



**ECONOMIC COMMISSION FOR EUROPE**

**TRANS-EUROPEAN NORTH-SOUTH MOTORWAY (TEM)**

**CO-OPERATION TRUST FUND AGREEMENT**

**ATTACHMENT A**

**ECONOMIC COMMISSION FOR EUROPE**  
**TRANS-EUROPEAN MOTORWAYS (TEM) PROJECT CO-OPERATION**  
**TRUST FUND AGREEMENT**

**ATTACHMENT A PART 1**  
**PROGRAMME OF WORK FOR 2017-2021**

**TRANS-EUROPEAN MOTORWAYS (TEM) PROJECT**  
**COOPERATION FRAMEWORK**  
**FOR 2017 - 2021**

Development Objective	Activity	Action	Description	Implemented by					
					2017	2018	2019	2020	2021
Environmental impact management	<b>Area A - Environmental protection</b>								
	A.1. - Evaluation of efficiency of the applied solutions and undertaken actions for the protection of the environment on road infrastructure - the methodology and measurement standards.	workshop	<p>Methodologies and standards for measuring the efficiency of sustainability solutions. In particular, the scope of the task shall be to determine the following:</p> <ul style="list-style-type: none"> <li>- The extent of measuring the impact of road infrastructure on the environment (e.g. noise level, changes in groundwater),</li> <li>- Quantitative or qualitative characteristics to measure in the context of the efficiency of sustainability solutions,</li> <li>- Effectiveness measures used to assess the efficiency of sustainability</li> <li>- Frequency of measurements (when, how often, at what stages of the life cycle of the road),</li> <li>- How to interpret and use the outcomes of measuring the efficiency of sustainability solutions</li> </ul>	PCO UNECE Governments Consultants			*		

		report	<p>"The methodology and standards for measuring the efficiency of sustainability solutions applied on road infrastructure"</p> <ul style="list-style-type: none"> <li>- Report to be prepared by consultant</li> <li>- TEM SC to comment and adopt report</li> <li>- Report published on TEM page</li> </ul>	PCO UNECE Governments Consultants			*		
	A.2. - Development of standards for road equipment in the context of environmental protection.	workshop	<p>The task shall consist in developing an overview of the legal and technical solutions applied by individual countries in the context of environmental protection and the development of standards recommended in this regard. In particular, the task shall provide answer to the following questions:</p> <ul style="list-style-type: none"> <li>- What elements of road infrastructure are used in different countries in terms of environmental protection?</li> <li>- Do the solutions used in different countries differ from each other depending on the type of road?</li> <li>- How is the requirement control ensured for road infrastructure in the context of environment protection?</li> </ul>	PCO UNECE Governments Consultants			*		

			<p>The task shall lead to developing road infrastructure standards for environmental protection, which will eventually be presented to the Inland Transport Committee and approved as the official UNECE guidelines on this subject.</p> <ul style="list-style-type: none"> <li>- Workshop session to present and discuss solutions used in different countries.</li> </ul>						
		report	<p>"The standards of road infrastructure in the context of environmental protection" available on the TEM website.</p> <ul style="list-style-type: none"> <li>- Report to be prepared by consultant</li> <li>- TEM SC to comment and adopt report</li> <li>- Report published on TEM page</li> </ul>	PCO UNECE Governments Consultants				*	

Organization of road/transport authorities, financing sources and methods of management	<b>Area B - Organization and financing of the roads and motorways</b>									
	B.1. - Functioning and financing of the national road infrastructure management – solutions used in different countries.	workshop	A review of the legal and organizational solutions comprising the models of governance and financing of public roads applied in individual countries. In particular, the task shall cover the following: - Review of solutions and public revenue financing models applied in different member countries to uphold the road infrastructure; - Review of practices and organizational solutions in the context of NRA in individual countries, with emphasis on: a) Organizational and legal forms, including special purpose vehicles for NRA, b) Distribution of responsibilities on the ministerial and administrative levels, c) Financing methods of NRA activities. - Review of practices and organizational solutions applied in individual countries for the collection and settlement of toll charges for the use of the road network.	PCO UNECE Governments Consultants	*					
		report	"The functioning and financing of national road infrastructure management systems –	PCO UNECE Governments Consultants		*				

			models, and organizational and financial solutions" - Report to be prepared by consultant - TEM SC to comment and adopt report - Report published on TEM page						
	B.2. Evaluation of the efficiency of toll collection system	workshop	Evaluation of the efficiency of toll collection system – evaluation methodology Report "The methodology for measuring the efficiency of the toll collection system"  The methodology shall take into account in particular: - Types of toll systems used in individual member countries, - The toll system efficiency measuring method depending on the model, and taking into account both financial and quality issues, such as risk control systems, implementation difficulty, technology development etc., - Comparison of toll systems in terms of efficiency.	PCO UNECE Governments Consultants				*	
	- evaluation methodology.	report	"The methodology for measuring the efficiency of the toll collection system" - Report to be prepared by consultant - TEM SC to comment and adopt report	PCO UNECE Governments Consultants				*	

			- Report published on TEM page						
	B.3. - Conditions for creating an efficient PPP in the area of development and maintenance of roads.	workshop	<p>A review of organizational, financial and legal matters related to the functioning of the PPP in the area of development and maintenance of roads. In particular, the scope of the task shall apply to the preparation of a report presenting:</p> <ul style="list-style-type: none"> <li>- Advantages and disadvantages of PPPs from a perspective of a public partner,</li> <li>- Risks of PPP in the context of a public partner and the methods of protection of public interest in PPP projects,</li> <li>- Conditions necessary to ensure the efficiency of PPP projects from the perspective of a public partner,</li> <li>- Examples of efficient PPPs in the development and maintenance of roads and motorway</li> </ul>	PCO UNECE Governments Consultants		*			
		report	<p>"The functioning and financing of national road infrastructure management systems – models, and organizational and financial solution"</p> <ul style="list-style-type: none"> <li>- Report to be prepared by consultant</li> <li>- TEM SC to comment and adopt report</li> </ul>	PCO UNECE Governments Consultants			*		



