parliament almost throughout the entire duration of SP1. It was, therefore, subject to major changes. As nearly all CEDR MS are members of TG Road Safety, they were kept informed of the current state of play and were able to share TG RS expertise with their respective national entities responsible for negotiating the directive in the EU Council.

The EU Directive on Infrastructure Safety Management was not adopted by the EU Parliament until the end of 2008. It must be transposed into national law in each MS in the next two years. The tools and the discussion process in TG RS's meetings in recent years have been very useful and of valuable help in this regard.

4 Final comments and recommendations

It is recommended that TG RS should continue to monitor the progress of implementation at the beginning of the SP2 period.

TG Road Safety

Task O 4: To monitor and support EU activities on road safety

1 Goals

The objective of this work shall be to have one focal point which monitors and interprets the EU's road safety activities and informs CEDR members of their significance and relative impact on NRA activities. Another goal shall be to support the EU officials in their road safety work and to position CEDR as a reliable partner for the Commission.

2 Expected output

- Short reports
- Reports on the EU's road safety activities
- Dissemination of important EU documents at an early stage

End-of-term status:

- At the request of the former Commissioner Mr Barrot, TG Road Safety prepared a report on the 'Most effective short-, mid-, and long-term measures to improve road safety'.
- One main task was to monitor the negotiation process on the new Infrastructure Safety Management Directive and to prepare the so-called 'Tools' report (see Task O3).
- Regular short reports were produced on the activities of the EU High Level group on Road Safety.
- Regular short reports were produced on the outcomes of the Verona Road Safety Meetings of the Transport Ministers.
- EU Consultation Papers for the preparation of new draft EU Directives were discussed and short summarizing reports on CEDR MS statements were prepared.
Examples of EU Consultation Papers dealt with by TG Road Safety were:
 - daytime running lights
 - blind spot mirrors
 - infrastructure safety management
 - enforcement
- A report on 'EC Consultations and CEDR' highlights the effectiveness of these consultation processes.
- Regular reports were produced on road safety activities in other organisations such as PIARC, ISO, etc.

3 Added value created by CEDR

The aim of this task group is to be CEDR's eyes and ears regarding current activities and problems that might emerge with existing and future Commission proposals, recommendations, directives, and decisions. Major emphasis must therefore be placed on the application and implementation of EU activities into the administrative framework on the Road and Transport Directorates of the CEDR members. There is a good chance that information can be obtained at an early stage; this would allow CEDR to react in good time, if necessary. This task group will aim to establish a positive and reliable cooperation between CEDR and the relevant EU organisations within DG TREN.

End-of-term status:

Nearly all CEDR MS are represented in TG Road Safety by their road safety experts. Sharing knowledge and discussing EU activities is of great importance to their own work within the NRAs.

4 Final comments and recommendations

The monitoring of EU activities in the field of road safety is an ongoing process and shall be continued in SP2.

PG Capacity

Task O 5: To optimise the use of the capacity of the road network

1 Goals

The objective of this work shall be to inform NRAs of ways of making better use of their road network and to identify where collective action by CEDR could support these aims.

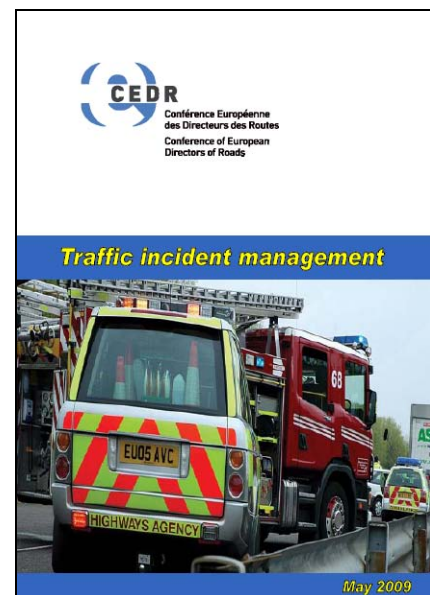
2 Expected output

Initially a questionnaire or a workshop shall lead to a report identifying CEDR members' current and future thinking on network management and the policies and tools that are to be used.

