



**Conférence Européenne  
des Directeurs des Routes**

**Conference of European  
Directors of Roads**

## **Strategic Plan 3 2013-2017**

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**Submitted by: SPG**

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**Meetings of the Strategy and Planning Group (SPG):**

Athens	30.11.2011
Orgeval	09.02.2012
Gothenburg	22.02.2012
Orgeval	22.03.2012
Orgeval	25.05.2012
Copenhagen	27.06.2012
Orgeval	21.08.2012

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## 1 Foreword

CEDR (the Conference of European Road Directors) was established in 2003 as a consequence of the restructuring and enlargement of its predecessor organisation, WERD (Western European Road Directors), which had been founded in 1988.

During the period of the first Strategic Plan (SP1) in 2005-2009, the **roles of and relationships between** the Governing Board (GB), the Executive Board (EB), and the subgroups were clarified and consolidated. Improvement in terms of role distribution, duplication of efforts with other bodies, and the reporting system took place during this period. A clear mandate from the GB was given for all the tasks undertaken by the subgroups and their products were therefore actually requested by the GB.

During the period of the second Strategic Plan (SP2) in 2009-2013, the **priorities CEDR had set** were tackled and **the way Member States wanted their employees to work** on CEDR's activities was implemented. Special attention was given to the **added value created by CEDR** for the GB members on existing work done by other institutions like the EU, the UNECE, or PIARC, thus minimising the duplication of efforts in finding solutions to existing problems.

The decision to have a third Strategic Plan (SP3) for the years 2013-2017 was taken by the GB during its meeting held in Lucerne on 27-10-2011. It reflects the present and future challenges for the National Road Administrations (NRA). Its content is therefore focused on the future and is oriented on the road end-users. It helps ensuring an effective use of the road networks and mitigating congestion in urban areas.

The SP3 for 2013–2017 shall be valid for a period of four years and shall be revised at midterm.

As Chairman of the Strategy and Planning Group (SPG), I would like to thank the members of the GB for having entrusted me with the mandate to produce this plan. I also thank the members of the SPG for their support and their valuable input during the elaboration of the strategic plan. I thank in particular the three newly elected Thematic Domain Coordinators for having shown their strong commitment to CEDR by assuming the responsibility of this new function. Finally, I thank the members of the EB, the chairmen of the subgroups, and all the people who contributed to the completion of the strategic plan. It has been a great pleasure to work with so many committed people.

The strategic plan shall help and guide the CEDR family in its quest for more efficient NRAs, an improved contribution of road transport to the wider economy, safer transport, and a more harmonious relationship between all transport modes, transport users, the environment, and society.

Strategy and Planning Group

Michel Egger  
Chairman

## 2 Introduction to CEDR

### 2.1 CEDR's Foundation

The acronym **CEDR** stands for the **C**onference of **E**uropean **D**irectors of **R**oads. The conference was formally created on 18 September 2003 in Vienna, Austria, as the follow-up organisation to WERD/DERD.

WERD stood for the Western European Road Directors  
DERD stood for the Deputy European Road Directors.

CEDR is a non-profit organisation under French law. Its registered head office is located at La Grande Arche de La Défense in Paris, France.

### 2.2 CEDR's profile, vision and mission

In 2011 the Road directors revisited and defined CEDR's profile, vision and mission as follows:

#### **CEDR's profile** (What CEDR is today)

*The Conference of European Directors of Roads (CEDR) is a forum for the discussion and promotion of improvements to the road system and its infrastructure, which are an integral part of a sustainable transport system in Europe.*

*Its members represent their respective national road authorities or equivalent bodies.*

*They provide support and advice on decisions concerning the road transport system that are taken at national or international level.*

#### **CEDR's vision** (How CEDR develops in the next 5-10 years)

*CEDR becomes within the next five years a reliable stakeholder on matters related to roads for the EC and for other existing institutions.*

#### **CEDR's mission** (What CEDR does)

Europe's road directors are aware of the importance of improving European cooperation for making progress in the road and road transport sector and the relationship of this sector with other modes of transport and with society at large.

The purpose of co-operation at European level is to facilitate the exchange of experience and information and to analyse and discuss all road-related issues, especially infrastructure, infrastructure management, traffic and transport, financing, legal and economic problems, safety, environment, and research in all of these areas.

The directors gave CEDR the following mission:

- To analyse **future developments** of the road system and its infrastructure as part of a **sustainable transport system** under the environmental, economic and social aspects and identify new challenges in order to promote common strategies.
- To promote international **networks of personal contacts** between Road Directors and their staff.
- To provide a **platform for understanding** and responding to common problems.
- To develop a strong **involvement in EU developments** on matters relating to the road system and its infrastructure.
- To use **existing representations** in relevant international groups for mutual benefit.
- To make **use of the results** of common understandings as well as research results in each member country.

As its members are the key players when implementing directives, standards, or recommendations, CEDR members are in a unique position to address the full range of road transport and road infrastructure issues. CEDR members have found that they have much to learn from each other. They can develop more effective policies and technical approaches by learning from successes and failures elsewhere.