			- Report published on TEM page						
Asset management	<b>Area C - Information systems for the management of the road infrastructure</b>								
	C.1. - Maintenance standards of roads and motorways	workshop	The task shall consist in developing standards for the maintenance of roads and motorways, which will be eventually presented to the Inland Transport Committee and approved as the official UNCEC guidelines in this regard on this subject. The scope of the task shall provide answers to the following questions: - Is it possible to develop standards for the maintenance of roads and motorways? - Should the standards be different depending on the type of the road (e.g. different for expressway and different for motorway)	PCO UNECE Governments Consultants	*				
		report	"Standards for the maintenance of roads and motorways" - Report to be prepared by consultant - TEM SC to comment and adopt report	PCO UNECE Governments Consultants		*			

			- Report published on TEM page						
	C.2. - Measurement, collection and management of data in the management of road infrastructure.	workshop	<p>Analysing and developing guidelines on the measurement and processing of data necessary for management of road infrastructure, including in particular:</p> <ul style="list-style-type: none"> <li>- Data necessary for wealth management,</li> <li>- Data necessary to evaluate the impact of the network of roads and motorways on the environment,</li> <li>- Methods of processing the above mentioned data within the business intelligence systems.</li> </ul> <p>The task shall conclude a report which shall be presented by TEM and recommended to the Inland Transport Committee as the official UNECE guidelines in this area.</p>	PCO UNECE Governments Consultants					*
		report	<p>"Recommendations for the management of data in terms of management of road infrastructure"</p> <ul style="list-style-type: none"> <li>- Report to be prepared by consultant</li> <li>- TEM SC to comment and adopt report</li> <li>- Report published on TEM page</li> </ul>	PCO UNECE Governments Consultants					*

	<p>C.3. - Development of a standard catalogue of public services and model architecture of information systems in the management of road infrastructure.</p>	workshop	<p>Analysing and developing model architecture systems used in the management of road infrastructure. In particular, the task shall cover the following:</p> <ul style="list-style-type: none"> <li>- Analysis of the catalogue of IT services provided by the member countries,</li> <li>- Analysis of the current business architecture of operating systems in the member Countries,</li> <li>- Preparation of a standard catalogue of services provided by the ITS systems supporting the management of road infrastructure,</li> <li>- Development of a standard business architecture for IT systems to support the management of road infrastructure.</li> </ul>	PCO UNECE Governments Consultants		*			
		report	<p>"Catalogue of public services and model architecture of IT systems in the management of road infrastructure – overview of practices and recommendations"</p> <ul style="list-style-type: none"> <li>- Report to be prepared by consultant</li> <li>- TEM SC to comment and adopt report</li> <li>- Report published on TEM page</li> </ul>	PCO UNECE Governments Consultants		*			

Traffic management, mobility management, data management and ITS and C-ITS;	<b>Area D - Innovations in road infrastructure management</b>								
	D.1. - Use of alternative methods of energy production in the management of road infrastructure.	workshop	Exchange of knowledge and member Countries becoming familiar with alternative energy sources that can be used with the planned or existing road infrastructure - Workshop session can be carried out in cooperation with representatives of non-governmental organizations, research and external advisors, specializing in alternative energy sources.	PCO UNECE Governments Consultants					*
		report	"Alternative energy sources in the management of road infrastructure"  - Report to be prepared by consultant - TEM SC to comment and adopt report - Report published on TEM page	PCO UNECE Governments Consultants					*
D.2. - BIM Approach (Building Information Modelling) in the context of the needs of the government road administration – analysis of the development of methodology and examples of implementation of the BIM approach in the	workshop	The task shall consist in TEM MC becoming familiar with the progress in the development of methods and tools for the BIM and the application of this method in road administration of the selected countries.	PCO UNECE Governments Consultants		*				

	government administration.								
	report		<p>"The use of BIM in the management of road infrastructure"</p> <ul style="list-style-type: none"> <li>- Report to be prepared by consultant</li> <li>- TEM SC to comment and adopt report</li> <li>- Report published on TEM page</li> </ul>				*		

Road safety and security management;	<b>Area E - Road safety</b>								
	E.1. - Evaluation of efficiency of the applied solutions for the road safety - the methodology / measurement standards.	workshop	<p>Developing methodologies and standards for measuring the efficiency of road safety solutions. In particular, the task shall focus on the following:</p> <ul style="list-style-type: none"> <li>- The extent of measuring the impact of road infrastructure on the environment;</li> <li>- Quantitative or qualitative characteristics to measure in the context of the efficiency of road safety solutions;</li> </ul>	PCO UNECE Governments Consultants				*	

			<ul style="list-style-type: none"> <li>- Effectiveness measures used to assess the effectiveness of the road safety solutions;</li> <li>- Frequency of measurements (when, how often, at what stages of the life cycle of the road);</li> <li>- How to interpret and use the outcomes of measuring the efficiency of road safety solutions.</li> </ul> <p>The outcome of this task shall be presented to the Inland Transport Committee in form of a report and approved as the official UNECE guidelines on this subject.</p>						
		report	<p>"The methodology and standards for measuring the effectiveness of road safety solutions"</p> <ul style="list-style-type: none"> <li>- Report to be prepared by consultant</li> <li>- TEM SC to comment and adopt report</li> <li>- Report published on TEM page</li> </ul>	PCO UNECE Governments Consultants					*
	E.2. - Safety standards in work zones.	workshop	<p>Overview of the legal and technical solutions applied by individual countries in the context of work zones, and creating standards recommended in this regard. In particular, the task shall provide answers to the following questions:</p>	PCO UNECE Governments Consultants				*	

