

The United Republic of Tanzania  
Prime Minister's Office -  
Regional Administration and Local Government

**Capacity Building Project  
for the Improvement of Dar es Salaam Transport  
Project Completion Report**

**January 2013**

**JAPAN INTERNATIONAL COOPERATION AGENCY (JICA)**

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**International Development Center of Japan Inc.  
Oriental Consultants Co., Ltd.  
Eight-Japan Engineering Consultants Co., Ltd.**

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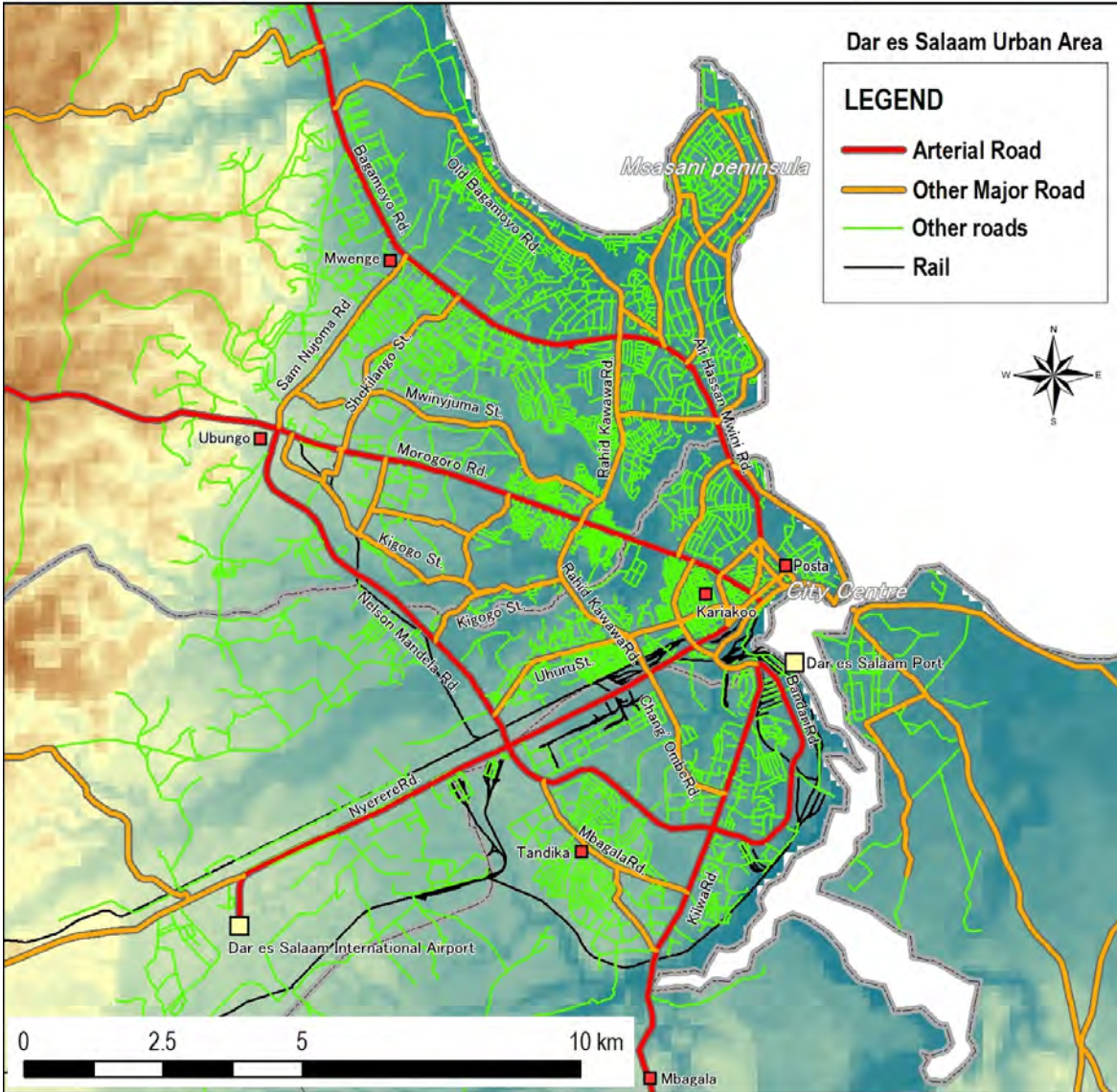
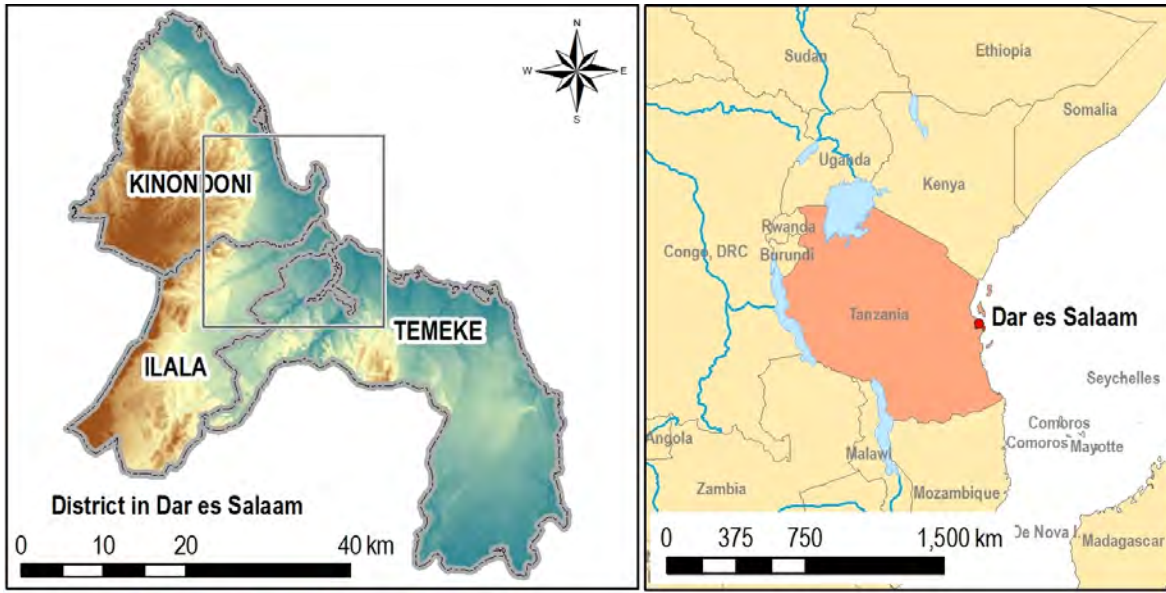
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Exchange Rate

Currency	Rate(/US\$)
Tanzania Shilling (Tshs)	1,579
Japanese Yen	82.11

(As of December 2012)



Project Location Map



Secretariat Meeting (Problem Mapping) at DCC



Training for Urban Transport Planning at NIT



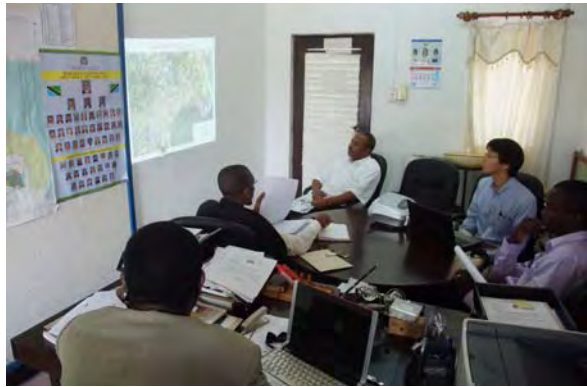
1<sup>st</sup> Joint Coordinating Committee



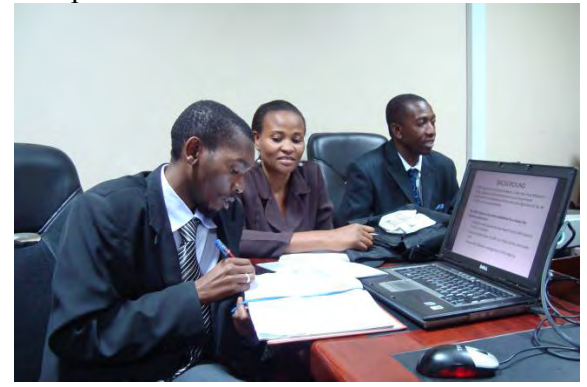
Regional Road Board  
Snapshots of Project Activities



On-the-Job Training at NIT



Site Visit for CBD Traffic Improvement Plan



Dissemination of Project Activities at DART



Study Tour at Johannesburg (1)  
Snapshots of Project Activities



Study Tour at Johannesburg (2)



Training for Urban Transport Policy at NIT



Stakeholder Meetings (Right: Bus Operators, Left: World Bank)



2<sup>nd</sup> Joint Coordinating Committee  
Snapshots of Project Activities



World Bank Supported DMDP Workshop



Site Visit for CBD Traffic Improvement Plan



Traffic Survey for CBD Traffic Improvement Plan



4<sup>th</sup> Joint Coordinating Committee

Performance Merit Award

Snapshots of Project Activities



# Capacity Building Project for the Improvement of Dar es Salaam Transport

## Project Completion Report

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## Abbreviation

BRT	Bus Rapid Transit
CBD	Central Business District
C/P	Counterpart
DART	Dar es Salaam Rapid Transit
DCC	Dar es Salaam City Council
DMDP	Dar es Salaam Metropolitan Development Project
DSM	Dar es Salaam
DSM-RAS	Dar es Salaam - Regional Administrative Secretary
DUTA	Dar es Salaam Urban Transport Agency
ERB	Engineer Registration Board
HQ	Headquarter
JICA	Japan International Cooperation Agency
JCC	Joint Coordination Committee
MOF	Ministry of Finance
MOHAS	Ministry of Home Affairs and Security
MOLHSD	Ministry of Lands, Housing and Human Settlement Development
MOT	Ministry of Transport
MOW	Ministry of Works
M/M	Man / Month
M/M	Minutes of Meetings
M/P	Dar Es Salaam Transport Policy and System Development Master Plan
NIT	National Institute of Transport
PDM	Project Design Matrix
PMO	Prime Minister's Office
PMO-RALG	Prime Minister's Office – Regional Administration and Local Government
PO	Plan of Operation
RAS	Regional Administrative Secretary
R/D	Record of Discussions
RFB	Road Fund Board
STRADA	System for Traffic Demand Analysis
SUMATRA	Surface and Marine Transport Regulatory Authority
TANROADS	Tanzania National Roads Agency

## Appendix

Appendix 1 PDM

Appendix 2 Handouts and Minutes of Meeting of JCC/Steering Committee

Appendix 3 Discussion Paper

Volume 1: Urban Transport Policy and Strategy for Dar es Salaam

Volume 2: The Concept and Structure of the DUTA

Volume 3: CBD Traffic Improvement Plan in Dar es Salaam

Volume 4: Dar es Salaam Urban Road Improvement Plan

Annex 1: Proposal for Northern Busway in Dar es Salaam

Annex 2: Developing a PPP Concession for the Design, Build,  
Operation and Maintenance of Bus Terminals in Dar es Salaam

# Chapter 1 Project Outline

## 1.1 Introduction

### 1.1.1 Background of the Project

The city of Dar es Salaam, the former capital city of Tanzania, functions as one of the major gateways to East Africa. It generates 70% of economic production of the whole country and has population of over 3.0 million. Like other major cities in the world, a rapid population growth and current motorization all contribute to an increase of the traffic in the city. Accordingly, traffic congestion in Dar es Salaam has become a central issue that needs to be addressed to ensure sustainable development of the city.

In response to the request from the Government of Tanzania, JICA has conducted the Study on “Urban Transport Policy and System Development Master Plan for the City of Dar es Salaam” (hereinafter referred to as the Master Plan) in 2008. Some transport related issues found in the Master Plan are summarized below.

- The city of Dar es Salaam has a population of 3.0 million (0.7 million households). The population of the city is expected to increase by 2.9% per annum and reach 5.8 million (1.5 million households) by 2030.
- The number of private vehicles in Dar es Salaam amounts to 82,000 and the households with car ownership account for 10% of the total. The number of vehicles is projected to rapidly increase by 8.4% per annum and reach 520,000 vehicles by 2030.
- Urban sprawl along major radial roads contributes to high commuting demand between CBD and the outskirt areas, and which leads to severe traffic congestion on the radial trunk roads. In the absence of urban planning and provision of transport infrastructure, the vehicular traffic congestion and adverse impacts on the regional economy may worsen.
- The traffic simulation analysis indicated that the average travel speed of the vehicles in Dar es Salaam was observed at 25.8 km/h in 2007 and would decrease significantly to 8.5 km/h by 2030 in the absence of any improvement projects. It also indicated that the average travel speed would be maintained at the current level of service where all the proposed projects in the Master Plan are implemented.
- The number of daladala (public transport) passengers exceeds 1.8 million and is projected to double by 2030. The traffic congestion will worsen and the passenger demand nearly exceeds the capacity of current public transport system. Accordingly, installation of the BRT (Bus Rapid Transit) is inevitable to form a trunk public transport network in Dar es Salaam.

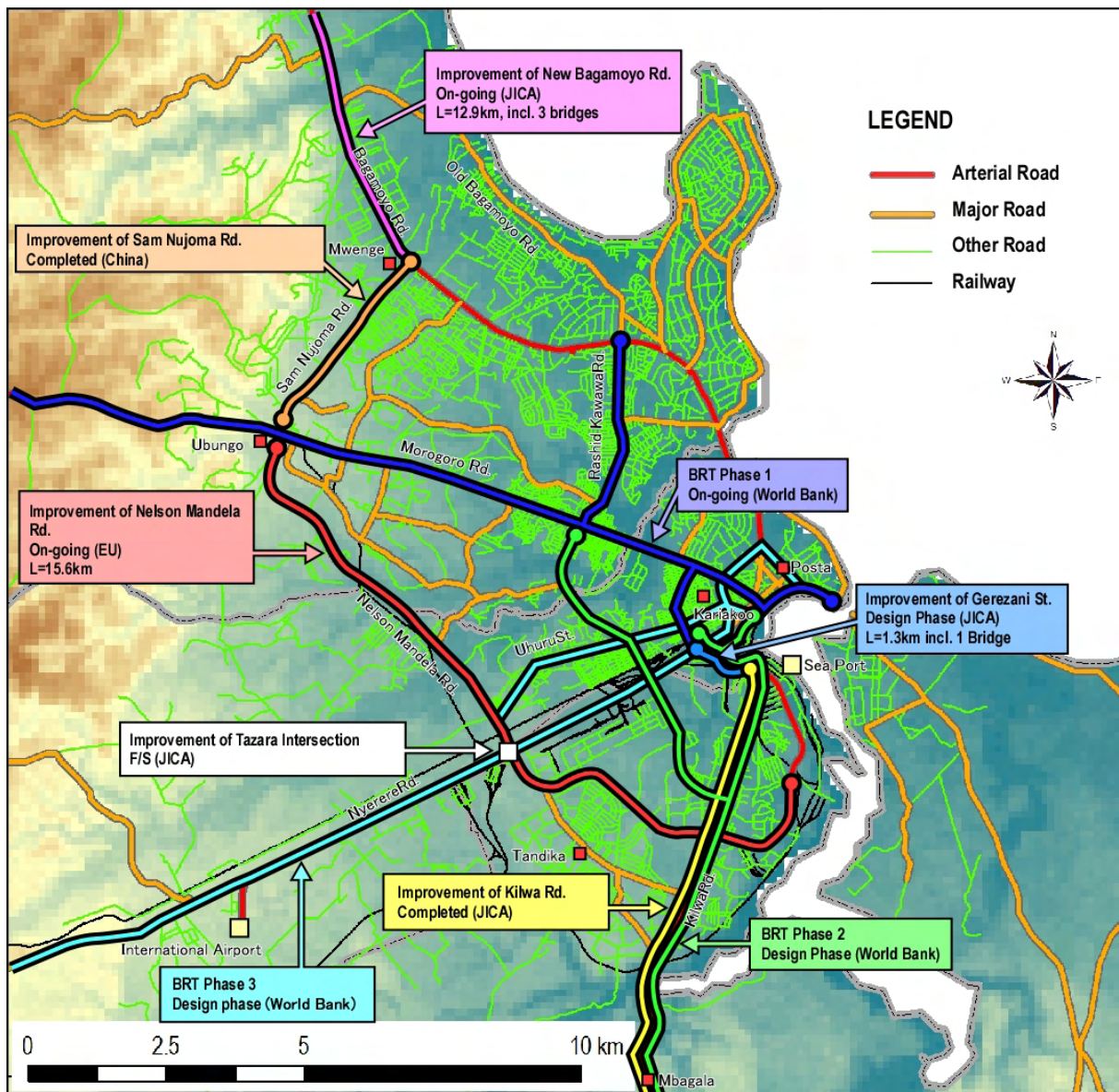
The Master Plan proposes urban transport infrastructure projects, traffic management program and



capacity development plan to realize the proposed projects/program in this regards.

Both donors and the Government of Tanzania have been making significant efforts to improve road and public transport infrastructures in Dar es Salaam, following proposals in the Master Plan. However, the supply of these infrastructure projects lags behind the increase of the traffic. Accordingly, the traffic congestion in the city has worsened year by year. Under budgetary constraints, the line ministries and agencies should embark upon remedying the situation to ease the traffic congestion by physical (hard) infrastructure projects together with soft components to make maximum use of the available infrastructure. And these hard and soft measures taken need to be consistently implemented. The Government of Tanzania has been actively involved in implementation of the urban transport projects. However, these projects have not yielded the expected benefits due to the inappropriate planning and lack of the coordination amongst concerned agencies.

Establishment of DUTA (Dar es Salaam Urban Transport Authority) has been discussed and proposed as part of the capacity development plan in the previous Master Plan. Establishment of such an authority may contribute to developing institutional capacity to manage the urban transport in Dar es Salaam. However, DUTA has not been established as yet since establishment of DUTA requires tremendous undertakings such as restructuring of jurisdiction and budgets among the related agencies.



**Figure 1-1 Ongoing and Planned Project Location Map**

### 1.1.2 Objectives of the Project

The Project aims to establish the coordination mechanism, e.g., Steering Committee and Secretariat, proposed in the previous Master Plan, and to develop their institutional and organizational capacity to address urban transport issues in Dar es Salaam. The overall goal of the Project intends that transport policies/projects of relevant organizations are properly coordinated such that they contribute to easing the traffic congestion in Dar es Salaam as the super goal of the Project.

### 1.1.3 Project Area

The project area includes the city of Dar es Salaam as illustrated in the front page.

## 1.2 Project Goal and Project Monitoring Indicators

### 1.2.1 Original PDM and Revised PDM

The Project Design Matrix (PDM), which demonstrates the purpose, output and activities of the Project, has been discussed and designed, involving the PMO-RALG and the former MOID, during the Preparatory Survey for the Project. This PDM has been reviewed and improved during the preparatory works of the Work Plan by the Secretariat and was finalized, based on discussions in the 1<sup>st</sup> JCC/Steering Committee (JCC: Joint Coordinating Committee). The following table summarizes the outline of the PDM initially agreed during the Preparatory Survey.

**Table 1-1 Original PDM agreed during Preparatory Survey**

<u>Overall Goal</u> 1. Transport policies of relevant organizations in Dar es Salaam are coordinated and harmonized. 2. Traffic congestion in Dar es Salaam is mitigated.
<u>Project Purpose</u> A mechanism to coordinate transport projects of relevant organizations in Dar es Salaam and monitor their implementations is established with its capacity being strengthened.
<u>Output</u> 1. The Secretariat's capacity to analyze the status of transport projects in Dar es Salaam and report it to the Steering Committee is strengthened. 2. The Steering Committee makes recommendations to relevant organizations. 3. Transport-related organizations become able to utilize STRADA (System for Traffic Demand Analysis) for traffic projections. 4. The results of traffic demand analysis are incorporated into transport policies of relevant organizations.
<u>Activities</u> 1-1 Collect information about the status of projects from transport-related organizations 1-2 Compile the collected information into a dataset 1-3 Analyze the relationship of projects and prepare Action Plans and Progress Reports 2-1 Discuss the Action Plans and Progress Reports presented by the Secretariat and prepare recommendations toward relevant organizations. 2-2 Submit recommendations to relevant organizations 2-3 Receive and follow-up feedbacks from relevant organizations 3-1 Prepare textbooks for STRADA 3-2 Prepare teaching materials for STRADA 3-3 Conduct training and TOT for STRADA at NIT 4-1 Identify the needs for traffic counts and conduct them 4-2 Update or create traffic database 4-3 Support transport-related organizations in analyzing traffic by using STRADA and making policies

During the initial Secretariat meetings, the Secretariat members discussed urban transport issues, by identifying the core problem and related causes of the urban transport problem. The problem tree of these urban transport issues was finally prepared and confirmed through discussion among the Secretariat members.

Assuming a core problem as severe traffic congestion in Dar es Salaam, four direct causes were identified. The first and most critical issue identified was lack of institutional capability, especially absence of urban policy, fragmented responsibilities among concerned agencies and lack of development budget. The second issue was raised toward quantities and quality of infrastructure

provided. The third issue raised was inefficient use of infrastructure. The fourth and last issue was absence of the control on the increasing vehicular traffic. Accordingly, the preparation of mid-term urban transport policy and short-term urban transport plan was confirmed essential and should be included as one of the outputs of the Project. At the end, these policy and plan were expected to contribute to prioritizing the urban transport projects and channeling the limited development budget towards these priority projects.

On 19 April, 2011, the 1<sup>st</sup> Steering Committee was organized, inviting 23 members from concerned organizations, to confirm the project approach and methodology, and its implementation plan. The Steering Committee members agreed with revised PDM, as proposed by the Secretariat.

**Table 1-2 Revised PDM agreed in 1<sup>st</sup> Steering Committee (version 1)**

<p><u>Overall Goal</u></p> <ol style="list-style-type: none"> <li>1. Transport policies of relevant organizations in Dar es Salaam are coordinated and harmonized.</li> <li>2. Traffic congestion in Dar es Salaam is mitigated.</li> </ol>
<p><u>Project Purpose</u></p> <p>A mechanism to coordinate transport projects of relevant organizations in Dar es Salaam and monitor their implementations is established with its capacity being strengthened.</p>
<p><u>Output</u></p> <ol style="list-style-type: none"> <li>1. Coordinating groups (i.e., Secretariat and Steering Committee) are established with charter of operations.</li> <li>2. Training needs are identified and assessed and transport planning capabilities of individuals involved in the Project are improved.</li> <li>3. A series of policy recommendations are provided and compiled into a policy document.</li> <li>4. Coordinated and prioritized plans/projects are studied and approved for immediate actions.</li> </ol>
<p><u>Activities</u></p> <ol style="list-style-type: none"> <li>1-1. Establish the Steering Committee/ Secretariat.</li> <li>1-2. Organize a series of Steering Committee/Secretariat meetings.</li> <li>1-3. Inform all stakeholders of meeting outcomes and agreements and amend project design if necessary.</li> <li>1-4. Disseminate the output of the Project.</li> <li>1-5. Monitor the progress of the Project and report it to the organizations concerned.</li> <li>2-1. Assess training needs, gaps and potential training candidates</li> <li>2-2. Select a limited number of candidates for training (who are expected to contribute to project activities of the Secretariat)</li> <li>2-3. Design training programs covering the project period.</li> <li>2-4. Provide a series of training sessions.</li> <li>2-5. Design practical role for trainees within the Secretariat.</li> <li>3-1. Review of existing organizations; roles responsibilities and capabilities.</li> <li>3-2. Identify cross-cutting organizational/institutional/regulatory issues and resolve through organizational recommendations.</li> <li>3-3. Assess the existing transport infrastructure and services and ongoing and planned project.</li> <li>3-4. Identify and assess issues related to transport infrastructure and services.</li> <li>3-5. Draft integrated urban transport policies (which is expected to be reflected to 2013 National Transport Policy)</li> <li>3-6. Provide recommendations to relevant organizations for their actions.</li> <li>4-1. Identify and assess urban transport problems and critical projects.</li> <li>4-2. Prioritize and develop into a transport improvement program.</li> <li>4-3. Facilitate to develop the project profile of the short-term measures and TOR for the supplementary works.</li> <li>4-4. Support to conduct necessary studies on short-term measures.</li> <li>4-5. Prepare solutions in an integrated manner through coordination amongst the organizations.</li> </ol>

A Terminal Evaluation Mission was dispatched to Tanzania between 3<sup>rd</sup> June and 16<sup>th</sup> June 2012. Through the discussion between the Terminal Evaluation Mission and the Expert Team, it was agreed that the overall goal ‘Traffic congestion in Dar es Salaam is mitigated’ should be changed to the ‘super goal’ since the traffic congestion cannot be mitigated in 3-5 years after the completion of the Project, looking at the historical evidence in urban and transport development in other cities.

Following the agreement, the revised PDM was demonstrated and discussed at the 3<sup>rd</sup> JCC/Steering Committee meeting, held on 24<sup>th</sup> August, 2012 and the Steering Committee members agreed with the revised PDM. The detailed PDM agreed in the Preparatory Survey and PDM agreed during the Project are attached in Appendix 1.

**Table 1-3 Revised PDM agreed in 3<sup>rd</sup> Steering Committee**

<u>Super Goal</u> Traffic congestion in Dar es Salaam is mitigated.
<u>Overall Goal</u> Transport policies of relevant organizations in Dar es Salaam are coordinated and harmonized.
<u>Project Purpose</u> No change
<u>Output</u> No change
<u>Activities</u> No change

### 1.2.2 Project Monitoring Indicators

Monitoring indicators, which evaluate the performance of the Project, were prepared in accordance with revision of PDM. In the 1<sup>st</sup> JCC/Steering Committee, revised indicators were agreed by the Steering Committee members.

**Table 1-4 Monitoring Indicators agreed in 1<sup>st</sup> Steering Committee (version 1)**

<b>Narrative Summary</b>	<b>Indicators</b>
<u>Overall Goal</u> 1. Transport policies of relevant organizations in Dar es Salaam are coordinated and harmonized. 2. Traffic congestion in Dar es Salaam is mitigated.	1. Decision makers are well aware of the Project. 2. The relevant organizations implement the policies/plans/projects proposed during the course of the Project. 3. The measures taken contribute to improvement of urban transport environment."
<u>Project Purpose</u> A mechanism to coordinate transport projects of relevant organizations in Dar es Salaam and monitor their implementations is established with its capacity being strengthened.	1. Coordination groups are established by December 2010. 2. Coordination groups hold a series of internal meetings and dissemination seminars throughout the project period. 3. Members of the coordination groups are trained to gain transport planning capabilities throughout the project period. 4. Coordination groups suggest long-term policy, drafting 2013 Urban Transport Policy by the end of the Project. 5. Coordination groups suggest feasible and urgent plans/projects to address urban transport problems."

Narrative Summary	Indicators
<p><b>Output</b></p> <p>1. Coordinating groups (i.e., Secretariat and Steering Committee) are established with charter of operations.</p>	<p>1. Steering Committee confirms members of the Secretariat/Steering Committee and line of communications amongst them.</p> <p>2. The Secretariat members organize a series of weekly meetings and Steering Committee members organize several meetings.</p> <p>3. Steering Committee members are to provide recommendations to the Secretariat and give feedback to each home organization.</p> <p>4. Secretariat is to disseminate the output of the Project, e.g., at the Regional Road Board.</p> <p>5. Secretariat is to monitor the progress of the Project and report it to the Steering Committee.</p>
<p>2. Training needs are identified and assessed and transport planning capabilities of individuals involved in the Project are improved.</p>	<p>1. Experts are to collect curriculum vitae and current duties of candidates of each organization/institutes.</p> <p>2. Experts are to select individuals involved in training program.</p> <p>3. Experts are to prepare and provide appropriate program and materials for the improvement of transport planning capacity.</p> <p>4. Individuals involved in training program are to conduct a series of transport planning works (e.g., traffic demand forecast).</p> <p>5. Individuals involved in task-force for the Secretariat are to work for actual transport planning.</p>
<p>3. A series of policy recommendations are provided and compiled into a policy document.</p>	<p>1. Secretariat members are to identify cross-cutting organizational/institutional/regulatory issues.</p> <p>2. Secretariat members are to identify issues related to transport infrastructure and service.</p> <p>3. Secretariat members are to organize a series of stakeholder meetings, involving concerned organizations and donors.</p> <p>4. Secretariat members are to draft integrated urban transport policies.</p> <p>5. Steering Committee members are to provide recommendations to the draft urban transport policies and approve this draft policy.</p>
<p>4. Coordinated and prioritized plans/projects are studied and approved for immediate actions.</p>	<p>1. Secretariat members are to collect and analyze relevant information of current urban transport conditions.</p> <p>2. Secretariat members are to identify critical urban transport problems and urgent urban transport projects.</p> <p>3. Secretariat members are to facilitate to conduct preliminary study on urgent urban transport projects.</p> <p>4. Secretariat members are to provide recommendations for immediate actions to the Steering Committee members.</p> <p>5. Steering Committee members are to provide recommendations for implementation of the immediate actions and approve proposals from Secretariat.</p>

During the Terminal Evaluation for the Project, alternative monitoring indicators were proposed, since the original indicators, proposed in the PDM (version 1) were prepared, dividing the project activities of each project outcome and considered not appropriate to evaluate achievements of the project output.

During the 3<sup>rd</sup> JCC/Steering Committee, held on 24<sup>th</sup> August 2012, the revised monitoring indicators were discussed and agreed by the Steering Committee members. The table below shows summary of the final version of monitoring indicators.

**Table 1-5 Monitoring Indicators agreed in 3<sup>rd</sup> Steering Committee (final)**

Narrative Summary	Indicators
<p><u>Overall Goal</u> Transport policies of relevant organizations in Dar es Salaam are coordinated and harmonized.</p>	<p>- The relevant organizations implement the policies/ plans/ projects proposed during the course of the Project.</p>
<p><u>Project Purpose</u> A mechanism to coordinate transport projects of relevant organizations in Dar es Salaam and monitor their implementations is established with its capacity being strengthened.</p>	<p>- Actions to incorporate Draft Urban Transport Policy and urgent projects agreed among the coordinating group into the policy and budget of the concerned organizations are taken by the coordinating group members.</p>
<p><u>Output</u> 5. Coordinating groups (i.e., Secretariat and Steering Committee) are established with charter of operations.</p>	<p>- Role of the concerned organizations become clear through the coordinating group.</p>
<p>6. Training needs are identified and assessed and transport planning capabilities of individuals involved in the Project are improved.</p>	<p>- Capacity for transport planning is improved for individuals in the Project.</p>
<p>7. A series of policy recommendations are provided and compiled into a policy document.</p>	<p>- Draft Urban Transport Policy agreed in the coordinating groups is made.</p>
<p>8. Coordinated and prioritized plans/projects are studied and approved for immediate actions.</p>	<p>- Plans for immediate actions agreed in the coordinating groups are made. - Plans for immediate actions with completed preliminary study are made.</p>

### 1.3 Project Period

As indicated in the Record of Discussion (RD) agreed in the Preparatory Survey for the Project, the duration of the Project (the work the Expert Team assigned in Tanzania) was 2 years from December 2010 until December 2012.

### 1.4 Project Implementation Structure and JICA Expert Team

#### 1.4.1 Project Implementation Structure

At the initial stage of the Project, the structure and responsibility of the Secretariat and Steering Committee were confirmed. The current structure and responsibility of the Secretariat and Steering Committee, agreed during the Preparatory Survey for the Project, can be summarized below.

- The Secretariat was composed of 11 organizations and agencies, including DCC and DSM-RAS (which assigned full-time member(s) as Secretariat for the Project), and 3

municipalities and MOT, MOW, DART Agency, TANROADS, Traffic Police and PMO-RALG (which assigned part-time member(s) as Secretariat for the Project). The Secretariat planned and monitored the progress of the Project under technical support from the Expert Team.

- The Steering Committee consisted of 17 organizations and agencies, including PMO-RALG (as a chairperson), MOT, MOW, MOLHSD, MOHAS, PMO, MOF, RFB, and SUMATRA. The Steering Committee reviewed and evaluated the overall progress of the Project.

The Expert Team provided advice to the Secretariat and Steering Committee on administrative and technical matters related to the Project. The following figure illustrates the implementation structure of the Project.

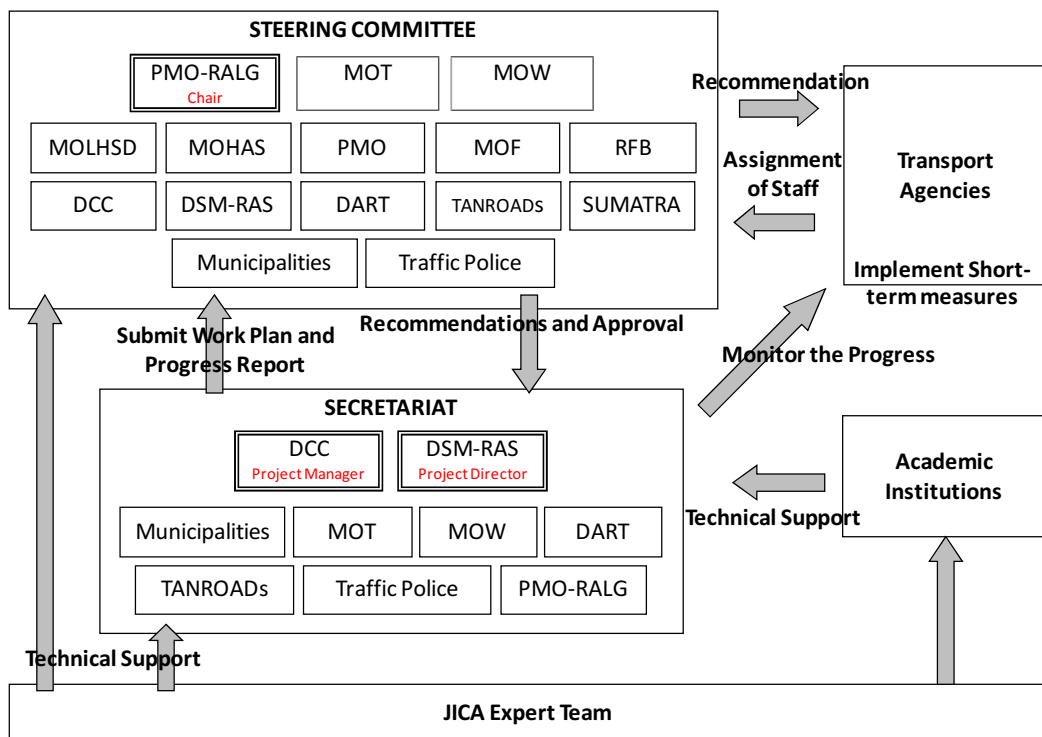


Figure 1-2 Project Implementation Structure

#### 1.4.2 JICA Expert Team

The Expert Team consisted of nine experts from various expertise as follows;

- Team Leader/Transport Administration
- Transport Planning
- Human Resource Development (1)
- Human Resource Development (2)
- Traffic Demand Forecast/ Database Management(1)
- Traffic Demand Forecast/ Database Management(2)
- Public Transport Planning



- Road Design/ Construction Management
- Road Planning/ Project Coordination

**Table 1-6 List of Members of JICA Expert Team**

Position	Name	Affiliation	Tasks
Team Leader/Transport Administration	Mr. Kiminari Takahashi	IDCJ	Responsible for discussion and negotiation with relevant local governments / agencies. Planning and implementation of overall technical transfer programs. Coordination with other donors.
Transport Planning	Mr. Junji Shibata	OC	Responsible for planning and implementation of workshops for the supporting to facilitate of urban transport policy. Planning and implementation of training for the transport policy.
Human Resource Development (1)	Dr. Tatsumi Tokunaga	EJEC	Responsible for assessment of capacity-gaps. Planning of technical transfer programs.
Human Resource Development (2)	Mr. Tetsuo Izawa	EJEC	Responsible for assessment of capacity-gaps. Planning of technical transfer programs.
Traffic Demand Forecast/ Database Management (1)	Mr. Yoshiyuki Arita	IDCJ	Responsible for planning and implementation of training for the improvement of transport planning capacity. Preparation of training materials.
Traffic Demand Forecast/ Database Management (2)	Ms. Kayoko Miyao	IDCJ	Responsible for planning and implementation of training for the improvement of transport planning capacity. Preparation of training materials.
Public Transport Planning	Mr. Frits Olyslagers	OC (Trans Tech)	Responsible for planning and implementation of workshops to facilitate urban transport policy. Planning and supporting of approval of short term public transport improvement program.
Road Design/ Construction Management	Mr. Kiminori Matsumoto	OC	Responsible for supporting of approval of short term road improvement program.
Road Planning/ Project Coordination	Mr. Hiroyuki Morimoto	OC	Responsible for overall administration. Planning and supporting of approval of short term road improvement program.

Note: IDCJ International Development Center of Japan Inc., OC: Oriental Consultants Co., Ltd., EJEC: Eight-Japan Engineering Consultants Co., Ltd.

The Project was divided into two phases. In the 1<sup>st</sup> Phase of the Project between November 2010 and December 2011, the total man-month amounted to 27.73 MM, including 27.53 MM in Tanzania and 0.20 MM in Japan. In the 2<sup>nd</sup> phase of the Project between February 2012 and January 2013, the total man-month amounted to 22.49 MM, including 22.36 MM in Tanzania and 0.13 MM in Japan. The man-month was totaled at 50.09 MM during 2-year project period.

Table 1-7 Assignment Schedule of JICA Expert Team (1st year)

Position	Name	Affiliation	計画・実績	1st Year												Man-Month				
				2010		2011										Tanzania	Japan			
				Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct			Nov	Dec	
Team Leader/ Transport Administration	Kiminari Takahashi	IDCJ	Initial Plan															7.33	0.20	
			Actual	(25)	(30)			(55)			(35)			(50)			(25)	7.87	0.20	
Transport Planning	Junji Shibata	OC	Initial Plan															4.50	0.00	
			Actual	(21)				(30)			(30)			(30)			(24)	2.40	0.00	
Human Resource Development	Tatsumi Tokunaga	EJEC	Initial Plan															2.70	0.00	
			Actual	(4)				(13)			(13)			(15)	(8)	(9)	(10)	2.93	0.00	
Traffic Demand Forecast/ Database Management	Yoshiyuki Arita	IDCJ	Initial Plan															5.00	0.00	
			Actual	(25)	(30)			(35)			(30)			(30)				5.83	0.00	
Public Transport Planning	Frits Olyslagers	OC (Trans Tech)	Initial Plan															2.67	0.00	
			Actual	(21)	(34)			(20)			(30)			(30)				2.53	0.00	
Road Planning/ Project Coordination	Hiroyuki Morimoto	OC	Initial Plan															5.33	0.00	
			Actual		(30)			(30)			(30)			(45)			(25)	5.97	0.00	
			Initial Plan															27.53	0.20	
			Actual		(30)			(25)		(12)	(30)	(3)	(42)		(18)		(19)	27.53	0.20	
			Initial Plan	<input type="checkbox"/>														<input type="checkbox"/>	27.73	
			Actual	<input type="checkbox"/>														<input type="checkbox"/>	27.73	

Table 1-8 Assignment Schedule of JICA Expert Team (2nd year)

Position	Name	Affiliation		2nd Year												Man-Month				
				2012											2013	Tanzania	Japan			
				Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan					
Team Leader/ Transport Administration	Kiminari Takahashi	IDCJ	Initial Plan															5.33	0.13	
			Actual			(35)			(55)			(40)		(30)				5.47	0.13	
Transport Planning	Junji Shibata	OC	Initial Plan															3.00	0.00	
			Actual			(32)		(33)			(29)		(35)		(35)			1.20	0.00	
Human Resource Development (1)	Tatsumi Tokunaga	EJEC	Initial Plan														1.00	0.00		
Human Resource Development (2)	Tetsuo Izawa	EJEC	Initial Plan															1.63	0.00	
			Actual					(19)				(30)			(30)			1.63	0.00	
Traffic Demand Forecast/ Database Management (1)	Yoshiyuki Arita	IDCJ	Initial Plan															2.00	0.00	
			Actual			(30)			(30)			(36)						2.00	0.00	
Traffic Demand Forecast/ Database Management (2)	Kayoko Miyao	IDCJ	Actual													(44)	1.47	0.00		
Public Transport Planning	Frits Olyslagers	OC (Trans Tech)	Initial Plan															2.67	0.00	
			Actual			(19)			(31)			(30)			(33)			2.63	0.00	
Road Planning/ Project Coordination	Hiroyuki Morimoto	OC	Initial Plan															4.00	0.00	
			Actual		(30)				(30)			(30)			(30)			4.80	0.00	
Road Design/ Construction Management	Kiminori Matsumoto	OC	Initial Plan															5.00	0.00	
			Actual			(30)					(60)			(60)				2.16	0.00	
			Initial Plan															24.63	0.13	
			Actual																24.76	
			Initial Plan	<input type="checkbox"/>														<input type="checkbox"/>	22.36	0.13
			Actual	<input type="checkbox"/>														<input type="checkbox"/>	22.49	

## 1.5 Project Implementation Schedule

In the 1<sup>st</sup> JCC/Steering Committee, the Plan of Operation (PO), revised in accordance with revised PDM, was discussed and approved by the Steering Committee members. The revised PO is illustrated in below table.

**Table 1-9 PO agreed in 1<sup>st</sup> Steering Committee**

Project Output/Activities	FY2010						FY2011						FY2012											
	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
<b>1. Coordinating groups (i.e., Secretariat and Steering Committee) are established with charter of operations.</b>																								
1-1. Establish the Steering Committee/Secretariat.	Steering Committee																							
1-2. Organize a series of Steering Committee/Secretariat meetings.	Secretariat																							
1-3. Inform all stakeholders of meeting outcomes and agreements and amend project design if necessary.	Steering Committee																							
1-4. Disseminate the output of the Project.	Secretariat																							
1-5. Monitor the progress of the Project and report it to the organizations concerned.	Steering Committee																							
<b>2. Training needs are identified and assessed and transport planning capabilities of individuals involved in the Project are improved.</b>																								
2-1. Assess training needs, gaps and potential training candidates	Secretariat																							
2-2. Select a limited number of candidates for training (who are expected to contribute to project activities of the Secretariat)	Steering Committee																							
2-3. Design training programs covering the project period.	Secretariat																							
2-4. Provide a series of training sessions.	Steering Committee																							
2-5. Design practical role for trainees within the secretariat.	Secretariat																							
<b>3. A series of policy recommendations are provided and compiled into a policy document.</b>																								
3-1. Review of existing organizations; roles responsibilities and capabilities.	Steering Committee																							
3-2. Identify cross-cutting organizational/institutional/regulatory issues and resolve through organizational recommendations.	Secretariat																							
3-3. Assess the existing transport infrastructure and services and ongoing and planned project.	Steering Committee																							
3-4. Identify and assess issues related to transport infrastructure and services.	Secretariat																							
3-5. Draft integrated urban transport policies (which is expected to be reflected to 2013 National Transport Policy).	Urban Transport Policies																							
3-6. Provide recommendations to relevant organizations for their actions.	Investment Plan																							
<b>4. Coordinated and prioritized plans/projects are studied/approved for immediate actions.</b>																								
4-1. Identify and assess urban transport problems and critical projects.	Steering Committee																							
4-2. Prioritize and develop into a transport improvement program	Secretariat																							
4-3. Facilitate to develop the project profile of the short-term measures and TOR for the supplementary works.	Steering Committee																							
4-4. Support to conduct necessary studies on short-term measures.	Secretariat																							
4-5. Prepare solutions in an integrated manner through coordination amongst the organizations.	Steering Committee																							

## 1.6 Work Items of the Project

### 1.6.1 1<sup>st</sup> Year

#### **Work Item [1] Preparation and Discussion of 1st Year Work Plan**

The Expert Team drafted the 1<sup>st</sup> Year Work Plan, reviewing the proposals made in the Master Plan

and the Preparatory Survey for the Project. The 1<sup>st</sup> Year Work Plan consisted of the following chapters: (i) project outline, (ii) approach and methodology of the Project, (iii) project implementation plan, (iv) Project Design Matrix (PDM), (v) staffing plan and (vi) undertakings by Tanzania/Japanese side.

### **Work Item [2] Support to Establishment of Steering Committee and Secretariat**

At the initial stage of the Project, the Expert Team provided full support to establish the Steering Committee and Secretariat.

### **Work Item [2-1] Support to Establishment of Secretariat**

In order to establish the Secretariat for the Project, the Expert Team assisted in organizing the kick-off meeting and demonstrated the outline of the Project and requested the concerned agencies to (i) confirm a member(s) of the Secretariat and (ii) affirm the responsibilities during the Project.

### **Work Item [2-2] Confirmation of Secretariat's Responsibility**

The responsibility of Secretariat, agreed upon in the Preparatory Survey, covered i) collection and analysis of information on transport projects in Dar es Salaam, ii) discussion and preparation of the Work Plan and Progress Report(s), and reporting the progress of the Project to the members of the Steering Committee, and iii) proffering of recommendations and receiving feedback from concerned organizations. The Expert Team confirmed the responsibility fulfilled by the Secretariat through preparatory works of the Work Plan and discussions between the Expert Team and Secretariat members.

### **Work Item [2-3] Support to Establishment of Steering Committee**

On 19 April, 2011, the 1<sup>st</sup> JCC/Steering Committee was organized involving 23 members. During the meeting, the project implementation plan, including project structure was agreed among the participants and the chairperson of Steering Committee, as agreed upon in the Preparatory Survey for the Project, was confirmed to be the Permanent Secretary of PMO-RALG.

### **Work Item [2-4] Confirmation of Steering Committee's Responsibility**

The responsibility of the Steering Committee, agreed upon in the Preparatory Survey, covered i) discussion and approval of the Work Plan and Progress Report(s) submitted by the Secretariat, ii) review and evaluation of the overall progress of the Secretariat's work, and iii) advancing recommendations to each home agency based on the discussions of the Steering Committee for the coordination of transport projects in Dar es Salaam.

The Expert Team confirmed the responsibility fulfilled by the Steering Committee at the 1<sup>st</sup> JCC/Steering Committee meeting and these agreements were recorded in the minutes of the meeting.

### **Work Item [3] Consent to 1st Year Work Plan**

After revision works of the Work Plan based on discussions with the Secretariat, the Expert Team presented the 1<sup>st</sup> Year Work Plan to the Steering Committee members at the 1<sup>st</sup> JCC/Steering Committee meeting. 5 Steering Committee meetings were confirmed to be organized in the course of the Project. The schedule and agenda were proposed, considering the budget planning cycle to ensure the implementation of the pilot project in the Project.

**Table 1-10 Agenda and Schedule of JCC/Steering Committee**

JCC	Schedule	Agenda
1 <sup>st</sup>	Apr. 2011	• Consent to 1st Year Work Plan
2 <sup>nd</sup>	Dec. 2011	• Monitoring report on the progress of the Project
3 <sup>rd</sup>	Mar. 2012	• Consent to 2nd Year Work Plan • Monitoring report on the progress of the Project
4 <sup>th</sup>	Aug. 2012	• Monitoring report on the progress of the Project
5 <sup>th</sup>	Nov. 2012	• Project completion report

### **Work Item [4] Support to Secretariat in Information Collection**

The Expert Team supported the Secretariat in collecting relevant information on ongoing and planned road improvement projects in Dar es Salaam and compiling them into the GIS database to prepare the preliminary plan of the road improvement plan.

### **Work Item [5] Capacity Building for Transport Planning**

To effectively develop the capacity in transport planning, the planning skills of both public agencies and academic institutions needed to be improved. In this regards, the Expert Team provided joint training courses for both public agencies and academic institutions at the NIT.

#### **Work Item [5-1] Evaluation of Existing Capacity in Transport Planning**

At the initial stage of the Project, the Expert Team conducted the baseline survey on the current individual (required skill and situation for transport planning, and current individual capacity of the relevant personnel in transport agencies) and physical capacity (currently owned hardware and its operation and maintenance) of the relevant organizations.

#### **Work Item [5-2] Preparation of Training Materials for Capacity Building**

The Expert Team prepared training materials for urban transport planning, contingent on the results of the baseline survey. These training materials included handouts of the training course and handbook for the urban transport planning.

#### **Work Item [5-3] Training of Transport Practitioners/Academics**

The Expert Team assisted in selection of trainees from both public agencies and academic

institutions, including NIT, Ardhi Institute, Department of Engineering of University of Dar es Salaam and Dar es Salaam Institute of Technology. The training consisted of i) basic skill of transport planning including traffic survey and demand forecast and ii) use of planning tools such as JICA STRADA and GIS. The training period totaled up to 8 days in a month period.

**Table 1-11 Outline of Training for Urban Transport Planning**

Subject		Outline
Basis of demand forecast	Outline of transport planning	Based on the work flow of transport planning: planning process and required data and output will be explained.
	Planning and implementation of traffic survey	Appropriate traffic survey in accordance with transport projects will be explained.
	Traffic Demand Forecast	Explanation of four-step traffic demand forecast model.
	Evaluation of transport project	Explanation of economic analysis for evaluation of project priority.
Planning tools	Operation of STRADA 1	Building road and transit network and modification by STRADA.
	Operation of STRADA 2	Trip generation model, trip distribution model and modal split model by STRADA.
	Operation of STRADA 3	Traffic assignment and understanding of the results.
	STRADA and GIS	Outline of GIS and data conversion to STRADA.
	Other Tools	Introduction of other tools such as microscopic simulation and applied case.
	Database prepared by Master Plan	Outline and detail the database in Master Plan and parameters in STRADA model.
	Dar es Salaam Transport Model by STRADA 1	Updating of road network in Dar es Salaam model.
	Dar es Salaam Transport Model by STRADA 2	Traffic assignment and evaluation of existing transport plan.

### **Work Item [6] Capacity Building for Traffic Survey**

The Expert Team drafted the Urban Transport Planning Handbook, which explored the results of the traffic surveys and demand forecast practiced in the Master Plan study. The contents of the handbook included introduction of the urban transport planning, traffic survey, traffic demand forecast, and project evaluation. The Secretariat members carried out a series of traffic surveys, utilizing the urban transport planning handbook in the course of the Project.

### **Work Item [7] Support to Drafting Priority Projects**

To develop the road improvement plan, the Secretariat collected information of ongoing and planned road improvement projects in Dar es Salaam, and selected the priority projects. The priority projects were selected in a numerical manner, considering economic benefits and environmental impacts derived from the projects.

The Expert Team also supported selection of the pilot project for the CBD traffic improvement

plan, providing recommendations on technical viability and project implementation.

**Work Item [8] Support to Organizing Steering Committee**

As mentioned earlier, Steering Committee meetings were scheduled to be organized, considering the timing of the budget planning cycle in Tanzania. The Expert Team supported the Secretariat for organizing the Steering Committee meeting and for preparation of technical discussion papers.

**Work Item [9] Support to Obtaining Consent to Draft Pilot Project Plan**

The Expert Team supported to organize the 2<sup>nd</sup> JCC/Steering Committee to obtain consent to the draft pilot project plan. The Secretariat proposed CBD traffic improvement plan and road improvement plan, and built consensus on these draft plans amongst the members of the Steering Committee. The Secretariat also reported the progress of the Project to the Regional Road Board.

**Work Item [10] Support to Promotion, Monitoring and Feedback of Pilot Projects**

To accelerate implementation of pilot projects agreed in the Steering Committee, the Expert Team supported the Secretariat in i) monitoring the progress of the pilot projects, and ii) reporting on the progress and results of pilot projects to the Steering Committee.

**Work Item [11] Support to Capacity Building through JICA Training**

To improve the individual capability of public agencies, two trainees, selected from within the Secretariat, participated in JICA Training Course in Japan. The participants were discussed and confirmed through discussion among the Secretariat members.

1.6.2 2nd Year

**Work Item [12] Consent to 2nd Year Work Plan**

The Expert Team drafted the 2nd Year Work Plan which covered the project approach, methodology and work schedule and discussed and agreed to the Work Plan with the Secretariat members.

**Work Item [13] Support to Secretariat in Information Collection (Continuous Work)**

The Expert Team supported the Secretariat and NIT and conducted various traffic surveys to collect baseline data to identify priority projects of CBD traffic improvement plan in December 2011 and those of road improvement plan in July 2012.

**Work Item [14] Capacity Building for Transport Planning (Continuous Work)**

The Expert Team supported the NIT to provide the paid training course on transport planning. In particular, the Expert Team supported to prepare the draft curriculum and training materials, and training of lecturers and also supported to register the said course at Engineers Registration Board.

### **Work Item [15] Capacity Building for Traffic Survey (Continuous Work)**

In the course of the Project, various traffic surveys were conducted to evaluate pilot projects. Through these traffic surveys, the Expert Team provided the OJT to Secretariat, in planning, implementation and reporting of these traffic surveys.

As mentioned in Work Item 13, the Expert Team supported Secretariats and NIT to conduct various traffic surveys in December 2011 and in July 2012.

### **Work Item [16] Support to Drafting Pilot Project Plan (Continuous Work)**

The Expert Team supported the Secretariat to finalize the scope of the pilot projects, by reviewing the progress of the pilot projects and budget allocations to the pilot projects.

### **Work Item [17] Support to Organizing Steering Committee (Continuous Work)**

The Expert Team continued to support to organize Steering Committee meetings, considering the budget planning cycle in Tanzanian to facilitate implementation of pilot project. The 3<sup>rd</sup> meeting was held in August 2012, and 4<sup>th</sup> meeting was held in December 2012.

**Table 1-12 Agenda and Schedule of JCC/Steering Committee**

JCC	Schedule	Agenda
1 <sup>st</sup>	Apr. 2011	• Consent to 1st Year Work Plan
2 <sup>nd</sup>	Dec. 2011	• Consent to preliminary design on pilot project
3 <sup>rd</sup>	Aug. 2012	• Consent to detail design on pilot project
4 <sup>th</sup>	Dec. 2012	• Consent to priority project (Preliminary design) • Project completion

### **Work Item [18] Building Consensus on Draft Pilot Projects (Continuous Work)**

The Expert Team supported the Secretariat to prepare the detailed implementation plan of the pilot projects for the CBD traffic improvement plan and road improvement plan and to discuss and agree with these detailed plans at the 3<sup>rd</sup> JCC/Steering Committee meeting.

### **Work Item [19] Support to Promotion, Monitoring and Feedback of Pilot Projects (Continuous Work)**

The Expert Team supported to obtain necessary approval from concerned agencies, and particularly, to incorporate the pilot projects in the action plan and budget plan of each implementing agency.

### **Work Item [20] Support to Capacity Building through JICA Training (Continuous Work)**

In the 2<sup>nd</sup> year of the Project, one trainee was selected from the Secretariat members though the



discussion among the Secretariat members and joined JICA Training Course in Japan.

**Work Item 【21】 Draft Action Plan for Establishment of Self Sustainable Secretariat and Steering Committee**

The Expert Team drafted the action plan to promote self-reliant coordination mechanism based on the results of the Project over the project period and presented and agreed to the contents of the action plan in the 4<sup>th</sup> JCC/Steering Committee meeting.

**Work Item 【22】 Preparation of Project Completion Report**

The Expert Team prepared the Project Completion Report which explored performance and achievement of the project activities throughout the project period. The achievement of the Project, issues raised and lessons learned during the project period, and above-mentioned action plan were discussed and agreed in the 4<sup>th</sup> JCC/Steering Committee meeting.

## Chapter 2 Progress of the Project

### 2.1 Support for Establishment of Steering Committee and Secretariat

#### 2.1.1 Kickoff Meeting

A Kick-off Meeting was organized at the board room in the DCC on 13<sup>th</sup> December, 2010, involving 16 organizations including the DCC, PMO-RALG, DSM-RAS, Municipalities, Traffic Police, DART Agency, NIT, Ardhi Institute and JICA Tanzania Office. The Inception Report of the Project was submitted to concerned organizations/agencies prior to the meeting. In the Kick-off Meeting, members of Secretariat and Steering Committee and lines of communications amongst members, work items and implementation schedule were discussed and agreed by the participants.

#### 2.1.2 Secretariat Meeting

A total of 38 Secretariat meetings were organized, including the Kick-off Meeting, at the board room in the DCC. In these Secretariat meetings, the Secretariat members discussed and built consensus on the policy recommendations and short-term measures and delivered a series of discussion papers on the draft Urban Transport Policy, DUTA, CBD traffic improvement plan and road improvement plan.

