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## SPAIN – NATIONAL REPORT

### STRATEGIC THEME B – IMPROVING PROVISION OF SERVICES “DELIVERING EFFICIENT CUSTOMER-ORIENTED SERVICES”

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## **1. SUMMARY**

The objective of searching for better efficiency involves, on the one hand, the need to achieve the best coordination and collaboration possible between the different relevant organizations, in such a way that the users benefit from it and essentially a comprehensive service is provided. On the other hand, solutions should be explored that guarantee the provision of these services with the most efficient formulas.

In accordance with this approach, this National Report presents three administrative coordination initiatives for the improvement of services provided to the users and besides, it also includes some initiatives for the promotion and maintenance of road infrastructures, developed in order to increase efficiency in the use of public resources and to incorporate the private initiative in the promotion and maintenance of the infrastructures.

## **2. INTRODUCTION**

The present economic situation requires an additional effort from the Authorities and Organizations that manage public resources in order to achieve the maximum efficiency in the promotion of infrastructures and services.

In Spain, the relevant organizations in transport services and infrastructures are shared between the different Authorities (state, regions and local entities) and within the authority itself, into different Departments.

The objective of searching for better efficiency involves, on the one hand, the need to achieve the best coordination and collaboration possible between the different relevant organizations, in such a way that the users benefit from it and essentially a comprehensive service is provided. On the other hand, solutions should be explored that guarantee the provision of these services with the most efficient formulas.

It should be considered that the first service provided by the road is mobility, essential for the development of economic activity. Therefore, the provision of this service and the possibility of taking the action required under the best possible conditions is the main objective of the relevant road organizations as well as in all aspects related to road transport.

However, it should be noted that for, the time being, the Ministry for Public Works' transport policy priority is the promotion of rail transport, as the most sustainable mode of transport. Important resources and numerous initiatives are being dedicated to this activity.

In accordance with the approach described above, this National Report includes, on the one hand, three administrative coordination initiatives for the improvement of the provision of services to the user. On the other hand, it includes some initiatives for the promotion and maintenance of the road infrastructures, developed in order to increase efficiency in the use of public resources and to incorporate the private initiative into the promotion and maintenance of infrastructures.

The initiatives which will be presented in relation with the Administrative coordination and provision of comprehensive services to the users are as follows:

- Teleroute
- Winter Road Maintenance protocol (civil protection, Ministry of the Interior, etc.)
- Operation Crossing the Strait

In relation to the second point, this Report presents the initiative promoted by the Central Administration through the Ministry of Public Works for the promotion of infrastructures by means of public-private collaboration, as well as the efficiency criteria that have been established in the Ministry of Public Works in relation to investment in roads.

### **3. THE TELEROUTE SERVICE**

#### **3.1. Introduction**

In the present transport system development framework, more and more quality information about the situation on the roads in Spain is being demanded by the infrastructures managers and by the users. Information is understood as being of quality when it is useful for making decisions, and this is achieved when the information is constantly updated, is precise, truthful and when it reaches the person who is requesting it at the time and to the place they are requesting it.

The Highways Agency of the Ministry of Public Works, through their Maintenance and Operation Centres in the entire State Road Network possesses a large volume of information about incidents that are produced in the road network, including the planned ones (road works, cleaning, maintenance, etc.) as well as the unforeseen ones (accidents, weather conditions, etc.) and this information is sent by means of an information service known as a Tele-Route.

As well as being a user's attention service about the situation of the roads, Tele-Route is also an information service based in real time for those responsible for the management of the infrastructure by means of information that may reach them through different means and modes of communication. This includes the information gathered from the technological systems belonging to the Highways Agency (CCTV in tunnels, weather stations, gauging stations, management GPS of Winter Road Maintenance, etc.).

#### **3.2. Historical summary and present situation**

From its origins to the present situation, Tele-Route has undertaken various modifications with respect to the information gathered, the driving information channels, the objective of the service and lastly the integration of concurrent data with the management of the infrastructure.

Towards the end of 1960, the General Directorate of Roads started a public information service of the road state called "Red Principal" (*Main Network*). This information was distributed amongst the different means of communication, radio and press, as well as offering information to the public by phone.

In October 1997 the Administrative Order 324/97 was published, permanently reorganizing the information system about the state of the roads network, establishing the mechanisms

for obtaining information, the processing and distribution of the information about incidents (foreseen and unforeseen) that affect road conditions and about weather phenomenon that might also affect road conditions.