			<ul style="list-style-type: none"> <li>- What elements of the traffic management system and road infrastructure are used/required in different countries in terms of work zones safety?</li> <li>- Do the solutions used in different countries differ from each other?</li> <li>- What are the legal or operational tools used to ensure compliance with the requirements in the context of work zones safety standards?</li> </ul> <p>The task shall lead to the development of safety standards for work zones, which will eventually be presented to the Inland Transport Committee and approved as the official UNECE guidelines in this regard on this subject.</p>						
		report	<p>"The standards of road work zones"</p> <ul style="list-style-type: none"> <li>- Report to be prepared by consultant</li> <li>- TEM SC to comment and adopt report</li> <li>- Report published on TEM page</li> </ul>	PCO UNECE Governments Consultants	*				
TEM Network Report	The TEM Network Report will be monitored and updated on a biannual basis.	Report	Creation of the Report will be based mainly on the information provided by the TEM Member Countries and addition data collection exercise done by the	PCO UNECE Governments Consultants	*		*		*

			<p>consultant and collection of information from other relevant sources, including the EC, IFI's, etc. and will cover at least the following items:</p> <ul style="list-style-type: none"> <li>- full inventory of infrastructure of the TEM network (with a special focus on network description (mileage) and current network alignment (profile),</li> <li>- actual traffic flows for each element of the inventory,</li> <li>- identification of on-going and planned project on the TEM network in the next 10 years (if available) including budget and source of financing,</li> <li>- identification of main infrastructure bottlenecks,</li> <li>- graphic presentation of current TEM network, which will emphasize better regional connectivity as one of the main TEM project development goals.</li> </ul>						
TEM Project Development and Project Management	Fundraising	Preparation of the offer of the TEM Project	Offer will be prepared to attract membership in this activity for new members. It will present TEM value proposition, projects, workshops, reports, legacy and current strategy	PM SC UNECE	*	*			
		Bilateral meetings with	New TEM Project's strategy and offer will be presented to	PM SC UNECE		*	*	*	*



		former Member Countries	enhance former MC to renew their participation	National Coordinators					
		Bilateral meetings with ECE region countries	New TEM Project's strategy and offer will be presented to attract participation in TEM works to possible new Member Countries	PM SC UNECE National Coordinators		*	*	*	*
		Analysis of other possibilities for income increase	Analysis will take into account possibilities of: <ul style="list-style-type: none"> <li>- Paid seminars and workshops for non-Member Countries and commercial companies</li> <li>- Paid reports for non-Member countries and commercial companies</li> <li>- Paid cooperation with International Financial Institutions</li> </ul> Analysis will take into account also formal possibilities of such an activities as TEM is an project under UNECE umbrella	PM SC UNECE	*	*			
	Internal processes	Establishment of internal procedures related to project expenses	Procedure for Report preparation and approval will take into account internal UNECE procurement procedures, time which is needed for ToR preparation and approval and obligations for all involved parties from TEM Project	PM SC UNECE	*				
			Procedure for workshop preparation will take into account internal UNECE procurement procedures,	PM SC UNECE	*				

			time which is needed and obligations for involved parties from TEM Project						
			Procedure for iHEEP meetings will take into account internal UNECE procurement procedures, time which is needed and obligations for involved parties from TEM Project	PM SC UNECE	*				
	Human Resources Management	Selection of National Area Contributors (NAC)	NAC has to be selected/proposed by Member Countries according to TEM Strategic Plan	National Coordinators	*	*			
	Budget management	Analytical reports	Reports will present current financial situation of TEM Project with information about all incurred costs and incomes. It will provide information for Steering Committee.	PM SC UNECE	*	*	*	*	*
	Promotion of TEM Project	Publications and events	Providing information on TEM for general public: information booklet, international events, mass media, website. Participation in UNECE bodies meetings and works	PM SC UNECE National Coordinators	*	*	*	*	*
	International cooperation	Analysis, meetings, seminars, workshops	Participation, invitation to participate, co-organization of meetings, seminars and workshops with OECD ITF, PIARC, IRU, CEDR, ASECAP, ERTICO, IRF, ERF, respective bodies of European Union.	PM SC UNECE National Coordinators	*	*	*	*	*

			Analysis of work plans and outcomes of work of these organizations. Gathering information and analysis of these information about other possible stakeholders						
	HEEP Area V		Workshop about maintenance standards	PM, SC, UNECE, Host Country (HC) iHEEP	*				
			Workshop about efficiency and effectiveness in designing and construction processes with usage of modern technological solutions like BIM	PM, SC, UNECE, Host Country (HC) iHEEP		*			
			Workshop about new technologies in Asset Management	PM, SC, UNECE, Host Country (HC) iHEEP			*		
			Workshop about road safety management	PM, SC, UNECE, Host Country (HC) iHEEP				*	
			Data management and enhancing mobility seminar	PM, SC, UNECE, Host Country (HC) iHEEP					*
			Co-operation with TER PCO regarding combined transport, transport infrastructure interoperability and international aspects of both projects as well as sharing information, data and experience	PM, SC, UNECE, National Coordinators	*	*	*	*	*

**ECONOMIC COMMISSION FOR EUROPE**  
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**PART 2**

**PROJECT BUDGET FOR THE PERIOD 2017 – 2021**

**TRANS-EUROPEAN MOTORWAYS (TEM) PROJECT**  
**COOPERATION FRAMEWORK**  
**FOR 2017 - 2021**

**TRANS-EUROPEAN MOTORWAYS (TEM) PROJECT BUDGET FOR THE PERIOD 2017-2021 (in US \$)**

<b>COMMITMENT ITEM</b>	<b>Object of Expenditure</b>	<b>2017 – 2021</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
FT30_CLASS_120	Contractual Services	5,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
FT30_CLASS_125	Operating and Other Direct Costs	15,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00
FT30_CLASS_010	Staff and personnel costs	435,000.00	30,000.00	102,000.00	101,000.00	89,000.00	113,000.00
FT30_CLASS_160	Travel	226,500.00	40,500.00	48,500.00	44,500.00	48,500.00	44,500.00
<b>TOTAL</b>		<b>681,500.00</b>	<b>74,500.00</b>	<b>154,500.00</b>	<b>149,500.00</b>	<b>141,500.00</b>	<b>161,500.00</b>
PROGRAMME SUPPORT		190,820.00	20,860.00	43,260.00	41,860.00	39,620.00	45,220.00
<b>PROJECT TOTAL</b>		<b>872,320.00</b>	<b>95,360.00</b>	<b>197,760.00</b>	<b>191,360.00</b>	<b>181,120.00</b>	<b>206,720.00</b>

