PLENARY SESSION FOUR

Achieving Inspection Integrity

Al Bustan Rotana Hotel, Al Rashidya Ballroom A & B
ADVANCEMENT OF VEHICLE INSPECTION IN JAPAN
– IMPROVING THE VALUE OF PTI AND
ACHIEVEMENT OF INTEGRITY FOR THE FUTURE

Yosaku ODA

Executive for Planning Affairs, NAVI, Japan
1. **Basic Information on Vehicle Inspection in Japan**
   (1) Overview of Vehicle Inspection in Japan
   (2) Basic Information of NAVI and LMVIO
   (3) Outline of Inspection Flow at NAVI
   (4) Digitalization of Inspection at NAVI

2. **Future plan of Vehicle Inspection in Japan**
   (1) Adaptation to the New-technology (EV, FCV, etc)
   (2) Enhancement of Recall Related Activities
   (3) Utilization of Inspection and Maintenance Data
   (4) Merger between NAVI and NTSEL

3. **Summary**

4. **Other**
1. Basic Information on Vehicle Inspection

(1) Overview of Vehicle Inspection in Japan

- Vehicle Inspection System in Japan are classified as initial inspection, periodical technical inspection and modification inspection. NAVI plays a role of inspecting vehicles (except Kei-car*) which are brought to NAVI.
- Before users start to drive a vehicle on road, the users (except type-approved vehicle and Kei-car) need to have an initial inspection conducted by NAVI.
- After 3 years from initial inspection, users need to have a periodical technical inspection. 70% of vehicles are maintained and inspected by designated maintenance plants. 30% of vehicles are inspected by NAVI.
- When users modified vehicles, users need to have a modification inspection by NAVI.

*Kei-car means the light motor vehicle which maximum size is described as follows, and which need not registration to government when users drive it on road. (maximum length 3.4m, maximum width 1.48m, and maximum height 2.0m)
1. Basic Information on Vehicle Inspection

(1) Overview of Vehicle Inspection in Japan

- In addition, user needs to have an annual check and the two-year check in accordance with law.
- In Japan, the user has obligation to have check and maintenance, and needs to equip inspection and maintenance record book in car and to write the check and maintenance records to the book.
- If user detects a malfunction by checks, user maintains the vehicle by himself or brings to the designated maintenance plants or certified garages to maintain the vehicle.
- With regard to the passenger car, user need to have a periodical inspection every two years except after initial inspection of new car.

![Chart of vehicle inspection cycle](chart.png)

(This chart is an inspection cycle of a private passenger car.)
1. Found date
- NAVI: 1st July, 2002
- LMVIO: 1st October, 1973

2. Organization chart
- NAVI:
  - Chief Executive
  - Auditors
  - Executive Directors
  - Main Branch Offices
  - Offices
  - Offices (Okinawa Area)
- LMVIO:
  - Chief Executive
  - Auditors
  - Councilors
  - Executive Directors
  - Deliberation Directors
  - Administration Dept
  - Corporate Planning Dept
  - Enforcement Dept
  - Information System Dept

- NAVI: 12.4 billion yen
- LMVIO: 17.7 billion yen

4. Number of inspections (2013)
- NAVI: 7.26 million inspections
- LMVIO: 4.26 million inspections and more than 10 million document checks.
In recent years, among the number of vehicle owned are transition to remain flat, due to the increase of kei-car, registered vehicle is decreasing.

For this reason, the number of PTI for registered vehicle, is in the slight decrease trend, also decreasing trend number of PTI conducted by NAVI.

In these two decades, the number of kei-car is increasing. This is the reason that kei-car is economical compared to the registered vehicle, its environmental performance is well, and it is easy to drive due to the body size.
1. Basic Information on Vehicle Inspection

(3) Outline of Inspection Flow at NAVI

- NAVI have two types of lane. One is measurement lane to confirm the vehicle specification for initial inspection or modification inspection. And other one is compliance check lane to confirm the conformity to the technical standards.
- In measurement lane, we measures the weight and several kinds of dimensions to confirm the spec of the vehicle.
- Compliance check lane is set as factory lane to conduct inspections in series of flow. We inspect 120 vehicles in a day and 30 thousands in a year per a lane.
- Compliance check lane is part form 5 blocks. In first block, confirmation of identities and external inspections. In second block, we check the speedometer, brake and head light. In third block, exhaust emission inspection. In fourth block, we conduct underbody inspection. And last, we have total evaluation.
1. Basic Information on Vehicle Inspection

