



# P3A



## Support Programme to the Association Agreement Implementation (P3A)

### **Twinning Project Fiche**

**Project Title:** “Strengthening the institutional capacity of the Authority for the Organisation of Urban Transport (AOTU), Algiers

**Beneficiary administration:** Authority for the Organisation of Urban Transport, Ministry of Public Works and Transport (MTPT)

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**TWINNING INSTRUMENT**

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**This fiche is a translation of the official version written in French with the goal of having a wider dissemination among Member States. In case of discrepancy between the French and the English versions, the French one shall prevail.**

## List of acronyms

AA	Association Agreement
AOTU	(Authority for the Organisation of Urban Transport)
BHNS	(High Level Service Bus) or quick bus
CTM	Common Twinning Manual
DTW	(Wilayas' Transport Directorate)
EMA	(Algiers' Subway Enterprise)
ENI	European Neighbourhood Instrument
ETAC	(Algiers Cable Transport Enterprise)
ETUSA	(Urban and Suburban Transport Company)
EU	European Union
MS	EU Member State
MTPT	(Ministry of Public Works and Transport)
PAG	(Government's Action Plan)
PDU	(Urban Mobility Plan)
PNT	(Transport National Plan)
P3A	Programme of Support to the implementation of the Association Agreement
PL	Project Leader
REFOCO	(Common Functional Reference Book)
RTA	Resident Twinning Adviser
SAE	(Assistance System to Operations)
SAEIV	(Assistance System to Operations and Traveller Information)
SC	Steering Committee
SETRAM	(Tramway Operation Company)
SNTF	(National Railway Transport Company)
STE	Short Term Expert
SIG	(Geographic Information System)
SUMP	Sustainable Urban Mobility Plans
TCSP	(Specific Site Collective Transport)
TCU	(Urban Collective Transport)
ToR	Terms of Reference
UGP	(Programme Management Unit)

*NB: words between brackets mean that the French acronym has been kept*

## **1. Basic information**

### **1.1 Programme**

Support to the Association Agreement Programme between Algeria and European Union: P3A-III- Financing Agreement- ° ENI/2016/039-593 Indirect Management

For British applicants: Please be aware that eligibility criteria must be complied with for the entire duration of the grant. If the United Kingdom withdraws from the EU during the grant period without concluding an agreement with the EU ensuring in particular that British applicants continue to be eligible, you will cease to receive EU funding (while continuing, where possible, to participate) or be required to leave the project on the basis of Article 12.2 of the General Conditions to the grant agreement.

### **1.2 Sector**

Transport (TR)

### **1.3 Budget**

Maximum amount of the grant: EUR 1 100 000.00

## **2. Objectives**

### **2.1 Overall Objective**

Contribute to the good organisation and operation of urban transport in Algiers' wilaya, in accordance with international standards and European best practices, for a share of experience with a view to transferring know-how to other towns and wilayas.

### **2.2 Specific Objective**

Support AOTU's development with capacity building of the executive officers for an improved implementation of AOTU missions, thus ensuring a good quality of service for the users and making of the capital an attractive town contributing to the economic development of the region.

### **2.3 Contribution to the Association Agreement Implementation**

The objective of supporting AOTU's performance is included within the transport part of the Association Agreement between Algeria and European Union (UE).

The present twinning project embodies the implementation of article 59 of the Agreement.

Article 59 deals with the implementation of a cooperation regarding transport and applies in particular to the following fields:

- Restructuring and modernisation of the transport system ;
- Improvement of mobility for travellers and goods ;
- Definition and application of operation standards similar to those currently employed in Europe in the fields of road transport, management of railway, airway and seaway ;
- Cooperation between the relevant national public bodies ;
- Modernisation of road, rail, air and port infrastructures ;
- Refurbishment of technical facilities in accordance with the European standards which apply to road and rail transport, intermodal transport, containerisation and transshipment.

### 3. Project description

#### 3.1. Context and justification of the twinning project

##### 3.1.1. National context

##### Action Plan of the Government for the period 2015□2019

For this period, the government’s Action Plan provides guidelines for improving public transport in his fourth chapter entitled “management, preservation and extension of infrastructures in order to strengthen their role of support to the economic and social development programme” by :

- Implementing extension operations on subway, tramway and gondola lift modes ;
- Undertaking new implementation studies ;
- Organising transport sector in accordance with the recommendations issued from the National Transport Congress about the quality of service.

Re-affirming that one of the main objectives of the Government is to spur public service to achieve the level of the most advanced countries, the Government intends to “*undertake a new legal and regulatory framework in order to ensure the best preservation of the allocated investments and a modern management of the infrastructure with the objective of provide a public service in accordance with a more and more increasing and challenging demand*”.

The support to AOTU in organising and operating public transport modes functions in Algiers’ area, which is the subject of the present twinning project, is consistent with the strategies included in the Government Programme above described and perfectly matches with Association Agreement as well as with transport government policy.

##### The Authority for the Organisation of Urban Transport (AOTU)

The creation of AOTU falls within the framework of the Law of 7 august 2001 which deals with orientation and organisation of land transport.

AOTU has become effective since 2015, pursuant to the Executive Decree N° 12-109 of 6 march 2012 which sets out the organisation, operation and missions of AOTU and revised by the Executive Decree N° 12-190 of 25 April 2012, concerning the creation of urban transport authorities in the wilayas of Algiers, Oran, Constantine, Annaba, Setif, Batna, Sidi Bel Abbès, Mostaganem and Ouargla.