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**PART 3**

**COOPERATION FRAMEWORK FOR 2017 - 2021**

**TRANS-EUROPEAN MOTORWAYS (TEM) PROJECT**  
**COOPERATION FRAMEWORK**  
**FOR 2017 - 2021**

- The Governments of:
- Armenia,
  - Austria (associate member),
  - Bosnia and Herzegovina,
  - Bulgaria,
  - Croatia,
  - Czech Republic,
  - Georgia (membership frozen),
  - Greece (membership frozen),
  - Italy (membership frozen),
  - Lithuania,
  - Poland,
  - Romania,
  - Slovakia (membership frozen),
  - Slovenia,
  - Turkey.
- 
- 4 other countries have an observer status: Montenegro, Serbia, Sweden and Ukraine.
  - Azerbaijani membership is pending, awaiting signature for accession.

**Wishing** to improve the effectiveness and efficiency of transport operations, **having in mind** 17 Sustainable Development Goals adopted within United Nations General Assembly resolution of 25<sup>th</sup> September 2015 as well as today's megatrends in the fields of economy, transportation and mobility – Electrification, Sharing Economy and Automation

**Acting** on international transport scene with other stakeholders and initiatives related to road infrastructure and transport issues

**Have agreed** to continue their cooperation for the realization of the Trans-European North-South Motorway (TEM) project, pursuant to the following provisions:

## **I. STRATEGIC OBJECTIVES**

1. To facilitate road traffic in Europe;
2. To improve the quality and efficiency of road transport operations in UNECE region;
3. To balance existing gaps and disparities between motorway networks in Western, Eastern, Central and South-Eastern Europe; and
4. To assist the integration process of European transport infrastructure systems
5. To assist participating Governments in achieving UN Sustainable Development Goals related to road infrastructure management.

### **Mission and Vision**

The TEM Project 2020 vision:

The TEM Project aims at obtaining a role of substantive partner for UNECE and the Inland Transport Committee on road infrastructure management, thereby supporting the United Nations and TEM mS in achieving the sustainable development goals by implementing the project's strategic initiatives.

The mission of the TEM Project, defining the implementation of the vision:

The TEM Project constitutes a forum for cooperation between the governments of TEM mS, which creates standards, good practices and guidelines for systemic and strategic issues in road infrastructure management. The activities of the TEM Project take the perspective of national government administrations, and focus on the issue of sustainable development.

## **II. DEVELOPEMENT OBJECTIVES**

With the intention of reaching strategic goals, it was decided to set up a list of development objectives for the project. Those objectives are reformulated into detailed strategic initiatives which are described in Strategy of TEM Project and then connected with yearly works plans. Strategy of TEM Project is a document assuring realization and implementation of TEM objectives in decided time frame. Development Objectives constitutes main areas or interest for the TEM Project, nevertheless list is not exhaustive and can be enlarged when needed.

1. Programming, planning and designing of transportation network extension and development;
2. Technology of roads construction
3. Asset management
4. Traffic management, mobility management, data management and ITS and C-ITS;
5. Road safety and security management;
6. Environmental impact management;
7. Organization of road/transport authorities, financing sources and methods of management;
8. TEM Road Network Report
9. TEM Project Development and Project Management.

The Project shall be based on the firm intent of the participating Governments to implement, improve and manage TEM Backbone Network of participating Governments. This network shall form a system of high-capacity roadways ensuring an adequate quality of services for traffic by providing for safety, speed and comfort based on commonly accepted and adopted standards and practices recommended for use by all TEM participating Governments in order to provide its users with similar and harmonized conditions.

This network shall link the northern, the southern and the south-eastern parts of Europe among them, with western Europe and Euro-Asian links via the participating Governments, thus contributing to the achievement of a balanced pan-European transport system for goods and people.

TEM Backbone Network shall (a) satisfy the transport demand of long-distance and international traffic by offering an efficient and convenient mode of transport and at the same time constitute an important transit artery between the participating Governments linking them with adjacent countries of Europe, Northern Africa and Central Asia and (b) constitute a vital element in removing gaps and imbalances existing in the transport infrastructure in this area and assist in the integration process of transport infrastructure systems of Europe thus promoting the overall development of the whole region.



Other objectives may be added if the TEM Steering Committee so decide and in the case of the availability of resources.

### **III. ACTIVITIES**

1. The Project will foster governmental partnership in developing and maintaining road network, and possibly be used as an alternative platform to exchange knowledge and experience.
2. TEM Project will assist in designing, building, maintaining, operating and administering of the TEM Backbone Network on the territories of participating Governments as part of an integrated European international road infrastructure, thus filling the gaps in the existing motorway network between Western, Eastern, Central and South-Eastern Europe.
3. The TEM Project supports the UNECE and the Inland Transport Committee in pursuing the sustainable development goals (SDGs) related to road infrastructure management.
4. The TEM Project will interpret and translate the SDGs into strategic initiatives related to road infrastructure management.
5. TEM Project will disseminate the motorway/road related knowledge, expertise, technology and know-how between the TEM region and other regions of the world

### **IV. NETWORK**

1. The TEM Backbone Network is linking the countries of Central and Eastern Europe and connecting Western Europe, the Baltic, Adriatic, Aegean and Black Seas by means of a fast, safe, environmentally friendly, economic and efficient system of motorways and expressways. To the west, its terminals shall link up with existing motorways. To the east and south, the TEM shall open up links with the road systems of Asia and Africa.
2. TEM network should be integrated into full-fledged intermodal transport system, connecting sea, waterway and inland terminals.
3. TEM network itineraries are presented in Annex A.
4. For the period of validity of this Agreement, the geographic scope of the project is limited to the UNECE countries. The territory of a new member country must be adjacent to the territory of a member or an associate member, or an observer country.

