



COVID-19 Discussion Session

Patrick Mallejacq

PIARC Secretary General

Paris

25 March 2020, 13 h (Paris time)

How to raise an issue, ask a question or share a practice?

- **Participants' microphone and camera are turned off**
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- **Send a message to “All participants” (this is one of the “chat” options)**
- **That channel is monitored by Christos Xenophontos (Chair of PIARC TC 1.1)**
- **Christos will raise the questions to relevant panelists**

This session is being recorded

- The resulting video will be shared with participants and within PIARC

Disclaimer

Since time is of the essence, knowledge and practice that will be shared will probably not have been officially approved by each country's official authorities.

“The ideas and examples shared here are for illustration only. They do not necessarily represent official policy. Ideas presented will be subject to further evaluation and use in deriving recommendations on policy and practice in due course. While care has been taken in the preparation of this material, no responsibility is accepted for any damage that may be caused.”

Key Concept: Focus on the short-term.

The world is going through a crisis and every day counts.

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

Agenda and Structure

- **Brief introduction to PIARC**
- **Issues faced by Road Operators and Administrations**
- **Best Practices from Existing PIARC Reports**
 - Security
 - Risk analysis
 - Disaster management
- **Country Presentation on the Current Situation:**
 - Virus/Road situation in Italy
 - Approach, measures taken and considerations on the virus/road situation in Spain
 - Hanshin Expressway, Japan
- **Q&A**
- **Conclusion and Next Steps**

Our Speakers Today

- Patrick Malléjacq, Secretary General, PIARC
- Yukio Adachi, Japan, Chair of Committee on Disaster Management (TC 1.5)
- Saverio Palchetti, Italy, Chair of Task Force on Road Infrastructure and Transport Security (TF 3.1)
- José Manuel Blanco Segarra, Spain, Secretary of Committee on Performance of Transport Administrations (TC 1.1)
- Organisers:
 - Patrick Malléjacq, Secretary General, PIARC
 - TC 1.1: Christos Xenophontos, José Manuel Blanco Segarra, Jonathan Spear; TC 1.5: Yukio Adachi; TC 2.4: Valentina Galasso; and TF 3.1 Saverio Palchetti

Introduction

What is PIARC?



What is PIARC?

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

PIARC's Four key missions

- Be a **leading international forum for analysis and discussion** of the full spectrum of transport issues related to roads and related transport;
- Identify, develop, and disseminate **best practice** and **give better access to international information**;
- Consider within its activities the needs of **developing countries and countries in transition** fully; and
- Design, produce, and promote **efficient tools for decision making** on matters related to roads and related transport.
- The Association mobilizes the expertise of its members
- Through operations guided by a **4-year Strategic Plan**

COVID-19

Issues faced by Road Operators and Administrations



Issue 1: Ensuring employees' health and safety

- In general
- For customer-facing, frontline or direct care 24/7 staff who work with customers - toll booth operators, etc.
- For staff working in the offices and staff working in other facilities or on the road itself

Issue 2: Maintaining activity and business continuity 1/2

- With limited human resources
- When staff are required or advised to work from home
- How to support employees with high-risk concerns (people with chronic health or underlying conditions, people with autoimmune issues, etc.)
- When a proportion of the workforce are forced to self-isolate or are sick
- Indirect impacts (e.g. of school closures on staff availability, staff morale)

Issue 2: Maintaining activity and business continuity 2/2

- How to prioritise between “essential” and “non-essential” activities
- Opportunities for maintenance during a period of low demand
- Deployment of technology (e.g. teleconferencing)
- Maintaining strategic links between ministries, road administrations, operators and supply chain partners

Issue 3: Impact on transportation 1/2

- Facing major decrease within and between many countries
- Maintaining critical links and essential flows of goods while regulating movement of people
- Cancellations or reductions in public transport
- Giving advice (VMS, etc.) against making non-essential journeys
- Wider economic, social and environmental impacts (for example, it has already been observed that reduced transport has resulted in reduced emissions, terrestrial and marine pollution, while reduced travel has also resulted in reduced revenues in lower gasoline taxes and fares)

Issue 3: Impact on transportation 2/2

- Checking whether any limitations on the maximum number of people in the vehicles are enforced
- Checking whether appropriate services are provided to freight transporters and buses

Issue 4: Business Relations

- Relationship with supply chain partners, contractors and Small to Medium Size Enterprises (including their own business continuity planning and execution)
- Supporting businesses, especially solvent or essential ones
- Exercising contractual provisions (e.g. Force Majeure)
- Implementing concession contracts
- Dealing with added costs and delays

Issue 5: Customer and stakeholder relations and joint working

- Providing timely and accurate information from a user perspective
- Taking coherent and effective actions across a complex collective of public agencies
- Balancing technical planning and delivery with directives from civil authorities
- Managing relations with the media and communicating key messages

Issue 6: Security

- Increase in cyber-attacks
- Changes in roles of frontline operational staff
- Maintaining security in the face of increased access to teleworking employees
- Relationships with emergency services, army, civil defense etc.