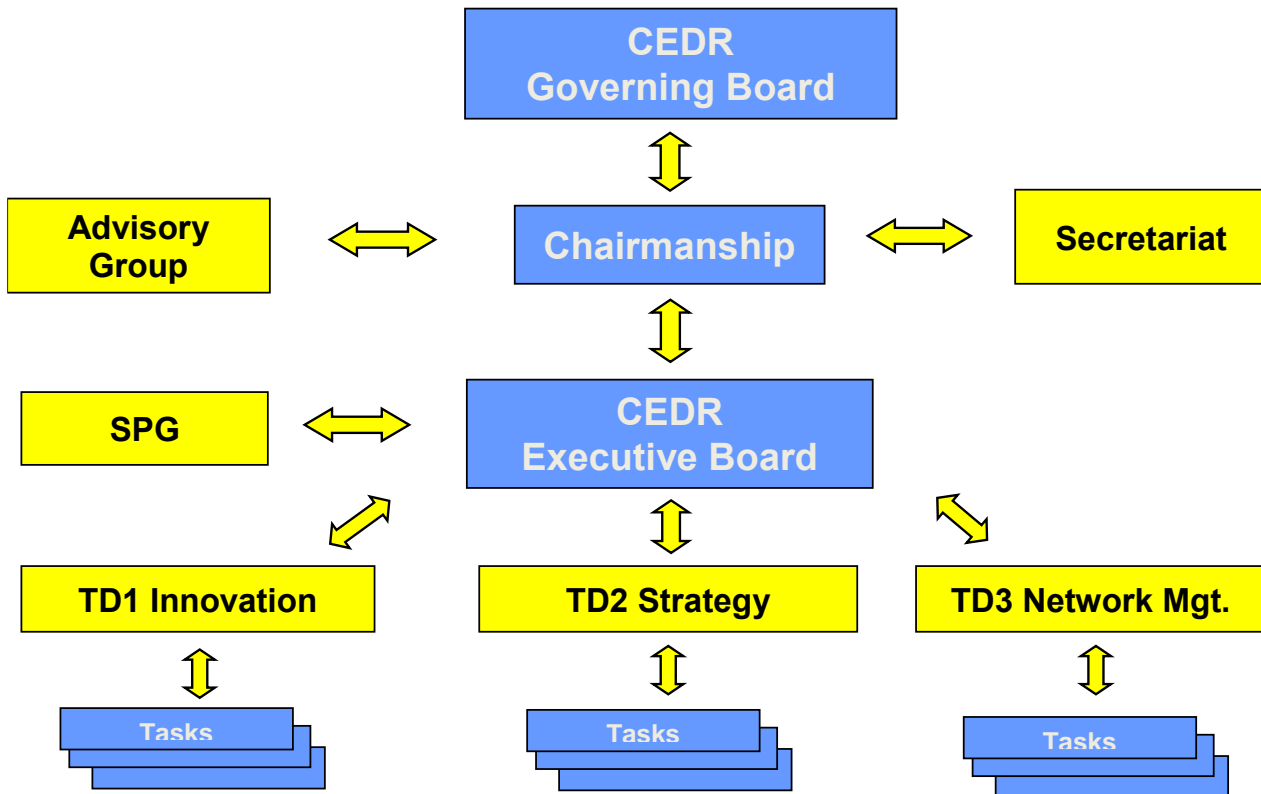
## 2.3 CEDR's Members

CEDR comprises 28 members from the following **27 countries**

Austria		Belgium (Flanders & Wallonia)		Cyprus	
Denmark		Estonia		Finland	
France		Germany		Greece	
Hungary		Iceland		Ireland	
Italy		Latvia		Lithuania	
Luxembourg		Malta		Netherlands	
Norway		Poland		Portugal	
Romania		Slovenia		Spain	
Sweden		Switzerland		United Kingdom	

## 2.4 CEDR's structure

The following bodies govern and manage CEDR's activities:



In the approved Internal Rules, the various bodies were assigned the following responsibilities:

- **The Governing Board (GB)** as the “plenary assembly” of all CEDR members:
  - shall bear **overall responsibility** for the organization;
  - shall decide on **statutes and internal rules**;
  - shall **approve** general policies, budgets, strategic plans, operating rules, goals, and structures;
  - shall **communicate** with the EU Commission;
  - shall create **thematic domains** and define their action plans;
  - shall **identify** and **discuss** common European roads problems and other emerging issues which may have long-term impacts on European road networks;
- **The Executive Board (EB)** as the assembly of deputy directors of all CEDR members:
  - shall **analyse** emerging road and road transport issues and **develop strategies** for responding to them;
  - shall **identify** and **prioritise issues** to be tackled and **goals** to be reached;
  - shall **prepare** and review the strategic plan;
  - shall create technical groups/ad hoc groups/projects within the thematic domains.



- **The Advisory Group (AG):**

Shall **support** the chairperson of GB in the execution of the following tasks:

- the calling of meetings and setting of their agendas;
- the decision for the need for new tasks to be tackled;
- the top down direction of the tasks being pursued;
- the financial management of CEDR.

- **The Strategy and Planning Group (SPG):**

Shall **support** the EB in the execution of the following tasks:

- the calling of meetings and setting of their agendas
- the preparation of the EB meetings
- the preparation and implementation of CEDR's strategic plans

- **The Chairpersons (GB & EB):**

- shall take overall responsibility for **financial management**;
- shall approve the **accounts** and propose the **budget** to the GB;
- shall decide on **venues** and the general format of meetings;
- shall **represent** CEDR at international/regional conferences and meetings;
- shall assume general administrative responsibility;
- shall **chair** the meetings of CEDR's GB and EB;
- shall organise and remunerate the secretariat.

- **The Secretariat General:**

- shall ensure that **policies are pursued**;
- shall review the various groups' proposed **work programmes** and work output;
- shall **communicate** with members;
- shall **support** the chairpersons, CEDR's GB and EB, the AG, and the various subgroups or projects;
- shall ensure that the **minutes** of meetings are taken and distributed to all members;
- shall arrange meetings and manage the **flow of information**;
- shall **liaise** with other bodies of interest to CEDR;
- shall manage all **financial and administrative** aspects of CEDR;
- shall keep the **budget** within the limits set by the GB;
- shall chair the Strategy and Planning Group (SPG)

Additional detailed information about CEDR in English and French can be found on the Internet at [www.cedr.eu](http://www.cedr.eu) by pressing CTRL + left click on the link provided.

NB: CEDR's Statutes and Internal Rules will be revisited in 2012/2013 and the above text will be modified accordingly.

### 3 CEDR's concerns and challenges

#### 3.1 During the period 2005-2009

The Directors of Roads at the time raised as their main concerns the need:

- To implement **top-down** direction by the GB of the activities undertaken by CEDR's various bodies, thus enhancing its efficiency and response to the expectations of the GB members.
- To draw up a **Strategic Plan** that would enable CEDR to simplify and clarify the subgroups' work with clear priorities.
- To make explicit the **added value** for the Directors of Roads of any work undertaken by CEDR.
- To leave sufficient time during meetings to address **new emerging issues**.
- To **co-operate** with other interested institutions by sharing knowledge and experience on common road or road transport matters.
- To improve the **dissemination** of CEDR's output.

#### 3.2 During the period 2009-2013

The Directors of Roads concluded that despite smaller budget allocations, several major challenges for transport have to be overcome to satisfy the mobility needs of the European society, which can be summarised by the following challenges:

- to lower the impact of mobility on the environment, make transport "cleaner" and "greener", reduce energy consumption, improve energy efficiency, and enhance security of energy supply by decreasing dependency on fossil fuels;
- to optimise the use of existing infrastructure, make transport more efficient, improve mobility in urban and inter-urban transport, increase infrastructure throughput and reduce congestion;
- to improve traffic and transport safety and security;
- to adjust the design and construction methods to climate change and future trends of heavy vehicles;
- to determine and apply the correct price for road transport considering the external costs induced by road traffic.