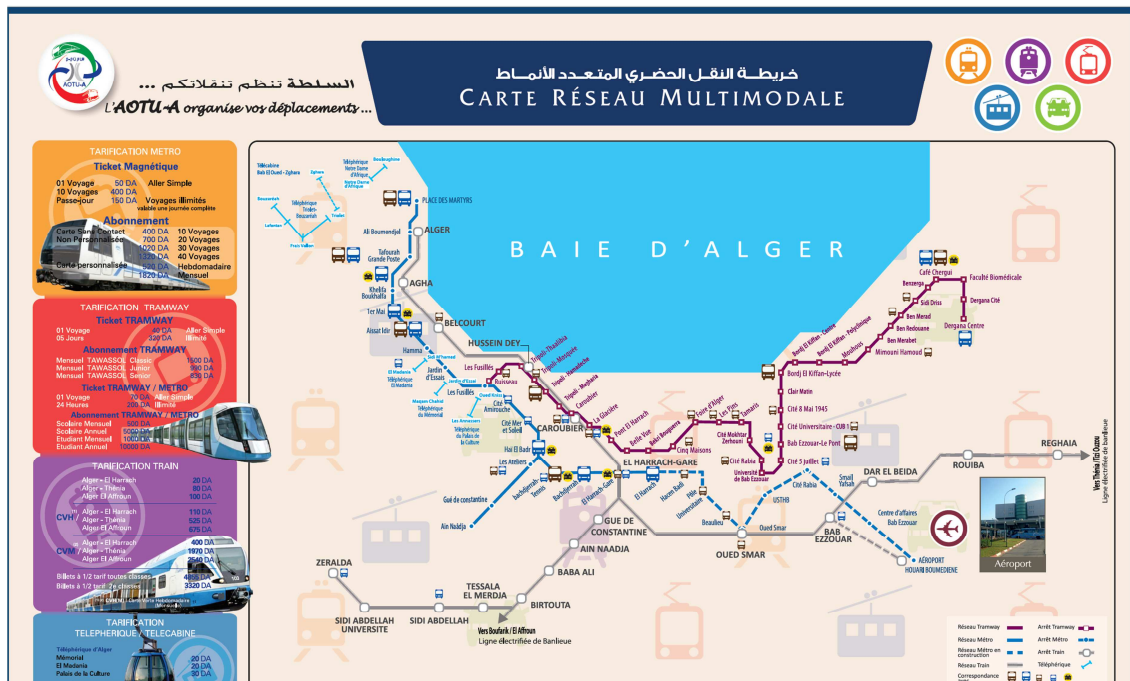
### 3.1.2. Justification of the twinning project

#### The current transport supply

The urban transport supply made available to the population in Algiers' wilaya is composed of :

- Suburban railway, operated by SNTF, which relies upon two electrified lines (Algiers – Thenia and Algiers – El Afroun) ;
- Specific Site Public Transport (TCSP), operated by Algiers Subway Company (EMA), which has delegated operating to three affiliate companies ;
- Subway (RATP El Djazair) : one first 9 km line was started in 2011, and followed by the implementation of a 4 km extension in 2015 and three upcoming projects for an overall length of more than 27 km is expected by 2020 ;
- Tramway (SETRAM) : one 23 km line connected with metro and railway network was launched in may 2011 ;
- Cable transport : one first gondola line started in 1956 and was followed by 3 more lines in the 80's
- Urban Bus transport is operated by two public companies : ETUSA (74 lines) and TRANSUB (8 lines) and 3791 private operators;
- Employees transport (272 operators), as well as school and student transport ;
- Taxis (14900 operators among which 14480 individual and 450 collective).





## Key findings

### 1. Urban Public Transport (TCU) suffers from a lack of consistency in the public effort as well as a defective service coordination :

Public transport supply was not carried out within an organised and consistent framework, unable to provide users with a large number of alternatives to move from one point to another within Algiers' area, using if necessary several modes and without undergoing harsh bulk breaking.

There is therefore in Algiers no real public transport network, as it can be observed elsewhere. Each mode is operated according to its own logic and organisation, without considering other modes.

Bus network including ETUSA's was not restructured following the implementation of TCSP and the modernisation of the railway network in the Algiers' suburbs. The feeding services to and from TCSP are not efficient and bulk breakings are physically hard and costly whenever the user has to take a bus upstream or downstream.

Public policy suffers from a lack of consistency, to the extent that the investments allocated to the implementation of new modes with the objective of modernising urban transports, was not supported or followed by the measures required to enhance them. Thus, status quo was maintained, and the restructuring and upgrading of urban transport services did not occur.

### 2. The competition of the bus network impairs the development of an efficient urban public transport :

The numerous lines of the bus network which is the leading transport mode, are operated independently and without any coordination, even though ETUSA as the traditional operator has partly kept the bus network outline plan as it was before the opening of the activity to private operators.

Together with the deregulation of the transport sector and the opening of the public transport market to private sector, the structure of transport network has gradually evolved due to the addition year after year of new lines allocated to private operators. These lines were created without assessment and measurement of the transport needs with traditional planning tools. No prior design study was carried out nor was ex-post evaluation implemented in order to make sure the newly created lines matched the transport needs of the population

The approach relies on the attendance increase of the various lines, expecting the improvement of the transport services owing to the competition between the operators.

This vision of the government which, in adverse economic conditions, considered urban transport as a tradable service which should be excluded from the public services sphere and be submitted to competition, was of serious consequence. Restricting its own part, the Public Administration limited itself to issuing operating authorisations and accordingly, did not foresee to set up means to intervene into planning, monitoring and regulation of the activity.

Without any public supervision, the private operators substituted themselves to the Public Administration initiating a modus operandi in accordance with their own rules and for their own benefit, making their own interests prevail over the quality of service to be provided.

The result is today well-known: a chaotic situation which has become unmanageable, and which benefits nobody, including the operators whose future is threatened due to abundant supply, endangering the sustainability of the system.

The collapse of the latter would affect not only the social situation of the operators and their employees, but also the Urban Public Transport (TCU) services, with highly prejudicial impact on the ease of mobility. In the end, the whole economic activity of the capital of the country may be affected.

### 3. *TCSP unsatisfied expectations :*

Apart from the gondola lift, the other Specific Site Public Transport (TCSP) modes are something new in the landscape of the city of Algiers.

Their expensive costs, the specific focus the highest state authorities give them as well as their fame, regarding their performance in the countries where they have been in service for a long time, have boosted their prestige.

However, it soon became apparent that they are not within everyone's reach, because of their expensive fares - which make them unaffordable for people with low income - and poor land meshing. These are the main reasons why they are not very well used, or we would better say under-used.