At that time, the system processed information coming from more than 200 points distributed throughout the network (Provincial Roads Units, Maintenance and Operation Centres in different sections, National Weather Institute Services and the Civil Protection Board), being structured in the form of a comprehensive mesh of information at different levels.

This information was received and processed in the Tele-Route Control Centre of the Ministry of Public Works, allowing for a permanently updated knowledge of the road conditions of the National Road Network.

The development of Intelligent Transport Systems (ITS), as well as its progressive establishment in the National Road Network, introduced a new concept in terms of information management, given that the information supplied and managed by this equipment is not subject to the capturing in the Maintenance Centres, but is accessible directly by the infrastructure manager by means of the appropriate data platform.

Therefore, the General Directorate of Roads decided to increase the Tele-Route's potential for information management, by integrating the technological systems' data available in each road section as well as the traditional information about incidents which occur on the road network, depending on each Maintenance and Operation Centre.

The integration of this information allows data to be obtained about each situation from only one information management platform, verifying the road conditions and traffic in those sections where conflicts have been detected by means of the visualization elements available on the network (CCTV). The additional information sent by the Data Collection Station, linked to traffic census, weather stations and the information that the variable message panels transmit to the road users, provide valuable information for decision making with regards to the equipment management and means to restore the road conditions back to normal.

Amongst its new functions, the Tele-Route also includes the management of the fleet of conventional maintenance vehicles as well as those linked to winter road service. The information provided by the GPS equipment in each vehicle, as well as the information from on board cameras in some of the equipment allows the process of resolving the incidents to be monitored in real time.

It is fundamental that the Tele-Route platform is opened and scalable in such a way that, regardless of the company who installed the element in question, the technology that is implemented or the communication system that is used can be integrated in the Tele-Route. In this way the platform adapts any advance in the information collection systems, communications or information transmission.

Today, the information Tele-Route deals with is based on the needs of the Ministry of Public Works with respect to the necessary indicators in order to evaluate the management of the Road Network. The extension and definition of this information is included in the Administrative Order 26/08 of the Ministry of Public Works, adapting the Tele-Route to the collection and processing needs.

### 3.3. Functions of the Tele-Route System

#### Internal structure

Tele-Route has two large clearly differentiated groups of information:

- Static information, being regarded as the permanent register of incidents registered in the National Road Network.
- Dynamic information, with the progressive incorporation of data registration elements of the road network.

The synergy provided to the management of incidents having permanently updated information about the areas where they happen (closed circuit cameras, gauging stations, weather stations, fog gauges) as well as direct contact with communication to the user (variable message panels) is undoubtable. The improvement in the quality of information available for decision making and, above all, the agility in its transmission, means a clear reduction in response times to incidents, with the consequent reduction of social costs derived from the incident, the reduction of accidents and the users' delay times.

The detailed main blocks of information are the following:

#### Static information (incidents)

An incident is understood as a situation which involves a restriction of the circulation conditions in a road section. Two types of incident are considered:

- **Ordinary**, if the incident has been programmed in advance, as a result of work in the infrastructure or other elements.
- **Extraordinary**, caused by unplanned elements, when use of chains is obligatory when driving, when a road or road section has been closed or cut off for over 15 minutes, or when a lane has been cut off for over 2 hours or even if it's less time, if the traffic jams may be caused due to insufficient capacity in the remaining lanes to absorb the demand of traffic.

The following incidents are considered to be important: all winter road conditions, all road cut offs no matter what the cause, any incident involving a vehicle carrying dangerous goods and accidents inside tunnels and against bridge structures.

#### ○ Information flow

In the case of ordinary incidents, information about incidents on the road network is gathered in the Maintenance Centres distributed throughout the road network through the agents related to them (companies and administrations), or transmitted directly by a team who are sent to the incident area in the case of extraordinary incidents.

The database incidents register is carried out on the Tele-Route application, where the most relevant information about the incident is detailed, the start and finish time, and how this affects the road. This information is validated in the Tele-Route

Management Centre, with the aim of avoiding unfounded alerts about incidents and verifying the collected information. Once it is validated, it is accessible by the maintenance centre affected as well as those responsible in the General Directorate of Roads. The necessary procedures are then started to solve the incident as quickly as possible or to minimize its effect for the users during the time the incident continues to affect the roads.

