

ACTION PLAN

Horizontal Actions for Integration and Coordination of Management of the Trans-Maghreb Motorway Axis



Union pour la Méditerranée
Union for the Mediterranean
الإتحاد من أجل المتوسط
in partnership with



International
Road Transport
Union

Groupe des ministres de transport
de la Méditerranée Occidentale



LIST OF ACRONYMS

AGA: Algerian Highways Management

ADM: Highways of Morocco

AMU: Arab Maghreb Union

CETMO: Centre for Transportation Studies for the Western Mediterranean

EBRD: European Bank for Reconstruction and Development

EC: European Commission

EIB: European Investment Bank

EPEC: European Public-Private Partnerships Expertise Centre

GRSF: Global Road Safety Facility

GRSP: Global Road Safety Partnership

GTMO 5+5: Group of Transport Ministers of the Western Mediterranean 5+5

ICDT: Islamic Centre for Development of Trade

IDBG: Islamic Development Bank Group

IFI: International Financial Institutions

IRTAD: International Road Traffic and Accident Database

IRU: International Road Transport Union

ITF: International Transport Forum

PPP: Public-Private Partnerships

STA: Tunisian Highways Corporation

UfM: Union for the Mediterranean

UfMS: Secretariat of the Union for the Mediterranean

UNECE: United Nations Economic Commission for Europe

WB: World Bank

WCO: World Customs Organisation

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BACKGROUND AND STRUCTURE OF THE ACTION PLAN

Purpose and motive of this Action Plan

Improving transport system in a region is an action that has a strong influence on that region's development. With this in mind, the Maghreb countries are taking measures to complete their transport networks, including development of their motorway network. The completion of some of the sections should define a continuous Trans-Maghreb Motorway in the near future.

This physical union is only one step in shaping the regional infrastructure, since a series of regional coordination measures are also needed before it makes sense to talk about a real Trans-Maghreb Motorway.

This Action Plan was developed precisely to promote regional coordination activities in infrastructure management as an avenue of work proposed by the GTMO 5+5 ministers at their last meeting in March 2012. The Action Plan proposed is a mechanism that aims to encourage cooperation, integration and stronger relations among the stakeholders involved in the activities that define the day-to-day operations of the motorway throughout its two years of life. The ultimate goal is to achieve more mature infrastructure with a greater ability to contribute to the development and integration of the Maghreb.

The sum of knowledge and competences of the transport regional actors and their coordinated and cooperative work are considered as the key and core points to a correct implementation of this action plan.

Background and history

On 10 February 2012, the Union for the Mediterranean (UfM) labeled the central section of the project of the Trans-Maghreb Motorway as a project of regional interest. This project involves completing the sections of infrastructure yet to be built between Agadir and Ras-Jedir, along with a horizontal component which entails coordinating management of the Trans-Maghreb Motorway. The promotion of this horizontal component is carried out jointly by CETMO (Technical Secretariat of the GTMO 5+5) and the UfMS in partnership with the IRU.

This component got under way with the drafting of the document *Horizontal Actions for the Integration and Coordination of Management of the Trans-Maghreb Motorway Axis*, which sought to identify the sections or domains in the management of the motorway where a horizontal component could help provide a more region-wide vision of the infrastructure. It also proposed several specific actions that could be further developed in this Action Plan.

Later, on 6 and 7 May 2014, work sessions were held in Barcelona with the people in charge of managing transport in the region. Based on their interests and concerns regarding the Trans-Maghreb Motorway, a series of proposed horizontal actions were compiled to help integrate and coordinate management of the Trans-Maghreb Motorway. In order to simplify and facilitate development of the Action Plan, this compilation of actions was reorganized, resulting in this document.

Structure

The actions are presented in five sections: Trade Facilitation, Financing and Pricing, Multimodality, Road Safety and Cross-cutting Actions. For each of these sections, its purpose is described, the actions are listed, a tentative timeline for completing the actions is presented and the actions are described in greater detail. More specifically, for each action we include a description, the target actors and the actors capable of generating some kind of synergy with the action, the approximate duration and the cost.

Since some regional actors have already expressed their interest in participating in certain actions, the Timeline and Approximate Duration sections are illustrative. Given that the implementation of the actions may vary depending on the actors that implement them, the Timeline and Approximate Duration sections have been established following the criteria of the UfMS and the Technical Secretariat of the GTMO 5+5, as the driving forces behind this initiative, but they have to adapt to the initiatives already under way or planned in the region.