In addition to prohibitive fares, the weak attendance of TCSP modes is due for an important part to the bad operation of the whole public transport system, to the lack of physical integration and, therefore, to the lack of coordination between the various modes, specifically between buses and TCSP modes to ensure connections through feeder lines.

This factual situation represents a significant paradox, to the extent that the national community has engaged in a very important financial effort for a mitigated result, far from the expectations of the project.

A great effort in organising Urban Public Transport as a whole is therefore required, in order to provide added value.

To remedy these shortcomings and dysfunctions, in accordance with the good practice of EU countries, the government created in 2015 Algiers' Urban Transport Authority (AOTU) with the objective of bringing together and organising all the stakeholders of the transport sector.



The missions that have been assigned to it by the Executive Decree of 6 march 2012 are, on the one hand the organisation and the other hand the development of public transport inside the urban transport area of the wilaya of Algiers.

The present Twinning Project at strengthening AOTU's capacities in order to ensure "a good organisation and operation of the urban transport modes in the capital of Algeria, in accordance with the international standards and best European practices, but also "a share of experience with a view to transferring know-how to other Algerian towns", in line with the objective defined within the Decree of 25 April 2012.

This overall objective may be broken down to several specific objectives to be achieved, namely:

- i. Support to an evaluation of Algiers' AOTU strategy and organisation;
- ii. Support to AOTU in order to provide it with methods and tools for monitoring the efficiency of the operating modes of Urban Transport networks;
- iii. Support to the capacity building of AOTU's executive staff in order to provide them with the required technical skills in accordance with the best European practice.

## **3.2 Current reforms**

### **3.2.1 Action Plan of the Government (PAG)**

The government orientations contained in the PAG for 2017 involve more or less directly AOTU of Algiers in the improvement of the quality of service of road transport through:

- Better supervision and professionalisation of the operators in this field ;
- Modernisation of the management of road stations, etc.

### **3.2.2 National Transport Policy Plan**

As per the other national mechanisms, the National Transport Policy Plan 2015 – 2019 conveys and shapes the strategic orientations of this policy shared by all transport modes.

It is structured around the following main areas:

- Fully assume sovereign functions ;
- Develop infrastructure, modernise and renew public equipment ;
- Implement suitable economic and technical regulation ;
- Develop and supervise logistic activities ;
- Reinforce facilitation measures as support to transport activities development ;
- Reinforce safety and security measures.

The plan also stipulates that the provided effort on public transport infrastructure should be reinforced through:

- The implementation of the National Transport Plan as a planning instrument for an integrated development of all transport modes ;
- The achievement and completion of all traffic master plans in big cities as well as intermodal transport interchanges with the objective of ensuring multimodal transport, complementarity and interconnection of the various transport modes ;

- The setting up of Urban Transport Authorities (AOTU) in charge of regulating all these projects in major towns. This is in line with an intermodal integration of functions and fares. As an urban transport authority, AOTU Algiers should be able to coordinate public and private operators' activities and make them consistent. AOTU is challenged to arbitrate various public and private operators, to sanction them when necessary and to defend the interests of users.

### 3.3 Related activities

The sector of transport in Algeria recently benefitted from European Union programmes.

#### **TRANSPORT I Programme entitled “Support Programme to Transport Sector”**

The programme was launched in 2008 and funded by the European Union up to 20 million € with a total budget of 25 million €.

This programme had the objective to support the Ministry of Public Works and Transport (MTPT) in its effort of modernisation, opening and reforming.

Closed in December 2011, TRANSPORT I has allowed:

- Providing the sector with tools, methodologies, steering and implementation instruments for mainly the National Transport Plan (PNT) including the development of an information system
- Updating of the legal frame
- Strengthening human resources through training and know-how transfer
- Setting up of job/training and competences fiches for all transport structures
- Setting up of technical assistance for the creation of AOTU Algiers by:
  - Involving national and local transport stakeholders
  - Defining the road map for effective AOTU implementation
  - Sharing experience and transferring know-how with a European sister organisation

#### **TRANSPORT II Programme entitled “Support Programme to Transport Sector Reforms”**

TRANSPORT II Programme has started in 2013 and was closed in December 2017. It has benefitted from a budget of 16.5 million EUR out of which 13 million were EU financed.

TRANSPORT II Programme has supported the MTPT in implementing reform policy by strengthening institutional and legal changes, in order to improve transport security and quality for the benefit of citizens and Algerian economy.

TRANSPORT II Programme has pursued actions started by TRANSPORT I by in particular strengthening sector strategy, integration of the *acquis communautaire* for what regards security and regulation, as well as reinforcing the meteorology institution dedicated to services to air, land and sea sectors.

TRANSPORT II Programme has therefore sustained organisations in charge of security and regulation of transport sub-sectors including continuous support to AOTU Algiers and modernisation of the National Office of Meteorology (ONM)

### **Euromed transport Regional Project**

This project aims at facilitating the cooperation between 12 partner Mediterranean countries with a view to promoting regional economic integration by improving the operation and efficiency of the Mediterranean transport system.

The project involves a workshop entitled “infrastructure and regulatory issues” whose focus areas are:

- the promotion and support to the implementation of multi-sector partnership intended to improve road safety ;
- the design and setting up of comprehensive and accomplished multi-sector programmes related to road safety based on demonstrated developments of regional and sub-regional strategies for road safety, and relevant structures, partnership and actions.

### **Capacity Strengthening in the Environment Sector Project (PCRDE)**

PCRDE aims to support the Policy of the Government, which has been significantly committed in the protection of the environment since 2000.

Valued 7.5 M€ and scheduled to last 48 months, the project has been implemented with the help of Belgium Development Agency (ABD) for the benefit of the Ministry of Water Resources and Environment (MREE), the Ministry of Public Works and Transport (MTPT), Ministry of Health Population and Hospital Reform (MSPR) and civil society organisations.

The objective is to better integrate environment protection in the implementation of sector policies and in civil society actions. One of the key result was strengthening of integration capacity of environment in organisations linked to water, health and transport.