### **V. INSTITUTIONAL SET-UP**

1. The TEM Project shall be managed by the intergovernmental Steering Committee assisted by subordinate bodies in accordance with Annexes B and C. National Coordinators and National Area Contributors whose terms of reference are described in Annex B shall be responsible for the coordinating of project activities within their countries and maintaining contacts with the Project.
2. The UNECE is the Executing agency of the TEM Project.

## **VI. PARTICIPATION**

### **Members**

1. Members of the project have to fulfil all the obligations stipulated by the TEM Cooperation Trust Fund Agreement (hereinafter referred to as "the Agreement"). Their representatives in number set for every particular meeting and uniformly for all participating Governments have the right to attend all expert meetings with the costs of their board and lodging met by the TEM Budget.
2. In case they do not fulfil their obligations by the deadline stipulated in Article IV/2 of the Agreement, the UNECE will contact the respective Government in order to clarify the reasons and to establish a new deadline. Should this new deadline expire without the member contribution being received, the respective Government may be requested to meet all the expenses related to the participation of its experts in the expert meetings.
3. If the conditions of membership are not fulfilled for more than two consecutive years without any explanation from the respective Government, Steering Committee may recommend to the UNECE to freeze membership of the participating Government in TEM.
4. If the conditions of membership are not fulfilled for more than three years, the TEM Steering Committee may recommend to the UNECE to terminate the membership of the signatory Government in TEM.
5. Non-member countries, other international organizations, IGOs and NGOs, and/or private bodies are also invited to contribute to the project as associate members, observers and donors.

### **Associate members**

6. Associate members contribute to the project in cash at the level stipulated by the Agreement not having signed the Agreement. They have to express their wish to be granted the associate membership in written form or as a statement during a TEM Steering Committee session.
7. If the conditions of associate membership are not fulfilled for more than three years, the TEM Steering Committee may recommend to the UNECE to terminate the associate membership of the concerned member.
8. Associate members have the right to participate in the TEM Steering Committee sessions and all other TEM meetings with the expenses of their representatives covered in the same way as of those of project members.
9. The participating Governments consider it desirable that associate members envisage application for full membership.

## **Observers**

10. Observers contribute to the project in cash less than stipulated by the Agreement or contribute in kind only. They have to express their desire to be granted the observer status in written form or as a statement during a TEM Steering Committee session.
11. Observers have the consultative status with the project. Their participants cover all expenses associated with their participation in the meetings themselves.
12. The participating Governments consider it desirable that observers envisage application for full membership

## **VII. TEM BUDGET**

1. To cover expenditures required for the execution of the activities presented in the programs of work, annual budgets shall be established by the Steering Committee on the basis of:

### **(i) Resources**

- (a) Contributions in-kind and in cash from participating Governments, associate member and observer countries;
  - (b) Contributions in-cash and/or in-kind from other international organizations, national and/or private bodies and non-member countries;
  - (c) The open, paid seminars or workshops for the representatives of countries not yet participating in the TEM Project, and other institutions involved in road infrastructure management;
  - (d) Fundraising.
2. The contributions of the participating Governments and associate members in convertible currencies shall be at an equal level. Those in kind shall be at an equal level to the extent possible.
  3. The budget, including the countries' inputs in kind shall be utilized under the control of UNECE and advising of the Project Manager in line with the programme of work and the directives of the Steering Committee.
  4. The main forms of contributions in kind of the TEM participating Governments are: the operation of PCO, hosting of meetings, supplying of national experts, preparation of technical reports and training programmes, and undertaking of specific coordination activities and subcontracts through Government implementation procedures.

**(ii) Expenditures**

5. The main lines of expenditure are for project coordination, sub contracts, training, equipment and miscellaneous costs.
6. The participating Governments shall pay local salaries, social security contributions, and other emoluments of national staff, both working within each country for the Project and when such staff is delegated to participate in meetings, courses, etc.
7. The Project budget covering a period of five years is presented in Attachment A, Part 2.

**VIII. NOTIFICATION OF ACCEPTANCE**

1. The afore-going were approved by the sixty-eight Session of the Steering Committee, held in Geneva on 20 February 2017.

**IX. ANNEXES**

1. Annexes constitute an integral part of this Agreement. They are as follows:
  - **Annex A** Network
  - **Annex B** Management of the project: Steering Committee (SC) National Coordinators (NC), National Area Contributors, Project Manager (PM), Strategy Coordinator (SC)
  - **Annex C** Project Central Office (PCO)