The operation of the information management is based on three hierarchical levels:

- **Maintenance sector:** Transmission of information to the provincial coordination Centre.
- **Provincial Coordination Centre:** Supervision of incidents and responsible for the transmission of information to the Operation Control Centre (Tele-Route service) by means of a web application.
- **Operation Control Centre (Tele-Route service):** Validation and standardization of information, transmission to Authorities.

○ **Database of Incidents**

The information registered by the application is accessible to all authorized users of the Tele-Route system, with the aim of consulting the effect of the incidents, its causes, and the road section affected. This information will become part of the Tele-Route's incidents database, allowing its subsequent consultation and analysis.

The consultation tool is a first class analysis element which allows for the preparation of composite indicators, the improvement of the analysis capacity of new situations, or the study of recurring incidents in a determined road section (High Accident Concentration Sections).

○ **Winter Road Conditions Database**

In addition to the information related to the incidents, Tele-Route collects data about winter road operations in the road network, as well as information in relation to the road treatment materials, therefore avoiding a shortage of supplies.

The winter road conditions information is based on the daily operations carried out by the centres related to the maintenance of conditions in adverse weather conditions.

## Dynamic Information

○ **Information flow**

In the case of dynamic information, the integration with technological systems associated with each element allows the data to be available immediately, maintaining certain levels of interaction with the installed equipment.

○ **Integration of ITS elements**

The provision of Intelligent Transport Systems (ITS) to the road network has notably increased the degree of knowledge of the infrastructure operation and traffic.

Tele-Route is increasingly integrating different technological elements established in the network, with the following being particularly important:

- **CCTV**: allows the user to connect with the cameras dependent on the Ministry of Public Works, with the aim to visually check the situation on a determined section of road.
- **Weather Stations**: one of its functions is data reception from weather data collection stations available on the road network, improving the information that is available and reducing the response times to situations which might put drivers at risk.
- **GPS**: The integration of localization equipment in maintenance vehicles and more importantly, in winter road vehicles, has allowed a specific, instantaneous location and follow-up application of road conditions operations in process to be developed in Tele-Route based on a road map. In the case of snowploughs, information associated with its operation, service route, blade position and road treatment materials is available.

### 3.4. Integration of Tele-Route as a comprehensive infrastructures management tool

The usefulness of the information gathered in the Tele-Route as a base for intelligent management of mobility, as well as a base for the efficiency of maintenance tasks, opens doors to a world of development possibilities, with the following being of particular importance:

- **Planning tool**: The integration of the TELE-ROUTE data from the available gauging stations provides a planning tool of alternative routes in case of incidents on road sections, making the intervention process easier and decreasing the effect it may have on the road users.
- **Inventory tool**: The integration of TELE-ROUTE road inventory data will allow the emergency services to have updated information about possible elements and services affected by an incident as well as the road capacities.
- **Localization of high incident concentration sections**: The relation between incidents and their location allows to detect those road sections with an unusually high incidents concentration in relation to comparable standardized sections, which means that special efforts can be made to improve specific road sections.

## 4. MANAGEMENT OF WINTER ROAD CONDITIONS: EXAMPLE OF COORDINATION

### 4.1. Introduction

The management of winter road services in the National Road Network responds to a coordination process between the different bodies and Administrations involved.

Firstly, it should be pointed out that each Spanish province with a National State Network has a Maintenance Service which manages the so-called “Maintenance Services”, each one of which includes a certain number of state roads and motorways.

At a state level, a Protocol is signed each year about “Coordination of Actions to be taken by General Administration State Bodies in the event of snow storms and other extreme weather conditions that may affect the National Road Network”.

Starting with this state Protocol, coordination protocols are also signed in each province, such as Operational Plans developed for each sector of the Network.

#### 4.2. Coordination between the General Administration State bodies

The aim of the present State Level Actions Coordination Protocol is to strengthen the coordination systems between the General Administration State bodies to secure the National Road Network conditions in the case of snow storms and other extreme phenomenon, with the objective of avoiding and reducing the number of sections with traffic blocks and their duration to a minimum, as well as ensuring the attention to those occupying the vehicles when necessary.

At state level, the State Coordination Committee is established, formed by the Ministry of the Interior, the Ministry of Public Works and the Ministry of Defence, with the following functions:

- To follow up on any situations that may affect the road conditions on the National Road Network.
- To coordinate the information to the citizens by means of social communication means.