If the report identifies common ground, an assessment would be made of CEDR's role, leading to future task proposals.

End-of-term status:

A questionnaire and case studies were completed during the project. A final report including the results and analysis of the questionnaire and case studies of NRAs' incident management practices was produced.



3 Added value created by CEDR

Many countries are trialling innovative techniques; collectively, CEDR members have access to a much wider pilot programme by sharing experience. Some areas of incident management may require changes to the design of heavy goods vehicles to avoid hazardous spillage and changes to rescue operation schemes. It may also lead to the development of new recovery vehicles. Collectively, rather than individually, CEDR could influence European vehicle manufacture regulations. Also, improved driver behaviour could be achieved by collectively liaising with pan-European motoring associations.

End-of-term status:

The task concluded that through CEDR, there are opportunities for NRAs to share experience in delivering capabilities. The task has developed a strategy for carrying forward the work in incident management. This includes the goals of understanding the impact of incident and emergency management on reducing congestion and defining the best models to produce optimal results.

4 Final comments and recommendations

Task 13 will carry the recommendation of this task forward in SP2.

PG Capacity

Task O 6: To harmonise electronic fee collection (EFC)

1 Goals

The objective of this work shall be to monitor and inform CEDR members of the experiences of implementing EFC and the move towards the interoperability of electronic fee collection systems across Europe.

Based on the knowledge achieved, CEDR shall exchange its views with the Commission regarding implementation aspects of EFC, striving for a sound EU framework for the implementation of EFC service across Europe.

2 Expected output

- *Lessons learned about implementation of EFC*
- *In-depth analyses relating to interoperability aspects of EFC*
- *CEDR shall provide the Commission with information about implementation aspects of EFC services.*

End-of-term status:

At the GB meeting in Reykjavik in 2006, task O6 reported on 'EFC: concrete and practical issues for NRAs', addressing the first two output elements. The GB endorsed this report. At the same meeting, task O6 reported on its 'Note on Interoperability', identifying issues that were important to CEDR, and proposed further internal and external actions. The GB also endorsed this note, being a position paper to be communicated by CEDR to the European Commission. Representatives of CEDR presented this paper to the European Commission on 10 July 2006.

CEDR's Survey 2006 on Electronic Fee Collection was reported upon during the GB meeting in May 2007. The GB endorsed the report and asked the group to continue to monitor progress and development. A monitoring report system has since been set up.

3 Added value created by CEDR

Each NRA has its own EFC agenda and therefore may or may not wish to take part in the work included in this task.

CEDR is, however, a body well suited to discussing and finding common ground on issues of EFC implementation, which is of great interest to all NRAs.

CEDR should therefore develop a role that primarily monitors the development of EFC interoperability with the clear objective and ability to promote common positions, thereby accelerating the process of interoperability.

End-of-term status:

Each NRA has different responsibilities in the field of EFC; for most NRAs, EFC is not a core business. Nevertheless, the report 'EFC: concrete and practical issues for NRAs' showed that the introduction and operation of EFC schemes will influence the NRA's business. CEDR and the NRAs should, therefore, concern themselves with EFC. A first major concern, and one which has been addressed, is interoperability. CEDR has presented a common position on this to the European Commission.

The CEDR survey on EFC confirms that NRAs currently play a limited role in the operation of EFC schemes. There are, however, major concerns about the formation of the European Electronic Tolling Services (EETS). The effectiveness of enforcement in particular is of great concern, e.g. regarding violations and fraud across Europe.

TG Road Safety

Task O 7: To show how to make cost effective road safety investments

1 Goals

The objective of this work shall be to understand, identify, and disseminate best practice to achieve cost-effective road safety investment.

2 Expected output

Initially a report on the results of a questionnaire shall be drafted. Analysis and considerations shall lead to a further report that will identify best practice and show where future development could assist CEDR members.

End-of-term status:

A small subgroup, led by Greece and supported by Belgium-Wallonia, Denmark, and France, commissioned the National Technical University of Athens (under the leadership of Prof Yannis) to help develop a report on this topic.

Two comprehensive questionnaires were disseminated.