**Table 2-1 Summary of Secretariat Meeting**

S/N	Date	Title	Attendees	Contents
1	13 Dec, 2010	Kick-off meeting	16	<ul style="list-style-type: none"> <li>• Presentation of inception report</li> <li>• Discussion on project outline/implementation structure/schedule</li> </ul>
2	21 Dec, 2010	Workshop on urban transport problem	15	<ul style="list-style-type: none"> <li>• Preparation of problem tree</li> <li>• Identification of core problem</li> </ul>
3	11 Jan, 2011	Workshop on urban transport problem	10	<ul style="list-style-type: none"> <li>• Identification of critical congested area/countermeasures</li> </ul>
4	18 Jan, 2011	Draft work plan	13	<ul style="list-style-type: none"> <li>• Presentation of draft work plan</li> </ul>
5	18 Feb, 2011	Draft work plan	9	<ul style="list-style-type: none"> <li>• Discussion on draft work plan</li> <li>• Confirmation of project purpose, outputs, activities, monitoring indicators and schedule</li> <li>• Discussion on outline of technical training course</li> <li>• Discussion on short-term measures</li> </ul>
6	15 March, 2011	Workshop on urban transport policy	12	<ul style="list-style-type: none"> <li>• Presentation/discussion on DUTA</li> <li>• Presentation on intersection improvement projects (Tanroads)</li> </ul>
7	29 March, 2011	Workshop on short-term measures	11	<ul style="list-style-type: none"> <li>• Selection of priority area/countermeasures</li> <li>• Presentation on signal optimization scheme</li> </ul>

S/N	Date	Title	Attendees	Contents
8	12 April, 2011	Workshop on short-term measures	10	<ul style="list-style-type: none"> <li>• Presentation on signal installation project (Tanroads)</li> </ul>
9	10 May, 2011	Workshop on capacity building plan	12	<ul style="list-style-type: none"> <li>• Presentation on capacity building plan</li> </ul>
10	31 May, 2011	Workshop on urban transport policy	7	<ul style="list-style-type: none"> <li>• Presentation/discussion on discussion paper on urban transport policy</li> </ul>
11	7 June, 2011	Workshop on urban transport policy	10	<ul style="list-style-type: none"> <li>• Presentation/discussion on discussion paper on urban transport policy</li> </ul>
12	10 June, 2011	Workshop on urban transport policy	10	<ul style="list-style-type: none"> <li>• Presentation/discussion on discussion paper on urban transport policy</li> </ul>
13	29 June, 2011	Workshop on short-term measures	6	<ul style="list-style-type: none"> <li>• Presentation/discussion on CBD traffic circulation plan</li> </ul>
14	5 July, 2011	Workshop on short-term measures	7	<ul style="list-style-type: none"> <li>• Presentation/discussion on CBD traffic improvement plan</li> <li>• Discussion on training trip in the third country</li> </ul>
15	6 July, 2011	Workshop on short-term measures	7	<ul style="list-style-type: none"> <li>• Presentation/discussion on CBD traffic improvement plan</li> </ul>
16	13 July, 2011	Workshop on short-term measures		<ul style="list-style-type: none"> <li>• Presentation/discussion on CBD traffic improvement plan and pilot project</li> </ul>
17	13 Sep, 2011	Workshop on short-term measures	12	<ul style="list-style-type: none"> <li>• Presentation/discussion on CBD traffic improvement plan and pilot project</li> <li>• Presentation/discussion on road improvement plan/DMDP</li> <li>• Discussion on training trip in the third country</li> </ul>
18	4 Oct, 2011	Pre-seminar of study tour	8	<ul style="list-style-type: none"> <li>• Presentation of current urban transport condition/issues in Johannesburg and their challenges (introduction of BRT)</li> </ul>
19	10 Nov, 2011	Workshop on short-term measures	11	<ul style="list-style-type: none"> <li>• Presentation/discussion on CBD traffic improvement plan and pilot project</li> <li>• Discussion on traffic surveys</li> </ul>
20	11 Nov, 2011	Workshop on short-term measures	10	<ul style="list-style-type: none"> <li>• Presentation/discussion on CBD traffic improvement plan and pilot project</li> </ul>
21	19 Nov, 2011	Workshop on short-term measures	10	<ul style="list-style-type: none"> <li>• Presentation/discussion of TOR/survey questionnaire form of traffic surveys</li> </ul>
22	25 Nov, 2011	Workshop on short-term measures	9	<ul style="list-style-type: none"> <li>• Presentation/discussion of TOR/survey questionnaire form of traffic surveys</li> </ul>
23	20 Mar. 2012	Workshop on short-term measures	14	<ul style="list-style-type: none"> <li>• Summary result of traffic survey</li> <li>• Effectiveness of CBD traffic improvement plan</li> <li>• Progress of budget plan of each implementation bodies</li> </ul>
24	3 Apr. 2012	Workshop on short-term measures	10	<ul style="list-style-type: none"> <li>• CBD traffic improvement plan (draft)</li> <li>• Progress of budget plan of each implementation bodies</li> </ul>
25	25 Apr 2012	Workshop on short-term measures	10	<ul style="list-style-type: none"> <li>• Implementation plan of CBD traffic improvement plan</li> </ul>
26	29 May 2012	Briefing on Terminal Evaluation	9	<ul style="list-style-type: none"> <li>• Briefing on Terminal Evaluation</li> <li>• Discussion on potential projects</li> </ul>
27	12 Jun. 2012	Result of Terminal Evaluation	16	<ul style="list-style-type: none"> <li>• Outline of terminal evaluation</li> <li>• Outline of project and progress</li> <li>• Summary of result on interview survey of terminal evaluation</li> </ul>

S/N	Date	Title	Attendees	Contents
28	3 Jul. 2012	Terminal Evaluation and Next step	9	<ul style="list-style-type: none"> <li>• Discussion on phase 2 project</li> </ul>
29	17 Jul. 2012	Workshop on short-term measures	8	<ul style="list-style-type: none"> <li>• Discussion on phase 2 project</li> <li>• Discussion on CBD traffic improvement plan</li> <li>• Discussion on draft road improvement plan</li> </ul>
30	7 Aug. 2012	Briefing on JCC	12	<ul style="list-style-type: none"> <li>• Discussion on 3<sup>rd</sup> JCC agenda</li> <li>• Discussion on draft urban transport policy</li> <li>• Discussion on draft road improvement plan</li> </ul>
31	14 Aug. 2012	Workshop on short-term measures	12	<ul style="list-style-type: none"> <li>• Discussion on CBD traffic improvement plan</li> </ul>
32	16 Aug. 2012	Workshop on short-term measures	10	<ul style="list-style-type: none"> <li>• Discussion on CBD traffic improvement plan</li> </ul>
33	4 Sep. 2012	Workshop on short-term measures	11	<ul style="list-style-type: none"> <li>• Discussion on CBD traffic improvement plan</li> </ul>
34	9 Oct. 2012	Workshop on short-term measures	11	<ul style="list-style-type: none"> <li>• Progress of CBD traffic improvement plan by implementation bodies</li> <li>• Confirmation of 3<sup>rd</sup> JCC agenda</li> </ul>
35	23 Oct. 2012	Workshop on short-term measures	12	<ul style="list-style-type: none"> <li>• Agreement on detail schedule of CBD traffic improvement plan</li> </ul>
36	6 Nov. 2012	Workshop on short-term measures	17	<ul style="list-style-type: none"> <li>• Progress of CBD traffic improvement plan</li> <li>• Traffic demand forecast/ Financial analysis on Northern bus project</li> </ul>
37	20 Nov. 2012	Workshop on short-term measures	13	<ul style="list-style-type: none"> <li>• Progress of CBD traffic improvement plan</li> <li>• Public awareness campaign on CBD traffic improvement plan</li> <li>• Priority project in road improvement plan</li> </ul>
38	4 Dec. 2012	Briefing on CC	17	<ul style="list-style-type: none"> <li>• Agenda for 4<sup>th</sup> JCC</li> <li>• Overall progress of this project</li> </ul>

### 2.1.3 1<sup>st</sup> JCC/Steering Committee

The 1<sup>st</sup> JCC/Steering Committee was organized on 19<sup>th</sup> April, 2011, involving 23 participants from PMO-RALG (Permanent Secretary as a chairperson of the meeting), DSM-RAS, MOW, MOT, SUMATRA, PMO-RALG, DCC, DART Agency, MOLHSD, MOF, RFB, TANROADS, Municipalities (Temeke and Ilala), Embassy of Japan, and JICA Tanzania Office.

Prior to the 1<sup>st</sup> JCC/Steering Committee, the Work Plan of the Project was submitted to member organizations/agencies. In the 1<sup>st</sup> JCC/Steering Committee, Work Plan and PDM of the Project were discussed and agreed by Steering Committee members and progress of the Project, including preliminary planning works of short-term measures, was reported.

### 2.1.4 2<sup>nd</sup> JCC/Steering Committee

The 2<sup>nd</sup> JCC/Steering Committee was organized on 16<sup>th</sup> December, 2011, involving 17 participants from PMO-RALG (Permanent Secretary as a chairperson of the meeting), DSM-RAS, MOT,

SUMATRA, PMO-RALG, DART Agency, MOLHSD, MOF, TANROADs, DCC, Municipalities, and JICA Tanzania Office.

Prior to the 2<sup>nd</sup> JCC/Steering Committee, the Progress Report of the Project was submitted to member organizations/agencies. In the 2<sup>nd</sup> JCC/Steering Committee, the preliminary plan of short-term measures, e.g., CBD traffic improvement plan and road improvement plan, were presented by the Secretariat and discussed and agreed by Steering Committee members.

#### 2.1.5 3rd JCC/Steering Committee

The 3rd JCC/Steering Committee was organized on 24th August, 2012, involving 23 participants from PMO-RALG (Acting Permanent Secretary as a chairperson of the meeting), DSM-RAS, MOHAS, MOLHSD, MOT, RFB, DCC, TANROADs, Municipalities (Ilala, Kinondoni, Temeke), DART Agency, Traffic Police, SUMATRA and JICA Tanzania Office.

In the 3rd JCC/Steering Committee, short-term measures, especially the detail plan of CBD traffic improvement plan, were discussed and agreed among Steering Committee members, and confirmed PMO-RALG to utilize road maintenance fund for the implementation of the CBD traffic improvement plan.

#### 2.1.6 4th JCC/Steering Committee

The 4th JCC/Steering Committee was organized on 17th December, 2012, involving 29 participants from PMO-RALG (Acting Permanent Secretary as a chairperson of the meeting), DMS-RAS, MOHAS, MOLHSD, MOW, MOT, RFB, DCC, TANROADs, Municipalities (Ilala, Kinondoni, Temeke), DART Agency, Traffic Police, SUMATRA, NIT and JICA Tanzania Office.

In the 4th JCC/Steering Committee, the action plan for sustainable coordination mechanism was proposed and basically agreed among the Steering Committee members. In the same meeting, it was also agreed that PMO-RALG and Secretariat will follow up the progress of short-term measures (CBD traffic improvement plan and traffic management system) to facilitate implementation of these measures.

Handouts of the JCC/Steering Committee meetings and minute of meetings are attached to Appendix 2.

## 2.2 Support for Improving Urban Transport Planning Capability

### 2.2.1 Training for Urban Transport Planning

In the Secretariat meetings, the draft plan of training for urban transport planning was discussed. Through the discussion, it was agreed the training was held at NIT on the weekends. The training was originally planned to enroll only academic institutes for the TOT (Training of Trainers), however, the participants of training finally involved both academic institutes and public agencies,

as per requests by the Secretariat members. The 1<sup>st</sup> training was held in February and March 2011, and the 2<sup>nd</sup> training was in June and July 2011. The outline of the training course is summarized in below table.

**Table 2-2 Outline of Training for Urban Transport Planning (e.g. Training in 2011 February and March Session)**

S/N	Date		Time	Subjects
1	26 Feb	Sat	9:00-10:30	Transport Planning and Demand Forecast
2	26 Feb	Sat	11:00-12:30	Traffic Survey Planning for Transport Planning
3	5 March	Sat	9:00-10:30	4 Steps Demand Forecast (1) : Trip Generation Model
4	5 March	Sat	11:00-12:30	4 Steps Demand Forecast (2) : Trip Distribution Model
5	12 March	Sat	9:00-10:30	4 Steps Demand Forecast (3) : Modal Split Model
6	12 March	Sat	11:00-12:30	4 Steps Demand Forecast (4) : Build Network and Assignment
7	14 March	Mon	16:00-17:30	Project Evaluation
8	14 March	Mon	17:30-19:00	Dar es Salaam Transport Database

### 2.2.2 Training for Urban Transport Policy

The Expert Team provided training for urban transport policy to develop local knowledge to formulate urban transport policy. To do so, experiences in policy formulation in other countries, including that of Japan, were learned through the training. Like other trainings, trainees were nominated from both academic institutions and public agencies and training sessions were conducted at the NIT. Also, 4-day training was held on weekends in November and December, 2011, involving 13 trainees. The outline of the training course is summarized below.

**Table 2-3 Outline of Training for Urban Transport Policy (e.g. Training in 2011 November and December Session)**

Modules	Contents	Date
Module 1. Introduction: Urban Transport Policy and Planning	1) General Approach of Urban Transport Policy: Vision, Policy, Strategy and Action 2) Revisit of Dar es Salaam Urban Transport Master Plan	12 Nov 19 Nov
Module 2. Historical Review of Urban Transport Policy: Japanese Experience	1) History in Development of Japanese Cities 2) Historical Trend in Urban Transport in Japan 3) Modernized Urban Transport in Japan 4) Regulatory Framework/Financial Arrangement in Urban Transport in Japan	26 Nov
Module 3: Current Trend in Urban Transport Planning	1) Overview of Urban Transportation Planning in Different Countries 2) Integration as Key Word for Successful Urban Transport Planning	3 Dec

### 2.2.3 Study Trip

In the 9<sup>th</sup> Secretariat meeting, the Secretariat members discussed the approach to develop local capabilities of urban transport planning and as part of the capacity development, the study trip to

the third neighboring country was suggested by Secretariat members. Following the discussion and suggestion raised by Secretariat members, the study trip to Johannesburg was planned by the Secretariat and approved by the JICA. Four Secretariat members joined the study trip to Johannesburg, as outlined below.

**Table 2-4 Outline of Study Trip**

Items	Contents
Objectives	<ul style="list-style-type: none"> <li>- To build lines of communications between two cities</li> <li>- To learn the urban transport policy/exercises applied to Johannes and to understand how these policy/exercises contribute to easing urban transport issues.</li> <li>- To learn how the BRT is planned/implemented, in terms of physical infrastructure development and its operation and management.</li> <li>- To present the challenges Dar faces and adopt some policy/practical implications learnt from Johannes.</li> </ul>
Duration	4 days (From 10 <sup>th</sup> Oct to 13 <sup>th</sup> Oct 2011)
Schedule	10/10 (Mon) Travel (Dar es Salaam to Johannesburg) 11/10 (Tue) Interview (Department of Transport, Johannesburg City) 12/10 (Wed) Interview (Johannesburg City, Rea Vaya) Interview (Councilor, Ms. Rehana Moosajee) Site Survey (BRT, Depot) 13/10 (Thu) Travel (Johannesburg to Dar es Salaam)
Activities	<ul style="list-style-type: none"> <li>- Collection of information on transport policy, on-going and planned projects</li> <li>- Exchange of ideas on approaches and methodologies for alleviation of traffic congestion</li> <li>- Site visit</li> </ul>
Trainees	DART, Tanroads, DCC, Municipality (Kinondoni)

#### 2.2.4 Urban Transport Planning Handbook

The Expert Team prepared draft urban transport planning handbook. This handbook aimed to gain understandings of the traffic surveys, database, and planning procedures examined during the previous Master Plan study and guide the users to update these data by themselves. The contents of the handbook included introduction of the urban transport planning, traffic survey, traffic demand forecast, and project evaluation. As mentioned below, the Secretariat members carried out a series of traffic surveys, utilizing the urban transport planning handbook in the course of the Project.

#### 2.2.5 Traffic Survey as OJT

In the 19<sup>th</sup> Secretariat meeting and following meetings, the Secretariat members planned traffic surveys (traffic count survey, parking survey, public transport survey, building survey and topographic survey) which provided an essential input to developing the road improvement plan and traffic improvement plan in the CBD and providing baseline data for the pilot project. The Secretariat members, utilizing the above-mentioned urban transport planning manual, prepared draft scope of the survey work, draft questionnaire and completed training of the surveyors and supervision of traffic surveys, and at the end prepared survey reports by December, 2011.

In July 2012, NIT carried out screen line survey and cordon line survey to update present and future OD matrix, developed in the previous Master Plan study, to formulate and update road improvement plan and identify priority projects, and prepared survey reports.

**Table 2-5 Traffic Surveys for CBD Traffic Improvement Plan**

Measures	Traffic count survey	Parking survey	Public transport survey	Building survey	Topographic survey
Parking management	✓	✓		✓	✓
Bus terminal development			✓		
Dala-dala re-routing	✓		✓		
Intersection improvement	✓				✓
Traffic circulation	✓			✓	✓
Road marking	✓	✓			✓
Road widening	✓				✓
Provision of sidewalk		✓		✓	✓

## 2.3 Support for Urban Transport Policy Formulation

### 2.3.1 Workshop on Urban Transport Policy

The Expert Team, together with the selected Secretariat members for the Project, prepared a discussion paper on the urban transport policy in Dar es Salaam. To draft the urban transport policy, a series of meeting were organized, particularly with academic institutions, including NIT, the University of Dar es Salaam and Ardhi Institute. In the 10<sup>th</sup> and 11<sup>th</sup> Secretariat meetings, the discussion paper was presented and discussed among the Secretariat members and contents of urban transport policy and strategies in the discussion paper were amended based on the discussion. (See Discussion Paper Volume 1 in Appendix 3)

### 2.3.2 Preparation of Draft Urban Transport Policy

The Expert Team together with Secretariat members reviewed the previous Master Plan study and National Transport Policy and organized a series of consultative meetings with relevant organizations, including PMO-RALG, MOT and academic institutions. The Expert Team and Secretariat members prepared the discussion paper on the urban transport policy, of which the contents are summarized in the following table.

**Table 2-6 Contents of Draft Urban Transport Policy**

Outline	Contents
Introduction	Existing condition of urban transport in Dar es Salaam
Strategic Vision	
Planning Principles	Ensuring Sustainable Mechanisms Increasing opportunity for private sector involvement Employing Transport Demand Management (TDM) Implementing a User-pays principle



	Taking a Participatory Approach Ensuring Social Equity Developing Integration
Policy and Strategy	Enhance Coordination and Planning Capability Improve Traffic Management and Road Safety Deliver Sustainable Mobility Options Improve Equity and Accessibility for All Create An Equitable Pricing Regime and Sustainable Revenue Source Improve International Attractiveness Improve Environmental Outcomes Improve Governance and Probity Urgent Infrastructure Development Diversify Development Funds and Enhance Local Revenue

### 2.3.3 Coordination Meeting for Urban Transport Policy

A series of coordinating meetings were organized with the Ministry of Transport. As a result, the contents of the above-mentioned draft urban transport policy were translated into the draft National Transport Policy. To be more specific, the first draft of the National Transport Policy paid much attention to the national transport and less attention to urban transport. Therefore, through the meetings with Ministry of Transport, policy and its strategies related to traffic management (e.g., parking management and traffic demand management), explored in the draft urban transport policy, were incorporated in the second draft of the National Transport Policy.

### 2.3.4 Support to Establishment of DUTA

PMO-RALG was committed to establishing the DUTA (Dar es Salaam Urban Transport Authority) by 2015, and was reviewing the empirical studies to propose optimum organization structure, possible source of funds to establish and function the DUTA. PMO-RALG was also working to develop necessary legal documents to legislate the DUTA. In the 3<sup>rd</sup> JCC/Steering Committee, PMO-RALG presented progress of establishment of DUTA.

The Expert Team was requested by the PMO-RALG to support legislation of the DUTA and, to do so, reviewed the previous Master Plan and studied organization structure and funding source of DUTA, and compiled the findings of the study into the discussion paper (See Discussion Paper Volume 2 in Appendix 3).

**Table 2-7 Outline of Discussion Paper on DUTA Establishment**

Outline	Contents
Background and Existing conditions	Present conditions Present institutional failures The initial proposal for DUTA Recommendations of the EU Pre-Feasibility Study Developed JICA recommendation Resolving the issue of the type of organization
Outline of DUTA	Purpose of a DUTA Mission and strategic objectives of DUTA Role and function of DUTA Performance measurement

Organization Structure of DUTA	Legal status The organizational structure The Board of Management The Executive Arm Portfolio descriptions for planning departments Staffing Realignment of responsibilities for line agencies Specific responsibility for land-use and development
Developing the Legal Provision for DUTA	Power and Proceedings of DUTA Provisions in the draft act

## 2.4 Support for Coordinated and Priority Project

### 2.4.1 CBD Traffic Improvement Plan

In the 13<sup>th</sup> Secretariat meeting and following meetings, the Secretariat members were engaged in developing the traffic improvement plan in the CBD. The traffic improvement plan was selected as one of the short-term measures because one way traffic circulation in the CBD, which Ilala Municipality was to introduce following the DART plan, would not contribute to decongestion of the traffic in the CBD, using the analytical result proposed by the previous Master Plan and traffic surveys conducted as part of the Project.

The Secretariat members proposed comprehensive countermeasures in the traffic improvement plan, which adopted one way traffic circulation plan together with parking management plan, daldala rerouting plan and intersection improvement plan.

The preliminary plan and detailed plan of the CBD traffic improvement plan, together with the draft pilot project plan, were discussed and agreed by the Steering Committee members in the 2<sup>nd</sup> JCC/Steering Committee on 16<sup>th</sup> December, 2011 and the 3<sup>rd</sup> JCC/Steering Committee on 24<sup>th</sup> August, 2012. Following the agreement, the corresponding organizations, including the DCC, Ilala Municipality and TANROADS, worked to set aside development funds for the implementation of the traffic improvement plan. (See Discussion Paper Volume 3 in Appendix 3)

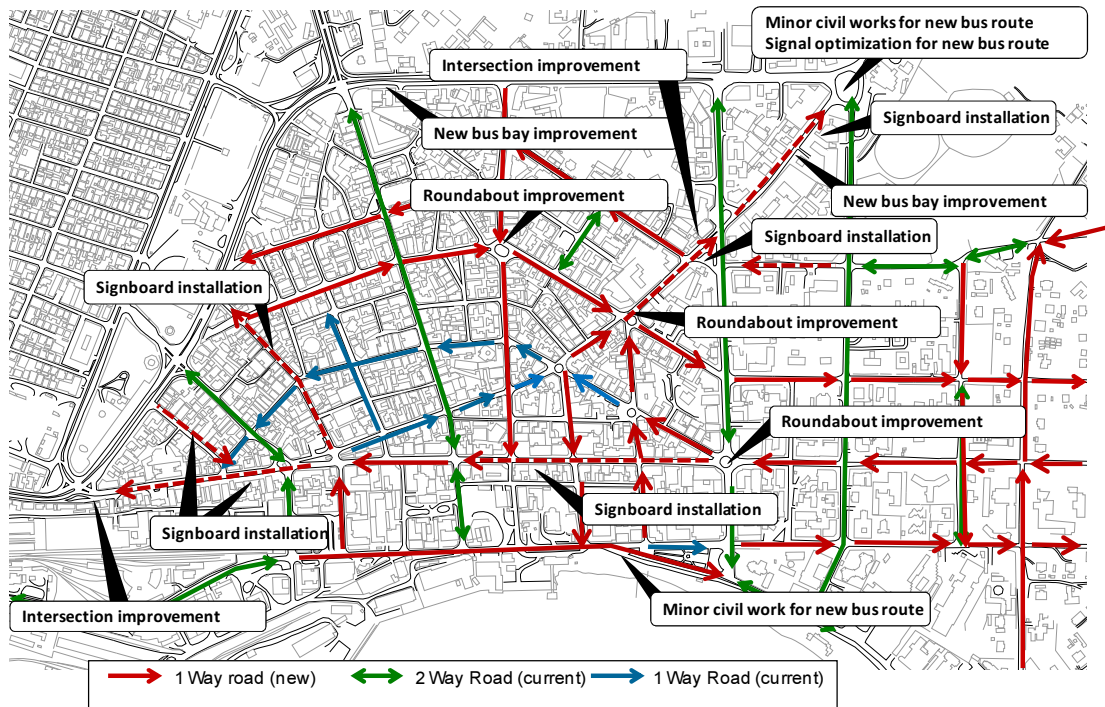
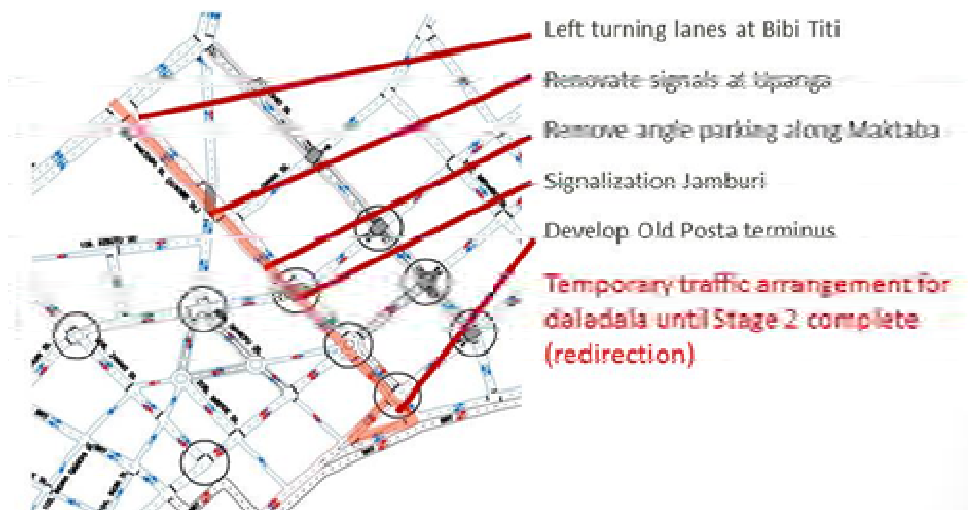


Figure 2-1 Concept of Preliminary CBD Traffic Improvement Plan



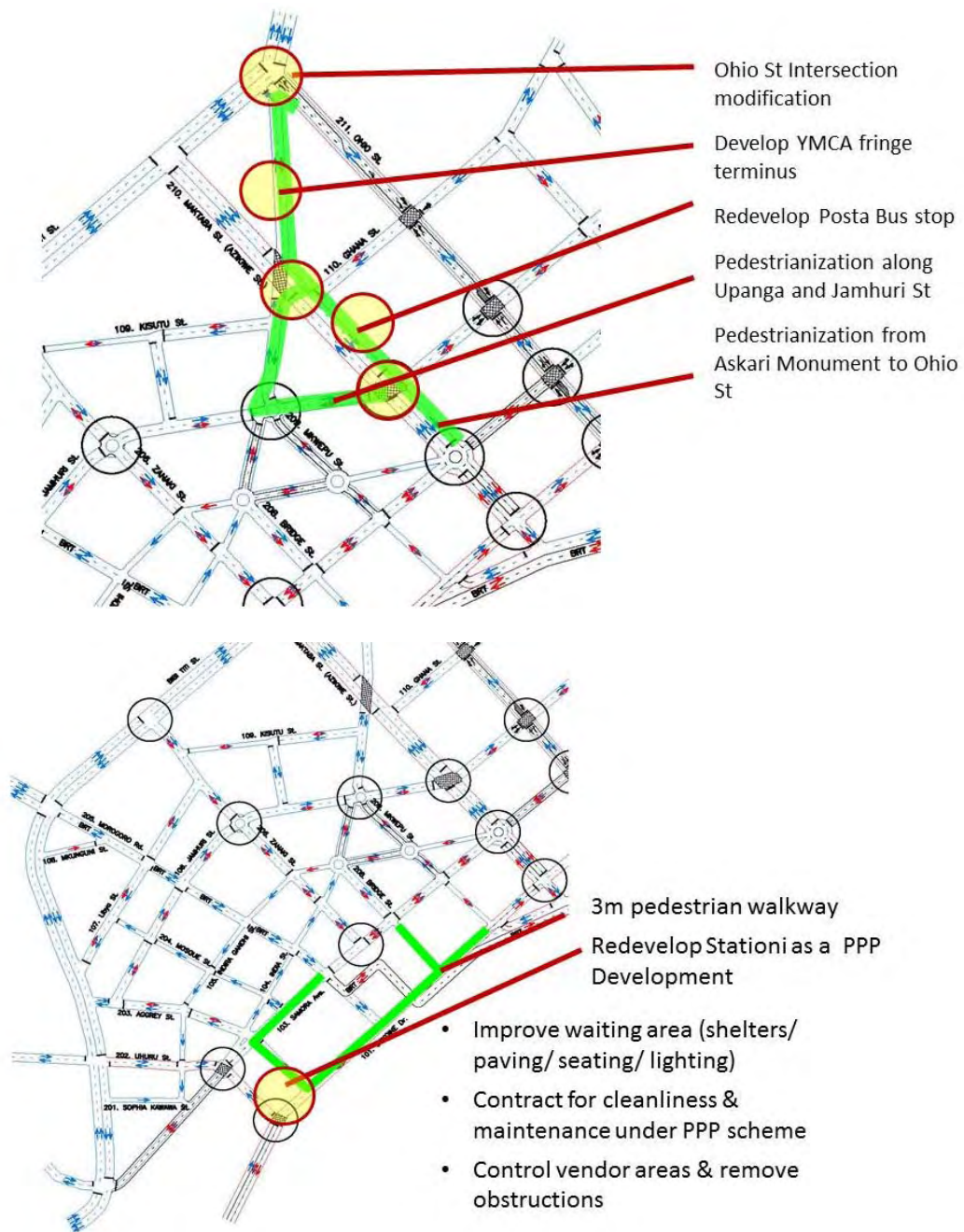


Figure 2-2 Concept of Detailed CBD Traffic Improvement Plan

#### 2.4.2 Daladala Rerouting Plan

The above mentioned one-way traffic circulation, if implemented, required alternation of the routing of the public transport network (daladala). In this respect, in the 17<sup>th</sup> Secretariat meeting and following meetings, the Secretariat members discussed and agreed to rerouting of the public transport and extended the discussion with SUMATRA and DARCOBOA. Finally, the selected Secretariat members drafted the new route plan of the public transport and this rerouting plan was submitted to SUMATRA and DARCOBOA for their review.



was discussed and agreed among the Steering Committee members and following the agreement made during the Steering Committee, each Municipality finalized a short-list of priority projects to be improved under the DMDP. (See Discussion Paper Volume 4 in Appendix 3)

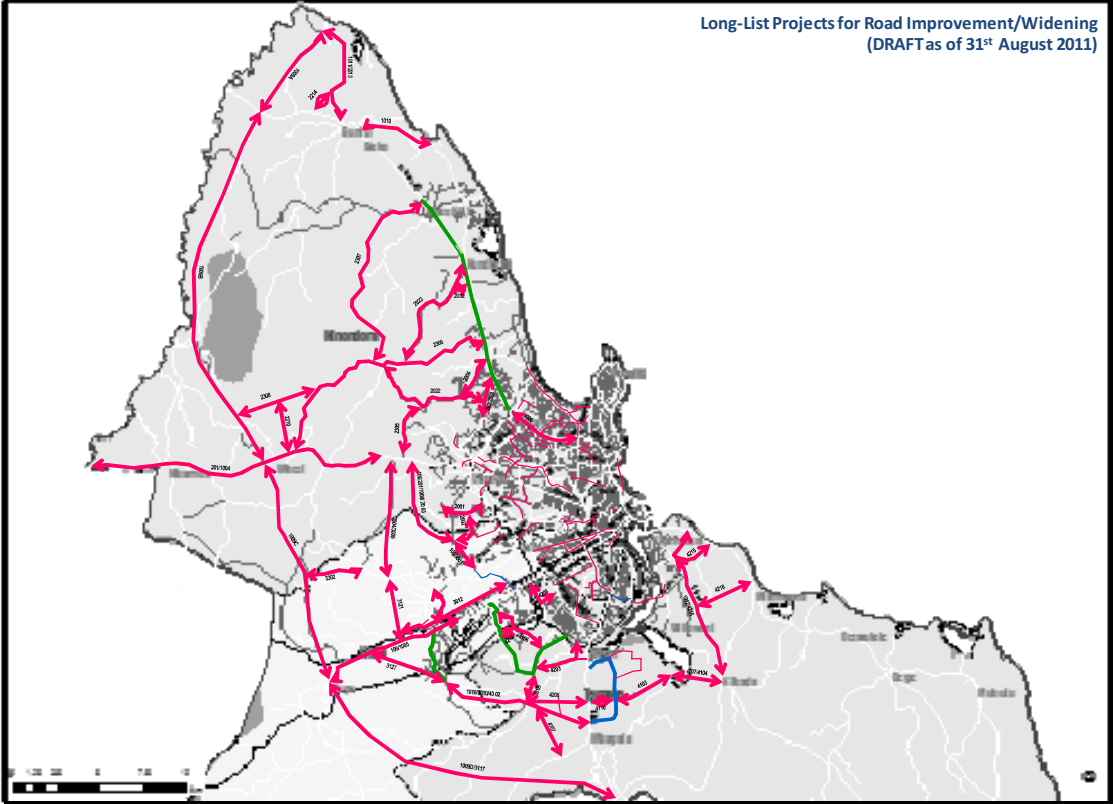


Figure 2-4 Long List of Road Improvement Plan

Table 2-8 Evaluation Criteria for Road Improvement Plan

1st level criteria	2nd level criteria	3rd level criteria	Evaluation items
Economic criteria	Workability	Project size	Project cost
	Sustainability	Reliable traffic service	All weather traffic
	Economy	Traffic demand	Daily traffic volume
			Volume capacity ratio
		Cost effectiveness	Cost/traffic volume
	Regional development and logistics network	External trip rate Connectivity	
Environmental criteria	Pollution	Noise and vibration	Heavy vehicular traffic volume
		Air quality	Traffic volume and travel speed
	Social Environment	Involuntary resettlement	Resettlement and land acquisition
Basic need criteria	Poverty Reduction	Impact to the regional economy	No. of population in project site
		Impact to the poverty reduction	No. of population in poverty in project site
		Availability of road	Road length/households

#### 2.4.4 Northern Busway

As part of CBD traffic improvement plan, the Expert Team studied feasibility of the Northern Busway, which linked Mwenge, Morocco and the CBD. The result of traffic surveys was fully utilized to prepare the preliminary design, operational plan and financial analysis of the Northern Busway. To confirm the feasibility of the Northern Busway project, the Expert Team and selected Secretariat members organized a series of discussion with potential implementing agencies such as PMO-RALG, TANROADS, Kinondoni Municipality, and DART Agency.

In addition, the Expert Team supported DART Agency to examine BRT Phase 1 project (Morogoro route and Kawawa – Kariakoo route) demonstrating the operation plan and financial analysis explored in the study on the Northern Busway. (See Discussion Paper Annex 1 in Appendix 3)



Figure 2-5 Northern Busway Route Plan

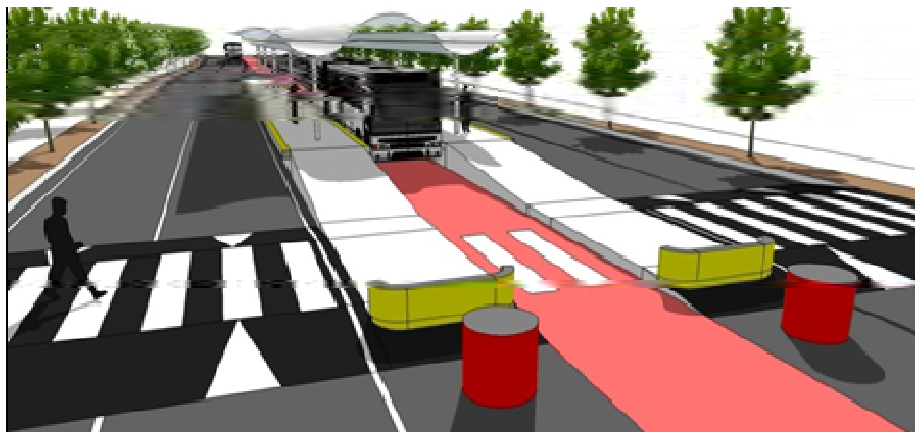


Figure 2-6 Image of Northern Busway

#### 2.4.5 Bus Terminal Development under PPP

In the CBD traffic improvement plan, development of bus terminals at Stationi, Old Posta, New Posta and YMCA was proposed as one of intermediate measures. To facilitate the development of the bus terminals, the Expert Team examined the feasibility of terminal development project through PPP (Public Private Partnership) scheme. In addition, the Expert Team met private advertisement company and Ilala Municipality to discuss and confirm the possibility of the bus terminal development under PPP scheme and documented a draft contract. (See Discussion Paper Annex 2 in Appendix 3)





Figure 2-7 Image of Terminal Development

#### 2.4.6 Other Short-term Projects

The Secretariat and Expert Team supported to develop preliminary plans of other short-term projects based upon requests from concerned organizations and ensure coordination among relevant stakeholders. Some of the short-term projects that the Secretariat and Expert Team worked with other local partners are listed below.

- **Traffic Management Project:** A private company was promoting the traffic management project in Dar es Salaam and negotiated with public organizations to implement the pilot project (installation of the traffic signal and monitoring system at the selected intersection). However, the said company consumed considerable time and failed to obtain an official approval since there were a number of stakeholders and no one could take an initiative. Accordingly, the Secretariat supported the private company by organizing various stakeholder meetings and inviting the representative of the company to the JCC/Steering Committee meeting to facilitate the implementation of the pilot project.
- **DCC and DART agreed to relocate long-distance bus terminal to Mbezi (10km away from Ubungo intersection).** To realize the bus terminal relocation project, improvement of accessibility between Ubungo and Mbezi was inevitable. The DCC and DART Agency requested to propose an optimum solution and the Expert Team examined four alternatives to improve accessibility between Ubungo and Mbezi, including 1) zero option, 2) BRT extension up to Mbezi using the existing mixed traffic road, 3) 4-lane road widening plus BRT extension up to Mbezi using widened mix traffic road, 4) 6-lane road widening plus BRT exclusive lane up to Mbezi. Through a comparative study, the Expert Team proposed 3) 4-lane road widening plus BRT extension up to Mbezi as the most optimal solution.
- **TANROADs and DART Agency were seeking for the possible solutions to improve the traffic flow at Ubungo intersection, utilizing Design Built scheme and requested to propose an optimum solution.** The Expert Team examined four alternatives, including 1) zero option, 2) Morogoro Road flyover, 3) Morogoro Road underpass, 4) Mandela Road flyover, 5)

Mandela Road underpass, and proposed 3) Morogoro Road underpass as the most optimal solution among the alternatives.

## Chapter 3 Issues, Measures taken and Lessons learned during the Project Implementation

### 3.1 Achievement and Issues raised during the Project

Following four project outputs: (i) establishment of the coordination mechanism, (ii) training for urban transport planning, (iii) formulation of urban transport policy and (iv) coordinated and prioritized project, agreed in the PDM of the Project, the achievements of the Project are detailed and issues raised during the Project are summarized in the following tables.

1. Coordinating groups (i.e., Secretariat and Steering Committee) are established with charter of operations.

Project Outputs	Achievement	Issues raised during the Project
1. Steering Committee confirms members of the Secretariat/Steering Committee and line of communications amongst them.	<ul style="list-style-type: none"> <li>In the 1st JCC, organization structure and members for the Project were confirmed.</li> <li>It was confirmed that the Permanent Secretary of PMO-RALG chairs JCC, DSM-RAS chairs Secretariat meeting.</li> <li>A line of communication among Secretariat members was established. Secretariat meeting was noticed by SMS and minutes of meeting were delivered by e-mail.</li> </ul>	<ul style="list-style-type: none"> <li>The progress of the Project should be shared enough in each home organization of Secretariat members. The Secretariat members should report to the head and present progress of the Project to each organization.</li> <li>The DSM-RAS should be the owner of the Project and assign responsibilities to each Secretariat member.</li> </ul>
2. The Secretariat members organize a series of weekly meetings and Steering Committee members organize several meetings.	<ul style="list-style-type: none"> <li>A total of 38 Secretariat meetings (twice a month on the average) and four JCC (April and December, 2011 and August and December, 2012) were organized.</li> <li>DCC secured the operation cost for the Secretariat and Steering Committee and disbursed it in YR 2011/12.</li> <li>Such members as MOW, MOT and Traffic Police, who rarely participated in the first year of the Project, tend to participate in the second year.</li> </ul>	<ul style="list-style-type: none"> <li>Tanzanian side should continue project activities listed in the left column.</li> <li>The PMO-RALG should financially support the Secretariat members to continue project activities.</li> </ul>
3. Steering Committee members are to provide recommendations to the Secretariat and give feedback to each home organization.	<ul style="list-style-type: none"> <li>Steering Committee confirmed Work Plan in the 1st JCC. Original PDM prepared by preparatory survey was revised and agreed by the JCC.</li> <li>Through the discussion of short-term measures in the 2nd and 3rd JCC, Steering Committee instructed Secretariat to prepare budget plan, following the proposal made by the Secretariat.</li> <li>The Secretariat monitored the concerned organizations to incorporate the proposed short-term measures into their budget plan to secure the budget for its implementation.</li> </ul>	<ul style="list-style-type: none"> <li>Tanzanian side should continue project activities listed in the left column.</li> </ul>
4. Secretariat is to disseminate the output of the Project, e.g., at the Regional Road Board.	<ul style="list-style-type: none"> <li>The outline and progress of the Project were reported quarterly during the project period.</li> <li>The outline of the Project was explained to decision makers such as mayor of Dar es Salaam, municipal directors of Ilala and Temeke.</li> </ul>	<ul style="list-style-type: none"> <li>The progress of the Project should be reported at Regional Consultative Committee of Dar es Salaam Region in addition to Regional Road Board held every quarter.</li> </ul>
5. Secretariat is to monitor the progress of the Project and report it to the Steering Committee.	<ul style="list-style-type: none"> <li>Secretariat reported the progress of the Project to the Steering Committee members throughout the 2nd to 4th JCC.</li> </ul>	<ul style="list-style-type: none"> <li>Tanzanian side should continue project activities listed in the left column.</li> </ul>

**2. Training needs are identified and assessed and transport planning capabilities of individuals involved in the Project are improved.**

Project Outputs	Achievement	Issues raised during the Project
1. Experts are to collect curriculum vitae and current duties of candidates of each organization/ institutes.	<ul style="list-style-type: none"> <li>The Expert Team requested to select one or two candidates from home organizations of Secretariat members and four academic institutes. The minimum requirements for trainee include bachelor degree holders of related subjects, and with experience of analytical works by Excel or GIS.</li> </ul>	
2. Experts are to select individuals involved in training program.	<ul style="list-style-type: none"> <li>Selection of trainee was done by each organization/agency.</li> <li>The Expert Team selected one lecturer of NIT for TOT.</li> </ul>	<ul style="list-style-type: none"> <li>To maintain project activities, more lectures from University of Dar es Salaam and Ardhi Institute should be involved to develop urban transport planning capability.</li> </ul>
3. Experts are to prepare and provide appropriate program and materials for the improvement of transport planning capacity.	<ul style="list-style-type: none"> <li>The materials and manuals for training, which include outline of transport planning, traffic survey, demand forecast and project evaluation, were prepared and provided to relevant organizations/agencies.</li> <li>Training was provided jointly with lecturer of NIT as part of OJT.</li> <li>A study trip in the third country (Johannesburg) was done.</li> <li>NIT utilized the teaching materials at the academic course of urban transport planning.</li> <li>NIT worked to establish a unit of urban transport planning as one of academic courses.</li> </ul>	<ul style="list-style-type: none"> <li>NIT should organize the paid training course for the urban transport planning to private and public agencies.</li> <li>The unit of the urban transport planning should be upgraded to the department of urban transport planning, e.g., at NIT, and therefore, research and consultancy capacity of the academic institution should be improved.</li> </ul>
4. Individuals involved in training program are to conduct a series of transport planning works (e.g., traffic demand forecast).	<ul style="list-style-type: none"> <li>Three training courses were completed in Feb/Mar, Jun/July and Nov/Dec in 2011.</li> <li>After the training course, the training was evaluated by the questionnaire. Some trainees requested more practical training, especially that on demand forecast.</li> <li>The selected Secretariat members and NIT participated in the on-the-job training and carried out a series of traffic surveys (such as Traffic Count Survey, Parking Survey, Public Transport Survey, Building Survey and Topographic Survey) in Dec 2011 and July 2012.</li> </ul>	<ul style="list-style-type: none"> <li>The Secretariat members should continue to be trained to improve and maintain the urban transport planning capability at NIT.</li> </ul>
5. Individuals involved in task-force for the Secretariat are to work for actual transport planning.	<ul style="list-style-type: none"> <li>The result of the traffic survey was fully incorporated in planning short-term measures (CBD Traffic Improvement Plan)</li> </ul>	<ul style="list-style-type: none"> <li>Tanzanian side should continue project activities listed in the left column.</li> </ul>

**3. A series of policy recommendations are provided and compiled into a policy document.**

Project Outputs	Achievement	Issues raised during the Project
1. Secretariat members are to identify cross-cutting organizational/institutional/ regulatory issues.	<ul style="list-style-type: none"> <li>• The Secretariat members developed a problem map, identifying the present situation and arising issues in the urban transport sector in Dar es Salaam. The PDM was revised, reflecting the result of the problem map.</li> <li>• The Secretariat and Expert Team prepared a discussion paper which explores analysis on the current urban transport condition and urban transport issues in March 2011.</li> <li>• A discussion paper on Urban Transport Policy was finalized in June/August 2011 and submitted to MOT.</li> </ul>	
2. Secretariat members are to identify issues related to transport infrastructure and service.	<ul style="list-style-type: none"> <li>• ditto</li> </ul>	
3. Secretariat members are to organize a series of stakeholder meetings, involving concerned organizations and donors.	<ul style="list-style-type: none"> <li>• Secretariat meetings for the Urban Transport Policy were held in Jul/Aug 2011.</li> <li>• The Expert Team and C/P had regular meetings with MOT and EU consultants to exchange information such as progress of the Project.</li> <li>• The Expert Team and C/P discussed with Ardhi Institute and University of Dar es Salaam to exchange ideas on urban transport policy and strategies.</li> </ul>	
4. Secretariat members are to draft integrated urban transport policies.	<ul style="list-style-type: none"> <li>• Urban Transport Policy was drafted through the workshop in the Secretariat meetings in Jul/Aug.</li> <li>• Draft Urban Transport Policy was translated into the white paper on National Transport Policy prepared by MOT.</li> </ul>	<ul style="list-style-type: none"> <li>• The PMO-RALG should develop the Urban Transport Policy and assign responsibilities to the concerned organization to implement short-term measures, following the policy.</li> <li>• The PMO-RALG should endorse long-term policy, mid-term investment plan, and short-term measures and monitor the progress made by the concerned organizations.</li> </ul>
5. Steering Committee members are to provide recommendations to the draft urban transport policies and approve this draft policy.		<ul style="list-style-type: none"> <li>• To enhance a coordination mechanism, the DUTA should be legislated and established.</li> </ul>

**4. Coordinated and prioritized plans/projects are studied/approved for immediate actions.**

Project Outputs	Achievement	Issues raised during the Project
1. Secretariat members are to collect and analyze relevant info. of current urban transport conditions.	<ul style="list-style-type: none"> <li>• On-the-job training for the traffic survey was completed, which includes planning and implementation of traffic survey for the CBD traffic improvement plan and road improvement plan.</li> <li>• Project long list were prepared by the Secretariat for the prioritization of road improvement projects.</li> </ul>	
2. Secretariat members are to identify critical urban transport problems and urgent urban transport projects.	<ul style="list-style-type: none"> <li>• Priority projects including one-way traffic circulation, car parking, rerouting of buses and improvement of intersection were selected for the improvement of traffic flow in CBD.</li> <li>• Based on the results of demand forecast, GIS prepared by Master Plan, priority project for road improvement were selected.</li> </ul>	
3. Secretariat members are to facilitate to conduct preliminary study on urgent urban transport projects.	<ul style="list-style-type: none"> <li>• Preliminary design and cost estimation for the improvement of intersections, road markings, terminal development, and on-street parking management in CBD were completed.</li> <li>• The PMO-RALG will finalize priority projects for the DMDP and feasibility study and detailed design will be carried out for the priority projects.</li> </ul>	
4. Secretariat members are to provide recommendations for immediate actions to the Steering Committee members.	<ul style="list-style-type: none"> <li>• Secretariat proposed CBD traffic improvement and road improvement plans at the 2nd JCC and 3rd JCC.</li> <li>• Secretariat proposed CBD traffic improvement and road improvement at the Regional Road Board, and coordination meetings with World Bank.</li> <li>• Also, Secretariat coordinated with the concerned organizations to secure the budget for implementation of the CBD traffic improvement plan.</li> </ul>	
5. Steering Committee members are to provide recommendations for implementation of the immediate actions and approve proposals from Secretariat.	<ul style="list-style-type: none"> <li>• The 2011/12 budget plan of the DCC was prepared, which included road markings to partially implement the CBD traffic improvement plan, and was approved.</li> <li>• Through the discussion of short-term measures in the 2nd JCC and 3rd JCC, Steering Committee instructed Secretariat to prepare a budget plan and assign the responsibilities to the concerned organization to implement short-term measures.</li> </ul>	

## 3.2 Notable Measures taken during the Project

### 3.2.1 Understanding of Current Coordination Mechanism

Four ministries (PMO-RALG, MOT, MOW, MOHAS) related to urban transport in Dar es Salaam and functioned as policy making bodies, and nine organizations and agencies (DSM-RAS, DCC, DART, TANROADs, SUMATRA, Traffic Police, three Municipalities) as implementing bodies. These public agencies plan, implement and operate transport modes under their jurisdictions. Taking an example of transport at a national level, the MOT prepared and authorized National Transport Policy and investment plan and each corresponding agencies were expected to implement priority project, following the policy and investment plan. In Dar es Salaam, the PMO-RALG was expected to function like MOT. However, neither urban transport policy nor investment plan for Dar es Salaam was visible in the PMO-RALG because of lack of policy coordination mechanism.

One of the outputs of the Project, thus, included enhancement of coordination, establishing a linkage among Policy, Program, and Project as shown in the following figures. As a result, the implementing agencies were expected to invest and implement the priority projects in a coordinated manner, following the proposed urban transport policy.

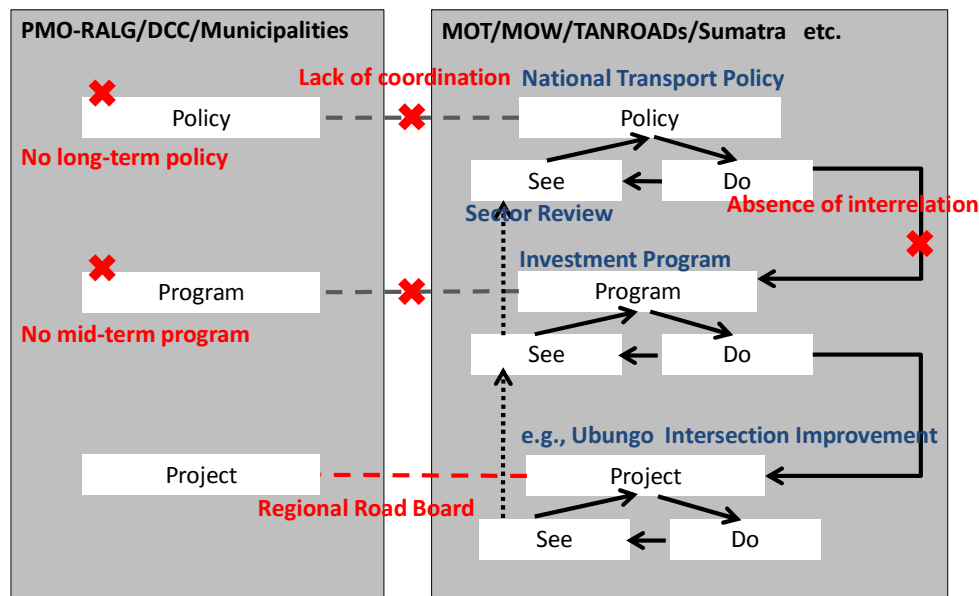


Figure 3-1 Issues on Current Coordination Mechanism in Policy Level



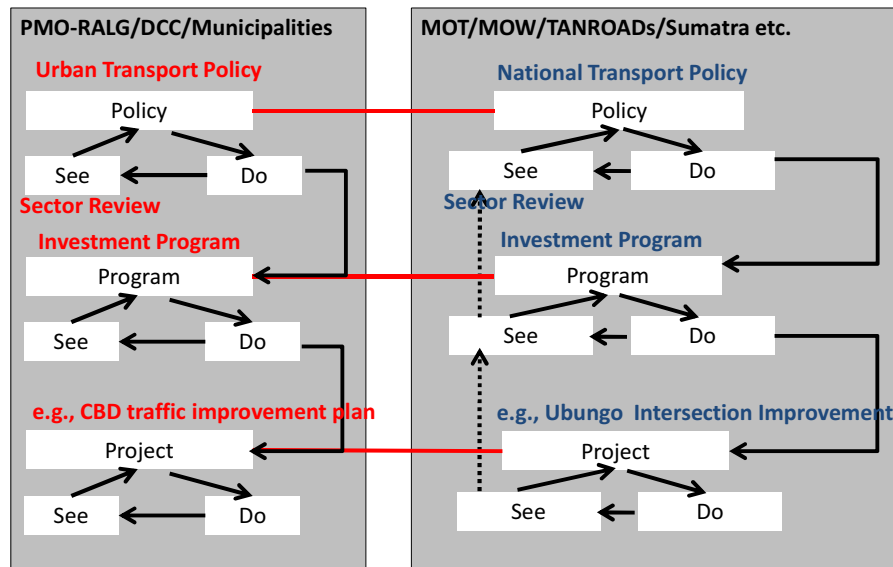


Figure 3-2 Countermeasure for Better Coordination Mechanism at Policy Level

### 3.2.2 Project Implementation in Consideration with Budget Planning Cycle

To realize the short-term measures, budget for these measures needed to be secured by corresponding agencies. Therefore, the budget planning cycle in Tanzania was well considered in planning short-term measures. For instance, at Dar es Salaam City Council, the budget plan was prepared in March, approved by regional assembly in May and submitted to PMO-RALG and MOF, then was approved by national assembly in June.

In the Project, therefore, the 2<sup>nd</sup> JCC/Steering Committee was organized in December 2011 and the preliminary plan of short-term measures was discussed and agreed and the PMO-RALG assigned responsibilities to the corresponding agencies to incorporate the agreed short-term measures into their 2011/12 budget plan.

The 3<sup>rd</sup> JCC/Steering Committee was organized in August 2012, after the 2011/12 budget plan was approved by the national assembly, and the detailed implementation plan of the short-term measures was discussed and the PMO-RALG assigned the corresponding agencies to implement the short-term measure, as proposed and agreed during the 3<sup>rd</sup> JCC/Steering Committee.

Month/ Year	Budget Cycle (e.g., DCC)	Project Activities
Dec/2011		Build consensus on proposed program/projects and assign responsibilities (2 <sup>nd</sup> SC)
Jan/2012	Request of preparation of annual plan by PMO-RALG	
March	Preparation of annual plan by DCC	
April	Approval of annual plan by regional assembly	
May	Submission of annual plan and budget plan to PMO-RALG	
June	Approval of national budget plan by national assembly	
Aug		Monitor progress of proposed program/projects and assign responsibilities (3 <sup>rd</sup> SC)

**Figure 3-3 Project Activities and Budget Planning Cycle**

### 3.2.3 Multiple Effects in Coordination with On-going Projects

The short-term measures, as one of outputs of the Project, were selected, considering effectiveness and synergy effect with ongoing and planned programs. As a result of the discussion amongst Secretariat members, CBD traffic improvement plan and road improvement plan in Dar es Salaam were selected as pilot projects studied in the Project. The achievement of the planning works for these projects are summarized below.

- The traffic improvement plan in CBD was selected as one of short-term measures because one way traffic circulation in the CBD, which Ilala Municipality was to introduce following the DART plan, would not contribute to decongestion of the traffic in the CBD. As a result of the discussion, the corresponding agency terminated implementation of the one-way traffic circulation plan, till the further intersection improvement works were completed, as suggested by the Secretariat members. The preliminary and detailed plans of the CBD traffic improvement plan were discussed and agreed in the 2<sup>nd</sup> and 3<sup>rd</sup> JCC/Steering Committee and the PMO-RALG assigned corresponding agencies to set aside the budget for implementation of the traffic improvement plan.
- The World Bank was committed to supporting improvement of community infrastructure, including local road improvement under the DMDP and confirmed that priority projects under the DMDP should be selected by adopting reasonable selection criteria. In this respect, the Secretariat members were fully involved in preparation of a long list of the road improvement projects, traffic demand forecast, GIS network analysis, selection of evaluation criteria, and selection of priority projects. The result of these analyses was presented at the DMDP's stakeholder meeting and the 2<sup>nd</sup> and 3<sup>rd</sup> JCC/Steering Committee meetings and a short list of the priority projects, as proposed by the Project, was agreed by the Steering Committee members.

### 3.2.4 Skills and Knowledge for Better Coordination Mechanism

The members of the Steering Committee agreed with the output of the Project, including formulation of urban transport policy and coordinated and prioritized projects. However, these outputs were not translated into the skills and knowledge which Secretariat members should develop. Accordingly, knowledge and skills required for formulation of urban transport policy and priority project were defined and reflected in preparation of the contents of training course and training materials for urban transport planning.

**Table 3-1 Summary of Project Outputs**

<b>Outputs</b>	<b>Target year</b>	<b>Contents</b>
Draft Urban Transport Policy	20-year transport policy	<ul style="list-style-type: none"> <li>✓ Contexts, issues to be addressed</li> <li>✓ Vision, policies</li> <li>✓ Short, mid and long-term strategies</li> <li>✓ Roles and responsibilities of concerned agencies</li> <li>✓ Monitoring and evaluation indicators and policy evaluation process</li> </ul>
Draft Investment Program	10-year investment program	<ul style="list-style-type: none"> <li>✓ Investment schedule consistent to policy/strategies</li> <li>✓ Source of the fund including external/internal funds</li> <li>✓ New revenue generation scheme</li> </ul>
Urban Transport Improvement Program	5-year improvement program	<ul style="list-style-type: none"> <li>✓ Contexts, critical issues to be addressed</li> <li>✓ Policies/related project</li> <li>✓ Long and short-listed projects</li> <li>✓ Necessary inputs and anticipated outcomes</li> </ul>
Project Profile	Short-term measures	<ul style="list-style-type: none"> <li>✓ Scope of the project</li> <li>✓ Implementation plan</li> <li>✓ Evaluation of the project</li> <li>→ Uniform format for evaluation of the different projects</li> </ul>

**Table 3-2 Knowledge and Skills required to Achieve Project Outputs**

<b>Outputs</b>	<b>Knowledge /skills required</b>	<b>Project products (manuals and guidelines)</b>
Draft Urban Transport Policy	✓ Advanced concepts, principles, techniques, and institutional aspects, pertaining to urban transport policy/program	Urban transport policy/program database Policy evaluation guideline (SEA guideline)
Draft Investment Program	✓ Advanced interdisciplinary practices, analytic tools and recent trends affecting urban transport policy/program	
Urban Transport Improvement Program	✓ Principles of stakeholder engagement and involvement	
Project Profile	<ul style="list-style-type: none"> <li>✓ Principles of data collection and complex analysis of traffic data to design and evaluate urban transport plan/projects</li> <li>✓ Advanced methods and techniques of transport and traffic demand modeling</li> <li>✓ Basic traffic engineering principles, including engineering design manuals and guidelines</li> <li>✓ Principles of stakeholder engagement and involvement</li> </ul>	Traffic survey manual Traffic demand forecast manual Project evaluation manual (Engineering manuals/guideline) (EIA guideline)

### 3.3 Lessons learned from the Project

#### 3.3.1 Understanding of Complexity of Traffic Issues and its Management Scheme

In 2010, Ilala Municipality set aside the budget to introduce one-way traffic circulation plan in the CBD and installed traffic signboards in 2011. The proposed one-way traffic circulation would not significantly reduce the traffic congestion in the CBD and was expected even to worsen the congestion. Accordingly, the Secretariat members prepared the comprehensive traffic improvement plan in the CBD, composed of parking management, bus rerouting and intersection improvement, using the result of the traffic surveys carried out in the course of the Project.

It was indicated that the Secretariat should understand complexity of traffic issues and propose its management scheme to the Steering Committee in order to make an effective use of the limited development budget.

#### 3.3.2 Importance of Reliable Traffic Database and Models

For selection of priority projects under the DMPD, the Secretariat members were fully involved in preparation of a long list of the road improvement projects, traffic demand forecast, GIS network analysis, selection of evaluation criteria, and selection of priority projects. This numerical approach successfully persuaded the donor and implementing agency to follow the analytical result made by the Secretariat.

This evidence shows that the reliable database and models and rational evaluation method are

inevitable to develop a consensus and agreement among the different stakeholders.

### 3.3.3 Importance of the OJT and Pilot Project

The pilot project and on-the-job training (OJT) played an important role to develop local capabilities throughout the Project. The Secretariat members conducted a series of traffic surveys as the OJT, including parking survey, public transport survey, building survey, and analyzed survey data. The Secretariat members prepared an implementation plan of the CBD traffic improvement plan as the pilot project, using the result of the traffic survey.

Through the implementation of the OJT and planning works on the pilot project, the Secretariat members learned various practical skills for future pilot project, and which could contribute to sustainability of the Project.

### 3.3.4 Importance of Chain of Command among Stakeholders

At the initial stage of the Project, the DCC was solely involved in the Project and thus, all the commands were made through the DCC. Due to recent decentralization, DCC was considered as an implementing agency, managing the on-street parking and bus terminals and less considered as a coordinating agency among the stakeholders. In the 2<sup>nd</sup> JCC/Steering Committee, it was agreed that the DMS-RAS should be an owner of the Project and all necessary commands have been made through the DMS-RAS office and the DMS-RAS was fully involved as the coordinating agency among the concerned organizations to accelerate the implementation of the short-term measures.

Since there were a wide range of stakeholders in the urban transport sector in Dar es Salaam (e.g., the Secretariat consists of 11 organizations and agencies and the Steering Committee of 17 organizations and agencies), the Project was smoothly implemented, by understanding the power balance among the stakeholders, appointing the right coordinator, and assigning the responsibilities to the concerned agencies by the coordinator.

### 3.3.5 Importance of Public Awareness

In the past, local governments in Dar es Salaam had tried to alleviate traffic congestion by introducing traffic management programs. The results or effect of these programs were not significant because of the lack of well planned programs and coordination amongst corresponding agencies. In the Project, reflecting previous experiences, the pilot project and public awareness campaign as a part of CBD traffic improvement plan, were designed, and discussed and agreed among the stakeholders in the 4<sup>th</sup> JCC/Steering Committee meeting.

Since the budget for development of the transport infrastructure was very limited, the local governments in Dar es Salaam should continue to practice the effective traffic management programs, by implementing the pilot project and public awareness campaign.