In addition, the Protocol establishes the criteria to be taken into account by specific provincial protocols corresponding to the Delegations and Sub-delegations of the Government, including the necessary coordination with the Local and Regional Authorities.

#### 4.3. Coordination at provincial level

At a regional level, the management and coordination of the specific Provincial Protocol actions correspond to the Delegate or Sub-delegate of the Government in each province or region, with the assistance of an Executive Committee and an Information Cabinet.

The Delegates or Sub-delegates declare the different operational phases of the Protocols:

- Alert phase. This is started by sending out a red, orange or yellow alert brochure by the State Weather Agency depending on the predicted risk (extreme, important or non-existent for the population, but possible risk for certain activities).
- Pre-emergency phase. This will happen when the intensity of the snow storm creates possible problems for the traffic circulation.
- Emergency phase. This is reached when it is necessary to assist people who have been blocked or held up.

For each phase the actions to be carried out are established by each State Organization participating in the Protocol, always making sure that these are carried out with an appropriate level of coordination, with the final aim of avoiding or reducing traffic jams and

how long they last and ensuring that the occupants of the cars are assisted when necessary.

In the case of accesses to large cities, which present unique circumstances due to the high density of traffic circulating at certain times of the day and which constitutes a mesh that belongs to different administrations, prevention turns out to be very complex. In these cases, the coordination of the different Authorities involved is particularly necessary, and so the Provincial Protocols foresee the coordination between the different State bodies, the Regions and the Town Halls in order to guarantee the maximum flow of traffic in the access roads to city centres and connection points with other means of transport.

For this reason, as well as incorporating the Town Halls in the weather information processes, agreements have been established in order to incorporate representatives of the Region and the Town Hall in the Executive Committee in order to guarantee a coordinated action.

#### 4.4. Operational Plans

The work strategies for the maintenance of the winter road conditions is included in the Operational Plans prepared for each one of the Maintenance Sectors that make up the National Road Network. These Plans consider the probable situations that may be presented and the necessary means to deal with each one of them, so that the number of disturbances to the traffic is at most the assigned to each section of the road in accordance with its "level of service".

- Level Service 1 is the most demanding with respect to the winter road conditions and with the highest level of quality in terms of trafficability on the road section it is established in. On the sections of the road which have been assigned this service level, efforts are made to permanently maintain the road conditions, not allowing dual carriageway blocks or traffic cut-offs of all vehicles. In the case of snow storms, in order to achieve these objectives, the circulation of heavy vehicles is cut off and the circulation of light vehicles is restricted to those with chains, therefore reducing the restriction time to a minimum. Once the snow storm has ended, a deadline of two hours is established in which the traffic should be restored to the normal circulation conditions.
- For Service Level 2, dual carriageway blockage and the cut off of all traffic at the most is allowed. A maximum time limit is established for the traffic to be restored to its normal conditions: four hours.
- Service Level 3 is the least demanding of all of them. As a general rule, this level is assigned to sections of roads that have little importance in the Network as a whole. In this case efforts are made to maintain the road conditions although alterations to the normal traffic conditions are allowed due to snow storms as long as, due to the severity of the storm, it is necessary to transfer the means in order to satisfy the needs of the roads with a higher service level. For this level, limitations on dual carriageway blockages or traffic circulation cuts are not established.

In any case, disturbances to the traffic due to the presence of ice on the roads are allowed at any level of service.

## 5. OPERATION CROSSING THE STRAIT

Spain, due to its geographic position, serves as a natural path for traffic that each summer, crosses the peninsula in a journey from the rest of Europe to Northern Africa. The traffic crosses the French border and circulates through different routes across Spain to the ports of Alicante, Almeria, Malaga, Algeciras, Tarifa, Ceuta and Melilla. Algeciras and Almeria channel most of the traffic.

The Operation Crossing the Strait constitutes the set of measures coordinated between different Bodies and Organizations in an attempt to minimize the traffic circulation problems and road accidents that may occur during this massive migratory journey across Spain which takes place every summer. Each year about 2,500,000 passengers and 650,000 vehicles make this journey between 15<sup>th</sup> June and 15<sup>th</sup> September.

In order to coordinate all the necessary actions, a committee called "*Operation Crossing the Strait State Coordination Committee*" has been formed, which gathers each year before summer in order to establish the course of action to be taken and which will allow hundreds of thousands of Maghribians to travel across the country to their destination in the best possible conditions.