#### 3.3 During the period 2013-2017

The SP3 takes into account the revisited mission and strategy of CEDR and the experiences gained so far in SP1 and SP2. It adapts to the present and future challenges for the NRAs as described earlier, namely to:

- reduce the number of road accidents and victims;
- reduce congestion;
- reduce pollution and noise;
- reduce energy consumption and;
- be aware that the consequences of climate change will have an impact on the working methods of the NRAs;
- be aware of future strategic issues and to take a holistic view of transport systems;
- be aligned with changes in roles and responsibilities of the NRAs;
- be client and road end-user, and not only government oriented;
- collaborate better with other stakeholders;
- be aware of innovative finance and funding mechanisms.

### 3.4 Future challenges for the NRAs

Seven members of the GB gave short presentations at a workshop during the **GB meeting in Vilnius** on September 27th, 2012, on what they considered to be their future challenges for the road infrastructure and its financing.

The main points of the presentations and the ensuing discussions are summarised here to be taken into account during the work performed in SP3 in the years 2013 – 2017:

After considering the **general developments** affecting the European society and its mobility, namely that:

- Europe's population is still growing and concentrating in urban areas, leading to more congestion and pollution locally. The population is also ageing and diversifying, leading to a different demand of transport modes.
- The transport demand has become less fixed on a given mode; instead, it looks much more for the best solutions in place and time for a given journey.
- The awareness of environmental constraints, the importance of road safety and the need for reducing energy consumption have become mainstream thinking.
- The financial difficulties in many countries lead to less availability of (public) funds for infrastructure, and even less for roads which are no longer seen as a priority mode for solving the mobility demand of the society.

A general consensus existed in the following **trends affecting the NRAs**:

**Safety:** In all CEDR countries safety is and remains high on the priority list. Many have made good progress in reducing fatalities and injuries. Yet, the reduction is not sufficient, nor fast enough.

**Environment:** Although a lot of progress has already been made by the car industry to reduce the pollution of the individual vehicle, there is still a lot of work to be done. Noise induced by transport is still a big issue; as is air pollution, especially in built up areas.

The development of electric vehicles by the automotive industry, as well as the use of recycled or new, less environmentally burdensome materials and processes, offer opportunities to reduce greenhouse gases.

**Energy:** Energy prices have increased significantly over the past two years and are anticipated to go on increasing. Both constructing and maintaining roads in an energy-efficient manner are major challenges. Energy efficiency is extremely important. It is not only a matter of rising costs, but also of scarce resources. It was also noted that larger trucks, which are controversial in some European countries, do reduce the energy demand for freight transportation.

**Client orientation:** The NRAs are providing a service for the public and for the business/industry, all of whom want safe, convenient and reliable roads. Road users and other stakeholders must play a central role in the thinking process on solution for transport and infrastructure.

**Multimodality:** Roads must be considered as part of an existing multi-modal transport system; to improve the system further, new or better physical opportunities, so-called hubs, to change modes at the convenience of the client must be developed; information on other (perhaps more convenient) modes must be offered.

**Financing:** The reduced availability of public funds for construction and maintenance of road infrastructure has become a reality in most European countries. Providing better roads for less

money is possible only in the short-term. In the medium- and long-term, it is an impossible challenge as the roads will continue to deteriorate and the backlog in maintenance will increase. The gradual shift from fuel cars to electric cars affects not only road infrastructure, but also the tax policy and the revenues from fuel tax. Finding alternative funding of roads will become a necessity as today the fuel used in transport is heavily taxed, while alternative energy sources are subsidised; tomorrow both fuel and alternative energies will have to be taxed. Instead of public funds, the PPP model is being looked at as a possible instrument, although the higher costs and the additional risks of private financing must not be underestimated. User charging by electronic systems is seen as most promising for allocating equitably the costs induced by the infrastructure's construction and maintenance.

**ITS:** ITS must be considered as a tool and not as a purpose. ITS will most probably play a major role in the implementation of user charging combined with other applications like: demand and traffic management, improvement of safety, reduction of congestion, saving of fuel. ITS technology shall become part of the infrastructure design and no longer be considered as a retrofit facility.

**Construction versus maintenance:** The European road network has roughly the shape and length needed for the coming decades. What must now be improved is the continuity of the quality of the network, from the number of lanes, to the interchanges, the comfort of users, and the traffic management measures. To keep the existing network up and running, the quality of maintenance is of paramount importance. With less money available in most countries, the maintenance of the existing network must be prioritised versus new construction. When and where it is not possible to maintain the whole network at a desired level, the introduction of service level agreements must set clear priorities which are understandable and communicated to the public. Asset management becomes essential as it provides a detailed knowledge of the network and a life cycle approach to infrastructure maintenance.

**Innovation and research:** Reduced public funds increase the pressure to reduce spending on innovation and research. These are valid reasons for intensifying cooperation in R&D by sharing the financial burden and by avoiding duplication. In order to provide high-quality services, NRAs need high-quality data that enable politicians and NRAs to set priorities and spend money wisely.

**Personnel for NRAs:** CEDR is worried about the lack of sufficient professionals being educated in technical and road engineering fields. The increased use of ITS tools on the NRAs' road networks exemplifies this lack of experts with a wide variety of IT skills.

**CEDR's role:** Despite the economic crisis, transport volumes are growing; politicians and road users all want a triple A infrastructure. CEDR members head the National Road Administration in their respective country, and therefore occupy influential positions which give them the opportunity to carry across to all interested parties the messages and opinions described in this document. CEDR decided in its vision to play the role of a reliable, active stakeholder in the European context. CEDR will therefore promote the road sector as contributing to innovation and change, and at the same time show that the benefits of the road sector are often underestimated, especially in the way the road sector hugely contributes to the well-being and wealth of European society.

### **3.5 Specific challenges during SP3**

Having revisited CEDR's mission and strategy and having analysed the success and needed improvements in the revision report of SP2 in 2011, the following three challenges for the period of SP3 have materialised:

#### **3.5.1 Liaison with other Stakeholders**

CEDR's vision states that it seeks to become a "reliable stakeholder". It is therefore essential that CEDR engages more effectively with important stakeholder groups.

The GB already decided that the relation with the EC should be strengthened. This is a task to be undertaken partly by the Secretary General, but also by each member who will inform each other of important discussions held with the EC. There could be a well prepared discussion between CEDR (delegation) and the EC (at DG or Commissioner level) at least once per year.

A closer relation with other stakeholders should be encouraged. Discussion with these stakeholders should take place regularly and be based on prepared documents describing CEDR's needs. When and where relevant, CEDR might even formulate recommendations to policy makers. Task leaders should be involved in these discussions.

A number of international organisations do a lot of useful work which is relevant to the work done by CEDR. However, there is no structural relation established yet with these organisations. CEDR should take the initiative to start a dialogue with these organisations.

#### **3.5.2 Research dissemination and Transport Research Arena (TRA)**

Research and innovation are essential ingredients for the continuing success of CEDR and must be translated into concrete results. The description of research projects must therefore be built up from the evaluation ex ante of practical problems/issues to be resolved through research.