Best practices

From existing PIARC Reports



PIARC reports



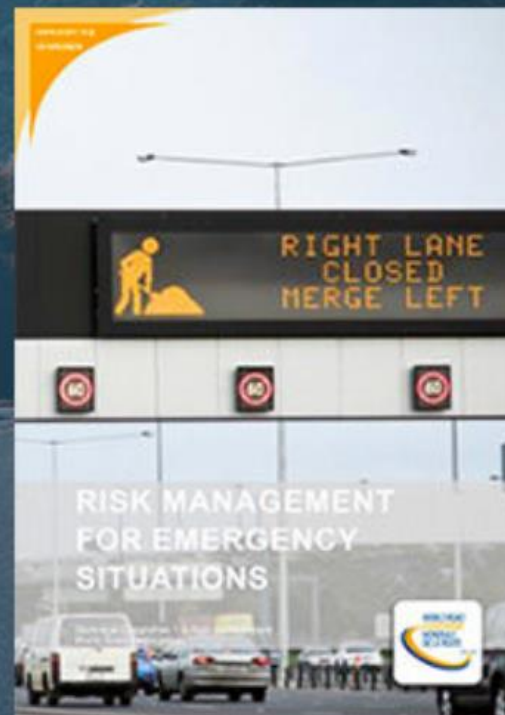
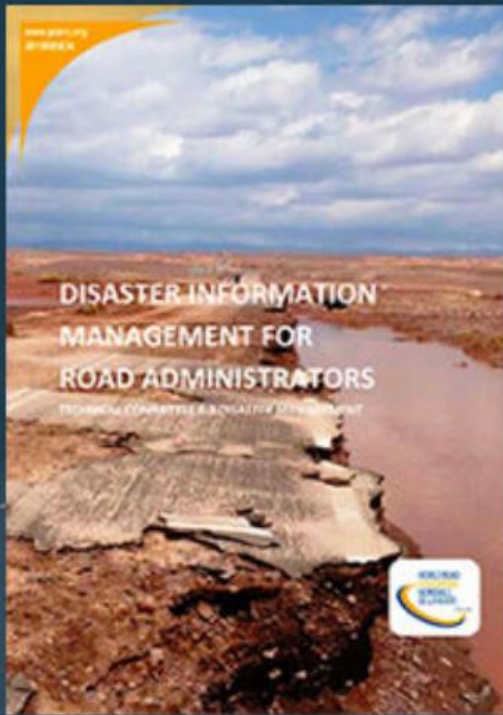
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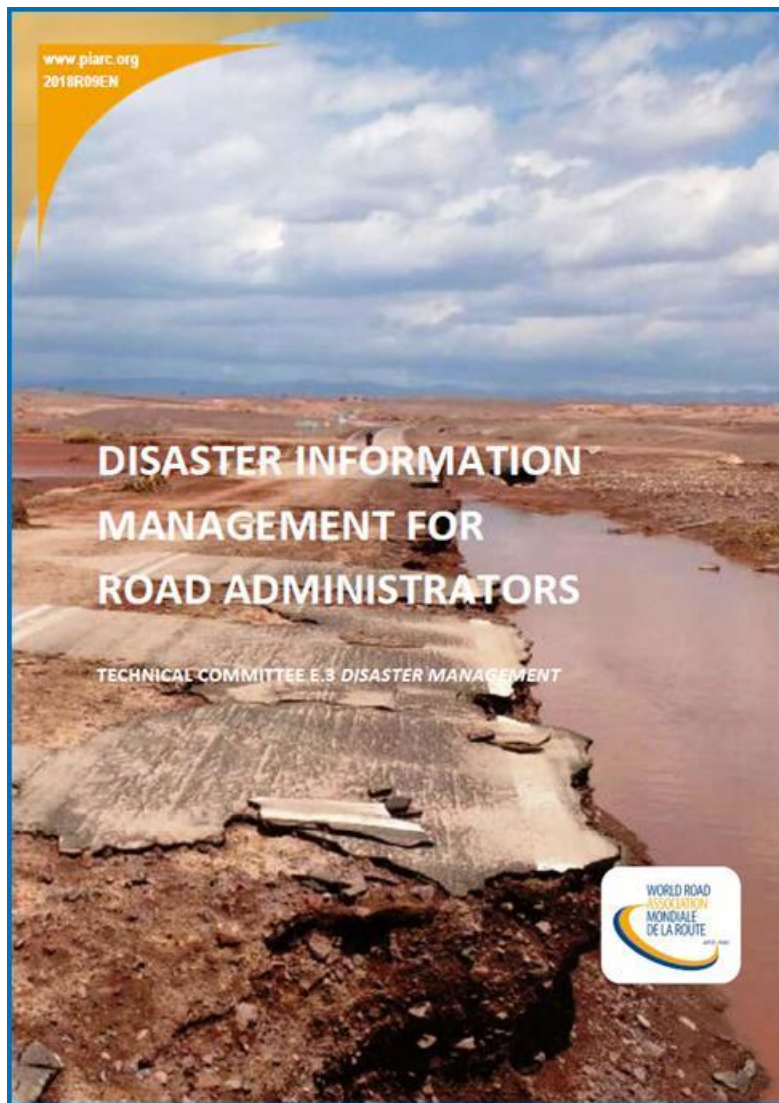
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Cooperation and coordination is the fundamental part of disaster management. Information management is the core of the cooperation and coordination.