This Committee is formed by representatives of the Traffic Department, the Civil Defence and Emergencies Department, the Ministry of Public Works, Health and Social Policy and Defence, as well as the Delegates and Sub-delegates of the Government of the Regions and Provinces that are mostly affected by this Operation.

The Operation splits in two phases: Departure, between June 15<sup>th</sup> and August 15<sup>th</sup> and Return, between July 15<sup>th</sup> and September 15<sup>th</sup>

The Established Plan for the "Operation Crossing the Straits" establishes the following objectives:

- Provide travellers with social and health services in response to incidents which may arise.
- Have enough parking facilities at the ports, especially in Algeciras and Almeria.
- Condition the rest and information areas on the more important routes.
- Guarantee the flow of traffic on the main routes and offer an information system directed at the passengers (weather, state of the roads, occupation of ports, times of boats, etc.) by means of information points on route, mobile panels from the Traffic Department, information brochures in different languages and web pages.
- Maintain the collaboration with the Moroccan authorities that allows a smooth Exchange of information and policing in Tangier and Algeciras.
- Reduce waiting times in the port.

From the point of view of the roads, the main priority is to maintain an adequate level of road safety, given the special characteristics of these journeys (long distance, more incidents due to tired drivers at the end of the journey, overloaded vehicles, etc.).

In this sense, every year a brochure is prepared, in French and in Arabic, offering information about the main routes for crossing Spain, the specially prepared service areas, emergency telephones, information about fines, etc. This leaflet is distributed in Spain and in France, by means of the motorway concessionary of the Motorways of the South of France.

On the other hand, the establishment of an adequate organizational framework should be highlighted for the management and coordination in emergency situations considered in the Special Plan.

In 2010, the security means established in order to guarantee the normal development of the operation was made up of around 13,000 members of the State Security Forces and port police, with the collaboration of the local police. The Emergency Military Unit also has 4,000 members available if necessary.

In addition, a Fleet Plan has been established that allows at least the same number of rotations as the year before, that is 36 vessels and a health assistance team of 43 doctors, nurses and 6 medical centres. In this way, the Spanish Red Cross will collaborate with a total of 419 volunteers and ambulances, while the social assistance will include 147 people with emergency areas and attention in the ports.

## **6. THE EXTRAORDINARY PLAN OF INFRASTRUCTURES OF THE MINISTRY OF PUBLIC WORKS: THE PUBLIC/PRIVATE COLLABORATION**

In the present economic framework, in which the investment budget in road infrastructures is very limited due to the commitment of all European Governments to limit the public deficit, the promotion of systems which can anticipate the execution of necessary investments without having to take the budgetary route and therefore making the most of the private sector's potential, is of great interest.

The actions included in the Plan have been selected in accordance with their contribution to the land development, the competitiveness of the economy and the sustainability of our transport system. Therefore, not only its economic profitability will be taken into account, but attention will also be paid on its social and environmental profitability. In this sense, the more necessary motorway itineraries will be built as part of the Plan.

In addition, the concessional scheme designed with regards to roads, reinforces the permanent wager for security, guaranteeing the conservation and maintenance of the transport infrastructures in optimum conditions. The profitability of the concessionary will depend on the level of availability of the infrastructure, which will reinforce its commitment to conservation and maintenance.

The Ministry of Public Works has presented the Extraordinary Infrastructures Plan which will allow the mobilization of 17,000 million Euros, equivalent of 1.7% of the GDP. These investments will be aimed at road and rail infrastructures, with the possibility of the largest percentage corresponding to rail infrastructures, as the Ministry of Public Works is promoting the change of the productive model and favouring the sustainable mobility.

The Plan was designed to fulfil two basic objectives: that it doesn't compromise the budget stability and that it is financeable for the financial institutions.

With the object of the new works investments not compromising the budget stability, and therefore not computing in deficit in the period when the works are being carried out, their repercussion on public accounts will be postponed until 2014 and with a reduced impact over a diluted period of time, which will coincide with the concessional deadline (generally fixed at 25 years for investments in rail infrastructures and 30 years for investments in roads, in accordance with the operational lifespan of the infrastructures). In this way, the

cost of the infrastructures will be met by all the generations who are going to benefit from it.