SECTION 1. TRADE FACILITATION

Objective of the section

The completion of the Trans-Maghreb Motorway must come hand in hand with measures to facilitate trade and exchange if its implementation is to bring social and economic benefits to the region. In order to accomplish these goals, this Action Plan primarily focuses on promoting the introduction of operating mechanisms that are compatible among countries, such as international conventions, and on the efficient operation of the points where the respective national road transport networks connect, notably the border crossings of the future motorway.

List of actions

Action 1.1. Regional analysis on foreign trade.

Action 1.2. Technical assistance on international conventions.

Action 1.3. Approximation of laws related to the highway code.

Action 1.4. Analysis of border crossings related to the Trans-Maghreb Motorway.

Action 1.5. Promotion of the modernization of the customs sector.

Timeline

	T1 2015	T2 2015	T3 2015	T4 2015	T1 2016	T2 2016	T3 2016	T4 2016
Action 1.1.								
Action 1.2.								
Action 1.3.								
Action 1.4.								
Action 1.5.								

Development of the actions

Action 1.1. Regional analysis on foreign trade.

Description

This action consists of conducting a regional analysis on the historical evolution of regional exchange and future forecasts in different integration scenarios. It should be used to identify possibilities for growth in the region resulting from integration and joint efforts among the main national and regional actors, and the consequences on the transport system, notably on the motorway axis.

The projects within this action include searching for and compiling information on foreign trade in each country in the region, comparing it with other regions based on their characteristics, and analysing historical trends and forecasts for specific possible future scenarios. It should also analyse the potential effect on foreign trade of adopting international conventions, based on studying similar cases.

Target actors and synergies

Target actor: Maghreb region.

Synergies:

Domestic: Finance Ministries.

International: WB, AMU.

Approximate duration

A maximum of six months is allocated to perform this action.

Action 1.2. Technical assistance on international conventions.

Description

This technical assistance is a measure to ensure the gradual, orderly implementation of the target convention. It should guide the corresponding institutions in both bureaucratic and organizational issues and in how to implement the processes. Holding seminars should help to disseminate changes associated to this process to those principally concerned.

To do this, the countries should indicate the conventions they wish to adhere to (or in which they wish to step up their implementation), based on their needs. A roadmap with specific actions and recommendations to achieve this goal can then be defined for each country in conjunction with the relevant ministries.

Finally, the technical assistance should monitor and assist in the implementation of the actions planned in order to help resolve any questions or difficulties that may arise. This action will take into account other ongoing initiatives in this field, such as the EuroMed RRU Transport Project.

Target actors and synergies

Target actor: Algeria, Libya, Mauritania, Morocco and Tunisia.

Synergies:

Domestic: Finance and Transport Ministries.

International: WB, UNECE, EuroMed RRU Transport Project, IRU, WCO, AMU.

Approximate duration

This is considered a long-term action; therefore, it is slated to last the entire two years covered by this Action Plan.

Action 1.3. Approximation of laws related to the highway code.

Description

This action consists of comparing highway codes and the characteristics of the vehicles allowed on the roads of the different countries in the region from the standpoint of facilitation. The goal is to determine the points that might create traffic discrepancies when a vehicle from one country travels in another in the region. Finally, guidelines will be proposed to improve the level of interoperability of this legislation.

Target actors and synergies

Target actor: Maghreb region.

Synergies:

Domestic: Transport Ministries.

International: WB, EuroMed RRU Transport Project, IRU, AMU.

Approximate duration

This is considered a one-off action with a maximum duration of six months at the end of the first year of the Action Plan.

Action 1.4. Analysis of border crossings related to the Trans-Maghreb Motorway.

Description

The purpose of this action is to describe the real situation of the border crossings located along the length of the Trans-Maghreb Motorway in order to assess their infrastructure (as applicable) and day-to-day operations compared to a hypothetical ideal border crossing.

This ideal border crossing will be the subject of an initial study that will examine both the distribution of space at the border crossing and the existence of the facilities and technologies that will enable it to operate efficiently every day without leading to major delays for users.

The second step will be to compare the real situation with the ideal one in order to diagnose the situation at each border crossing, which will enable us to identify the most important changes to be made at each one.

Finally, the last step is to propose the measures needed to integrate the border crossings into the Trans-Maghreb Motorway infrastructure by defining a series of guidelines and recommendations so that both avenues of work are coherent with each other and are not developed independently.