Research as such is not a goal. Research must however have a solid base in the operational work and responsibilities of CEDR and not be dominated by the needs of research providers. Each research project shall indicate the problems addressed, the solution found and how results can be used in practise. Research institutes and organisations (e.g. ERTRAC) will be invited to discuss with CEDR's representatives the research needs, preferably before programming decisions are taken. CEDR will launch new calls for research only on an as-needed basis.

TRA is considered as an excellent opportunity to bring practise, research and policy together. CEDR will therefore remain an advocate and leading partner in the organisation of TRA. CEDR will continue to take the opportunity to present itself during TRA and showcase the work being done within CEDR. The latest approach of TRA is to turn from road related to multi-modal transport. The next TRA will be organised in Paris in April 2014 by the existing stakeholders.

#### **3.5.3 Management of tasks and final reports**

CEDR has shown that it is capable of bringing together information on different topics and making comparisons between a number of its members (e.g. BEXPRAC). It is also capable of gathering material for state of the art reports on issues that matter (e.g. climate change). In addition CEDR has been the initiator of research (e.g. calls) of which the members can benefit individually.

Tasks are at the centre of CEDR's work. Their choice originates primarily from the challenges faced by the NRA's. These challenges are not necessarily the same as those faced by policy concerns. The choice of tasks is also led by continuity, as some tasks are on-going (like road safety) and by a practical approach. CEDR continues to stress the point not to duplicate the work done in other organisations by specifying for each task the added value created by CEDR and by specifying what other organisations do.

What CEDR can improve on is to formulate general (or specific) recommendations on the basis of research and reports, or even contribute to standards. In the next SP3-period, CEDR will make an effort to come up with opinions and recommendations on each report. This will enable the bodies that govern the NRAs (directly: governments – or indirectly: European Commission) and others to benefit more from that knowledge and to assist in improving CEDR's work for the benefit of the road users. In-line with CEDR's stated aspiration to become a "reliable stakeholder" CEDR will look into the possibility to formulate goals and targets which regard the structure and operation of the European networks. For example, a target on road safety could include the maximum number of injured or killed road workers.

During the last SP2 it appeared that there is room for improvement regarding the functioning of transversal tasks. CEDR should make arrangements to improve on this matter, for example by having regular meetings of representatives (leaders) of several connected tasks to give direction to the work in the task groups.

The time between the finalisation of a CEDR task report and its release on the public web site is often too long and must be shortened, without loss of quality. CEDR will actively reach out for public interest and interest by other bodies in the results of its work. In principle, any finished report which is released could be accompanied by a press release for the professional (and general) press.

### **3.6 Mandates for SP3 2013-2017**

The SPG and the EB felt that there should be a strong link between the work done in SP3 and the commonly funded research work led by the Technical Group Research.

A link, or even better a mirror group, should therefore supplement and accompany the on-going research projects and make sure that the research results are known, disseminated and used within the NRAs. The on-going research projects in 2012 are:

Call 2010: - Asset Management (7 projects for 2.8 M€). The final reports are due in 2013.

Calls 2011: - Mobility - Getting the most out of Intelligent Infrastructure (5 projects for 1.7 M€)  
- Design - Durable Maintenance Methods and Techniques (6 projects for 1.8 M€)  
- Energy - Sustainability and Energy Efficient Management of Roads (4 projects for 1.2 M€)

The final reports are due in 2013.

Calls 2012: - Integrating strategic noise management into the operation and maintenance of national road networks  
- Safety: "Safety of road workers and interaction with road user" and "Use of vehicle restraint systems"  
- Road owners adapting to Climate Change  
- Recycling: Road construction in a post-fossil fuel society

These calls were open until end of September 2012 and the final reports are due by end of 2015.