Implementers: Regional Administrative Secretary, DSM City Council, Ilala Municipality

### TRAFFIC CIRCULATION CHANGE IN CITY CENTRE

**Major streets diverted to One-way.**  
**Samora and Sokoine diverted to opposite direction.**  
**Daladala terminus at Old Posta, Kivukoni, Stationi (Kilwa/Uhuru/Nyerere routes) and YMCA (Morogoro/Ali Hassan routes).**

**Purpose:**  
 The purpose of changes in traffic circulation is primarily to de-congest traffic in City Centre. It also contributes (i) to improve efficiency of daladala operation, (ii) smoothly implement BRT/DART (Bus Rapid Transit), (iii) to allow part of Morogoro dedicated only for BRT/pedestrians.

**Streets diverted to One-way include:**  
 - Aggrey Street  
 \*Changes in other streets will be soon announced.

**Streets diverted to opposite direction include:**  
 - Samora Avenue  
 - Sokoine Drive

**Selected Kilwa route daladala (Mbaga/Rangi3, Temeke - Posta) and Uhuru/Nyerere route (Gongolamboto, Temeke, Vigunguti, Tabata/Segerea - Posta) terminus at Stationi.**  
**Selected Ali Hassan Mwinyi route daladala (Mwenge - Posta) and Morogoro route (Ubungo, Mwenge, Kimara) terminus at YMCA.**  
**All Kivukoni route and Old Posta route daladala return to Maktaba Street (No return to Sokoine Dr. and Uhuru Street).**

**Contact:**  
 Please contact at Ilala Municipality (Eng. Tighawa: 0754 372900), Dar es Salaam City Council (Eng. Nyenye: 0655 624670) and DSM Region (Eng. Wamala: 0713 680880) for more details.

### TRAFFIC CIRCULATION CHANGE IN CITY CENTER

**Contact:** Please contact at Ilala Municipality (Eng. Tighawa: 0754 372900), Dar es Salaam City Council (Eng. Nyenye: 0655 624670) and DSM Region (Eng. Wamala: 0713 680880) for more details.

### DALADALA REROUTING

**From/ To Ali Hassan Mwinyi**

**From/ To Morogoro Road**

### DALADALA REROUTING

**From/ To Kilwa/ Nyerere/ Uhuru**

**Daladala Route Change**

**IMPORTANT NOTICE**  
 Half of Daladala operation destined to Old Posta will be diverted to YMCA and Stationi!  
 All Kivukoni routes remain same!

Route Direction	New Route
Ali Hassan Mwinyi	Mwenge - YMCA
Morogoro	Ubungo - YMCA
	Mwenge - Shokilango - YMCA
	Kimara - YMCA
Kilwa	Mbaga/ Rangi3 - Stationi
Uhuru/ Nyerere	Temeke - Stationi
	Gongolamboto - Stationi
	Temeke - Stationi
	Vigunguti - Stationi
	Tabata/ Segerea - Stationi

Figure 3-4 Example of Public Awareness Campaign

3.3.6 Coordination with Other Donors

For the success of the Project, the coordination with other donors was also essential. The achievement of the Project shows that as a result of the coordination with the World Bank and PMO-RALG, priority road improvement projects under the DMDP were selected and confirmed by the Steering Committee members. For the technical assistance project in the infrastructure

sector, since it requires considerable amount of development funds, the coordination with other donors in the project design stage and implementation stage is highly recommended.

## Chapter 4 Achievement of Project Output and Purpose

The JICA dispatched the Terminal Evaluation Mission between 3<sup>rd</sup> June and 16<sup>th</sup> June, 2012. The Terminal Evaluation Mission, composed of four members from JICA and private consulting company, evaluated performance and achievement of the Project, by the structured questionnaire survey and interview survey to the concerned organizations.

The following discussion summarizes the achievement of the Project and the recommendations provided to attain the overall goal of the Project.

### 4.1 Achievement of Project Output

Output 1: Coordinating groups (i.e. Secretariat and Steering Committee) are established with charter of operations.

Output 1 has been achieved. The first JCC/Steering Committee confirmed the structure and the function of the Secretariat and the Steering Committee. The role of the concerned organizations was clarified and coordinated in planning and implementation of a pilot CBD traffic improvement plan through a series of Secretariat meetings. DART Agency, DCC, TANROADS and Ilala Municipality coordinated, assigning their responsibilities in this pilot project.

Output 2: Training needs are identified and assessed and transport planning capabilities of individuals involved in the Project are improved.

Output 2 has been mostly achieved. Two training courses for transport planning were conducted jointly by JICA experts and NIT. A total of 30 personnel from the concerned organizations and academic institutions participated in the training. According to the training evaluation questionnaire, approximately 70% of the participants answered the training courses were either 'understandable' or 'very understandable'. Another training course on transport policy was conducted by JICA experts at NIT. A total of 13 personnel from the public organizations and academic institutions participated in the said training. According to the questionnaire survey, approximately 75% of the participants answered the training courses were either 'understandable' or 'very understandable'. In order to use the knowledge gained from the training, the Secretariat conducted various surveys for CBD traffic improvement plan such as parking survey, public transport survey, building survey and topographic survey. Meanwhile, it was found that the continuous trainings would be required in order to improve and maintain transport planning capacity.

Output 3: A series of policy recommendations are provided and compiled into a policy document.

Output 3 has been achieved. The draft Urban Transport Policy was discussed and agreed in a series of workshops, involving Secretariat members. In order to incorporate the draft Urban Transport Policy into the new National Transport Policy, a series of discussion with the public



organizations were conducted and finally most of the contents of the Urban Transport Policy were incorporated into the National Transport Policy.

Output 4: Coordinated and prioritized plans/projects are studied/approved for immediate actions.

Output 4 has been mostly achieved. The Secretariat produced draft pilot projects, i.e. CBD traffic improvement plan and road improvement plan from the long list of the projects. Especially, the Secretariat evaluated the long list from economic and natural and social environmental viewpoints in order to prioritize the pilot projects. The Secretariat conducted various surveys for CBD traffic improvement plan, i.e. parking survey, public transport survey, building survey and topographic survey, and finalized the said plan using the result of traffic survey.

## 4.2 Achievement of Project Purpose and Overall Goal

Project Purpose: A mechanism to coordinate transport projects of relevant organizations in Dar es Salaam and monitor their implementations is established with its capacity being strengthened.

The Project Purpose would be achieved within the completion of the Project. The achievement of the Project Purpose was judged by the indicator ‘Actions to incorporate draft Urban Transport Policy and urgent projects agreed among the coordinating group into the policy and budget of the concerned organizations are taken by the coordinating group members’. The actions were taken by the Secretariat members to incorporate a draft Urban Transport Policy and urgent projects, which were delivered based on the agreement among the Secretariat members, into the policy and the budget of the concerned organizations. Furthermore, some organizations including DCC have managed to incorporate the urgent plan into the draft budget of the organizations.

## 4.3 Summary of Evaluation Results

### 4.3.1 Relevance

The relevance of the Project is considered high.

The Project Purpose and Overall Goal remain relevant to the national policies and priorities in Tanzania, such as MKUKUTA II (Poverty Reduction Strategy Paper 2011-2015) as well as the National Transport Policy 2003. MKUKUTA II sets out urban transport as one of the prioritized areas in the transport sector while the National Transport Policy 2003 emphasizes the urban mobility as one of the policy directions.

Transport sector is one of the priority areas of the Japan’s country assistance strategy to Tanzania. The country assistance strategy mentions that the assistance to mitigate the traffic congestion in the urban area is to be continuously implemented in its rolling plan.

The Project was considered relevant to the development needs of Dar es Salaam City. At the initial stage of the Project, the Secretariat held the workshop to discuss and reveal problems of urban

transport sector. As a result, the fragmented roles among the concerned organizations were found as one of the critical problems in urban transport sector in Dar es Salaam.

The implementation of the Project was well coordinated with the assistance program of other donors. The donor's assistance in the urban transport of Dar es Salaam has been well coordinated with JICA-supported Master Plan. The World Bank had an intention to use the coordinating mechanism of the Secretariat and Steering Committee when implementing the World Bank-sponsored DMDP.

#### 4.3.2 Effectiveness

The effectiveness of the Project is considered high.

The indicators set to measure the Project Purpose have been met. In addition, some good practices that the Secretariat and the Steering Committee coordinated in preparation of the policy and projects, have been identified by the time of the Terminal evaluation.

As for the relationship between the project purpose and the outputs, the interviews to the Expert Team as well as the Secretariat members found that four outputs were considered to be enough to achieve the Project Purpose. The result of the interviews suggested that the inclusion of the practical activities, i.e. drafting the urban transport policy (Output 3) and the pilot projects (Output 4), as part of the Project contributed to achievement of the Project Purpose.

#### 4.3.3 Efficiency

The efficiency of the Project is considered high.

Achievements have been observed in all outputs mostly as planned.

As for the inputs, most inputs have been made according to the original plan except the Japanese experts and the third country training. 4.99 M/M is to be additionally used for Japanese experts by the end of the Project. However, additional M/M was used for the activities to assist the implementation of the pilot projects. In addition, the Japanese experts have been dispatched in a timely manner in order to achieve the outputs. It was also found that the third country training has contributed to achievement of the outputs by providing the opportunity to learn directly from the coordinating organization for urban transport sector in other country.

#### 4.3.4 Impact

The Overall Goal 'Transport policies of relevant organizations in Dar es Salaam are coordinated and harmonized' was likely to be achieved. It was found that some contents of draft Urban Transport Policy have been incorporated into the National Transport Policy drafted in 2012 while the pilot projects have been incorporated into the draft budget of DCC.

Whereas, the Overall Goal 'Traffic congestion in Dar es Salaam is mitigated' was considered

difficult to achieve due to the logical gap between the Project Purpose and the Overall Goal. It was proposed that the Overall Goal should be set as Super Goal.

#### 4.3.5 Sustainability

Policies: MKUKUTA II (2011-2015) prioritizes Urban Transport as one of important issues in Transport sector. During the Project, some part of a draft Urban Transport Policy agreed in the Secretariat has been incorporated into the draft National Transport Policy which is to be finalized in October, 2012.

Organizational aspects: The Secretariat had held 27 meetings, approximately twice per month while the Steering Committee had convened twice by the time of the Terminal Evaluation. However, the interviews to the Secretariat members suggested that the structure as well as the charter of operations of the Secretariat and Steering Committee should be discussed and agreed in order to sustain them after the completion of the Project. As for the Secretariat, the interviews suggested that DSM-RAS should be the coordinator with assistance from the DCC, not the other way around. Whereas, the interviews revealed that the Steering Committee needed to have the structure through which the decision made by Steering Committee would be mandatory for the concerned organizations.

Financial aspects: The lack of budget to maintain the Secretariat and Steering Committee's activities as well as to implement the transport projects would be obstructing factor for the sustainability of the Project. However, it was also pointed out that since the pilot projects, especially DMDP projects, were highly likely to be materialized, there would be requirement for the Secretariat in order to coordinate the discussions on the urban transport among the concerned organizations with DMDP.

Technical aspects: Through the Secretariat meeting and Steering Committee meeting, Urban Transport Policy was drafted and urgent projects were prioritized by using urban transport planning technique. In order to sustain the technical capacity, there was a plan for the training course to be led by the NIT. NIT was to obtain the official recognition by Engineer Registration Board (ERB).

### 4.4 Factors to Realize Effects

#### 4.4.1 Factors concerning to the Planning Process

Project planning/implementation in accordance with the budget planning cycle of Tanzania: Since the Project has been planned and implemented in accordance with the budget planning cycle of Tanzanian government, the outputs have been achieved in a timely manner, to incorporate into the annual plan and budget of the concerned organizations. As a result, some portion of the pilot project has been incorporated into the draft budget of the concerned organization.

On-the job (OJT) opportunities, i.e. drafting the pilot projects: This Project has provided the opportunities to actually experience the activities of the coordinating organization in the urban transport policy and planning, i.e. coordination of the projects, coordination of the concerned organizations, project planning and budget application. As a result, it has contributed to the improvement of the coordinating capacity and transport planning capacity of the concerned organizations.

#### 4.4.2 Factors concerning to the Implementation Process

Active participation of the Tanzanian stakeholders in the Secretariat in the second year of the Projects: In the Project, active participations of the Tanzania stakeholders have contributed to the effect of the Project. For example, the MOW, which started to allocate the member in the Secretariat from the second year, has actively involved in the activities to incorporate the pilot project in to the ministerial budget, thereby contributed to the achievement of the Project Purpose.

The coordination with other donors' projects: In the Project, the effective coordination with DMDP financed by the World Bank has contributed to the organizational and financial aspects of the sustainability of the Project.

### 4.5 Conclusion and Recommendations

#### 4.5.1 Conclusion

The Project contributed to capacity building of the coordinating mechanism, establishing the Secretariat and Steering Committee in the transport sector in Dar es Salaam. The performance and implementation process were considered applicable. With regard to the evaluation based on five evaluation criteria, the Project was highly evaluated by the joint evaluation team, although some challenges were observed especially in the criterion of sustainability.

#### 4.5.2 Recommendations

##### (1) Short-term recommendations

- Active participation of the concerned organizations in the Secretariat should continue.
- The charter of operations of the Secretariat and Steering Committee should be made in the written document, to provide enough power to coordinate the plans and budget of the concerned organizations.
- A close coordination with the donor projects, such as DMDP, should be maintained.
- The training course of NIT on urban transport planning should be registered by the ERB.

##### (2) Long-term recommendations

- A coordination mechanism should be exercised in the relevant ministry, giving the power to

coordinate the plan and budget of all urban transport projects in Dar es Salaam and legislating the coordination mechanism at the end.

- The technical training on urban transport planning should be provided by NIT to the relevant stakeholders in order to improve and maintain transport planning capacity.

### **(3) Other recommendations**

The Overall Goal ‘Traffic congestion in Dar es Salaam is mitigated’ should be set as Super Goal and the Project during the remaining period should concentrate on the activities to contribute to the Overall Goal ‘Transport policies of relevant organizations in Dar es Salaam are coordinated and harmonized’.

## Chapter 5 Proposed Tasks for Sustainable Coordination

### Mechanism

The Tanzanian side should continue project activities to accomplish the overall goal of the Project; ‘Transport policies of relevant organizations in Dar es Salaam are coordinated and harmonized’, and establish self-reliant coordination mechanism in the urban transport sector in Dar es Salaam. As mentioned in Chapter 3 and Chapter 4 in this report, the following tasks and responsibilities should be fulfilled by corresponding agencies to strengthen and maintain better coordination among relevant agencies;

- PMO-RALG should be a champion of urban transport policy, developing investment plan and assigning responsibilities to implementing agencies.
- PMO-RALG should establish coordination mechanism at a policy level (Policy – Investment Plan – Sector Review) and monitor the progress of each implementing agency.
- PMO-RALG should enhance the coordination mechanism by legislating DUTA.
- DSM-RAS should be a coordinating organ, with the Secretariat functioning, involving a range of implementing agencies.
- DSM-RAS should absorb the Secretariat in existing RRB or RCC to involve it in decision making process.
- The Secretariat should well function, by improving their skills and knowledge in the urban transport planning.

To strengthen a coordination mechanism among relevant agencies, the Expert Team proposed the tasks fulfilled by the PMO-RALG, DSM-RAS and the Secretariat as listed in the following table together with annual activities by the Secretariat and Steering Committee. This proposal was discussed in the 4<sup>th</sup> JCC/Steering Committee on 17<sup>th</sup> December 2012, and agreed by the Steering Committee members to continue project activities, following the proposals made by the Expert Team.

**Table 5-1 Major Tasks of Key Stakeholders**

Stakeholders	Major Tasks
PMO-RALG	<ul style="list-style-type: none"> <li>• Organize and chair the Steering Committee twice a year</li> <li>• Assign responsibilities to local authority</li> <li>• Allocate budget and resources for plans/ project approved by the SC</li> <li>• Finance operational cost of Secretariat</li> <li>• Coordinate with donors</li> <li>• Develop Dar Urban Transport Policy/ Investment Plan</li> <li>• Legislate the DUTA</li> </ul>

Stakeholders	Major Tasks
DSM-RAS	<ul style="list-style-type: none"> <li>• Organize regular Secretariat meetings</li> <li>• Coordinate with other Ministries/ Agencies</li> <li>• Monitor the progress of the plans/ project approved by the SC</li> </ul>
Secretariat	<ul style="list-style-type: none"> <li>• Discuss and agree with the priority plans</li> <li>• Conduct studies and develop detailed plans/ projects/ budget plan</li> <li>• Report to and coordinate with home Ministries/ Agencies</li> <li>• Skills/ knowledge further trained at NIT</li> </ul>

**Table 5-2 Proposed Schedule of Secretariat and JCC/Steering Committee**

Proposed Schedule	Activities of Secretariat	Activities of JCC/Steering Committee
Dec. 2012	Report the plan and priority project and budget plan (FY 2013/14) to the SC	Approve the proposed plan and coordinate to materialize the project, assigning responsibilities to implementing agencies
Jan. – Jun. 2013	Regular meetings to develop detailed plan and project and monitor the budget plan for the priority projects in implementing agencies	
Jul. 2013	Report the progress (budgeting and detailed studies) of the plans/ projects	Monitor the progress (coordination and budgeting) of proposed program/ projects and assign responsibilities
Aug. – Nov. 2013	Regular meeting to develop the draft plan with priority projects and budget plan (for FY2014/15). Coordinate with home agencies to realize approved plans/ projects (for FY2013/14)	

## Appendix

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Appendix 1 PDM

Appendix 2 Handouts and Minutes of Meeting of  
JCC/Steering Committee

Appendix 3 Discussion Paper

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Appendix 1  
PDM

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PDM agreed during Preparatory Survey  
PDM agreed in the 1<sup>st</sup> JCC/Steering  
Committee  
PDM agreed in the 3<sup>rd</sup> JCC/Steering  
Committee

Project Title: Capacity Building Project for the Improvement of Dar es Salaam Transport

Target Area: Dar es Salaam

Target Group: The Secretariat and the members of the "Improvement of Dar es Salaam Transport" Steering Committee

Date prepared: 10th December, 2009

NARRATIVE SUMMARY			
OVERALL GOAL	INDICATORS		IMPORTANT ASSUMPTIONS
1. Transport policies of relevant organizations in Dar es Salaam are coordinated and harmonized. 2. Traffic congestion in Dar es Salaam is mitigated.	(a) Rolling plans for Dar es Salaam transport approved by the Steering Committee are followed up by relevant organizations. (b) The length of congestion queues in Dar es Salaam is shortened.	(a) Interviews to relevant organizations, records of Steering Committee meetings (b) Results of traffic surveys	
<b>[PROJECT PURPOSE]</b> A mechanism to coordinate transport projects of relevant organizations in Dar es Salaam and monitor their implementation is established with its capacity being strengthened.	(a) The Secretariat has developed capability to report the status of transport projects in Dar es Salaam with analysis. (b) The Steering Committee makes recommendations to relevant organizations and receive feedbacks from them.	(a) Progress reports (monitoring records of transport projects) prepared by the Secretariat (b) Meeting records of the Steering Committee and the status of feedbacks	Relevant organizations have strong willingness to coordinate with each other. Budget to implement projects is ensured.
<b>[OUTPUT]</b> 1. The Secretariat's capacity to analyze the status of transport projects in Dar es Salaam and report it to the Steering Committee is strengthened.	(a) Secretariat members have become able to collect and compile the status of the progress of transport projects. (b) Secretariat members have become able to analyze the problems and suggest solutions about transport projects in Dar es Salaam.	(a), (b) Monitoring sheets for capacity development to be prepared by JICA experts, Secretariat's reports for Steering Committee	
2. The "Improvement of Dar es Salaam Transport" Steering Committee makes recommendations to relevant organizations.	(a) The Steering Committee agrees upon recommendations toward relevant organizations. (b) The recommendations of the Steering Committee are sent out to relevant organizations and the Steering Committee receives feedbacks.	(a) Meeting records of the Steering Committee (b) Meeting records of the Steering Committee, Interviews to relevant organizations	
3. Transport-related organizations have become able to utilize STRADA (System for Traffic Demand Analysis) for traffic projections.	(a) User-friendly textbooks and teaching materials for STRADA. (b) Number of government officials who have become capable of using STRADA. (c) Number of the trainers who have become capable of conducting training of STRADA independently	(a) Training records (b) Training records (c) List of textbooks and teaching materials and their quality	
4. The results of traffic demand analysis are incorporated into transport policies of relevant organizations.	(a) Transport database updated or created (b) Results of STRADA used for transport planning	(a) Database (b) Interviews with relevant organizations	
<b>[ACTIVITIES]</b> 1-1 Collect information about the status of projects from transport-related organizations. 1-2 Compile the collected information into a dataset. 1-3 Analyze the relationships of projects and prepare Action Plans and Progress Reports. 2-1 Discuss the Action Plans and Progress Reports presented by the Secretariat and prepare recommendations toward relevant organizations. 2-2 Submit recommendations to relevant organizations. 2-3 Receive and follow up feedbacks from relevant organizations. 3-1 Prepare textbooks for STRADA. 3-2 Prepare teaching materials for STRADA. 3-3 Conduct training and TOT for STRADA at NIT. 4-1 Identify the needs for traffic counts and conduct them. 4-2 Update or create traffic database. 4-3 Support transport-related organizations in analyzing traffic by using STRADA and making policies.	<b>[INPUT]</b>		
	<p>&lt;Tanzanian Side&gt;</p> <p>1. Personnel</p> <p>1) Project Director : Dar es Salaam Regional Administrative Secretary</p> <p>2) Project Manager : City Director of DCC</p> <p>3) Counterparts of Secretariat (DSM-RAS, DSM City Council, Municipalities, MOID, TANROADS, PMO-RALG, DART, Traffic Police)</p> <p>4) Counterparts of National Institute of Transport</p> <p>2. Office Space</p> <p>Office spaces at DSM City Council and National Institute of Transport</p> <p>3. Local cost</p> <p>Budget (salary for counterparts, electricity etc.)</p>	<p>&lt;Japanese Side&gt;</p> <p>1. Personnel</p> <p>(1) Experts</p> <p>1) Chief Advisor</p> <p>2) Transport Engineer</p> <p>3) Other Experts (1-2 persons/year)</p> <p>2. Counterpart Training programme: 5-10 persons/year (Training in Japan and/or other countries)</p> <p>3. Equipment</p> <p>IT equipment and software</p> <p>4. Local cost</p> <p>Budget related to the Project management.</p>	<p><b>[Pre-condition]</b></p> <p>(1) Transport-related organizations agree to join the Steering Committee.</p> <p>(2) The Secretariat is formed by the representatives from relevant organizations. DSM City Council assigns two, DSM-RAS assigns one full time technical staff.</p>

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PDM Ver.1

Project Title: Capacity Building Project for the Improvement of Dar es Salaam Transport

Target Area: Dar es Salaam

Target Group: The Secretariat and Steering Committee

NARRATIVE SUMMARY	INDICATORS	MEANS	IMPORTANT ASSUMPTIONS
<b>OVERALL GOAL</b>			
<ul style="list-style-type: none"> <li>- Transport policies of relevant organizations in Dar es Salaam are coordinated and harmonized.</li> <li>- Traffic congestion in Dar es Salaam is mitigated.</li> </ul>	<ol style="list-style-type: none"> <li>1. Decision makers are well aware of the Project.</li> <li>2. The relevant organizations implement the policies/plans/projects proposed during the course of the Project.</li> <li>3. The measures taken contributes to improvement of urban transport environment.</li> </ol>	<ol style="list-style-type: none"> <li>1. List of participants of Steering Committee and other meetings</li> <li>2. Progress report</li> <li>3. Preliminary study report, progress report</li> </ol>	
<b>PROJECT PURPOSE</b>			
A mechanism to coordinate transport projects of relevant organizations in Dar es Salaam and monitor their implementations is established with its capacity being strengthened.	<ol style="list-style-type: none"> <li>1. Coordination groups are established by December 2010.</li> <li>2. Coordination groups hold a series of internal meetings and dissemination seminars throughout the project period.</li> <li>3. Members of the coordination groups are trained to gain transport planning capabilities throughout the project period.</li> <li>4. Coordination groups suggest long-term policy, drafting 2013 Urban Transport Policy by the end of the Project.</li> <li>5. Coordination groups suggest feasible and urgent plans/projects to address urban transport problems.</li> </ol>	<ol style="list-style-type: none"> <li>1. Minutes of Steering Committee meeting.</li> <li>2. Records of discussion, meeting agenda, presentation materials, snapshot of the meetings.</li> <li>3. Training program, training materials, number of trainees, evaluation report, progress report.</li> <li>4. Records of discussion, Draft 2013 Urban Transport Policy, progress report.</li> <li>5. Records of discussion, preliminary study report, progress report.</li> </ol>	Organizational structure and responsibilities of organizations concerned remain unchanged. Budget is secured for implementation of urgent plans/projects
<b>OUTPUT</b>			
1. Coordinating groups (i.e., Secretariat and Steering Committee) are established with charter of operations.	<ol style="list-style-type: none"> <li>1. Steering Committee confirms members of the Secretariat/Steering Committee and line of communications amongst them.</li> <li>2. The Secretariat members organize a series of weekly meetings and Steering Committee members organize several meetings.</li> <li>3. Steering Committee members are to provide recommendations to the Secretariat and give feedback to each home organization.</li> <li>4. Secretariat is to disseminate the output of the Project, e.g., at the Regional Road Board.</li> <li>5. Secretariat is to monitor the progress of the Project and report it to the Steering Committee.</li> </ol>	<ol style="list-style-type: none"> <li>1. Minutes of Steering Committee meeting.</li> <li>2. Records of discussion, meeting agenda, presentation materials, snapshot of the meetings.</li> <li>3. Records of discussion</li> <li>4. Records of discussion, meeting agenda, presentation materials, snapshot of the meetings.</li> <li>5. PDM, WBS</li> </ol>	Members of Secretariat/Steering Committee share motivations to participate in this Project.
2. Training needs are identified and assessed and transport planning capabilities of individuals involved in the Project are improved.	<ol style="list-style-type: none"> <li>1. JICA Experts are to collect curriculum vitae and current duties of candidates of each organization/institutes.</li> <li>2. JICA Experts are to select individuals involved in training program.</li> <li>3. JICA Experts are to prepare and provide appropriate program and materials for the improvement of transport planning capacity.</li> <li>4. Individuals involved in training program are to conduct a series of transport planning works (e.g., traffic demand forecast).</li> <li>5. Individuals involved in task-force for the Secretariat are to work for actual transport planning.</li> </ol>	<ol style="list-style-type: none"> <li>1. CV's of candidates.</li> <li>2. List of participants of training program.</li> <li>3. Summary of impression and opinion of individuals involved in training program.</li> <li>4. Homework at the end of each stage of training program.</li> <li>5. Preliminary study or impact assessment of short-term project proposed in the Project.</li> </ol>	The number of drop-out trainees is small.

<p>3. A series of policy recommendations are provided and compiled into a policy document.</p>	<p>1. Secretariat members are to identify cross-cutting organizational/institutional/regulatory issues.  2. Secretariat members are to identify issues related to transport infrastructure and service.  3. Secretariat members are to organize a series of stakeholder meetings, involving concerned organizations and donors.  4. Secretariat members are to draft integrated urban transport policies.  5. Steering Committee members are to provide recommendations to the draft urban transport policies and approve this draft policy.</p>	<p>1. List of data collected, meeting records, progress report on existing organizational capabilities and capacity assessment  2. List of data collected, meeting records, progress report on existing infrastructure and service and problem identification  3. Records of discussion, meeting agenda, presentation materials, snapshot of the meetings.  4. Draft report on urban transport policy.  5. Records of discussion, meeting agenda, presentation materials, snapshot of the meetings.</p>	<p>The decision makers acknowledge importance of long-term urban transport policy, incorporating into policy document.</p>
<p>4. Coordinated and prioritized plans/projects are studied/approved for immediate actions.</p>	<p>1. Secretariat members are to collect and analyze relevant info. of current urban transport conditions.  2. Secretariat members are to identify critical urban transport problems and urgent urban transport projects.  3. Secretariat members are to facilitate to conduct preliminary study on urgent urban transport projects.  4. Secretariat members are to provide recommendations for immediate actions to the Steering Committee members.  5. Steering Committee members are to provide recommendations for implementation of the immediate actions and approve proposals from Secretariat.</p>	<p>1. List of data collected, meeting records, progress report on existing road/public transport/traffic conditions.  2. Progress report on problem analysis and selection of urgent urban transport projects.  3. Draft preliminary study report on urgent urban transport projects.  4. Records of discussion, meeting agenda, presentation materials, snapshot of the meetings.  5. Records of discussion, meeting agenda, presentation materials, snapshot of the meetings.</p>	<p>Budget is secured for implementation of urgent plans/projects</p>
<b>ACTIVITIES</b>		<b>INPUT</b>	
<p>1-1. Establish the Steering Committee/Secretariat.</p> <p>1-2. Organize a series of Steering Committee/Secretariat meetings.</p> <p>1-3. Inform all stakeholders of meeting outcomes and agreements and amend project design if necessary.</p> <p>1-4. Disseminate the output of the Project.</p> <p>1-5. Monitor the progress of the Project and report it to the organizations concerned.</p> <p>2-1. Assess training needs, gaps and potential training candidates</p> <p>2-2. Select a limited number of candidates for training (who are expected to contribute to project activities of the Secretariat)</p> <p>2-3. Design training programs covering the project period.</p> <p>2-4. Provide a series of training sessions.</p> <p>2-5. Design practical role for trainees within the secretariat.</p> <p>3-1. Review of existing organizations' roles responsibilities and capabilities.</p> <p>3-2. Identify cross-cutting organizational/institutional/regulatory issues and resolve through organizational recommendadtions.</p> <p>3-3. Assess the existing transport infrastructure and services and ongoing and planned project.</p> <p>3-4. Identify and assess issues related to transport infrastructure and services.</p> <p>3-5. Draft integrated urban transport policies (which is expected to be reflected to 2013 National Transport Policy).</p> <p>3-6. Provide recommendations to relevant organizations for their actions.</p> <p>4-1. Identify and assess urban transport problems and critical projects.</p> <p>4-2. Prioritize and develop into a transport improvement program.</p> <p>4-3. Facilitate to develop the project profile of the short-term measures and TOR for the supplementary works.</p> <p>4-4. Support to conduct necessary studies on short-term measures.</p> <p>4-5. Prepare solutions in an integrated manner through coordination amongst the organizations.</p>		<p>&lt;Tanzanian Side&gt;</p> <p>1. Personnel</p> <p>1) Project Director: DSM- RAS</p> <p>2) Project Manager: City Director of DCC</p> <p>3) Counterparts of Secerariat: (DSM-RAS, DCC, Municipalities, MOT, MOW, TANROADS, PMO-RALG, DART, Traffic Police)</p> <p>2. Others</p> <p>Office space and local cost</p> <p>&lt;Japanese Side&gt;</p> <p>1. Personnel</p> <p>1) Team Leader/Transport Administration</p> <p>2) Transport Planning</p> <p>3) Human Resource Development</p> <p>4) Traffic Demand Forecast/Database Management</p> <p>5) Public Transport Planning</p> <p>6) Road Planning/Project Coordination</p> <p>2. Others</p> <p>IT equipment and local cost</p>	

PDM Ver.2

Project Title: Capacity Building Project for the Improvement of Dar es

Salaam Transport

Target Area: Dar es Salaam

Target Group: The Secretariat and Steering Committee

NARRATIVE SUMMARY	INDICATORS	MEANS	IMPORTANT ASSUMPTIONS
<b>SUPER GOAL</b>			
- <u>Traffic congestion in Dar es Salaam is mitigated.</u>			
<b>OVERALL GOAL</b>			
- Transport policies of relevant organizations in Dar es Salaam are coordinated and harmonized.	- <u>The relevant organizations implement the policies/ plans/ projects proposed during the course of the Project.</u>	1. List of participants of Steering Committee and other meetings 2. Progress report 3. Preliminary study report, progress report	
<b>PROJECT PURPOSE</b>			
A mechanism to coordinate transport projects of relevant organizations in Dar es Salaam and monitor their implementations is established with its capacity being strengthened.	- <u>Actions to incorporate Draft Urban Transport Policy and urgent projects agreed among the coordinating group into the policy and budget of the concerned organizations are taken by the coordinating group members.</u>	1. Minutes of Steering Committee meeting. 2. Records of discussion, meeting agenda, presentation materials, snapshot of the meetings. 3. Training program, training materials, number of trainees, evaluation report, progress report. 4. Records of discussion, Draft 2013 Urban Transport Policy, progress report. 5. Records of discussion, preliminary study report, progress report.	Organizational structure and responsibilities of organizations concerned remain unchanged. Budget is secured for implementation of urgent plans/projects
<b>OUTPUT</b>			
1. Coordinating groups (i.e., Secretariat and Steering Committee) are established with charter of operations.	- <u>Role of the concerned organizations become clear through the coordinating group.</u>	1. Minutes of Steering Committee meeting. 2. Records of discussion, meeting agenda, presentation materials, snapshot of the meetings. 3. Records of discussion 4. Records of discussion, meeting agenda, presentation materials, snapshot of the meetings. 5. PDM, WBS	Members of Secretariat/Steering Committee share motivations to participate in this Project.
2. Training needs are identified and assessed and transport planning capabilities of individuals involved in the Project are improved.	- <u>Capacity for transport planning is improved for individuals in this Project.</u>	1. CV's of candidates. 2. List of participants of training program. 3. Summary of impression and opinion of individuals involved in training program. 4. Homework at the end of each stage of training program. 5. Preliminary study or impact assessment of short-term project proposed in the Project.	The number of drop-out trainees is small.

3. A series of policy recommendations are provided and compiled into a policy document.	- <u>Draft Urban Transport Policy agreed in the coordinating groups is made.</u>	1. List of data collected, meeting records, progress report on existing organizational capabilities and capacity assessment 2. List of data collected, meeting records, progress report on existing infrastructure and service and problem identification 3. Records of discussion, meeting agenda, presentation materials, snapshot of the meetings. 4. Draft report on urban transport policy. 5. Records of discussion, meeting agenda, presentation materials, snapshot of the meetings.	The decision makers acknowledge importance of long-term urban transport policy, incorporating into policy document.
4. Coordinated and prioritized plans/projects are studied/approved for immediate actions.	- <u>Plans for immediate actions agreed in the coordinating groups are made.</u> - <u>Plans for immediate actions with completed preliminary study are made.</u>	1. List of data collected, meeting records, progress report on existing road/public transport/traffic conditions. 2. Progress report on problem analysis and selection of urgent urban transport projects. 3. Draft preliminary study report on urgent urban transport projects. 4. Records of discussion, meeting agenda, presentation materials, snapshot of the meetings. 5. Records of discussion, meeting agenda, presentation materials, snapshot of the meetings.	Budget is secured for implementation of urgent plans/projects
<b>ACTIVITIES</b>		<b>INPUT</b>	
<p>1-1. Establish the Steering Committee/Secretariat.</p> <p>1-2. Organize a series of Steering Committee/Secretariat meetings.</p> <p>1-3. Inform all stakeholders of meeting outcomes and agreements and amend project design if necessary.</p> <p>1-4. Disseminate the output of the Project.</p> <p>1-5. Monitor the progress of the Project and report it to the organizations concerned.</p> <p>2-1. Assess training needs, gaps and potential training candidates</p> <p>2-2. Select a limited number of candidates for training (who are expected to contribute to project activities of the Secretariat)</p> <p>2-3. Design training programs covering the project period.</p> <p>2-4. Provide a series of training sessions.</p> <p>2-5. Design practical role for trainees within the secretariat.</p> <p>3-1. Review of existing organizations: roles responsibilities and capabilities.</p> <p>3-2. Identify cross-cutting organizational/institutional/regulatory issues and resolve through organizational recommendadtions.</p> <p>3-3. Assess the existing transport infrastructure and services and ongoing and planned project.</p> <p>3-4. Identify and assess issues related to transport infrastructure and services.</p> <p>3-5. Draft integrated urban transport policies (which is expected to be reflected to 2013 National Transport Policy).</p> <p>3-6. Provide recommendations to relevant organizations for their actions.</p> <p>4-1. Identify and assess urban transport problems and critical projects.</p> <p>4-2. Prioritize and develop into a transport improvement program.</p> <p>4-3. Facilitate to develop the project profile of the short-term measures and TOR for the supplementary works.</p> <p>4-4. Support to conduct necessary studies on short-term measures.</p> <p>4-5. Prepare solutions in an integrated manner through coordination amongst the organizations.</p>		<p>&lt;Tanzanian Side&gt;</p> <p>1. Personnel</p> <p>1) Project Director: DSM- RAS</p> <p>2) Project Manager: City Director of DCC</p> <p>3) Counterparts of Secreariat: (DSM-RAS, DCC, Municipalities, MOT, MOW, TANROADS, PMO-RALG, DART, Traffic Police)</p> <p>2. Others</p> <p>Office space and local cost</p> <p>&lt;Japanese Side&gt;</p> <p>1. Personnel</p> <p>1) Team Leader/Transport Administration</p> <p>2) Transport Planning</p> <p>3) Human Resource Development (1)</p> <p>4) Human Resource Development (2)</p> <p>5) Traffic Demand Forecast/Database Management</p> <p>6) Public Transport Planning</p> <p>7) Road Planning/Project Coordination</p> <p>8) Road Design/ Construction Supervision</p> <p>2. Others</p> <p>IT equipment and local cost</p>	

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Appendix 2  
Handouts and Minutes of Meeting of  
JCC/Steering Committee

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1<sup>st</sup> JCC/Steering Committee  
2<sup>nd</sup> JCC/Steering Committee  
3<sup>rd</sup> JCC/Steering Committee  
4<sup>th</sup> JCC/Steering Committee



## Capacity Building Project for the Improvement of Dar es Salaam Transport

- 1<sup>st</sup> Joint Coordinating Committee -

19<sup>th</sup> April, 2011

Secretariat for Capacity Building Project  
JICA Expert Team



## Agenda

1. Registration
2. Self Introduction
3. Welcome Remarks/Tanzania side
4. Welcome Remarks/Japanese side
5. Opening Remarks
6. Presentation 1 (Draft Work Plan and PDM)  
– Coffee Break –
7. Presentation 2 (Overall progress of the Project)
8. Discussions and Approval of the Work Plan/PDM
9. Any Other Business
10. Closing Remarks

– Lunch –

2



## Contents of Presentation

Presentation 1: Draft Work Plan and PDM

Presentation 2: Overall progress of the Project

3



## Presentation 1: Draft Work Plan and PDM

4



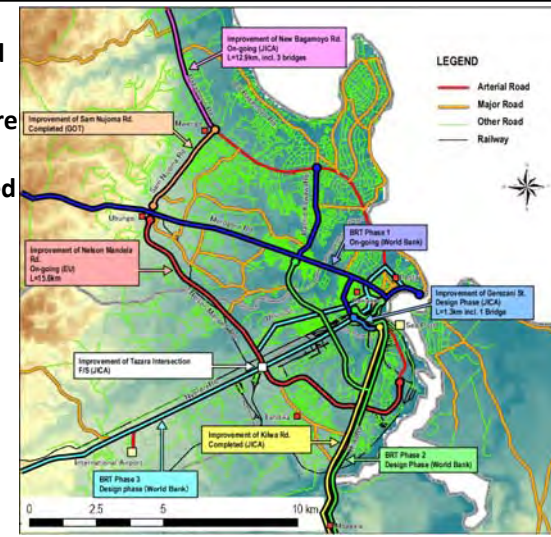


## 1.1 Project Background

- Dar es Salaam Urban Transport Policy and System Development Master Plan (2008, JICA)
  - Infrastructure development plan:
    - Priority projects (Tazara Flyover, Gerezani Road Widening)
      - further studied by JICA
  - Capacity development plan:
    - Dar es Salaam Urban Transport Authority (DUTA)
      - preliminary feasibility study conducted by EU
    - National Centre for Transport Studies (NCTS)
      - requested by GOT for technical cooperation

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## Ongoing and Planned Infrastructure Projects - Coordinated Efforts



## 2007/10 Average Travel Speed – Issues becoming Serious



Source: JICA Preparatory Survey on Tazara Intersection Improvement

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## Typical bottlenecks



Narrow bridge, roundabout, mixed traffic



Broken down car, enough parking spaces?, selfish driving

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## 1.1 Project Background

- Preparatory Survey for Capacity Building Project (2009 and 2010, JICA)
  - Project Framework (implementing agency, project implementation structure, project schedule/period)
  - Project Design Matrix (overall goal, purpose and output/activities, monitoring indicators)

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## 1.1 Project Background

### PDM designed by Preparatory Survey

#### Project Purpose

A mechanism to coordinate transport projects of relevant organizations in Dar is established with its capacity being strengthened.

#### Project Output

1. The Secretariat's capacity to analyze the status of transport projects in Dar and report it to Steering Committee is strengthened.
2. The Steering Committee makes recommendations to relevant organizations.
3. Transport-related organizations become able to utilize STRADA for traffic projection.
4. The Results of traffic demand analysis are incorporated into transport policies of relevant organizations.

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## 1.2 Draft Work Plan – Contents

Contents of Work Plan (see the details in Draft Work Plan Report)

1. Project Background
2. Project Design Matrix (PDM)
  - Project goal and purpose
  - Project activities
  - Project monitoring indicators
3. Project Implementation Plan
  - Project implementation structure
  - Work schedule
  - Staffing schedule

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## 1.2 Draft Work Plan – Revision of PDM

- Project implementation plan, including implementing agency project implementation structure, project period, remains almost same, agreed during Preparatory Survey.
- Project Design Matrix is reviewed and revised through a series of discussions/workshops.



Kick-off meeting and Workshops

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Preparatory Works of PDM		
Meetings	Date	Agenda
Kick-off Meeting	13/Dec/2010	Presentation of project outline Confirmation of project implementation plan
1 <sup>st</sup> Workshop	21/Dec/2010	Discussion on urban transport problems Preparation of the problem tree
2 <sup>nd</sup> Workshop	11/Jan/2011	Discussion on urban transport issues Confirmation of the problem trees
3 <sup>rd</sup> Workshop	18/Jan/2011	Presentation on Draft Work Plan Discussion on short-term measures Discussion on training for transport planning
4 <sup>th</sup> Workshop	18/Feb/2011	Presentation on Draft Work Plan
5 <sup>th</sup> Workshop	15/March/2011	Presentation on institutional framework Presentation on Intersection improvement project Evaluation report on the training course
6 <sup>th</sup> Workshop	29/March/2011	Preparation of proposed short-term measures Presentation on Signal optimization scheme
7 <sup>th</sup> Workshop	12/April/2011	Discussion on Signal optimization scheme

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### 1.2 Draft Work Plan – Revision of PDM

#### Summary Result of Workshop (Problem Tree)

- Assuming a core problem as severe traffic congestion in Dar, 4 direct causes are identified.
  - The first and most critical issue identified is lack of institutional capability, especially absence of urban policy paper and fragmented responsibilities among concerned agencies.
  - Other issues are raised towards quantities and quality of infrastructure provided, inefficient use of infrastructure, and absence of the control on the increasing vehicular traffic.
- Preparation of mid-term urban transport policy and short-term urban transport plan, which prioritizes projects and channels the limited budget to these projects, is confirmed essential as one of the outputs of the Project.

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### Draft PDM – Project Goal, Purpose and Output

Project Purpose

A mechanism to coordinate transport projects of relevant organizations in Dar is established with its capacity being strengthened.

Project Output

1. Coordinating groups (i.e., Secretariat and Steering Committee) are established with charter of operations.
2. Training needs are identified and assessed and transport planning capabilities of individuals involved in the Project are improved.
- ➡ 3. A series of policy recommendations are provided and compiled into a policy document.
- ➡ 4. Coordinated and prioritized plans/projects are studied and approved for immediate actions.

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### Draft PDM – Project Output 1 and Activity

Project Output

1. Coordinating groups (i.e., Secretariat and Steering Committee) are established with charter of operations.

Project Activities

- i. Establish the Steering Committee/Secretariat.
- ii. Organize a series of Steering Committee/Secretariat meetings.
- iii. Inform all stakeholders of meeting outcomes and agreements and amend project design if necessary
- iv. Disseminate the output of the Project.
- v. Monitor the progress of the Project and report it to the organizations concerned.

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### Draft PDM – Project Output 2 and Activity

#### Project Output

2. Training needs are identified and assessed and transport planning capabilities of individuals involved in the Project are improved.

#### Project Activities

- i. Assess training needs and gaps of potential training candidates.
- ii. Select a limited number of candidates for training (who are expected to contribute to project activities of the Secretariat)
- iii. Design training programs covering the project period.
- iv. Provide a series of training sessions.
- v. Design practical role for trainees within the Secretariat.

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### Draft PDM – Project Output 3 and Activity

#### Project Output

3. A series of policy recommendations are provided and compiled into a policy document.

#### Project Activities

- i. Review of existing organizations; roles responsibilities and capabilities
- ii. Identify cross-cutting organizational/institutional/regulatory issues and resolve through organizational recommendations.
- iii. Review of the existing transport infrastructure and services and ongoing and planned project
- iv. Identify and assess issues related to transport infrastructure and services
- v. Draft integrated urban transport policies (which is expected to be reflected to 2013 National Transport Policy)
- vi. Provide recommendations to relevant organizations for their actions.

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### Draft PDM – Project Output 4 and Activity

#### Project Output

4. Coordinated and prioritized plans/projects are studied and approved for immediate actions.

#### Project Activities

- i. Identify and assess urban transport problems and critical projects.
- ii. Prioritize and develop into a transport improvement program.
- iii. Facilitate to develop the project profile of the short-term measures and TOR for the supplementary works.
- iv. Support to conduct necessary studies on short-term measures.
- v. Prepare solutions in an integrated manner through coordination amongst the organizations.

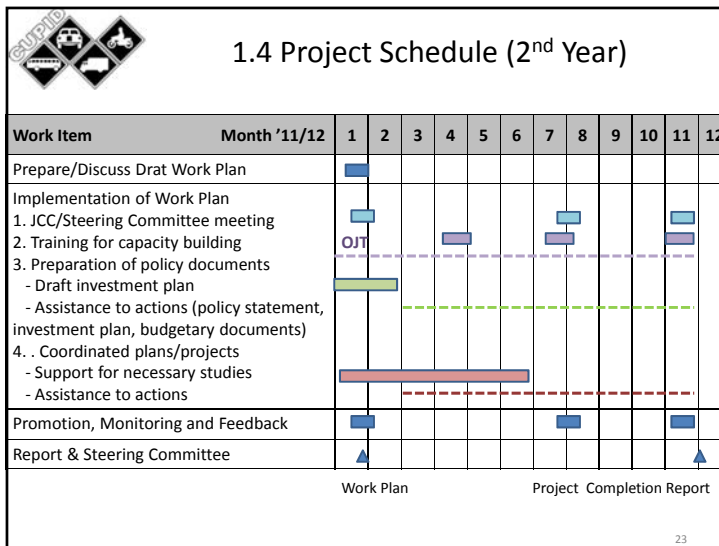
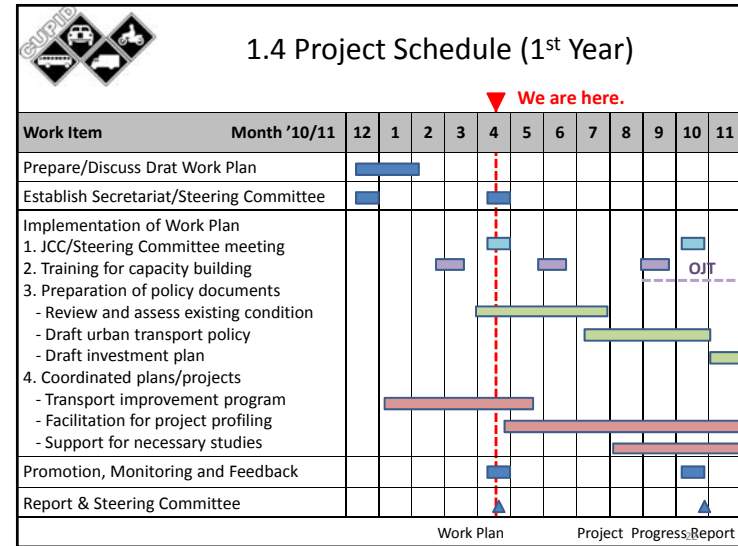
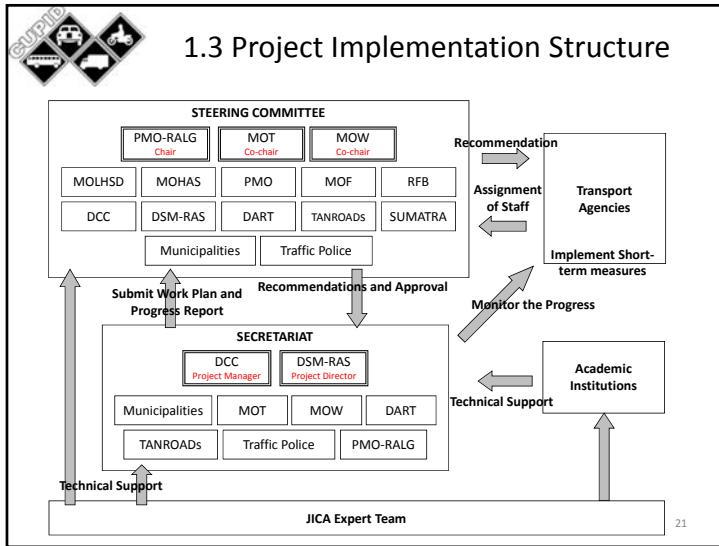
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### Draft PDM – Monitoring Indicators

#### Means of Monitoring Indicators:

1. Minutes of Steering Committee meeting, records of discussion, presentation materials.
2. Training program, training materials, number of trainees, evaluation report.
3. Draft 2013 Urban Transport Policy, draft investment plan.
4. Transport improvement program, project profile of short-term measure, preliminary study report.

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### 1.5 JCC/Steering Committee

No.	Schedule	Agenda
1st	April 2011	1 <sup>st</sup> Year Draft Work Plan • Approval of 1st Year Work Plan
2nd	Oct 2011	Project progress report • Recommendation on capacity building plan/draft urban transport policies/draft transport improvement program & short-term measures
3rd	Jan 2012	2 <sup>nd</sup> Year Draft Work Plan • Approval of 2nd Year Work Plan • Consensus on proposed policies/plans/projects → Reflected into policy statement/budgetary document
4th	Aug 2012	• Monitor on progress of proposed policies/plans/projects
5th	Nov. 2012	Project completion report • Evaluation report on the project

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## 1.6 JICA Expert Team and Secretariat

Name of Expert	Position Assigned	Affiliation
Mr. Kiminari Takahashi	Team Leader/Transport Administration	IDCJ
Mr. Junji Shibata	Transport Planning	OC
Dr. Tatsumi Tokunaga	Human Resource Development	EJEC
Mr. Yoshiyuki Arita	Traffic Demand Forecast/ Database Management	IDCJ
Mr. Frits Olyslagers	Public Transport Planning	OC
Mr. Hiroyuki Morimoto	Road Planning/ Project Coordination	OC

Note: International Development Center of Japan (IDCJ), Oriental Consultants Co., Ltd. (OC) and Eight-Japan Engineering Consultants Inc. (EJEC)

Name of Secretariat	Position Assigned	Affiliation
Eng. Chacha Mwita	Full-time Secretariat Member	DSM-RAS
Ms. Martha Mkupasi	Full-time Secretariat Member	DCC
Eng. Nyenye S.M	Full-time Secretariat Member	DCC

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## 1.7 Deliverables

Report	Schedule of Submission	Major Contents
Inception Report	December 2010	<ul style="list-style-type: none"> <li>Approach and methodology of the Project</li> <li>Draft project implementation plan</li> </ul>
1 <sup>st</sup> Year Work Plan (2 <sup>nd</sup> Year)	April 2011 (January 2012)	<ul style="list-style-type: none"> <li>Project Design Matrix</li> <li>Project implementation plan</li> </ul>
Project Progress Report	October 2011	<ul style="list-style-type: none"> <li>Project outline</li> <li>Project activities</li> <li>Issues and lessons from the Project</li> <li>Progress toward project goals</li> <li>Project implementation plan in the next phase</li> </ul>
Project Completion Report	December 2012	<ul style="list-style-type: none"> <li>Project outline</li> <li>Project activities</li> <li>Issues and lessons from the Project</li> <li>Progress toward project goals</li> </ul>

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## Presentation 2: Overall progress of the Project

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## Project Output 1: Better Coordination

Kick-off meeting on 13/Dec

- Draft implementation plan

Workshops in Dec/Jan

- Problem tree, draft work plan, training, short-term measures

Dissemination campaign

- Mayor (City, Temeke), City Director, DSM-RAS
- Presentation at Regional Road Board on 2/Feb
- Seminar at TANROADS on 4/March

Donor coordination

- EU, WB, EU/DfID consultants


Branding – project title, logo and catchphrase

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Kick-off meeting, Workshops and Seminars


29



### Project Output 2: Planning Skill Improvement

- 1<sup>st</sup> Capacity building training
  - Objectives:
    - To develop transport planning capabilities including demand forecast and project evaluation
  - Trainees:
    - DCC, Municipalities, TANROADs, Traffic Police, NIT, Ardhi Institute, DIT, UDSM
  - Program:
    - 8 sessions in 4-day intensive training held between 26/Feb and 12/March
    - Traffic survey, demand forecast (STRADA), database management , etc.

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### Project Output 2: Planning Skill Improvement

- 1<sup>st</sup> Capacity building training - Evaluation
  - Overall evaluation results show most trainees satisfied with the training. However, the future training requires some implications – **more practical training by STRADA in the next training course in June.**
  - Also, training needs for public officers and specific goals/strategy for capacity building training for transport planner needs to be identified.
    - **Capacity building plan will be prepared.**

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### Project Output 3: Urban Transport Policies

- Coordination meetings with MOT/EU/EU&DfID consultants
  - EU/DfID support preparation of National Transport Policy.
- Review of relevant documents
  - Draft 2013 National Transport Policy – White Paper
  - Pre-FS on DUTA
- Urban transport policy will input to National Transport Policy.
  - April: Draft vision and policy statement
  - May: Stakeholder meeting, presentation to decision makers
  - June-Aug: Draft strategies and projects
  - Sep-Oct: Stakeholder meeting, finalization of NTP
  - Oct-: Revision of Transport Sector Investment Plan

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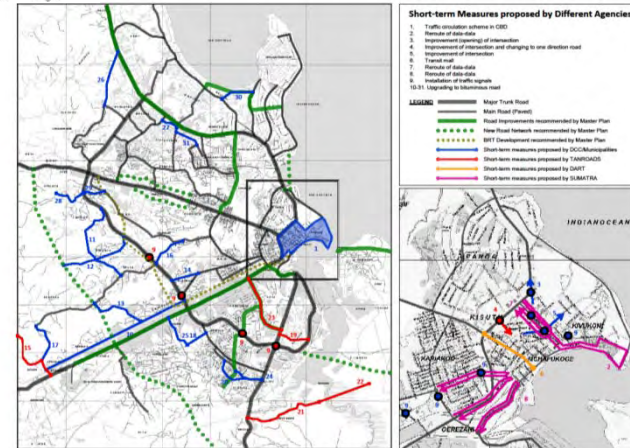
### Project Output 4: Coordinated and prioritized plans/projects

- SO MANY short-term measures exist, proposed by various studies/documents/stakeholders.
  - Wish lists without consideration of fund availability.
  - Responsible agency is unclear.
  - Priority is not stated.
- Coordinated and prioritized plans/projects are essential to maximize benefits generated.
  - Priority of the measures by specific criteria.
  - Strategic planning for each prioritized measure.

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### Short-term measures proposed by different agencies



### Project Output 4: Coordinated and prioritized plans/projects

- Short-term measures should focus on the designated area.
  - CBD, Kariakoo and trunk roads
- Short-term measures should be consistent with upper plans (e.g., investment plan, previous master plan)/related projects.
- Short-term measures should be selected by specific criteria;
  - (i) project impact, (ii) availability of the fund, (iii) coordination among different stakeholders and (iv) upper plans/related projects.

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### Project Output 4: Coordinated and prioritized plans/projects

#### Short-term measures to be studied in the project (Tentative)

What	Who initiates	Where
1. Parking management	DCC (M, TP)	CBD, Kariakoo
2. Traffic circulation	DCC (M, TP, DART, T, RAS)	CBD, Kariakoo
3. Bypass improvement	M (T)	Function as bypass
4. Bus stop/terminal improvement	M (T, S, RAS)	Trunk road
5. Traffic signal optimization	T (M, TP)	Trunk road
6. Intersection improvement	T (DART, TP, DCC, M)	Trunk road
7. Traffic management	TP (M, T, DCC)	Critically congested area
8. Traffic safety	TP (T, DCC, M)	Critically dangerous area

T: TANROADS, TP: Traffic Police, M: Municipalities, S: Sumatra

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**C**onsensus for **U**rban Transport and  
**P**olicy **I**mprovement in **D**ar es Salaam

“Thinking and Working Together for a Livable City”



**MINUTES OF THE FIRST JOINT COORDINATING COMMITTEE  
/STEERING COMMITTEE MEETING  
ON  
CAPACITY BUILDING PROJECT  
FOR  
THE IMPROVEMENT OF DAR ES SALAAM TRANSPORT**

In response to the request from the United Republic of Tanzania (hereinafter referred to as ‘Tanzania’), the Japan International Cooperation Agency (hereinafter referred to as ‘JICA’) dispatched JICA Expert Team (hereinafter referred to as ‘the Team’), headed by Mr. Kiminari Takahashi of International Development Centre of Japan, to implement the technical cooperation project, namely ‘Capacity Building Project for the Improvement of Dar es Salaam Transport’ (hereinafter referred to as ‘the Project’).

At the initial stage of the Project after the Team arrived in Tanzania, a series of discussions were made and several workshops were organized, inviting Ministries, Public Agencies and Academic Institutions concerned for the Project. As a result of the discussions made during the first Joint Coordinating Committee/Steering Committee, held on 19<sup>th</sup> April, 2011, at the Karimjee Hall, Dar es Salaam, it was confirmed and agreed among all the members as referred to in the documents attached hereto.

Dar es Salaam, April 27<sup>th</sup>, 2011

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Mr. Hussein A. Kattanga  
Permanent Secretary  
Prime Minister’s Office Regional Administration  
and Local Government

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Mr. Yukihide Katsuta  
Chief Representative  
JICA Tanzania Office

## **1. Agenda**

The meeting was proceeded by following agenda:

- (1) Registration
- (2) Self Introduction
- (3) Welcome Remarks
- (4) Opening Remarks
- (5) Presentation 1(Draft work plan and Project Design Matrix)
- (6) Presentation 2 (Overall progress of the Project)
- (7) Discussions and Approval of the Work Plan/Project Design Matrix
- (8) Any Other Business
- (9) Closing Remarks

## **2. Self Introduction**

The Chairperson (Mr. H. Kattanga – Permanent Secretary of PMO-RALG) called the meeting to order at **10:50 hours** by welcoming all the members and thanking them for their attendance. He then invited the members for self introduction. (Please see the list of the attendees in **Attachement-1**)

## **3. Welcome Remarks**

Ms. T. Mmbando, RAS-DSM, provided welcome remarks from Tanzanian side. In her remarks, she registered her appreciation on the current efforts made by both Tanzania and development partners to improve road and public transport infrastructures in Dar es Salaam, such as Bus Rapid Transit and road improvement projects along Kilwa Road, Mandela Road and New Bagamoyo Road. She also pointed out on the need for further efforts. She argued the Government of Tanzania on the needs of an appropriate strategic planning and coordination among different agencies for the effective improvement of urban transport in Dar es Salaam. She also reiterated on the importance of the Project on the Capacity Building that will ease the urban transport issues in Dar es Salaam.