Target actors and synergies

Target actor: All the border crossings in the region linked to the Trans-Maghreb Motorway.

Synergies:

Domestic: Finance, Transport, and Public Works Ministries, domestic customs administrations.

International: WB, IRU, WCO, AMU.

Approximate duration

For this action, it should take no more than one year to perform all the studies.

Action 1.5. Promotion of the modernization of the customs sector.

Description

This action consists of holding a series of meetings with the people in charge of customs and transport in order to ensure coordination between both parties and analyse the implementation of customs measures that will contribute to facilitating transport and trade. Particular attention will be given to measures associated with the exchange of information (either among the administrations in a given country or among different countries), a single window for customs services, and cooperation to overcome physical barriers that hinder traffic. These measures to be evaluated will improve the efficiency of customs services and should take transport needs into account. Holding seminars to explain the situation and the solutions adopted by other countries, referring the customs updating, can guide other national experts.

Another action worth considering to improve the customs sector is analysing the customs schools present in the region in light of the possibility of developing a regional training on customs through cooperation among existing schools. This analysis should conclude with a summary of the points that should be used as the basis for achieving future cooperation between them.

Target actors and synergies

Target actor: Customs administrations in Algeria, Libya, Morocco, Mauritania and Tunisia.

Synergies:

Domestic: Finance and Transport Ministries.

International: WB, ICDT, IRU, WCO, AMU, UNECE.

Approximate duration

This is considered a long-term action and its implementation has been scheduled as of the fourth quarter of the action plan.

SECTION 2. FINANCING AND PRICING

Objective of the section

In this section, two main objectives have been identified. The first is promoting and facilitating cooperation among the corporations that manage motorways (from Maghreb and European countries of the GTMO 5+5) in order to share the most appropriate methods for optimizing motorway management, considering all the factors that determine their lifespan (construction, operations, maintenance, financing, etc.) and to determine the role that PPP could play in this management.

The other is to promote new technologies in the area of pricing, towards the objective to promote the implementation of an interoperable electronic toll system in the region.

List of actions

Action 2.1. Cooperation among the actors in the Trans-Maghreb Motorway.

Action 2.2. Assessment of the applicability of a public-private partnership (PPP) in operating and managing the Trans-Maghreb Motorway.

Action 2.3. Promotion of an interoperable electronic toll system.

Timeline

	T1 2015	T2 2015	T3 2015	T4 2015	T1 2016	T2 2016	T3 2016	T4 2016
Action 2.1.								
Action 2.2.								
Action 2.3.								

Development of the actions

Action 2.1. Cooperation among the actors in the Trans-Maghreb Motorway.

Description

Cooperation among the parties involved is regarded as one of the most useful mechanisms for making headway in developing the management capacities of the motorway management agencies. This cooperation will be promoted by meetings among the actors involved and cooperation programmes or exchanges of experiences and roundtables.

In order to ensure the continuity and smooth operation of the system, its governance and operativity must be defined.

Target actors and synergies

Target actor: AGA, Road and Bridges Authority (Libya), ADM, Direction des infrastructures de Transport (Mauritania), STA and the concessionaires or concessionaires associations in the European countries belonging to the GTMO 5+5.

Synergies:

Domestic: Transport and Public Works Ministries in Algeria, Libya, Morocco, Mauritania and Tunisia.

International: Concessionaires or concessionaires associations in the European countries belonging to the GTMO 5+5, EBRD, WB, AMU.

Approximate duration

In this Action Plan, cooperation among the actors involved in managing the Trans-Maghreb Motorway must happen continuously in order to guarantee the organization and development of other actions. For this reason, this action will take from the beginning to the end of the Action Plan.

Action 2.2. Assessment of the applicability of a public-private partnership (PPP) in operating and managing the Trans-Maghreb Motorway.

Description

The development of the Trans-Maghreb Motorway goes beyond the construction of the infrastructure, it is also necessary to think about how should be its daily activity in order to promote its use between its potential users. So, it would be very interesting to study different options for the efficient operation and management of the Trans-Maghreb Motorway.

This action involves carrying out a detailed assessment of the applicability of a PPP to the operation and management model of the Trans-Maghreb Motorway, and generating knowledge among the actors involved to help them understand how it works, the keys to its success and its particularities. Including practical examples of PPPs should help the actors understand how they work and determine the pros and cons of applying a PPP in the management of motorway sections and additional infrastructure. Within these studies, the risks associated with PPPs should be outlined in detail, with a definition of who is in charge of what.