(4) Digitalization of Inspection at NAVI

- In order to prevent unauthorized body-building after inspection and fraudulently changing inspection result sheet, NAVI are tackling the digitalization of inspection.
- Previously, inspector wrote the inspection result to paper, now inspector input the result to mobile terminal and digitalization facility conducts measurement of dimensions or capture of vehicle photos automatically and stores the inspection results electrically.
- By analyzing these inspection data, we are tackling the selection and concentration of PTI items.
Outline of the Presentation

1. Basic Information on Vehicle Inspection in Japan
   (1) Overview of Vehicle Inspection in Japan
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   (4) Digitalization of Inspection at NAVI

2. Future plan of Vehicle Inspection in Japan
   (1) Adaptation to the New-technology (EV, FCV, etc)
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3. Summary

4. Other
(1) Development and dissemination of next-generation vehicles

In Japan, government set a target that the percentage of next-generation vehicles * in the number of sales would be brought to between 50% and 70% in 2030. Therefore, Japan addresses the development and dissemination of next-generation vehicles in the entire country. As a result, in recent years, hybrid vehicles and electric vehicles etc. has been increasing rapidly, expected to increase continuously in the future. In addition, at the end of last year, the world's first fuel cell vehicle “MIRAI” was sold from Toyota Motor Corporation.

* Next-generation vehicles includes hybrid vehicle (HV), electrical vehicle (EV), plug-in hybrid vehicle (PHV) and fuel cell vehicle (FCV.)
2. Future plan of Vehicle Inspection in Japan

(1) Adaptation to the New-technology

2) Establishment of inspection methods for electric vehicle
- In July 2008, corresponding to electric vehicle increase, NAVI developed the inspection method for high voltage site.
- In March 2013, by creating guidebook for inspecting EV, NAVI enhanced the system to implement accurately inspection for EV.

3) Establishment of inspection method for fuel cell vehicle
- In March 2014, NAVI developed the inspection method for fuel cell vehicle which has compressed hydrogen gas fuel systems for the first time in the world.
2. Future plan of Vehicle Inspection in Japan

(1) Adaptation to the New-technology

4) Development and dissemination of advanced safety technology

By Minister statement of 2010, of cabinet office in charge of traffic safety, the number of traffic fatalities be reduced to less than 2,500 in 2018 was targeted. However, the number of traffic fatalities of 2014 is 4113, further strengthening of preventive safety measures are required. Therefore the Government decided that some sort of driver assistance technology should be equipped with in all vehicles by 2030.

As a result, in recent years, the number of vehicles which equip with the advanced safety technology (ESC, AEBS, LKAS etc. And ECSS includes advanced safety technology system.) is increasing rapidly.

5) Consideration of inspection method utilizing OBD and scan tools corresponding to the advanced safety technology

In accordance with dissemination of the electronic control safety systems (ESC, AEBS, LKAS etc.) or installation of the environmental technology such as OBD-II to the vehicle, NAVI is considering the inspection method that utilizes the OBD and scan tools.
2. Future plan of Vehicle Inspection in Japan

(2) Enhancement of Recall Related Activities

1) Expansion of the recall scale
By expansion of the vehicle market or the progress of communization of parts, in recent years, the scale of recall has expansion trend. In addition, due to an increasing the cases where the same type of vehicles and parts are sold in many countries and regions, once the failure occurs, these problems are easily developing to global level issues.

EX: TAKATA air bag recall

2) Contribution to the recall detection activities by inspection organization
Based on above situation, NAVI believes that inspection organizations should more deeply contribute to the recall detecting activities. Already, NAVI has started scheme to report to the MLIT, if analyzing the inspection results and the same problems are often found in a particular type of vehicle. In future, by using inspection date stored in the digitalization facilities, we build up to contribute to the recall detecting activities.

<TAKATA air bag recall Overview>
By the manufacturing management deficiencies of Air bag inflator, when the airbag is deployed, inflator internal pressure rise often abnormally and the container of inflator is damaged. And as a result, there is a possibility that the occupant is injured. The number of recall target vehicle is more than 13 million in the whole world.