As part of the project, the support to AOTU Algiers consists of implementing the Urban Mobility Plan (PDU), which is evaluated at 290,000 € and has started in March 2018.

Its objectives are:

- Analysis, identification of the main issues and formalisation of the objectives ;
- Definition of the strategic orientations of the PDU ;
- Design of the PDU.

## **3.4 List of the provisions of the EU acquis / applicable standards**

The European Commission operates in the transport sector through the resolution of European Parliament of 9 September 2015 regarding the implementation of the 2011 White Paper on transport entitled “ Assessment report to follow for a sustainable mobility “.

It recommends to enhance the integration of modal networks in such a way it provides the travellers with better choice between transport modes: airports, ports, railway, road and subway stations should be better connected to one another and turned into multimodal transport interchanges to serve passengers.

Online Information Systems and electronic booking and ticketing systems integrating all transport modes should make mobility easier.

Besides, following up on its “Mobilise Your City” Project, the European Commission designed and promoted Sustainable Urban Mobility Plans (SUMP), the concept of which relies on the core principles of PDU: *“This strategic master plan has been designed to respond to the mobility demand of persons and economic activities in the towns and wilayas areas with a view to improving living conditions. It relies on existing planning practice and integrate the principles of integration, participation and evaluation”*.

It consists of supporting big towns in their effort to reduce greenhouse gases at least 50% by 2050 through the development of SUMP together with National Policies for Urban Transport.

A structure like AOTU is also concerned with ISO/TC 204 standard, which applies to command, communication and information systems in urban and rural surface transport. The ISO standard also includes intermodal and multimodal aspects, transport information, management of road traffic, emergency service and commercial service in the field of Intelligent Transport System (SIT).

### 3.5 Result for each component

At the end of the twinning, the following three results should have been achieved:

#### 3.5.1 Result 1 (Component 1) - Support to evaluation of the strategy and organisation of Algiers’ AOTU

The creation of AOTU Algiers arises from the urgent need of drafting a comprehensive, inclusive and forward-looking vision of transports in the wilaya of Algiers.

Everybody holds high hopes in the efficiency of such a structure, expressly called for by all transport stakeholders, to pilot the process which is expected to be duplicated in other wilayas.

To achieve this objective, AOTU was quickly built up around a team of engineers and technicians, who are young, highly qualified and extremely dynamic, but lacking experience.

Besides, from the very beginning of its existence, many regulatory competences were transferred to AOTU. However, regulatory documents need to be revised, amended and completed in order to avoid overlapping of powers and enable actors to operate within a consistent legal framework.

The first objective of the twinning project will be to help AOTU in :

- thinking about its role within the wilaya of Algiers, but also with the objective of transferring its know-how towards other national urban areas within a forward-looking approach and a strategic analysis,
- in order to achieve this objective, building up the most adequate organisation, likely to enable AOTU to respond to short term operational emergencies but also to anticipate predictable urban transport developments in Algiers ;
- supporting the transfer of competences by adapting the regulatory documents in order to avoid overlapping powers and design a regulatory framework enabling the actors to operate on the basis of an adequate breakdown of missions and a precise and consistent definition of each one’s role.

To achieve this result, following intermediary results (among other) should be reached:

- Strengthening of strategy and organisation of AOTU

- Providing various institutional scenarios
- Organisation of a study visit to a sister institution in the EU

### **3.5.2 Result 2 (Component 2) - Support to AOTU in providing methods and tools to monitor the performance of the urban transport operating systems**

Several work streams have been implemented in the wilaya of Algiers: start-up of the Urban Mobility Plan (PDU) studies, extension of the Specific Site Public Transport (TCSP) network, among which a quick bus (BHNS) project..., fare and ticketing intermodality, and multimodal information system (multimodal transport map), attempt to restrain car traffic through the impending set up of several hundreds of traffic lights, and many other projects...

The work streams which are still to be implemented are equally numerous and important : actual interoperability of the ticketing systems, effective fare integration, harmonisation of the operation contracts of the various public transport modes, re-organisation of the private sector...

Within the framework of the competences that have been awarded to the AOTU, the latter has taken over a great part of these projects and has already committed into internal actions and requested external support to implement them.

Even though AOTU shows required will and energy to carry them out, it also sometimes lacks from methodology and experience which are mandatory to initiate.

The twinning partner will have to provide AOTU Algiers with methods and tools likely to enable carrying out these projects with the greatest possibility of success and hence to monitor the performance of the urban transport operating systems.

To achieve this result, following intermediary results (among other) should be reached:

- Harmonisation of the contractual frame between AOTU and operators
- Fare integration extension
- Ticket interoperability development (including functional, technical, security, organisational and governance components)
- Setting up of a clearing house
- Intermodality master plan
- Structure and professionalisation of control and inspection department
- Strengthening of strategy and organisation of AOTU
- Organisation of 3 study visits in sister institutions

### **3.5.3 Result 3 (Component 3) – Strengthening the capacity of AOTU managerial staff in order to gain the required technical skills in accordance with the best European practice**

The missions assigned to AOTU Algiers as well as the work streams initiated within them are for most of them new and complex issues for the staff in charge of undertaking them. They entail experience that the young AOTU team does not always have.

In order that AOTU be able to carry out these missions with the mandatory professionalism, the staff capacity strengthening is required through general and specific training programme.

The latter is broken down between the three components that are the core of AOTU Algiers activities :

- the transport profession basics
- the contractual aspects
- the various technical and operational tools needed for AOTU missions

The objective of the twinning is to implement the appropriate training programme so that the relevant staff is provided with the required skills and becomes quickly autonomous in the performance of its duties.

To achieve this result, following intermediary results (among other) should be reached:

- Strengthening competences through training in general transport matters
- Training on legal and regulatory aspects
- Training on tools and methods

### **Twinning Activities**

The twinning project should not be one-way technical assistance from a Member State to a beneficiary country.

It must contribute to the introduction and sharing of European best practices in Community legislation and the specific needs of the beneficiary country in the field of cooperation between involved organisations.

