



Conférence Européenne  
des Directeurs des Routes  
Conference of European  
Directors of Roads

# OUR STRATEGY

*CEDR is an organisation of European national road administrations  
that promotes excellence in the management of roads.*



# A CEDR CORE STRATEGY

## A1 Mission Statement

*"CEDR is an organization of European national road administrations that promotes Excellence in the Management of Roads".*

## A2 Vision Statement

CEDR consolidates its position as the platform for Road Directors and National Road Administrations that facilitates, reliably and effectively:

- Benchmarking and sharing of knowledge and best practices
- Collaborations and sharing of resources in joint projects
- Professional networking and competence building

## A3 Strategic Goals

- Help NRAs to keep ahead of the curve, anticipate future trends and prepare them to face new challenges
- Reinforce NRAs role as key providers of efficient and seamless mobility from an end user perspective within the transport system
- Facilitate and optimize the efficient use of resources, making the best use of existing infrastructures.
- Improve the safety and sustainability of roads, and reduce their environmental impact and carbon footprint.



## A4 Strategic focus

In addressing the Strategic Goals, the core focus areas of CEDR's activities shall be organized in the following Areas<sup>2</sup> to suit the GB's interests at any given time:

1. Digitalisation and innovation
2. Environment and resilience
3. Safety, Operations, Mobility and Performance
4. Resources and Asset Management
5. Regulations and harmonisation



*As CEDR we have recognised that CEDR needs to find wise ways to react and adapt to the arising societal, economic and environmental challenges in a structured and flexible manner. As a result of all of this we adopted this CEDR strategy at our Governing Board meeting in April 2016. This was part of the process of generating trust within CEDR as we have succeeded in taking into account differing opinions and, yet, finding reasonable consensus.*

*Discussions within CEDR are becoming more consensus-seeking and the discussion culture is changing to be more proactive rather than a reactive one. We have shown that CEDR can gain more flexibility and retain proper reaction time in those issues that need to be addressed in a timely manner.*

*CEDR has an important role in providing an arena for an exchange of thoughts and best practices among the Road Directors. The association needs to constantly develop to be able to serve the needs of the members even better. In the past few years CEDR has gone through big changes and this has brought new challenges but also new possibilities for the association. The new office has been opened in Brussels and it needs to be now considered how to make this new location a real asset for the Road Directors. Most of CEDR's external stakeholders are situated in Brussels and this can be a real benefit for the association and its day-to-day cooperation.*

*As the ongoing strategy discussion has shown, many of the traditional practices of CEDR are now being questioned and this can be a real opportunity for CEDR to modernize as an association and to rethink its customary ways of working. The focus is shifting to be even more on quality, relevance, applicability and potential for actual implementation of the results that CEDR generates. Taken into account that the operational environment of Road Directors is rapidly changing CEDR has picked up the challenge to develop also better ways to react to topical issues.*

*CEDR will ensure an on-going refinement and review process to ensure that the association continues to provide the best services to Road Directors, their NRAs and our partners in delivering and maintaining a sustainable transport system.*



**Andrzej Maciejewski**  
Chairman



**Raimo Tapio**  
Deputy Chairman

# B CEDR ACTIVITIES AND PRODUCTS

## B1 General principles

- **Scope and principles.** CEDR organizes its activities under a three-year rolling Action Plan for the purposes of planning, scheduling and allocation of resources. The Action Plan is a live document subject to regular updates, aimed at defining the activities to be undertaken by the organization in the future and plan the resources accordingly.
- **Activities and objectives.** The activities that can be included in the Action Plan are any of those described below in this section B. In order to simplify Action Plan management, activities will be organized in Focus Areas. All activities considered in the Action Plan shall specify the following:
  - Specific objectives articulated with CEDR Strategy (Mission, Vision and Strategic Goals)
  - Description of the activity and scope.
  - Deliverables and timescale.
  - Required resources (from CEDR, from NRAs, or from third parties).
- **Scope of activities:** CEDR products are organized around activities with specific objectives and deliverables, rather than organizational arrangements. As such, CEDR catalogue of activities encompasses working groups, studies and collaboration projects, networking and technical events such as seminars or workshops, benchmarking and / or technical publications.
- **Definition of objectives and articulation with CEDR Strategy.** In order to be approved as a CEDR sponsored activity, any proposal needs to identify specific objectives articulated with the organization Strategy (Mission, Vision and Strategic Goals). As such, all CEDR activities must have a significant dimension and impact on road network management.
- **Efficiency.** All CEDR activities are organized following the principle of efficiency and optimization of resources. For this purpose, all activities must include an evaluation of resources (CEDR & NRAs, budgetary and non-budgetary) plus relevant KPIs for assessment.
- **Extent of support required.** CEDR activities must focus on topics of wide and general relevance for NRAs members. If an activity does not reach the required commitment among NRAs to make it viable, the countries willing to proceed are still encouraged to do so out of CEDR Action Plan Structure.
- **Organization.** Firstly, CEDR decides on a particular activity and set of objectives, and only after that organizational aspects are discussed. As long as the objectives and deliverables of an activity are met, working procedures, organization of resources and nomination of project leader can be adjusted with flexibility.