Business continuity management in pandemic situation is also based on cooperation, coordination and information management.

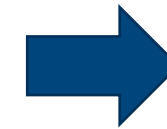


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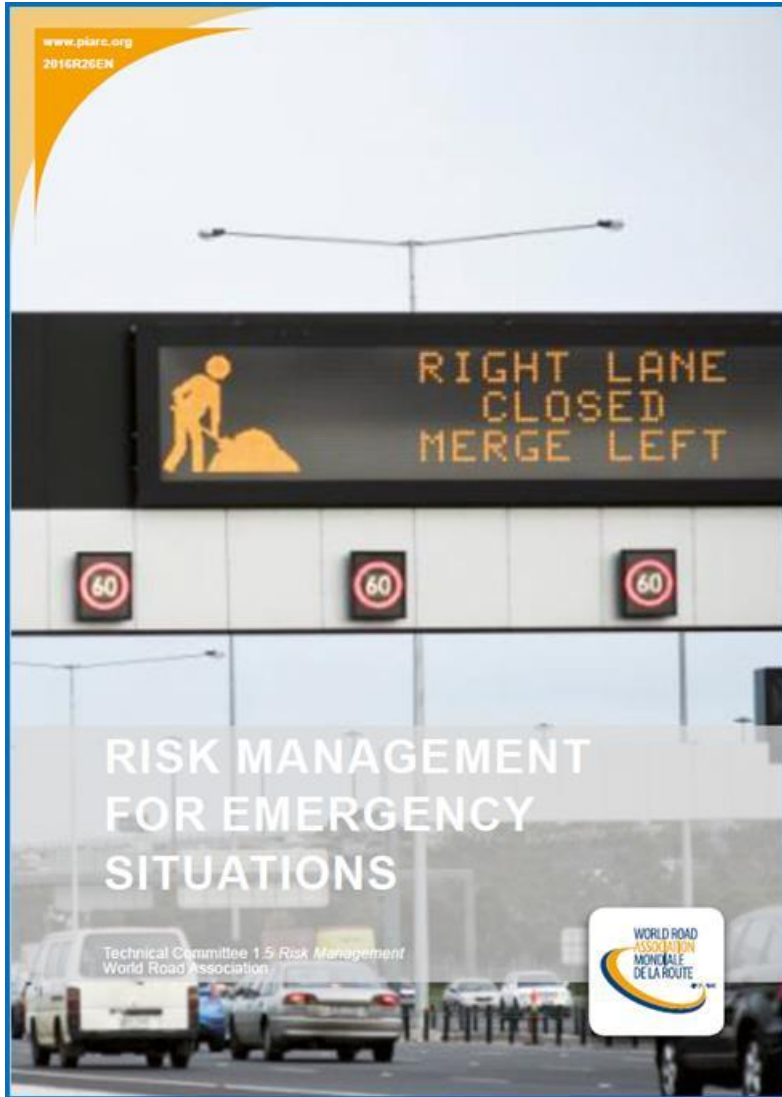
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general principles of a security-minded approach and the technical and operational recommendations to protect against a range of physical and cyber threats