The proposal made by the Member States should review the activities proposed in the Twinning fiche but also include the activities they propose to achieve the results listed in the fiche.

Without necessarily listing all possible activities, the proposal should be sufficiently detailed to adequately respond to the twinning project fiche.

All proposed activities will be developed with the Twinning partners when drafting the twinning work plan, bearing in mind that the final list of activities will be decided in cooperation with the Member States. The components are closely related and must be sequenced accordingly.

In addition to component activities and steering committees (SC), horizontal activities will be organised in order to ensure Project's visibility.

### **Transversal activities**

- **Activity 0.1.** Twinning Project Inception Conference
- **Activity 0.2.** Government workshop
- **Activity 0.3.** Visibility and institutional communication
- **Activity 0.4.** Mid-term seminar
- **Activity 0.5.** Closing conference of the twinning project

## 3.6 Means and inputs from the Member State partner administration

### 3.6.1 Profile and tasks of the Project Leader (PL)

#### *Basic requirements*

The Project Leader of the Member State must be a senior civil servant or assimilated within the twin administration/mandated body, able to lead a political dialogue and to provide the necessary solutions to the problems and difficulties encountered during the implementation of the twinning project.

His/her level of responsibility must enable him/her to ask for short-term experts to support the effective implementation of planned activities.

#### *Education*

The Project Leader must have a higher education degree (university) or show an equivalent experience of at least 8 years in the field.

#### *Experience (at least 3 years)*

S/he must have:

- Managed an organisation similar to AOTU, with an extended experience in multimodal transport integration ;
- Managed transport projects ;
- Ensured the guidance and implementation of at least one project.

#### *Tasks of the Project Leader:*

The Project Leader is responsible for the assigned activities to his/her government in the working plan, and must be available for the project at least three days a month, with a field visit at least every three months (Cf. infra, 6.3).

The Project Leader must design, supervise, coordinate, guide and implement the twinning project. S/he must organize, with his/her Algerian Project Leader counterpart (Cf. infra, 6.2), Steering Committee meetings that will be jointly headed.

The Steering Committee, held every quarter, will provide an update on the evolution of the project in relation to the expected results.

S/he will be in charge, in coordination with the Algerian Project Leader of submitting the project Quarterly Reports and Final Report to the UGP P3A (and to submit a copy of these reports to the Delegation of the European Union in Algeria).

### 3.6.2 Profile and tasks of the Resident Twinning Advisor (RTA)

#### *Basic requirements*

The RTA is a civil servant expert (still exercising or retired for less than three years) or an expert of a Member State mandated body assigned to working in Algeria all over the duration of the twinning as a full-time expert and as such She/he is the interface of the twinning project.

S/he is in charge of ensuring the implementation of the twinning project. S/he is also responsible for providing technical assistance if needed and to assist daily AOTU and any other beneficiary institutions or bodies on the agreed working plan.

***Education***

The RTA must have a higher education degree (university or engineering school) or display an equivalent experience of at least 8 years in the domain of the project and have a good command of French language.

***Experience (at least 3 years)***

S/he must have :

- sufficient technical skills in relation with the activities contained in the three components of the project ;
- detailed knowledge of the EU directives on transport and of Member States best practices in matter of governance ;
- significant experience in team working on project design, implementation, monitoring and evaluation ;
- managed projects within his /her institution/mandated body.

***Tasks of the RTA***

The RTA must support the implementation of various project components.

S/he supports the different beneficiary structures in the management and the implementation of the project.

His/her tasks consist of :

- daily working with partners in AOTU Algiers for the implementation of the project and the coordination of various interventions of the experts ;
- ensuring the continuity of the implementation of the project with his/her main counterparts (Cf. infra, 6.2), partners in various beneficiary structures, short experts, the two project leaders, respectively the Algerian Project Leader and the Member State Project Leader; and with the Programme Management Unit for the Support to the Association Agreement (UGP3A).

The RTA will assist the counterparts and correspondents in defining the detailed content of the Twinning project activities (in particular those requiring a preliminary work of expertise) and will provide information on the profiles of the Member State experts who will be responsible for their implementation.

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S/he should ensure the administrative management of the project, in particular, of short term experts team and will inform AOTU and the MS Project Leaders about the Twinning progress.



S/he should ensure the administrative management of the project, in particular, of short term experts' team and will inform AOTU and the MS Project Leaders about the Twinning progress.

S/he will monitor budget implementation and the schedule of the operations. S/he will have a crucial involvement in the development, implementation, planning and monitoring of the activities.

S/he shall organise the quarterly meetings of the Steering Committee (Cf. infra, 6.3), that will be jointly headed by both project leaders. This Steering Committee will allow reviewing of the project progress in relation to the expected results.

The RTA will participate and coordinate the activities carried out by short-term experts relating to:

- the setting-up of committees, commissions and working groups necessary to the good progress of the project ;
- the achievement of inventory, technical aid and the implementation of the plans and directives necessary to the good progress of the twinning ;
- organisation and facilitation of awareness, working and training workshops.

S/he will assist the Project Leader to submit the Quarterly and Final Project Reports to the UGP and to submit a copy of these reports to the Delegation of the European Union in Algeria.

#### ***Duration of the RTA mission***

The mission of the RTA will be carried out over a full-time period of 24 months in Algeria (Algiers).

During this period the RTA will ensure the management of the project and achieve the assigned task

### **3.6.3 Profile and tasks of the Project Components Leaders**

#### ***Basic requirements***

For each of the three expected results a key-expert will be appointed.

For the whole duration of the twinning, s/he will monitor all the activities within the component s/he is in charge of

Through short term missions and close collaboration with the RTA, S/he will ensure part of the planning, organisation and monitoring of the activities, but also part of the team and experts management, and of the reporting all along the project et for each result.

#### ***Education***

The expert must be have a higher education degree (university or engineering school) or show an equivalent experience of at least 8 years in the field.

#### ***Experience (at least 5 years)***

The expected profile is the following:

- Have a higher level university degree, or equivalent experience of at least 8 years in one of the project areas

- Have Professional experience in the component s/he is in charge of.