MLIT implement the following initiatives
1) Request to the vehicle manufacturers and parts manufacturers to investigate occurrence situation and to specify cause promptly.
2) Request to the vehicle manufacturers and dealers to set the system to follow the recall.
3) Collecting the inflator related information when the vehicle are scrapped or demolition.
4) Well-known to the user to receive promptly recall treatment
(3) Utilization of Inspection and Maintenance Data

1) Discussion about BIG DATA in Japan

- In the automotive field, there is good sample. In the Great East Japan Earthquake of 2011, the vehicle manufactures have provided real-time driving data of the car without charge, and it makes easier to grasp the situation of the affected road, and it become possible for rapid assistance to affected areas.
- Based on such situation, Japanese government set "the world's most advanced IT nation creative declaration" (2013) and decide to use BIG DATA for economic growth.

2) Utilization of inspection and maintenance information

- Based on the background of the above, MLIT established a meeting relating to the utilization of automobile-related information in 2014. The purpose of the meeting is to discuss the possibility of new business creation through the use of automobile-related information.
- In the meeting, it is proposed that in the view of effective utilization of the data related inspection, inspection and maintenance information should be collected and analyzed integrally.
2. Future plan of Vehicle Inspection in Japan

(4) Merger between NAVI and NTSEL

- NTSEL (National Traffic Safety and Environmental Laboratory) is an independent administrative institute as same as NAVI and has a role of conducting test for type approval and contributing to develop regulations etc..
- Two years ago, the government decided to merge NAVI and NTSEL.
- New agency would have roles of support to develop regulations, conducting test for type approval, vehicle inspection and verifying automotive recalls technically.
- Through the merger, we would develop the comprehensive function from new car to car in use and archive quick response to the introduction of new technology or detecting defects, and we are to support the automotive industry development.
- The merger is performed in April 2016.

The effect of the new organization founded
NAV1 and LMVIO play an important role in Japan's inspection system.

We, in the future, through the following initiatives, strive to enhance the value of inspection.

- Aggressive response to new technologies (EV, FCV or ECSS..)
- Further contribution to recall activities
- Aggressive use of inspection and maintenance information

Through merger between NAV1 and NTSEL, we enhance to support the automotive industry.

NAV1 will continue with CITA members, we are working to enhance the value of the inspection.
CITA-RAG-AA in TOKYO 2015

OUTLINE

Date: June 19th (FRI), 2015
Venue: Tokyo (meeting room: TBD)
Schedule (tentative):
   AM  CITA-RAG-AA
   PM  Technical Visit
Thank You!

National Agency of Vehicle Inspection
http://www.navi.go.jp
Plenary Session Four

Presentation 2

**INSPECTION AND ACCREDITATION AS PART OF THE QUALITY INFRASTRUCTURE**

Thomas Holm

Head of Division for Vehicle Inspection, Swedish Board for Accreditation and Conformity Assessment (Swedac.)
Quality infrastructure

What is it?

Who needs it?

Why is it needed?
The quality infrastructure is a highly integrated network of organizations, systems and methods that have to be available nationally and internationally to assure that products and services are safe, reliable and fulfilling function and quality requirements.
Confidence that products and services are safe, reliable and fulfil function and quality requirements
Elements of a Quality infrastructure

The actors within the quality infrastructure can be categorised into two groups:

- Legal framework defining the rights and obligations of the institutions and the economic operators involved in quality and safety.
- Legal framework for law enforcement on safety of products and services
- Regulators which issue technical regulations on safety of products

(1) The policy makers and specifiers, i.e. those that set up the requirements and draw the policies
Elements of a Quality infrastructure

The actors within the quality infrastructure can be categorised into two groups:

1. The policy makers and specifiers, i.e. those that set up the requirements and draw the policies
2. The performers, i.e. those who help show compliance with the requirements

- Metrology institutions providing primary measurement standards and traceability
- Standards institutes which develop and issue voluntary standards
- Accreditation bodies for third party attestation of the competence of conformity assessment bodies
- Conformity assessment bodies providing services for conformity assessment on the market
- Market surveillance authorities which will make sure that the economic operators market products and services which are safe and do not endanger human and animal life and which contribute to a sustainable environment.
Accreditation in the European Union

- European policy on accreditation is set out in the Regulation (EC) 765/2008
- Last level of public control in the European conformity assessment system
- Preferred means of demonstrating the competence of conformity assessment bodies
- Accreditation of conformity assessment bodies compulsory in certain EU legislative measures
- Key in providing confidence
  - Competence of conformity assessment bodies
  - Certificates, inspection and test reports
Supervision of testing centres required