Mr. Yukihide Katsuta, Chief Representative of JICA Tanzania Office, made welcome remarks from Japanese side. In his remarks, he informed the meeting of JICA's development assistance to Tanzania that has extended for more than 40 years. Through this cooperation, several grant aid projects and technical supports were provided for the improvement of road infrastructures in Dar es Salaam. However, he also pointed out that the problem of traffic congestion in Dar es Salaam remained as a very serious issue that needs immediate actions and JICA conducted "Urban Transport Policy and System Development Master Plan in 2008" to mop out the intentions to

solve the problem. He pointed out the importance of the establishment of coordinating mechanism among transport related organization that has to take place. He finally concluded that the capacity building project for Dar es Salaam Transport Improvement would contribute to the economic development of Tanzania, East African Region as well as improvement of the livelihood of the Dar es Salaam citizens and the country in general.

#### **4. Opening Remarks**

Before opening the meeting, Mr. H. Kattanga, Permanent Secretary of PMO-RALG, informed the meeting of various efforts done on the Project. He first mentioned about the previous master plan study, saying that JICA conducted the Master Plan Study, entitled, “Study on Urban Transport Policy and System Development Master Plan for the City of Dar es Salaam” which proposed urban transport infrastructure projects, traffic management program and capacity development program to realize the proposed projects and program.

He then mentioned about the background of the Project, saying that the Government of Tanzania requested the Government of Japan to provide the capacity development program for the urban transport sector. He informed the meeting that JICA dispatched a study team in December 2010 and embarked on this “Capacity Building Project for the Improvement of Dar es Salaam Transport” being a response to the request from the Tanzanian Government.

He also mentioned about the progress of the Project, saying that the members of Secretariat for this Project met at regular basis and organized seven workshops and the Secretariat members drafted the Work Plan of this project, which contains project purpose, anticipated project outputs and its activities to accomplish the project purpose.

He finally launched the Project and opened the meeting.

#### **5. Presentation**

Mr. Kiminari Takahashi, Team Leader of the Expert Team, explained the outline of Draft Work Plan to the members of Joint Coordinating Committee/Steering Committee. The main topics presented in the meeting are listed below.

- Project Background
- Draft Work Plan (Contents, Revision of Project Design Matrix)
- Draft Project Design Matrix (Goal, Purpose, Outputs and Activities, Monitoring Indicators)
- Project Implementation Structure
- Project Schedule (1<sup>st</sup> Year, 2<sup>nd</sup> Year)
- Joint Coordinating Committee/Steering Committee
- JICA Expert Team and Secretariat members

- Deliverables

Eng. Nyenye S. M who is a member of the Secretariat explained on the progress of the Project. The main topics presented in the meeting are listed below.

- Project Output 1 (Better coordination)
- Project Output 2 (Planning skill improvement)
- Project Output 3 (Urban transport policies)
- Project Output 4 (Coordinated and prioritized plans/projects)

## 6. Discussions and Approval of the Draft Work Plan/Project Design Matrix

After the presentation, the members were requested to ask questions and provide comments. The members of the Committee made the following comments and suggestions to the Expert Team/Secretariat members;

S/No	Matters raised	Agreements/Proposals
01	Short-term measures as main project output	The outputs of the Project are not limited to the short-term measures only. Both long-term policy (as project output 3) and short-term measures (as project output 4) will be proposed in the course of the Project.
02	Project logos/project title/project catchphrase	<ul style="list-style-type: none"> <li>• Project logo needs some improvements to accommodate more modes of transport including non-motorized transport and pedestrians.</li> <li>• In the project catch-phrase, the words “Urban Transport” can be written as “Urban-Transport” to form CUPID.</li> <li>• The project catch-phrase should present what to achieve and should be changed to ‘Urban Transport and Policy Improvement Strategy in DSM’</li> <li>• The final goal of this Project is to establish a coordination mechanism amongst urban transport related agencies and therefore, the project title should remain the same.</li> </ul>
03	Change of the title of the previous master plan.	The title of the previous master plan cannot be changed because the previous master plan was completed in 2008 and the final report was produced.
04	Coordination between urban transport and urban planning	<ul style="list-style-type: none"> <li>• The Ministry of Land is currently working on to formulate the land use master plan and the said coordination meeting confirmed that the urban transport policies/programs/project, proposed in this Project would be an essential input to the land use master plan.</li> <li>• The Project already established the line of communication and the coordination meetings held with the Director of Planning of the Ministry of Land.</li> <li>• The members of the Steering Committee include the representative of the Ministry of Land.</li> </ul>
05	Structure of the steering committee	The structure of the steering committee was approved with the following amendment: there should be only one chairperson the

		co-chairperson will now join the committee as members.
06	Charter of operations	Each responsible agency ensures its commitment to the policies/program/projects proposed in the course of the Project.
07	Coordination with on-going projects	The secretariat members support the works for short-term measures including the on-going projects. The preliminary works for these on-going projects include i) preparation of the TOR for the intersection improvement projects by TANROADS and ii) preparation of the project profile of the installation of the signal and optimization of the signals by TANROADS.
08	Project implementation and land acquisition	<ul style="list-style-type: none"> <li>• The land acquisition becomes one of the obstacles to implement the project.</li> <li>• The only solution is to pay sufficient amount of compensation to the affected households though it becomes difficult, considering present economy and the Government's budget.</li> <li>• The law allows the government to acquire any land if it is compensated.</li> <li>• The government should allocate enough budgets for land acquisition.</li> </ul>
09	Coordination amongst urban transport related program/projects	The Regional Administrative Secretary is a coordinator of all transport policies/programs/projects in Dar es Salaam. All responsible agencies should plan together and provide reports and challenges to the Regional Consultative Committee (RCC) for further action.
10	Project ownership	<ul style="list-style-type: none"> <li>• Initiative should be undertaken to inform more people especially councilors of the Project. The secretariat has already informed the project outline of the members of the Regional Road Board in February.</li> <li>• It is advised that the Regional Road Board should take into account for the importance of this Project and should allocate more time at appropriate timing to present the progress of the Project.</li> </ul>
11	Development budget for improvement of urban transport infrastructure	<ul style="list-style-type: none"> <li>• It is advised to revisit the way of planning and budgeting. Dar es Salaam needs to be provided with a certain share of development budget, considering that population in Dar es Salaam accounts to 12% of population of Tanzania.</li> <li>• Dar es Salaam already enjoys considerable amount of development budgets channeled to the urban transport infrastructure, including those provided by the World Bank and JICA.</li> </ul>
12	Approval of the Work Plan/Project Design Matrix	<ul style="list-style-type: none"> <li>• Members of the Coordinating Committee/Steering Committee agreed with the contents of the Project Design Matrix, including project goal, purpose, activities and means of monitoring indicators.</li> <li>• Members of the Coordinating Committee/Steering Committee agreed that Permanent Secretary of PMO-RALG serves as the chair of the Coordinating Committee/Steering Committee and is the only chair person (no co-chair persons) amongst the members. Other than that, members of the Coordinating Committee/Steering Committee agreed with the project implementation plan of this Project.</li> </ul>
13	Agreements amongst the members	<ul style="list-style-type: none"> <li>• Members of the Coordinating Committee/Steering Committee emphasized the importance of the dissemination and branding</li> </ul>

		<p>of the Project and agreed the project catch-phrase and logo with following minor amendments: Project logo needs some improvements to accommodate more modes of transport including non-motorized transport and pedestrians to represent the current and future image of the urban transport in Dar es Salaam.</p> <ul style="list-style-type: none"> <li>Members of the Coordinating Committee/Steering Committee emphasized the importance of implementation of the policies/program/projects, proposed in the course of the Project and commitments of each urban transport related agency. Members of the Coordinating Committee/Steering Committee agreed with the RAS-DSM as the focal point of the coordinating body both in the course of the Project and during the implementation of the proposed policies/program/projects.</li> </ul>
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The Draft Work Plan was approved with the above-mentioned comments and amendments.

#### **7. Any Other Business**

After the discussion, the members of the Coordinating Committee/Steering Committee were requested to raise any other businesses. One of the members of the Coordinating Committee/Steering Committee provided the following comments and suggestions to the chairperson of the Coordinating Committee/Steering Committee;

- As agreed during the Preparatory Survey of this Project, the undertakings of the Tanzanian side include the allocation of the budget necessary for implementation of the Project. So far, none of the budgets related to this Project has been proposed and approved, though the Project office had been provided in DCC.

The chairperson of the Coordinating Committee/Steering Committee agreed to discuss the expenses necessary to implement the Project with the Secretariat members and directed the RAS-DSM to draft the budget and send it to PS-PMO RALG as soon as possible.

#### **7. Closing Remarks**

The meeting was closed at 14:45 hours.

## **ATTACHMENT-1 (LIST OF ATTENDEES)**

Attendants of the 1<sup>st</sup> Joint Coordinating Committee/Steering Committee are listed below.

### **TANZANIAN SIDE**

1	Mr. H. Kattanga	PMO-RALG	Chair of JCC/SC
2	Ms. Theresia Mmbando	RAS-DSM	JCC/SC Member
3	Mr. Khalid H. Kachenje	Ministry of Transport	JCC/SC Member
4		Ministry of Works	JCC/SC Member
5	Mr. Conrad Shio	SUMATRA	SC Member
6	Mr. Shemangale Davis	PMO-RALG	JCC/SC Member
7	Mr. Bakari R. Kingobi	Dar es Salaam City Council	JCC/SC Member
8	Mr. Cosmas P. M. Takule	DARTA Agency	SC Member
9	Mr. Joseph Mashigala	MOLHSD	SC Member
10	Mr. John W. Mwilima	Ministry of Finance	SC Member
11	Mr. Charles R. Massawe	Road Fund Boards	SC Member
12	Mr. Ladislaus M. Bigambo	TANROADS	SC Member
13	Mr. James R. Nyabakari	TANROADS DSM Office	SC Member
14	Eng. Natty M. B	Dar es Salaam City Council	JCC/SC Member
15	Ms. Martha Mkupasi	Dar es Salaam City Council	JCC/SC Member
16	Eng. Nyenye S. M	Dar es Salaam City Council	JCC/SC Member
17	Mr. Gaston G. Paschal	Temeke Municipal Council	JCC/SC Member
18	Eng. Ogare Salu	Ilala Municipal Council	JCC/SC Member

### **JAPANESE SIDE**

1	Mr. Yukinori Seki	Embassy of Japan	JCC Member
2	Mr. Yukihide Katsuta	JICA Tanzania Office	JCC Member
3	Mr. Shin Maruo	JICA Tanzania Office	JCC Member
4	Ms. Lilian Masalu	JICA Tanzania Office	JCC Member
5	Mr. Kiminari Takahashi	JICA Expert Team	JCC Member
6	Dr. Tatsumi Tokunaga	JICA Expert Team	JCC Member



## ATTACHMENT-2 (MATTERS RAISED AND ACTIONS TAKEN)

S/No	Matters raised	Responsible Persons	Actions Taken
02 13	Project logos/project title/ project catchphrase	Secretariat	The project logo was reviewed and revised, adding passengers and bicycle which represents typical mode of transport in Dar es Salaam.
04	Coordination between urban transport and urban planning	Secretariat	<p>The secretariat had coordination meetings with the consultants, assigned for the on-going Urban Master Plan Study by MOLHSD on 11/Jan (Briefing of 2008 Urban Transport Master Plan), 4/July (Database for Traffic Demand Forecast and GIS), 11/Nov (Briefing of the progress of Urban Master Plan Study).</p> <p>These coordination meetings confirmed the consultants would follow the proposals made during 2008 Urban Transport Master Plan.</p>
06	Charter of operations	Secretariat	<p>The secretariat is currently working to formulate Road Improvement Plan, to identify priority road improvement projects. The proposed priority road improvement projects will be selected/implemented by each Municipality under the DMDP (Dar es Salaam Metropolitan Development Program).</p> <p>The secretariat is also working to formulate CBD Traffic Improvement Plan, proposing parking management plan, daladala rerouting/bus bay improvement, intersection improvement, etc. The secretariat also proposes implementation of pilot projects before the full implementation of CBD Traffic Improvement Plan. The proposed pilot project include traffic circulation plan, daladala rerouting and intersection improvement. These proposals will be followed by the responsible agencies.</p>
07	Coordination with on-going projects	Secretariat	As mentioned above (No. 06), the secretariat coordinated with on-going projects, including DMDP under the support by the World Bank, and on-going traffic circulation plan in CBD, proposed and implemented by DART Agency/Ilala Municipality.
09 10 13	Coordination amongst urban transport related program/projects Project ownership	Secretariat	<p>The secretariat presented the progress of the project on 2/Feb, 20/May and August at Regional Road Board.</p> <p>The secretariat also briefed the outline and progress of the project to the decision makers, including DSM City Council Mayor, Temeke/Ilala Municipal Council Mayor, Dar es Salaam City Director, Ilala Municipal Director, etc.</p>
12	Approval of the Work Plan/Project Design Matrix	Secretariat	The secretariat made the progress of the project and major progress of the project is summarized in the attached progress report.
-	Allocation of the budget necessary for implementation of the Project	Secretariat	The expenses necessary for implementation of the project was estimated by selected secretariat members and the draft budget was submitted to PMO-RALG (Refer to the letter with reference number of FA 74/378/01B/28 of May 18 <sup>th</sup> , 2011) .



# Capacity Building Project for the Improvement of Dar es Salaam Transport

Progress Report

Secretariat for Capacity Building Project  
and  
JICA Expert Team



## Contents

1. Summary progress of the project
2. CBD traffic improvement plan  
Appendix: Pilot project to test CBD traffic improvement plan
3. Road improvement plan

Discussion: Pilot project in CBD



## 1. Summary progress of the project

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### 1-1. Project purpose and output

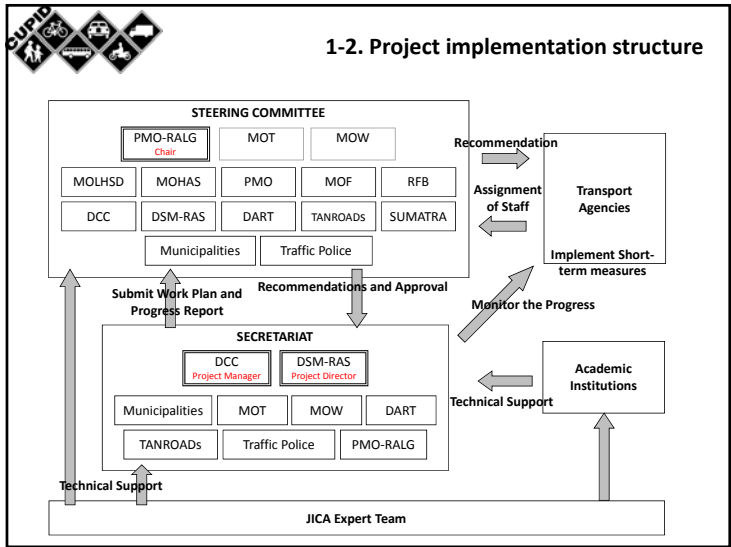
#### Project Purpose

A coordination mechanism is developed, involving relevant transport-related agencies, and their capabilities are strengthened.

#### Project Output

1. Coordinating groups (i.e., Secretariat and Steering Committee) are established with charter of operations.
2. Training needs are identified and transport planning capabilities of individuals involved in the Project are improved.
3. A series of policy recommendations are provided and compiled into a policy document.
4. Coordinated and prioritized plans/projects are studied and approved for immediate actions.

4



- 1-3. Summary project progress**
- Coordination mechanism
- Steering committee and secretariat were both established.
  - 22 secretariat meetings were organized at DCC to discuss and design transport policy and priority projects.
  - 1<sup>st</sup> steering committee meeting was held on 19 April to discuss and approve a work plan.
- Technical training
- Trainings for transport planning were held in Feb/March, June/July and Nov/Dec at NIT.
  - On-the-job training (traffic survey) is currently undergoing.
- Transport policy
- A discussion paper was prepared and discussed among secretariat.
  - Coordination meetings were held with MOT/EU/DfID (input to National Transport Policy).
- Priority plan/projects
- Traffic improvement plan in CBD (Central Business District)
  - Road improvement plan
- 6



**2. CBD traffic improvement plan**

Current traffic/transport issues at CBD

### Snapshots of traffic issues in CBD (1)



Severe traffic congestion along all major streets in CBD



Illegal parking

Uncontrolled parking

### Snapshots of traffic issues in CBD (2)



Uncontrolled intersection



Mixed traffic



Small & uncontrolled bus bay



Uncontrolled development

### Tips: Findings from Traffic Survey in CBD

- **2 M square meter:** Total floor size in CBD: (0.9 M for resident and 1.1 M for office use)
- **110,000 people:** No. of workers commuting to CBD
- **16,000 vehicles:** No. of inflow cars to CBD
- **3,000 vehicles:** No. of on-street parking at 10 AM at major roads in CBD
- **400 vehicles:** No. of illegal parking at 11 AM at major roads in CBD
- **2,400 vehicles:** No. of available parking space at major roads
- **300 Tshs:** On-street parking charge/hour
- **1000 Tshs:** Off-street parking charge/hour

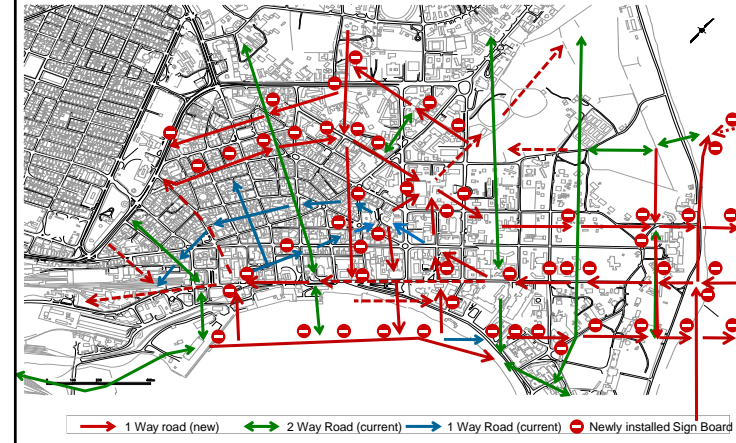


### 2-1. Proposed traffic circulation plan and its progress

**Current traffic circulation plan (One-way traffic circulation )**



**Traffic signboards currently installed (As of Nov 7)**



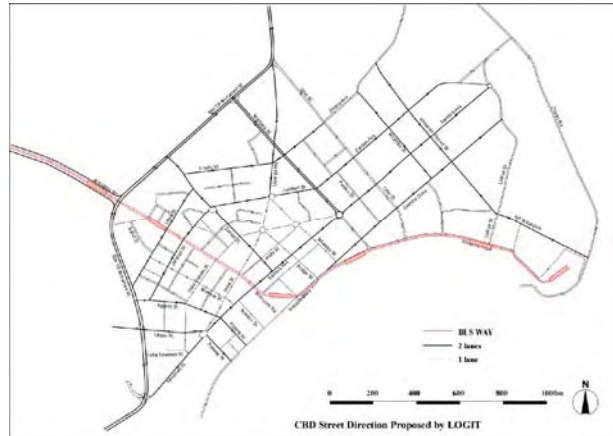
**2-2. Summary result of traffic simulation analysis in CBD**

**Summary of CBD traffic circulation model by JICA MP (2008)**

- Target year: Year 2009 \*Traffic circulation plan is proposed and tested under assumption BRT Phase 1 is open to public in 2009.
- Survey and input data:
  - Trip generation survey (No. of trips generated from sampled building)
  - Directional traffic count survey
  - Building survey
- Morning peak OD matrices is build, calibrated and assigned to road network by microscopic simulation software (VISSIM).



### Base network case (One-way traffic circulation)



### Result of traffic simulation analysis (One-way traffic circulation)



Average travel speed (7:00 to 9:00 AM) \*85% of traffic demand loaded

### Summary result of simulation analysis

- Proposed one-way traffic circulation can accommodate only 85% of peak traffic demand.

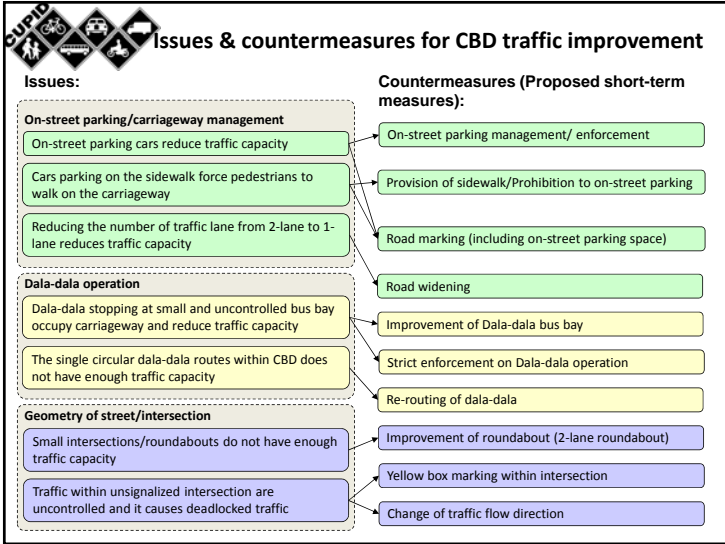
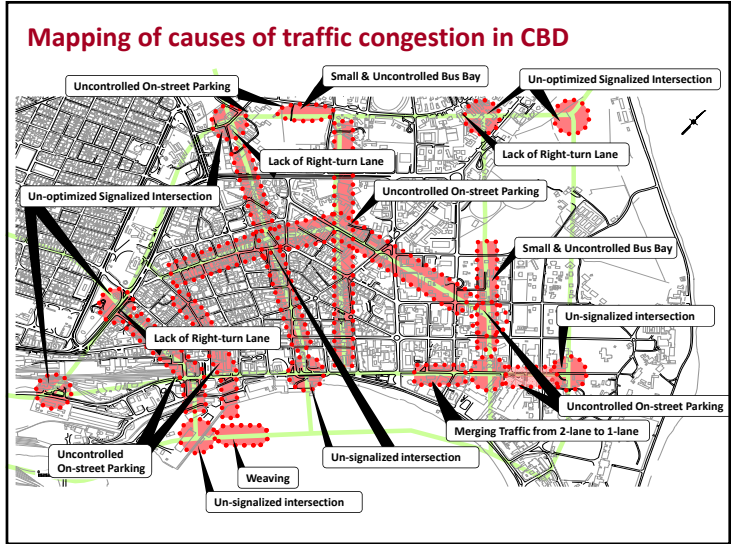
→Traffic de-congestion in CBD requires holistic/comprehensive approach: parking management, intersection improvement, road widening, daladala rerouting/bas bay improvement, etc.

Result of simulation (7:00 to 9:00 AM)

Indicators	One-way traffic circulation (loading 85% demand)
Number of vehicles	21,037
Total distance traveled (km)	45,851
Average distance traveled (km/veh)	2.18
Total travel time (hour)	1,905
Average network speed (km/h)	24.1



### 2-3. Planning principles and counter measures



### Planning principles for CBD traffic improvement plan

**Parking management**

- Manage inner city parking to improve traffic flow and balance the use of available space for all users.
- Establish well marked parking spaces and strictly enforce rules.
- Introduce new parking charge, encouraging short-time parking on streets.

**Public transport management**

- Design bus routes and bus bays to create order and a good service standard for passengers.
- Ensure safe walking accessibility to bus stops and terminals.

### Planning principles for CBD traffic improvement plan

**Traffic management**

- Accommodate BRT priority on planned BRT routes.
- Signalize turns on major corridor intersections to maintain order and sequence and program signal operation to manage traffic flow efficiently.
- Design and improve road geometry/markings/signage.

**Sustainable city design that improves quality of life**

- Improve the pedestrian environment acknowledging that use of city space must respect all users. Cars do not have automatic priority.
- Plan for safe cycleways to promote NMT as an efficient, environmentally-friendly and low cost travel means.

### Snapshots of current traffic in CBD



### Snapshots of possible countermeasures



Bus terminal (left), On-street parking/ road markings/ sidewalk (centre), Yellow-box (right)



## 2-4. On-going exercise under JICA CUPID Project

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### On-going exercise under JICA Project

- A series of **traffic surveys** are undergoing to understand current situation, identify critical issues and to provide baseline data for planning traffic improvement plan.
- These traffic survey includes;
  - Parking survey
  - Public transport survey
  - Building survey
- Introduction of **Pilot Project** is also discussed/proposed to test implementation of the plan/program and to identify critical issues before its full implementation.



## Appendix: Pilot project to test CBD traffic improvement plan

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### A-1. Contents of pilot project

Pilot project is a test, involving limited number of people to test the feasibility of the project before its full implementation.

1. Preparatory works
  - Set-up of implementation structure
  - Detailed implementation plan of pilot project
  - Civil works and other preparatory works
  - Public awareness campaign
2. Implementation (→2 step or 3 step implementation?)
3. Evaluation
  - Survey
  - Evaluation and reporting



### A-2. Draft pilot project plan (3-step implementation)

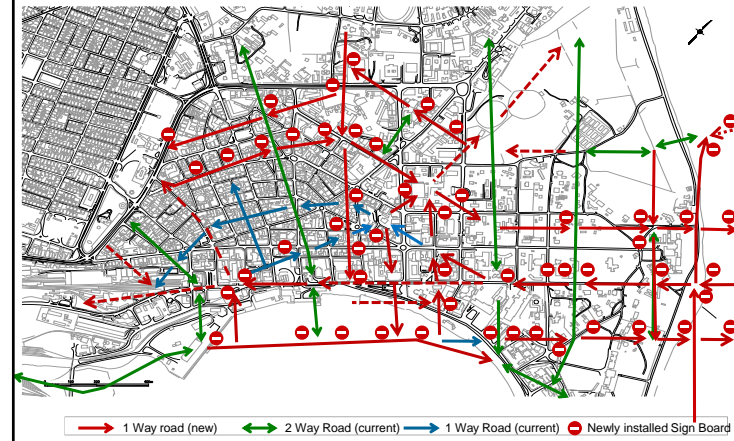
	1 <sup>st</sup> Phase	2 <sup>nd</sup> Phase
Objective	To de-congest traffic in CBD	
Target roads	Jamuhuri St., Zanaki St. etc.	In addition to 1 <sup>st</sup> phase, <b>Samora Avenue, Sokoine Drive</b>
Scope of works	1. One-way/Directional diversion 2. Minor intersection improvement	In addition to 1 <sup>st</sup> phase, 1. Bus bay improvement/ Bus rerouting 2. Parking management 3. Road marking, etc.
Implementing agency	DSM-RAS, Ilala, TANROADS, Traffic police,	DSM-RAS, Ilala, SUMATRA, Traffic police, DCC, TANROADS
Other corresponding agency	DCC, SUMATRA, DARCOBOA	DARCOBOA
Commencement	Early year 2012	Mid year 2012



### A-2. Draft pilot project plan (2-step implementation)

	1 <sup>st</sup> Phase	2 <sup>nd</sup> Phase (Full implementation)
Objective	To de-congest traffic in CBD	
Target roads	<b>Samora Avenue, Sokoine Drive,</b> Jamuhuri St., Zanaki St. etc.	
Scope of works	1. One-way/Directional diversion 2. Bus bay improvement/ Bus rerouting 3. Intersection improvement	In addition to 1 <sup>st</sup> phase, 1. Installation/optimization of traffic signal 2. Intersection/road improvement 3. Parking management 4. Road marking etc.
Implementing agency	DSM-RAS, Ilala, SUMATRA, Traffic police, TANROADS	DSM-RAS, Ilala, SUMATRA, Traffic police, DCC, TANROADS
Other corresponding agency	DCC, DARCOBOA	DARCOBOA
Commencement	Early year 2012	Mid year 2012

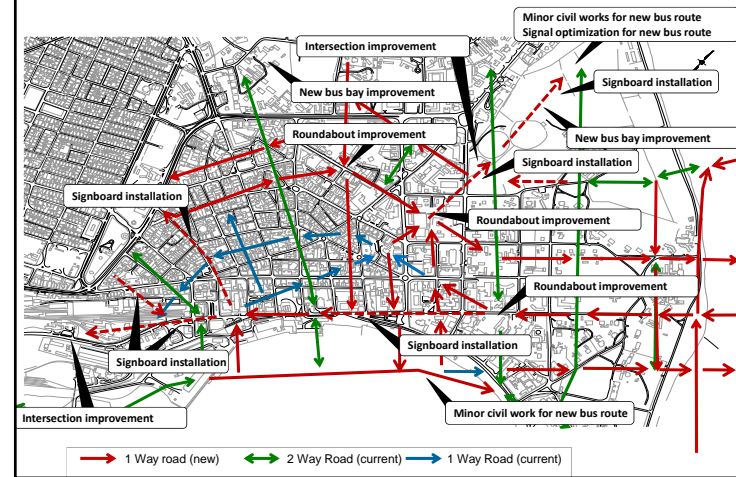
### Progress of One-way traffic circulation (As of Nov 7)



### Progress of Bus rerouting (e.g., Morogoro/Kilwa routes)

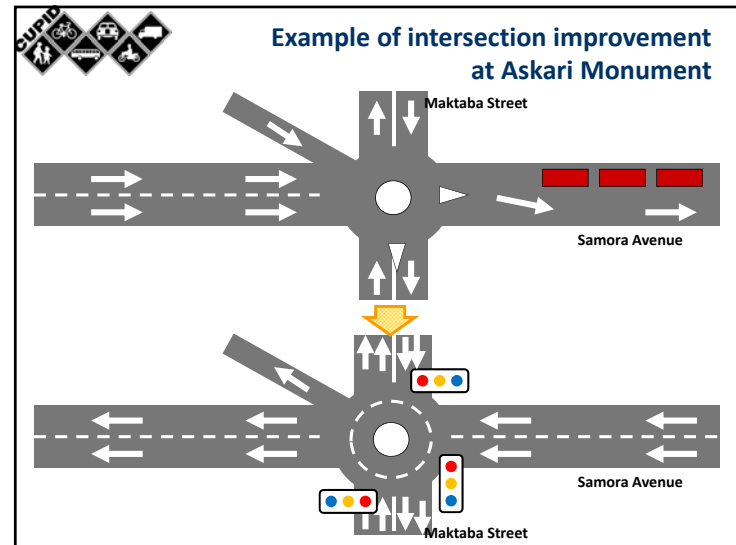


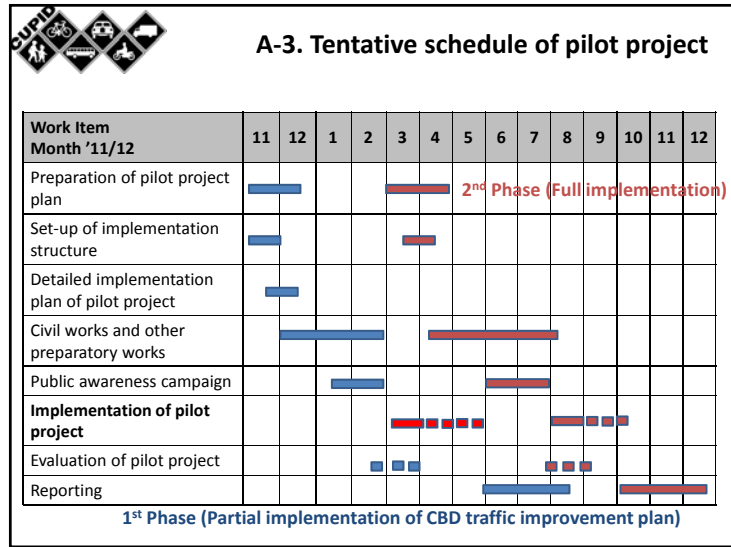
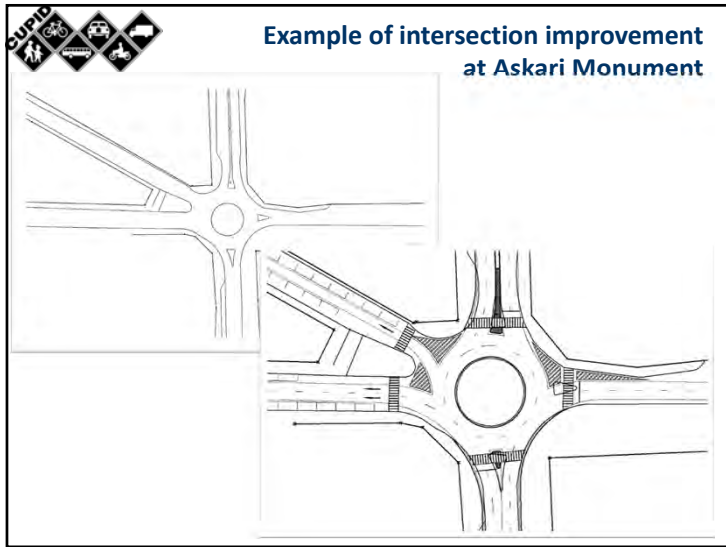
### Remaining civil works before pilot project



Civil works	Street	Contents	Corresponding agency
Signboard installation	1) India Street 2) Samora Avenue 3) Ghana Street 4) Aggrey Street		Ilala
Intersection improvement (1)	1) Bibi titi/Nkurumah intersection 2) Maktaba/India intersection	Removal of traffic islands	Tanroads?
Intersection improvement (2)	1) Askari monument 2) Jamhuri/Zanaki roundabout 3) Jamhuri/India roundabout 4) Clock tower	Enlarged roundabout and removal of islands	Ilala/Tanroads?
Bus bay improvement	1) YMCA 2) New Akiba 3) Old Posta	New bus bay U-turn lane	Ilala/ Tanroads?
Other civil works	1) Bibi titi/Upanga (Ohio) intersection	Open to new dala dala route	Tanroads?
Traffic control	1) Bibi titi/Upanga (Ohio) intersection	Change of signal operation (allows right turn traffic)	Tanroads?

### Example of intersection improvement at Askari Monument





**Sample of public awareness campaign**

**Sample of Flyer:** A green flyer titled '自転車レーン 1月12日(火) から設置' (Bicycle Lane starts on Jan 12th, Tuesday). It includes a map and text about the new lane.

**Sample of Signboard:** A vertical signboard with Japanese text: '社会実験予告 高津町から新島公園への進入不可' (Social experiment notice: No entry from Takatsuta-cho to Shinjima Park).

**Sample of Banner:** A horizontal banner with Japanese text: '10月9日(土) 新島山公園から新島公園への進入不可' (Notice: No entry from Shinjima Mountain Park to Shinjima Park on Oct 9th).

**Sample of public awareness campaign**

**TRAFFIC CIRCULATION CHANGE IN CITY CENTRE**  
ON / /2012

- All major streets diverted to One-way.
- Samora and Sokoine diverted to opposite direction.
- Daladala terminus at Old Posta, Kivukoni, Stationi (Kilwa/Uhuru/Nyerere routes) and YMCA (Morogoro/Ali Hassan routes).

**Purpose:** The purpose of changes in traffic circulation is primarily to de-congest traffic in City Centre. It also includes (i) to improve efficiency of daladala operation, (ii) smoothly implement BRT/DART (Bus Rapid Transit), (iii) to allow part of Morogoro dedicated only for BRT/pedestrians.

**Streets diverted to One-way include:**

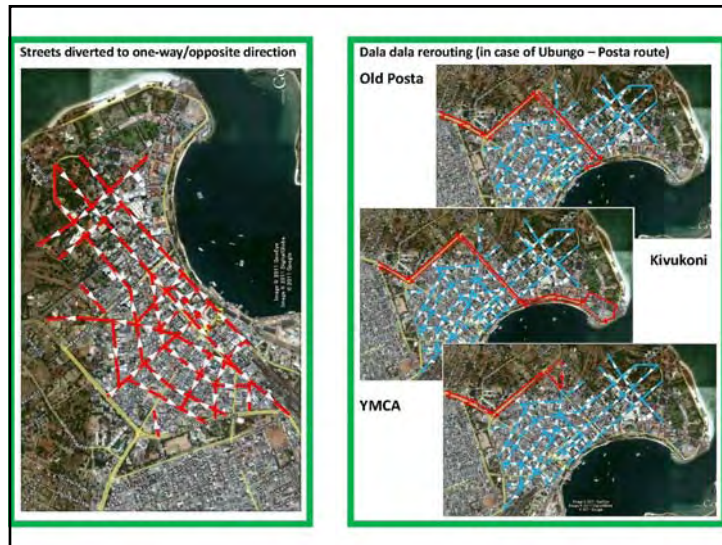
- Nkrumah Street
- Jamhuri Street
- Zanaki Street
- Libya Street
- Mirambo Street
- S/Robert Street
- Ghana Street (part)

**Streets diverted to opposite direction include:**

- Samora Avenue
- Sokoine Drive
- Mkwepu Street
- Kisutu Street
- Indira Gandhi Street

**Since Sokoine Drive is diverted to opposite direction, and BRT is soon under construction/operation, no daladala operation along Sokoine. Also, to reduce congestion and improve efficiency in operation, some daladala will be diverted to YMCA. See the details in attached operation map.**

**Contact:** Please contact at Ilala Municipality (Eng. Tighawa: ), Dar es Salaam City Council (Eng. Nyenye: ) and DSM Region (Eng. Chacha: ), DART Agency (Eng. Kuganda: ), SUMATRA (XXXXX: ), DARCOBOA (XXXXX: ), TANROADS DSM (XXXXX: ) for more details.



3. Road improvement plan

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**Tips: Finding/proposals by JICA urban transport master plan**

**770 km:** Road network (defined as primary to tertiary roads) in Dar in YR 2007.

**78,000 cars:** Estimated number of passenger cars in Dar in YR 2007

**10%:** Percentage of households with car(s) in 2007  
 → Dar experiences sharp increase in the number of cars (10 – 15% p.a.).

**1030 km:** Additional road network in Dar proposed by YR 2030 to maintain current level of service → annually **50 km of additional road network**

**2.0 billion USD:** Amount of investment required for road improvement in Dar upto YR 2030 → annually **100 million USD** should be channeled for road improvement!

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**3-1. Objectives of road improvement plan**

Outcome:

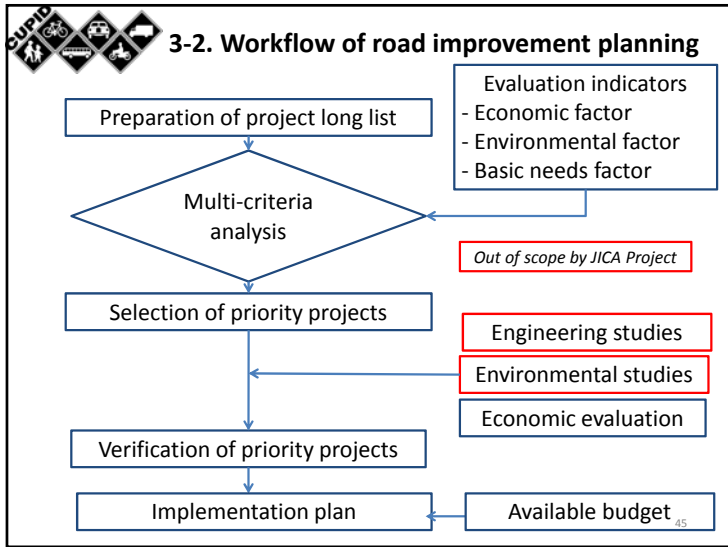
- Traffic de-congestion
- Creation of living environment
- Provision of public welfare

Planning principle:

- Effective investment
- Accountability
- Coordination amongst corresponding agencies

→ **A road functions when built as network!**

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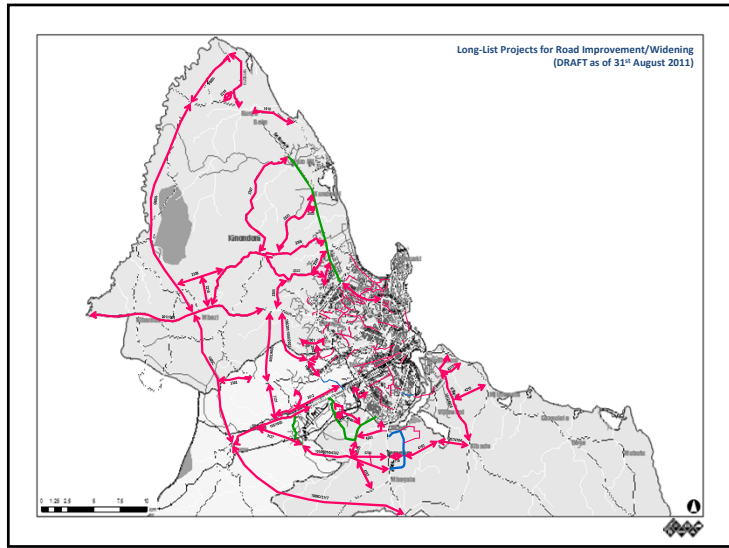
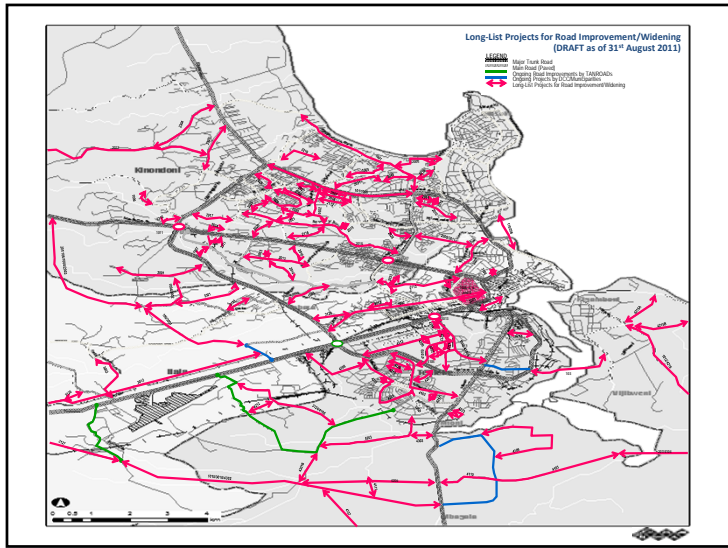


**3-3. Preparation of project long list**

Long-list of road improvement projects is prepared based on;

- Urban transport master plan (2008)
- Feasibility study/design reports
- Long-list of urgent projects, proposed for DMDP

→ **116 road improvement projects** with road length of **420 km** and total project cost of **520 M USD**, including Tanroads road network, are identified as 'urgent projects'.





### 3-4. Multi-criteria analysis for project selection

1st level criteria	2nd level criteria	3rd level criteria	Evaluation items
Economic criteria	Workability	Project size	Project cost
	Sustainability	Reliable traffic service	All weather traffic
		Traffic demand	Daily traffic volume
	Economy	Volume capacity ratio	Volume capacity ratio
		Cost effectiveness	Cost/traffic volume
Regional development and logistics network	External trip rate	External trip rate	
	Connectivity	Connectivity	
	Heavy vehicular traffic volume	Heavy vehicular traffic volume	
Environmental criteria	Pollution	Noise and vibration	Noise and vibration
	Air quality	Air quality	
Social Environment	Involuntary resettlement	Involuntary resettlement	Resettlement and land acquisition
	Impact to the regional economy	Impact to the regional economy	No. of population in project site
Basic need criteria	Poverty Reduction	Impact to the poverty reduction	No. of population in poverty in project site
		Availability of road	Road length/households

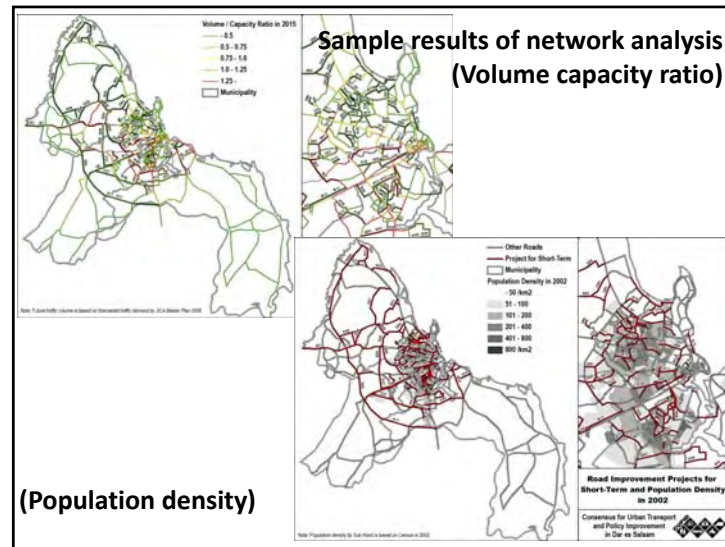
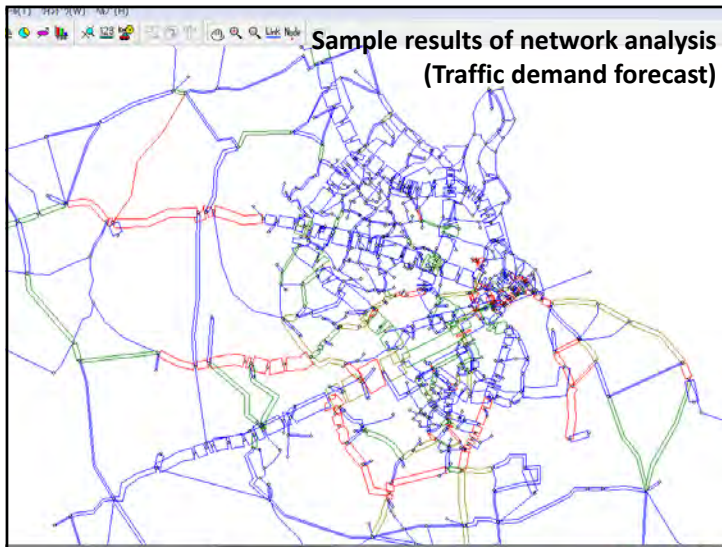
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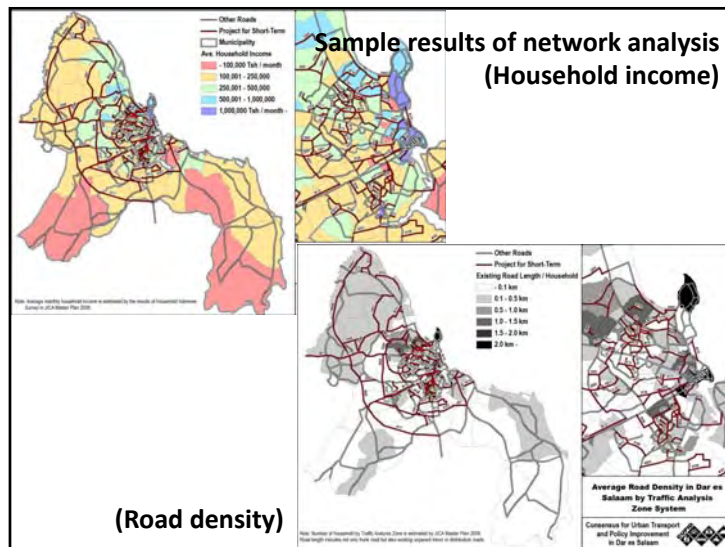


### Weights of criteria suggested by secretariat members

Evaluation items	National Roads	Local Roads
Project cost	6.3%	5.7%
All weather traffic	8.5%	6.1%
Daily traffic volume	10.0%	10.9%
Volume capacity ratio	13.9%	9.1%
Cost/traffic volume	15.9%	9.3%
External trip rate/ Connectivity	8.8%	5.9%
Noise and vibration	6.2%	5.2%
Air quality	6.2%	7.7%
Involuntary resettlement	10.1%	6.9%
No. of population in project site	5.2%	12.9%
No. of population in poverty in project site	4.1%	11.1%
Road length/households	4.6%	9.2%

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**Worksheet of multi-criteria analysis and selection of priority projects**

1. Project profile

S/N	Project Name	Population in project site	Population in poverty	Road length/households	Score (National)	Score (Local)	Jurisdiction
101	New Bagamoyo Road Wide	3	4	2	2.90	2.94	TANROADS
103	Kigamboni Bridge and Acce	2	5	4	2.50	2.82	TANROADS
104B	Inner Ring Road/kawawa R	2	4	4	2.85	2.91	Temeke
105	Nyerere Road Widening	2	4	5	2.49	2.77	TANROADS
109B	Gereza ni Area Transport En	1	1	5	2.53	2.39	TANROADS
201	Morogoro Road Widening	1	4	4	2.37	2.39	TANROADS
207	Kigamboni Access Road De	1	4	5	2.59	2.67	Temeke
1001	Old Bagamoyo Road widen	2	2	2	2.43	2.37	TANROADS
1002	Uhuru Road widening	1	5	5	2.78	2.92	TANROADS
1003	Kigogo Road	4	4	5	2.93	3.09	TANROADS
1007		2	4	5	2.75	2.83	TANROADS
1009A		1	4	4	1.87	2.14	TANROADS
1009B		1	4	4	1.95	2.25	TANROADS
1009	Outer Ring Road	1	4	5	2.49	2.63	TANROADS
1010		1	4	4	1.44	1.85	TANROADS
2001	External	2	4	4	2.60	2.68	Kinondoni
2002	Kisuku	2	4	5	2.74	2.89	Kinondoni
2003	Kilungule	1	4	5	1.74	2.12	Kinondoni
2005	TanESCO -Soko la Samaki	3	4	4	1.96	2.38	Kinondoni

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- 3-5. Way forward**
- Currently, secretariat members and JICA experts are working to select and confirm priority road improvement projects.
1. Preparation of long-list projects: *done*
  2. Multi-criteria analysis: *done*
  3. Selection of priority projects: *done and confirmed soon*
    - **Consultative meetings with DMDP/ Municipalities were held on 29/Nov, 8/Dec and 12/Dec.**
  4. Verification of priority projects: *undergoing*
  5. Engineering study/project evaluation on priority projects: *to be completed by corresponding agencies*
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**Discussion: Pilot project in CBD**

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### Draft work items for 1<sup>st</sup> phase pilot project

Contents	Draft work items	By who	By when
One-way/Directional diversion	1. Designate target roads/plan circulation plan	DART	done
	2. Installation of traffic signboards	Ilala	almost done
	3. Notification to traffic police	RAS	- Jan
	4. Notification to local stakeholders	RAS	- Jan
	5. Design operational plan/assign law enforcement officers	Police	-Feb
Bus rerouting	1. Prepare bus rerouting plan	DART	done
	2. Notification to/consensus building among dala dala owners/drivers	SUMATRA	- Jan
	3. Design and conduct bus bay improvement works at YMCA/Old Posta	Ilala	- Jan
	4. Alternation of traffic signal operation at Ohio/Bibi titi	Tanroads	- ??
Minor intersection improvement	1. Design intersection improvement project	Ilala/Tanroads	- Dec
	2. Conduct minor intersection improvement works	Ilala/Tanroads	- Jan



### Draft work items for 1<sup>st</sup> phase pilot project

Contents	Draft work items	By who	By when
Public awareness campaign	1. Plan detailed PA plan	Secretariat?	- Dec
	2. Design PA materials, including Media (TV, radio, newspaper), Posters/flyers, Advertisement signboards, Banner	Secretariat?	- Jan
	3. PA campaign	Secretariat?	Feb
Implementation	1. Prepare detailed implementation plan	RAS/Ilala?	- Jan
	2. Establish implementation structure, lines of communications, grievance committee, etc.	RAS/Ilala?	- Jan
	3. Allocate necessary budget/logistics	Each	-Dec
	4. Monitor pilot project	RAS/Ilala?	
Evaluation	1. Design evaluation methods	Secretariat?	on-going
	2. Conduct interview/traffic surveys	Secretariat?	on-going
	3. Conduct stakeholder meetings	Secretariat?	Feb/April
	4. Evaluate and report	Secretariat?	May

## Consensus for Urban Transport and Policy Improvement in Dar es Salaam

“Thinking and Working Together for a Livable City”





**MINUTES OF THE SECOND JOINT COORDINATING COMMITTEE  
/STEERING COMMITTEE MEETING  
ON  
CAPACITY BUILDING PROJECT  
FOR  
THE IMPROVEMENT OF DAR ES SALAAM TRANSPORT**

Based on the Record of Discussions signed on 19<sup>th</sup> July, 2010 between the Government of the United Republic of Tanzania (hereinafter referred to as ‘Tanzania’) and the Japan International Cooperation Agency (hereinafter referred to as ‘JICA’), the technical cooperation project, namely ‘Capacity Building Project for the Improvement of Dar es Salaam Transport’ (hereinafter referred to as ‘the Project’) was initiated on 1<sup>st</sup> December, 2010.

In the course of the Project, a series of discussions were made and several workshops were organized, inviting secretariat members from ministries, public agencies and academic institutions. As a result of the discussions made during the second Joint Coordinating Committee/Steering Committee, held on 19<sup>th</sup> December, 2011, at the Karimjee Hall, Dar es Salaam, it was confirmed and agreed among all the members as referred to in the documents attached hereto.

Dar es Salaam, August 24<sup>th</sup>, 2012

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Mr. Jumanne A. Sagini  
Acting Permanent Secretary  
Prime Minister’s Office Regional  
Administration and Local Government

---

Mr. Yukihide Katsuta  
Chief Representative  
JICA Tanzania Office

---

Ms. Theresia Mmbando  
Regional Administrative Secretary  
Dar es Salaam Region

---

Mr. Kiminari Takahashi  
Chief Advisor  
JICA Expert Team

Attendants of the 2<sup>nd</sup> Joint Coordinating Committee/Steering Committee are listed below.

**TANZANIAN SIDE**

1.	Mr. H. Kattanga	PMO-RALG	Chairperson
2.	Mr. E. Ntandu	RAS-DSM	Secretary
3.	Asteria L. Mlambo (Mrs)	DART Agency	Member
4.	Eng. Natty M.B.	Dar es Salaam City Council	Member
5.	Gaudence Nyamwihula	Kinondoni Municipal Council	Member
6.	Fuime G.K.B	Ilala Municipal Council	Member
7.	Margareth E. Nyalile	Temeke Municipal Council	Member
8.	Ndyamukama V.K	PMO-RALG	Member
9.	Eng. L. M. Kyombo	Ministry of Works	Member
10	Saimon N. Kyungu	Ministry of Works	Member
11	Bwigane H. Mwakalobo	PMO	Member
12	Ladislaus M. Bigambo	TANROADS HQ	Member
13	Ms. Martha Mkupasi	Dar es Salaam City Council	Member
14	Eng. Nyenye S. M	Dar es Salaam City Council	Member

**JAPANESE SIDE**

1.	Hajima Iwama	JICA	Member
2.	Kiminari Takahashi	JICA Expert	Invited
3.	Hiroyuki Morimoto	JICA Expert	Invited

**ABSENTEES WITH APOLOGY**

1.	Ministry of Finance	Member
2.	Ministry of Home Affair	Member
3.	Ministry of Land, Housing and Human Settlement Development	Member
4.	Ministry of Transport	Member
5.	Road Fund Board	Member
6.	SUMATRA	Member
7.	Zonal Traffic Police	Member

## **1. Agenda**

The meeting was preceded by following agenda:

- a) Opening remarks by chairperson
- b) Self-introduction
- c) Confirmation of minutes of previous meeting and discussion of matters raised and actions taken
- d) Presentation of project progress (CBD Traffic Improvement Plan and Road Improvement Plan)
- e) Discussion
- f) Any other business
- g) Closing of the meeting

## **2. Opening of the Meeting**

The Chairperson (Mr. H. Kattanga – Permanent Secretary of PMO-RALG) called the meeting to order at **14:00hours** after making few remarks regarding the Project. In his remarks he mentioned that the Project has impressed him thanks to the on-going efforts/planning works that were made by the secretariat members and the Expert Team. He also assured that PMO-RALG will make sure that the Project is successfully implemented for the improvement of the transport in Dar es Salaam. He also mentioned that Eng. Ndyamukama V.K. of PMO-RALG was requested to participate in the Project to fully coordinate with the World Bank-funded Dar es Salaam Metropolitan Development Project (DMDP). He then requested the members of the meeting to introduce themselves.

## **3. Confirmation of Minutes of Previous Meeting and Discussion of Matters Raised and Actions Taken**

The minutes of the previous meeting were corrected by passing through them page by page and thereafter were confirmed and signed for proper references. During correction of the minutes of the meeting, further clarifications were provided where some members requested the secretariat members and the Expert Team for their clarifications.

#### **4. Presentation of Project Progress (CBD Traffic Improvement Plan and Road Improvement Plan)**

Eng. Nyenye S. M (Secretariat member) made presentation of the project outline and the summary of the project progress. Mr.Takahashi (JICA Expert) then made presentation of CBD Traffic Improvement Plan, and Road Improvement Plan. He also briefed the Pilot Project of the CBD Traffic Improvement Plan.

##### **4.1 Summary Progress of the project**

In addition to the project purpose and output, the project progress summary was presented including provision of better coordination mechanism (where both steering committee and secretariat were established), provision of technical training for transport planning, formulation of transport policy (where a discussion paper was prepared and discussed among secretariat members) and the priority projects/plan (where CBD traffic improvement plan and road improvement plan prepared and discussed among secretariat members).

##### **4.2 CBD Traffic Improvement Plan**

CBD traffic improvement plan was prepared as part of exercises of the Project (preparation of the priority projects/plan). The presentation of the traffic improvement plan in CBD includes current traffic/transport issues at CBD, proposed traffic circulation plan and its progress, summary result of traffic simulation analysis in CBD, planning principles and counter measures, on-going exercise under JICA CUPID Project.

##### **4.3 Road Improvement Plan**

Road improvement plan was also prepared as part of exercises of the Project (preparation of the priority projects/plan). The presentation of the road improvement plan includes objectives of road improvement plan, workflow of road improvement planning, preparation of the project long list, multi-criteria analysis for project selection, selection of priority projects. It was also reported that this exercise was completed in full coordination with the World Bank funded DMDP.

##### **4.4 The Proposed Pilot Project in CBD**

Members of the secretariat proposed the pilot projects in CBD, consisting of one-way traffic operation, bus rerouting, minor intersection improvement, public awareness campaign, and implementation and evaluation. The chairperson of the meeting suggested further discussions, involving key stakeholders to set aside funding and to successfully implement the pilot projects.

## 5.0 Discussions

After the presentation, the members were requested to ask questions and provide comments. The members of the Joint Coordinating Committee/Steering Committee made the following comments and suggestions to the secretariat members/Expert Team;

- For proper project ownership and support, it is better to present the progress of the Project to the different stakeholders: *It was agreed to present the progress of the project at Regional Road Board, where a number of decision makers and directors of the implementing agencies participate.*
- Members raised a concern whether the proposed one way system can solve the problem of traffic congestion: *The traffic simulation analysis proves the one way operation, as proposed by the DART, will improve the traffic flow only if the selected intersections in CBD are improved and on-street parking is properly managed. Accordingly, the Project suggests comprehensive approach, including parking management, intersection improvement and daladala rerouting to successfully implement the one way operation.*
- Members also asked if the project will test feasibility of other modes of transport such as railway and water: *It was responded that currently the project concentrates on the priority projects/plans, including CBD traffic improvement plan and road improvement plan. And the scope of the works of these projects/plans does not include testing of other modes of transport. The revitalization of the railway and development of waterway transport are suggested for its financial supports under the DMDP. The feasibility of those projects may be tested in the course of the DMDP.*
- The proposals made by the secretariat and Expert Team have much value. These proposals should be disseminated to concerned agencies for their reference and actions.
- As suggested by the secretariat and Expert Team, the PMO-RALG or RAS should assign tasks to each implementing agency for successful implementation of one way traffic operation in CBD: *It was agreed that further discussions will be made, involving key stakeholders to set aside funding and to successfully implement the pilot projects.*
- It was proposed to look for the possible financial sources for project implementation: *It was responded that Dar es Salaam has several transport projects (DMDP, DART, CUPID) that need to work together to merge them to maximize the benefits derived from these projects. The projects need to be prioritized with clear selection criteria, like the multi-criteria analysis applied*

*in the road improvement plan, considering the limited amount of financial source.*

- It was agreed to have a budget for the operation of the Project as one of the matters raised during the previous meeting approved by the PMO-RALG. The budget is needed even after CUPID project to maintain sustainability of the coordination mechanism: *It was suggested that RAS should review the project budget and send to the PMO-RALG for further discussion with PS of the PMO-RALG. PMO-RALG should also consider a budget in line with a series of proposals made by the CUPID.*

After the discussion, it was agreed that both Road Improvement Plan and CBD Traffic Improvement Plan, as proposed by the secretariat and Expert Team, were accepted by the members and concerned implementing agencies were requested to seek for the funds for implementation of the projects, proposed in these two plans.