### 3.6.4 Profile and tasks of the other short term experts (STE)

The Member State will engage a short-term experts team (STE) to implement with the RTA the various activities on the basis of the provided conditions in this fiche.

The RTA will be assisted by STEs so that the whole range of expertise be covered.

The project STE are fully qualified and have all necessary skills to perform the project activities.

#### *Profile of STE*

- High education degree in a field compatible with his/her role in the project or a professional experience in this field of at least 5 years ;
- Preferably experienced as expert in the field s/he will operate

#### *Tasks of STE*

- Providing technical input on specific topics during the project implementation, including organizing training workshops, coaching, drawing up training material and documentation according to the terms of reference drafted by the RTA before each mission;
- Ensuring the liaison with the RTA, the RTA counterpart and the component responsible of the beneficiary administration;
- Reporting to the RTA (obligation to present an activity report at the end of each mission).

*French being the working language, the interpreting and translation costs are eligible and included in the indicative budget of the twinning project*

## 4. Budget

The maximum budget available for this twinning project in the framework of EU ENI financing is 1 100 000 €.

## 5. Project implementation

### 5.1 Project contracting authority

The implementation body in charge of procurement and financial management is the Programme Management Unit supporting the P3A (UGP).

UGP is located at:

Palais des expositions Pins Maritimes - Mohammedia – Algiers


Unité de Gestion du Programme P3A  
Tel. +213 21.21.94.02 / +213 21.21.94.01  
Fax. +213 21.21.04.12  
Website : [www.p3a-algerie.org](http://www.p3a-algerie.org)

Contact person:

**Mr Djilali LEBIBAT**

National Director of the Programme P3A

Email : [djilali.lebibet@p3a-algerie.org](mailto:djilali.lebibet@p3a-algerie.org)

 *Any request for clarification on the terms of reference should be sent exclusively to UGP-P3A and by mail only.*

## 5.2. Institutional framework

The MTPT, and more specifically the AOTU Algiers, are the beneficiaries of the present twinning project.

### **Authority for the Organisation of Urban Transport (AOTU) – Ministry of Public Works and Transports (MTPT)**

#### *Presentation of AOTU Algiers:*

The **Authority for the Organisation of Urban Transport of Algiers** (referred as AOTU) is a state-owned commercial and industrial company (EPIC), endowed with legal personality and financial autonomy.

It has the authority over all transport modes in the area of the wilaya of Algiers and is required to ensure sustainable financial stability.

Two executive decrees formalise the missions, prerogatives and legal existence of this authority:

- *The provisions of the Executive Decree n° 12-109 of 6 March 2012 define the organisation, the functioning and the missions of the Urban Transport Authority.*
- *The provisions of the Executive Decree n° 12-190 of 25 April 2012 dealt with the creation of urban transport authorities in wilayas and, accordingly, with the creation of AOTU Algiers.*

AOTU is under the authority of the Ministry of Public Works and Transport (MTPT) and subject to the rules applicable to public administration in its relations with the Government.

This public body, which encompasses about 50 employees, is organized as shown in Annex 2.

The missions assigned to AOTU consist of federating all stakeholders of the sector of transport with the objective of organising public transport in the wilaya of Algiers and supporting their development within an integrated approach.

### **Other public bodies associated to some twinning project activities**

#### *Wilayas Transport Directorates (DTW) :*

(Executive Decree n°90-381 of 24 November 1990).

The Transport Directorates depend on the MTPT as per the technical aspects of their missions and on the Ministry of Interior and Local Government Authorities as per the administrative aspects.

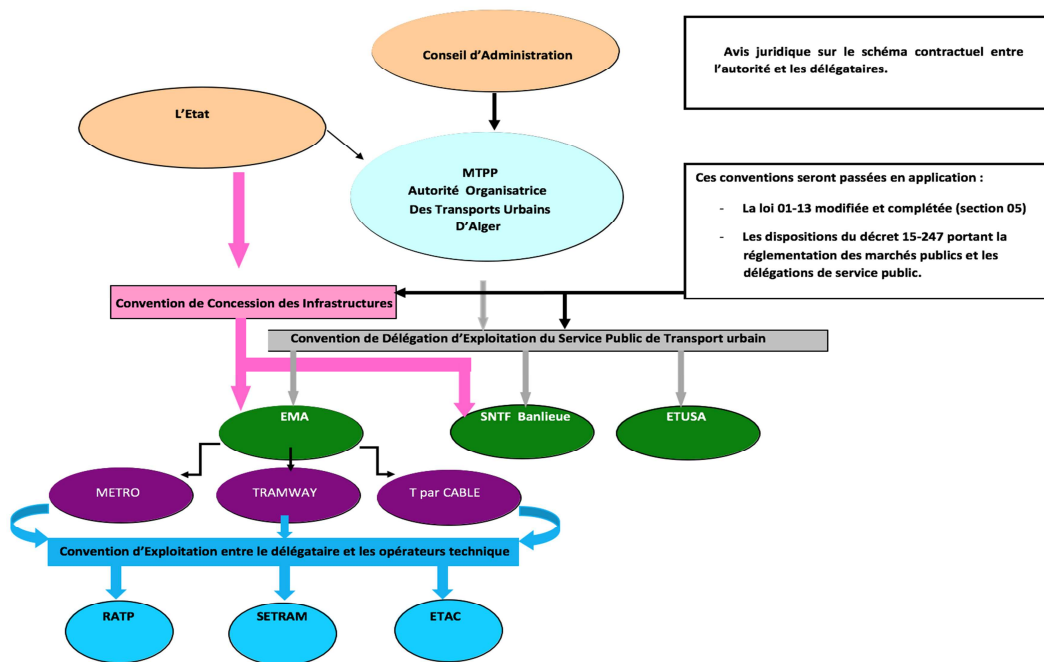


Tableau of Operators: convention of delegation

### **Urban and Suburban Public Transport Company of Algiers (ETUSA :**

ETUSA, under the authority of MTPT, is an EPIC governed by the Executive Decree n° 03-435 of 13 November 2003. Its main objective is to ensure, by all appropriate means, public transport in the wilaya of Algiers.