Accreditation

European directive 2014/45/EU

Supervising body

High quality of vehicle inspections
Accreditation internationally

Conformity assessment

Confidence in quality of inspection bodies and inspection reports/certificates

Rigorous assessment of competence of inspection bodies by ACCREDITATION

Confidence in accreditation

International cooperation and arrangements (ILAC): robust peer evaluation, uniform rules and international standards
International standard ISO/IEC 17020

- Independency issues, according to the required independency level
- Management of impartiality
- Management of information related to the inspections, from a confidentiality point of view
- Organization and management structure, for example the technical management
- Competence of personnel, for example
  - Identifying competence requirements
  - Procedures for selecting, training, authorizing and monitoring personnel
- Equipment, for example identification, maintenance, traceable calibration and in-service checks of equipment, and management of defective equipment
- Inspection methods
- Quality measurement methods to monitor the quality of the inspections
- Inspection reports and certificates
- Handling of complaints and appeals
- Corrective and preventive actions, and
- Performing internal audits and management reviews of the management system
The quality infrastructure is a highly integrated network of organizations, systems and methods that have to be available nationally and internationally to assure that products and services are safe, reliable and fulfilling function and quality requirements.

**It is all about trust!**

**European directive 2014/45/EU**
- Supervising body required
- Accreditation
- High quality of vehicle inspections

**International standard ISO/IEC 17020**
- Independence, objectivity according to the related professional code
- Management of conflicts of interest
- Management of information related to the inspections, from a confidentiality point of view
- Organization and management structure, for example the technical management
- Competence of personnel, for example
  - Identifying competence requirements
  - Procedures for selecting, training, authorizing and monitoring personnel
- Equipment, materials, identification, maintenance, traceability, calibration and internal inspection and management of defective equipment
- Inspection methods
- Quality management methods to monitor the quality of the inspections
- Inspection reports and certificates
- Handling of complaints and appeals
- Certification and pre-vendor qualities and
- Performing internal audits and management reviews of the management system
Plenary Session Four

Presentation 3

FRAUD IN PTI BUSINESS — ABSOLUTELY UNSTOPPABLE — CONSTANTLY FIGHTABLE

Emre Büyükkalfa

Corporate Development Director, TÜVTURK, Turkey
Vehicle Inspection Station in Portland USA 1930
Let’s imagine

...an inspection atmosphere *without any risk of fraud.*

Is this a **utopia**?”
Internal fraud, also called *occupational fraud*, can be defined as: “the use of one’s occupation for **personal enrichment** through the deliberate misuse or misapplication of the organization’s resources or assets.”

Simply stated, this type of fraud occurs when an employee or executive commits fraud **against** his or her employer.
Companies are losing 5% of their annual turnover because of fraud.
Benefits of Fraud Prevention

- financial status
- reputation
- internal motivation

If not effectively prevented, the main goal of achieving public interest will be lost!

We lose everything we have!
Way of thinking

I deserve more income!

Is it really crime?

I’m not the only one!

Who can find it out?

They will forgive me..
The Fraud Triangle

Pressure

Opportunity

Rationalization

The Fraud Triangle
Case Analysis

FRAUD

- Authority using for reputation or privilege
- Avoidance of defects that cause higher costs to fix
- Different car inspection
- Refering cars to middleman
- Sharing data
- Manipulation of car’s and customer’s data
- Pressure to other staff
- Privilege requests
- More or few price

Case Analysis
Prevention Methods

- Management Philosophy
- Risk Management
- Sustainability
- HR
- Communication and Monitoring
- Training
- Performance Management System
- Cooperation
- Technology
- Fraud Prevention Specialist
Management Philosophy

The way of thinking that «all types of moves towards financial targets are proper» produces more pressure and normalizes fraud.