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**TRUST FUND AGREEMENT**



**ATTACHMENT A**

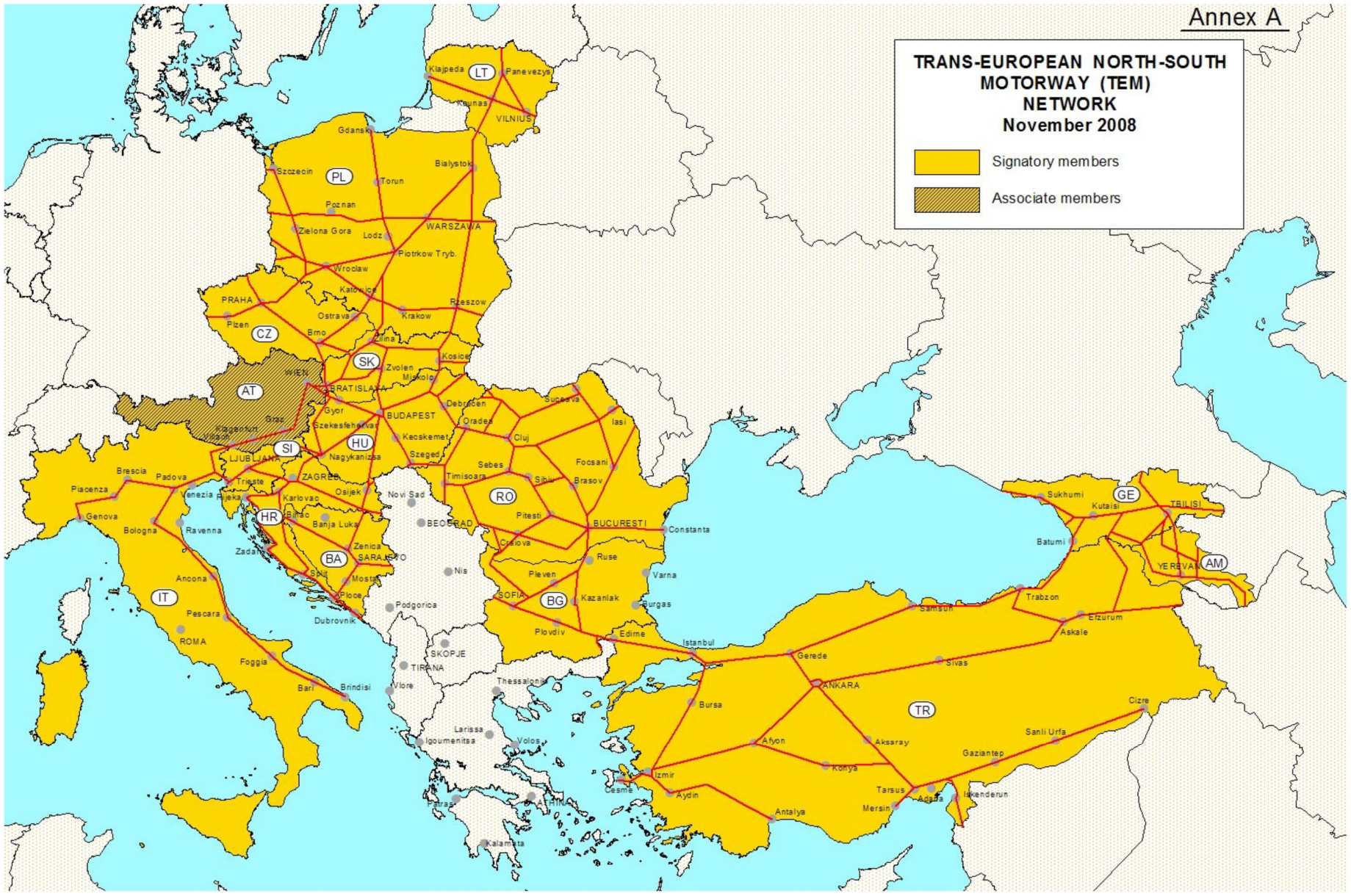
**PART 3**

**COOPERATION FRAMEWORK FOR 2017 – 2021**  
**ANNEX A**

**TRANS-EUROPEAN MOTORWAYS (TEM) PROJECT**  
**COOPERATION FRAMEWORK**  
**FOR 2017 - 2021**

**TRANS-EUROPEAN NORTH-SOUTH  
MOTORWAY (TEM)  
NETWORK  
November 2008**

-  Signatory members
-  Associate members



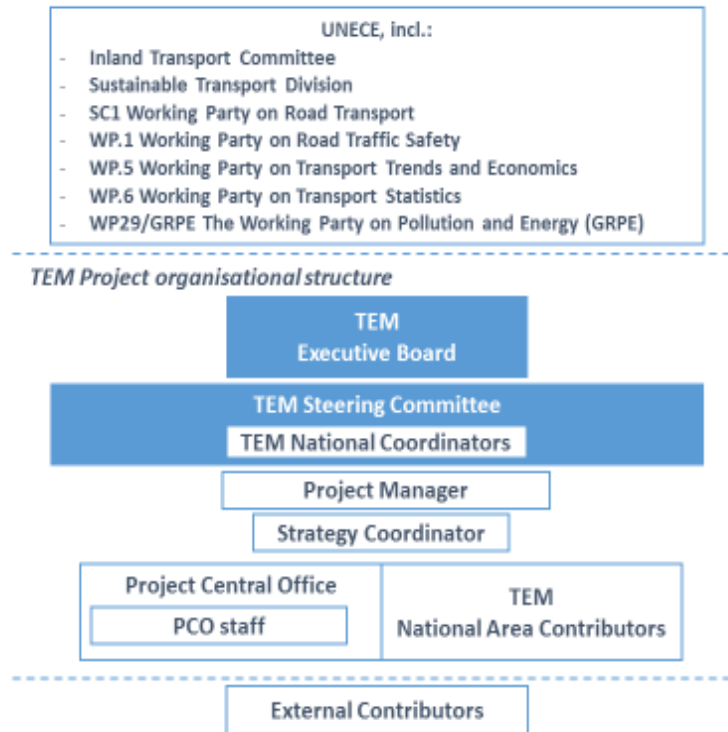
**ECONOMIC COMMISSION FOR EUROPE**  
**TRANS-EUROPEAN MOTORWAYS (TEM) PROJECT CO-OPERATION**  
**TRUST FUND AGREEMENT**

**ATTACHMENT A**

**PART 3**

**COOPERATION FRAMEWORK FOR 2017 – 2021**  
**ANNEX B**

**TRANS-EUROPEAN MOTORWAYS (TEM) PROJECT**  
**COOPERATION FRAMEWORK**  
**FOR 2017 - 2021**



### **Steering Committee (SC)**

The TEM Steering Committee shall be the body dedicated to the strategic and operational management of the Project. The TEM Steering Committee shall consist of TEM National Coordinators, supported by Regional Advisor/UNECE staff. The tasks of the TEM Steering Committee shall involve in particular:

1. Adopting internal rules of operations of the Project, and strategic and operational objectives;
2. Adopting TEM Annual Report prepared by the TEM Project Manager;
3. Assess the work of TEM Project Manager and TEM Strategy Coordinator on the basis of TEM Annual Report;
4. Launching the implementation of strategic initiatives;
5. Adopting implementation details, including, in particular their scope and expected results of the strategic initiatives;
6. Monitoring the operational implementation of strategic initiatives at the TEM Project level;
7. Adopting periodic implementation summaries of the of strategic initiatives;
8. Coordinating operational matters associated with the current TEM Project management;
9. Communicating the current implementation progress of the strategic initiatives,
10. Establishing any subsidiary bodies, it deems necessary;
11. Issuing instructions to the Project Manager or any subsidiary bodies it might decide to establish;
12. Approving the programmes of work;
13. Adopting the operating budgets and the financial reports on their execution;



14. Examining many other matters concerning the activities of the TEM.
15. Approving the TEM network.

The Steering Committee shall be composed of TEM National Coordinators, nominated by participating Governments, TEM Project Manager and TEM Strategy Coordinator, selected according to UNECE procedures. The UNECE as an Executing Agency will participate ex officio. It is recommended that TEM National Coordinators, as representatives of the participating Governments in the Steering Committee, were representatives of the government or the NRA of at least a middle management level.