The final report included results, the analysis of the completed questionnaires, and a comprehensive analysis of existing literature. A long list of specific measures was evaluated and a few very important measures were described in detail.

A summary report was published in hard copy for the TRA Conference in Ljubljana in 2008.

As a spin-off, a report on road lighting was also delivered.

3 Added value created by CEDR

By involving CEDR members in the preparation of a best practice guide, CEDR shall draw on a wide variety of experiences, thereby broadening the knowledge base for the benefit of all CEDR members.

CEDR members are then better prepared to target the appropriate investment strategy that is best suited to their particular circumstances. They then also have access to a list of colleagues with appropriate experience in that strategy.

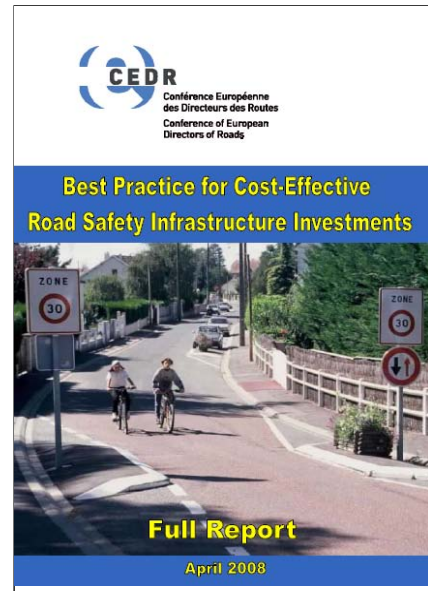
End-of-term status:

Nearly all CEDR MS are represented in TG Road Safety by road safety experts. The preparation of the best practice guide gave members the opportunity to broaden their knowledge for the benefit of all CEDR members.

CEDR members are now better prepared to target the appropriate investment strategy that is best suited to their particular circumstances. They also have access to a list of colleagues with appropriate experience in that strategy.

4 Final comments and recommendations

To simplify the use of this best practice guide and to give practical examples, TG Road Safety recommends the drafting of fact sheets. The drafting of some of these fact sheets has already begun and should be continued during SP2.



PG Capacity

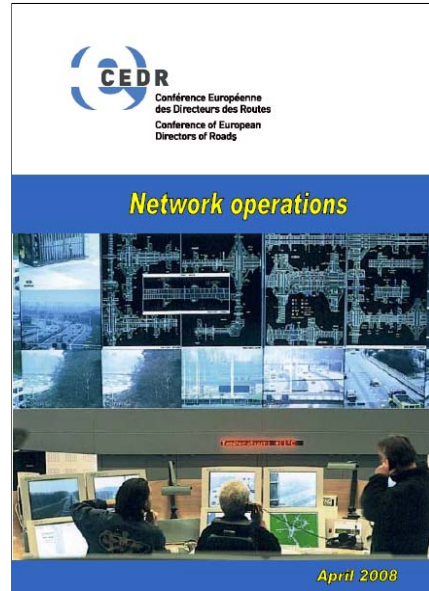
Task O 8: To show the appropriate use of ITS for an integrated transport system

1 Goals

The objective of this task shall be to get an overview of ITS developments and the role and tasks NRAs will have to face in the near future to cope with these developments, thereby leading to a more integrated transport system.

2 Expected output

Papers about developments aimed at helping NRAs develop their own strategies in this field.



End-of-term status:

The task as such was never launched due to a lack of interest and resources. However, substantial work has been done in this area within the project group in the form of the monitoring of developments in the field of ITS led by the European Commission.

This resulted in various briefing notes to the EB and GB about the role and position of CEDR on the set-up and development of EasyWay and later on the EU ITS Action plan.

3 Added value created by CEDR

The working group shall provide NRAs with guidance on how to deal with ITS in the coming decade.

End-of-term status:

The notes produced provided NRAs with information about the European-wide development of ITS and the work carried out within EasyWay in particular. Each NRA can benefit from the information given on this general level.

4 Final comments and recommendations

The work will be taken forward under task 14 of SP2.