Culture of «CORRECT BEHAVIOR»
Risk Management

- Business processes
  - Roles
  - Approval processes
  - Process line
  - Vehicle groups
  - Inspection results

- Employees
- Physical conditions
Sustainability

Sustainability is achieved by means of contigious auditing

- Flexible
- Unexpected on all levels
- Regularly renewed
- Central and local
- Process and data evaluation
Multidimensional Reference Control

Knowledge
Ability
Communication capability
Personality
Behaviour
Compliance with ethical values
Communication and Monitoring

Effective Communication

- Closely Monitoring
- Continuous Observation
- Open Door Culture
- Internal Hotline for whistleblowers
Training

- Basic Concepts
- Suspicious Circumstances
- Corruption Cases
- Prevention Tools
- Regulations
- Corporate Ethical Values
Performance Management System

Measurable, fair and sustainable...
Cooperation

- Public Bodies
- Private Institutions
- Employees
- Customers
- Security Forces
- Non Governmental Organizations
- Professional Associations
- **CITA**

For the sake of everyone

noone should ever be alone...
Technology

- Data mining
- Random assignments
- Avoiding human factor
- Electronical self assessment
- Camera systems
Fraud Prevention Specialist

- Fraud research
- Working on claims
- Prevention measures
- On site audits and drills
- Experienced in PTI operations

A specialist concentrated fully on fraud investigations and prevention measures...
## Proactive Fight

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<th>way of thinking</th>
<th>technology</th>
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<td>Pressure –</td>
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<td>fraud prevention</td>
<td>and monitoring</td>
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an inspection atmosphere without any risk of fraud...

...utopia?
Fraud in PTI: Absolutely Unstoppable Constantly Fightable

Emre BÜYÜKKALFA
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TÜVTÜRK
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Thank You
Plenary Session Four

Presentation 4

ENHANCING THE VALUE OF VEHICLE INSPECTION — EUCARIS FOR PTI

Dr. Detlef Marek

Acting Chairman EURCARIS, Kraftfahrt-Bundesamt (KBA), Germany
Plenary Session Four

Presentation 4

Enhancing the Value of Vehicle Inspection – EUCARIS for PTI

Dr. Detlef Marek

Acting Chairman EURCARIS, Kraftfahrt-Bundesamt (KBA), Germany
Agenda

- What is EUCARIS
  - Introduction
  - The system
  - Services

- EUCARIS for Periodical Technical Inspection (PTI)
  - The Vehicle Information Platform (VIP)
  - exchange of information for PTI
What is EUCARIS?
The basics

**EUropean CAR and driving licence Information System**

Initiative of some EU registration authorities* in the early nineties, aimed to prevent vehicle and driving licence fraud and crime

- Legislation
- Organisation
- Application

* NL, DE, UK, B, LUX
What is EUCARIS?

Aims

- Original aims of EUCARIS:
  - Prevention of fraud and crime related to the import / export of vehicles and the exchange of driving licences
  - Facilitation of the registration process of vehicles and driving licences
  - Quality improvement national registries

- Nowadays:
  - Facilitation of the exchange of all transport related data between authorities of both EU Member States and non-EU countries by the operation of a generic system
  - This system may be used by registration authorities (of vehicle and driving licence data) and other authorities, e.g. police and PTI inspection centres (based on a separate legal basis)
What is EUCARIS?

Legal basis

- Bilateral agreements
  - National Authorities including Third Parties
    - Any information (transport related)

- EUCARIS Treaty
  - Registration Authorities
    - Parties to the Treaty
      - Vehicle information
      - Driving Licence information
  - National Authorities including Third Parties
    - Vehicle information
    - Driving Licence information
    - Transport Undertakings
    - Owner / Holder data
    - Insurance information

- EU legislation
What is EUCARIS?

Organisation

- Cooperation of (the Registration) Authorities of a large number of (European) countries
- Highest Authority is the Assembly of participating countries
- Nominated parties for
  - Secretariat and Finances
  - Operations
    - Development of new services
    - Support, Help Desk and monitoring
- Only governmental organisations and entities with a public mandate have access
What is EUCARIS?

Finances

- EUCARIS is strictly non-profit; all activities are carried out by national (public) authorities

- Costs are shared between the participants

- Overall budget is around € 750.000 (2015)

- Basic fee is € 15.000 (2015) per connection; next to that MS only pay for functionalities that are used; in 2015: € 20.000 - € 40.000 per MS

- Developments are sometimes pre-financed by a limited number of MS; late adopters pay an entrance fee;

- Information is for free: Member States do not charge any costs for provided information
EUCARIS Architecture

- Police
- Municipalities
- PTI companies

Closed Network

Countries: UK, NL, F, D, S, LV
**Application: one generic technical framework different services**

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<th>EUCARIS Treaty</th>
<th>Prüm/ Council Decisions</th>
<th>Bilateral treaties/ File transfers</th>
<th>eCall</th>
<th>TACHO ERRU</th>
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**EUCARIS generic framework/technology/basic system:**
- authorisation, encryption, signing, logging, routing, MCI, queuing, retry, help files, translation, statistics
Possible use of EUCARIS for the international exchange of technical vehicle data and inspection results in context of PTI
The RAs aim for European harmonization of data exchange for vehicle registrations.