PANDEMIC is considered a threat: unintentional, non-directed, unpredictable



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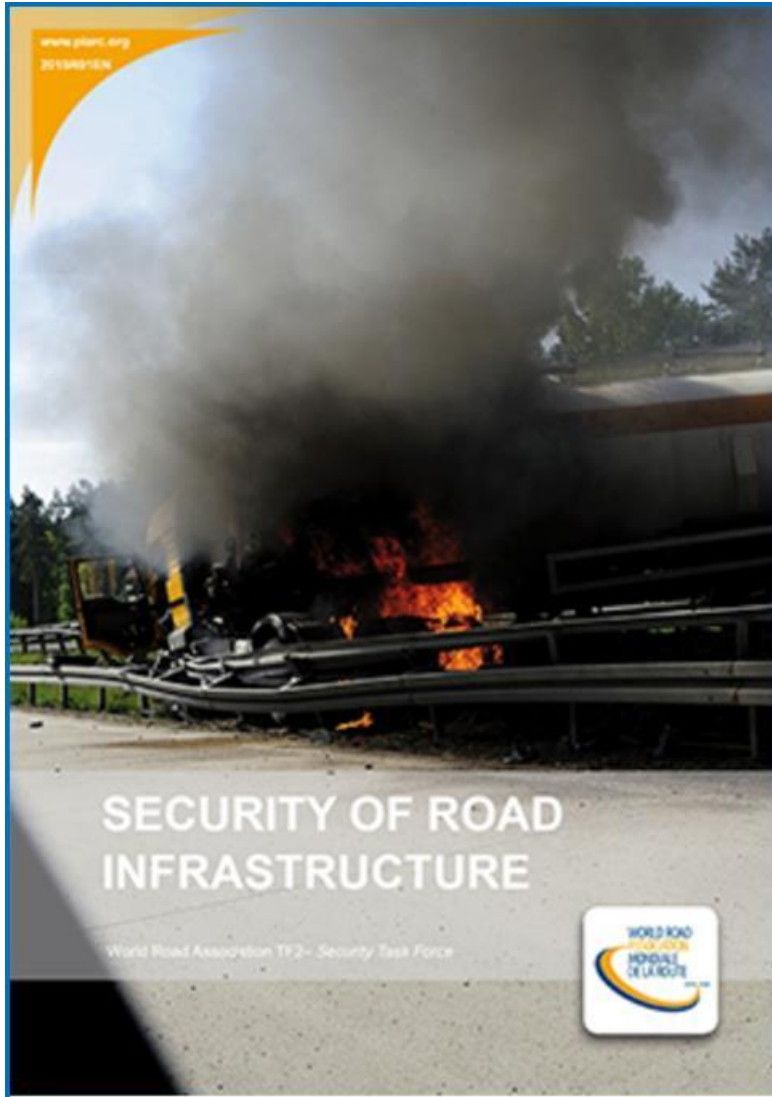


Effective and efficient management is a continuous and dynamic process in time, before, during and after the occurrence of a hazard and its related consequences.

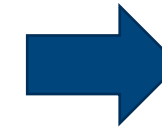


Road management in Pandemic is also a continuous and dynamic process in time, before, during and after.

Ref. : PIARC REPORT “SECURITY OF ROAD INFRASTRUCTURE”, 2015



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A correct understanding and a suitable handling of the security of road infrastructure is not only important to safeguard the infrastructure itself, but is also relevant to cover the protection of the social and economic values, etc.



Suitable handling of the roads in pandemic is important for not only important for the infrastructure but also for the social and economic values.

Presentations

About the current situation:



Presentation about the virus/road situation in Italy

- PIARC Task Force “**ROAD INFRASTRUCTURE AND TRANSPORT SECURITY**” (2020-2022)
- **Chairman : Saverio PALCHETTI, Italy**
ANAS S.p.a. , Direction Institutional and Media Affairs –
International Relations Office – Rome (Italy),
s.palchetti@stradeanas.it
- 13 Members, 7 Corresponding Members, 15 Countries



Main goal is : embedding security into other 15 infrastructure and transport-related topics (PIARC Technical Committees and Task Forces)

Situation in Italy (1/2) :