This aims to be yet another tool to help reflect on the most appropriate system for managing the Trans-Maghreb Motorway.

Target actors and synergies

Target actor: Roundtable (Action 2.1.).

Synergies:

Domestic: Transport and Public Works Ministries in Algeria, Libya, Morocco, Mauritania and Tunisia.

International: EIB through the programme MED5P, EBRD, EPEC, IDBG.

Approximate duration

The estimated time needed to complete this assessment of the need for a PPP is no more than six months.

Action 2.3. Promotion of an interoperable electronic toll system.

Description

Promoting an interoperable electronic toll system entails two main actions. The first consists of conducting a diagnostic study with an in-depth analysis of all the factors that affect pricing in the countries participating in the Trans-Maghreb Motorway and their interaction in order to determine the fundamental factors in a potential regional interoperable electronic toll system.

The second aims to raise awareness of the people in charge of the ministries regarding the importance of having an interoperable electronic toll system throughout the entire region in the future. This goal will be achieved through meetings, any technical assistance needed, seminars and studies. It should affect the planning, regulation and steps to be taken in the forthcoming years to ensure the feasibility of interoperable pricing in order to avoid additional future costs and duplications.

Target actors and synergies

Target actor: Roundtable (Action 2.1.).

Synergies:

Domestic: Transport and Public Works Ministries in Algeria, Libya, Morocco, Mauritania and Tunisia.

International: EIB, EBRD, WB, EC, European concessionaires, IDBG, AMU.

Approximate duration

Given that this is a long-term action, we determined that it would be more useful to carry it out as of the fourth quarter of the action plan once the roundtable has been set up.

SECTION 3. MULTIMODALITY

Objective of the section

The goal of the multimodality section is to reinforce and optimize the integration of the Trans-Maghreb Motorway with the remaining regional transport system in order to increase use of the motorway and therefore shift from the concept of a motorway axis to a Trans-Maghreb multimodal corridor. This corridor is destined to become the backbone of exchanges of both goods and passengers in the Maghreb region.

List of actions

Action 3.1. Promotion to create a global observatory on the trans-Maghreb corridor.

Timeline

	T1 2015	T2 2015	T3 2015	T4 2015	T1 2016	T2 2016	T3 2016	T4 2016
Action 3.1.								

Development of the actions

Action 3.1. Promotion to create a global observatory on the Trans-Maghreb corridor.

Description

The main goal of promoting the creation of a global observatory on the trans-Maghreb corridor is to integrate Trans-Maghreb Motorway with the remaining regional transport system in order to increase use of the motorway and therefore shift from the concept of a motorway axis to a trans-Maghreb multimodal corridor. This goal entails ascertaining the real situation and future possibilities of the axis (in terms of infrastructure, multimodality, supply and demand), as well as determining how to promote it as the backbone of a multimodal transport network that can facilitate and increase the efficiency of the transport of goods and passengers in the Maghreb.

The first step is to define the specific objectives and activities to be carried out while creating this observatory. These activities should include studying the possibility of performing a socioeconomic analysis to identify the nodes and zones in the region that might benefit from having connections to the Trans-Maghreb Motorway. In order to more specifically analyse the future potential, it would be extremely useful to create a model to analyse and forecast traffic for different time scenarios. The existence of a model of this kind as a tool for consultation and guidance should help prioritize future infrastructure. This model must consider connections with neighbouring countries. Another action aimed at learning more about the corridor is creating a technical tool that describes the condition of the infrastructure and real flows in the Trans-Maghreb multimodal corridor. However, given its more ambitious nature, this action may be set aside for the future, based on the evolution of previous actions.

In parallel, as these actions are taking place, the multimodal corridor can be promoted by participation in workshops and seminars and with meetings of the main representatives of the transport sector in the region. The intention is to raise their awareness of the importance for the region of good connections between modes of transport that ensure an efficient multimodal transport system.

Target actors and synergies

Target actor: Maghreb region and neighbouring countries.

Synergies:

Domestic: Transport and Public Works Ministries in Algeria, Libya, Morocco, Mauritania and Tunisia.

International: EIB, EC, Roundtable (Action 2.1.), WB, UfMS, CETMO.

Approximate duration

This action should span the entire two years of this Action Plan.

SECTION 4. ROAD SAFETY

Objective of the section

The purpose of this section is to boost road safety along the entire motorway. The actions revolve around aspects that can be regulated from a technical standpoint whose target or element of study is infrastructure.