### **Algiers Subway Company (EMA):**

EMA is a Public Economic Enterprise (EPE). The Decree n° 84-348 of 24 November 1984 establishing the company in charge of implementing and operating urban railway network on behalf of Algiers urban area, called “Alger Metro”, stipulates that EMA is under the authority and control of MTPT.

Its mission is not only to ensure the implementation and operation of an underground or/and overhead urban railway network, but also, when necessary, to develop research and engineering in the field of urban transport.

### **National Railway Transport Company (SNTF)**

SNTF was created by the order n° 76-28 of 25 March 1976.

Its statutes were modified thereafter, in particular by the Executive Decree n° 90-391 of 1<sup>st</sup> December 1990 converting the legal nature of SNTF.

This Decree stipulates that SNTF is an EPIC under the authority of MTPT. SNTF has been assigned extensive competences, since it may perform any real or personal, commercial, financial or industrial operation ensuing from its activities and it may hold interests in any Public Economic Enterprise.

### **Transub EPE**

Road public transport is also performed by TRANSUB EPE which operates, according to 2016 statistics, 11 urban and suburban lines with a small fleet of 25 buses.

### 5.3. Main counterparts within the beneficiary institution

The counterparts of the PL and the RTA are staff members of the AOTU and actively participate in the management and coordination of the project.

The Project Leader and the RTA's counterpart will mobilise all human resources within Algerian administration necessary to carry out the defined activities with the RTA and the Member State experts in accordance with the agreed schedule.

#### 5.3.1 Contact person

Mr. Ibrahim LELLOU (Study and Development Director)

Tel : 0550 84 81 20

e-mail : bllelou@yahoo.fr

#### 5.3.2 Project Leader's counterpart

**Mr Salem SAHLI**, Land and Urban Transport Director within MTPT, will be the Project Leader of the twinning for the Algerian part.

He will closely collaborate with Member State PL, RTA and his/her counterpart.

He will regularly monitor the process of the activities of the twinning project and will provide all the required support to ensure the progress of the project.

He will co-chair the quarterly steering committees of the twinning.

Address :

Quatre Chemins de Kouba, Route de Bachdjarah, Algiers, Algeria

#### 5.3.3. RTA's counterpart and key experts

**Mrs Fahima SAIDOUN**, General Director of AOTU Algiers, will be the main counterpart of the RTA, and as such, the main referent all along the twinning project.

In particular, she will be responsible of daily coordinating the actions that the Algerian part of the twinning is in charge of with the RTA and liaising with Algerian managerial staff or relevant working groups and key-experts of the Member State.

She should be competent on all project fields, for she will be in charge in particular of assisting the RTA in developing the initial workplan and will be consulted regarding all expected twinning activities.

**Key Expert Result 1** : Mr Nouredine LAHMAR, Head of the Unit of Projects Management AOTU

**Key Expert Result 2** : Mr Mohamed Amine AMRANI, Director of Transport AOTU

**Key Expert Result 3** : Mrs Ryma MEDROUS, HR Analyst AOTU

## 6. Duration of the twinning project

The duration of the project will be **24 months**.

## 7. Project sustainability

Project sustainability is guaranteed, on the one hand, by AOTU Algiers political will to become an administration able to:

- ensure a balanced development of all transport modes, while fostering the shift to more sustainable transport modes ;
- provide a strategy aiming at improving the quality, the safety, the integration and the accessibility of public transport services, encompassing infrastructure, rolling stock and services ;
- design a sustainable urban mobility plan displaying measures intended to improve the efficiency of urban logistics, while mitigate its negative impact, such as greenhouse gas emissions, air and noise pollution ;

...and, on the other hand, by the contribution of the twinning project activities whose results and impact are meant to be sustainable.

### 7.1 Government political will

The Government expresses a strong political will through AOTU's funding.

Its effort results in:

- the proposed modification of the Executive Decree n° 09.85 of 17 February 2009 establishing the operating modalities of the special fund n° 302.125 entitled “ Special Fund for Development of Public Transport ”
- the proposed modification of the Law n° 01.13 of 7 August 2001 providing for guidelines and organisation of transport
- AOTU Algiers financing decided in March 2018 with a grant of 1.5 dz per transported passenger on public transport networks, namely RATP El Djazair, SETRAM, ETAC, ETUSA

### 7.2 AOTU's achievements and perspectives 2018

- development of a communication system with a view to federate and foster public awareness of public transport use ;
- launching of actions with respect to gradual transfer of EMA's, ETUSA's and SNTF's missions to AOTU under the governance of the supervisory authority ;
- implementation of the first multimodal transport map ;
- launching of the SAEIV project : drafting of the technical specifications and terms of reference.

### 7.3 Twinning project contribution

Twinning input also consists of ensuring the efficiency of the envisaged facility.

Several actions may be mentioned:

- the professionalisation of AOTU Algiers which will lead this institution to be efficient and to bring together the operators around the implementation of a physical and fare integration ;
- implementation tools, interoperable ticketing system, fare integration, intermodality and promotion of road safety through pedagogy and stringent methods ;
- the gained experience during the twinning period which will bring about more and more know-how ;
- the operational nature of the project through experimentation with a view to establishing the basis of an effective ticketing system.

Finally and very probably, it should be pointed out that the sustainability of the project will be strengthened by further share of experience with the Member State institution after the twinning is over.

## 8. Cross-cutting issues

The principle of equal opportunities will be integrated into all stages of the implementation of the project.

In its implementation phase the twinning project will ensure that environmental standards are at all times complied with, in order to:

- Respond to sustainability requirements by a good balance between economic viability, social equity and health and environmental quality ;
- Maximize effectiveness and the ration cost/efficiency ;
- Make the best use of urban space and existing infrastructure and transport services ;
- Improve the urban environment attractiveness, the quality of life as well as public health;
- Improve road safety and the security on the roads ;
- Reduce air and noise pollution, greenhouse gas emissions and power consumption ;
- Contribute to a smoother functioning of urban transport network and of the whole Algerian transport system.