- The coordination of the response to Covid-19 crisis was given to the **Civil Protection**, a Department under the Italian First Minister, competent on natural hazards and crisis management, in consultation with the Parliament; road – **Anas and private Motorways Companies** and railway companies are consulted at the national board for crises management;
- **Sanitary** emergency is having strong consequences also on roads and transport exercise: mobility is allowed only for buying food, health and work, or to reach own residence, all activities not considered essential by the Government are locked down; the production, transport, marketing and delivery of medicines, health technology and medical-surgical devices as well as agricultural and food products are allowed;
- **Security Department in Road Administrations** need to be created or further strengthen to coordinate a resilient response inside the organizations; some relevant issues are: protection of operative personnel and new safety/health equipment on board service vehicles;

Situation in Italy (2/2) :

- **Special funds and new procurement law** are needed to ensure rapid supplies with the appointment of health Commissioners at national/regional levels (as for earthquakes or big disaster)
- **Smart working** also for Road Administrations needs a totally new regulation for central and territorial functions
- **Simplified procurement for purchasing of digital devices** for smart working path is needed to all Public Administrations
- **New technologies for the fight to diffusion of Covid-19** are officially requested, some of them can be a risk for the individual privacy as they profile smartphone users
- **New cyber threats** appear in relation to the sending of pseudo-official communications on the web for the protection of health containing computer viruses or websites of phantom experts capable of stealing the contents of the computer to ask for a ransom

In detail, special focus on:

Initiatives of the Innovation Ministry of Italy in the last weeks

10th March – The Digital Solidarity Initiative: a campaign to get internet companies and publishers to provide free services to help people work and study from home, or to assist and enhance citizen life during confinement.

19th March – Fast Track Procurement for Public Administration: a facilitated process for all Public Administrations to acquire digital goods and services, with particular reference to services operating in the cloud. The entities will be able to purchase these goods and services with a negotiated procedure.

20th March – Innovate For Italy Initiative: *A new invitation to companies, universities, public and private bodies and research centers, associations, cooperatives, consortia, foundations and institutes, for the use of technologies useful for monitoring and containing the virus*

23rd March – Fast Call «Use of new technologies to fight COVID-19» : *A three-day call for contributions to support the Ministry of Health and the Istituto Superiore di Sanità in collaboration with the WHO, to identify the best digital solutions available for telemedicine and home care applications for patients and for "active" monitoring of the risk of infection*

Approach & Measures taken in Spain in response to the COVID-19 pandemic concerning the road and transport sector



José Manuel BLANCO SEGARRA



- Chair of Spanish Committee “Road Performance and Financing”



(ATC Asociación Técnica de la Carretera)



- Dean in Extremadura Region (Spain) of the National College of M. Eng. Engineers of Roads, Canals and Ports
- Past Chair of National Committee “Roads materials” (2000-2012)
- Past Chief of National Road Demarcation in Extremadura (2006-2019)
- Chair PIARC TC A.1 Performance of Transport Administrations (2016-2019)
- Current PIARC TC 1.1 Spanish-speaking Secretary
- Member of commission for drafting proposal of current Spanish Road Act, and now of its regulations.



Main Issues to be addressed – Spain approach

- **Declaration of State of Alarm.** Extent. Designation of **competent authorities.**
- **State of Alarm General Measures.** The **sub-national jurisdictional levels.**
- **General Measures regarding activity and circulation.** The **MITMA mission.**
- **Measures regarding:**
 - **Passenger Transport** (and their drivers)
 - **Goods Transport** (and their drivers)
 - **Movements of people**
 - **Administrative activity**
- ❖ **Road Personnel at Offices and Headquarters.**
- ❖ **Road Personnel at “the field” (the road)**
- ❖ **Road Works and maintenance**
- ❖ **Economic considerations regarding contracts suspension**

The overall joint mission

Spain's Directorate General for Roads (“**Dirección General de Carreteras**”), like all the other governing bodies within the Secretariat of State for Transport, Mobility and the Urban Agenda, of the Ministry MITMA, is struggling to keep up service and activity despite the challenging circumstances.

Objective: to protect the health of citizens and to mitigate as far as possible the economic and social effects of this national and global health emergency.

Measures being adopted: are being published and broadcast as widely as possible through all channels, seeking its knowledge by all the public, and promoting with transparency as much as possible the trust in such distressing hours.