List of actions

Action 4.1. Road safety audit along the Trans-Maghreb Motorway to produce recommendations and best practices.

Action 4.2. Harmonization of road accidents databases and procedures.

Timeline

	T1 2015	T2 2015	T3 2015	T4 2015	T1 2016	T2 2016	T3 2016	T4 2016
Action 4.1.								
Action 4.2.								

Development of the actions

Action 4.1. Road safety audit along the Trans-Maghreb Motorway to produce recommendations and best practices (including definition of highway standards).

Description

The primary objective of this Action is the following:

- Conduct Road Safety Audits and Visual Inspections to:
 - Define of the standards that should be used during the road safety audit along the Trans-Maghreb Motorway.
 - Identify motorway design features that can pose a risk to road users during operation.
 - Recommend cost effective solutions that can be integrated in the design, or implemented on existing motorways sections, to reduce the identified risks and enhance safety for all motorway users.
 - Prepare Road Safety Audit Reports and submit them for review by the responsible motorway authority.
 - Organise and hold meetings with motorways authorities, design team, police, possibly local authorities and other stakeholders as deemed relevant to collect information and verify identified problems.

The result of this action is a sum up of independent recommendations and best practices to the administration in charge of the construction and operation by the institution charged with performing the audit. Then, the administration in charge of each national section of the Motorway will decide whether to implement it or not. Under no circumstances, these recommendations imply their enforcement. If it is necessary, collaboration with the institution in charge of this action can be established in order to identify viable solutions.

Another consequence of this action is the proposal of guidelines for the harmonization of highway standards in the framework of the Trans-Maghreb Motorway. It refers to non road safety aspects but which implementation could have any influence on them, as road nomenclature, lighting,...

Target actors and synergies

Target actors: AGA, Road and Bridges Authority (Libya), ADM, Direction des infrastructures de Transport (Mauritania) and STA.

Synergies:

Domestic: Transport and Public Works Ministries in Algeria, Libya, Morocco, Mauritania and Tunisia.

International: EIB, GRSF¹ (WB), GRSP², IRU, EuroMed Road Safety Programme, AMU.

¹ GRSF: The Global Road Safety Facility is a global partnership programme administered by the World Bank and established in 2006 with the mission of helping to address the rising number of injuries and deaths from traffic accidents on motorways in countries with low to medium incomes.

² GRSP: Global Road Safety Partnership. This is one of the four development cooperation programmes initiated by the World Bank. Launched in 1999, its members strive to identify how they can work jointly to improve global road safety.

Approximate duration

It should take no more than one year to perform all the steps in this action.

Action 4.2. Harmonization of road accidents databases and procedures.

Description

Gathering data on accident rates and then processing these data is an extraordinarily useful way to improve road safety. So, it is important to consolidate these processes, enabling the existence of structures that enable to maintain a regular update of national road data bases and make them interoperable for a better regional vision.

Today, each country has its own accident records and its own indicators which enable it to identify its road safety levels. The intention is to promote the standardization of this data processing and these indicators within the Trans-Maghreb Motorway, which will lead to coherence when determining the safety levels and conflictive points on the motorway. The presentation of the standardized data is a result of this activity and the best way to disseminate it must be analysed. Moreover, this activity will strengthen the regional vision of the Trans-Maghreb Motorway Axis.

Another action consists of evaluating the different national administrations' interest in participating in initiatives that seek to gather data on road accident rates and analysing these data via international cooperation. This action would be performed by presenting different initiatives, and it might be a good opportunity to further explore good practices and training related to processing traffic data.

Target actors and synergies

Target actor: Algeria, Libya, Morocco, Mauritania and Tunisia.

Synergies:

Domestic: Transport Ministries in Algeria, Libya, Morocco, Mauritania and Tunisia.

International: EIB, IRTAD³ (ITF), GRSF (WB), GRSP, EuroMed Road Safety Programme, AMU.

Approximate duration

All the steps in this action should be completed in no more than one year.

³ IRTAD: International Road Traffic and Accident Database. This is a working group made up of the International Transport Forum (ITF) along with the OECD's Transport Research Group, whose main goal is to contribute to international cooperation in gathering data on and analysing road accident rates.

SECTION 5. CROSS-CUTTING ACTIONS

Objective of the section

This section aims to include cross-cutting actions that are common to all the remaining sections. It consists of monitoring the evolution of the actions described in this Action Plan and promoting any training actions needed.