## **6.0 Any Other Business**

The Chairperson raised a concern on the budget of implementation of CBD road/roundabout improvement. Eng. Bigambo of TANROADS and other engineers in the secretariat volunteered to prepare and document the preliminary design and cost estimates and presented to the PS of the PMO-RALG.

## **7.0 Closing Remarks**

The meeting was closed at **16:40** hours.

## MATTERS RAISED AND ACTIONS TAKEN

S/No	Matters raised	Actions taken
1	<p>The preliminary design and cost estimates for the traffic improvement plan in the CBD should be prepared and presented to PS of the PMO-RALG for further discussions with concerned agencies.</p>	<p>The preliminary design and cost estimates on the selected intersection improvement works were prepared by the selected secretariat members and submitted to the PS of the PMO-RALG.</p> <p>The PMO-RALG and Ministry of Works organized a meeting and the Ministry of Works was requested to set aside some development budget to implement the improvement works along the Ohio Street, Sokoine Drive and Uhuru Street. Some of on-street parking management plan will be implemented by the TANROADs DSM as part of road maintenance project at Ohio Street.</p> <p>The DCC already proposed cost of the on-street management plan in the 2012/13 budget plan will set aside some budget to install road markings for on-street parking management at selected road sections in CBD.</p> <p>The secretariat members prepared a staged approach to implement the manageable package of the traffic improvement plan in CBD. <i>(Presented in the Agenda 5-IV CBD Traffic Improvement Plan.)</i></p>
2	<p>For proper project ownership and support, it is better to present the progress of the Project to the different stakeholders.</p>	<p>The progress of the Project was presented by the secretariat members at the Regional Road Board in February and June, 2012, where a number of decision makers participated.</p> <p><i>(Briefly explained in the Agenda 5-I Outline of the Project)</i></p>
3	<p>Will the one way system proposed solve the problem of traffic congestion?</p>	<p>The secretariat members prepared a staged approach to implement the manageable package of the traffic improvement plan in CBD.</p> <p>These packages include (i) Daladala route modifications, (ii) Samora/Sokoine modification/closure of Morogoro, and (iii) Inner CBD traffic modification /parking management and street pedestrianization.</p> <p>The secretariat members also empathize importance of the community consultation and public awareness campaign during the implementation of the staged approach.</p> <p><i>(Presented in the Agenda 5-IV CBD Traffic Improvement Plan.)</i></p>

S/No	Matters raised	Actions taken
4	Will the Project test feasibility of other modes of transport such as railway and water?	The scope of the Phase-2 of the Capacity Building Project, if implemented, may include the revision of the previous urban transport master plan. Accordingly, the feasibility of other modes of transport, including railway and waterway, can be tested in the Phase-2 Project. Also, pre-feasibility study of rail and waterway transport will be possibly carried out under the DMDP.
5	The proposals made by the secretariat and Expert Team have much value. These proposals should be disseminated to concerned agencies for their reference and actions.	Please refer to Action No.2.
6	As suggested by the secretariat and Expert Team, the PMO-RALG or RAS should assign tasks to each implementing agency for successful implementation of one way traffic operation in CBD.	Please refer to Action No.1.
7	We should look for the possible financial sources.	Please refer to Action No.1.
8	Was the budget for the operation of the Project as one of the matters raised during the previous meeting approved by the PMO-RALG? The budget is needed even after CUPID project to maintain sustainability of the coordination mechanism.	The Dar es Salaam City Council already proposed operational cost of the Project in the 2012/13 budget plan and will set aside some funds for operation of the Project.
9	Other major progress	PMO-RALG is now engaged in establishment of the DUTA and assigned two staff to draft the Act of the DUTA. The current implementation structure will be absorbed into the DUTA and a coordination mechanism will be enhanced under direction of the DUTA. <i>(Presented in the Agenda 9 Actions on Establishment of DUTA.)</i>



S/No	Matters raised	Actions taken
10	Other major progress	<p>The secretariat members prepared a concept paper on development of the expressway and presented it to the City Mayor and other stakeholders. The paper was submitted to the AfDB for consideration of future development projects under the AfDB.</p> <p><i>(Provided further information in AOB)</i></p> <p>The Road Improvement Plan was also presented to AfDB consultants for the same purpose.</p> <p><i>(Presented in the Agenda 5-II Road Improvement Plan.)</i></p>



# Capacity Building Project for the Improvement of Dar es Salaam Transport

3<sup>rd</sup> Joint Coordinating Committee/Steering Committee  
24<sup>th</sup> August, 2012

Secretariat for Capacity Building Project  
and  
JICA Expert Team



## Contents of the Presentation

1. Outline of the Project
2. Summary Report of the Project
  - i. Road Improvement Plan
  - ii. Urban Transport Policy
  - iii. CBD Traffic Improvement Plan – Staged Approach

2



## 1. Outline of the Project

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## 1. Project purpose and output

### **Project Purpose:**

A mechanism to coordinate transport projects of relevant organizations in Dar is established with its capacity being strengthened.

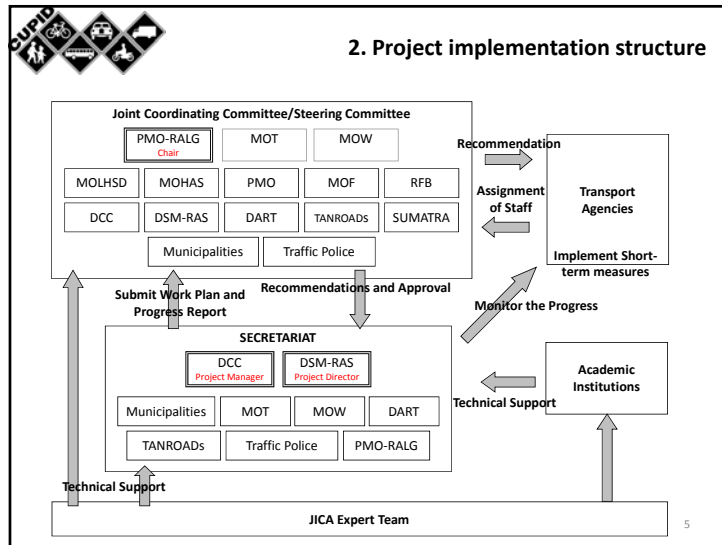
### **Project Outputs:**

1. Coordinating bodies (i.e., Secretariat and Steering Committee) are developed with charter of operations.
2. Training needs are identified and transport planning capabilities of individuals involved in the Project are improved.
3. A series of policy recommendations are provided and compiled into a policy document.
4. Coordinated and prioritized plans/projects are studied and approved for immediate actions.

### **Project duration:**

From Dec 2010 to Dec 2012

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- 3. Summary project progress (1/2)**
- Better coordination mechanism
- Steering committee and secretariat both confirmed at 1<sup>st</sup> JCC.
  - 32 secretariat meetings held to discuss transport policy and priority plans.
  - 1<sup>st</sup> JCC held in April, 2011 to approve a work plan and 2<sup>nd</sup> JCC in Dec, 2011 to demonstrate progress of the Project.
- Technical training for transport planning
- 3 training sessions held in Feb/March, June/July and Nov/Dec, 2011 at NIT.
  - On-the-job training (traffic survey) in Dec, 2011 and July, 2012.

- 3. Summary project progress (2/2)**
- Transport policy
- A discussion paper prepared and discussed in a series of secretariat meetings.
  - Coordination meetings held with MOT/EU/DfID
  - Policies/strategies/actions explored in draft urban transport policy compiled into National Transport Policy.
- Priority plan/projects
- Traffic improvement plan in CBD developed through consultation among secretariat and accepted in the 2<sup>nd</sup> JCC. Selected proposed projects awaiting for implementation.
  - Road improvement plan developed and selected priority projects to be soon implemented under DMDP.





## 2. Summary Report of the Project

### Road Improvement Plan

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### Tips: Road and Traffic in Dar

- 770 km:** Road network (defined as primary to tertiary roads) in Dar in YR 2007.
- 78,000 cars:** Estimated number of passenger cars in Dar in YR 2007
- 135%:** Increase of sedans between 2012/2007 (**140%:** trucks, **450%:** motorbikes)
- 1030 km:** Additional road network in Dar proposed by YR 2030 to maintain current level of service → annually **50 km of additional road network!**
- 2.0 billion USD:** Amount of investment required for road improvement in Dar up to YR 2030 → annually **100 million USD** necessary for road improvement!

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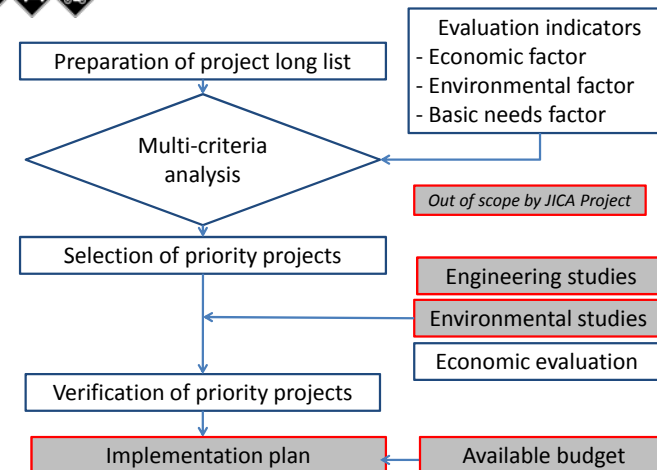
### 1. Background of road improvement plan

- **Road improvement plan**, as an excise of capacity building project, has been under discussion since Sep, 2011.
- WB funded **DMDP provides 75 million USD** for community infrastructure development.
- Through consultative meetings with WB, JICA and counterpart agencies, the Project supported for **selection of priority road projects**.
- Members of the secretariat involved in;
  - (i) Preparation of long-list of the projects,
  - (ii) Mapping of these projects,
  - (iii) Discussion and confirmation of evaluation indicators, and
  - (iv) Confirmation of selection of the priority projects.

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### 2. Workflow of road improvement planning



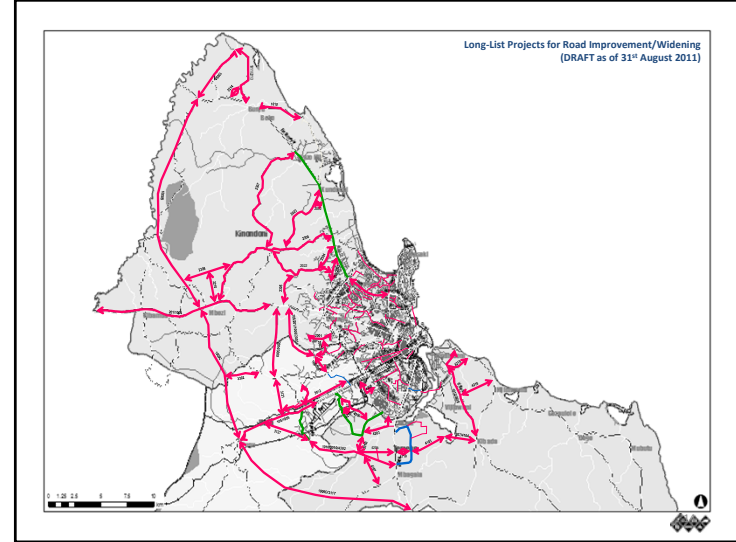


### 3. Preparation of project long list

- A long-list of road improvement projects prepared based on;
- Urban transport master plan (2008)
  - Feasibility study/design reports by different agencies
  - Long-list of urgent projects, proposed for DMDP

→ **116 road improvement projects** with road length of **450 km** and total project cost of **1,100 M USD** are identified as 'urgent projects'.

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### 4. Multi-criteria analysis for project selection (1) Evaluation criteria

1st level criteria	2nd level criteria	3rd level criteria	Evaluation items
Economic criteria	Workability	Project size	Project cost
	Sustainability	Reliable traffic service	All weather traffic
		Traffic demand	Daily traffic volume Volume capacity ratio
	Economy	Cost effectiveness	Cost/traffic volume
		Regional development and logistics network	External trip rate Connectivity
Environmental criteria	Pollution	Noise and vibration	Heavy vehicular traffic volume
		Air quality	Traffic volume and travel speed
	Social Environment	Involuntary resettlement	Resettlement and land acquisition
Basic need criteria	Poverty Reduction	Impact to the regional economy	No. of population in project site
		Impact to the poverty reduction	No. of population in poverty in project site
		Availability of road	Road length/households

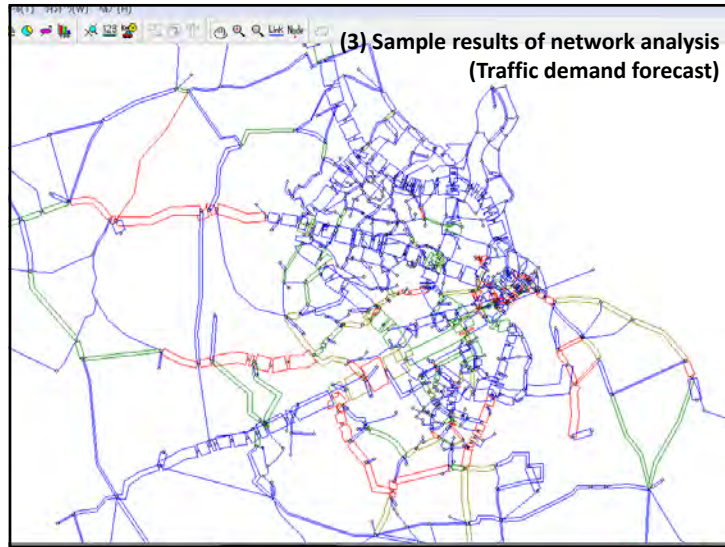
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### (2) Weights of criteria suggested by secretariat members

Evaluation items	National Roads	Local Roads
Project cost	6.3%	5.7%
All weather traffic	8.5%	6.1%
Daily traffic volume	10.0%	10.9%
Volume capacity ratio	13.9%	9.1%
Cost/traffic volume	15.9%	9.3%
External trip rate/ Connectivity	8.8%	5.9%
Noise and vibration	6.2%	5.2%
Air quality	6.2%	7.7%
Involuntary resettlement	10.1%	6.9%
No. of population in project site	5.2%	12.9%
No. of population in poverty in project site	4.1%	11.1%
Road length/households	4.6%	9.2%

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### (4) Multi-criteria analysis and selection of priority projects

S/N	Project Name	Population in project site	Population in povert	Road length/hou seholds	Score (Nation)	Score (Local)	Jurisdiction
101	New Bagamoyo Road Wide	3	4	2	2.90	2.94	TANROADS
103	Kigamboni Bridge and Acce	2	5	4	2.50	2.62	TANROADS
104B	Inner Ring Road/Kawawa R	2	4	4	2.85	2.91	Temeke
105	Nyerere Road Widening	2	4	5	2.49	2.77	TANROADS
109B	Gerezaani Area Transport En	1	1	5	2.53	2.39	TANROADS
201	Morogoro Road Widening	1	4	4	2.37	2.39	TANROADS
207	Kigamboni Access Road De	1	4	5	2.59	2.67	Temeke
1001	Old Bagamoyo Road widen	2	2	2	2.43	2.37	TANROADS
1002	Uhuru Road widening	1	5	5	2.78	2.92	TANROADS
1003	Kigogo Road	4	4	5	2.93	3.09	TANROADS
1007		2	4	5	2.75	2.83	TANROADS
1009A		1	4	4	1.87	2.14	TANROADS
1009B		1	4	4	1.95	2.25	TANROADS
1009	Outer Ring Road	1	4	5	2.49	2.63	TANROADS
1010		1	4	4	1.44	1.85	TANROADS
2001	External	2	4	4	2.60	2.68	Kinondoni
2002	Kisukuru	2	4	5	2.74	2.89	Kinondoni
2003	Kilungule	1	4	5	1.74	2.12	Kinondoni
2005	Tanesco - Soko la Samaki	3	4	4	1.96	2.38	Kinondoni

### 5. Short-list of project proposed for DMDP (1/2)

Municipality	ID (JICA Analysis)	Road Name	Length (km)	Type of Improvement	Scores by JICA Analysis	High/Mid/Low Priority
Hala	3001	Vingunguti-Baracuda-kisukuru-Maji Ch	10.0	Upgrading	2.64	High
	3002	Segerea -Majumba Sita (km 3) Segerea -	3.0	Upgrading	2.71	High
	3003	Uindi St.(1Km)	1.0	Rehabilitation	2.65	High
	N.A.	Kiungani	0.7	Rehabilitation	N.A.	N.A.
	N.A.	Omari Londo	0.7	Rehabilitation	N.A.	N.A.
	N.A.	Mbaruku	0.7	Rehabilitation	N.A.	N.A.
	Temeke	4101	Chang'ombe Road	4.6	Widening/Rehabilitation	2.73
4102		Temeke - Mbagala	3.5	Widening/Rehabilitation	2.34	Mid
4203		Mtoni Mashine ya Maji Road	3.5	Upgrading	3.01	High
4209		Chaga Road	0.8	Upgrading	2.68	High
4214		Uruwila Road	0.2	Upgrading	2.77	High
4107		Nzasa-Kilungule - Makangarawe (Buza)	4.0	Upgrading	2.79	High
4208		Sandali Road (Mchicha)	1.0	Upgrading	2.83	High
4103		Mbagala kuu - Tuangoma road	1.0	Upgrading/Bridge Construction	3.08	High
N.A.		Mbagala Industrial Road	2.4	Upgrading	N.A.	N.A.
N.A.		Taifa Road	1.3	Upgrading	N.A.	N.A.
4110		Mwanamtoti Road	3.0	Upgrading	2.80	High

### 5. Short-list of project proposed for DMDP (2/2)

Municipality	ID (JICA Analysis)	Road Name	Length (km)	Type of Improvement	Scores by JICA Analysis	High/Mid/Low Priority
Kinondoni	2001	External	2.6	Upgrading	2.68	High
	2002	Kisukuru	1.9	Upgrading	2.82	High
	2003	Kilungule	3.0	Upgrading	2.12	Mid
	2005	Tanesco - Soko la Samaki	1.5	Upgrading	2.38	Mid
	2006	Sokoni - Makumbusho	1.3	Upgrading	2.59	High
	2007	MMK	1.2	Upgrading	2.31	Mid
	2008	Mabatini	1.1	Upgrading	2.24	Mid
	2017	Simu 2000	1.8	Upgrading	2.59	High
	2018	Makanya	5.1	Widening/Rehabilitation	2.71	High
	2019	Tandale Kisiwani	0.8	Upgrading	2.69	High

- WB strongly suggested Municipalities to follow the result of the analysis in selection of the priority projects.
- A short list of priority projects finalized, considering scale of the resettlement and land acquisition.



### Discussion for Successful Coordination

#### Road Improvement Plan

- Municipalities facing political interventions, being requested to change priority projects, following councilors' interests.  
→ *How do or did the Municipalities deal with political interventions?*
- Lessons learnt from preparation of Road Improvement Plan, in terms of enhancement of coordination mechanism
  - **Commitment by the donor and responsibilities fulfilled by Municipal engineers**
  - **A series of workshops and stakeholder meetings**
  - **Reliable database and models to test and rank priority**
  - **Donor coordination**

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## 2. Summary Report of the Project

### Draft Urban Transport Policy

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### Summary Progress of Urban Transport Policy Formulation

- **Urban Transport Policy**, as an exercise of capacity building project, has been under discussion since July, 2011
- Involved secretariat members and academic institutions
- Coordination meetings held with MOT/EU/DfID consultants
- The policies/strategies/actions of **Draft Urban Transport Policy** compiled into **National Transport Policy**
- **National Transport Policy** is expected to guide implementing agencies to plan and budget for urban transport improvement in a coordinated manner

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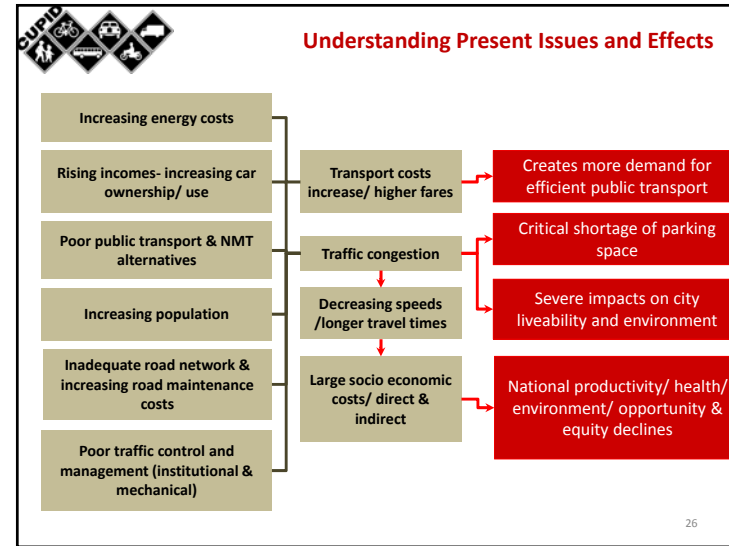
**Urban Transport is one of Dar es Salaam's greatest challenges**

**It will play a major role in defining the future of the city- its quality of life and its prosperity**

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**Vision & commitment statement**

*“We will employ strategies for sustainable urban planning, with **efficient and integrated transport networks** to ensure **access and equal opportunity for all**, to safely access the benefits of education, employment, services, and social inclusion.*

*Through investment efficiency, efficient market mechanisms and efficient use of infrastructure, we will strive to **sustain and improve urban mobility and protect the environment**, while at the same time **managing the transition to a less energy and emissions-intensive economy**.*

*We acknowledge our individual and joint responsibility to uphold the rules of honesty, transparency, and good governance in managing urban transport and mobility to **improve the quality of life, and develop a productive, prosperous and liveable city**”.*

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**Developing Policy based on Strategy**

*We cannot solve our problems with the same thinking we used when we created them.*  
[Albert Einstein](#)

*The planning, design, construction and management of our cities require **creative ideas and solutions** to meet the current and future challenges.*

*Our Cities, Our Future- A National Urban Policy –Australian Government Budget 2011*

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**A Strategic Planning Framework**  
*– the foundation upon which actions are agreed upon*

➤ **UNDERSTAND** the present situation (constraints, risks, assumptions, resources, competitive advantage environment)

➤ **DEFINE GOALS** -what is our future vision? .....

Supported by:

- **OBJECTIVES** – what must we achieve?
- **STRATEGY** – how we tackle the task
- **ACTION** – what we will do



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**Strategic Planning Principles**

**1. Use Sustainable Mechanisms**

**Financially sustainable**

- There is competitive demand for resources
- Value for Money
- Services must be paid for
- Keep mobility as the objective
- Use commercial frameworks and develop business competency

**Economically sustainable**

- Transport drives productivity, growth & poverty reduction
- Congestion is a barrier to growth
- Maximise use of existing infrastructure

**Environmentally sustainable**

Cities play a large part in the global emissions and transport is a key area

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**Further Principles**

2. Increasing opportunity for Private Sector involvement
3. Employing Transport Demand Management
4. Implementing a User- Pays principle
5. Taking Participatory Approach
6. Managing Risks and Constraints
7. Ensuring Social Equity
7. Developing Integration

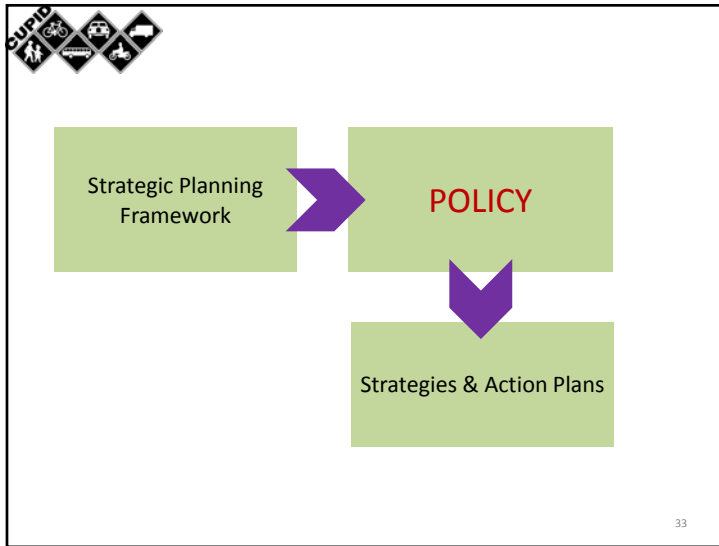
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**POLICY is not a 'wish list'....it is:**

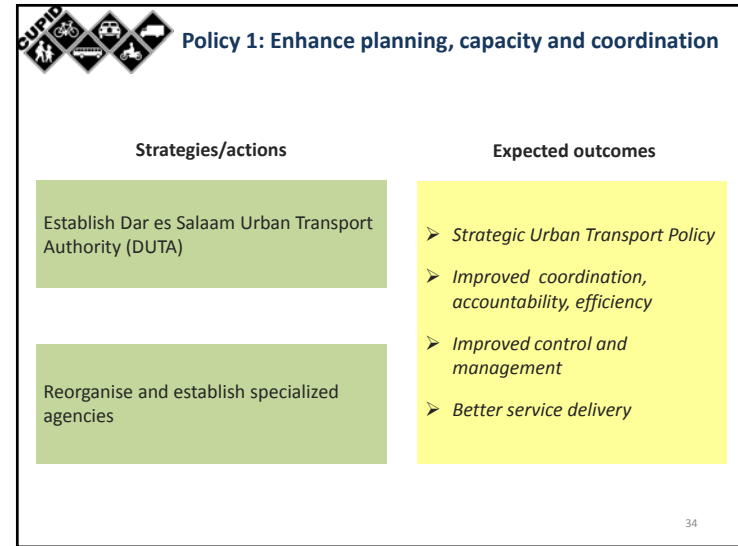
- Objectives based
- Agreed and thought out
- Being a **Point of Reference**
  - For planning and strategy and action
  - Where there is disagreement
- A measurement, a benchmark of performance

*To address the problems of Dar es Salaam we have had a major re-think on policy & planning*

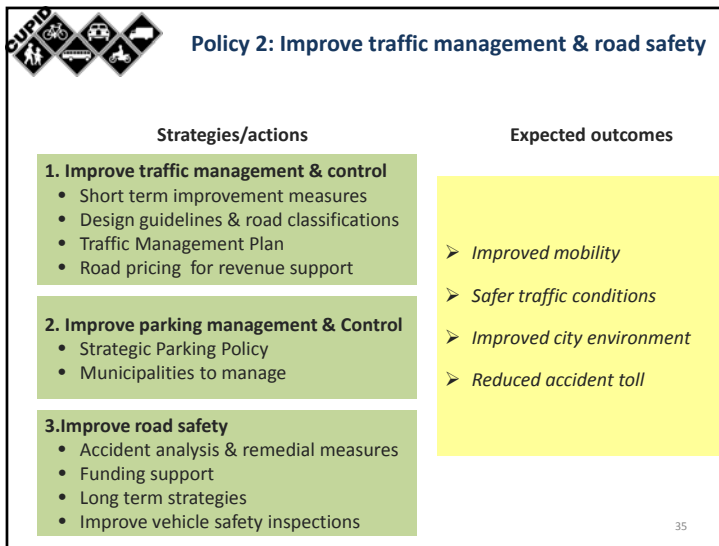
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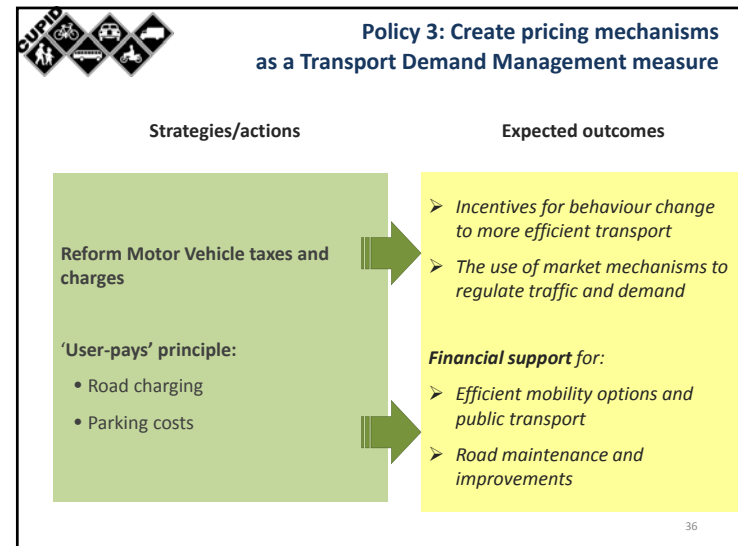
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### Policy 4: Implement TDM & TOD to address growth in private car use

Strategies/actions	Expected outcomes
<p><b>Reduce Demand</b> through:</p> <ul style="list-style-type: none"> <li>• <b>Transit-oriented development (TOD)</b></li> <li>• Increase development along transit corridors e.g. Morogoro Rd BRT corridor</li> <li>• Supporting transport networks for sub-centers: Kigamboni/ Africana/ Bunju/ Banana/ Pugu</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Lower energy costs/ less emissions</i></li> <li>➤ <i>More efficient urban design/ better productivity</i></li> <li>➤ <i>Less pressure on infrastructure and budgets</i></li> <li>➤ <i>Safe and efficient environmentally friendly transport options available</i></li> <li>➤ <i>Revenue support for public transport</i></li> </ul>
<p><b>Implement Transport Demand Management (TDM)</b> policies:</p> <ul style="list-style-type: none"> <li>• <b>Implement Policy 5</b> Improve public transport networks including NMT options</li> <li>• <b>Implement Policy 3:</b> Pricing mechanisms to manage transport demand</li> </ul>	


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### Policy 5: Improve transport networks to improve access and social equity

Strategies/actions	Expected outcomes
<p><b>Create an Integrated Public Transport Network</b></p>	<p><b>System benefits:</b></p> <ul style="list-style-type: none"> <li>➤ <i>Commercial viability / improved management</i></li> <li>➤ <i>Aims to be subsidy free</i></li> </ul> <p><b>Social benefits:</b></p> <ul style="list-style-type: none"> <li>➤ <i>Affordable fare levels</i></li> <li>➤ <i>Improved mobility and access</i></li> <li>➤ <i>Reduced poverty</i></li> <li>➤ <i>Reorganized public transport</i></li> <li>➤ <i>Less pressure on traffic network</i></li> </ul>
<p><b>Improve public transport business models</b> to promote:</p> <ul style="list-style-type: none"> <li>• Efficiency</li> <li>• Affordability</li> <li>• Low- cost alternatives e.g. <b>NMT</b></li> </ul>	
<p><b>Improve access &amp; address disadvantage</b></p> <ul style="list-style-type: none"> <li>• Community consultation</li> <li>• Improved access design</li> <li>• Public promotion</li> </ul>	


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### Policy 6: Improve international attractiveness

Strategies/actions	Expected outcomes
<p><b>Improve quality of transport for international visitors and travellers</b></p> <ul style="list-style-type: none"> <li>• Connections to airport</li> <li>• Improve city conditions (streetscapes / amenities / city preservation etc to improve tourism)</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Increased tourism revenue &amp; international acceptance as a tourist destination &amp; gateway</i></li> <li>➤ <i>Revitalized city environment and enhancement as harbour city</i></li> </ul>
<p><b>Improve freight efficiency</b></p> <ul style="list-style-type: none"> <li>• Improve management of freight movements</li> <li>• User-pays principle (tolls)</li> </ul>	


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### Policy 7: Improve environmental outcomes

Strategies/actions	Expected outcomes
<p><b>Improve motor vehicle standards</b></p> <ul style="list-style-type: none"> <li>• Improve MV safety inspections</li> <li>• Improve accountability and enforcement</li> </ul>	<ul style="list-style-type: none"> <li>➤ <i>Better public safety</i></li> <li>➤ <i>Reduced negative environmental effects</i></li> <li>➤ <i>Improved city environment and quality of life</i></li> </ul>
<p><b>Other measures</b></p> <ul style="list-style-type: none"> <li>• Traffic improvements</li> <li>• Cityscape improvements</li> </ul>	


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### Policy 8: Ensure good governance & probity

Strategies/actions	Expected outcomes
<p><b>Improve governance</b></p> <ul style="list-style-type: none"> <li>Remove conflicts of interest</li> <li>Ensure fair competition</li> <li>Develop checks and balances to ensure transparency and accountability and enforcement</li> </ul>	<ul style="list-style-type: none"> <li>Better governance and confidence in policy implementation</li> <li>Regulatory independence</li> <li>Efficient service delivery</li> <li>Reduces corruption</li> </ul>


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### Policy 9: Implement supporting infrastructure

Strategies/actions	Expected outcomes
<ul style="list-style-type: none"> <li>CBD traffic circulation and short term measures and urgent intersection projects</li> <li>Road improvements according to the road network plan</li> <li>Develop Bus Network Plan</li> <li>Bridge to Kigamboni</li> <li>Relocation of Intercity bus terminals</li> </ul>	<ul style="list-style-type: none"> <li>Planned infrastructure and coordinated development</li> <li>Maximise efficiency of new developments</li> <li>More efficient transport networks</li> </ul>


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### Policy 10 Diversify development funds and improve revenue collection

Strategies/actions	Expected outcomes
<p><b>Diversify Sources of Development Funds</b></p> <ul style="list-style-type: none"> <li>Prepare Long term investment plan</li> <li>Propose new sources of funds &amp; prepare requests</li> <li>Review PPP framework &amp; develop PPP proposals</li> </ul> <p><b>Enhance local revenue</b></p> <ul style="list-style-type: none"> <li>Reform Tax system &amp; identify new funding sources</li> <li>Improve tax collection</li> <li>Enact laws &amp; regulations</li> </ul>	<ul style="list-style-type: none"> <li>Improve budget situation</li> <li>More appropriate taxation system - targeted to modify behaviour</li> <li>Improved revenue collection</li> </ul>

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### Discussion for Successful Coordination

- Contents of the draft Urban Transport Policy already absorbed into the National Transport Policy.
  - Any coordination mechanism in place among concerned agencies?
  - All the stakeholders aware of and following the Policy?
- 2012 Transport Investment Plan was prepared by MOT.
  - Was National Transport Policy translated into the Investment Plan?
  - Each agency given responsibilities to manage urban traffic?

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## 2. Summary Report of the Project

### CBD Traffic Improvement Plan – Staged Approach

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#### Tips: Traffic Characteristics in CBD

- **1.7 M sq meter:** Total floor size in CBD: (0.7 M for resident and 1.0 M for office use)  
→ Increased by 20% since 2007
- **16,000 vehicles:** No. of daily inflow cars to CBD
- **3,000 vehicles:** No. of on-street parking at 10 AM at major roads in CBD
- **400 vehicles:** No. of illegal parking at 11 AM at major roads in CBD
- **1,200 vehicles:** No. of available parking space at major roads
- **300 Tshs:** On-street parking charge/hour
- **1000 Tshs:** Off-street parking charge/hour

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#### Background of CBD traffic improvement plan

- **CBD traffic improvement plan**, under discussion since Aug, 2011.
- **One way plan** accepted in early 2010 and traffic signage installed by Dec, 2011.
- The traffic simulation analysis shows one way operation slightly improves travel speed, but only if intersection improvements and on-street parking management in place.
- Thus, comprehensive CBD plan proposed, including:
  - Public transport management
  - Traffic control and management
  - Parking management
- CBD plan accepted in the previous JCC/SC meeting.

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#### Background of CBD traffic improvement plan

- Following proposals, several implementing agencies set aside some funds for implementation of CBD plan.
- Members of the secretariat engaged in:
  - i. Review of previous master plan/DART plan,
  - ii. Site visits,
  - iii. Traffic surveys in CBD and its analysis,
  - iv. Discussion on traffic management schemes in CBD and its staged plan,
  - v. Supports for budgeting CBD plan,
  - vi. Consultation with stakeholders and dissemination of the CBD plan.

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European cities promote public transport, create better spaces for cycling and walking within the public mobility network, and make car travel more difficult within cities

In doing so, they improve the standard of living, improve productivity, preserve their historical assets, and promote tourism



Berlin Cycling

Copenhagen Walking Streets

Stockholm Public Transport



## A Strategic Planning Framework for CBD Traffic Management

1. Improve **coordination of CBD management** between all stakeholders
2. Improve **traffic management** based on road classification, parking management and control and traffic rules
3. Link city development policy and transport policy
4. Improve a **public transport network** assuring access, connectivity and integration. (including NMT, walking and cycling as part of the network)
5. Diversify **development funds** and improve revenue collection
6. Prioritize **road safety and equity** for all road users

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## A Dual Approach

### 1. Demand Management

- **Structural measures** (land-use planning - TOD) –
- **Proactive measures** which provide good alternatives to motorized travel
- **Restrictive measures** such as road pricing, parking charges (but only work effectively if good alternatives are available)

### 2. Traffic Control and Parking management

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## Risks for Implementation

- Signs in place but being ignored –this presents challenges for implementation
- Full implementation of proposed CBD traffic plan requires considerable time/efforts (funding)
- ‘Big Bang’ change may cause chaos and possible conflict
- Present ‘broad’ approach - may not consider local context & impacts

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### A Staged Implementation

Secretariat proposed to adopt a staged introduction in implementation of the CBD traffic improvement plan:

- Implements manageable packages
- Concentrates on each step being successful
- Manages local impacts /less community issues
- Prioritises Daladala rerouting as an immediate positive step

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### Contents of an Intermediate CBD Plan

- Respects BRT/ enforces Distributor & Collector road classification
- Redirects Samora / Sokione as a one-way pair
- Respects pedestrian movements & creates walking streets
- Streamlines Daladala routes

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### Why re-route daladala first?

1. Improves quality of Public Transport
2. Make daladala operation more efficient
3. Reduces daladala traffic helping to reduce congestion
4. Prepares for traffic circulation changes

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### Staged Implementation of Traffic Management Measures

#### Stage 1: Daladala route modifications

- Project 1
  - Project 2
  - Project 3
- } With associated route changes

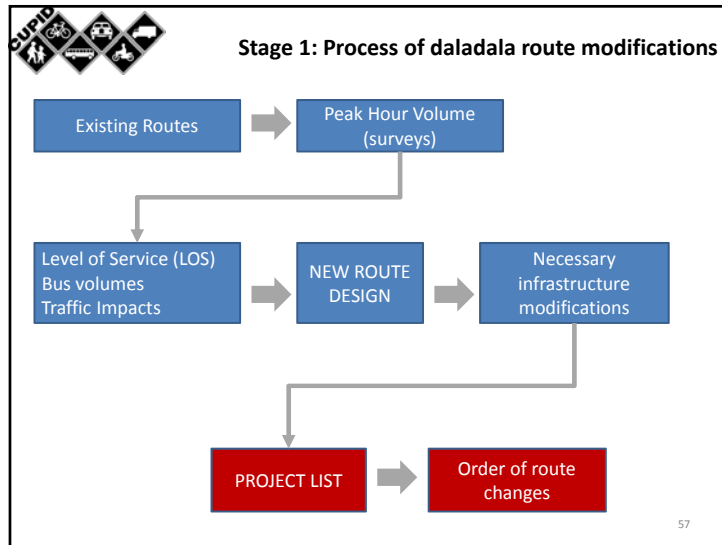
#### Stage 2: Traffic modifications

Change Samora/ Sokoine Dr direction/close Morogoro Rd

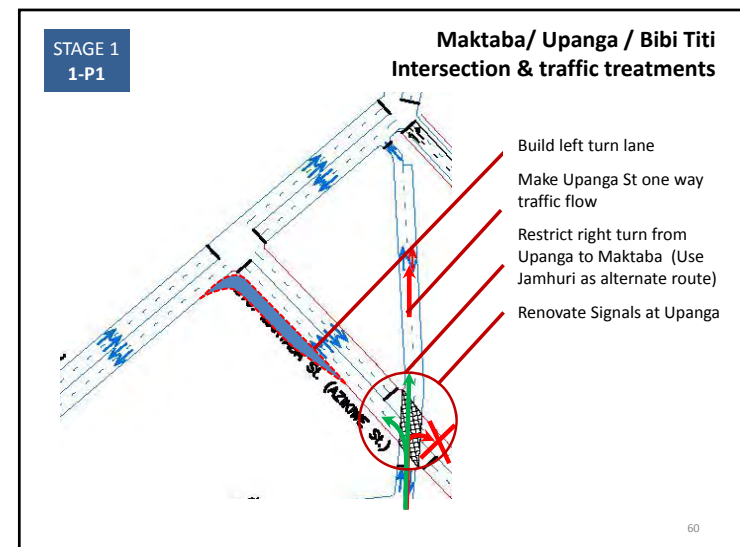
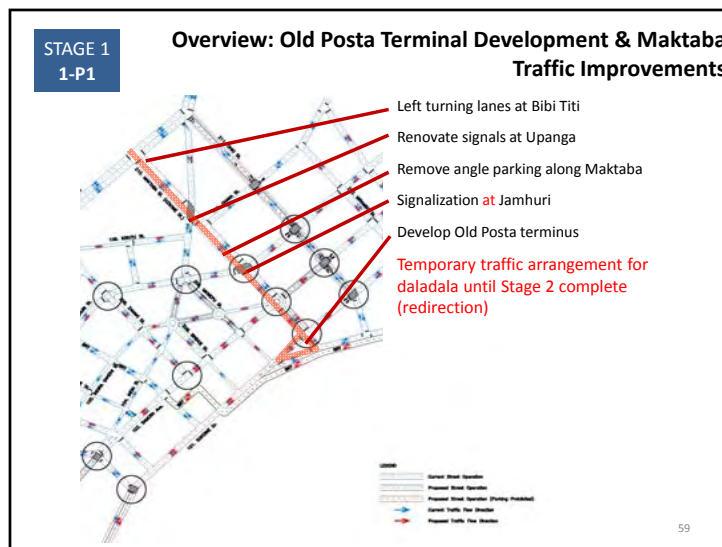
#### Stage 3: Local traffic treatments

- Project 1 Zanaki St to Maktaba St area treatments
- Project 2 Mosque St area treatments

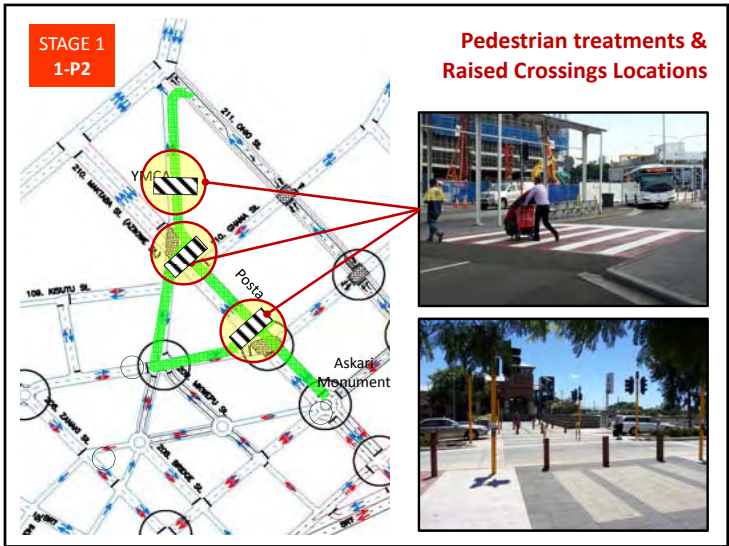
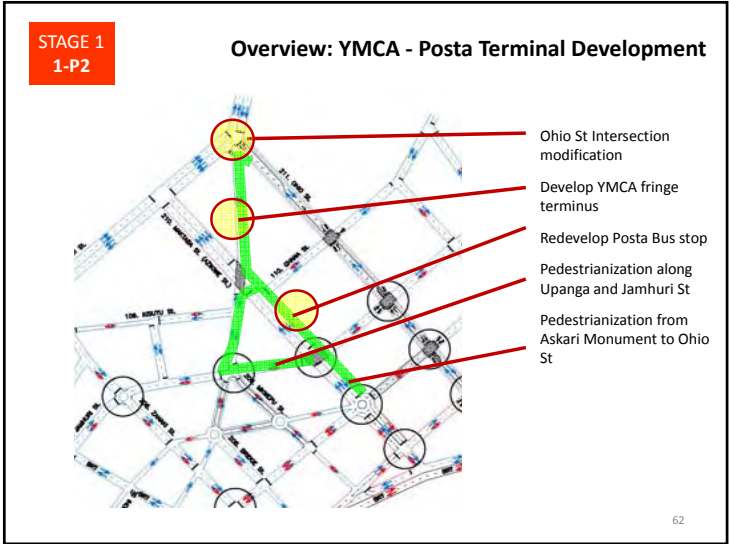
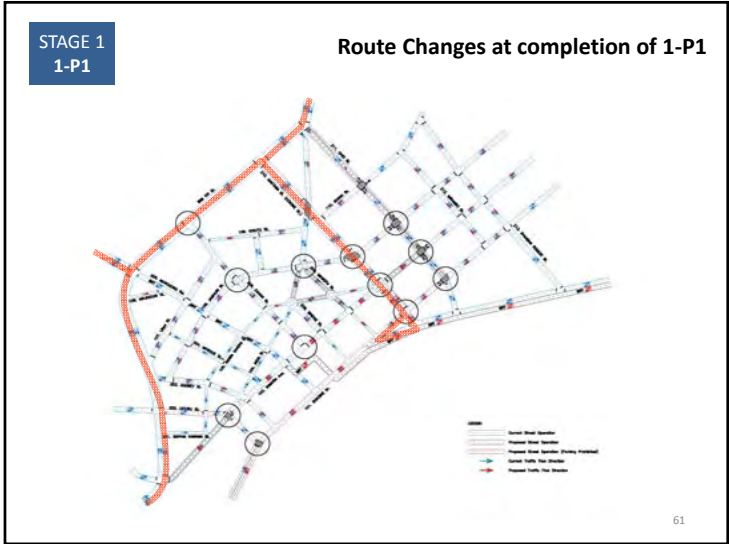
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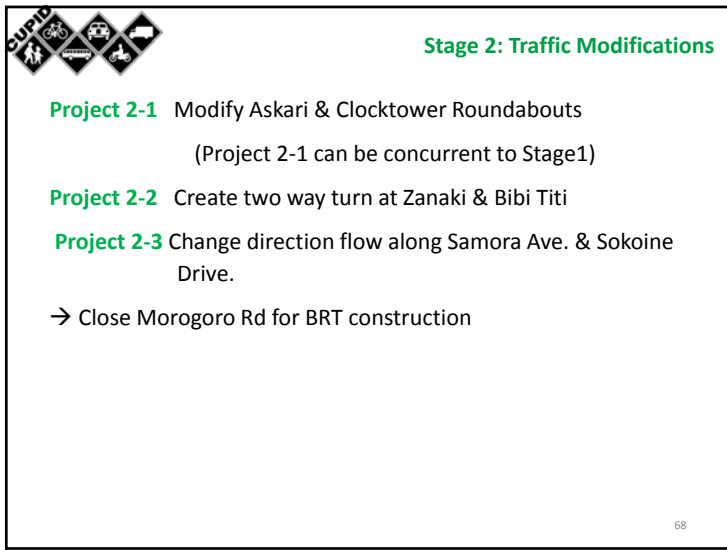
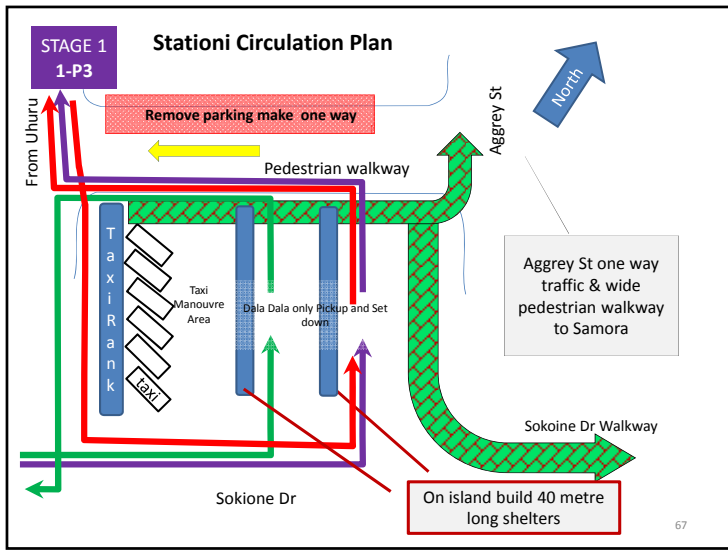
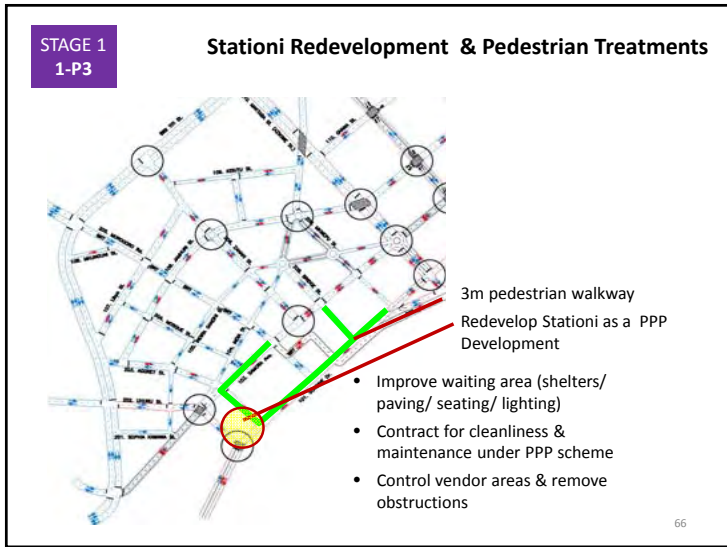
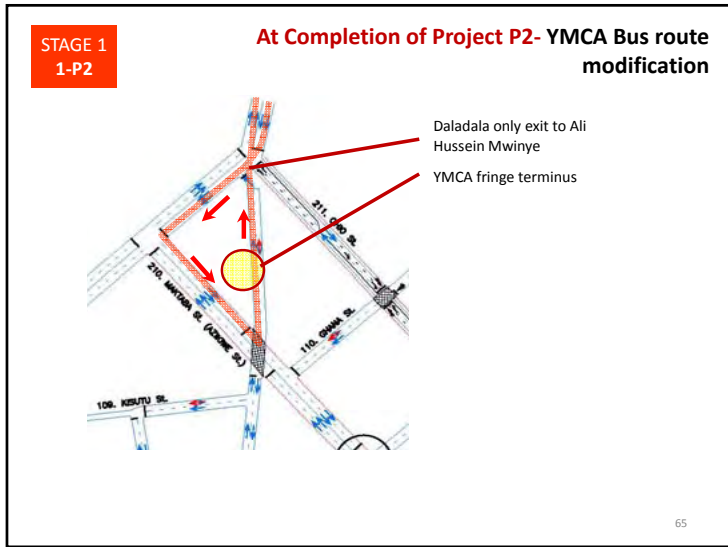


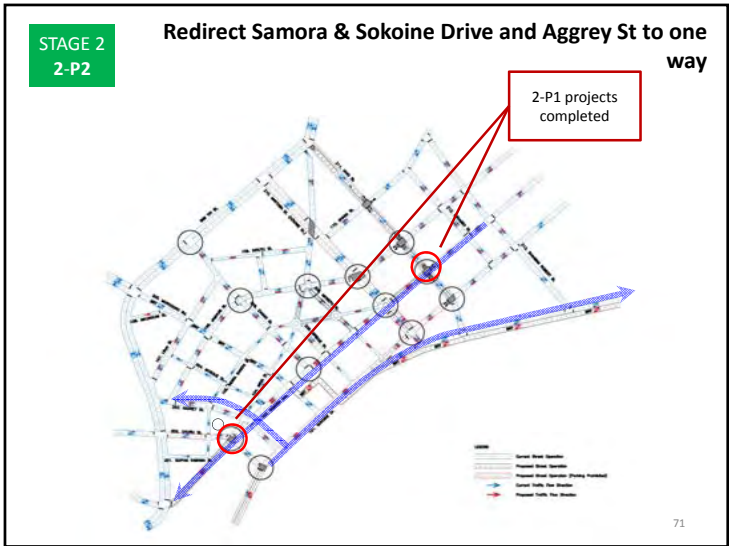
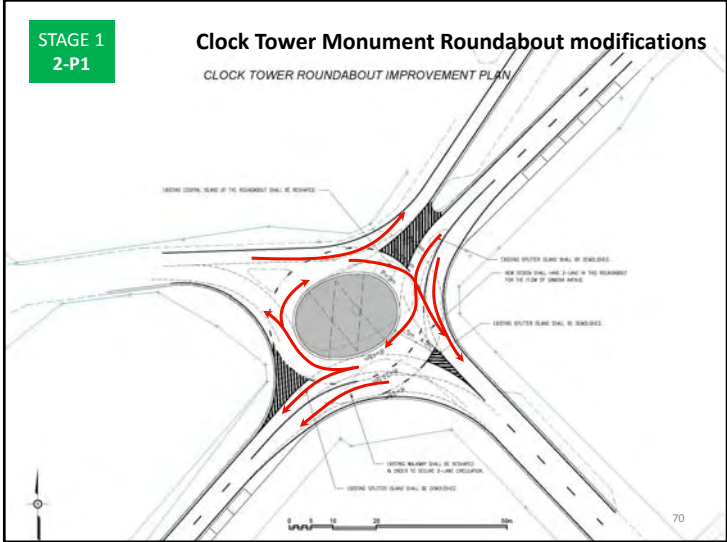
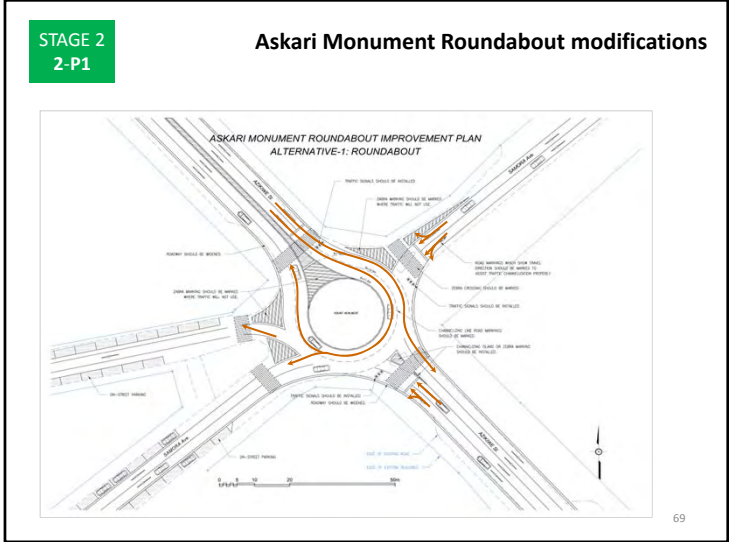
- Stage 1 Project List for Daladala Route Changes**
- 1-P1** Old Posta Terminal Development
    - Maktaba St/ Upanga St Traffic & Parking treatments
    - Renovate signals at Upanga and
    - Left turn lane at Bibi Titi
  - 1-P2** YMCA – New Posta Terminal Development
    - Redevelop New Posta bus stop
    - Pedestrian improvements to Maktaba, Upanga St, Ohio St
    - Ohio St Intersection and signal modification
  - 1-P3** Stationi Terminal Redevelopment
    - Pedestrian walkways: Aggrey St, Samora & Sokione Dr to Old Posta
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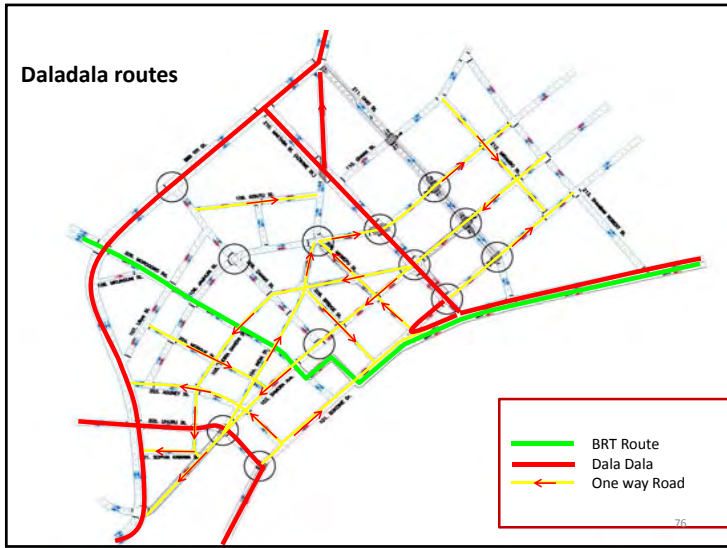
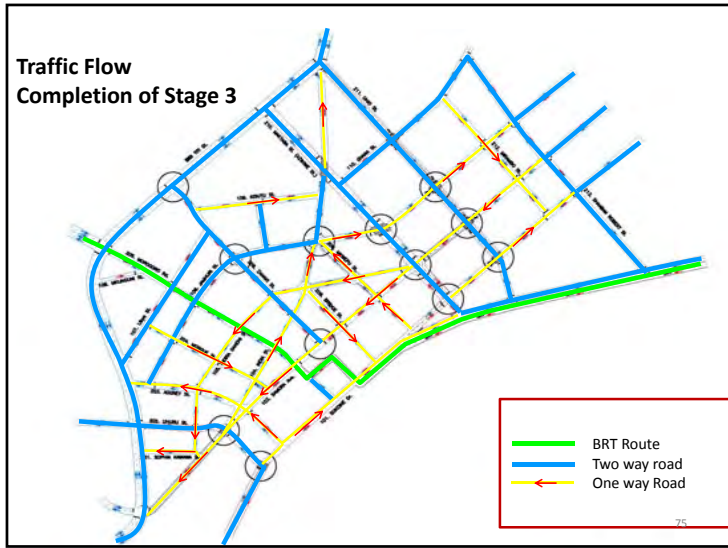
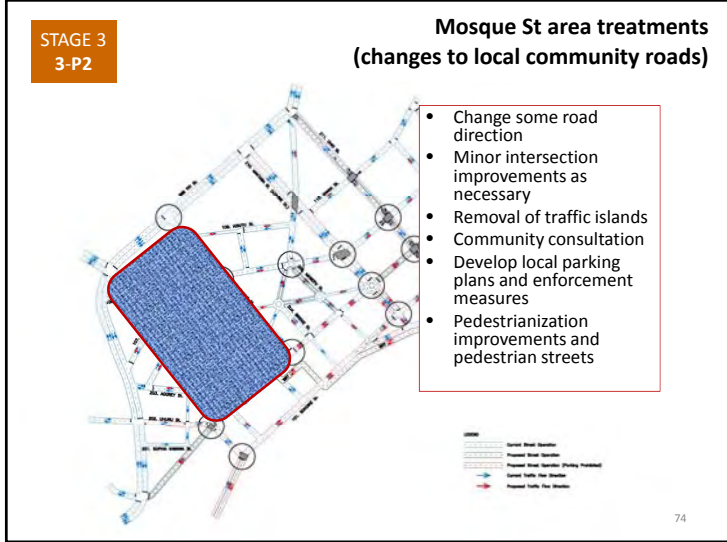
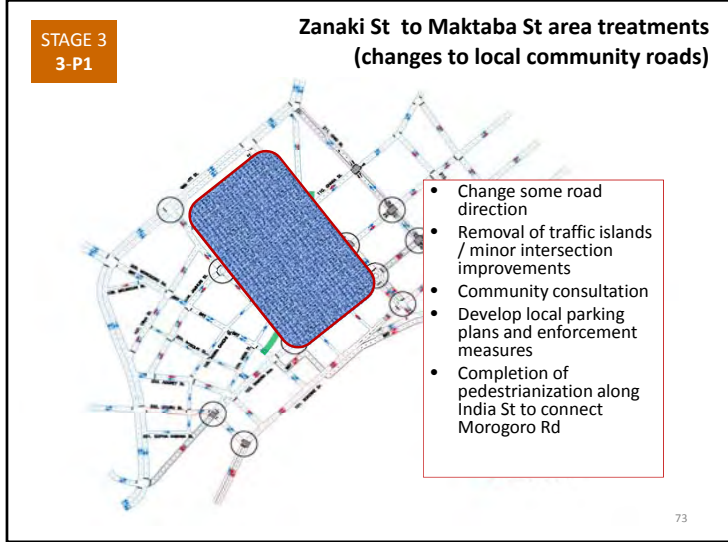