### The consultation and structuring process

rev: 25.05.12

SP3 Tasks Gradings by the GB (as per end of May 2012)																																
Country	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	Task 8	Task 9	Task 10	Task 11	Task 12	Task 13	Task 14	Task 15	Task 16	Task 17	Task 18	Task 19	Task 20	Task 21	Task 22	Task 23	Task 24	Task 25	Task 26	Task 27	Task 28	Task 29	Total	Particip	
Austria	4	2	4	2	3	2	1	4	3	3	4	4	3	3	4	2	4	4	3	2	2	2	4	2	4	3	4	4	4	90	13	
Belgium Flan.	4	1	3	1	3	2	1	1	2	3	3	1	1	1	2	2	4	2	1	2	1	1	1	1	4	1	2	3	3	57	3	
Belgium Wall.	4	1	4	4	2	3	1	2	3	3	2	1	3	1	4	1	2	2	1	2	2	2	3	3	1	1	3	1	1	63	4	
Cyprus	2	2	2	2	2	2	2	2	2	2	3	2	2	2	3	2	3	2	2	2	2	2	3	2	2	2	2	2	2	62	0	
Denmark	4	4	4	4	3	1	4	4	1	2	2	3	4	4	4	4	3	4	1	5	5	4	3	2	2	2	3	4	92	15		
Estonia	2	2	2	2	1	1	1	2	1	1	4	1	2	4	2	1	4	1	1	2	1	1	1	2	1	2	2	4	4	55	5	
Finland	4	2	2	4	2	2	2	2	2	1	2	2	2	2	3	3	2	2	2	2	2	3	2	3	3	2	5	3	4	72	4	
France	5	1	2	1	1	1	1	4	4	1	4	2	1	3	4	2	4	3	3	1	1	3	4	4	2	2	3	1	1	69	8	
Germany	4	3	4	5	2	2	2	3	3	2	4	3	2	1	2	3	3	3	2	3	3	3	2	2	3	5	3	4	84	6		
Greece	1	4	4	4	2	2	1	3	3	2	2	4	1	3	4	2	4	1	2	2	2	2	1	3	2	3	4	2	72	7		
Hungary	2	4	4	2	3	2	2	4	4	4	5	3	1	2	4	2	2	2	2	4	2	4	3	3	2	2	2	2	2	80	9	
Iceland	3	1	2	3	1	1	2	2	2	1	2	1	3	2	4	3	2	2	2	1	2	3	1	1	2	2	2	3	2	58	1	
Ireland	4	2	2	2	1	2	1	2	2	4	4	2	2	4	4	2	4	2	2	2	2	4	2	1	1	2	2	1	2	67	7	
Italy	4	5	4	4	4	1	5	4	4	2	5	3	4	4	4	4	4	4	4	4	4	4	3	4	4	4	2	1	2	105	22	
Latvia	2	2	2	2	1	2	1	4	2	1	2	1	4	2	2	1	1	1	1	4	1	1	2	2	2	2	2	2	2	54	3	
Lithuania	3	2	3	2	1	3	1	2	1	1	2	1	4	1	3	2	2	1	1	5	1	2	1	3	1	4	2	2	2	59	3	
Luxembourg	2	2	2	2	2	2	2	2	1	1	1	2	2	1	3	2	2	1	1	2	2	2	2	2	2	2	2	2	2	53	0	
Malta	1	1	2	1	2	1	3	2	1	1	2	1	1	3	2	1	1	2	1	1	1	1	2	1	2	1	1	2	1	42	0	
Netherlands	3	2	3	4	3	1	4	3	1	1	5	5	1	4	3	3	5	2	1	4	2	3	4	4	3	2	4	4	5	89	12	
Norway	5	4	4	4	1	1	4	3	4	3	2	2	2	3	4	3	4	4	5	2	4	4	3	2	4	5	4	3	3	96	15	
Poland	1	4	4	2	1	1	2	3	1	1	4	2	3	4	3	1	4	1	2	2	3	2	2	4	1	1	4	1	1	65	7	
Portugal	1	1	1	1	1	1	1	2	2	2	1	1	1	1	1	2	1	1	1	1	1	1	1	2	1	1	2	2	1	37	0	
Slovenia	4	1	4	1	1	1	3	1	1	1	4	1	5	1	4	3	1	1	1	1	4	4	3	1	3	5	3	3	4	70	9	
Spain	3	4	4	4	2	3	2	4	3	3	4	2	4	2	4	2	4	2	2	2	2	2	3	3	2	2	2	2	2	81	8	
Sweden	4	5	5	5	1	1	1	1	4	4	1	5	1	4	4	4	3	4	3	5	4	4	3	5	3	4	4	3	1	96	17	
Switzerland	4	2	4	4	2	2	2	2	4	2	4	2	2	2	4	4	2	2	4	2	4	2	4	4	2	2	2	2	2	80	11	
United Kingdom	4	3	4	3	1	3	3	2	2	1	3	1	1	2	4	4	2	2	2	2	3	3	1	2	3	2	4	4	1	72	6	
<b>Total</b>																															195	
Total Nbr Grade 5	2	2	1	2	0	0	1	0	0	0	3	2	1	0	0	0	1	0	1	2	1	1	0	1	0	2	2	0	1	26		
Total Nbr Grade 4	12	6	13	9	1	0	3	7	6	3	9	2	4	7	15	5	11	4	3	4	5	6	5	5	4	4	8	3	5	169		
Total Nbr Grade 3	4	2	3	2	5	4	3	5	5	5	3	3	5	5	6	6	3	3	1	3	6	9	7	6	3	3	8	2	123			
Total Nbr Grade 2	5	10	9	9	9	11	9	12	8	7	9	10	8	8	6	10	9	12	10	14	11	9	6	9	12	13	13	11	11	280		
Total Nbr Grade 1	4	7	1	5	12	12	11	3	8	12	3	10	9	7	0	6	3	8	10	6	7	5	7	5	5	5	1	5	8	185		
Total answers	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	27	783		
Nbr answers 4 & 5	14	8	14	11	1	0	4	7	6	3	12	4	5	7	15	5	12	4	4	6	7	5	6	4	6	10	3	6	195			
<b>Total points</b>	84	67	85	75	49	46	55	70	63	53	81	57	61	66	90	64	79	57	56	63	63	70	66	69	63	66	78	63	61	1920		
<b>Average per task</b>																														66		
Nbr of MS:	27																															
Nbr of answers:	27																															
Missing answers:	0																															
Grades:	5	Ready to take the leadership															2	Interested but no resources														
	4	Ready to put resources															1	Not interested														
	3	Interested but has to check resources																														

List of tasks	
1	Research
2	Intervene in the EU law-making process
3	Performance indicators and the TEN-T road network
4	Standardisation
5	Community Consultations
6	CEDR Marketing and Communications Strategy
7	Programme for Education & Professional Development
8	Optimising the financial resources available for roads
9	Road pricing schemes under the Eurovignette directive
10	Cross-border enforcement of electronic toll collection
11	Asset Management
12	Standardization of Information in Infrastructure Sector
13	Winter maintenance standards
14	Efficiency in Road Public Procurement
15	Improvements in the field of Road safety
16	Energy efficiency in road operation and management
17	Road Noise
18	Air Quality
19	Water Quality
20	CEDR Position Paper on Road Transport
21	Mitigating Climate Change
22	Adapting to Climate Change
23	Congestion - Harmonized Network Operation Services
24	The role of roads in a multi-modal transport system
25	Emergency/crisis management
26	Heavy vehicles
27	Utilising ITS for NRAs
28	Effective Communication with Customers
29	Infravation