List of actions

Action 5.1. Promoting training.

Action 5.2. Monitoring report and coordination.

Timeline

	T1 2015	T2 2015	T3 2015	T4 2015	T1 2016	T2 2016	T3 2016	T4 2016
Action 5.1.								
Action 5.2.								

Development of the actions

Action 5.1. Promoting training

Description

In the course of the different stages used to define this Action Plan, training human resources has been one of the most important components and has always been requested as a necessary tool to achieve better implementation of the actions in the region. For this reason, many actions also include training actions based on good practices and technical assistance.

The goal of this action is to recapitulating/monitor the specific training actions developed in the rest of the Action Plan. Additionally, it is important to remain receptive to new needs that might arise in this field in order to coordinate possible responses.

Target actors and synergies

Target actor: The recipients of each action.

Synergies:

Domestic: Transport and Public Works Ministries, AGA, ADM, STA.

International: EIB, EBRD, IRTAD, WB, EC, UNECE, CETMO, ICDT, EPEC, GRSF, IDBG, IRU, WCO, GRSP, UfMS, AMU.

Approximate duration

Training will be promoted throughout the two years of this Action Plan.

Action 5.2. Monitoring report and coordination

Description

Monitoring will take place by drawing up progress reports twice a year on the actions under way. These reports will be submitted to the IFIs and the experts from the GTMO 5+5 to keep them informed on each of the actions. Moreover, annual meetings dedicated exclusively to the assessment of the actions will be held. During these meetings, the actions completed will be reviewed and there will be time to make suggestions about new actions to be introduced and changing existing ones. The participants at these meetings will be the IFIs representatives in charge of the actions development and the experts of the GTMO 5+5.

This action of monitoring report and coordination will be developed by the CETMO (Technical Secretariat of the GTMO 5+5) and the UfMS.

Target actors and synergies

Target actor: Maghreb region.

Synergies:

Domestic: Transport and Public Works Ministries, AGA, ADM, STA.

International: EIB, EBRD, WB, EC, UNECE, CETMO, IDBG/ICDT, IRU, WCO, UfMS, AMU.

Approximate duration

The actions will be monitored during the entire two years of this Action Plan.

COORDINATION OF THE ACTION PLAN

As mentioned at the beginning of this document, the initiative of developing the horizontal component of the Trans-Maghreb Motorway, which translates into drawing up this Action Plan, emerged from the CETMO (Technical Secretariat of the GTMO 5+5) and the Secretariat of the UfM (UfMS).

Once the priority sections for coordinating management and development of the Trans-Maghreb Motorway were chosen, specific actions were defined within each section that should contribute to strengthening cooperation among national and international actors. These actions are the outcome of the shared effort and debate among the public administrations of the GTMO 5+5 countries, international institutions, CETMO and the UfMS.

Given this approach to conceiving this Action Plan, we suggest that it be implemented in the same way, that is, via the cooperation and participation of all the institutions interested in the development of the region, which also have extensive experience in the sections described. Obviously, a major coordination effort is also needed, and the participation of each interested institution entails adapting the actions it will implement to its methodology and everyday procedures. This approach concerns also the funding of the action plan. In this way, institutions interested in its development should cooperate with each other and with the national experts in order to define the most appropriate funding system for each action.

The UfMS and CETMO will work together to coordinate efforts among the administrations and institutions that lead each section in order to remain true to the objectives and approach of the Action Plan. In addition, the UfMS should inform about the progress of this Action Plan during the Senior Officials Meeting of the UfM.

In conclusion, this is an Action Plan to be implemented based on the sum of knowledge and skills, and based on dialogue, thus leading to the efficient use of resources and better results for the beneficiary countries.

TIMELINE OF THE ACTION PLAN

	T1 2015	T2 2015	T3 2015	T4 2015	T1 2016	T2 2016	T3 2016	T4 2016
Action 1.1.		█	█					
Action 1.2.	█	█	█	█	█	█	█	█
Action 1.3.			█	█				
Action 1.4.			█	█	█	█		
Action 1.5.				█	█	█	█	
Action 2.1.	█	█	█	█	█	█	█	█
Action 2.2.			█	█				
Action 2.3.				█	█	█	█	
Action 3.1.	█	█	█	█	█	█	█	█
Action 4.1.		█	█	█	█			
Action 4.2.				█	█	█	█	
Action 5.1.	█	█	█	█	█	█	█	█
Action 5.2.	█	█	█	█	█	█	█	█