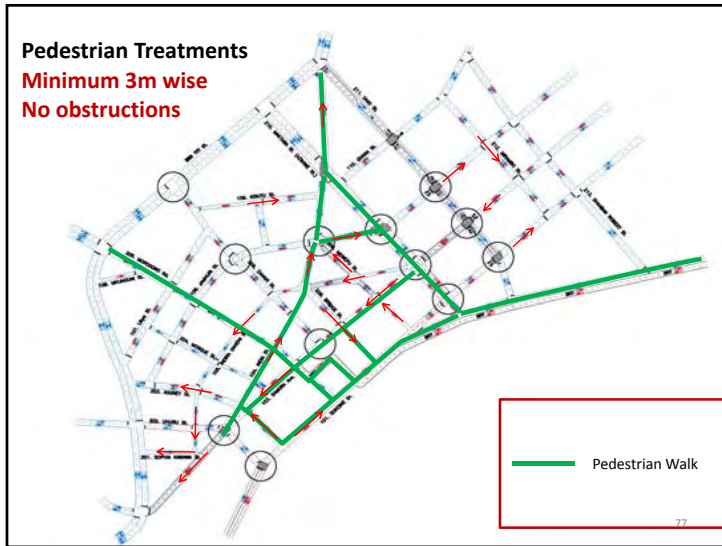
**Stage 3 Project list**

**Project 3-P1** Zanaki St to Maktaba St area treatments  
(changes to local community roads)

**Project 3-P2** Mosque St area treatments  
(changes to local community roads)

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**Using PPP for terminal redevelopment**

- Quality investment opportunity with advertising rights
- Private sector manages, cleans and maintains
- Win – win proposal

**Next steps**

- Start planning & financing first 3 stages
- PPP proposals for terminal development at 4 locations
  - Old Posta, Stationi, New Posta, YMCA
- Implement stage 1, then stage 2
- Detailed parking plans for stage 1-3
- Community consultation for stage 3
- Improve methodology for enforcement of parking rules

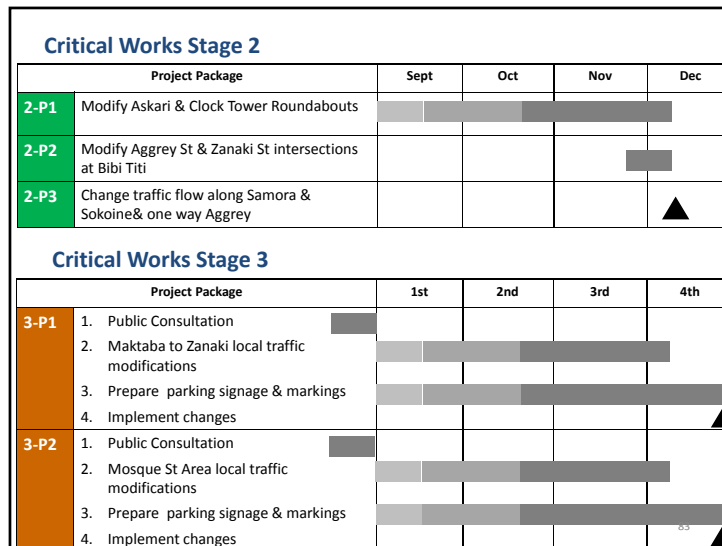
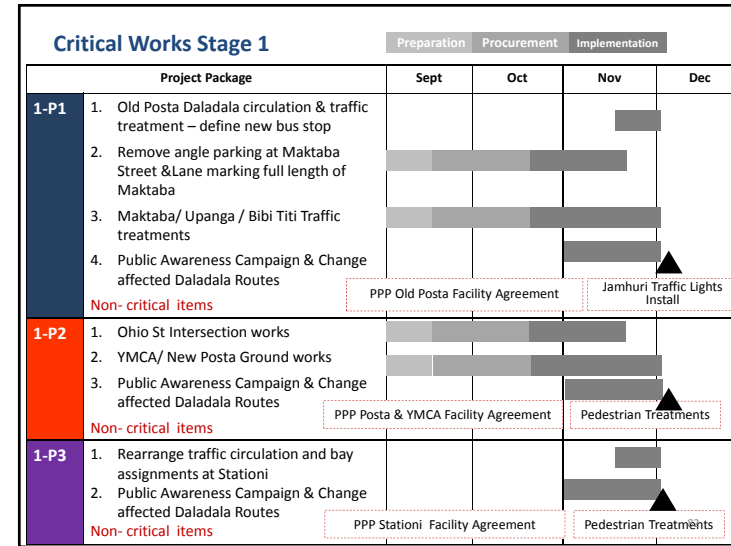
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	Task/ Work Detail	Responsibility	Funding & Source
<b>Stage 1</b>	<b>Project List for Daladala Route Changes</b>		
<b>Stage 1 General</b>	Negotiate PPP agreements for terminal facility construction & maintenance for 4 locations: Old Posta, New Posta, YMCA, Stationi	Ilala Municipality	N/A
<b>1-P1 Critical Works</b>	• Establish Old Posta waiting areas Opposite NBC bank	Engineer Sumatra / Police/ DCC parking contractor	TANROADS
	• DCC remove parking	Ilala Engineer	TANROADS/Ilala
	• Establish new daladala traffic circulation around Old Posta stop (signage & barriers)	Ilala Engineer/ Municipal Guard/DCC Parking Contractor	DCC/ Ilala
	• Remove angle parking at Maktaba Street – replace with parallel parking	Ilala Engineer	DCC/Ilala
	• Paint lane marking full length of Maktaba	Ilala Engineer	Ilala
	• Upanga St to Maktaba St (eastbound) restrict right turn	Ilala Engineer/ TEMESA	Ilala
	• Renovate signals at Upanga St	Ilala Engineer	Ilala
	• Upanga Street make one way northbound for mixed traffic	Ilala Engineer/ TANROADS	TANROADS
	• Maktaba St make new left turn to Bibi Titi	RAS/ SUMATRA/ DARCOBOA/ DCC/ Police	CUPID
	• Public Awareness Campaign	SUMATRA/ RAS/ Traffic Police/ Ilala/ DARCOBOA	N/A
• Change affected Daladala Routes	Ilala Engineer/ TEMESA	Ilala	
<b>P1-1 Non- Critical</b>	Jamhuri Traffic lights install	Ilala/ DCC/ PPP	Private
<b>1-P2</b>	Develop Old Posta Bus Stop structure (under PPP scheme)	TANROADS	TANROADS
	Ohio St Intersection works – remove bollards to create daladala only exit/ signage	Ilala	Ilala
	YMCA bus stop ground works/ crossing/ kerbside waiting areas. Road markings	Ilala	Ilala
	New Posta stop ground works/ crossing/ kerbside waiting areas. Road markings	RAS/ SUMATRA/ DARCOBOA/ DCC/ Police	CUPID
	Public Awareness Campaign	RAS/ SUMATRA/ DARCOBOA/ DCC/ Police	N/A
<b>1-P2 Non-critical</b>	Change affected Daladala Routes	Ilala	Ilala
	Develop YMCA & New Posta Bus stop structure (under PPP scheme)	Ilala	Ilala
	Develop Pedestrian Walkway Askari Monument to Ohio St (Barclays bank) & Upanga St/ Jamhuri St. Include 3 raised crossings.	Ilala	Ilala


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	Task/ Work Detail	Responsibility	Funding & Source
Stage 1-P3	Rearrange traffic circulation and bay assignments at Stationi	Ilala	Ilala
1-P3 Non-critical	Public Awareness Campaign & Change affected Daladala Routes	Ilala	Ilala
	Pedestrian Walkway Aggrey St / Samora St to Morogoro (minimum 3 m wide unobstructed)	Ilala	Ilala
	Pedestrian Walkway / Cycleway Stationi to Old Posta via Sokoine (1.5m cycle:1.5m walkway unobstructed)	TANROADS	TANROADS
	Develop Stationi Bus stop structure (under PPP scheme)	Ilala	Ilala
Stage 2	<b>Project list –Traffic Modifications</b>		
2-P1	Modify Askari Monument Roundabout & Clock Tower Roundabout	Ilala	Ilala
2-P2	Modify create 2-way turn at Zanaki St Intersection at Bibi Titi St	TANROADS	TANROADS
2-P3	Change traffic flow along Samora & Sokoine& one way Aggrey St (extra Police/ temp. marking & signs)	RAS/DCC/Police	DCC/SUMATRA/CUPID
	Public Awareness		
	Close Morogoro Rd	TANROADS/ RAS/Police	TANROADS
Stage 3	<b>Project List Local Traffic Treatments</b>		
3-P1 Maktaba to Zanaki local traffic modifications	Public Consultation	RAS/DART	DART
	Prepare parking signage & markings	DCC/Ilala	DCC
	Implement and manage change process	Ilala/ DCC Parking	RAS
3-P2 Mosque St Area local traffic modifications	Public Consultation	RAS/DART	DART
	Prepare parking signage & markings	DCC/Ilala	DCC
	Implement and manage change process	Ilala/ DCC Parking	RAS

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### Discussion for Successful Coordination

CBD Traffic Improvement Plan

- Secretariat agreed secretariat itself cannot initiate implementation of the proposed plan
- *Who should be a champion of the CBD plan?*
- Full or even partial implementation requires additional funds
- *Any possible funding sources?*
- Lessons learnt from preparation of CBD Plan
- *Understanding of complexity of traffic issues and its management scheme.*
- *Successful planning and implementation requires coordination involving wide range of stakeholders.*
- *Importance of community involvement and public awareness*

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**C**onsensus for **U**rban Transport and  
**P**olicy **I**mprovement in **D**ar es Salaam

“Thinking and Working Together for a Livable City”



**MINUTES OF THE THIRD JOINT COORDINATING COMMITTEE  
/STEERING COMMITTEE MEETING  
ON  
CAPACITY BUILDING PROJECT  
FOR  
THE IMPROVEMENT OF DAR ES SALAAM TRANSPORT**

Based on the Record of Discussions signed on 19<sup>th</sup> July, 2010 between the Government of the United Republic of Tanzania (hereinafter referred to as ‘Tanzania’) and the Japan International Cooperation Agency (hereinafter referred to as ‘JICA’), the technical cooperation project, namely ‘Capacity Building Project for the Improvement of Dar es Salaam Transport’ (hereinafter referred to as ‘the Project’) was initiated on 1<sup>st</sup> December, 2010.

In the course of the Project, a series of discussions were made and several workshops were organized, inviting secretariat members from ministries, public agencies and academic institutions. As a result of the discussions made during the third Joint Coordinating Committee/Steering Committee, held on 24<sup>th</sup> August 2012, at the Karimjee Hall, Dar es Salaam, it was confirmed and agreed among all the members as referred to in the documents attached hereto.

Dar es Salaam, 17<sup>th</sup> December, 2012

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Mr. Jumanne A. Sagini  
Acting Permanent Secretary  
Prime Minister’s Office Regional  
Administration and Local Government

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Mr. Yukihide Katsuta  
Chief Representative  
JICA Tanzania Office

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Ms. Theresia Mmbando  
Regional Administrative Secretary  
Dar es Salaam Region

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Mr. Kiminari Takahashi  
Chief Advisor  
JICA Expert Team



## **1. LIST OF ATTENDANTS**

Attendants of the 3rd Joint Coordinating Committee/Steering Committee are listed below.

### **TANZANIAN SIDE**

#### **(1) JCC/Steering Committee Members**

1.	J. A. Sagini	PMO-RALG	Chairperson
2.	Theresia Mmbando	RS-DSM	Secretary
3.	Cosmas Takule	DART Agency	Member
4.	Eng. Natty M.B.	Dar es Salaam City Council	Member
5.	Ephron P. Sanga	Ministry of Home Affairs	Member
6.	Joseph N. Mashishanga	Ministry of Lands, Housing and Human Settlement Development	Member
7.	Rashid S. Kalimbaga	Road Fund Board	Member
8.	Anna W. Mtani	PMO-RALG	Member
9.	A/Insp. Mwangowa F. C.	Police Traffic	Member
10.	Boniface J. Mallya	Ministry of Transport	Member
11.	Eng. Ndyamukama Julius	TANROADS DSM	Member
12.	John P. Wanga	Ilala Municipal Council	Member
13.	Konrad Shio	SUMATRA	Member

#### **(2) Secretariat Members**

14.	Ndyamukama V.K	PMO-RALG	Invited
15.	Eng. Chacha Mwita	PMO-RALG	Invited
16.	Ahmed Wamala	RS-DSM	Invited
17.	Ladislaus M. Bigambo	TANROADS HQ	Invited
18.	Martha Mkupasi	Dar es Salaam City Council	Invited
19.	Eng. Nyenye S. M	Dar es Salaam City Council	Invited

### **JAPANESE SIDE**

1.	Yukihide Katsuta	JICA	Member
2.	Shin Maruo	JICA	Member
3.	Kiminari Takahashi	JICA Expert	Invited
4.	Junji Shibata	JICA Expert	Invited

**ABSENTEES**

1.	Permanent Secretary	Ministry of Works	Member
2.	Municipal Director	Kinondoni Municipality	Member
3.	Municipal Director	Temeke Municipality	Member

## **2. Agenda**

The agenda of the meeting were as followings:

- a) Opening of the meeting
- b) Welcome remarks
- c) Confirmation of minutes of 2nd JCC/Steering Committee meeting
- d) Matters arising and actions taken
- e) Project progress report
  - I. Road Improvement Plan
  - II. CBD Traffic Improvement Plan
- f) Appointment of the project coordinator of CBD staged plan
- g) Report on terminal evaluation of the Project
- h) Approval of amendment of Project Design Matrix
- i) Establishment of DUTA
- j) Any other business
- k) Closing of the meeting

### **2.1 Opening of the Meeting**

The Chairperson, Mr. J. A. Sagini – Acting Permanent Secretary, PMO-RALG – called the meeting to order at **14:20hours** after making few remarks regarding the Project. In his remarks, he thanked JICA for their continuous assistance for development of the transport infrastructure in Tanzania since 1970s. He further expressed his appreciation to the on-going efforts/planning works, made by the secretariat members and the Expert Team. Following the opening remarks, the meeting was preceded by self-introduction.

### **2.2 Remarks from JICA**

Mr. Yukihide Katsuta – Chief Representative of JICA Tanzania Office – made remarks, by briefing background and objectives of the Project and extended his appreciation for active and constructive participation of the members in the meeting.

### **2.3 Confirmation of Minutes of 2nd JCC/Steering Committee Meeting**

Members of the meeting read through the minutes of the 2<sup>nd</sup> JCC/Steering Committee meeting page by page, and made some corrections on numbering and thereafter the minutes were confirmed and adopted for records.

## **2.4 Matters Arising**

Members went through the matters arising from the 2<sup>nd</sup> JCC/Steering Committee meeting with their respective actions taken. As part of actions taken by the secretariat members, it was reported that the secretariat prepared a concept paper on development of the expressway and presented it to the City Mayor and other stakeholders. It was also reported that the railway rehabilitation project is now ongoing under the Ministry of Transport. However, it was understood among the members that railway rehabilitation project seems not well informed to the concerned agencies. After discussions among the members, **it was agreed** that all transport modes need to be integrated/coordinated to ensure better outcome and therefore, RAS should always be fully informed of the on-going and planned transport projects in Dar es Salaam and take actions as a coordinator amongst concerned agencies, when necessary.

## **2.5 Project Progress Report**

The following two subjects were presented to the members.

### **2.5.1 Road Improvement Plan**

Road improvement plan for the City of Dar es Salaam was prepared as part of training exercise of the Project (preparation of the priority projects/plan). The presentation of the road improvement plan included the background of road improvement plan, workflow of road improvement planning, the project long list and short-list for project proposed for Dar es Salaam Metropolitan Development Project (DMDP). It was also reported that this exercise was completed in consultation with the World Bank.

After the presentation, the members made the following comments and suggestions to the secretariat /Expert Team;

- Although priority projects identified in the Road Improvement Plan were confirmed among the concerned public agencies, the World Bank and secretariat of the Project, it was reported that political interventions were made by councillors in Ilala and Kinondoni Municipalities with interests to change the prioritised projects.
- **It was agreed** that the prioritised projects should not be changed because they were selected based on the technical analysis and the World Bank would finance the projects as per agreed list of the priority projects. **It was also**

**agreed** that changes of the priority projects, if allowed by accepting political interventions, will create rooms for further changes in other municipalities. Therefore, RAS and/or PS, PMO-RALG should intervene to follow the agreed plan and prioritised projects as suggested by the secretariat.

### **2.5.2 CBD Traffic Improvement Plan**

CBD traffic improvement plan was also prepared as part of exercises of the Project (preparation of the priority projects/plan). The conceptual plan was agreed in the 2nd JCC/Steering Committee meeting, and the presentation focused on the staged approach toward full implementation of the CBD traffic improvement plan. The following three respective stages were discussed:

- Daladala route modification
- Traffic modifications along the Samora Street and Sokoine Drive
- Local traffic treatments in Zanaki to Maktaba Street area and Mosque Street area

After the presentation, the members made the following comments and suggestions to the secretariat and Expert Team;

- It was pointed out that CBD traffic improvement plan requires improvement of selected roundabouts, junctions and bus terminals. Members raised concern on the junction at Bibi Titi/Ohio/Ali Hassan Mwinyi Road, which may cause accidents if safety issues are not well addressed.
- It was responded that installation of a new traffic signal is essential at the said junction and a change of phasing of traffic signal needs to be considered as an alternative measure. Moreover, drivers and other road users shall be sensitized through awareness campaigns.
- **It was agreed** that all proposed projects should be implemented immediately. The chairperson mentioned that PMO-RALG has already allocated some funds to local authorities and will allocate some funds for implementation of the proposed CBD traffic improvement plan. **It was agreed** that the secretariat should involve other stakeholders to prepare an Action Plan for CBD traffic improvement within sixty (60) days. The PS of PMO-RALG instructed Ilala Municipality to use the released additional funds for implementation of the said projects.

### **2.6 Appointment of Project Coordinator of CBD Staged Improvement Plan**

Having discussed, **it was agreed** that the CBD traffic improvement should be

accomplished through the staged approach, as proposed by the secretariat. **It was also agreed** that RAS–DSM should spearhead the project implementation and for that the Regional Secretariat Engineer was appointed as a project coordinator of the CBD staged improvement plan.

## **2.7 Report on Terminal Evaluation of the Project**

A representative from JICA Tanzania Office presented the report on Terminal Evaluation. It was reported that the Project was properly and timely implemented through the efforts made by the secretariat and was likely to attain the project objectives. It was observed that through the activities and achievement made by the secretariat, a mechanism to coordinate transport projects with relevant organizations in Dar es Salaam and monitor their implementations has been established and its capacity has been strengthened.

The report provided the following conclusions and recommendations, to ensure sustainability of the Project:

### **2.7.1 Conclusion and Recommendation**

The Project is highly evaluated and is found to attain the project objectives. The on-going project activities are found relevant and suggested to continue. Also, in the long run, the coordination mechanism should be strengthened, by giving more authority to both secretariat and steering committee.

### **2.7.2 Future Cooperation**

The report earmarked areas for future cooperation, including; Institutional Strengthening, Improvement of Urban Transport Policy, Revision of 2008 Transport Master Plan, Learning Exercise through Pilot Projects, and Establishment of Transport Database and Training Center.

After the presentation, the members made the following comments and suggestions to the secretariat members/Expert Team;

- The report indicated that the Project has been managed by DCC and coordinated by RAS and members observed a concern that the Project could be better managed if the DCC continues to function as a project manager. After several comments provided by the members, **it was agreed** to continue the existing project implementing structure, having the RAS as the project director and the DCC as the project manager.
- To ensure sustainability of the Project, it was suggested that PMO-RALG should provide continuous financial support for the Project. Members requested RAS to resubmit the budget for operation of the Project. TANROADS and Road Fund Board were also requested to inject some funds to the Project.

- A basket fund for operation of the Project was also suggested to be established where different stakeholders can contribute. RAS was requested to consult with concerned agencies for establishment of the basket fund.
- It was also suggested that in the next JCC meeting, other PSs from the respective ministries should be well informed and insisted to attend the meeting in order to have a smooth implementation of the proposed projects.

## **2.8 Approval of Amendment of Project Design Matrix**

Based on the recommendation provided by Terminal Evaluation Report, it was observed that since traffic congestion in Dar es Salaam can not be mitigated within 2-3 years after completion of the project therefore the Project Design Matrix need to be amended in order to accommodate ‘mitigation of traffic congestion’ as a Super Goal. The meeting agreed and approved the amendment of the Project Design Matrix. The revised Project Design Matrix agreed among the members of JCC is attached to the Appendix 1.

## **2.9 Establishment of DUTA**

It was reported that establishment of DUTA is an essential step to implement a coordinated approach for urban transport management in Dar es Salaam. The presentation highlighted the present transport issues in Dar es Salaam and the background of the establishment of DUTA as described in the 2008 Transport Master Plan. Furthermore, the presentation highlighted the proposed organization structure, overall functions and roles and responsibilities of each concerned agency and organization.

After the presentation, the members made the following comments and suggestions to the secretariat /Expert Team;

- It was reported that PMO-RALG is currently engaged in legislating DUTA by drafting Act for establishment of DUTA, following the proposals made in the 2008 Transport Master Plan. To do so, it was proposed that members should understand the discussions made in the Master Plan and come with ideas/counter proposals in the next meeting to accelerate the process towards establishment of DUTA. Therefore, **it was agreed** that the document should be circulated to members and other key stakeholders and that PMO-RALG should call a stakeholder meeting in September to disseminate the progress of establishment of DUTA.

## **2.10 AOB**

It was suggested that agendas for the Joint Coordinating Committee and the Steering Committee meetings should be separated so as to clearly demarcate the matters on the Project and the ones to be approved by the Steering Committee members.

### **2.11 Closing of the Meeting**

Before closing the meeting the Chairperson thanked all the members for their participation. The Chair person also insisted that everybody should act on the assigned task immediately. The meeting was closed at **18:05 hours**.



NARRATIVE SUMMARY	INDICATORS	MEANS	IMPORTANT ASSUMPTIONS
<b>SUPER GOAL</b>			
- Traffic congestion in Dar es Salaam is mitigated.			
<b>OVERALL GOAL</b>			
- Transport policies of relevant organizations in Dar es Salaam are coordinated and harmonized.	<u>- The relevant organizations implement the policies/ plans/ projects proposed during the course of the Project.</u>	1. List of participants of Steering Committee and other meetings 2. Progress report 3. Preliminary study report, progress report	
<b>PROJECT PURPOSE</b>			
A mechanism to coordinate transport projects of relevant organizations in Dar es Salaam and monitor their implementations is established with its capacity being strengthened.	<u>- Actions to incorporate Draft Urban Transport Policy and urgent projects agreed among the coordinating group into the policy and budget of the concerned organizations are taken by the coordinating group members.</u>	1. Minutes of Steering Committee meeting. 2. Records of discussion, meeting agenda, presentation materials, snapshot of the meetings. 3. Training program, training materials, number of trainees, evaluation report, progress report. 4. Records of discussion, Draft 2013 Urban Transport Policy, progress report. 5. Records of discussion, preliminary study report, progress report.	Organizational structure and responsibilities of organizations concerned remain unchanged. Budget is secured for implementation of urgent plans/projects
<b>OUTPUT</b>			
1. Coordinating groups (i.e., Secretariat and Steering Committee) are established with charter of operations.	<u>- Role of the concerned organizations become clear through the coordinating group.</u>	1. Minutes of Steering Committee meeting. 2. Records of discussion, meeting agenda, presentation materials, snapshot of the meetings. 3. Records of discussion 4. Records of discussion, meeting agenda, presentation materials, snapshot of the meetings. 5. PDM, WBS	Members of Secretariat/Steering Committee share motivations to participate in this Project.
2. Training needs are identified and assessed and transport planning capabilities of individuals involved in the Project are improved.	<u>- Capacity for transport planning is improved for individuals in this Project.</u>	1. CVs of candidates. 2. List of participants of training program. 3. Summary of impression and opinion of individuals involved in training program 4. Homework at the end of each stage of training program 5. Preliminary study or impact assessment of short-term project proposed in the Project.	The number of drop-out trainees is small.
3. A series of policy recommendations are provided and compiled into a policy document.	<u>- Draft Urban Transport Policy agreed in the coordinating groups is made.</u>	1. List of data collected, meeting records, progress report on existing organizational capabilities and capacity assessment 2. List of data collected, meeting records, progress report on existing infrastructure and service and problem identification 3. Records of discussion, meeting agenda, presentation materials, snapshot of the meetings. 4. Draft report on urban transport policy. 5. Records of discussion, meeting agenda, presentation materials, snapshot of the meetings.	The decision makers acknowledge importance of long-term urban transport policy, incorporating into policy document.
4. Coordinated and prioritized plans/projects are studied/approved for immediate actions.	<u>- Plans for immediate actions agreed in the coordinating groups are made.</u> <u>- Plans for immediate actions with completed preliminary study are made.</u>	1. List of data collected, meeting records, progress report on existing road/public transport/traffic conditions. 2. Progress report on problem analysis and selection of urgent urban transport projects. 3. Draft preliminary study report on urgent urban transport projects. 4. Records of discussion, meeting agenda, presentation materials, snapshot of the meetings. 5. Records of discussion, meeting agenda, presentation materials, snapshot of the meetings.	Budget is secured for implementation of urgent plans/projects
<b>ACTIVITIES</b>		<b>INPUT</b>	
1-1. Establish the Steering Committee/Secretariat. 1-2. Organize a series of Steering Committee/Secretariat meetings. 1-3. Inform all stakeholders of meeting outcomes and agreements and amend project design if necessary. 1-4. Disseminate the output of the Project. 1-5. Monitor the progress of the Project and report it to the organizations concerned. 2-1. Assess training needs, gaps and potential training candidates 2-2. Select a limited number of candidates for training (who are expected to contribute to project activities of the Secretariat) 2-3. Design training programs covering the project period. 2-4. Provide a series of training sessions. 2-5. Design practical role for trainees within the secretariat. 3-1. Review of existing organizations; roles responsibilities and capabilities. 3-2. Identify cross-cutting organizational/institutional/regulatory issues and resolve through organizational recommendations. 3-3. Assess the existing transport infrastructure and services and ongoing and planned project. 3-4. Identify and assess issues related to transport infrastructure and services. 3-5. Draft integrated urban transport policies (which is expected to be reflected to 2013 National Transport Policy). 3-6. Provide recommendations to relevant organizations for their actions. 4-1. Identify and assess urban transport problems and critical projects. 4-2. Prioritize and develop into a transport improvement program 4-3. Facilitate to develop the project profile of the short-term measures and TOR for the supplementary works. 4-4. Support to conduct necessary studies on short-term measures. 4-5. Prepare solutions in an integrated manner through coordination amongst the organizations.		<Tanzanian Side> 1. Personnel 1) Project Director: DSM- RAS 2) Project Manager: City Director of DCC 3) Counterparts of Secretariat: (DSM-RAS, DCC, Municipalities, MOT, MOW, TANROADS, PMO-RALG, DART, Traffic Police) 2. Others Office space and local cost  <Japanese Side> 1. Personnel 1) Team Leader/Transport Administration 2) Transport Planning 3) Human Resource Development (1) 4) Human Resource Development (2) 5) Traffic Demand Forecast/Database Management 6) Public Transport Planning 7) Road Planning/Project Coordination 8) Road Design/ Construction Supervision 2. Others IT equipment and local cost	

## MATTERS ARISING AND ACTIONS TAKEN

S/No	Matters Arising	Actions Taken
1	Prioritized projects for the WB funded DMDP should not be changed because they were selected based on the technical analysis and the World Bank would finance the projects as per agreed list of the priority projects	The secretariat made a follow up, confirming the final list of priority projects proposed for the DMDP. The secretariat found that there was no alternation in the final list of the priority project in Kinondoni and Temeke and identically same to what the CUPID proposed. However, the secretariat also found that in Ilala 5 projects were added to the original list of the priority projects that the CUPID proposed and some projects were evaluated as low priority projects.
2	Changes of the priority projects, if allowed accepting political interventions, will create rooms for further changes in other municipalities. Therefore, RAS and/or PS, PMO-RALG should intervene to follow the agreed plan and prioritized projects, suggested by the secretariat.	The priority projects proposed for the DMDP will be screened by the Consultant hired under the DMDP and the priority project will be finalized by considering benefits generated/adverse impacts caused by the project. The secretariat will provide necessary data, including the analytical result of the evaluation to select the priority projects, to the Consultant for their review work to finalize the priority project.
3	PMO-RALG has already allocated some funds to local authorities and will initiate to allocate some funds for implementation of the proposed CBD traffic improvement plan.	The secretariat made a follow up to seek for the funds for implementation of the CBD traffic improvement plan through a series of consultative meetings with PMO-RALG, RAS, Ilala and TANROADS. The secretariat found that the funds allocated to local authorities were not available for the CBD traffic improvement plan. Thus, the secretariat made further actions, writing a request letter to PS PMO-RALG to request him to consider the CBD traffic improvement plan as an emergency project and to set aside funds for its implementation. The secretariat also attended the consultative meeting with WB and DART and requested the WB and DART to consider the CBD traffic improvement plan as part of BRT project and to secure funds for implementation of the plan. The secretariat found there is a possibility that the WB would finance the plan. Currently, the secretariat continues to discuss with the WB, submitting necessary supporting documents which outlines the CBD traffic improvement plan.
4	Secretariat should involve other stakeholders to prepare an Action Plan for CBD traffic improvement within sixty (60) days.	The secretariat prepared the preliminary design and BOQ for the CBD traffic improvement plan and estimated cost for the critical works of the plan (which amounts to around 480,000 USD). The secretariat also prepared the detailed implementation plan, which suggested to complete all the critical works by mid December and start rerouting Daladala and diverting

		Samora and Sokoine on 15 <sup>th</sup> December.
5	CBD traffic improvement should be accomplished through the staged approach, as proposed by the secretariat	Please refer to No.3 and 4.
6	RAS–DSM should spearhead the project implementation and for that the Regional Secretariat Engineer was appointed as a project coordinator of the CBD staged improvement plan.	The Regional Secretariat Engineer was heavily committed to materializing the CBD traffic improvement plan by (i) organizing meeting involving RC, Ilala Municipal Engineer and TANROADs Regional Manager, (ii) chairing the secretariat meetings and monitoring the progress of the plan, and (iii) organizing meeting with BRT contractors, consultants and TANROADs. The secretariat also organized several meetings to disseminate the plan and seek for the funds for implementation of the plan, including SUMATRA, Traffic Police, DART and WB.
7	It is essential to continue the existing project implementing structure, having the RAS as the project director and the DCC as the project manager.	Will be further discussed in the Steering Committee meeting.
8	PMO-RALG should provide continuous financial support for the Project. Members requested RAS to resubmit the budget for operation of the Project. TANROADS and Road Fund Board were also requested to inject some funds to the Project	Will be further discussed in the Steering Committee meeting.
9	Other PSs from the respective ministries should be well informed and insisted to attend the meeting in order to have a smooth implementation of the proposed projects	The invitation letter of the Steering Committee, together with discussion papers and presentation material, was issued and sent to the PSs of the respective ministries, prior to the meeting.
10	Document should be circulated to members and other key stakeholders and that PMO-RALG should call a stakeholder meeting in September to disseminate the progress of establishment of DUTA.	The selected secretariat members reviewed the previous studies on establishment of the DUTA and prepared the discussion paper on the DUTA, proposing the visions/strategies, organizational structure, responsibilities and duties. The selected secretariat members organized a meeting with PS of PMO-RALG to brief the outline and the progress of the establishment of the DUTA and confirmed that the discussion paper should be presented and discussed at the Inter-ministerial Technical Committee.



# Capacity Building Project for the Improvement of Dar es Salaam Transport

4<sup>th</sup> Joint Coordinating Committee/Steering Committee  
17<sup>th</sup> December, 2012

Secretariat for Capacity Building Project  
and  
JICA Expert Team



## Contents of the Presentation

Project Completion Report;

1. Outline of the Project
2. Overall Achievement of the Project
3. Lessons Learnt from the Project and Recommendations

Discussion/Action Plan for Sustainable Coordination  
Mechanism

2



## 1. Outline of the Project

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### 1.1 Project purpose and output

#### **Project Purpose:**

A mechanism to coordinate transport projects of relevant organizations in Dar is established with its capacity strengthened.

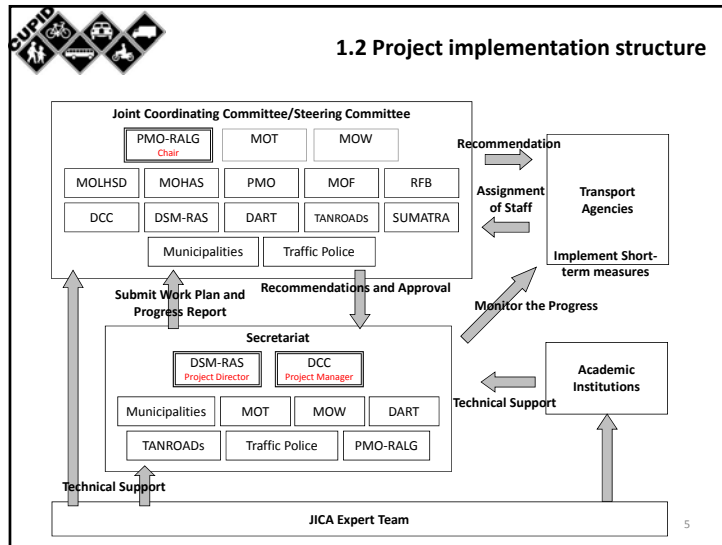
#### **Project Outputs:**

1. Coordinating bodies (i.e., Secretariat and Steering Committee) are developed with charter of operations.
2. Training needs are identified and transport planning capabilities of individuals involved in the Project are improved.
3. A series of policy recommendations are provided and compiled into a policy document.
4. Coordinated and prioritized plans/projects are studied and approved for immediate actions.

#### **Project duration:**

From Dec 2010 to Dec 2012

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- 1.3 Summary project achievement (1/2)**
- Better coordination mechanism
- Steering committee and secretariat both confirmed at 1<sup>st</sup> JCC.
  - 38 secretariat meetings held to discuss transport policy and priority plans.
  - 1<sup>st</sup> JCC held in April 2011 to approve a work plan and 2<sup>nd</sup> JCC in Dec 2011 and 3<sup>rd</sup> JCC in Aug 2012 to demonstrate progress of the Project.
- Technical training for transport planning
- 3 training sessions held in Feb/March, June/July and Nov/Dec, 2011 at NIT.
  - On-the-job training (traffic survey) in Dec 2011 and July 2012.
  - NIT to register the transport planning training course in the ERB and to provide paid training.

- 1.3 Summary project achievement (2/2)**
- Transport policy
- A discussion paper prepared and discussed in a series of secretariat meetings.
  - Coordination meetings held with MOT/EU/DfID
  - Policies/strategies/actions explored in draft urban transport policy incorporated into National Transport Policy.
- Priority plan/projects
- Traffic improvement plan in CBD developed through consultation among secretariat and accepted in the 2<sup>nd</sup> and 3<sup>rd</sup> JCC.
  - Road improvement plan developed and selected priority projects to be soon implemented under WB funded DMDP.
  - Other projects, including Northern Busway, Intersection Improvement and Traffic Control/ Surveillance System were also discussed.

**2. Overall Achievement of the Project**

**2.1 Better Coordination Mechanism**

Proposed Project Activities	Summary of Achievement
1. Establish the Steering Committee/Secretariat.	In the 1 <sup>st</sup> JCC, organizational structure and members of Steering Committee and secretariat were confirmed.
2. Organize a series of Steering Committee/Secretariat meetings.	38 secretariat meetings and 3 Steering Committee organized to monitor the progress of the Project.
3. Inform all stakeholders of meeting outcomes and agreements and amend project design if necessary.	The progress of the Project regularly disseminated at the Regional Road Boards and to the head of concerned agencies.
4. Disseminate the output of the Project.	
5. Monitor the progress of the Project and report it to the organizations concerned	The secretariat monitored the progress of the plan/project and PMO-RALG, RAS and City called for meetings with concerned implementing agencies and potential financiers.



**2.2 Training for Urban Transport Planning**

Proposed Project Activities	Summary of Achievement
1. Assess training needs, gaps and potential training candidates	The secretariat and 4 academic institutions confirmed relevant as trainees.
2. Select a limited number of candidates for training (who are expected to contribute to project activities of the Secretariat)	Trainees selected from a list of candidates. NIT confirmed as a focal point of the training and staff of NIT trained through TOT.
3. Design training programs covering the project period.	Training program and materials prepared. 10 sets of traffic demand forecast application (STRADA) purchased. The program and materials utilized at academic institutions.
4. Provide a series of training sessions.	3 training sessions held in 2011 at NIT. On-the-job training (traffic survey) in 2011 and 2012.
5. Design practical role for trainees within the secretariat.	The secretariat conducted traffic survey and analyzed data, which contributed to planning work of the priority plan/projects.



**2.3 Formulation of Urban Transport Policy**

Proposed Project Activities	Summary of Achievement
1. Review of existing organizations; roles responsibilities and capabilities.	A series of secretariat meetings were organized to discuss physical and non-physical urban transport issues and confirmed priority plans/projects to address these issues. A series of discussion papers (urban transport policy, traffic improvement programs, road improvement plan, DUTA, etc.) were prepared, which explored complexity of urban transport issues and possible priority solutions. Policies/strategies/actions explored in draft urban transport policy compiled into National Transport Policy National Transport Policy is expected to guide implementing agencies to plan and budget for urban transport improvement in a coordinated manner.
2. Identify cross-cutting organizational/institutional/regulatory issues and resolve through organizational recommendations.	
3. Assess the existing transport infrastructure and services and ongoing and planned project.	
4. Identify and assess issues related to transport infrastructure and services.	
5. Draft integrated urban transport policies (which is expected to be reflected to 2013 National Transport Policy).	
6. Provide recommendations to relevant organizations for their actions.	

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**2.4 Coordinated and Prioritized Plans/Projects**

Proposed Project Activities	Summary of Achievement
1. Identify and assess urban transport problems and critical projects.	2 planning works, CBD Traffic Improvement Plan and Road Improvement Plan, confirmed as urgent projects.
2. Prioritize and develop into a transport improvement program.	Each planning work proposed priority projects and critical works.
3. Facilitate to develop the project profile of the short-term measures and TOR for the supplementary works.	Implementing agencies developed TOR for bidding documents (civil works for CBD and FS study for DMMP).
4. Support to conduct necessary studies on short-term measures.	The preliminary design and cost estimates were prepared for CBD plan.
5. Prepare solutions in an integrated manner through coordination amongst the organizations.	The CBD plan suggested bus rerouting, intersection improvement and parking management, of which planning/actual implementation required wide range of stakeholder involvement and consensus. Road improvement plan suggested priority projects by multi-criteria analysis and developed through donor coordination and local participation.

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- 2.5 Deliverables**
- Better coordination mechanism
- Discussion papers, Presentation, Minutes of Meeting
- Technical training for transport planning
- A guideline for urban transport planning, Teaching material, Evaluation Report
- Transport policy
- Urban Transport Policy and Strategy for Dar es Salaam (**Volume 1**)
  - The Concept and Structure of the DUTA (**Volume 2**)
- Priority plan/projects
- CBD Traffic Improvement Plan in Dar es Salaam (**Volume 3**)
  - Dar es Salaam Urban Road Improvement Plan (**Volume 4**)
  - Proposal for Northern Busway (**Appendix 1**)
  - Developing a PPP Concession for Terminal Development (**Appendix 2**)
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### 3. Lessons Learnt from the Project and Recommendations

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#### 3.1 Lessons learnt from the Project (1/2)

The key for successful implementation of urban transport project includes;

1. Understanding of **complexity of traffic issues** and its management scheme
2. Importance of **reliable database and models** to test and rank priority
3. Successful planning and implementation requires **coordination** involving wide range of stakeholders
4. Importance of **community involvement and public awareness**
5. **Commitment by the decision maker/ donor** and responsibilities fulfilled by local counterparts

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#### 3.1 Lessons learnt from the Project (2/2)

For better coordination mechanism, the Project implemented, taking into account;

1. Existing coordination mechanism at **policy level**
2. Existing decision making process and **budget cycle**
3. Existing **chain of command** among different organizations
4. Donor coordination

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#### (1) Existing coordination mechanism at policy level

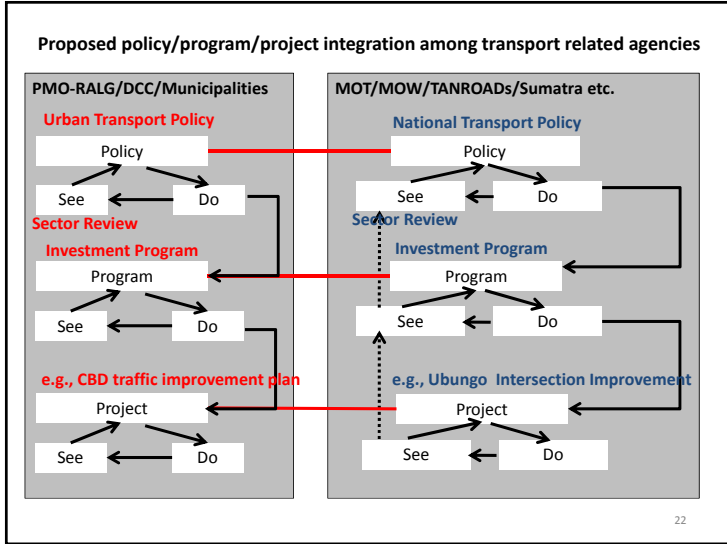
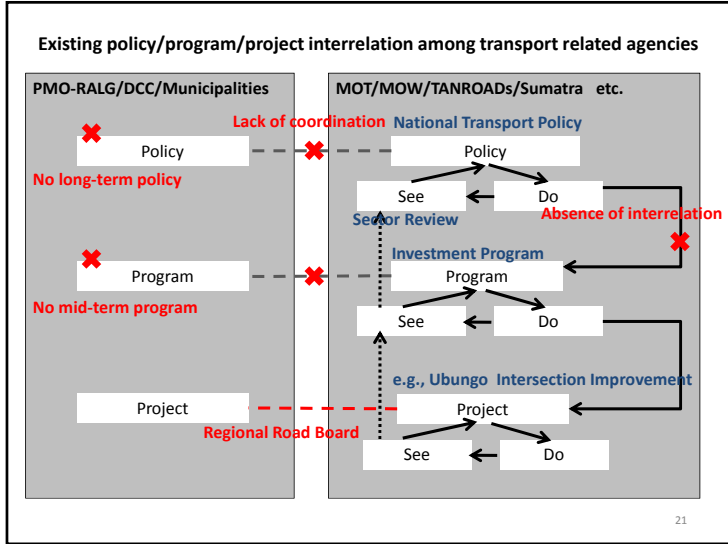
- Currently, there is **no urban transport policy** which governs strategic approach, investment plan and priority plan/program.
- Thus, the Project **developed draft urban transport policy** through a series of discussions among the secretariat.
- The contents of draft policy were already incorporated in the National Transport Policy through consultative meetings with MOT and DfID/EU consultants.

However,

- The investment plan (TSIP) was developed **with less involvement of local authorities**.
- The investment plan does not show clear correlation with the National Transport Policy.

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### (2) Existing decision making process and budget cycle

- The Steering Committee held to build consensus and assign responsibilities to concerned agencies.
- Considering timing of budgeting and coordination, the Steering Committee held in Dec 2011 and in Aug 2012.

Month/ Year	Budget Cycle (e.g., DCC)	Project Activities
Dec/2011		Build consensus on proposed program/projects and assign responsibilities (2 <sup>nd</sup> SC)
Jan/2012	Request of preparation of annual plan by PMO-RALG	
March	Preparation of annual plan by DCC	
April	Approval of annual plan by regional assembly	
May	Submission of annual plan and budget plan to PMO-RALG	
June	Approval of national budget plan by national assembly	
Aug		Monitor progress of proposed program/projects and assign responsibilities (3 <sup>rd</sup> SC)

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- ### (3) Existing chain of command among different organizations (1/2)
- At the initial stage of the Project, the DCC solely involved in the Project. Thus, **all the commands were made through the DCC.**
  - Due to decentralization, DCC considered as implementing agency, managing the parking and bus terminals and less considered as the coordinating agency.
  - The JICA's terminal evaluation and 3<sup>rd</sup> JCC suggested the **RS be a owner of the Project** and all necessary commands should be made through the RS office.
  - Under the RS, there is also coordinating mechanism, such as **Regional Road Board and Regional Coordination Committee.**
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**(3) Existing chain of command among different organizations (2/2)**

- Also, the JICA’s terminal evaluation suggested all the commands should be made **in a written form**.
- The secretariat delivered a number of discussion papers/concept papers/ design/ cost estimates.
  - Dar es Salaam Urban Transport Policy
  - Dar es Salaam Urban Transport Authority
  - CBD Traffic Improvement Plan
  - Dar es Salaam Road Improvement Plan
  - Northern Busway
  - PPP Concession for Bus Terminal Development



**3.2 Recommendations**

1. **PMO-RALG to be a champion of urban transport policy**, developing investment plan and assigning responsibilities to implementing agencies.
2. **RS to be a coordinating organ**, with the secretariat functioning, involving a range of implementing agencies.
3. **Coordination mechanism to be developed as a system**
  - Policy – Investment Plan – Sector Review
  - Absorb the secretariat in existing RRB or RCC
4. Coordination mechanism to be also enhanced by legislating **DUTA**.
5. The secretariat to well function, by **improving skills/ knowledge in the urban transport planning**.



**Discussion/Action Plan for Sustainable Coordination Mechanism**



**(1) Proposed tasks for sustainable coordination mechanism**

Organization	Proposed Tasks
PMO-RALG	<ul style="list-style-type: none"> <li>• Organize and chair the Steering Committee twice a year</li> <li>• Assign responsibilities to local authorities</li> <li>• Allocate budget and resources for plans/project approved by the SC.</li> <li>• Finance operational cost of the secretariat</li> <li>• Coordinate with donors</li> <li>• Develop Dar Urban Transport Policy/Investment Plan</li> <li>• Legislate the DUTA</li> </ul>
RS	<ul style="list-style-type: none"> <li>• Co-chair the Steering Committee twice a year</li> <li>• Organize regular secretariat meetings</li> <li>• Coordinate with other Ministries/Agencies</li> <li>• Monitor the progress of the plans/project approved by the SC</li> </ul>
Secretariat	<ul style="list-style-type: none"> <li>• Discuss and agree the priority plans.</li> <li>• Conduct studies and develop detailed plans/projects/budget plan.</li> <li>• Report to and coordinate with home Ministries/Agencies</li> <li>• Skills/knowledge further trained at NIT</li> </ul>



**(2) Proposed annual schedule  
for sustainable coordination mechanism**

- Regular secretariat meetings to be continued.
- At least two SC to be held **at beginning of budgeting (Dec/Jan) and when budget approved and coordination required (July/Aug).**

Month/ Year	Secretariat	Steering Committee
Dec/2012	Report the plan and priority project and budget plan (FY 2013/14) to the SC.	Approve the proposed plan and coordinate to materialize the project, assigning responsibilities to implementing agencies.
Jan-June/ 2013	Regular meetings to develop detailed plan and project and monitor the budget plan for the priority projects in implementing agencies.	
July/2013	Report the progress (budgeting and detailed studies) of the plan/ projects .	Monitor the progress (coordination and budgeting) of proposed program/projects and assign responsibilities.
Aug-Nov/ 2013	Regular meetings to develop the draft plan with priority projects and budget plan (for FY 2014/15). Coordinate with home agencies to realize approved plan/projects (for FY 2013/14).	

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**Consensus for Urban Transport and  
Policy Improvement in Dar es Salaam**

“Thinking and Working Together for a Livable City”



**MINUTES OF THE FOURTH JOINT COORDINATING COMMITTEE  
/STEERING COMMITTEE MEETING  
ON  
CAPACITY BUILDING PROJECT  
FOR  
THE IMPROVEMENT OF DAR ES SALAAM TRANSPORT**

Based on the Record of Discussions signed on 19<sup>th</sup> July, 2010 between the Government of the United Republic of Tanzania (hereinafter referred to as ‘Tanzania’) and the Japan International Cooperation Agency (hereinafter referred to as ‘JICA’), the technical cooperation project, namely ‘Capacity Building Project for the Improvement of Dar es Salaam Transport’ (hereinafter referred to as ‘the Project’) was initiated on 1<sup>st</sup> December, 2010.

In the course of the Project, a series of discussions were made and several workshops were organized, inviting secretariat members from ministries, public agencies and academic institutions. As a result of the discussions made during the third Joint Coordinating Committee/Steering Committee, held on 24<sup>th</sup> August 2012, at the Karimjee Hall, Dar es Salaam, it was confirmed and agreed among all the members as referred to in the documents attached hereto.

Dar es Salaam, XXXX, 2012

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Mr. Jumanne A. Sagini  
Acting Permanent Secretary  
Prime Minister’s Office Regional  
Administration and Local Government

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Mr. Yukihide Katsuta  
Chief Representative  
JICA Tanzania Office

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Ms. Theresia Mmbando  
Regional Administrative Secretary  
Dar es Salaam Region

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Mr. Kiminari Takahashi  
Chief Advisor  
JICA Expert Team

Attendants of the 3rd Joint Coordinating Committee/Steering Committee are listed below.

**TANZANIAN SIDE**

<b>SN</b>	<b>Name</b>	<b>Organization</b>	<b>Title</b>
1.	Alfayo Kidata	PMO-RALG	Chairperson
2.	Theresia Mmbando	RAS-DSM	Secretary
3.	Francis H. Kugesha	DART Agency	Member
4.	Eng. Natty M.B.	Dar es Salaam City Council	Member
5.	Joseph N. Mashigala	Ministry of Lands, Human Settlement and Development	Member
6.	Ndyamukama V.K	MOW	Member
7.	A/Insp. Mwangwa F. C.	Police Traffic	Member
8.	Boniface J. Mallya	Ministry of Transport	Member
9.	Eng. Chacha Mwita	PMO-RALG	Member
10.	Ahmed Wamala	RAS-DSM	Member
11.	Eng. Kanyenye	TANROADS DSM	Member
12.	Gabriel Fuime	Ilala Municipal Council	Member
13.	Konrad Shio	SUMATRA	Member
14.	Martha Mkupasi	Dar es Salaam City Council	Member
15.	Eng. Nyenye S. M	Dar es Salaam City Council	Member
16.	Serapion Tigahwa	Ilala Municipal Council	Member
17.	Prosper Nyaki	National Institute of Transport	Member
18.	Asanterabi sang'anoi	PMO	Member
19.	Gabriel Chiguma	Police Traffic	Member
20.	Leo Ngowi	SUMATRA	Member

**JAPANESE SIDE**

1.	Yukihide Katsuta	JICA	Member
2.	Shin Maruo	JICA	Member
3.	Kiminari Takahashi	JICA Expert	Secretariat
4.	Hiroyuki Morimoto	JICA Expert	Secretariat
5.	Kiminori Matsumo	JICA Expert	Secretariat
6.	Kayoko Miyao	JICA Expert	Secretariat

**INVITEES:**

- |    |                               |                                     |         |
|----|-------------------------------|-------------------------------------|---------|
| 1. | Dr. Khachatur (John) Sargsyan | KLAG Group                          | Invitee |
| 2. | Jorome Ringo                  | KLAG Group/Member of<br>Road Safety | Invitee |
| 3. | Dieter Schelling              | Dart Agency                         | Invitee |

**ABSENTEES**

- |    |                          |        |
|----|--------------------------|--------|
| 1. | Kinondoni Municipality   | Member |
| 2. | Temeke Municipality      | Member |
| 3. | Road fund board          | Member |
| 4. | Ministry of Home Affairs | Member |
| 5. | Ministry of Finance      | Member |

## **1. Agenda**

The meeting was proceeded by following agenda:

- a) Opening remarks – PS, PMO-RALG
- b) Remarks by JICA
- c) Confirmation of minutes of previous meeting
- d) Matters raised and actions taken
- e) Project Implementation report
  - I. Outline of the Project
  - II. Overall Achievement of the Project
  - III. Lessons Learnt from the project and recommendations
- f) Discussion on Sustainable Coordination Mechanism
- g) Overview of Progress of Short term Measures
  - I. CBD Traffic Improvement Plan
  - II. Traffic Control and Management System
- h) Discussion on Short term measures
- i) Any other Business
- j) Closing Remarks

## **2. Opening of the Meeting**

The meeting was preceded by self-introduction, and then, the Chairperson, Mr. Kadata – Acting Permanent Secretary, PMO-RALG – called the meeting to order at **10:30hours** after making few remarks regarding the Project. In his remarks he mentioned that, the traffic congestion in Dar es Salaam is a National issue which requires an immediate attention to arrest the situation. He then thanked JICA for their full commitment in infrastructure development in DSM and CUPID project for creating the coordination platform among the responsible agencies.

## **3. Welcome Remarks from JICA side**

Mr. Hajime Iwama – Senior Representative of JICA Tanzania Office – made remarks, by congratulating and expressing his sincere appreciation on the effort made by the secretariat, which creates tangible results in the short period. He also mentioned there is still a challenge on the sustainability of the coordination mechanism and the Government of Japan is going to continue to support physical and non-physical urban transport projects.

#### **4. Confirmation of Minutes of Previous Meeting**

The meeting passed through the minutes of the previous meeting page by page, and made minor corrections and thereafter the minutes were confirmed and signed for proper records.

#### **5. Matters raised and Action taken**

Members went through the matters raised from the previous meeting with their respective actions taken. However, it was realized that some of the actions taken did not directly reflect what transpired. Therefore, it was recommended that the secretariat should work to make sure all the matters raised have been worked upon. The issues raised were:

- The prioritized projects under DMDP will be funded by Government of Tanzania (GoT) through a loan from the World Bank and not funded by the World Bank.
- PMO-RALG will allocate funds (equivalent to USD 480,000) for critical works for CBD traffic improvement plan.
- The Secretariat should form a task force for preparing a paper for DUTA to be presented to Inter-ministerial Technical Committee, stakeholders and later to the cabinet and prepare an Act to be presented to the parliament during its February, 2013 session. The above documents should be ready by mid January, 2013.
- Ilala Municipal Council should cover the installed traffic control signs in order to avoid present confusion resulting from the signage by Friday 21<sup>st</sup> December, 2012.

#### **6. Project Completion Report**

Mr. Takahashi (JICA Expert) presented the project completion report by focusing on the outline of the project, overall achievement of the project, lessons learnt from the project and recommendations.

The meeting made comments on the presentation as follows:-

- RAS should be the secretary to the Steering Committee while PS-PMORALG is the chairperson.
- Urban Transport Policy should be included in the National Transport Policy so as to cater for all municipalities and upcoming cities.
- Since the budget preparations for FY 2013/14 are in the final stages, talking about the transport policy is late so the Strategic Investment plan should be in place. The Secretariat should prepare and submit the plan to PMORALG (within two weeks) to be included in the budget.



- PMORALG should instruct DLGAs to allocate a certain percentage of funds from own sources for road infrastructure development.
- DUTA should be legalized and given financial powers to implement undertake all activities under its jurisdiction.
- 

## **7.0 Overview of Progress of Short Term Measures:**

### **7.1 CBD Traffic Improvement Plan**

- The Secretariat made a presentation regarding the CBD traffic improvement plan by focusing on its background and estimated project cost for staged CBD improvement plan.
- The plan included traffic transport, traffic control and parking management. The staged plan was accepted in the 3<sup>rd</sup> JCC and focused on daladala rerouting, diversion of Samora Avenue and sokoine Drive and local traffic treatment.
- The secretariat prepared preliminary designs and cost estimates for critical works which amounts to 480,000 USD.
- PMORALG accepted the request and will seek for funds from Roads Fund Board (RFB) as an emergency request.
- Members of JCC/SC discussed parking management

### **7.2 Traffic Control and Management System (KLAD Tanzania Ltd)**

- Mr.....from KLAD Tanzania Ltd made a presentation on DSM traffic control and management system. The presentation focused mainly on traffic control, road management, speed control, fixing road violations, searching for stolen cars, traffic accidents, tracing cars without license, security control area traffic information and public information by using installed CCTV through identification of vehicle's number plates. For DSM the system needs to be installed at two hundred (200) points within road side and or junctions.
- The members of JCC/Steering committee appreciated the system and requested the secretariat to liaison with KLAD and submit recommendations to PMORALG (within two weeks) so that approvals for the use of the system are obtained.

## **8.0 AOB**

- Mr. Shin Maruo representative from JICA Tanzania informed the meeting that

the project was coming to an end. JICA Tanzania and Embassy of Japan in Tanzania have received an official request from GOT regarding the next phase project. The request has already been forwarded to the Government of Japan for processing and approval. JICA will support the project by dispatching experts during the design of the next phase in April and July.

- The JCC/SC meeting did not set the start dates for public awareness campaign and CBD traffic improvement plan because the two issues depend on the improvement of critical works which need funds. However, the meeting agreed on the tentative date for the start of CBD traffic flow improvement plan implementation to be 1<sup>st</sup> February, 2013.

## **9.0 Closing Remarks**

In closing the meeting, the chairperson thanked the Government of Japan through JICA and appreciated the efforts made by the expert team, and secretariat for their commitment to the project. He said that the local authorities are fully committed to continue supporting the coordination exercise in planning, budgeting and implementation of the project. PMORALG is committed to establish DUTA and will continue to support the secretariat to improve coordination mechanism.

The meeting was closed at **14:15hrs**.

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Appendix 3  
Discussion Paper

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Volume 1: Urban Transport Policy and Strategy for Dar es Salaam  
Volume 2: The Concept and Structure of the DUTA  
Volume 3: CBD Traffic Improvement Plan in Dar es Salaam  
Volume 4: Dar es Salaam Urban Road Improvement Plan  
Annex 1: Proposal for Northern Busway in Dar es Salaam  
Annex 2: Developing a PPP Concession for the Design, Build,  
Operation and Maintenance of Bus Terminals in Dar es Salaam

Capacity Building Project for the  
Improvement of Dar es Salaam  
Urban Transport

## Discussion Paper (Volume 1)

Urban Transport Policy and  
Strategy for Dar es Salaam

This paper has been prepared only for internal discussions amongst the designated stakeholders for this project. Discussions can explore ideas and concepts for policy development and need not be limited to current policies of the Government of Tanzania.

Secretariat for the Capacity Building Project  
and  
JICA Expert Team

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### Note:

This paper has been prepared only as a *DISCUSSION PAPER* for the members of the secretariat and relevant stakeholders involved in developing urban transport policy for Dar es Salaam. These discussions are designed to explore ideas and concepts for transport policy development as an integral part of how the city develops as a whole, based on an understanding of the present situation – its causes and effects, and develop appropriate urban transport policies that will guide the development of Dar es Salaam as a modern, sustainable, liveable and prosperous city.