rev: 12.06.13		SP3 Tasks' Gradings by the GB - With new numerical order																										
Country	TD1: Innovation							TD2: Strategy								TD3: Network Management							Total	Particip	Old task Nbr	New task Nbr	List of tasks	
	I1	I2	I3	I4	I5	I6	I7	S1	S2	S3	S4	S5	S6	S7	S8	N1	N2	N3	N4	N5	N6	N7						
Austria	4	1	2	4	4	4	1	2	2	4	4	4	2	2	4	4	2	2	4	4	4	5	4	69	13	29	I1	Research
Belgium Flan.	4	2	2	1	1	4	1	1	1	1	1	2	2	2	1	2	4	1	1	2	1	4	41	4	16	I3	Infractions	
Belgium Wall.	4	1	1	2	1	2	1	1	4	1	2	3	1	2	3	4	2	3	1	4	3	3	49	4	21	I4	Energy efficiency in road operation and management	
Cyprus	2	2	2	2	2	4	2	2	2	2	2	2	2	2	2	4	2	1	2	4	4	2	51	4	19	I5	Mitigating and adapting to Climate Change	
Denmark	4	4	4	5	4	4	4	4	4	2	1	4	4	1	2	4	2	4	4	4	4	4	77	17	17	I6	Water Quality	
Estonia	2	1	1	1	1	4	1	2	2	1	2	1	4	2	2	2	4	2	4	2	1	4	46	5	7	I7	Road Noise	
Finland	4	1	2	2	2	2	2	2	4	4	2	2	2	2	2	2	2	2	2	2	2	5	52	4			Programme for Education & Professional Development	
France	5	4	2	4	4	4	4	1	4	2	4	4	4	1	4	2	4	1	4	4	4	4	74	16	2	S1	The EU law-making process	
Germany	4	4	2	2	2	2	2	2	5	2	2	2	2	1	2	2	4	4	2	2	2	5	57	6	4	S2	Standardisation	
Greece	1	2	2	2	2	4	1	4	4	2	4	3	4	2	4	4	2	1	2	4	1	4	59	9	12	S3	Standardization of Information in Infrastructure Sector	
Hungary	2	2	2	4	2	2	2	4	2	2	4	5	2	4	2	4	5	1	2	4	2	2	61	8	8	S4	Optimising the financial resources available for roads	
Iceland	2	2	2	2	2	2	2	1	2	1	2	2	2	1	1	2	2	2	2	4	1	2	41	1	9	S5	Road pricing schemes under the Eurovignette directive	
Ireland	4	2	2	4	4	4	1	2	2	2	4	4	4	2	1	2	4	2	2	4	2	2	60	9	14	S6	Efficiency in Road Public Procurement	
Italy	4	2	4	4	4	4	5	5	4	2	4	4	4	4	4	4	5	4	4	4	4	2	83	18	20	S7	CEDR Position Paper on Road Transport	
Latvia	2	2	1	1	1	1	1	2	2	1	4	2	2	4	2	2	2	2	4	2	2	2	44	3	24	S8	The role of roads in a multi-modal transport system	
Lithuania	2	2	2	2	1	2	1	2	2	1	2	1	1	5	2	2	2	4	2	2	1	2	43	2				
Luxembourg	2	2	2	2	1	2	2	2	2	2	2	1	1	2	2	2	1	2	2	4	2	2	42	1	3	N1	Performance indicators and the TEN-T road network	
Malta	1	1	1	1	1	1	2	1	1	1	2	1	4	1	1	2	2	1	1	2	2	1	31	1	11	N2	Asset Management	
Netherlands	4	5	3	3	1	5	4	4	4	5	3	1	5	4	4	1	5	1	2	4	4	4	76	14	13	N3	Winter maintenance standards	
Norway	5	2	4	4	5	4	4	4	4	4	4	4	2	2	2	4	2	2	5	4	2	4	77	15	26	N4	Heavy vehicles	
Poland	1	1	1	4	2	4	2	1	2	2	2	1	4	2	4	4	4	4	1	4	2	4	56	9	15	N5	Improvements in the field of Road safety	
Portugal	1	1	1	1	1	2	1	1	1	1	2	2	1	1	2	1	1	1	1	2	1	2	28	0	23	N6	Congestion - Harmonized Network Operation Services	
Romania	2	2	3	2	1	3	3	4	3	3	3	3	3	3	3	2	3	2	2	4	4	4	62	4				
Slovenia	4	1	3	4	1	1	4	1	1	1	1	1	1	1	1	4	4	5	5	4	4	2	54	9	27	N7	Utilising ITS for NRAs	
Spain	2	2	2	2	2	4	2	4	4	2	5	2	2	2	2	4	4	4	2	4	2	2	61	8				
Sweden	4	1	4	4	4	4	1	5	5	5	1	4	4	5	5	5	1	1	1	4	5	2	78	16				
Switzerland	4	2	4	4	4	2	2	2	4	2	2	4	2	2	4	4	4	2	2	4	4	2	66	11				
United Kingdom	4	1	5	2	2	2	2	2	2	1	2	2	2	2	2	4	4	1	2	4	1	4	53	6				
217																												
Total Nbr Grade 5	2	1	1	1	1	1	1	2	2	2	1	1	1	2	1	1	3	1	2	1	1	2	31					
Total Nbr Grade 4	13	3	5	10	7	13	5	7	10	3	8	8	9	4	7	14	10	6	6	19	7	12	186					
Total Nbr Grade 3	0	0	3	1	0	1	1	0	1	1	2	3	1	1	2	0	1	1	0	0	1	1	21					
Total Nbr Grade 2	9	14	13	11	9	10	11	11	11	12	13	9	11	15	13	11	11	10	15	8	12	12	251					
Total Nbr Grade 1	4	10	6	5	11	3	10	8	4	10	4	7	6	6	5	2	3	10	5	0	7	1	127					
Total answers	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	616					
Nbr answers 4 & 5	15	4	6	11	8	14	6	9	12	5	9	9	10	6	8	15	13	7	8	20	8	14	217					
Total points	84	55	66	75	62	83	60	68	79	59	73	71	72	65	70	85	83	62	69	97	67	86	1591					
Tot TD1:							485	Tot TD2:								557	Tot TD3:							549	1591	Average per task		72
Nbr of MS:	28	Grades: 5							Ready to take the leadership							2	Interested but no resources											
Nbr of answers:	28	4							Ready to put resources							1	Not interested											
		3							Interested but has to check resources							1	Country stepped out of this task											



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## 4 Thematic Domains and their tasks

### 4.1 TD1 - Innovation

#### 4.1.1 Goal

TD Innovation shall focus on the role of the NRAs in developing and deploying innovative approaches in planning, designing, financing and operating the networks with which GB members are entrusted, and in research issues.

#### 4.1.2 Strategy

TD Innovation shall develop priority actions for its following five work areas:

##### a) Research

Work in this area shall focus on developing a framework that allows the research activities of the NRAs to be bundled and put in practice in a most effective way thereby contributing to sustainable mobility for the benefit of the society, the economy, and the environment.

##### b) Sustainability

Work in this area shall enable NRA's to collect data, know-how and best practices aimed both at reducing a key item of road operation and management costs and at reducing CO<sub>2</sub> emissions.

##### c) Climate change

Work in this area shall focus on keeping CEDR's members informed about on-going activities and best practices in both mitigating strategies, including energy savings solutions, and adaptive measures in the road sector in view of the global challenge climate change.

##### d) Local environmental issues

Work in this area shall focus on keeping CEDR's members informed about recent innovative research results, EU initiatives and best practices in planning and design on both water quality and road noise issues thereby contributing to a better consideration in their daily deployment.

##### e) Human resources

Work in this area shall focus on promoting the attractiveness of the road administrations for both on-going professionals and existing staff and encouraging the temporary exchange among them.

#### 4.1.3 Structure of TD and its work

The members of TD Innovation are the EB representatives from:

Be-Flanders	Estonia	France	Ireland	Luxembourg
Poland	Portugal	Slovenia	Switzerland	

The GB members nominated the representative of:

France      Mr Thibaud Delvincourt as thematic domain coordinator (TDC)

The TD Innovation nominated the representatives of:

Estonia	Mr Lauri Beilmann	as deputy TDC
Slovenia	Mr Bojan Leben	as deputy TDC

TD Innovation shall tackle the following seven tasks from CEDR's priority list with seven task groups (TGs) organised within its five work areas.