## B2 Working Groups

- Aimed at the analysis of relevant and specific topics of interest from an NRA perspective. As with all CEDR activities, working groups have a clear scope, objectives, deliverables and timescale.
- As the creation of a working group is only warranted in the cases where this approach is the most efficient organization, less resource intensive solutions should always be considered beforehand. Working Groups (either temporary or permanent) shall only be considered if there is a minimum of 8 countries willing to commit resources and participate regularly.
- Temporary groups have a specific and limited time span linked to their scope, objectives and deliverables. The activation and de-activation of working groups is done in accordance with the Action Plan, within the required flexibility to facilitate the responsiveness of the organization to changing conditions.



- Permanent working groups can be created for on-going activities or issues that require a regular and stable oversight. Reflecting the commitment of CEDR to the biennial TRA events and to facilitate the effective organisation of the permanent groups, they will typically operate over a renewable four-year cycle.

### **B3 Regular benchmarking and factsheets**

- CEDR may organize and support the publication of relevant road management and operational indicators of NRAs. This can either aim at the benchmarking of road management activities across Europe for the benefit of NRAs, or the publication and distribution of road management information for other stakeholders in the road industry and wider audiences beyond NRAs.

### **B4 Collaboration in joint projects**

- NRAs may join together in joint projects with funding and/or in-kind contributions and sharing of resources, to achieve specific goals consistent with CEDR Strategy.

### **B5 Seminars and workshops**

- CEDR may arrange seminars and workshops about relevant road management issues. These events could have different scopes:
  - NRAs experts and personnel for sharing of knowledge, best practices and competence building.
  - To increase general knowledge and awareness about road management issues among other stakeholders, wider audiences or society at large.

### **B6 Guidance on regulatory initiatives from international bodies**

- CEDR may establish oversight frameworks to advise NRAs on regulatory issues (such as EU related) and / or associated standardisation activities.





B7

### B.7. The Action Plan drafting, approval, delivery, assessment and dissemination

- **Role and responsibility of the Governing Board.** The GB is responsible to:
  - Provide the strategic guidelines and any potential tactical inputs required to organize CEDR Action Plan.
  - Approve the Draft Action Plan and commit the resources required for its delivery.
  - GB members are ultimately responsible for the commitment of resources from their NRAs but may delegate some tasks to the EB members.
- **Role and responsibility of the Management Committee.** The MC is responsible to:
  - Secure the convergence between the resources required in the Action Plan and the budget.
- **Role and responsibility of the Executive Board.** The EB is responsible for the drafting, approval and delivery of the Action Plan, taking into consideration:
  - CEDR strategy: Mission, Vision & Strategic Goals.
  - Inputs & mandates from the GB.
  - Resources made available and committed by the GB/MC.
  - Relevant inputs from CEDR bodies and NRAs (as a reference).

In the delivery of its responsibilities on the Action Plan planning and delivery, the EB may delegate any tasks on the Action Plan Committee.

- **Action Plan cyclical review and update.** Every year the Action Plan is reviewed and updated, specifying the activities to be delivered over the following three years, with the flexibility to allow the responsiveness of the organization to changing circumstances. The activities included in the three-year period of the Action Plan shall be described in increasing detail as time passes and their execution year approaches.
- **Action Plan execution.** Every year, all previously planned activities are executed, and those delivered the previous year are assessed.



- **Action Plan approval process.** The yearly approval of the Action Plan shall be defined in CEDR Internal Rules, and organized taking into account the annual calendar of meetings of the different organization bodies and their responsibilities in the Action Plan (as described above).
- **Deliverables and quality.** Whereas the EB is the ultimate responsible for the Action Plan, its supervision and quality is delegated to the Action Plan Committee, who is responsible for recommending the approval of final deliverables ensuring quality and objectives. Whenever convenient, Action Plan deliverables could be used as a base for open discussions and/or workshops at EB or GB meetings.
- **Performance and annual objectives:** At the end of each year the Rotating Presidency submits an Annual Report analyzing the performance and objectives met during their term, including relevant Key Performance Indicators. This assessment focuses on tangible deliverables and objectives effectively achieved. Any failure to meet the expected objectives or quality must be analyzed in detail, including recommendations for the future (lessons learnt). The Annual Report of the previous year is discussed by the EB at its first meeting of the year.
- **Dissemination.** Whereas NRAs remain responsible for the communication of results among their staff, CEDR may undertake initiatives to promote the dissemination of Action Plan results among other road stakeholders and/or wider audiences within the scope of the organization Strategy.





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