The electronic Vehicle Information Platform (VIP), as meant in Art.16 of Directive 2014/45/EU should consist of the National Registrations of the MS with vehicle data and/or inspection results, interconnected via the existing EUCARIS system.

All technical data relevant at the level of the individual vehicle (VIN), including data needed for vehicle inspections or (risk based) supervision should be delivered by the vehicle manufacturers via electronic CoCs and stored in the national Base Registries.

The National Vehicle Registration Authorities play a role as provider of technical vehicle data and as National Contact Point (NCP) between the National Authorities of a MS (e.g. Inspection Centres) and other countries.

Supporting the vehicle inspection process (PTI) by providing needed data.
Data flows

- The VIP should be used for the (international) exchange of the following data:
  - Technical vehicle information supporting PTI. The international exchange allows for full mutual recognition of PTIs in the future.
  - Technical vehicle information supporting RSI (road side inspections).
  - The results of inspections, supporting enforcement, re-registration after export and suspension or cancellation of registrations in case of very serious defects.

- The use of EUCARIS means an efficient re-use of an existing system.
- EUCARIS could be combined with national systems linking test centres with national authorities and also with access to websites of vehicle manufacturers providing more general information (not at individual vehicle level).
Distributed European Vehicle Information Platform

**Manufacturer**
- General Vehicle data
- Production vehicle

**MS**
- In-car Data
- CoC, including technical vehicle data needed for PTI
- Vehicle registration
- Technical Inspection
- Registration vehicle
- EUCARIS international data exchange
- Inspection results
- PTI-report

**Inspection Authority**
- Technical Inspection
- Registration Authority

**Other EU MS**
- Re-registration vehicle
- Technical Inspection
- Enforcement
- EUCARIS international data exchange

**COM**
- Analysis
- Statistics
Architecture VIP
distributed registrations connected via EUCARIS

PTI/RSI Authorities

PTI/RSI Results

Test centers

Vehicle Registration

TESTA Network

Vehicle Registration

Vehicle Registration

Vehicle Registration

Vehicle Registration

Vehicle Registration
In General

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Technical support during operation
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Any questions ??
Plenary Session Four

Questions and Answers

Al Bustan Rotana Hotel, Al Rashidya Ballroom A & B
Question 1:

Is this a classification system and approach that would be appropriate for other countries?

Answer Choice:

A. Highly appropriate and relevant
B. Worth considering
C. Not appropriate or relevant
D. I need to know more about the reasons behind this classification
Question 2:

Do you think that this approach should be recommended as best practice to be considered by other countries?

Answer Choice:

A. Highly important
B. Moderately important
C. Low importance
D. Not worth considering
Question 3:

Do you think that this approach is relevant to other regions of the world?

Answer Choice:

A. Very Relevant
B. Moderately Relevant
C. Not Relevant
D. There are more effective approaches
Question 4:

How should we as a PTI community work to combat fraud in our own organisations and beyond?

Answer Choice:

A. Put more priority and resources into developing recommended international best practice

B. Build more effective relationships with other key stakeholders

C. Research better evidence to show the benefits of roadworthiness inspection

D. Become more effective at lobbying key policy makers and politicians to combat fraud
Question 5:

Is CITA providing a quarterly communication letter on developments in different regions important for your organisation?

Answer Choice:

A. Very Important
B. Somewhat Important
C. Neither Important nor Unimportant
D. Somewhat Important
E. Not at all Important
Question 6:
How effective are these management systems in controlling impartiality?

Answer Choice:
A. Highly Effective
B. Moderately Effective
C. Low Effectiveness
D. Not Effective
E. There are more effective tools available
Question 7:

How important is this initiative achieving sustainable mobility?

Answer Choice:

A. Highly Important
B. Moderately Important
C. Low Importance
D. Not Worth Considering
Question 8:

How effective will new technology be as an anti-fraud tool?

Answer Choice:

A. Highly Effective
B. Moderately Effective
C. Low Effectiveness
D. Not Effective
E. There are more effective tools available
Refreshment Break

15:15 – 15:45

Please return promptly for the workshop reports and conference closing