Steering Committee carries out its work through direct or indirect meetings, realized through the techniques of audiovisual communication - the meetings of the Steering Committee are held not less frequently than twice a year.

The Rules of Procedure of the SC are the following:

## **I. SESSIONS**

### Rule 1

The Steering Committee shall hold two regular sessions a year, the dates and locations to be decided by the Committee.

### Rule 2

Special sessions shall be held by decision of the Committee while in session, or at the request of:

- (a) any member with the support of at least three other members, or
- (b) the Project Manager with the support of three members.

### Rule 3

All meetings of the Committee shall be closed, unless the Committee decides otherwise.

## **II. AGENDA**

### Rule 4

The Committee shall adopt its agenda at the beginning of each session. Any matter within the competence of the Committee not included in the provisional agenda for a given meeting may be submitted to the Committee by a member or by the Project Manager and added to the agenda by decision of the Committee. The Committee may revise the agenda by adding, deleting, deferring or amending items.

### **III. REPRESENTATION**

#### Rule 5

Each participating Government, associate member or observer, shall be represented on the Committee by a representative who may be accompanied to sessions of the Committee by alternative representatives and advisors. The UNECE as an Executing Agency will participate ex officio.

### **IV. OFFICERS**

#### Rule 6

Meeting will be chaired by the representative of TEM participating Government (National Coordinator). Chair will be changed every year on a rotating basis, according to the alphabetical order. TEM Strategy Coordinator is rapporteur of the meetings.

### **V. LANGUAGE AND RECORDS**

#### Rule 7

English shall be the working language of the Project, including the Steering Committee. Countries hosting Committee sessions may provide interpretation in French and/or Russian, whenever possible.

#### Rule 8

Decisions of the sessions of the Committee shall be drafted and adopted during these sessions and distributed promptly to members of the Committee and to any others participating in the session. Full reports of the sessions shall be disseminated to members of the Committee two weeks after the meeting. The reports may be made public after their adoption, at such time and under such conditions as the Committee may decide.

### **VI. QUORUM**

#### Rule 9

Decisions of the Committee concerning all matters examined shall be taken by consensus of the members present.

### **VII. SUBORDINATE BODIES**

#### Rule 10

The rules of the Committee shall also apply, in principle, to its subordinate bodies.

## **VIII. PARTICIPATION OF REPRESENTATIVES OF NON-MEMBER GOVERNMENTS AND INTERNATIONAL ORGANIZATIONS**

### Rule 11

- (a) Governments having observer status, and
- (b) Specific international organizations

could be represented at the Steering Committee sessions with consultative status without voting rights.

Associate members have voting rights at the sessions of the Steering Committee.

## **IX. AMENDMENT OR SUSPENSION OF RULES OF PROCEDURE**

### Rule 12

A rule of procedure may be amended or suspended by decision of the Steering Committee upon consensus of all the TEM participating Governments.

### **National Coordinators (NC)**

The TEM National Coordinators shall constantly oversee and coordinate the Project implementation in individual participating Governments on the operational level. The responsibilities shall involve:

1. Serving as contact for the Project in his/her country;
2. Maintaining liaison between the national organizations involved and the Project Central Office by taking action at national level to obtain and transmit information required in connection with PCO activities;
3. Coordinating national activities under the TEM;
4. Planning and carrying out activities and producing outputs in accordance with the TEM programmes of work;
5. Utilizing TEM inputs effectively and efficiently;
6. Attending the SC sessions and participating in all other TEM meetings, if deemed useful to achieve the objectives of the TEM;
7. Monitoring the implementation of strategic initiatives at the country level,
8. Cooperating with the TEM National contributors to support the implementation of strategic initiatives;
9. Providing information on the implementation of strategic initiatives for the Steering Committee;
10. Updating the contact list of TEM National Coordinators and TEM National Contributors from the perspective of a member country.

The National Coordinator shall be designated by the participating Government.

## **TEM National Area Contributors (NAC)**

TEM National Area Contributors constitute a constant, permanent role in the organizational structure of the project, dedicated to coordinate the implementation of strategic initiatives within a particular member country. In particular, their responsibilities involve:

1. Coordinating the implementation or directly implementing the strategic initiative, if the responsibility for the implementation of the initiative has been assigned to the country and the strategic area of the particular representative;
2. Providing a substantive contribution of a member country, necessary for the implementation of strategic initiatives;
3. Coordinating cooperation with external entities involved in the implementation of strategic initiatives;
4. Giving opinions on work products resulting from the implementation of strategic initiatives;
5. Cooperating with the TEM National Coordinators, in particular in the area of information on the status of implementation of the strategic initiatives.

TEM National Area Contributors will be appointed by particular governments individually for each of the following strategic areas of the TEM project:

- Area A – Environment and protection thereof
- Area B – Organization and financing of the roads and motorways systems
- Area C – Information systems for the management of the road infrastructure
- Area D – Innovations in road infrastructure management
- Area E – Road safety

It is recommended that the TEM National Area Contributors were representatives of the government or the NRA and possess competences and experience in the strategic area, in which they will be operating.

## **Project Manager (PM)**

The TEM Project Manager shall be responsible for the operational management of the TEM Project and the work of TEM Project Central Office (PCO). The TEM Project Manager shall be appointed/selected by the Steering Committee according to UNECE procedures and regulations and remunerated from the Project budget. Duty station is TEM Project Central Office.