Declaration of the state of alarm in Spain

- WHO declared on 30/01/2020 the “public health emergency of international concern” (ESPII or EPHIC in English) and on 11/03/2020 the COVID-19 global pandemic triggered by the coronavirus SARS-CoV-2.
- The **Spanish Government** declared on **14/03/2020** the **State of Alarm** for the management of the public health crisis (RD 463/2020) throughout national territory.
 - It affects **all individuals and all roads and means of transport**.
 - It declares the Government as the competent authority and designates 4 competent authorities under the direction of the President, each in its area of responsibility: The Ministers of: Defense; Interior; **Transport, Mobility and the Urban Agenda (MITMA) (Transporte, Movilidad y Agenda Urbana)**; and Health. Remaining responsibilities are concentrated in the Minister of Health.

State of alarm in Spain – General Measures

- These **Ministers are empowered, without the need for administrative procedure**, to issue interpretative orders and instructions of all kinds, in their respective fields of activity, to ensure **the provision of services for the protection of persons, property and places.**
- The **agents of the Security Forces and Corps** may carry out the necessary **checks on persons, goods, vehicles, premises and establishments** to verify activities and services. It is the duty of the **citizens** to collaborate.
- The **sub-national jurisdictional levels** (regional, provincial & local) will keep their powers granted to them by legislation in force, in the ordinary management (including roads and transport), in order to maintain daily operations.
 - Always **within the framework of direct orders of the national competent authority** for the purposes of the state of alarm and their obligatory cooperation with the Security Forces and Corps. That's include all road and transport administrations.

General Measures reg. activity & circulation - MITMA mission

- **Closure** of all types of educational, commercial, hotel, restaurant and bar, cultural and recreational establishments, public shows & events, etc., **except those considered essential**, and always avoiding crowds and maintaining a **minimum safety distance of 1 m between persons (but it's strongly recommended 2-4 m)**.
- It is **forbidden to circulate** (including walking or any other active mode) on public roads, paths, streets etc. but **individually (*) and only for the following activities**:
 - Acquisition of food, pharmaceuticals and basic necessities (including financial or insurance entities, also for refueling the vehicles)
 - **Travel to and from work**
 - Force majeure or necessity
 - Care or (*) accompany elderly, children, dependents, disabled or vulnerable.
- **MITMA** shall make the **necessary arrangements** to ensure **mobility** so citizens have access to their jobs & basic services, and **transport of goods** to ensure provisions.

Measures regarding Passenger Transport (and their drivers)

- **Public or private mass passenger transport by road, rail, air and sea:**
 - For **short distances**: successive adjustments of the offer, according to the local reality (especially complicated in suburban trains, subways and buses) to discourage unnecessary travels and at the same time maintaining the minimum distance between passengers. Special attention to peak and to off-peak (valleys) hours.
 - In **medium and long distances**: at present, supply reductions are already close to 90%
 - The maximum **capacity of passenger transport vehicles** is reduced to **one third**
 - **For the protection of bus drivers**, if they are not protected by a bulkhead, passengers shall not use the front door (unless they are required to purchase their ticket on the bus itself) and the row behind the driver's seat shall be kept empty.
 - Population is discouraged from using physical money to pay drivers and others.
- **Taxis and hiring vehicles**: one passenger maximum but beforementioned exceptions (*).

Measures regarding Goods Transport (and their drivers)

- Most of the internal transport is by road so the establishment of conditions to facilitate the transport of goods to ensure supply and to **think about their drivers is needed**:
 - In the case of goods transports, **two persons are permitted in the cabin**, if necessary
 - Service areas, fuel stations, Logistics Centers, loading and unloading centers, etc. that have **toilet facilities** must allow truck drivers to use them. Those who have a kitchen, restaurant services, or prepared food dispensers, must provide them with a **catering service**. Catering may not consume inside buildings.
 - **Publicly owned Service Areas and those on Toll Roads** will be kept open, well attended and clean. Their shops selling food, cleaning or personal hygiene products, or automotive products, will remain open.
 - The validity of all expiring **driver qualification cards** (certificate of professional competence) is extended so that they remain valid until at least 120 days after alarm.
 - **Vehicle leasing establishments** are allowed to remain open, but only for professional use by freight transporters (consideration is now being given to extending to population).