PG Capacity

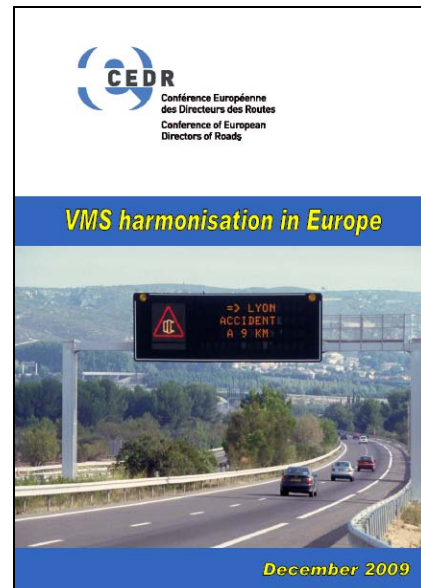
Task O 9: VMS harmonisation and interoperability

1 Goals

*The objective of this task shall be to monitor developments across Europe and to understand the issues arising and the obstacles to VMS harmonisation and interoperability.
The work shall focus on informing CEDR about the time-frame in which issues should be resolved and developing a strategy for their resolution.*

2 Expected output

- *A report on the results of the monitoring exercise shall be produced.*
- *Recommendations on the need for a formal strategy and the type of strategy required shall be made.*
- *A collective view on how and when harmonisation and interoperability of VMS could be achieved shall be provided.*



End-of-term status:

Based on continuous monitoring and participation in discussions on the research and development of VMS systems, a report was produced and recommendations were made.

Harmonisation work will be taken forward within the EasyWay Program European Study on VMS ('Mare Nostrum').

3 Added value created by CEDR

CEDR members shall have a clearer view of their respective NRA's future use of VMS in network operations. Collectively, CEDR shall assess the level of harmonisation and interoperability required, and shall set the timetable for resolution of the remaining questions. CEDR is the only organisation that represents the views of the NRAs. Monitoring current development activities shall limit the risk of having to cope with technologies not suited to or not in the best interests of NRAs.

End-of-term status:

The report gives both CEDR and each NRA a complete overview of NRAs' past, present, and future use of VMS in network operations. It also includes directions to follow.

PG Capacity

Task O 10: To develop systems that allow users' and residents' expectations to be better taken into account

1 Goals

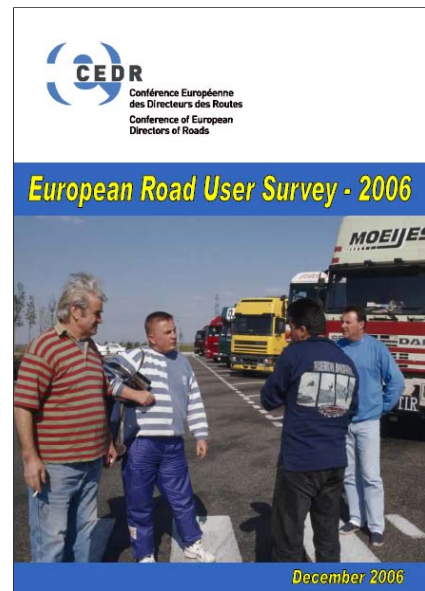
The objective of this task shall be to define tools that will allow NRAs to find out what users expect. A whole range of tools is now becoming available: annual large-scale road user surveys, typologies of different types of customers, marketing instruments, focus groups etc. Creating a platform for the exchange of views and perspectives will give NRAs a forum in which knowledge and ideas can be further developed.

2 Expected output

- A short state-of-the-art report
- An inventory of the approaches used by the early adaptors regarding tools for finding out the wishes and expectations of a broad range of road users and residents
- A final report and best practice guide

End-of-term status:

Task O10 was not launched during Strategic Plan 1 (2005–2009) because of a lack of resources and capacity as well as an inadequate focus on the active tasks. The problem was identified by the task leader and domain leader and communicated to the EB.



Nevertheless, ERUS III (European Road User Survey) was organised in 2006 within the framework of this task. The results of ERUS III were collated and presented to both the EB and GB in 2007. The GB agreed to organise an ERUS IV in 2008. However due to a lack of commitment, ERUS IV never took place.