The model considers a single tax which pays the investment, conservation and maintenance of the infrastructures, as well as the reward of any resources invested in the infrastructure by the concessionary.

With the aim of fulfilling the objective of not computing in deficit, following the criteria fixed by Eurostat (European System of Accounting), the risks of construction and availability are transferred to the concessionary.

The transfer of the risk of construction assumes that the concessionary has to finance the entire cost of the investment. Until the infrastructure is finished and it starts to be used, the tax will not begin to be received.

The transfer of availability risk is produced by means of the application of some objective indicators, which will be measured periodically, and will led to automatic deductions in the tax to be paid by the Authorities in the event of non-fulfilment.

With the aim to be financeable, the Plan is designed so that the financial institutions can assume the risks associated with the projects and these in turn contribute with an appropriate profitability.

The risk of availability has been chosen instead of demand, linked to the traffic situation and therefore to the ups and downs of the economic cycle, because this will make the access to the financial market difficult.

The concessionary companies will finance at least 20% of the initial investment with their own resources.

Only projects that are in an advanced stage of processing have been included. This will allow a better adjustment of the the period of execution of the works and their costs. In this way, the beginning of the payment of the tax by the concessionary will be effectively accommodated at the start of the payouts that have to be paid to the financial institutions.

In order to develop the Plan, Spain has a world leader concessionaries public works sector (seven Spanish companies appear amongst the top twelve positions of world classification, according to a publication from the American magazine Public Works Financing relative to transport infrastructures concessions).

On the other hand, projects that require different volumes of investment have been included, which will make possible the participation of different sized companies, increasing the competition and democratizing the concessional model of our country, and opening new possibilities to specialization in the concessional activity, which may be the prelude to its internationalization.

In addition, an effort will be made to increase the cooperation between the companies of the sector, with companies specialized in the construction of public works with engineering, conservation, technological and concessionary companies.

In any case, a strict public control will be maintained, by means of the necessary inspections and the application of penalizations, when necessary.

## **7. CRITERIA OF IMPROVEMENT OF THE EFFICIENCY IN THE INVESTMENTS OF ROADS OF THE MINISTRY OF PUBLIC WORKS**

Since the approval of the Strategic Plan of Infrastructures and Transports in the year 2005, the National Road Network has been the object of an unprecedented development.

The National Road Network presently has 11,000 km of toll motorways and motorways, 500km of dual carriageways, and 14,500 km of conventional single carriage roads.

In relation with the high capacity network, in 2010 about 3,100 km of motorways informative studies and 1,450 km of motorway projects are being written. In addition 1,300 km are under construction. These new motorways respond to high quality criteria and standards, in which not only road safety is taken into account as a design criteria, but also comfort.

However, this large development has been accompanied by a significant increase of the average cost of motorway per km. In the recent economic situation it has been necessary to step up efforts to optimize the use of public resources, improving the efficiency of investments, in a way that new actions are proposed based on security criteria at the minimum cost without quality being affected. It involves guaranteeing the mobility service to users as efficiently as possible.

Within the Ministry of Public Works a series of works have been carried out with the objective of defining the actions that allow relevant improvements in the efficiency of investments to be achieved.

One of these actions has been the writing of a Ministerial Order, which at the time of writing this report still hasn't been approved yet, and in which measures are established for the improvement of efficiency in the actions that are promoted by the Ministry of Public Works. This Order includes all the infrastructures under the Ministry's authority and assumes a series of instructions which must be fulfilled by all the informative studies and projects which focus on the reduction of the cost of the acts. They could also be adjusted, by analyzing the advisability and viability of the works being undertaken at the time of publishing the Ministerial Order.

In this way, the prices that are used for the different units of work should be controlled, as well as the conceptual definitions of the actions to be carried out.

In addition, the lengths of structures and tunnels should be minimized wherever possible, as these units make the budgets for construction, use and maintenance of motorways and roads more expensive.

In general, all the actions to be taken in infrastructures should be designed by taking into account social, environmental and economic sustainability, considering the complete operational lifespan of the asset. In this way, the investment should also be adapted to the real traffic forecast and have the possibility of extension according to future needs. It will be necessary to define and include the different phases.

The different phases, which allow for the sequential increase in road capacity as a consequence of traffic evolution, will have to be defined and included in its design.

In addition to the Ministerial Order of efficiency, different initiatives are being promoted for the improvement of the management in the Traffic Department and the Ministry of Public Works.