## 1. Introduction

- 1.1.1. This Urban Transport Policy paper relates primarily to the City of Dar es Salaam although other regional urban centers may draw from its foundational principles, and develop their own local strategic urban transport policy and institutional frameworks. This document outlines the planning principles that underwrite the policy and strategies to achieve the transport vision.
- 1.1.2. Dar es Salaam with a present population of over 3 million residents is the principal economic driver of the national economy; an important gateway for the country and the region, and a centre for investment and growth. While the 2009-10 national GDP growth was 6.4%, Dar es Salaam recorded a GDP growth of 18.3%. Transport and mobility are two of the key elements impacting on productivity and economic growth and ensuring market efficiency.
- 1.1.3. Traffic congestion is a well-recognized problem within the city, and causes many negative impacts on the livelihood and productivity of the city. Traffic demand will increase with rising socio-economic conditions expected to triple car ownership by 2030<sup>1</sup> and a commensurate drop in average vehicular travel speed from 25.8 kph to 8.5 kph if no actions are taken.
- 1.1.4. It is important to make Dar es Salaam a liveable city; a city that provides equal opportunity to all citizens to reduce poverty and improve living conditions, health and well-being; reduces commuter stress and enables access to destinations of employment, other education and services.
- 1.1.5. Decisive policy decisions are needed to constrain the growth of private vehicle trips for daily commuting to restore an equitable balance to the city transport network. A high socio-economic cost will be borne by society if this is not managed adequately.
- 1.1.6. An integrated and holistic approach is needed, including implementing urban development policies that reduce travel demand; improve public transport networks; organize competent and coordinated institutions to manage transport; and implement effective steps to control private car use through pricing and associated measures. This includes better management and control of city car parking to reduce irregular behaviour, create order and raise parking revenues.
- 1.1.7. Presently the city has a low level of car ownership and high dependence on public transport, with 60% of all trips (including non-mechanized trips) made by public transport, but it performs poorly and rated as 'highly unsatisfactory' from the perspectives of the operators and users, and there is constant friction between cost of bus operation and passenger's affordability and ability to pay.
- 1.1.8. The government is now addressing the growing urban transport problems with the introduction of the Bus Rapid Transit (BRT) system together with key administrative and institutional reforms serving to induce a modal shift and improve mobility.
- 1.1.9. Further reform of taxation and transport pricing structures are needed, including possible implementation of road user charges. This has three benefits: 1) to meet the external costs of road infrastructure not presently borne by road users; 2) assist to manage private car use and 3) raise funds to support public transport.
- 1.1.10. The nation's international competitiveness will be significantly influenced by maximizing the efficiency of port traffic and freight movements as well as creating favourable environmental conditions to attract tourism industries. Urban transport directly affects these two important areas.

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<sup>1</sup> 25 cars per 1,000 persons in year 2007, to 89 cars per 1,000 persons by year 2030



- 1.1.11. A shortage of, and poorly maintained, infrastructure needs to be addressed as part of a comprehensive urban transport policy. This includes investment in new equipment and a proper institutional framework, including establishing a new agency Dar es Salaam Urban Transport Authority (DUTA) to be fully accountable for traffic management and control in the city.
- 1.1.12. Road safety and the environment are important areas including: safety standards; driver behaviour and vehicle emissions.
- 1.1.13. Risks to future energy security also weigh heavily on future transport scenarios with the increasing cost of fuel adding to the cost of operation as well as increasing demand on public transport.
- 1.1.14. The sustainability of the city depends on implementing sustainable transport policies that include efficient non-motorized options such as walking and cycling and public transport networks.
- 1.1.15. With a viewpoint of urban transport, housing affordability and employment are strongly connected, and these elements must be fully integrated into the broad planning framework based on locally defined and supported objectives.
- 1.1.16. An institutional framework must also be capable and coordinated, requiring that all facets of urban mobility be placed under one policymaking umbrella to promote coordination, avoid duplication, and develop synergies.
- 1.1.17. Priority also needs to be made on developing a competent local transport research and planning capacity to be able to support policymaking and implementation of transport infrastructure in Dar es Salaam.



## **2. Commitment Statement and Strategic Vision**

### **2.1. Commitment Statement**

This commitment statement focuses on transport for Dar es Salaam as a key aspiration in becoming a modern 21st century city.

*“We will employ strategies for sustainable urban transport planning and design, and efficient and integrated transport networks to ensure access and equal opportunity for all, to safely access the benefits of education, employment, services, and social inclusion.*

*Through investment efficiency, efficient use of infrastructure, and market mechanisms, we will strive to sustain and improve urban mobility and accessibility, protect the environment, and at the same time managing the transition to a less energy and emissions-intensive economy.*

*We acknowledge our individual and joint responsibility to uphold the rules of honesty, transparency, and good governance in managing urban transport and mobility to improve the quality of life, and develop a productive, prosperous and liveable city”.*

### **2.2. Strategic Vision**

2.2.1. Integrated urban transport systems will lead the development of the city, and fundamentally contribute to the production and prosperity of the city and its people.

2.2.2. Affordable urban transport systems will improve equality and opportunity – connecting people from where they can afford to live to places of work, study and community services.

2.2.3. Efficient transport infrastructure will play an important role in a series of mutually reinforcing relationships that link growth with poverty reduction. Transport, in meeting the needs of urban social and economic activities, contributes to growth and prosperity and spreads the benefits of such growth equally.

This Commitment Statement and Vision Section should be further improved via discussion among the secretariat members.





### **3. Planning Principles**

#### **3.1. Ensuring Sustainable Mechanisms**

##### **Financially sustainable**

- 3.1.1. With an expected doubling of the population by 2030, Dar es Salaam will confront many challenges to provide infrastructure and services. Competitive demands for funding between the various sectors of need (such as transport, education, drainage and sanitation and health) are intense, requiring high level of government prudence and good financial management.
- 3.1.2. It is imperative that government investments are sustainable and deliver value for money. Urban transport projects must be commercially sound and not reliant on high levels of subsidy. Ultimately all financing scenarios, all infrastructures are ultimately paid for by users.
- 3.1.3. All infrastructure projects must be part of the broader integrated transport framework with mobility as the key objective, fully integrated to provide a transport system that is more likely to meet customers' demand, win customers, and thus be more likely to be financially sustainable.
- 3.1.4. Development of compact city and sustainable urban management will be encouraged to minimize the cost of infrastructure development which is now done in some developed and developing cases.
- 3.1.5. Competent and commercially-oriented management framework will be created to manage the transport network, having the incentive and capacity to develop efficiency and a high standard of customer service to build revenues and manage costs.

##### **Economically sustainable**

- 3.1.6. Productivity is a key driver of economic growth, and the development of Dar es Salaam city will be central to improving productivity performance of the nation.
- 3.1.7. Transport infrastructure has a key role in underpinning poverty reduction, investment, and growth by providing access and competitiveness, with improved mobility as major input to production.
- 3.1.8. Congestion is both a consequence and a barrier to economic growth; with a growing economy translating directly into increased road traffic and, if unmanaged, will create bottlenecks that strangle regional growth.
- 3.1.9. Proactive measures are required to plan for future needs and introduce efficient market mechanism to transition to a less emissions-intensive economy, and to accommodate population increases while supporting growth in productivity.
- 3.1.10. To meet these challenges, Dar es Salaam must ensure adequacy of its infrastructure and a more efficient use of existing infrastructure, with a focus on mobility solutions rather than infrastructure as an end in itself.

##### **Environmentally sustainable**

- 3.1.11. Cities represent a major global impact to the environment and transport infrastructure in itself has a large impact on a range of environmental concerns. Urban transport is a high contributor to worldwide greenhouse gas generation and is the cause of many negative effects on health and well-being of the people living in cities.
- 3.1.12. All urban transport policies must be directed making Dar es Salaam a liveable city; equitable, socially inclusive, affordable, accessible, healthy, safe and resilient. Policies should aim at building



and maintaining attractive built and natural environments and provide diversity of choices and opportunities for people to live their lives, share friendships, and raise their families to the fullest potential.

- 3.1.13. BRT, by absorbing a large amount of transport capacity and reducing traffic, creates opportunity for urban renewal thereby within the city so that safety access to the BRT can be reclaimed and more areas assigned to pedestrian space and public amenity. Parts of the city now dominated with traffic, noise and parking can be revitalized, improving commercial opportunity, social and economic conditions. The city's tourism potential is also improved by creating a safe and pleasant city on the 'House of Peace'.
- 3.1.14. Dar es Salaam currently has the advantage of a low level of car ownership, and cannot afford to transition to a car-dependent city without incurring serious social, economic and environmental consequences leading to a degradation of its citizens' lives.
- 3.1.15. To sustain and improve mobility, constraints should be placed on the growth of car use. Policies should be implemented that create incentives for better outcomes including:
- Proactive measures to influence mobility choices involving a mixture of incentives and regulations and designed to make public transport a lifestyle choice through quality and convenience;
  - Actions to improve the transport balance between motor vehicles, buses, cycles and pedestrians so all users feel safe;
  - Better utilization of roads and urban spaces through the use of efficient public transport to improve capacity of major corridors; and
  - Convenient public transport options to create incentives for motorists to choose public transport.
- 3.1.16. Policy must also focus on motor vehicle standards and enforcement of proper safety checks to address the poor standards of vehicle safety and repair which affect standards of service delivery (in case of public passenger vehicles); impact on public safety and cause environmental pollution.

## **3.2. Increasing Opportunity for Private Sector Involvement**

- 3.2.1. Encouraging private sector investment into urban transport will reduce investment demands on the public sector. This will require a favourable business and regulatory environment, careful assignment of risk between public and private parties and a commercial and performance-based business culture.
- 3.2.2. Developing the management capacity of public sector managers will assist to deliver mutually beneficial outcomes and create the confidence and incentive for increased private sector investment.
- 3.2.3. Competition is necessary to develop efficiency and accountability and avoid 'rent-seeking' monopolies. Subsidy should be used carefully and targeted only to achieve social objectives and should not weaken accountability and incentives.

## **3.3. Employing Transport Demand Management (TDM)**

- 3.3.1. TDM is commonly practiced to manage the demand side of the travel equation, acknowledging that there are limited resources to satisfy the demand for road space and parking in a city where private car use is increasing. TDM measures include urban planning and design, availability of more efficient and alternative transport options, management of private car use and incentives to adjust behaviour and mobility choices.



Examples include:

- Introduce Transit oriented development (TOD) and land-use policy;
- Encourage more use of public transport by improving quality and accessibility of public transport;
- Develop Park and Ride facilities for private car users and cyclists at outer locations;
- Encourage and provide facilities for the safe use of cycling and walking as transport options;
- Pricing mechanisms such as increasing the cost of parking and road pricing as a management tool to influence motorist mobility choices especially during peak hours;
- Road use management to restrict car access altogether, or apply a curfew during peak hour periods.

### **3.4. Implementing User-pays Principle**

3.4.1. 'User-pays' is a foundational principle to guide downstream policies and strategies to ensure sustainability and adequate funding support for urban transport systems within Dar es Salaam.

3.4.2. For instance, road pricing charges motor vehicles for use of the road infrastructure and is aimed at restoring cost equity to the use of infrastructure within a city. It levies a cost against all road users to reflect the cost of providing the infrastructure and the cost of damage to assets owned by society.

3.4.3. It specifically has two main aims:

- 1) that it targets road use (not vehicle ownership) levying a charge to pay for external cost of providing road facilities (thereby reducing direct cost to society as a whole) and
- 2) that it influences behaviour and mobility choice to reduce inefficient and environmentally negative travel choices and will reduce the indirect costs of environmental damage and poor health outcomes.

3.4.4. Road charging is also a useful tool for regulators to directly influence behaviour (travel choice), regulate road use, manage traffic congestion and recoup costs of road building and maintenance. It can also provide a sustainable revenue stream for reinvestments into an efficient urban transport network such as supporting public transport and NMT forms of travel which help reduce dependency on car travel.

### **3.5. Taking a Participatory Approach**

3.5.1. Bold and innovative policies must be adopted to meet the considerable challenges of a developing city. It is critical to avoid complacency which will see development passively guided by events rather than pro-active policies designed to forge a better future.

3.5.2. While policymakers must exercise leadership, some decisions may be unpopular and will require extensive community consultation and explanation to those affected. All efforts should be made to achieve community consensus, exercising sensitivity to the impacts on vulnerable groups within society.

3.5.3. While leadership guides the way, policy implementation should be based around realistic and implementable frameworks, which can be achieved through community participation and input, which also helps to secure community goodwill and consensus.

### **3.6. Managing Risks and Constraints**

3.6.1. All planning and policymaking processes face risks and constraints, underlining the need to



plan and prepare to manage these risks. Key risks are identified as follows:

- 3.6.2. **Policy does not translate into action** – avoiding this well-known pitfall will require strong central coordination and accountability with a high degree of coordination at the local implementation level.
- 3.6.3. **Changing and unexpected circumstances frustrate the plan** – adaptive strategic plans instead of prescriptive master plans will help policymakers to adapt more readily to changing circumstances. Having a clear view of objectives in a strategic plan will help prioritize actions toward reaching goals.
- 3.6.4. **Conflict of interest/corruption** – Processes must ensure accountability, transparency and promote good governance. Political patronage should also be avoided. Large infrastructure projects may attract corruption due to factors of financial scale, political weight and monopolies. Corruption undermines a project's political sustainability, presents a reputation risk for promoters and investors and is an assault on sound planning and social responsibility. Conflicts of interest will erode project efficiency and distort sound planning principles.
- 3.6.5. **Energy security** – is a key concern for the future requiring a focused risk analysis on the impacts and effects of rising energy costs. It will impact both on where people choose to live, their travel choice (greater demand on public transport services) and on the cost of operating public transport.
- 3.6.6. **Accountability and risk management** - Accountability holds organizations accountable for their performance while risk management refers to allocating risk where it is best able to be managed. Where effective accountability and risk management are lacking, the result will be poor service delivery, financial collapse and/or one of the players shouldering obligations they cannot bear.
- 3.6.7. **Political interference** - Regulatory independence provides transparent rule that builds industry confidence (and is less influenced by discretionary power). An autonomous system manager provides an integrative body to manage the transport network in an efficient manner according to measurable (and politically set) objectives.
- 3.6.8. **Community consultation** - while governments must lead and set the agenda for reform and direction, transport infrastructure must at a local level, be demand-driven. Where changes impact local communities, these communities must become involved at an early stage in the process of developing infrastructure solutions.

### **3.7. Ensuring Social Equity**

- 3.7.1. In principle, public transport services should aim to recover costs, through operating at high efficiency and maximizing revenue opportunities. As a commercially viable business it should aim to be free of external subsidy, setting appropriate service levels and market sensitive fare levels.
- 3.7.2. However, passenger fares must be affordable for the majority of citizens to improve accessibility, to be able to capture lower income groups and allow the system to provide a greater social benefit. This can be accomplished either through an external subsidy where the operator is compensated for the proportion of revenue sacrificed under a social fare structure, or through an internal cross subsidy to support discounts applicable to disadvantaged groups.
- 3.7.3. Transport access and mobility are critical in providing opportunity for citizens at every level of society to be part of the society and its benefits. Policies must take into account respect for the elderly, the infirm and disabled; and providing essential access to education and work; services and social opportunities.



- 3.7.4. Under the current BRT system management model, the business-risk will be borne by government (DART Agency) where revenue is separated from operator's cost structures. Bus operators should be engaged through a commercially viable business model and held to account for standards of service delivery through a managed performance-based contract. Such a contract gives the operator a sustainable business and the system manager a strong hand to manage service quality.
- 3.7.5. Where the government wishes to reduce fares further (below financial viability for DART Agency) it will need to compensate any subsequent revenue shortfall. Political decisions on fare levels should not be taken in isolation from the market mechanisms that affect the cost of operations.

### **3.8. Developing Integration**

- 3.8.1. Integration must increase efficiency and add value and is more than the interweaving of different components so they work together; it is where multiple parts and actions working together to deliver a result which is greater than the sum of its parts.
- 3.8.2. A good example is the integration of urban housing and business and commercial development and transport, where transport supports the development and the development in turn, supports transport.
- 3.8.3. Transit oriented-development (TOD) is a term used where housing, transport and employment are integrated, reducing travel demand (by housing people close to work and services) and improving access.
- 3.8.4. Increasing densification of housing and mixed use development along major transit corridors is needed to create efficient travel patterns (such as the BRT along Morogoro Rd) as it places many trip origins and destinations along one corridor.
- 3.8.5. Areas of extensive urban sprawl along the major radial corridors are difficult and expensive to service and will significantly increase traffic density along corridors. Creating affordable housing options close to transit nodes will discourage urban fringe growth.
- 3.8.6. Integrated transport networks can also include safe cycling and walking options to improve access to local services and also connect to the wider public transport network.
- 3.8.7. Strategic policy decisions need to be made on urban transport and development; the vision, organization, coordination, sustainability, affordability and access, based on the vision and framework outlined in the Dar es Salaam Urban Development Plan (to be developed by Ministry of Lands, Housing and Human Settlement).



## 4. Policy and Strategy

Policy and Strategy	Timeline	Involved Agencies
<p><b>4.1. Policy 1: Enhance Coordination and Planning Capability</b></p> <p>To improve planning capability of the urban transport sector and coordinate development between responsible agencies and stakeholders including developers.</p> <p><b>Strategy 1(a):</b> Establish <b>Executive Planning and Coordination</b> mechanism through a single umbrella organization with representatives from key government agencies of all urban transport services.</p> <p><b>Action:</b></p> <ul style="list-style-type: none"> <li>▪ Establish the Dar es Salaam Urban Transport Authority (DUTA) to develop and implement strategic urban transport policy, to plan, coordinate and assign responsibilities and develop financial budget allocation plans.</li> <li>▪ Create a specialized institute for urban transport planning (National Centre of Transport Studies-NCTS) to assist DUTA</li> </ul> <p><b>Strategy 1(b):</b> Reorganize and establish where necessary, <u>the executing agencies</u> responsible for implementation and management.</p> <p><b>Action:</b></p> <ul style="list-style-type: none"> <li>▪ Establish a specialized unit: the <b>Dar es Salaam Roads and Traffic Agency (DRTA)</b> to take responsibility for roads management; traffic control facilities and road safety facilities under DUTA.</li> <li>▪ Establish the <b>Dar es Salaam Urban Development Agency (DUDA)</b> to guide the future urban regeneration and implement the plan for land-use, especially along BRT Corridor.</li> </ul>	<p>Short-term</p> <p>Short-term</p> <p>Mid-term</p> <p>Mid-term</p>	<p>PMO-RALG</p> <p>MOT /NIT</p> <p>PMO-RALG (DUTA), MOT, MOW, TANROADS, Traffic Police</p> <p>PMO-RALG (DUTA), MOLHSD, LGAs</p>



Policy and Strategy	Timeline	Involved Agencies
<p><b>4.2. Policy 2: Improve Traffic Management and Road Safety</b></p> <p><b>Strategy 2(a): Comprehensive Traffic Management and Control</b></p> <p>Traffic management and control will be carried out by two agencies, being: 1) the <b>Dar es Salaam Roads and Traffic Agency (DRTA)</b> to integrate this function with road management and traffic control planning; and 2) the <b>Traffic Police</b> for daily control of traffic and operation of the <b>Traffic Control Centre</b>.</p> <p><b>Action:</b></p> <ul style="list-style-type: none"> <li>▪ <b>Assess</b> the functionality of the existing traffic related facilities in Dar es Salaam.</li> <li>▪ Develop <b>Short-term Measures</b> to address urgent areas of traffic conflict; bottlenecks; road maintenance and road safety issues and estimate funding requirements in Dar es Salaam.</li> <li>▪ Develop <b>Arterial Roads and Streets Classification, Design Guidelines, and Standards</b> to include public transport and NMT provision (BRT, cycling and walking).</li> <li>▪ Develop a <b>Traffic Management Plan (TMP)</b> including signaling system improvement program to facilitate the BRT in Dar es Salaam</li> <li>▪ Develop an integrated traffic control system supported by a <b>Traffic Control Centre (TCC)</b> in Dar es Salaam.</li> <li>▪ Interactive with Policy and Strategy 4(c) develop a technically feasible <b>Road Pricing Mechanism</b>.</li> </ul> <p><b>Strategy 2(b): Parking Management and Control</b></p> <p>Use demand management and stricter controls to solve ill-discipline and irregular parking practices.</p> <p><b>Action:</b></p> <ul style="list-style-type: none"> <li>▪ Conduct Parking Demand and Facility Survey</li> <li>▪ Establish a <b>Strategic Parking Policy</b> that balances the competing forces of traffic and parking requirements.</li> <li>▪ Local municipalities will develop <b>Parking Control and Management Plans</b> based on local conditions including signage and markings to regulate parking within their local</li> </ul>	<p>Short-term</p> <p>Short-term</p> <p>Short-to term    Mid-term</p> <p>Short-to term    Mid-term</p> <p>Mid- to term    Long-term</p> <p>Long-term</p> <p>Short-term</p> <p>Short-term</p> <p>Short-term</p>	<p>PMO-RALG (DUTA), TANROADS, LGAs, Traffic Police</p> <p>PMO-RALG (DUTA), TANROADS, LGAs, Traffic Police</p> <p>PMO-RALG (DUTA), TANROADS, MOW, LGAs, DART</p> <p>PMO-RALG (DUTA), TANROADS, LGAs, Traffic Police</p> <p>DRTA, DUTA</p> <p>PMO-RALG (DUTA), TANROADS, MOW, RFB, DRTA</p> <p>DUTA / LGAs</p> <p>DUTA / LGAs</p> <p>DUTA / LGAs</p>



jurisdiction.		
<ul style="list-style-type: none"> <li>The municipalities may <b>engage private contractors</b> to manage parking revenue collection and to regulate and supervise compliance to parking regulations.</li> </ul>	Short-term	DUTA / LGAs
<p><b>Strategy 2(c): Improve road safety</b></p> <p>Adopt a complete approach to address road safety issues targeting institutional responsibility, human and behavioural factors, vehicle standards and environmental road conditions.</p> <p><b>Action:</b></p>		
<ul style="list-style-type: none"> <li>Investigate road accident records and determine causal factors and priority areas and urgent short term urgent measures to curb road accidents and improve road safety.</li> </ul>	Short-term	PMO-RALG (DUTA), TANROADS, MOW, Traffic Police
<ul style="list-style-type: none"> <li>Develop a <b>Strategic Road Safety Improvement Plan</b> and funding allocation to comprehensively address road safety issues over the longer term.</li> </ul>	Short-term	PMO-RALG (DUTA), TANROADS, MOW, Traffic Police, LGAs
<ul style="list-style-type: none"> <li>Develop a strategy to reform vehicle safety checking regime; quality of vehicle inspections, accountability and enforcement.</li> </ul>	Mid-term	PMO-RALG (DUTA), Traffic Police
<ul style="list-style-type: none"> <li>Implement <b>Human Behaviour Campaigns</b> (Road Safety Campaigns, Safety Education at schools, etc.) and <b>enforcement.</b></li> </ul>	Short- to Mid-term	PMO-RALG (DUTA), TANROADS, MOW, Traffic Police, LGAs





Policy and Strategy	Timeline	Involved Agencies
<p><b>4.3. Policy 3: Create Pricing Mechanisms as A Transport Demand Management Measure</b></p> <p><b>Strategy:</b> Develop a road pricing scheme to create equity and balance in the modal transport mix through appropriate cost structures that reflect overall costs. Use road pricing to manage road use, recoup costs and provide revenues for reinvestments into urban transport services.</p> <p><b>Action:</b></p> <ul style="list-style-type: none"> <li>▪ Prepare a strategy for <b>reforming the motor vehicle taxation and road user related charges.</b></li> <li>▪ Develop pricing structures to the objectives of a sustainable urban transport policy and generate revenue for efficient transport options.</li> <li>▪ Implement the “<b>User Pay Principle</b>” – road charging and car parking levies, and appropriate fare structures for public transport, balancing affordability with the real cost of service provision.</li> <li>▪ Sources of funding to be considered, and to be specifically and defined in the policy include: Road pricing, Development levy (levies a cost against developers for supporting infrastructure), Increase in land &amp; property tax, Import tax (increase on cars as part of income redistribution scheme, buses can be excluded)</li> </ul>	<p>Short- to Mid-term</p> <p>Mid- to Long-term</p>	<p>PMO-RALG (DUTA), MOF, TRA</p> <p>PMO-RALG (DUTA), MOF, TRA, RFB, LGAs</p>



Policy and Strategy	Timeline	Involved Agencies
<p><b>4.4. Policy 4: Implement TDM and TOD to Address Growth in Private Car Use</b></p> <p><b>Strategy 3(a): Proactive Transport Demand Management</b>            Transport Demand Management (TDM) seeks to control the demand side of transport requiring policies which create incentives or restrictions to manage and regulate private car use. It involves a wide range of measures to improve alternative transport means and measures to influence mobility choices.</p> <p><b>Action:</b></p> <ul style="list-style-type: none"> <li>▪ Develop a proactive Transport Demand Management Plan (TDMP) which includes regulations and incentives, pricing strategies and strategies to support efficient transport alternatives such as cycling and walking to stem the car ownership increases.</li> </ul> <p><b>Strategy 3(b): Promote Transit-Oriented Development (TOD) to integrate mobility and transport</b>            Develop land-use plans and urban development guidelines to integrate mixed use development and housing with employment opportunities at transit nodes, to reduce travel demand and improve access.</p> <p><b>Action:</b></p> <ul style="list-style-type: none"> <li>▪ Revise land-use policy and associated regulations as a matter of urgency and develop <b>Urban Development Guidelines</b> to include principles of Transit-Oriented Development (TOD) to ensure all new developments are adequately served and supported by sustainable and efficient transport links and integrated with the transport network plan.</li> <li>▪ Take urgent steps to develop <b>Traffic Impact Study Guidelines</b> and conduct Traffic Impact Assessments on major present development applications.</li> <li>▪ In the urban land use plan, increase <b>affordable housing and business opportunities along designated mass transit routes (BRT)</b> to encourage densification and create efficient trip patterns.</li> </ul> <p><b>Strategy 3(c): Provide Efficient And Quality Transport Options</b>            BRT will form the ‘spine’ of the city’s urban transport system. Taking full advantage of the BRT system will require the improvement of a secondary and feeder bus network, thereby improving access and opportunity to social and economic benefits.</p> <p><b>Action:</b></p> <ul style="list-style-type: none"> <li>▪ Build BRT network within the Dar es Salaam metropolitan area as a trunk transit system.</li> <li>▪ Build the BRT Phase 1 related infrastructure (Morogoro Road).</li> </ul>	<p>Short-medium term</p> <p>Short term</p> <p>Short-term</p> <p>Mid- to Long-term</p> <p>Short- to Long-term</p> <p>Short-term</p>	<p>PMO-RALG (DUTA)</p> <p>PMO-RALG (DUTA), MOLHSD, LGAs</p> <p>PMO-RALG (DUTA), LGAs</p> <p>PMO-RALG (DUTA), MOLHSD, LGAs, DUDA</p> <p>PMO-RALG (DUTA), DART, TANROADS</p> <p>PMO-RALG (DUTA), DART</p>



<ul style="list-style-type: none"> <li>▪ Progressively develop the BRT network according to five phases of the Urban Transport Master Plan<sup>2</sup></li> <li>▪ Build and improve transit links and quality of service delivery including BRT, Bus, Taxi and NMT (walking /cycling) options including Park &amp; Ride strategy integrated with BRT</li> <li>▪ Invite the existing bus operators as part of the integrated transit services.</li> <li>▪ Improve ‘public realm’ such as streetscapes, pedestrian facilities, and community and public space facilities.</li> </ul>	<p>Mid- to Long-term</p> <p>Mid- to Long-term</p> <p>Short- to Mid-term</p> <p>Mid- to Long-term</p>	<p>PMO-RALG (DUTA), DART, TANROADS</p> <p>PMO-RALG (DUTA), DART, TANROADS, LGAs</p> <p>PMO-RALG (DUTA), existing bus operators</p> <p>PMO-RALG (DUTA), DART, TANROADS, LGAs</p>
<p><b>Strategy 3(d): Manage Transport Demand Through Market Mechanisms</b></p>		
<p>Implement measures to influence mobility choices, manage and reduce vehicular travel demand and restore balance to city transport.</p>		
<p><b>Action:</b></p>		
<ul style="list-style-type: none"> <li>▪ Adopt <b>Parking Policies</b> that restrict parking availability and apply higher costs to regulated city parking.</li> </ul>	<p>Short-to Mid-term</p>	<p>PMO-RALG (DUTA), LGAs, DRTA, Traffic Police, TANROADS</p>
<ul style="list-style-type: none"> <li>▪ Implement a <b>Road-User Charge</b> for motorists aimed at regulating traffic and provide incentives for more efficient travel modes.</li> </ul>	<p>Long-term</p>	<p>PMO-RALG (DUTA), DRTA</p>
<ul style="list-style-type: none"> <li>▪ Restrict car access to strategic locations where good alternative options exist.</li> </ul>	<p>Sort-to Mid-term</p>	<p>PMO-RALG (DUTA), DRTA, Traffic Police</p>

<sup>2</sup> The Dar es Salaam Transport Policy and System Development Master Plan 2008 JICA



Policy and Strategy	Timeline	Involved Agencies
<p><b>4.5. Policy 5: Improve Transport Networks to Improve Access and Social Equity</b></p> <p><b>Strategy 5(a): Ensure efficiency and affordability through an improved public transport business culture</b></p> <p>Transport must be affordable to ensure wide access and availability, but also reflect the cost of providing the service. This requires a commercial approach to managing public transport with built-in incentives to perform.</p> <p><b>Action:</b></p> <ul style="list-style-type: none"> <li>▪ Manage the network to high level of efficiency to create a competitive costs regime to enable affordable fares.</li> <li>▪ Operators provide services under an accountable and commercially-based business model to ensure viability and sustainability, and managed cost of operation.</li> <li>▪ Pricing policies to target disadvantaged users employing cross-subsidy where necessary.</li> <li>▪ Source funding to support social fare levels where necessary to meet the wider social or political objectives as determined by governments.</li> <li>▪ Improve NMT options to improve opportunity for alternative means of travel.</li> </ul> <p><b>Strategy 5(b): Improve local access to public transport, schools, employment and services, and address disadvantage</b></p> <p>Transport is a community issue affecting the quality of daily life. Transport improvements must be made with a clear understanding of the needs of the community and disadvantaged groups.</p> <p><b>Action:</b></p> <ul style="list-style-type: none"> <li>▪ Conduct local surveys and engage local communities close to BRT stations on access requirements, issues, and risks.</li> <li>▪ Plan and implement measures to improve the design and quality of local access roads, walkways and NMT facilities to major transit corridors and local centers.</li> <li>▪ Commence with measures to improve quality of access in areas within sphere of influence BRT stations to improve the integration with BRT and extend the reach of BRT into local communities.</li> <li>▪ Promote NMT modes and public transport with public campaigns to create public awareness and indicate policymaker's commitment to sustainable, efficient and quality public transport; including attracting car users to public transport.</li> </ul>	<p>Short- to Mid-term</p> <p>Short- to Mid-term</p> <p>Mid- to Long-term</p> <p>Mid- to Long-term</p> <p>Mid- to Long-term</p> <p>Short-term</p> <p>Short- to Mid-term</p> <p>Mid-term</p> <p>Mid- to Long-term</p>	<p>PMO-RALG (DUTA), SUMATRA, Operators</p> <p>PMO-RALG (DUTA), SUMATRA, Operators</p> <p>PMO-RALG (DUTA)</p> <p>PMO-RALG (DUTA), MOF, RMF</p> <p>PMO-RALG (DUTA), LGAs, TANROADS</p> <p>PMO-RALG (DUTA), LGAs</p> <p>PMO-RALG (DUTA), LGAs</p> <p>PMO-RALG (DUTA), LGAs</p> <p>PMO-RALG (DUTA), LGAs</p>



Policy and Strategy Detail	Timeline	Involved Agencies
<p><b>4.6. Policy 6: Improve International Attractiveness</b></p> <p><b>Strategy 6(a): Improve quality of transport services provided to international visitors and travelers</b></p> <p>Creating a favourable tourism and business environment is critical to development and growth of Dar es Salaam as an international gateway. Improving transport links to the International airport and improving transport options for overseas visitors is an important function of urban transport in the city.</p> <p><b>Action:</b></p> <ul style="list-style-type: none"> <li>▪ Assess international travel needs and connections to International Airport</li> <li>▪ Extend a BRT link from the city to the airport.</li> <li>▪ Relocate TRL railway terminal station close to the airport and redevelop the existing rail station to a multi-modal facility level</li> <li>▪ Improve public amenity and enhance the public realm in downtown Dar es Salaam including improvements to streetscapes, vegetation, pedestrian priority and a scenic cycle route within the CBD area and extended to the Msasani peninsula.</li> </ul> <p><b>Strategy 6(b): Improve Freight Efficiency</b></p> <p>Efficient freight movement is an integral part of Dar es Salaam’s role. A high level of freight movement to and from the port has significant impacts on road conditions, which requires improved heavy vehicle management.</p> <p><b>Action:</b></p> <ul style="list-style-type: none"> <li>▪ Perform a dedicated study to assess port freight movements and container management practices to determine strategies that can be employed to manage freight movement times and practices to reduce impacts on the urban environment.</li> <li>▪ Develop ICD (Inland Container Depots) and its access road/railway.</li> <li>▪ Grade separation at major intersections along Nelson Mandela Road.</li> <li>▪ Development of priority roads for heavy vehicles.</li> </ul>	<p>Short-term</p> <p>Mid-term</p> <p>Mid- to Long-term</p> <p>Mid-term</p> <p>Short-term</p> <p>Short-term</p> <p>Short- to Mid-term</p> <p>Mid- to Long-term</p>	<p>PMO-RALG (DUTA)</p> <p>PMO-RALG (DUTA), DART, TANROADS</p> <p>PMO-RALG (DUTA), TRL</p> <p>PMO-RALG (DUTA), TANROADS, LGAs</p> <p>PMO-RALG (DUTA), MOT (JICA National Freight Study)</p> <p>MOT, TRA, TAZARA, RAHCO, TANROADS, PMO-RALG (DUTA)</p> <p>TANROADS, MOW, PMO-RALG (DUTA)</p> <p>TANROADS, MOW, PMO-RALG (DUTA)</p>



<ul style="list-style-type: none"><li>▪ Develop road pricing policies to implement user-pay principle and assign revenues to improving port traffic infrastructure, specifically employing tolls and weight inspection facilities along Nelson Mandela Rd and Morogoro Rd.</li></ul>	Mid- to Long-term	TANROADS, MOW, PMO-RALG (DUTA)
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Policy and Strategy Detail	Timeline	Involved Agencies
<p><b>4.7. Policy 7: Improve Environmental Outcomes</b></p> <p><b>Strategy: Improve Motor Vehicle Standards</b></p> <p>Defective motor vehicles pose a great risk to passenger and public safety emitting smoke and fumes that degrade air quality and degrade the environment and increase the risk of serious accidents. Reform of vehicle standards and safety checks will be prioritised to improve accountability and enforcements of safe standards.</p> <p><b>Actions:</b></p> <ul style="list-style-type: none"> <li>▪ Enhance the capacity of motor vehicle inspection by privatizing the function of periodic inspections through a performance-based contract, with the cost of inspection fully funded by vehicle owners.</li> <li>▪ Enhance roadside checking for defective vehicles and increase penalties for operating defective vehicles.</li> <li>▪ Develop appropriate policies for car import restriction and age limits on public passenger carrying vehicles.</li> <li>▪ Establish motor vehicle repair shop standards and enforce environmental regulations.</li> </ul>	<p>Short-term</p> <p>Short-term</p> <p>Short-term</p> <p>Mid- to Long-term</p>	<p>MOT, SUMATRA, MOHAS, Traffic Police</p> <p>Traffic Police</p> <p>Ministry of Industry, Trade, and Marketing MOF</p> <p>Ministry of Industry, Trade, and Marketing, Traffic Police</p>







Policy and Strategy Detail	Timeline	Involved Agencies
<p><b>4.9. Policy 9: Implement Supporting Infrastructure</b></p> <p>Strategy: Adopt infrastructure recommendations of the 2008 Transport Policy and System Development Master Plan</p> <p><b>Action:</b></p> <ul style="list-style-type: none"> <li>▪ CBD traffic management plan and short term mitigation measures</li> <li>▪ Widening of New Bagamoyo road (including Selander bridge bypass)</li> <li>▪ Implement urgent intersection improvement projects – Ubungo intersection, Tazara intersection and Gerezani area (Bandari intersection)</li> <li>▪ Kigamboni Bridge/ ferry improvement</li> <li>▪ Bus Network Plan implementation over five phases including the reassignment of the Ubungo-Tabata Rail corridor</li> <li>▪ Heavy loaded roads (bypass behind Tabata area) and freight handling facilities &amp; tolling scheme</li> <li>▪ Refurbish the existing Central Railway Station to a BRT station and multi-modal city transport hub (Taxis/cycle hire) providing direct airport shuttle services via the BRT to the airport.</li> <li>▪ Relocate the existing TRL terminal station to outside Nelson Mandela Road (close to the existing airport) and connect to the City and Airport by BRT.</li> </ul> <p><b>Actions not listed in the Master Plan :</b></p> <ul style="list-style-type: none"> <li>▪ Relocation of Ubungo Intercity bus terminal</li> <li>▪ Rehabilitation of Dar es Salaam Corniche on Ocean Rd</li> <li>▪ Local road upgrading through DMDP</li> </ul>	<p>Short-term</p> <p>Short-term</p> <p>Short-term</p> <p>Short-term</p> <p>Short- to Mid-term</p> <p>Short-to Mid-term</p> <p>Mid-term</p> <p>Mid-term</p> <p>Short-term</p>	<p>PMO-RALG, LGAs, TANROADs, Traffic Police</p> <p>TANROADs</p> <p>TANROADs</p> <p>TANROADs, DART</p> <p>TANROADs</p> <p>PMO-RALG (DUTA), DART, TRL</p> <p>PMO-RALG (DUTA), DART, TRL</p> <p>PMO-RALG, DART, LGAs</p>



Policy and Strategy Detail	Timeline	Involved Agencies
<p><b>4.10. Policy 10: Diversify Development Funds and Improve Revenue Collection</b></p> <p><b>Strategy: Diversify Sources of Development Funds</b></p> <p>2008 Transport Policy and System Development Master Plan suggests 4,000 million USD of the road improvement project for coming two decades. Considering limited development investments by responsible agencies, a new funding mechanism should be introduced.</p>		
<p>Action:</p> <ul style="list-style-type: none"> <li>▪ Prepare a long-term investment plan for the improvement of urban transport infrastructure and authorize it by responsible agencies. (e.g., Some development projects proposed in a long-term investment plan are incorporated into the MOT’s transport sector investment plan.)</li> <li>▪ Analyze the currently available development budget for infrastructure improvement in Dar es Salaam/Tanzania and propose new source of the development funds. (e.g., soft-loan from external agencies and PPP)</li> <li>▪ (Soft-loan from external agencies) Conduct necessary studies to prepare a request form for the specific urgent development projects.</li> <li>▪ (PPP) Review the existing legal framework and propose PPP regulation and incentive mechanism for private investors.</li> <li>▪ (PPP) Enact PPP regulation and conduct necessary studies to identify PPP supported projects.</li> </ul> <p><b>Strategy: Enhance Local Revenue</b></p> <p>Considering scarce development budget by local governments, the revenue of local governments should be carefully reviewed and existing tax collection mechanism should be upgraded and new taxation scheme should be introduced.</p> <ul style="list-style-type: none"> <li>▪ Analyze the existing tax administration system and propose implications to enhance existing local revenue: property tax, city service levy and billboard tax.</li> <li>▪ Enact necessary regulations (e.g., taxpayer’s identification/registration, introduction of new payment options)</li> <li>▪ Analyze the possible source of development funds and propose new local taxation: land tax, development levy.</li> <li>▪ Enact necessary law/regulations</li> </ul>	<p>Short-term</p> <p>Short-term</p> <p>Short-term</p> <p>Short-term</p> <p>Mid-term</p> <p>Short-term</p> <p>Mid-term</p> <p>Short-term</p> <p>Mid-term</p>	<p>PMO-RALG (DUTA), MOW, MOT</p> <p>PMO-RALG (DUTA), MOW, MOT</p> <p>PMO-RALG (DUTA), MOW, MOT</p> <p>PMO-RALG (DUTA), MOF</p> <p>PMO-RALG (DUTA), MOF</p> <p>PMO-RALG (DUTA), LGAs</p> <p>PMO-RALG (DUTA), LGAs, MOF</p> <p>PMO-RALG (DUTA)</p> <p>PMO-RALG (DUTA), MOF</p>



## Appendix A: Background and Context of Urban Transport in Dar es Salaam

### Introduction

- A-1. Dar es Salaam is Tanzania's most important city for both business and government, being the nation's major commercial, administrative, transportation and industrial centre. While the national 2009- 2010 GDP growth is 6.4%, in Dar es Salaam the annual GDP growth rate is 18.3% in real terms. The city contains unusually high concentrations of trade and other services and manufacturing compared to other parts of Tanzania with about one half of Tanzania's manufacturing employment located in the city despite it holding only about ten percent of Tanzania's population. The Dar es Salaam city's economy constitutes of the formal and the informal sectors, with the latter employing the largest population of the city residents.
- A-2. Most industries in Dar es Salaam are small and medium manufacturing goods especially for domestic markets. The industries located in Dar es Salaam include: textiles, breweries, distilleries, beverages, bags, cigarettes, cement, paints, pharmaceuticals, plastic, metal products, steel, grain milling, chemicals, timber and wood products, confectionery, food products, petroleum products, edible oil, dairy products, domestic utensils, tea blenders, batteries, radiators, body building, printing and publishing, paper products, garments, electricity generation and glass, electrical contracting as well as civil works construction.
- A-3. The last national census report of 2002, recorded the city population as 2,497,940 people with a growth rate of 4.3% represented by Kinondoni 1,083,913; Ilala 634,924; Temeke 768,451.
- A-4. The National Bureau of Statistics has projected a diminishing growth rate from 4.3% in 2002 – 2003 to 3.8% in 2010 with the 2010 estimated population of Dar es Salaam being 3,118,132.

### The present urban transport economy

- A-5. The increasingly difficult urban transport situation in the metropolitan area, characterized by a high degree of traffic congestion, constrained resources for urban transport and deteriorating air quality, lies in the forefront of concerns. Urban transport problems are borne out of a set of complex and diverse environmental and economic factors and profound institutional failures.
- A-6. Due to a low level of car ownership and high dependence on public transport, the problems of public transport are synonymous with the problems of urban transport because public transport vehicles (dala dala) serve such a large proportion of total trip demand. The present public transport system is highly unsatisfactory from the perspectives of all stakeholders: the public, the city, the operators and the users.
- A-7. Fuel price and other cost increases have impacted on vehicle running costs with a flow-on to public transport fares of 20% nominal increase from 2007-2011.
- A-8. Municipalities depend largely on central government budgets for local road construction and maintenance, yet the central government has a limited budget to solve problems or address issues of transport.
- A-9. There is a constant friction between cost of bus operation and passenger's ability or willingness to pay. Where transport pricing is deemed to be 'affordable' it may be too low for the commercial operation of the daladala services, resulting in a challenging financial



position for drivers and bus owners, compelling them towards aggressive behaviour, lower standards of service and vehicle maintenance causing safety concerns and vehicle breakdowns. The large business risk and marginal returns deter operators from purchasing larger and more efficient vehicles. The labour condition under which drivers are employed or contracted also attracts low-skilled workers struggling to survive and delivering poor service levels.

- A-10. The government is now addressing the growing transport problems with the introduction of the Bus Rapid Transit (BRT) system with key administrative and institutional reforms serving to induce a modal switch and improve mobility.

### **The key role of urban transport in Dar es Salaam**

- A-11. Dar es Salaam city and the wider municipalities are the principal economic powerhouse for the national economy and is an important gateway for Tanzania and neighbouring countries to world markets.
- A-12. Transport is a key element of national and city prosperity, impacting on productivity and economic growth. Efficient and effective urban transport improves commercial and labour market efficiency through the efficient movement of goods, services and people. It also makes the city an attractive centre for investment and growth.
- A-13. Urban mobility is fundamental to making Dar es Salaam a liveable city; a city that provides access and opportunity equally to all citizens, to improve living conditions health and well-being; reduces commuter stress and provides opportunity and access to social, employment, education and services.
- A-14. Given this situation, moving people must take precedence over the need to move vehicles. Proactive efforts are needed to improve public transport and manage transport demand with steps taken to influence citizens' mobility choices; to create a modal balance and ensure efficient utilization of road space.
- A-15. A primary focus needs to be on efficient public transport networks to mitigate traffic growth, with a level of quality and accessibility that makes it a viable alternative to private car use.
- A-16. A comprehensive and holistic approach is required comprising a multi-faceted and integrated urban transport system, established on a sustainable and commercially viable footing, and governed by a competent and well coordinated institutional framework.

### **Urban governance**

- A-17. The major failure in urban transport is the lack of direct responsibility for urban transport as a function, and a lack of a defined urban transport policy.
- A-18. A fragmented and ad-hoc decision making planning process and lack of integrated planning and coordination between levels of government and departmental disciplines, creates a gap between concrete needs of society and actual development and a lack of transparency and accountability.
- A-19. Poor planning processes are also principal causes for the failure to adequately deliver on policy objectives. This failure is further worsened by unclear lines of responsibility between planning and implementation functions.
- A-20. The regulatory system governing transport providers (operators) has resulted in a flawed business model, with operators carrying disproportional risks and subsequently delivering poor service levels and poor public transport outcomes.



A-21. It is critical that the institutional framework be created to improve management and coordination of all facets of urban transport and development.

### **Road infrastructure**

A-22. All transport in Dar es Salaam is almost exclusively by road. Roads are used by mixed traffic of different dimensions (motorized and non-motorized, heavy and small) and for many purposes such as freight and commuting, etc. Only major roads are paved and access to local areas is predominantly through poor quality unpaved roads or walking tracks.

A-23. The lack of, or poorly maintained physical infrastructure in many residential areas affects safety, mobility and accessibility and results in residents walking long distances through poorly maintained access paths and roads and causes extra stress on daily life. Poor drainage and flooding during rain periods also cause traffic congestion.

A-24. Presently no toll roads exist nor is there any user-charges for road infrastructure, placing the full cost burden of infrastructure on government budgets.

A-25. Limited and poor quality bus or taxi bay facilities exist to provide safe and convenient boarding and alighting conditions.

A-26. Road Design Standards are lacking, including a road hierarchy plan to improve road prioritization and planning. A design standard for all new roads should adopt cross section dimensional standard for future BRT and improved pedestrian and cyclist friendly design standards for urban arterial roads/streets.

### **Traffic demand and congestion**

A-27. Vehicle ownership is increasing with the current 74,000 private vehicles located within the metropolitan area expected to increase to 171,000 by year 2015, and nearly 515,000 by year 2030, tripling vehicle ownership from 25 cars per 1,000 persons in year 2007, to 89 cars per 1,000 persons by year 2030.

A-28. The Household Interview Survey was conducted in Dar es Salaam Transport Policy and System Development Master Plan (2008, JICA) to understand the current urban transport demand and characteristics in Dar es Salaam. The total travel demand generated by the residents in Dar es Salaam is estimated at 2.9 million trips per day in 2007. Trip rate per resident is calculated at 1.2 (including walk trips) and 0.9 (excluding walk trips).

A-29. In Dar es Salaam, around 60% of the total trips in the city are made by public transport (80% when walk trips are excluded) with private modes of transport accounting for only 13% of the total trips (17% when walk trips are excluded).

A-30. Residents in Dar es Salaam spend on average 82 minutes per trip for commuting/travelling with average travel time of buses being significantly higher than other modes of transport (estimated at average 95 minutes), whereas average travel time by cars is estimated at average 62 minutes.

A-31. By the year of 2030, the total travel demand in Dar es Salaam is projected to double and is estimated at 7.5 million trips per day. The number of car users will significantly increase in the next 20 years and the share of trips made by private mode of transport is expected to increase to 28% of the total trips (excluding walk trips). Traffic simulation analysis indicates that the average travel speed of the vehicles in Dar es Salaam that is 25.8 km/h in 2007 and will decrease significantly to 8.5 km/h in 2030 if no improvement projects are implemented.

A-32. Recent studies indicate that a lack of capacity in the present road configuration and network patterns along with poor traffic control and management are the major causes of



the current traffic congestion problem. In addition, the increasing population and longer travel distance due to rapid expansion of housing areas in the outskirts of the city, are making traffic conditions worse, causing severe traffic congestion on the trunk roads especially in morning and evening peak periods.

A-33. Lengthy travel times and delays are commonplace and traffic congestion is arguably the most predominant complaint of the city dwellers and has a major impact on productivity and the economic performance of the city.

A-34. A tidal flow management technique has been implemented as a pilot project in 2007 but a large number of fatalities resulted due to poor signage and management of the traffic flow changes.

### **Parking**

A-35. There are critical limits to the capacity of the downtown area to absorb high levels of car parking demand resulting in most urban spaces being used for unregulated and disorganized parking.

A-36. The shortage of parking spaces forces a large number of vehicles to park on roadsides, lowering the road capacity, and irregular and disorganised parking practices hinder the smooth traffic flow in the city area. Vehicles searching for available parking cause unnecessary traffic circulation.

A-37. Irregular parking and street vendors encroaching into pedestrian and common areas often force pedestrians to walk on the roadways, at a risk to their safety.

### **Traffic control**

A-38. Severe congestion prevails at many intersections on the trunk road network during morning and evening peak periods due to problems related to intersection traffic control. Some traffic signals are not working or working only during a certain period due to a lack of maintenance; some are not properly controlled and some are obsolete.

A-39. Traffic signals are not programmed to respond to demand but operate by fixed cycle time. Where demand exceeds capacity on any approach, the allocated green time remains the same, resulting in congestion.

A-40. Non-signalised intersections now require police intervention to manage the intersection.

A-41. Traffic roundabouts that normally act as a management mechanism for intersections are now saturated from every direction, and cease to be an effective tool to balance the flow of traffic from competing directions.

A-42. Given the situation some roundabouts may need replacing with controlled and demand responsive signals to improve intersection management. Coordination of signals according to a traffic management plan is essential to manage the overall flow of traffic through the city.

A-43. Improved traffic control systems are required as there are presently only a limited number of signalized intersections, some of which do not operate during certain periods. It would also alleviate the need for manual traffic control by traffic police officers who either replace non-functioning signals or attempt to crisis-manage intersection when traffic density exceeds the capacity of the signal to be effective.

A-44. Traffic control devices, such as signs, signals, and markings, regulate, warn and guide the traffic and must be uniform and consistent and be compliant with regional and international standards. Many of the signs, pavement markings and guidance equipment in the city are in



poor condition or lacking altogether with a large effect on driver awareness, discipline and behaviour.

### **Road safety**

- A-45. Road accidents, deaths and injuries incur a heavy toll on society in terms of economic costs, lost production, social burden and poverty. The direct economic cost of roads deaths and injuries nationally is estimated at approaching \$100 mill. annually and represents a 1-2% loss to the national economy.
- A-46. Road accidents nationally are reported to be increasing by 7.2% annually since 1974 and in 2009 national statistics showed that the deaths from road accidents alone exceeded national population growth and now rivaled Malaria and HIV/AIDS as a major killers
- A-47. Dar es Salaam accounts for about half of total accidents nationwide, and for the first time since 2008 has fallen slightly in percentage terms; either due to the road safety campaign by police targeting the causes of accidents in Dar es Salaam or alternatively, that due to increasing car ownership and better roads (higher speeds), the national average has increased.
- A-48. The Ministry of Infrastructure Development has analysed several reasons for road accidents in the country citing bad roads, defective vehicles, speeding, weak law enforcement, bad driving and ignorant pedestrians as major causes.
- A-49. Alarmingly the largest proportion of persons affected by road deaths and injury are passengers and non-motorized users, being:
- Vehicle passengers, who include bus passengers, as the single largest victim group account for almost half of annual deaths.
  - Pedestrians and cyclist are the second largest group, representing near 40% of accidents.
  - Drivers, or that proportion of the participants usually noted as being at fault in police records, represent only 11% of average fatalities.
- A-50. A cohesive and integrated approach to road accident amelioration is needed in Dar es Salaam, particularly addressing the risk factors being human (behaviour, discipline awareness and education) vehicular (maintenance and safety standards) and environmental (road and traffic condition, signage and traffic management).

### **Motor vehicle standards and the environment**

- A-51. Poor standards of motor vehicle safety and repair are commonplace affecting standards of service delivery (in case of public passenger vehicles) public safety and causing environmental pollution.
- A-52. Pollution in urban areas includes emissions from vehicles, often made worse by old and poorly maintained vehicles causing respiratory illness and chronic illnesses. Noise and congestion from cars make community areas unpleasant, unsafe and oppressive places to live. Informal car repair locations and car washes often lack proper waste disposal for oils, detergents and chemicals contaminates streams and waterways.
- A-53. Presently there is a lack of attention to motor vehicle standards and enforcement of proper safety checks. Proper checking and enforcement procedures are not followed. The police carry out an annual campaign for safety checks however the requirements can be easily circumvented resulting in little impact on overall motor vehicle safety.
- A-54. Poorly maintained roads, verges and footpaths cause vehicle damage and safety risks.



## **Public passenger services**

### **Daladala and Vipanyas**

- A-55. Ninety percent of public transport services are provided by privately daladala and vipanya vehicles operating on routes assigned by SUMATRA. A proportion of these services operate illegally and often from unplanned residential areas. Legal operators presently number approximately 6,000-7000.
- A-56. Passengers pay fares according to regulations set by SUMATRA, but there is no integration of services meaning that transferring passengers pay another fare. Fare payment is a constant source of disagreement and conflict.
- A-57. The present system is characterized by poor standards of comfort and safety, convenience and dignity for bus travelers, with a negative impact on city traffic through competitive behaviour by daladala drivers (over speeding, overcrowding and accidents).
- A-58. Poor public transport infrastructure also has an impact on safety and convenience as many of the daladala terminals are in disrepair, with poor lighting, security and cleanliness.
- A-59. The present daladala operating environment causes sharp conflicts, both between employees and employers, between operators and users, and between workers and students. Women, the elderly and disabled also suffer discrimination and abuse in the competition for space and seats on buses. Students suffer discrimination as they are seen as low-value passengers causing student daily stress and increases pressure on families to ensure children can travel to school safely; often at higher cost.
- A-60. Public transport issues rate highly as a concern for citizens who suffer poor travel conditions with long waiting and commute times and high cost of travel relative to income levels (10-20% of income)
- A-61. SUMATRA's control of the industry is tenuous and difficult to regulate, due to the fragmented ownership in the bus industry resulting in it having to regulate a very large number of individual operators.

### **Paratransit modes: Taxis and Bajaji**

- A-62. Taxis operate under the control of local government (municipalities) who collect revenues through taxi license fees.
- A-63. Bajajis (three wheel vehicles that hold two passengers) operate in different localities throughout wider Dar es Salaam but operate purely on an informal basis with little control or jurisdiction. Bajaji use has not been promoted by transport authorities but do improve accessibility, especially for those unable or unwilling to walk long distances to bus stops especially during wet weather when many of the walking tracks are not conducive to easy use.
- A-64. Greater control to ensure safety is required if the Bajaji is to remain as a player in the public transport sphere.

### **Paratransit Modes: Boda Boda Motorcycles**

- A-65. With an increasing fuel costs and traffic congestion comes an increase in motorcycles and the use of motorcycles as 'boda boda' as pillion passenger public transport.
- A-66. While this mode of transport is relatively efficient and useful in areas where access is poor, they carry greater safety risks and can be disruptive to urban traffic flows.
- A-67. Some strengthened policies are required to limit the use of this mode to outer areas and





their use prohibited in the downtown area of Dar es Salaam.

### **Cycling and Pedestrian Facilities**

- A-68. Cycling is a very efficient and low cost transport option which the local population could make greater use of if the safety issues could be addressed. Cycling in mixed traffic is a major safety risk, with limited infrastructure existing for cyclists. The potential for a seafront cycling lane from Downtown Dar es Salaam north to Mbasani Peninsula would be a highly attractive option for both commuters and tourists alike.
- A-69. Walking is a common mode of mobility for many residents. It is highly efficient and has no negative environmental impacts; yet pedestrian facilities have been grossly neglected in the transport sphere. Pedestrian facilities such as footpaths, walkways and access paths are of poor quality, with poor lighting posing a risk of exposed manholes and other hazards to pedestrians.

### **Mass transit development**

- A-70. Since 2005 the city has undertaken planning of the Dar es Salaam Rapid Transit (DART) system being an integrated network of dedicated busways and feeder services that will provide new standard of affordable and high-quality mass transport. It is expected the system will provide travel time savings, improved reliability, and a superior level of customer service. Construction has commenced in 2011.
- A-71. Key features of the system include: segregated bus lanes; level boarding at median BRT stations; integrated fare system and electronic smart –card ticketing; scheduled services and private bus operations under a performance-based contract and sustainable business model supported by DART.
- A-72. The government will finance construction and maintenance of the physical infrastructure, including roads, stations, and depots. The DART Agency will be responsible for overall management of the system including BRT service development, tactical policy and associated management tools, business plan and marketing; as well as scheduling and controlling the bus service.
- A-73. DART is established as a semi-autonomous and capable agency managing the business of the BRT and in this role is a fully commercial and accountable. It effectively will assume the business risk and be able to manage it.

### **Regional transport facilities (airport & seaport)**

- A-74. The Dar es Salaam port serves the nation and the region and represents an important strategic hub and economic strength for Tanzania and the City of Dar es Salaam.
- A-75. Port traffic generates a high level of freight movements, impacting markedly on the local urban environment. The expedient and efficient movement freight from the port to the container facility at Kisarawe is also an important function within the local urban transport environment.
- A-76. The Dar es Salaam Port will continue to be an important facility within the foreseeable future with demand on the port facility continuing to increase, and is expected reach its capacity by 2018.
- A-77. The Julius Nyerere International Airport will expand its operations with runway extensions and developments to Terminal 3 indicating it will seek to develop its role as a regional hub.



A-78. Access to the airport is limited to car traffic and there needs to be consideration of improved passenger access to make the airport transfer experience more convenient and efficient for international travellers.

### **Taxation and pricing**

A-79. Presently the taxation and revenue framework relating to transport are haphazard with unclear objectives and purpose.

- Pricing of public transport fares does not reflect cost of operation and is based mainly on affordability.
- Taxation on private cars is low, and does not in any way contribute to the external costs borne by government to provide road infrastructure.
- The external costs of providing infrastructure to the freight forwarding industry (port traffic) are borne by the government instead of the users.
- An 'antidumping' charge is applied to imported cars over 10 years old but the revenue is not earmarked toward transport related infrastructure.
- No mechanism presently exists to implement road pricing measures such as tolls.

A-80. Governments must consider reforms to the taxation of motor vehicles and develop pricing mechanisms to reflect the cost of trucks and cars borne by society as a whole. A motor vehicle taxation and road use charges regime can be used to create incentives for better mobility choices and to provide the funds necessary for urban transport investment, especially quality public transport options.

Capacity Building Project for the  
Improvement of Dar es Salaam  
Urban Transport

## Discussion Paper (Volume 2)

The Concept and Structure of the Dar es Salaam  
Urban Transport Authority (DUTA)

This paper has been prepared only for internal discussions amongst the designated stakeholders for this project.