3 Added value created by CEDR

CEDR provides a unique platform and the opportunity to clarify and provide guidance on a number of aspects during the implementation of a major shift in management and orientation. Learning from the experiences of other members, knowing what techniques are successful, what to avoid etc. will enhance the effectiveness of the NRAs in CEDR.

End-of-term status:

ERUS III was of great value to CEDR and its members, notably because some NRAs were able to communicate their results to their Ministry during budget debates.

4 Final comments and recommendations

The importance of this work has been recognised and included in Strategic Plan 2 (2009–2013). Work will be taken forward under the new task 15.

PG Capacity

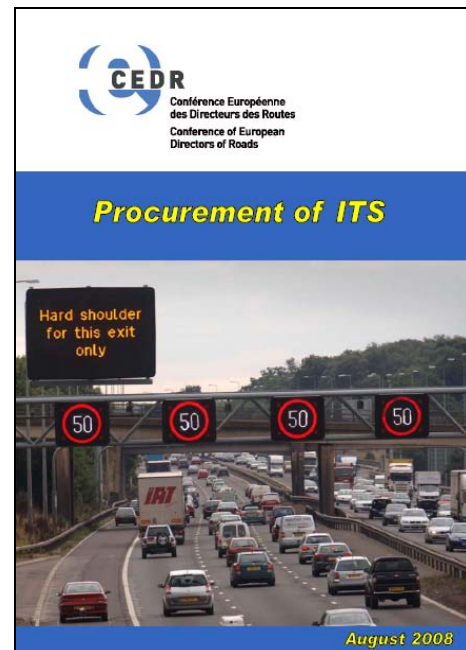
Additional Task: ITS procurement

1 Goals

The goal of this study was to draw up an inventory of the actions that would need to be taken and the positions that would need to be adopted in order to allow NRAs to adopt a European approach to the procurement of ITS applications and/or products.

2 Expected output

An inventory report of the actions that would need to be taken and positions that would need to be adopted in order to allow NRAs to adopt a European approach to the procurement of ITS applications and/or products



End-of-term status:

A task force was set up to draw up an inventory of the various roles associated with the procurement process: infrastructure planning and development, ITS, procurement, and project management.

Because NRAs involvement in procurement can differ, it became necessary to distinguish in this inventory between the various roles of NRAs with respect to procurement processes and policies. The role that the market is permitted, or required, to play was also taken into account.

The report reflects the expected output.

3 Added value created by CEDR

CEDR provides a platform for the exchange of views on the various ways NRAs procure ITS. Learning from the experiences of other members, knowing what techniques are successful, what to avoid etc. will enhance the effectiveness of the NRAs in CEDR.

End-of-term status:

The report is of great value to CEDR and its members.

4 Final comments and recommendations

The GB endorsed the following recommendations:

- Development of a 'CEDR guide to the procurement of ITS'
- Establishment of a knowledge base and/or a (virtual) centre of excellence within CEDR. This would support the sharing of know-how, experience, and expertise and would help NRAs to make better use of COTS products

These recommendations will be continued in the work of the Project Group ITS in SP2.

Annex 2: CEDR reports published on the public section of the CEDR website (as of April 2010)

This is the list of publications (in reverse chronological order) edited by CEDR:

L	Title	Web name	Year
en	Summary of the Strategic Plan 05-09	e_Summary_strat_plan_05-09.pdf	2010
fr	Synthèse du plan stratégique 05-09	f_Synthese_plan_strategique_05-09.pdf	2010
en	Road lighting	e_Road_lighting.pdf	2010
fr	Eclairage des routes	f_Eclairage_des_routes.pdf	2010
en	Road noise	e_Road_noise.pdf	2010
fr	Gestion du bruit	f_Gestion_du_bruit.pdf	2010
en	Rumble strips	e_Rumble_strips.pdf	2010
fr	Bandes rugueuses	f_Bandes_rugueuses.pdf	2010
en	Distance between vehicles	e_Distance_between_vehicles.pdf	2010
fr	Distance entre les véhicules	f_Distance_entre_les_vehicules.pdf	2010
en	Road Data & Performance Indicators	e_Road_Data.pdf	2010
fr	Données Routières & Indicateurs de Performance	f_Donnees_routieres.pdf	2010
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