Mesaures reg. movements of people and administrative activity

- The **Ministry of the Interior** may decide to close down roads for reasons of public health, safety or traffic flow or to restrict the movement of certain vehicles
 - **Some small towns or buildings are already blocked for health reasons.** Cities are in practice semi-blocked as private travel is prohibited and controls & severe fines are being increased to prevent inappropriate travel, including to 2nd homes
- **Administrative activity:** periods of limitation and expiration of actions and rights and those of processing procedures of public sector entities **are suspended.** Instructions may be issued to avoid serious harm to the interested person, or the period may be continued if the interested person agrees.
 - An attempt will be made to ensure that the processing of procedures continues as far as possible **avoiding as possible use & sending of paper documents** (use digital ones)
 - **Documentation required for payment** to employees and companies should continue to be issued as normal.

Measures reg Road Personnel at Offices and Headquarters

- **Critical or priority positions and functions:** available and connected at all times, via mobile & email. In addition to high-level management (and their Supporting Units), those related to security, information technology, communications, building maintenance.
- **Non-presential work:** for all those public employees whose functions allows it (large part of the headquarters and offices staff).
- **Will remain at home (at disposal of Heads of work center):** those employees whose functions are not critical and cannot performed by means of non-presential work (direct attention to public, ordinances, drivers of official cars, secretaries...).
- **Presence at work:** the minimum necessary and as long as health recommendations & available means of protection allow. Closing of public service offices. Try to reduce as possible opening registration offices through coordination with those of the Government Delegations.

Measures reg. Road Personnel at « the field » (the road)

- **Directors of works contracts**, maintenance contracts and toll road Inspectors will be permanently available, connected through mobile and email, and will make the visits they consider necessary, trying to limit them (and always following the health recommendations) and will communicate immediately any relevant incident.
 - Likewise, the personnel who collaborate with Directors in such functions
- Heads will issue a **mobility permit** (salvoconduct / laissez-passer) to those who need it to justify their movements in case of control by the Security Forces.
- Specific individual protection measures **for drivers and motorcyclists of official vehicles** have been disclosed, including how to handle the documentation they are required to carry, windows open where possible, no heating or air conditioning etc. Also about the behavior of the possible companion (diagonally, talk as little as possible...).

Measures regarding road works and maintenance

- **Key concept:** the pandemic is a public health problem, not specifically one of health and safety in the workplace.
 - Therefore, companies do not have to modify their Health and Safety Plans, but rather incorporate the instructions and criteria of the Health Authority into their Protocols and discuss them with subcontractors and autonomous personnel, especially if sharing facilities.
- **Construction work continues** (in roads, railways...), with reinforcement of preventive precautions, although there are occasional problems due to lack of supply of some materials or problems with accommodation and food for workers.
 - Some municipalities have ordered a halt to their public works, but not to the private ones, surely because that could lead to considerable economic complaints at a later date.
- **Tenders and awards:** administrative procedures are generally suspended, it would seem logical that the Procurement Platform should not publish suspension of each individual tender, as this could block it, but only tenders and awards which, for certain reasons, must continue.

Measures regarding road works and maintenance

- **Vigilance, maintenance (operations) and ordinary conservation** also continue, is an essential service. Companies with such contracts or concessions have been reminded of their obligation to provide them on a permanent basis.
- **Priority:** surveillance (vigilance), primary attention to accidents and incidents, communications, tunnel control, winter maintenance.
- **Reinforced precautionary measures:**
 - Reduce human teams and divide in two or more.
 - Extreme preventive measures and disinfection of shared elements at the beginning and end of each shift.
 - Avoid personal contacts transmission of news, orders or novelties (use mobile or email), including third parties.
 - .../...

Economic considerations reg. contracts suspension

- **Public works, service, or supply contracts, whose execution would be impossible due to COVID-19 or measures taken:** the contractor may request the suspension and extension of the deadline. If is not responded to within 5 days, it must be understood that the claim has been rejected.
- **If suspension is approved:** the contracting authority will have to pay the damages, but only the following will be considered, upon request and accreditation:
 - Salary expenses,
 - Maintenance of the guarantee and insurance,
 - Rental or maintenance of machinery or installations assigned to the contract and which cannot be used for any other purpose.
- In addition, **building contractors must be up to date with their social and labour obligations and payments** to subcontractors and suppliers.