<b>Task Nbr</b>	<b>Description</b>	<b>TG Names</b>	<b>Support</b>
11	Research	Research	Bojan Leben
12	Infravation	Infravation	Lauri Beilmann
13	Energy efficiency in road operation & management	Energy Efficiency	"
14	Mitigating and adapting to climate change	Climate change	"
15	Water quality	Water quality	Thibaud Delvincourt
16	Road noise	Road noise	"
17	Program for education & professional development	Human resources	"

Comments:

The challenge for TD Innovation will be to find answers to the questions of:

- How can joint research contribute to provide scientific insights, methodological instruments and practice-related measures?
- How can innovative solutions in managing roads contribute to mitigate their impact on global and local environmental challenges
- How can the attractiveness of NRAs be enhanced In order to stay competitive on the job market?

TD Innovation		Time Schedule						
Task	Description	WG	2013	2014	2015	2016	2017	
I1	Research		—————					
I2	Infravation		—————					
I3	Energy efficiency in road operation and management		—————					
I4	Mitigating and adapting to climate change		—————					
I5	Water quality		—————					
I6	Road noise		—————					
I7	Program for education and professional development		—————					

## 4.2 TD2 - Strategy

### 4.2.1 Goal

TD Strategy shall focus on the role of the NRAs in monitoring developments in the fields of **standards and EU directives, initiatives and actions, in financing and public procurement**, as well as in **transport systems**.

### 4.2.2 Strategy

TD Strategy shall develop priority actions for its following three work areas:

#### a) Standards and EU directives:

Work in this area shall focus on developing actions for monitoring and supporting the efforts of various European bodies entrusted with the development of standards and directives that apply to the road transport sector.

#### b) Financing and procurement:

Evaluate the present financing and procurement systems and look into new financing concepts and strategies and their implementation (including road pricing).

#### c) Transport systems:

Look at the contribution of roads in a multi-modal transport system and the specific role of CEDR.

### 4.2.3 Structure of TD and its work

The members of TD Strategy are the EB representatives from:

Be-Wallonia	Cyprus	Denmark	Greece	Italy
Latvia	Lithuania	Netherlands	Sweden	

The GB members nominated the representative of:

Denmark    Mr Gert Ahé                      as thematic domain coordinator (TDC)

The TD Strategy nominated the representatives of:

Lithuania	Mr Egidijus Skrodenis	as deputy TDC
Sweden	Mr Hans Ring	as deputy TDC

TD Strategy shall tackle the following 8 items from CEDR's priority list with eight task groups (TGs) organised within its three work areas.

<b>Task Nbr</b>	<b>Description</b>	<b>TG names</b>	<b>Support</b>
S1	The EU law-making process	Legislation	Hans Ring
S2	Standardisation	Standards	"
S3	Standardisation of information in infrastructure sector	Information	"
S4	Optimising the financial resources available for roads	Financing	Gert Ahé
S5	Road pricing schemes under the Eurovignette directive	Road pricing	"
S6	Efficiency in road public procurement	Procurement	"
S7	CEDR position paper on road transport	Pos. paper	E. Skrodenis
S8	The role of roads in a multi-modal transport system	Multi-modal	"

Comments:

The challenge for TD Strategy will be to find answers to the questions of how to:

- Optimise standardisation and information process in the road sector;
- be aware of future strategic issues and to take a holistic view of transport systems;
- be aligned with changes in roles and responsibilities of the NRAs;
- collaborate better with other stakeholders;
- be aware of innovative finance and funding mechanisms.

TD Strategy		Time Schedule					
Task	Description	WG	2013	2014	2015	2016	2017
S1	The EU law-making process		—————				
S2	Standardisation		—————				
S3	Standardisation of information in infrastructure sector		—————				
S4	Optimising the financial resources available for roads		—————				
S5	Road pricing schemes under the Eurovignette directive		—————				
S6	Efficiency in road public procurement		—————				
S7	CEDR position paper on road transport		—————				
S8	The role of roads in a multi-modal transport system		—————				

## 4.3 TD3 - Network Management

### 4.3.1 Goal

TD Network Management shall focus on the role of the NRAs in **safely and efficiently managing and operating** the road network and **developing and providing a service** to road users and others who may be affected by the operation of road networks.

### 4.3.2 Strategy

TD Network Management shall develop priority actions for its following four work areas:

- a) **Performance Indicators:** Work in this area will focus on developing and promulgating the key performance data for the TEN-T road network. This will include establishing the data provided as the single accurate source of key data for use elsewhere in CEDR and CEDR reports.
- b) **Asset management and operations:** Work in this area will focus on the sharing of best practice relating to road asset management and operation. This will include the impacts of the EU directive on heavy vehicles, best practice in winter maintenance and development of understanding relating to the state of the art of asset management – for the safe and cost effective management of the road network.
- c) **Road Safety:** Work in this area shall focus on the sharing of best practice in road safety for road network management and operating. This will include information relating to both road user and road worker safety.
- d) **Intelligent Transport Systems (ITS):** Developments in technology and ITS have the potential to enable improvement in road management and operation, particularly in relation to road safety, traffic and congestion management and the provision of information to road users. Work in this area will provide a focus on technology and ITS for CEDR and keep EB and GB members well informed about the benefits of emerging and established technology.

### 4.3.3 Structure of TD and its work

The members of TD Network Management are the EB representatives from:

Austria	Finland	Germany	Hungary	Iceland
Malta	Norway	Romania	Spain	United Kingdom

The GB members nominated the representative of:

UK                      Mr Andrew Jones                      as thematic domain coordinator (TDC)

The TD Network Management nominated the representatives of:

Finland	Tapani Määttä	as deputy TDC
Germany	Roman Limbach	as deputy TDC
Norway	Kjell Bjørvig	as deputy TDC

TD Network Management shall tackle the following seven items from CEDR's priority list with seven task groups (TGs) within its four work areas.

<b>Task Nbr</b>	<b>Description</b>	<b>Task name</b>	<b>Support</b>
N1	Performance indicators and the TEN-T road network	Perf. Indicators	Roman Limbach
N2	Asset Management	Asset Mgt.	Kjell Bjørvig
N3	Winter maintenance standards	Winter	"
N4	Heavy vehicles	Heavy vehicles	"
N5	Improvements in the field of road safety	Road Safety	Andrew Jones
N6	Congestion – harmonised network operation services	Congestion	Tapani Määttä
N7	Utilising ITS for NRAs	ITS for NRAs	"

Comments:

The challenges for TD Network Management will be to find answers to the questions of:

- How is the TEN-T road network in CEDR countries performing in relation to, amongst other things, road capacity, congestion and casualty figures?
- What is the most efficient and effective way of managing and operating the strategic road networks of CEDR countries bearing in mind the limited availability of funding and the increasing age of infrastructure assets?
- How can national road administrations best reduce the number of people killed and injured on their roads? This will cover both road users and road workers.
- How best to use the many advances in traffic technology and ITS in recent years. These developments are continuing at great speed and offer the opportunity for improvements in network management and operation, particularly relating to congestion management, road safety and information.