Secretariat for the Capacity Building Project  
and  
JICA Expert Team

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**Explanations:**

BRT	Bus Rapid Transit
DCC	Dar es Salaam City Council
DSM-RAS	Dar es Salaam Regional Administration Secretary
DUTA:	Dar es Salaam Urban Transport Authority
EU:	European Union
JICA:	Japan International Cooperation Agency
MOF	Ministry of Finance
MOLHSD	Ministry of Lands Housing and Human Settlement Development
MOT	Ministry of Transport
MOW	Ministry of Works
NMT	Non-Motorised transport
PMO-RALG	Prime Minister's Office, Regional and Local Government
RCC	Regional Coordination Committee
RFB	Road Funds Board
SUMATRA	Surface and marine Transport Regulatory Authority
SUTP:	Strategic Urban Transport policy
TANROADS	Tanzanian National Roads Agency
TEMESA	Tanzanian Electrical, Mechanical and Services Agency
TRL	Tanzanian Rail Limited

**Note:**

This paper has been prepared only as a *DISCUSSION PAPER* for the members of the secretariat and relevant stakeholders involved in developing the conceptual plan of the Dar es Salaam Urban Transport Authority. These discussions are designed to explore ideas and concepts for institutional development as an integral part of how the current fragmented and overlapping responsibilities among different ministries and agencies will be coordinated through institutional development.



# Part 1. The Concept and Structure of DUTA

## 1. Background and Present Situation

### 1.1. Present conditions

The establishment of DUTA has a wider purpose, beyond solely improving the coordination of urban transport. Clearly the urban transport development path in Dar es Salaam is not sustainable, given the rapid urbanization; increasing dominance of motor vehicles, particularly private cars; poor public transport outcomes and the deterioration of quality of life due to traffic congestion, with its associated impacts on the environment. Not the least is the severe (but often unseen) cost impacts on the city's economic performance and the poor social and health outcomes.

### 1.2. Present institutional failures

The root cause of many of these problems is institutional, being institutions that are unprepared to meet the modern challenges and specifically the lack of a *Urban Transport Policy* to guide decision-making and coordinate actions. Modern cities need to manage urban transport as a single 'function' not an array of responsibilities under different departments.

Analysis of the present situation shows numerous deficiencies in the governance of transport, specifically being:

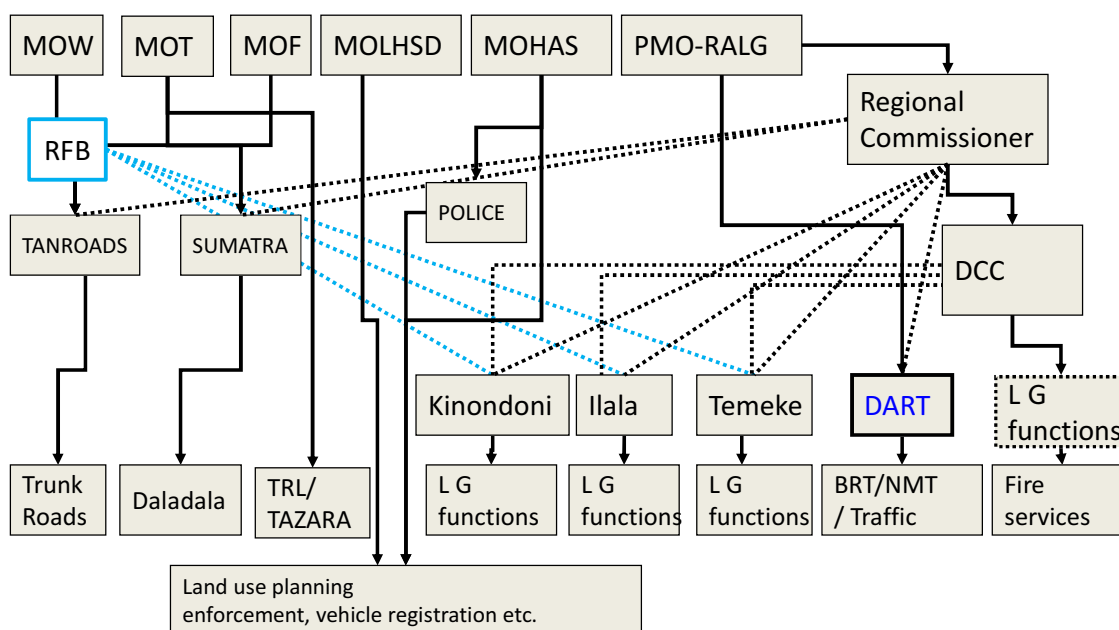
- Lack of strategic planning and coordination
- Gaps in planning and unclear responsibility
- A fragmented and ad-hoc decision making process; no coordination between vertical levels and horizontal departments and failure to deliver on policy objectives
- A 'disconnect' between planning, funding and implementation
- Reliance on 'regulation' but inadequately enforced often due to economic constraints and economic factors that drive behaviour.

### 1.3. The initial proposal for DUTA

The JICA Transport Master (2008) evaluated the situation and identified the areas of policy failure, institutional shortcomings and the need to improve coordination in Urban Transport and establish a definitive *Urban Transport Policy*.

A specific observation was that while the National Transport Policy 2003 was an aspirational document, the policy recommendations were mostly unfulfilled, showing a serious disconnect between policy and implementation. Specifically the lack of coordination between agencies was the issue most commonly identified by the stakeholders as being the cause of policy failures and problems in implementation.

In response, the JICA master Plan proposed a *Dar Es Salaam Transport Authority* as a way of addressing these problems. **Figure 1** shows a schematic view of the present players and the duplications of oversight and responsibility which typifies the present organization layout.



**Figure 1 Existing layout of organisational responsibilities**

#### 1.4. Recommendations of the EU Pre-Feasibility Study

Following the JICA recommendation for a DUTA, a feasibility study was conducted under the sponsorship of the EU, which suggested two alternative models, being:

- 1) **A Transport Authority which implements policies directly** – Where DUTA is directly responsible in Dar es Salaam for all public transport activities and regulation, for the development of major public transport infrastructures and for transport planning activities. This ‘super ministry’ would absorb all the existing implementing agencies and ‘does everything’ under a ‘full service’ approach to all activities, although it ponders whether to include the additional responsibilities for road transport infrastructure activities.
- 2) **DUTA – A Transport Authority working with the private sector** - similar to Option (1) but it contracts out implementation to Management Services Companies [MSC] who manage tendering and contracting activities to secondary organizations [mainly transport operators] to supply the services.

What the EU report did not do, is to evaluate the JICA proposal which defines the function of DUTA as an ‘umbrella’ organization above all the existing executing (implementing agencies). A large part of the EU report in fact is dedicated to resolving the problems that they have themselves created by suggesting a full service authority; namely in how to get cooperation in transferring the roles of the present agencies into one ‘super’ body. The report concedes that the “*successful implementation of DUTA is very critical to its longer term success*”, but highlights “*the challenges faced in transferring procedures and processes as well as databases and staff from existing institutions to DUTA*”.

The second option proposed by the EU report is more akin to an agency that contracts private sector operators, and the report seems uncertain as to the role of an authority in the sense that it was proposed.



### 1.5. Developed JICA recommendation

The JICA proposal on the other hand has taken an ‘objectives-based’ approach, with DUTA as an organization ‘purpose built’ to overcome the identified problems, specifically to:

- Act as a coordinating body with executive powers to coordinate and integrate all policy and planning functions that relate to urban transport
- Convene a Board of Management that is representative of all the concerned implementing agencies
- To develop Strategic Urban Transport Policy (SUTP), assign responsibility and monitor progress and performance
- To develop budgets and financial mechanisms to support the SUTP
- Provide planning and research functions to support its work.

What this in fact achieves, is an organization ‘fit for purpose’ - directly addressing identified needs of Dar es Salaam and avoids the scenario where a pre-conceived model is imported to try to fit the situation. The structural layout of the DUTA proposal is shown in the following diagram:

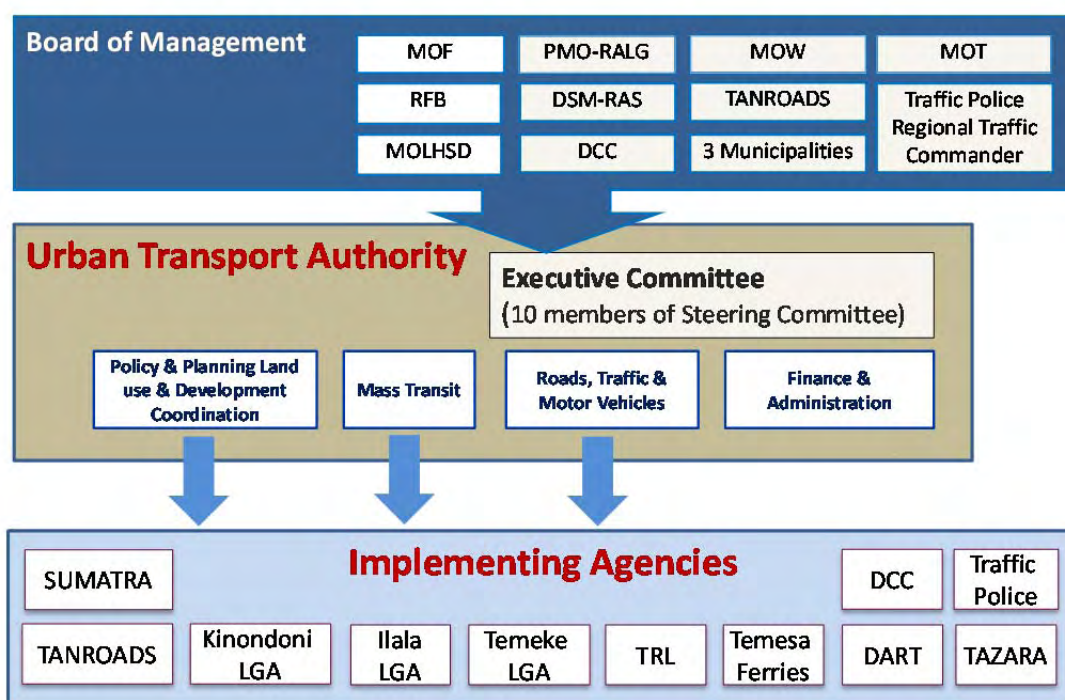


Figure 2- JICA proposed structure of DUTA

### 1.6. Resolving the issue of the type of organization

**Appendix 1** contains an overview of many cities’ experience with UTA type organizations, based on their individual specific goals needs and aspirations. What becomes evident is that there is no single model that can be effectively imposed; each city due to its different needs must design a suitable organization and there is no ‘one-size-fits-all’ solution.

The JICA proposal is purpose-designed for Dar es Salaam to address the specific identified problems and will cause little conflict. It creates few (if any) losers, as the Board of management resembles the present Regional Coordination Committee and the DUTA organization gives a high level of technical support control and monitoring. Implementing Agencies (or their immediate superiors) are represented at Board level.





The organization structure of DUTA is shown in Figure 3.

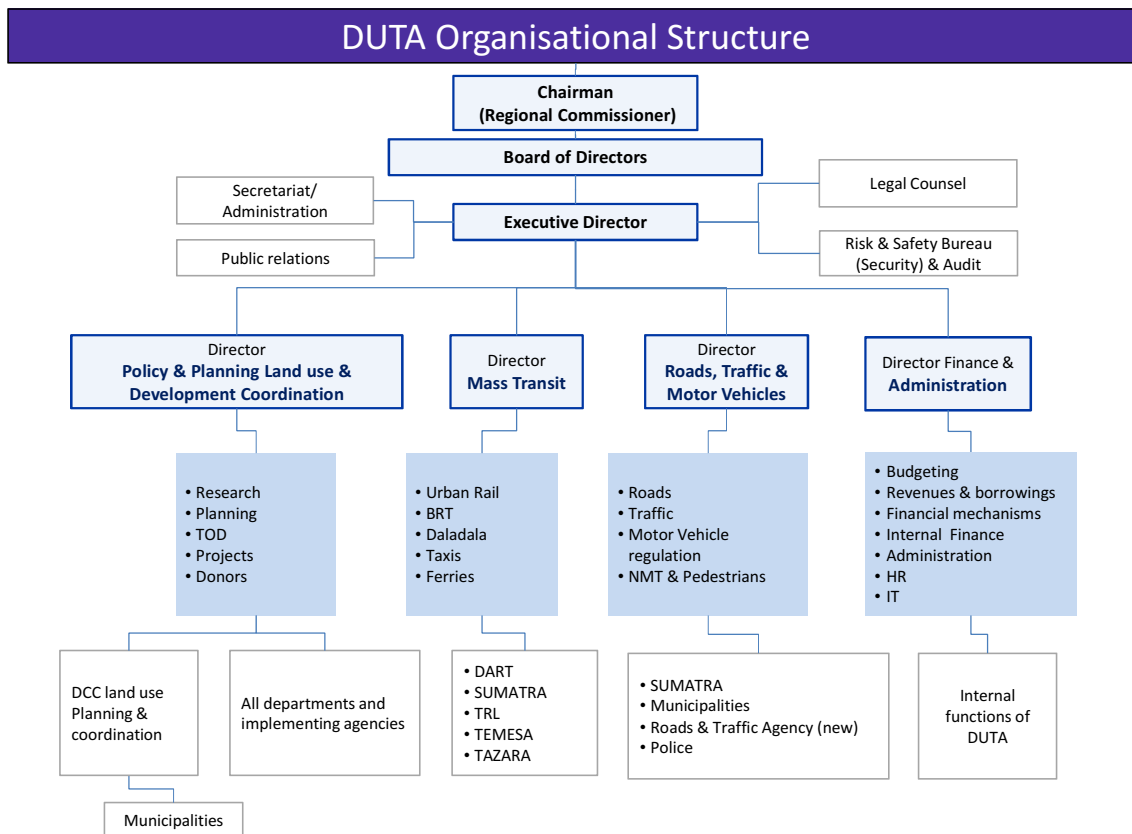


Figure 3- DUTA Organisation Chart

## 2. Planning Principles for DUTA

The JICA Master Plan (2008) identified key planning principles for DUTA as a strategic coordinating and planning body being:

- To involve key stakeholders in executive coordinating body to coordinate efforts and synergies in planning
- Create clear responsibility and accountability by separating:
  - Strategic policy level (responsible for coordination & strategic policy)
  - Management level (responsible for system management and customer service) and,
  - Operator level, (the contractor- providing services to the system)
- Improve the capacity for management as a specific function (regulation is not management)
- Develop sustainable business models (viable business case and built-in incentives to perform), such as viable PPP arrangements and concessions.
- Improve risk identification and assigning it where it is best managed.

### 2.1. Purpose of a DUTA

The purpose of establishing the DUTA is to address the poor planning and dysfunctional management of transport in Dar es Salaam; the lack of coordination; and develop a unified policy



and planning effort to address the complex problems of urban transport, not the least being unsustainable traffic congestion.

It is a mistake to think of DUTA just as a coordinating body, as it is in fact, the 'apex' body for urban transport policy; holding full responsibility for addressing urban transport issues. It is not just another layer of bureaucracy in the management of transport.

## 2.2. Mission and strategic objectives of DUTA

DUTA is fully responsible for the efficient and effective provision of urban transport for the city of Dar es Salaam. Its role is that of a strategic coordinating and management body, through the involvement of key stakeholders in the Board of Management and Executive Committee structure. It governs the implementing agencies that execute and implement policy.

The charter of DUTA encompass its Mission, its Vision and its Core values.

### **Mission:**

*To provide strategic planning, integrated policy guidance, coordination and executive control and management for urban transport in Dar es Salaam.*

### **Vision:**

*To develop an urban transport system that is widely accessible, providing safe, reliable, effective, efficient transport, at affordable costs; and supporting government strategies for socio-economic development whilst being economically and environmentally sustainable.*

### **Core Values**

*DUTA will continually review and improve governance practices to ensure:*

*Our Integrity – in upholding ethical and professional behaviour*

*Our Transparency – conducting our affairs in an open and honest manner*

*Our Accountability - having clear roles and responsibilities with all participants answerable for their decisions and performance*

*Our Stewardship - ensuring our resources are utilised to deliver the best outcomes for all of our stakeholders.*

### **Note:**

Consideration must be given to determine the boundaries of DUTA responsibility (and interrelationships with related bodies such as maritime and air facilities).

Also the scope of DUTA needs to be clearly defined, mindful that it is a strategic planning, policymaking and coordinating body, but also fully responsible for final outcomes (meaning it may need to work closely, and even reorganize the functions of the implementing agencies).

## 2.3. Role and function of DUTA

The specific functions of DUTA will be:

- Formulate a city vision in consultation with key stakeholders and develop the SUTP through an inclusive and consultative process
- Take full responsibility for every facet of urban mobility including private transport modes, public transport, pedestrian and non-motorized transport
- Study the functioning of the transport system, identify bottlenecks and problems, and produce concrete solutions for its improvement. These solutions



will inform the strategic policy and regulatory and policy decisions to be made by DUTA

- Resolve political and jurisdictional issues
- Plan new infrastructure and plan for the maintenance of existing infrastructure
- Approve final designs of all infrastructure and service planning
- Develop budgets, investment plans and secure funds
- Approve Level of Service (LOS) for public transport and approve Operational and Business Plans
- Organize and coordinate all agencies responsible for service delivery and provide resources and budget to execute policy, and provide support and direction to the executing agencies.
- To monitor and control the performance of the implementing agencies to ensure good service delivery. Address poor performance issues where standard procedures have failed to do so.

DUTA will be authorized to make funding decisions, assign budgets, borrow funds and facilitate funding (including raising its own revenue) to support its internal funding needs as well as funding for implementing agencies. At its inception the government will need to support the initial and operational cost of DUTA (perhaps as a percentage of the gross revenue of the Road Fund).

## 2.4. Performance measurement

DUTA shall establish its own performance guidelines and standards to measure performance and effectiveness, and publish these through media such as an annual report. This self-regulatory function is deemed to be sufficiently effective to provide the necessary discipline and focus on service delivery and transport improvements. However, specific performance indicators must be set to determine quantum improvements.

## 3. Organizational Structure and Representation

### 3.1. Legal status

DUTA is established under the *(insert name of Act)* as a legal body that may:

- (a) Enter into contracts in its own name
- (b) Sue or be sued in contract
- (c) Upon approval of the *(Ministry of Finance or others)* may borrow money under its own name and hold or dispose of movable and immovable property, subject to \_\_\_(procurement rules)\_\_\_
- (d) Raise revenue to support its own operations or the funding required by implementing agencies
- (e) Carry out the necessary functions that necessary and desirable for the efficient and effective discharge of its functions.

Date of Inauguration and establishment: *(Insert here)*

### 3.2. The organizational structure

The Organisation of DUTA is designed to be an efficient and streamlines organisation with a total of less than 40 staff.



### **3.3. The Board of Management**

#### **3.3.1. Chairing the Board**

The Chairman of the Board of management shall be: Dar es Salaam Regional Commissioner with the Permanent Secretary of PMO RALG as deputy chair.

#### **3.3.2. Nomination of board members and secretariat**

The members of the Board will have full input to the development of policy. Representation must include the most senior decision-makers, who manage the responsibilities of their organisations.

Board membership can include the heads of implementing agencies but to avoid conflict of interest cannot include the heads of operating entities (such as bus operators), although such representatives, including representatives from DARCOBOA and Donor agencies may be invited to form or support Standing Committees.

The CEO of DUTA shall be a member of the Board with full voting rights.

Representation on the Board as a full Board Member shall include:

1. MOF
2. PMO-RALG\*
3. MOW\*
4. MOT\*
5. RFB
6. DSM-RAS\*
7. TANROADS
8. MOLHSD
9. DCC\*
10. Regional Traffic Commander Traffic Police\*
11. Mayor Illala
12. Mayor Temeke
13. Mayor Kinondoni
14. City Director Illala\*
15. City Director Temeke\*
16. City Director Kinondoni\*

\* These 10 Board members that will comprise the Executive Committee

#### **3.3.3. Code of Conduct**

A Draft Code of Conduct is attached as **Appendix B**.

#### **3.3.4. Attendance**

All Board members are mandated to attend officially scheduled Board Meetings. Absence shall be properly explained to the Chair, apologies properly tendered and actions taken by the absent member to mitigate their absence by nominating an ad-hoc replacement member on a case by case



basis. Such a replacement member shall inform the absent member of meeting proceedings but shall not be entitled to vote.

### **3.3.5. Removal and replacement of members**

Board Members shall retain their membership only for the period they hold office. Retirement/ transfer to non-eligible positions shall be handled with propriety, and ensuring current work of the Board is properly handed over and all responsibilities are fulfilled. The Chair can request ongoing attendance for retiring member for a set period as circumstances require, ensuring smooth transfer to a new Member.

## **3.4. The Executive Arm**

### **3.4.1. Appointment/removal of Executive Director**

The Executive Director of DUTA shall be appointed by through merit-based recruitment process managed by (PMO RALG or RC) approved by the Minister or a term of ( \_\_\_\_ ) years or shorter period as may be specified and eligible for reappointment.

He/she will have responsibility for the day to day management of DUTA's functions and control financial expenditure as approved by the Board of Management and under the scope of the \_\_\_\_ (Act) \_\_\_\_. He/ She will ensure proper management of the Authority's funds, property and business, and for the management of the organisation, its personnel, control and discipline of the employees and performance of sub-contracted parties.

*(Provide any further necessary guidelines or conditions. Detail the set process for recruitment and employment review etc., or a set civil service procedure)*

### **3.4.2. Planning departments of DUTA**

DUTA shall establish a number of planning departments which act as the executive arms of DUTA. Each of these executive departments will be headed by a Director who shall be appointed through a merit-based recruitment process managed by the Executive Director and (approved by the Board?) to ensure skills and competence in these positions. Each Director is responsible for their specific portfolio in planning, control and oversight of their assigned implementing agencies.

The planning departments are:

1. Policy & Planning, Land use and Development Coordination
2. Mass Transit
3. Roads, Traffic and Motor Vehicles
4. Finance and Administration

## **3.5. Portfolio descriptions for planning departments**

The functions of these departments are:

### **Policy & Planning, Land Use and Development Coordination**

Tasks include research and planning, developing projects and interacting with Donors. Specific responsibilities for Transit-oriented development and coordination with the DCC on urban development policy to ensure transport and land-use planning are fully integrated.

### **Mass Transit**



Includes Dar commuter trains, DART BRT, Buses, daladala, Taxis, NMT and ferries including the planning and design of related infrastructure, service integration (physical treatments as well as integrated ticketing) public information and standards of service delivery and passenger safety.

### **Roads, Traffic and Motor Vehicles**

Includes the oversight of roads and traffic within Dar es Salaam to ensure proper traffic management strategy, and road conditions such as safety and guidance systems including signage, for all road users including NMT and pedestrians.

It is also responsible for road safety and awareness including public information and education etc. working with the relevant executing agencies.

Motor vehicle policy relates to strategic policymaking and regulatory matters such as import controls, ownership, roadworthiness inspection policy and any matter relating to registration fees/ taxes/ charges on motor vehicles including strategic parking policy. This planning unit will liaise with SUMATRA on these policies.

### **Finance and Administration**

This department is responsible for the internal management of finance and administration including:

- Financial mechanisms, revenues & borrowings
- Budgeting
- Internal Finance and Administrative functions
- HR & IT

## **3.6. Staffing**

The organisation of DUTA shall be lean and efficient. It is expected to develop a high standard of technical competence with each department capable of doing the necessary research and planning to develop policy guidance in the area of responsibility.

In some cases such as the Mass Transit and Roads and Traffic department some staff will conduct monitoring and inspection to ensure service delivery is meeting the required standards.

**Table 1** shows indicative staffing for DUTA.

**Table 1 DUTA Staffing**

<b>Executive Director</b>	<b>1</b>
Secretariat	2
Public Relations	2
Legal Counsel	Outsourced
Security & Audit	2
<b>Policy &amp; Planning Land use &amp; Development Coordination</b>	
Director	1
Staffing strength	4
<b>Mass Transit</b>	
Director	1
Staffing strength	6
<b>Roads, Traffic &amp; Motor Vehicles</b>	
Director	1
Staffing strength	10



<b>Finance &amp; Administration</b>	
Director	1
Staffing strength	6
<b>TOTAL</b>	<b>37</b>

### 3.7. Realignment of responsibilities for line agencies

It is within the power of DUTA to realign responsibilities at Implementing Agency level to streamline service delivery, or to create new agencies to fill gaps in responsibility. A case in point is the development of a new Roads and Traffic Agency (perhaps as a unit of TANROADS) to take on the overall responsibility for the integration of road and traffic management.

### 3.8. Specific responsibility for land-use and development

There is a critical need to integrate transport policy with land-use policy which will require a body with a greatly strengthened Development Authority role, perhaps a under a strengthened DCC to carry out this function. Such an Authority would develop Master Plans and Land Use regulations for the city with its planning closely coordinated with DUTA planning and policy.



## Part 2. Developing the Legal Provision for DUTA

### 4. Powers and Proceedings of DUTA

#### 4.1.1. General Powers

DUTA carries the full and ultimate responsibility for the improvement of urban transport, access to transport and to ensure the objectives of the Strategic Urban Transport Policy are met. This implies a wide-ranging power to ensure anticipated deliverables, outputs and outcomes are realised.

#### 4.1.2. Powers to formulate and authorize urban transport policy and develop the investment plan

DUTA shall be given the responsibility to develop the Urban Transport Policy with supporting budget recommendations and assign responsibilities and tasks to the executing agencies. DUTA is not empowered to carry out its own business. This is the responsibility of the executing agencies.

#### 4.1.3. Powers and financial provisions to manage revenue and funding and budget disbursement to implementing agencies

DUTA will be authorized to make funding decisions, assign budgets, and facilitate funding to support and enable implementation of policy (giving it the power to implement).

The financial mechanism to allow this function is the channeling of budget funds through DUTA to the executing agencies to support its policy implementation.

Sources of funds can be from multiple sources, such as:

- Disbursement of the government transport budget through DUTA to executing Agencies
- Earmarking national revenue (such as the road fund for supporting DUTA's transport projects)
- Revenue sourced from through parking fees, road charging fees etc. where DUTA is permitted to levy its own charges
- It can act as a 'clearing house' for revenue sourced from various avenues and directed to executing agencies.

Linking the development of policy and the facilitation of funding is the mechanism to support accountability in implementation, where no executing agency can claim lack of resources to carry out their task.

#### 4.1.4. Powers to coordinate key stakeholders

DUTA has the power to provide direction and coordination to the executing agencies, which have the responsibility to the Board of DUTA to carry out their assigned functions, a responsibility not diminished or diluted by line responsibility to their own relevant ministries.

DUTA does not have authority over subcontractors engaged under the executing agencies or over agents employed by agencies.

#### 4.1.5. Procurement Policy





All procurement managed by DUTA is under the guidelines and rules of the Public Procurement Regulatory Authority. DUTA is authorized to purchase infrastructure or equipment (for example buses) to issue to an implementing agency to manage and operate.

#### **4.1.6. Review and Appeals Procedures**

Any appeal or action by any party against DUTA or requests for review shall be submitted the Board via the office of DUTA and the CEO.

Any complaint or dispute shall be similarly managed.

#### **4.1.7. Enforcement and Compliance**

DUTA shall maintain oversight of service delivery and performance through an on-going monitoring function carried out by the Executive Arm.

Its role in enforcing compliance shall be through the power given under set contractual conditions, performance benchmarks, standards and guidelines and enforcing penalties and sanctions provided by the contracts and agreements in place.

In the case of ongoing poor performance and breaches of contract, the case shall be submitted to the Board for action.

#### **4.1.8. Accounts and Financial Audits**

All DUTA accounts shall be subject to the rules, procedures and conditions set under the National Audit Office, including the processes and procedures of the Value for Money audits.

#### **4.1.9. Internal Performance Audits**

DUTA shall establish its internal performance review procedures and methodology to improve performance of its internal departments.

A code of conduct and Standard Operating Procedures (SOP) shall be developed for departmental staff dealing with implementing agencies.

#### **4.1.10. Annual Report**

DUTA shall deliver its annual report providing full public disclosure of its activities, its financial position and its current and future plans.

Full transparency shall be maintained in every area to ensure public confidence in the Authority.



## 5. Provisions in the Draft Act

The contents listed in the ‘Summary of Provision’ column, indicates the necessary content of the legislation to inaugurate DUTA. The legislation must be written in simple and clear terms. The ‘Understanding’ column further describes the nature of the issue, and the ‘Action’ Column describes practical methods and actions needed.

Summary of the provision	Understanding	Action
A clear statement describing the overall responsibility of DUTA to address transport related issues, manage the urban transport functions and address traffic congestion.	The full responsibility rests with the DUTA. It needs sufficient power, and singular accountability so as not to be able to avoid responsibility.	
To develop a Strategic Urban Transport Policy and supporting Budgets	Develop Strategic Urban Transport Policy for the city, provide specific guidelines for implementing agencies and develop supporting financial estimates, secure funds and make budgets	The main body of this work would be developed by the Executive arm of the DUTA for the endorsement and approval of the Board of Management (BoM)
Supervise implementation activities and monitor progress	Monitor implementation and take necessary actions to ensure objectives are met	Establish SOP and set control mechanisms for performance monitoring
Approve final designs of all infrastructure and service planning	The Board is mandated to give approval to final designs relating to implementation of any transport related infrastructure or transport plans.	Develop a <u>set planning and approval</u> process under the DUTA



<p>Coordinate the implementation and all facets of the urban transport land transport functions, including traffic management, road safety and pedestrian safety.</p>	<p>This function needs to be managed under the Executive which will monitor the progress of the responsible agencies and evaluate performance, progress and outcomes on a continual basis.</p>	<p>DUTA has the authority to reorganise the functions and structure of the implementing agencies to improve performance.</p>
<p>Ensure synchronization of land development/ land use to transport provision including approval of traffic management plans for major developments</p>	<p>This will require all developments, and constructions to submit a traffic management plan to DUTA for approval.  DUTA will work with the body acting as the land-use and Development Authority (DCC?)</p>	<p>How to define a major development?  How to manage this approval process?  Strengthen the DCC function as a Development Authority</p>
<p>Formulate policies to control all types of vehicles (government or non-government) and work with relevant agencies to implement policy</p>	<p>Motor vehicle policy development would include:</p> <p>Ownership:</p> <ul style="list-style-type: none"> <li>▪ Registration and roadworthiness</li> <li>▪ Taxation &amp; fees</li> <li>▪ Vehicle age/ relative to use</li> <li>▪ Safety standards</li> </ul> <p>Motor vehicle use:</p> <ul style="list-style-type: none"> <li>▪ Tolls and road use charges/ parking charges</li> <li>▪ Rules on freight and passenger carriage</li> <li>▪ Safe and competent operation and driving behaviour</li> <li>▪ Storage and parking</li> <li>▪ Permissions and restrictions on roads/carriageways</li> </ul>	<p>This covers a large area of policy and control and will need separate divisions within the implementing agency/ department.  The actual work is under the implementing agency with the DUTA setting policy and working with the IA to implement and monitor performance and outcomes</p>



<p>Communicate policies to all relevant organizations</p>	<p>Concerned and implementing agencies require the full transfer of information by formal and written means as well as instruction and explanations presented to concerned staff and agencies.</p>	<p>This will include briefings and forums, as well as written advice such as policy documents, bulletins, and written manuals and specifications.</p>
<p>Policy for Road and Traffic safety and Vehicle environmental policy</p>	<p>This policy must have a clear and realistic objective in mind.</p> <p>It includes setting rules for:</p> <ul style="list-style-type: none"> <li>▪ Vehicle safety and emissions standards, rules and compliance</li> <li>▪ Infrastructure such as road markings, signage, signals, and driver guidance</li> <li>▪ Driver training, actions, behaviour and compliance including driver’s licences.</li> <li>▪ Public attitudes and behaviour (e.g. road crossings)</li> <li>▪ Vehicle repair facilities (waste, noise, painting emissions) that affect the environment</li> </ul>	<p>Set rules and standards for each area</p>
<p>Develop vehicle taxation &amp; financial policy</p>	<p>This policy relates mainly to car ownership, both as a revenue raising measure (contribute to cost of roads) and also as a demand management measure (as a pricing policy to discourage car use and ownership).</p> <p>This can include the cost of car ownership or the cost of using the car (or both). For example:</p> <ul style="list-style-type: none"> <li>▪ Import taxes or sales tax</li> <li>▪ Fees on registration</li> <li>▪ Tolls for road use</li> <li>▪ Parking charges</li> </ul>	<p>This aspect can use some external assistance, to show how other cities manage car use and ownership cost</p>



	<ul style="list-style-type: none"> <li>▪ Fuel tax</li> </ul>	
Vehicle design rules and standards	<p>This would include vehicle design issues (minimum standards).</p> <p>Including safety issues such as bus loading, axle weight limitations and safety equipment.</p> <p>Truck and freight limits</p> <p>Rules on fuel safety etc.</p>	<p>This requires an implementing agency with a vehicle engineering division to set policy and standards, communicate these and to ultimately ensure policies are enforced.</p>
Parking policy, design and traffic flow management	<p>Parking policy is a three-pronged action:</p> <ol style="list-style-type: none"> <li>1. To ensure parking is managed through designated infrastructure, rules and signage (and enforced)</li> <li>2. That adequate off-street parking is provided to reduce cars parking in public spaces</li> <li>3. That overall parking in the city is limited as a demand management measure (car owners are less likely to drive to the centre if there are parking difficulties)</li> </ol>	<p>Parking policy falls under all DUTA departments:</p> <ol style="list-style-type: none"> <li>1. Policy &amp; Planning, Land use and Development Coordination to develop policies on parking.</li> <li>2. Mass Transit in the provision of Park and Ride and good alternative means of travel (i.e. quality public transport)</li> <li>3. Roads, Traffic and Motor Vehicles in managing parking infrastructure.</li> </ol>
Plans for depots/ terminals, implementation and operation	<p>The DUTA can play a coordinating role to ensure public transport facilities are improved and provided.</p>	<p>Comes under the DUTA Mass Transit division</p>
Develop transport policymaking and planning skills and supervision capacity	<p>Planning and policymaking requires a special skill set which must be developed within the DUTA Executive</p>	<p>External assistance is available to conduct training programmes and build capacity.</p>



Develop a database on vehicles by category & type	Good data will support and develop sound policy	Each division of DUTA Executive will need to assemble a reliable data base to provide necessary information for the planning process
Assist concerned agencies in law enforcement regarding vehicles and transport	The DUTA will develop into a centre of expertise, able to develop plans and policies , and needs to assist the implementing and enforcement agencies	As an example: Good management by DUTA will assist the Traffic Police in enforcement
Develop policy and projects for mass transit, if necessary to implement and provide guidance and supervision	DUTA is expected to take the lead in promoting and developing public transport, not only to establish policy, but to guide and supervise	This provision in the Act allows the DUTA to take a 'hands-on' role to get things done, and work with operators to deliver good outcomes
Conduct route and network planning and develop Operational Plans for service providers to determine Level of Service (LOS) and cost frameworks	Public Transport service provision, while often supplied by the private sector, is a politically driven area with wide social implications.  Level of service refers to network coverage and headways while Operational Plans determine financial viability of government set service standards.	Network Planning jointly involves the mass transit and roads and traffic department
Planning and developing activities, setting fares and approving the functions of all transport, (government or private) to operate any type of public transport	DUTA is given here, a full range of options and scope to improve the transport function and operational efficiency.  Developing PPP initiatives and concession agreements will be a key area of DUTA to engage the private sector	This function jointly involves all departments of DUTA
DUTA will be authorized to make funding decisions, assign budgets, and facilitate funding to support and enable implementation of policy.	Specifically DUTA will be authorised to raise its own funds, for its internal funding needs and to channel funds toward specific projects under the agencies.	



# Appendix A: International Examples of Transport Authority in Various Cities

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The following sections list specific aims that cities have sought to realize through the establishment of a Transport Authority. Of course these are not just singular aims as a Transport Authority will have numerous uses, impacts and purposes.

What it does demonstrate is that each city has differing and varying needs and have developed suitable institutions to manage those needs and issues.

The source for these examples is: [http://www.uitp.org/Public-Transport/organising-authorities/pdf/OA\\_PDF/3\\_CaseStudy\\_OA.pdf](http://www.uitp.org/Public-Transport/organising-authorities/pdf/OA_PDF/3_CaseStudy_OA.pdf)

## Summary of International Experience

The experience of Urban Transport Authorities in cities is varied, and developed for different purposes although a common theme is the coordination of various players for the a unified approach to public transport to achieve certain objectives such as providing better public transport services, reducing traffic, and improving environmental outcomes.

A summary of the examples as listed in **Appendix A** are as follows:

### Singapore Land Transport Authority

Linking Transport Plans to City Development Plans with long term advance planning

Develop a high level of integration between land-use and transport to achieve seamless travel

### Transport for London

Overall responsibility for City Transport system and implementing Mayor's Transport Strategy

Policy to promote and invest in Public Transport

### Hamburg Public Transport Agency

Full integration of services under a single brand regardless of operator, and singularly responsible for customer service

### Nantes Metropole (Communauté Urbaine)

Implements the urban mobility plan to increase market share for public transport through an integrated public transport network

### Metlink Victoria Pty Ltd, Melbourne, Australia

Improve brand image of public transport and improve customer service through research communication and promote service improvements

### Merseytravel, Merseyside, United Kingdom

To promote public transport as part of measures to improve environmental outcomes

### Region Emilia-Romagna, Department for Mobility and Transport

To govern public transport and coordinate agencies to reduce emissions and energy use



### **Seoul Metropolitan Government, South Korea**

To integrate fares and ticketing to improve public transport

### **Dubai Roads and Transport Authority**

To develop an integrated transport system to support economic development and international standards of safety and access

### **Västtrafik AB, Göteborg, Sweden**

Improve the overall quality, accessibility and safety of public transport, to reduce traffic, improve environmental outcomes, and manage a contracting system to improve operator performance.

### **Agenzia Mobilità e Ambiente, Milan, Italy**

To reduce traffic and pollution by strengthening public transport, restricting traffic in the city centre and encouraging modal shift to more sustainable modes such as cycling.

## **International Examples:**

### *Integrating land-use transport planning with long term urban planning*

#### **The Land Transport Authority, Singapore**

**Overall Objectives:** Holistic planning and development of land use and transport networks. To allow the state to envision an overall Concept Plan for the long term future, from which the Development Master Plan and the supporting Transport Master Plan can be developed.

**Description:** From the Concept Plan, which is the ‘big picture’ that maps out Singapore’s long term physical development, a Development Master Plan is prepared which translates the vision and broad development strategies of the Concept Plan for implementation in the medium term. A supporting Transport Master Plan is developed.

There is conscious planning to integrate the transport networks with land use, both in terms of planning and implementation. It requires planning well in advance for high density developments at and around major transport nodes such as Mass Rapid Transit (MRT) stations and bus interchanges. Attention is also paid to achieve a high level of integration between the various transport modes at these nodes. This helps to facilitate seamless travel by commuters and encourage public transport use. At the same time, land transport policies are developed covering all modes of transport to meet the mobility needs of the people while maintaining the liveability of Singapore’s urban environment. A holistic package of measures to enhance the integration of the public transport system, manage road use and cater to the diverse needs of the people is adopted.

To be successful in integrating land use and transport planning, it is critical for the land use planning agency and the transport agency to work together to realize the common vision for the good of the state.

**Results:** Such integrated planning and development has transformed Singapore into a vibrant city with a land transport system that is characterised by a comprehensive network of smooth-flowing traffic and a high quality easily accessible public transport system. The MRT networks have grown in tandem with development growth and link the high density housing developments to the city centre and to other employment areas. A high proportion of travel (63% daily mode share) is by public transport. Accessibility to public transport is universal and public transport fares are one of the lowest in the developed world, even though there is no direct subsidy from the state for operating costs.

For more information please see: [www.lta.gov.sg](http://www.lta.gov.sg)





### *Taking overall responsibility for transport (integrated transport management)*

#### **Transport for London, United Kingdom**

**Overall Objectives:** Transport for London (TfL) was created in 2000 and is the integrated body responsible for the capital's transport system. Its main role is to implement the mayor's Transport Strategy for London and manage transport services across the capital for which the mayor has responsibility.

**Description:** TfL is one of the most comprehensive transport authorities in the world, under the control of the mayor of London. One of the key distinguishing features of TfL as a transport authority is that it is responsible for both the strategic road network and public transport. TfL also acts as both an authority and a direct operator, depending on the mode of public transport involved.

The mayor appoints the Board of TfL, according to the Greater London Authority Act, and both of London's mayors have chosen to chair TfL. The mayor is required to publish a Transport Strategy, alongside the London Plan and other statutory plans. He also decides transport policy (including fares policy) and TfL delivers that policy.

Aside from fares and the policy of charging, the rest of TfL's funding comes from national government.

**Results:** One of the most obvious outcomes of the influence of a Mayor for London and supported by an Integrated Transport Authority has been a successful policy to promote and invest in public transport. TfL received a ground breaking five-year financial settlement from the government in 2005 to deliver an investment programme, worth over GBP 10 billion, the first one in the history of London's transport.

TfL has recently received a financial settlement from the Government which is worth GBP 39 billion of grant and borrowing for the period 2010 to 2017. Furthermore, bus usage has increased by over 40% since 2000/01, with currently 2 billion journeys per year. In this time underground/DLR has seen over one billion journeys per year. And traffic in central London has reduced by over 20%. Since 2000, London has achieved a 5% modal shift from car to public transport, walking and cycling. The scale of this shift has not been matched by any other comparable city in the world.

For more information please see: [www.tfl.gov.uk](http://www.tfl.gov.uk)

### *Integrating public transport in the Hamburg area*

#### **Hamburger Verkehrsverbund GmbH (Hamburg Public Transport Agency Ltd.)**

**Overall Objectives:** Full integration of public transport services irrespective of operator and competent authority, showing "one face to the customer".

**Description:** The Hamburger Verkehrsverbund (HVV) was founded in 1965, working for 10 area municipalities (Gebietskörperschaften). It was the first integrating organisation worldwide.

HVV is responsible for the planning of all public transport services in the area taking into account other urban policies, a common fare and ticketing system, marketing of the HVV brand and publishing information on all public transport modes.

HVV introduced cooperation contracts to regulate all aspects of integration and to ensure that all public transport services in the area are fully integrated. The contract includes the planning of the network and time schedule, high quality standards and the integrated fare scheme set up by HVV. Lately, HVV has introduced a quality management system with bonus and penalty payments for all transport services within the HVV area. The contracts are enforced by only awarding commercial authorisation if the operator accepts to sign the cooperation contract. For non-commercial services the cooperation contract will be part of the public service contract.

**Results:** HVV is the brand for public transport in the area. All 38 operators must accept the regulations concerning the integration of services within the area. HVV policy has clearly contributed to shaping a customer-friendly public transport service. Since its foundation, passenger numbers in the HVV have risen by 60%, in the last ten years (since 1998) passenger numbers rose from 480 million to 630 million per year (which is equivalent to a rise of more than 30%).



Even more important is the success of HVV in regard to customer satisfaction. HVV measures customer satisfaction regularly. Since the last ten years it has continuously risen. It is therefore among the top-ranked organising authorities in Germany with a high rating for customer satisfaction. For more information please see: [www.hvv.de](http://www.hvv.de)



### *Developing a structured and interconnected public transport network*

#### **Nantes Metropole (Communauté Urbaine)**

**Overall objectives:** the overall objectives are described in the current urban mobility plan (2000-2010), which states goals in terms of market share for the different modes of 50% for private cars, 18% for public transport and 32% for other modes (walking and cycling).

As far as public transport is concerned, these objectives should be reached through developing a structured and efficient Public Transport network in the Greater Nantes territory and widening the range of services to offer solutions adapted to the different needs and the volume of demand.

**Description:** The network is designed to allow easy and convenient interconnections between the complementary modes. The current network is made of 3 tram lines, 1 BusWay line, 59 bus lines including 3 Chronobus<sup>1</sup> lines and 3 express lines (operating only at peak hours), one on-demand transport system for PRM (proxitan), 2 shuttle boats, 4 local train lines and 11 railway stations in the urban transport perimeter.

To improve coverage and efficiency a new 'BusWay' service was introduced to extend the dedicated lane transport scheme. The scheme is composed of a comprehensive tram system of five branches radiating out from a central hub. The line 4 BusWay has successfully come to expand this high frequency network applying all the elements that made the tram successful to a bus system: dedicated lanes, priority at all intersections, extended hours (from 05:00 to 02:30) and high frequency (every 3.5 minutes at peak times). The line is operated with 20 dedicated CNG-powered vehicles providing comfort and innovation. Four park and ride car parks (1046 parking places) are located along the line.

**Results:** The modal shift from private cars to public transport for the 4 lines was between 25 and 30%. The four park and ride facilities around the BusWay show a 95% occupancy rate. As far as the whole network is concerned, the activity has been growing steadily.

For more information please see: [www.nantesmetropole.fr](http://www.nantesmetropole.fr)

<sup>1</sup> Chronobus is a label created to improve the performance and the image of main bus lines (quality certification, CNG buses, improved frequency, dedicated lanes on at least 50% of the line)





**Figure 4 Nantes**

*The role of an integrated authority in marketing public transport*

**Metlink Victoria Pty Ltd, Melbourne, Australia**

**Overall Objectives:** The main objectives are to create a new image for Melbourne's public transport system; to bring together the system wide marketing and communication activities; to reposition the public transport system and to enhance the provision of customer information.

**Description:** Metlink was introduced to provide a new name and brand image for Melbourne's Public Transport System. It involved government and operators forming the specific-purpose company which cooperatively markets public transport, conducts high quality research, enhances the delivery of customer information, aids passenger navigation and delivers customer-oriented projects.

The advertising campaign aimed to make public transport more accessible to people and to counter some of the misconceptions about public transport. It was designed to encourage customers to reappraise their perceptions to match reality, to promote service improvements and to build the confidence of non-users. It was also important to reinforce the positive experience by communicating enhancements and special offers to new and regular passengers.

**Results:** In its short five-year history, Metlink has established itself as a key component in Melbourne's public transport industry.

Its achievements are vast given it has operated during a time of unprecedented change. Patronage on trains has grown by close to 40%, and overall, the network has 25% more passengers. Fare evasion strategies have saved USD 26 million in lost revenue and ticket revenue has grown by over 40%. Customers are changing the way they buy tickets and are switching to high value periodical and multi-use tickets. A staggering 80% of total revenue growth is seen in periodical and multi-use tickets. Advertising campaigns have repositioned public transport and demystified it for citizens. Customer signage has been overhauled and clearly stands out in the streetscape. Metlink's website is Australia's fourth most popular transport site behind three major airline carriers and is the country's most popular public transport site. Public transport is more welcoming and easier to use following the success of these projects.

For more information please see: [www.metlinkmelbourne.com.au](http://www.metlinkmelbourne.com.au)

*Promoting the use of public transport*

**Merseytravel, Merseyside, United Kingdom**

**Overall Objectives:** Maximising the opportunities for promoting public transport underpinned by the wider agenda of environmental improvements.



**Description:** Merseytravel has a wide range of creative measures to encourage the use of public transport. This includes making information more readily available, clearer and easier to read, using alternative formats and translating information into multiple languages. In addition, Merseytravel has a number of special promotions of travel opportunities in and around Merseyside either linked to special events (including the Southport Flower Show and Mersey River Festival) or destinations such as Aintree Racecourse. Merseytravel also organizes a 'Soccerbus' service to provide transportation for football games in the Merseyside area.

These offers are communicated through a series of leisure-based leaflets encouraging the use of public transport e.g. Out & About, Rideabout, Walkabout, Cruiseabout, Artsabout, Beatles attractions and Performing Arts about Merseyside. The information is also published on the website.

**Results:** The schemes have been a great success over the last years. Soccerbus users account for over 3.0% of attendance at Liverpool and for Everton football games (the two largest clubs in Merseyside). Merseytravel has developed a DVD in Chinese, Arabic and Somali to provide important information for people who speak these languages.

In order to improve customer service, Merseytravel has published a customer charter, revised and updated Merseylink publicity materials and issued publicity for the English National Concessionary Travel Scheme (reduced or free fares for disabled people and people over the age of 60).

For more information please see: [www.merseytravel.gov.uk](http://www.merseytravel.gov.uk)

#### *Coordination of organising authorities to provide an integrated high quality service*

##### **Region Emilia-Romagna, Department for Mobility and Transport**

**Overall Objectives:** The Emilia-Romagna region's Department for Mobility and Transport governs (by planning and ensuring participation) the system of public transport in order to abate the consumption of energy, reduce the causes of environmental pollution and protect the health of its citizens.

The department coordinates organising authorities (called "agencies") with the goal of improving accessibility for individuals and businesses and promoting an integrated system which is safe and of high quality. In addition, the department develops research relating to technical innovation and management for collective and individual transport to promote a culture of sustainable mobility.

**Description:** By regional law, the department retained the competences on railway transport and delegated competences relating to road and urban transport. For public transport the department set up nine provincial agencies that own essential infrastructure and are responsible for the regulatory functions of public transport.

The department cooperates closely with the agencies, participating with them on several EU funded projects (Civitas, COMPRO). The regional authority signs agreements with the agencies and with local bodies for the financing and the regulation of public transport, agencies award the (net-cost) management of services to operators with whom they sign public service contracts.

**Results:** The department provides public transport services which are: integrated with the rail network, consistent with each other, of homogeneous quality and ultimately, organized under a single fare system at regional level.

4.3 million citizens within the region are given the right to access transport facilities and diverse services, providing a concrete alternative to individual transport.

For more information please see: [www.regione.emilia-romagna.it/wcm/ERMES/Canali/trasporti.htm](http://www.regione.emilia-romagna.it/wcm/ERMES/Canali/trasporti.htm) [www.srmbologna.it](http://www.srmbologna.it)

#### *Smartcard ticketing*

##### **Seoul Metropolitan Government, South Korea**

**Overall objectives:** Combining smartcard ticketing with other policies to provide a better service on the Seoul public transport network.



**Description:** Seoul Metropolitan Government first introduced a smart card ticketing system in 1997. Since then it has been updated to improve the way the card is used and to make it more convenient for passengers.

The objectives of the recent changes are to improve the fare system by not charging passengers when they transfer between services provided by different operators and to introduce a more convenient system for fare discounts. The automated distance fare, which started in July 2004, allows passengers to transfer for free up to five times and only pay for the total distance which they travelled. In addition, the new system is more sophisticated and differentiates between children, students and adults. So that when children become students and when students become adults, their card will remain valid and provide the correct discount.

The new transportation card known as T-Money has many advanced functions such as: providing detailed information on fares and type of service for the customer, calculating and adjusting the fare structure by time and distance and ensuring that data remains secure through sophisticated encryption technology. It is also available in different forms (such as key rings) to make it more convenient for passengers.

**Results:** The new transportation card system has been a great success; when the new system was introduced in 2004 the number of passengers increased by 6.6% compared to the previous year. Over the same time the number of bus passengers increased by 11.1%. In addition, the number of passengers has increased by 2% for the subway, 8% for urban bus and 27.5% for local bus, which was to a large extent due to the free transfer policy between local buses and the subway. For more information please see: <http://english.seoul.go.kr>

### *Investment in public transport*

#### **Dubai Roads and Transport Authority**

**Overall Objectives:** Dubai Roads and Transport Authority (RTA) was established in 2005 and its mission is to prepare legislation and develop integrated solutions for road systems and land transportation networks that are safe and in line with Dubai's economic development plans and the highest international standards.

RTA is responsible for planning and providing the requirements of transport, roads and traffic in the Emirate of Dubai, and between Dubai and other Emirates of the United Arab Emirates, and neighbouring countries in order to provide an effective and integrated transport system capable of achieving Dubai's vision and serving the vital interests of the Emirate.

**Description:** Dubai has been experiencing rapid economic and demographic development for the last ten years.

As a result of this continuous growth, Dubai's transport needs are growing rapidly. RTA expects traffic (expressed in person-trips) to be multiplied by 4 between 2005 and 2020. This means that in the coming years RTA will have to meet the challenges of increasing the use of public transport, reducing congestion, improving the urban environment as well as ensuring that everyone has access to public transport, including people with special needs.

To cope with these challenges, RTA has developed a comprehensive strategic plan (with 2020 as the target year) around the slogan "safe and smooth transport for all". The public transport component of the plan includes the construction of a new metro and tram network, the expansion and modernisation of the bus network, the development of new water transport routes and modernisation of the taxi fleet. These improvements will together cost around USD 9.9 billion.

The main objective of this investment is to reach the target of 30% modal share for public transport by 2020.

**Results:** Less than four years after the creation of RTA, Dubai has already achieved a big step towards the implementation of the strategic plan and more specifically its public transport component.



Two driverless metro lines (Red line and Green line) are almost finalised and it is expected to inaugurate the commercial operation of the first line in September 2009. The second line will open during the first half of 2010.

In addition to huge investment in public transport systems, RTA has already implemented a number of initiatives and accompanying measures to promote collective transport including car-pooling, company transport plans, park-and-ride, journey planners, just to name a few.

For more information please see: [www.rta.ae](http://www.rta.ae)

### *Sustainable procurement of public transport services*

#### **Västtrafik AB, Göteborg, Sweden**

**Overall Objectives:** Improve the local environment by reducing traffic sources and other forms of pollution. Improve the overall quality and accessibility of public transport, as well as its safety record.

**Description:** Bus operations are carried out by private enterprises, but Västtrafik as the region's public transport authority sets the requirements and issues the call for tender. The environment and social factors are introduced at the very beginning of the procurement process. Parallel to this, the local authorities of the region are consulted about environmental needs they consider applicable.

To ensure that the objectives are met, two strategies are followed. The first targets environmental emissions by setting minimum standards achieved by including strict emission standards as part of the technical specification of the call for tenders. The second approach incentivises challenging targets to be met and bettered by rewarding good performance with bonuses. This is achieved by awarding 25% of the income generated from transport fares to the operator (usually operators are paid a fixed amount according to the number of vehicle kilometres).

**Results:** The introduction of competitive tendering was very successful in the Greater Göteborg Area, as well as in the rest of Sweden. The main aim and effect was to achieve better public transport with the same amount of public subsidies provided for the system. The main indicator of success is the number of passengers transported. In fact, between 1990 and 1997 the number of passengers increased by 7.5%.

With regards to social requirements, the goals were also achieved. Wages of bus drivers were kept constant by tendering requirements in the first years.

For more information please see: [www.vasttrafik.se](http://www.vasttrafik.se)

### *Transport plans for sustainable mobility*

#### **Agenzia Mobilità e Ambiente, Milan, Italy**

**Overall Objectives:** Reducing traffic and polluting emissions.

**Description:** for sustainable mobility includes a set of integrated measures to strengthen the position of public transport in the city.

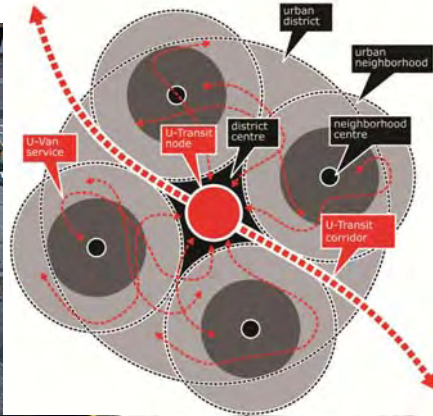
Measures which are a part of this scheme include the integration of fares and e-ticketing in public transport. This is closely linked with policies designed to rationalise traffic in the city centre, such as the development of interchange parking, extension of parking regulation and the development of car sharing and car-pooling.

The shift to sustainable modes is further encouraged through the development of cyclist mobility, and ICT technologies to support mobility management and control. Low emission vehicles are promoted through a variety of incentives and highly polluting vehicles are discouraged by the Ecopass scheme, which charges cars to enter a specified central area of the city. The cleanest vehicles enter free of charge while more polluting vehicles pay fees which increase with the emission levels of the vehicle.

**Results:** The results of the scheme for 2008 have been promising. Traffic levels have been reduced for both private and commercial vehicles, during the time the Ecopass scheme was enforced, but also outside it. In addition there has been an increase in vehicle modification with a significant



reduction in the most polluting vehicles, resulting in a total decrease in the level of the main polluting emissions (PM, CO2, NOx, and ammonia).  
The actions taken have also contributed to increasing the commercial speed and the level of ridership on public transport inside the Ecopass area and reduced road accidents in the city.







# Appendix B: Code of Conduct - Draft

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The following is a sample of a Code of Conduct to be accepted by all Board Members – usually a document worded in the first person and signed on induction to the Board.

## **Message from the Chair**

This section should state to whom the Code of Conduct applies, and when, meaning only at Board meetings, when representing the Board, or in the wider dealings of all administration linked to the Boards, the work of the respective agencies and personally.

Directors are expected to make a substantial contribution and be an active member of the Board and exercise personal responsibility in the position as a Board Member.

This code of conduct imposes more accountability for professional behaviour compared to Regulation.

The code is not a full statement of director's duties. It outlines fundamental values and principles that identify the standards of behaviour expected of members of our board and associated committees.

## **DUTA Values**

The Board works for, and in the interests of the public and needs to maintain standards of conduct and ethics that maintain public confidence and trust. Public confidence means that the public has the right to expect that public sector organizations display the highest integrity and competence, treating all citizens fairly and reasonably.

## **Conduct**

### Personal behaviour mandates:

- To act ethically and with integrity;
- To act according to the legislative requirements, policies and ethical codes that apply;
- To make decisions fairly, impartially and promptly, considering all available information, legislation, policies and procedures;
- To treat members of the public and colleagues with respect, courtesy, honesty and fairness, and have proper regard for their interests rights, safety and welfare;
- To not harass, bully or discriminate against colleagues, members of the public and employees;
- To contribute to a harmonious, safe and productive work environment by our work habits, and professional workplace relationships; and
- To serve the government of the day by fulfilling our purpose and statutory requirements.

### Fraudulent and corrupt behaviour:

- To not engage in fraud or corruption;



- Report any fraudulent or corrupt behaviour;
- Report any breaches of the code of conduct; and
- Understand and apply the accountability requirements that apply.

**In the use of public resources to:**

- Be accountable for official expenditure;
- Use publicly-funded resources diligently and efficiently. These include office facilities and equipment, vehicles, Travel entitlements, corporate credit cards;
- Use corporate expenses only for Board-related expenditure;
- Not use office time or resources for party political work or for personal gain, financial or otherwise;
- Keep to policies and guidelines in the use of computing and communication facilities, and use these resources in a responsible and practical manner; and
- Ensure that any travel for official purposes is only done so when absolutely necessary.

**Conflicts of interest – to:**

- Ensure personal or financial interests do not conflict with the ability to perform official duties in an impartial manner;
- Manage and declare any conflict between personal and public duty; and
- Where conflicts of interest do arise, ensure they are managed in the public interest.

**Commitment to address corruption:**

- Take responsibility for reporting improper conduct or misconduct which has been, or may be occurring in the workplace. To report the details to the relevant people or agency; and
- take responsibility for contributing in a constructive and positive way to enhance good governance and the reputation of the board.

**Professional Behaviour**

- A director should attend all board meetings. If a board member can't attend a meeting they should obtain a leave of absence and inform all other directors of their non-attendance as early as possible.
- A director should arrive at the location of the meeting before the planned starting time to make sure the meeting runs on time.
- A director should have read, understood and be prepared to discuss all issues included in board papers and/or reports.
- A director must learn about DUTA areas of responsibility business, the statutory and regulatory requirements, and be aware of the physical, political and social environment in which DUTA operates.



Communication and official information – requirements to:

- Not disclose official information or documents acquired through my work, other than as required by law or where proper authorisation is given;
- Not misuse official information for personal or commercial gain for myself or another;
- Adhere to legal requirements, policies and all other lawful directives regarding communication with Parliament, ministers, ministerial staff, lobbyists, members of the media and members of the public generally; and
- Respect the confidentiality and privacy of all information as it pertains to individuals.

Record keeping and use of information - to:

- Record actions and reasons for decisions to ensure transparency;
- Ensure the secure storage of sensitive or confidential information;
- Comply with our record keeping plan; and
- Where permissible, share information to fulfil our role.