The Project Manager shall report directly to the Director of the UNECE Sustainable Transport Division. The role shall involve in particular:

1. Coordinating the work of TEM Strategy Coordinator and project personnel in TEM Project Central Office (PCO) in the framework of various activities of the Project. Ensuring the efficient maintenance and upgrade of PCO Information Technology infrastructure, such as - computers, laptops, printers, fax machines, etc., important for smooth operation of TEM PCO;
2. Preparing the Terms of Reference for TEM Strategy Coordinator and ensuring its implementation based on the principles of team work and integrity, as well as through supervision of his/her performance;
3. Acting as Secretary to TEM Steering Committee sessions (Preparation of Invitation,

- Agenda, documents and Conclusions/Report for TEM Steering Committee);
4. Preparing draft programmes of work and budgets for TEM Project for approval by TEM Steering Committee and ensuring its implementation as adopted;
  5. Organizing and preparing substantive (technical) and administrative reports and documentation for consideration of TEM member Governments;
  6. Monitoring the implementation of TEM Strategic Plan and strategic initiatives and presenting the implementation status to TEM Steering Committee;
  7. Preparing TEM Annual Report to be submitted for approval by TEM Steering Committee;
  8. Preparing and distributing information to TEM member Governments on matters requiring their decisions well in advance;
  9. Advising Chair of TEM Steering Committee on matters requiring decisions by the Committee;
  10. Maintaining continuous liaison with TEM National Coordinators regarding all matters concerning the implementation of TEM Project activities;
  11. Preparing the report on the overall activities of TEM Project Central Office and developments in TEM Project during the period under review for the sessions of Inland Transport Committee (ITC), Working Party on Transport Trends and Economics (WP.5) and Working Party on Road Transport (SC.1);
  12. Keeping close cooperation with Working Party on Road Transport (SC.1) and Working Party on Road Safety (WP.1) to ensure synergies in activities and development of concrete project proposals and activities on road safety and Intelligent Transport Systems, and to avoid overlaps;
  13. Providing assistance for administration of TEM project budget, according to the decisions of TEM Steering Committee and the provisions of the financial rules and regulations of United Nations;
  14. Advising TEM Steering Committee in selection of consultants to render assistance in execution of specific activities in accordance with TEM programme of work and overseeing the work of consultants;
  15. Carrying out other tasks as assigned by TEM Steering Committee and the Director of UNECE Sustainable Transport Division;
  - 16.16. Providing expert advice and collaborating closely with both professional staff in UNECE Sustainable Transport Division and TEM Project Central Office staff;
  17. Representing TEM Project at the meetings with external institutions, industry organizations, etc.
  18. Fundraising for TEM Project.

### **Strategy Coordinator (SC)**

The Strategy Coordinator shall be responsible for implementation of the Strategy on daily basis with a support of PCO and assisting the TEM Project Manager. The Strategy Coordinator shall be appointed/selected by the Steering Committee according to the UNECE procedures and regulations. Duty station is TEM Project Central Office.

The responsibilities of the Strategy Coordinator shall involve in particular:

1. Assisting TEM Project Manager in coordinating the work of project personnel in TEM Project Central Office in the framework of various activities of TEM project;
2. Assisting TEM Project Manager in preparing the draft programmes of work and budget

- for TEM Project for approval by TEM Steering Committee and administering it as adopted;
3. Acting as Secretary to TEM Steering Committee sessions in the absence of TEM Project Manager;
  4. Assisting TEM Project Manager in preparing and distributing information to the participating Governments on matters requiring their decision well before the meetings;
  5. Assisting TEM Project Manager in maintaining continuous liaison with the National Coordinators regarding all matters concerning the implementation of TEM activities;
  6. Assisting TEM Project Manager in preparing the report on the overall activities of Projects Central Offices (PCO) and developments in TEM Project during the period under review for the sessions of Inland Transport Committee (ITC), Working Party on Transport Trends and Economics (WP.5) and of Working Party on Road Transport (SC.1);
  7. Supporting the implementation of the Strategic Plan, especially in the field of strategic initiatives;
  8. Supporting TEM Project Manager in preparation of substantial documents related to TEM Programme of work;
  9. Drafting organizational documents, including in particular the draft documents on status of TEM Project in collaboration with TEM Project National Coordinators;
  10. Managing and archiving documentation of TEM Project;
  11. Preparing meetings of TEM Project Steering Committee with a support of TEM PCO;
  12. Ensuring ongoing communication of TEM project related issues with TEM Project stakeholders;
  13. Providing expert advice and collaborating closely with both international staff and TEM Central Project Office staff;
  14. Advising TEM Project Manager in the selection of consultants to render assistance in the execution of specific activities in accordance with TEM Strategic Plan and overseeing the work of consultants;
  15. Acting on behalf of the TEM Project Manager upon his/her request or during his/her absence;
  16. Carrying out other tasks as assigned by TEM Project Manager.

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**ATTACHMENT A**

**PART 3**

**COOPERATION FRAMEWORK FOR 2017 – 2021**  
**ANNEX C**

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**COOPERATION FRAMEWORK**  
**FOR 2017 - 2021**

## **Project Central Office (PCO)**

The Project Central Office is located in Warsaw, Poland and comprised of PCO staff provided by the Host country to (a) support TEM Project Manager and Strategy Coordinator and (b) to support all activities carried out under the terms of this document and operate under the overall direction of the TEM Steering Committee, with guidance from the UNECE as an Executing Agency.

PCO staff should be provided by the Host country and shall be responsible for running the office on daily basis and supporting TEM Project Manager and Strategy Coordinator. The host country should provide all necessary facilities including office and technical equipment.

The responsibilities of the PCO staff shall involve in particular:

- Maintaining back office for the TEM Project;
- Supporting in secretary and translation tasks;
- Maintaining contact lists of TEM National Coordinators and TEM Project National Area Contributors.