## 9. Conditionality and sequencing

As far as AOTU is concerned, the Twinning Project is not conditioned by specific prerequisites in order to be launched.

Finally, coordination between different activities of each component is mandatory in order to obtain fully appropriate and coherent results of a successful twinning project. This is the case even more for certain activities that need to be implemented in a chronological order, while



there are other activities that can be carried out simultaneously. This coordination needs to be ensured by a close collaboration between the two partner administrations.

## 10. Performance Indicators

Indicator 1: regulatory drafts clearly identify roles and missions of each partner institution;

Indicator 2: updating of contracts with operators supported

Indicator 3: the interoperable ticketing system is sustained

Indicator 4: support to the fare integration project and the clearing house project launching

Indicator 5: the master plan of inter modality is supported

Indicator 6: support to the structuration of the Control and Inspection Department

Indicator 7: support to help the overall staff proficient in transport marketing, transport accessibility for disabled people, interaction between the transport and urban planning, intermodality, engineering studies, techniques of communication

Indicator 8: AOTU staff in charge of regulatory and contractual aspects is trained

Indicator 9: the staff in charge of specific issues such as fare integration, interoperable ticketing system, SIG, public transport operation and administration of AOTU is trained

## 11. Available infrastructure

The Beneficiary will support the costs for venue booking, printing and publication, logo creation, supply, especially for the training sessions, or any other supply necessary to perform certain activities not explicitly mentioned in the indicative budget of the twinning project. The Beneficiary will make available to the RTA and assistants sufficient and equipped (hardware and software) offices as well as meeting rooms and offices for short-term experts.

## 12. Annexes

Annex 1: Logical framework

Annex 2: AOTU organisation chart

## ANNEX 1 – Logical Framework Matrix

AOTU	Reference : DZ 16 ENI TR 01 19	Project duration : 24 months	Budget : 1 100 000 EUR	
Overall objective	Objectively verifiable indicators	Sources of information		
Contribute to the good organisation and operation of urban transport modes in Algiers' wilaya, in accordance with international standards and the best practice in Europe, for a share of experience with a view to transferring know-how to other wilayas.	<ul style="list-style-type: none"> <li>- Improvement of intermodality increases the number of public transport users</li> <li>- Public transport operators revenue is increasing</li> <li>- Improvement of the level of satisfaction of users</li> </ul>	<ul style="list-style-type: none"> <li>Operators progress reports</li> <li>Urban Mobility Plan (PDU)</li> <li>Masterplan of intermodality</li> <li>Final report of the twinning project</li> <li>Satisfaction surveys</li> </ul>		
Specific objective	Objectively verifiable indicators	Sources of information	Assumptions	
Support AOTU's development with capacity strengthening of the executives so that they become able to take over the missions granted to AOTU, ensure a good quality of service and make the capital an attractive city contributing to the economic development of the region	<ul style="list-style-type: none"> <li>- Support to the structuration and organisation of AOTU Algiers in order to allow duplication of experience in other wilayas</li> <li>- Support to the extended meshing of public transport in order to respond to users' needs</li> <li>- Support to the recognition of AOTU as a federating organisation by all partners</li> </ul>	<ul style="list-style-type: none"> <li>- Organisation chart</li> <li>- Agreements and contracts</li> <li>- Diversified transport supply for each operator</li> </ul>	<p>AOTU is provided with adequate human and material resources. Staff of AOUTU and partner organisations is mobilised for the project implementation.</p> <p>AOTU's communication is well developed</p> <p>The vision of the AOTU role as it has been assigned by the Government is shared by everybody</p>	

Results	Objectively verifiable indicators	Sources of information	Assumptions
<b>RESULT 1 :</b> <b>Support to an evaluation of the strategy and organisation of Algiers' AOTU</b>	<ul style="list-style-type: none"> <li>- Support to a better definition of roles and missions of AOTU</li> </ul>	<ul style="list-style-type: none"> <li>- Final report of the twinning project</li> <li>- Draft modified statutory and regulatory instruments</li> <li>- Statutory pattern defined for AOTU Algiers</li> </ul>	<p>Acceptance of the retained statutory pattern by all stakeholders</p> <p>MTPT support to new proposals</p> <p>AOTU's sustainable funding is ensured</p>
<b>RESULT 2 :</b> <b>Support to AOTU in providing it with methods and tools to monitor the performance of the urban transport operating systems</b>	<ul style="list-style-type: none"> <li>- Implemented studies lead to operational results :               <ul style="list-style-type: none"> <li>o Support to updated operation contracts,</li> <li>o Support to interoperable ticketing system,</li> <li>o Support to fare integration,</li> <li>o Support to clearing house,</li> <li>o Support to intermodality,</li> <li>o action plan for monitoring and evaluating mobility,</li> <li>o Support to institutional communication.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Interim and final reports of the twinning project</li> <li>- Thematic reports</li> <li>- Investigation and planning reports implemented by AOTU</li> </ul>	<p>AOTU is committed in a continuous consultative approach with partners</p> <p>The access to useful data is allowed</p>

Results	Objectively verifiable indicators	Sources of information	Assumptions
<b>RESULT 3 :</b> <b>Support to the capacity strengthening of AOTU's managerial staff in order to provide it with the required technical skills in accordance with the best European practice</b>	<ul style="list-style-type: none"> <li>- Department managers are trained in each module on transport basics</li> <li>- The rest of the staff is trained at an advanced level according to their professional field</li> <li>- At least 75% of trainees are satisfied</li> <li>- Female participation to training is up to 30%</li> </ul>	<ul style="list-style-type: none"> <li>- Interim and final reports of the twinning project</li> <li>- Training programme</li> <li>- Assessment forms</li> </ul>	<p>Stability and availability of AOTU's staff</p> <p>Ability to assimilate the techniques and methods that have been acquired during the training programme</p>

ANNEX 2 – AOTU Algiers organisation chart

MACRO ORGANIGRAMME

AUTORITÉ ORGANISATRICE DES TRANSPORTS URBAINS D'ALGER