TD Network Management		Time Schedule						
Task	Description	WG	2013	2014	2015	2016	2017	
N1	Performance indicators and the TEN-T road network		—————					
N2	Asset Management		—————					
N3	Winter maintenance standards		———					
N4	Heavy vehicles		—————					
N5	Improvements in the field of road safety		—————					
N6	Congestion – harmonised network operation services		—————					
N7	Utilising ITS for NRAs		—————					

## 5 Next steps

To enable a seamless transition between SP2 and SP3 and the implementation of the SP3 and its new structures, the following programme shall be adhered to:

- The final amendments and approval of the draft strategic plan shall be made by the GB at its autumn meeting in Vilnius, Lithuania, on 27 September 2012.
- The EB meeting in Malta on 29 November 2012 will be used to start determining the participants of each working group for SP3 and to clarify the final reports for SP2 to be presented at the next EB meeting in The Netherlands in February/March 2013.
- The EB shall receive status reports from all subgroups at its spring meeting in The Netherlands in February/March 2013. It shall also discuss the organisation of the transition period to allow for a short and seamless evolution from the old structure of SP2 to the new structure of SP3.
- The SPG shall produce an assessment system of SP2 in a final report on SP2 to be presented during the GB's meeting in Helsinki on 19 September 2013.
- The transition period between the old structure of SP2 and the new structure of SP3 shall be completed by the end of May 2013 at the latest.

## 6 Conclusion

During the period of SP3 in the years 2013-2017, several major societal challenges for transport will have to be overcome to satisfy the mobility needs of the European society. They are in particular:

- To lower the impact of mobility on the environment, make transport "cleaner" and "greener", reduce energy consumption, improve energy efficiency, and enhance security of energy supply by decreasing dependency on fossil fuels,
- To optimise the use of existing infrastructure, make transport more efficient, improve mobility in urban and inter-urban transport, increase infrastructure throughput and reduce congestion,
- To improve traffic and transport safety and security.

With its third Strategic Plan 2013-2017, CEDR shall **take up these challenges** by focussing its activities in line with the efforts undertaken with other bodies in Europe.

Based on CEDR's vision and mission, with position papers, best practice guides, publications, seminars, or congresses, CEDR shall play its role as the **forum of the European Directors of Roads** for an improved road and transport process in Europe where the demand for mobility of persons and goods is still growing and the consolidation of the integration of all Member States into the European economy remains a major task to be accomplished in these difficult times of financial constraints.

The benefit of CEDR's activities shall be reflected in Europe in **more efficient NRAs**, an **improved contribution** of all modes of transport to the wider economy, **safer transport**, and a more harmonious relationship among **all modes of transport, transport users, the environment, and society**.

## Annex 1: List of Abbreviations

ASECAP	European professional association of tolled motorways companies
BEXPRAC	<b>B</b> enchmarking of <b>e</b> xpenditures and <b>p</b> ractices of maintenance and operation
CEDR	<b>C</b> onference of <b>E</b> uropean <b>D</b> irectors of <b>R</b> oads
CEN	<b>C</b> omité <b>E</b> uropéen de <b>N</b> ormalisation (European Committee for standardisation)
CENELEC	European Committee for Electro technical Standardisation
COM	the <b>C</b> ommission of the European Union
DERD	<b>D</b> eputy <b>E</b> uropean <b>R</b> oad <b>D</b> irectors (now CEDR/EB)
EB	CEDR <b>E</b> xecutive <b>B</b> oard (formerly DERD)
ECTP	European Construction Technology Platform
EFC	<b>E</b> lectronic <b>F</b> ee <b>C</b> ollection
EOTA	<b>E</b> uropean <b>O</b> rganisation for <b>T</b> echnical <b>A</b> pprovals
ERTICO	<b>E</b> uropean <b>R</b> oad <b>T</b> ransport <b>T</b> elematics <b>I</b> mplementation <b>C</b> o-ordination <b>O</b> rganisation
ETP	<b>E</b> uropean <b>T</b> echnology <b>P</b> latform
ETSI	<b>E</b> uropean <b>T</b> elecommunications <b>S</b> tandards <b>I</b> nstitute
FEHRL	<b>F</b> orum of <b>E</b> uropean <b>N</b> ational <b>H</b> ighway <b>R</b> esearch <b>L</b> aboratories
FERN	<b>F</b> uture <b>E</b> uropean <b>R</b> oad <b>N</b> etwork
FERSI	<b>F</b> orum of <b>E</b> uropean <b>R</b> oad <b>S</b> afety <b>R</b> esearch <b>I</b> nstitutes
GB	CEDR <b>G</b> overning <b>B</b> oard (formerly WERD)
ISA	<b>I</b> ntelligent <b>s</b> peed <b>a</b> daptation
ITS	<b>I</b> ntelligent <b>t</b> ransport <b>s</b> ystems & <b>s</b> ervices
MS	<b>M</b> ember <b>S</b> tate
NRA	<b>N</b> ational <b>R</b> oad <b>A</b> uthority (or <b>A</b> dministration)
OECD	<b>O</b> rganisation for <b>E</b> conomic <b>C</b> o-operation and <b>D</b> evelopment
PIARC	World Road Association
PPP	<b>P</b> ublic <b>p</b> riate <b>p</b> artnership
RADEF	<b>R</b> oad <b>A</b> dministration <b>D</b> ata <b>E</b> xchange <b>F</b> ormat
Sec-Gen	<b>S</b> ecretary <b>G</b> eneral of CEDR
SG TERN	Subgroup <b>T</b> rans- <b>E</b> uropean <b>R</b> oad <b>N</b> etwork
TD	<b>T</b> hematic <b>D</b> omain
TDC	<b>T</b> hematic <b>D</b> omain <b>C</b> oordinator
TERN	<b>T</b> rans- <b>E</b> uropean <b>R</b> oad <b>N</b> etwork
TRA	<b>T</b> ransport <b>R</b> esearch <b>A</b> rena
TINA	<b>T</b> ransport <b>I</b> nfrastructure <b>N</b> eeds <b>A</b> ssessment
UNECE	<b>U</b> nited <b>N</b> ations <b>E</b> conomic <b>C</b> ommission for <b>E</b> urope
VMS	<b>V</b> ariable <b>M</b> essage <b>S</b> igns
WERD	<b>W</b> estern <b>E</b> uropean <b>R</b> oad <b>D</b> irectors (now CEDR/GB)