Presentation about the case study in Business Continuity Plan and Action in Hanshin Expressway, Japan (1)

- PIARC Technical Committee “**DISASTER MANAGEMENT**” (2020-2022)

- Chairman : **Yukio ADACHI**, Japan

Executive Director, Hanshin Expressway Engineering Co., Ltd., Osaka JAPAN

- 22 Members and 12 Corresponding Members from 23 Countries



Main goal is : Strengthening management technique for road disaster

Questions and Answers

Moderated by

- Christos Xenophontos
- Patrick Malléjacq



Our Speakers Today

- Patrick Malléjacq, Secretary General, PIARC
- Yukio Adachi, Japan, Chair of Committee on Disaster Management (TC 1.5)
- Saverio Palchetti, Italy, Chair of Task Force on Road Infrastructure and Transport Security (TF 3.1)
- José Manuel Blanco Segarra, Spain, Secretary of Committee on Performance of Transport Administrations (TC 1.1)
- Organisers:
 - Patrick Malléjacq, Secretary General, PIARC
 - TC 1.1: Christos Xenophontos, José Manuel Blanco Segarra, Jonathan Spear; TC 1.5: Yukio Adachi; TC 2.4: Valentina Galasso; and TF 3.1 Saverio Palchetti

Conclusion and Next Steps



Disclaimer

Since time is of the essence, knowledge and practice that will be shared will probably not have been officially approved by each country's official authorities.

“The ideas and examples shared here are for illustration only. They do not necessarily represent official policy. Ideas presented will be subject to further evaluation and use in deriving recommendations on policy and practice in due course. While care has been taken in the preparation of this material, no responsibility is accepted for any damage that may be caused.”

Contact details

- christos.xenophontos@dot.ri.gov
- jmblanco@fomento.es
- vgalasso@deloitte.it
- jonathan.spear@atkinsacuity.com
- s.palchetti@stradeanas.it
- yukio-adachi@hanshin-exp.co.jp

- If needed, contact info@piarc.org

Thank you for your attention

- Further PIARC webinars are planned
- Next week – Discussion on:
 - Actions and experience of road authorities in China during COVIT-19
 - Actions taken by USA road authorities
 - Private sector perspective from the Gulf Area
 - Material from PIARC Committee on Road Network Operations / ITS
- We are planning webinars in French and webinars in Spanish too

Valentina GALASSO, TC 2.4 Chair

- Valentina GALASSO is a Senior Manager at Deloitte Consulting, where she leads a consulting team within Government & Public Services Industry, with a special focus on transport.
- She has 10 years of experience gained working with major clients in Italy and Europe and in project related with the design of supporting systems for road network management, business process analysis and reengineering in the transportation fields, consultancy on developing ITS solutions and designing monitoring and control systems.
- She holds degree in Industrial Engineering and Systems Engineering from the Federico II University in Naples-Italy and from the École Normale Supérieure Paris-Saclay-France.
- She's an active member of PIARC since 2012, she is now the chair of the TC 2.4 on "Road Network Operations and ITS" for Strategic Cycle 2020-2023.



Jonathan H. Spear

BA (Hons), MSc (Eng), DMS, FCIHT, CTPP



- **Organisation:** Atkins Acuity (Private Sector, UAE and WRA UK)
- **Current Role:** Director and Atkins Fellow, Transport Policy and Planning, Dubai
- **Associations:** CIHT (Fellow and Chair of Dubai Group)
- **Main Interests:** Organizational Development, Governance Structures and Processes, Emerging Technologies and Service Models, Transport Policy, Planning for Uncertainty
- **PIARC Role:** Chair of TC 1.1 Theme 2 (Role of Transport Agencies in Shaping Disruptive Technologies and Service Models) and Terminology Correspondent
- **Previous PIARC Focus:** Integrity, Multi-Modal Governance, Change Management
- **Family/Hobbies:** Married, Travelling, Photography, Hiking



Christos S. XENOPHONTOS, TC 1.1 Chair

- Assistant Director for RIDOT with over 33 years of experience in the transportation field as an Engineer, Project Manager and Administrator.
- Managed a number of critical functions such as, Contract Administration, Civil Rights, Highway Safety, Fleet Management, Performance Management and Professional Development and Training.
- Leads RIDOT's research and innovations areas, including the area of Connected and Autonomous Vehicles.
- Serves as Chair of PIARC's TC 1.1, Performance of Transport Administration, as co-Chair of TRB's A0010 Standing Committee on International Cooperation and as Vice-Chair of AASHTO's Committee on Performance Based Management
- English-Speaking Secretary for the World Road Association's (PIARC) Technical Committee A.1, Performance of Transport Administrations during the 2016-2019 cycle.



Thank you for your attention!



Patrick Mallejacq

PIARC Secretary General

patrick.mallejacq@piarc.org

@PMallejacq

World Road Association (PIARC)
Grande Arche – Paroi Sud – 5^e étage
92055 – La Défense Cedex – France



@PIARC_Roads



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