

タンザニア連合共和国
大統領府地方自治庁

タンザニア国
ダルエスサラーム都市交通改善
能力向上プロジェクト
フェーズ2

プロジェクト業務完了報告書

平成29年11月
(2017年)

独立行政法人
国際協力機構 (JICA)

株式会社 国際開発センター
株式会社 オリエンタルコンサルタンツグローバル

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略 語 集

ARU	Ardhi University
CBD	Central Business District
C/P	Counterpart
CUPID	Consensus for Urban Transport and Policy Improvement in Dar es Salaam
DART	Dar Rapid Transit Agency
DCC	Dar es Salaam City Council
DUTA	Dar es Salaam Urban Transport Authority
ERB	Engineers Registration Board
GIS	Geographic Information System
IMC	Ilala Municipal Council
ITC	Intensive Training Course
ITS	Intelligence Transport System
JCC	Joint Coordinating Committee
JICA	Japan International Cooperation Agency
KMC	Kinondoni Municipal Council
LGAs	Local Government Authorities
MLHHSDD	Ministry of Lands, Housing and Human Settlements Development
MOT	Ministry of Transport (Former)
MOW	Ministry of Works (Former)
MOWTC	Ministry of Works, Transport and Communications
M/P	Master Plan
NIT	National Institute of Transport
NMT	Non-Motorized Transport
NTP	National Transport Policy
PDCA	Plan-Do-Check-Action
PDM	Project Design Matrix
PDU	Professional Development Units
PMO-RALG (Former)	Prime Minister's Office- Regional Administration and Local Government (Former)
PO-RALG	President's Office- Regional Administration and Local Government
POS	Point of Sale
PPP	Public Private Partnership
PS	Permanent Secretary
RAHCO	Rail Assets Holding Company
RAS	Regional Administrative Secretary

RRB	Regional Road Board
RS DSM	Regional Secretary- Dar es Salaam
SUMATRA	Surface and Marine Transport Regulatory Authority
TANROADS	Tanzania National Roads Agency
TARURA	Tanzania Rural and Urban Road Agency
TAZARA	Tanzania Zambia Railway Authority
TMC	Temeke Municipal Council
TOR	Terms of Reference
TRA	Tanzania Revenue Authority
TSIP	Transport Sector Investment Plan
UTA	Urban Transport Authority
WB	World Bank
ZTO	Zonal Traffic Office

本編添付資料

ANNEX 1: Results of the Project

Annex 1-1: Dispatched Expert (Plan/ Actual)

Annex 1-2: List of Counterparts

Annex 1-3: List of Trainings

ANNEX 2: List of Products (Report, Manuals, Handbooks, etc.) Produced by the Project

ANNEX 3: PDM (All versions of PDM)

ANNEX 4: R/D, M/M, Minutes of JCC (Copy)

Annex 4-1: R/D

Annex 4-2: M/M and Agenda of JCC/Steering Committee

ANNEX 5: Monitoring Sheet (Copy)

Annex 5-1: Monitoring Sheet 1

Annex 5-2: Monitoring Sheet 2

Annex 5-3: Monitoring Sheet 3

Annex 5-4: Monitoring Sheet 4

ANNEX 6: Inputs Provided

第 1 章 プロジェクトの概要

1.1 本プロジェクトの背景

かつてタンザニア国（以下、「タ」国と略す）の首都であったダルエスサラーム市（以下、ダルエス市と略す）は、現在も同国の経済活動の中心として、また東アフリカ貿易の玄関口であるダルエスサラーム港を有する国際交通の要衝として重要な役割を担っている。同市の人口は 436 万人（2012 年センサス）に達し、経済活動は「タ」国全国の 70% を占めている。他の大都市と同じく都市人口の急速な増加とモータライゼーションの進展により市内の交通量が増加しており、ダルエス市の交通混雑の緩和は、市の持続的な発展を実現する上での喫緊の課題となっていた。

「タ」国の要請を受け、JICA は 2008 年に「ダルエスサラーム総合都市交通体系策定調査」（マスタープラン）を実施し、道路および公共交通インフラ整備プロジェクト、交通管理計画および提案された施策の実施を促進するためのキャパシティディベロップメントプランを提案した。

「タ」国とドナーは、マスタープランで提案された計画に従って、ダルエス市の道路交通・公共交通のインフラ整備に尽力したが、これらのプロジェクトによる交通基盤のキャパシティの増加は、人口や交通量の増加に追いつくことはできなかった。そのため交通混雑は年々悪化の一途を辿ることとなった。

「タ」国の予算制約を鑑み、ダルエス市の交通混雑の緩和のためには、ハードウェアの整備と共にインフラを最大限活用するためのソフト施策の導入が必要であり、またこれらのハード・ソフト両面の施策は、各関係機関が実施する施策の整合性を確保しながら実施することでその効果が最大限に発揮される。

そこで、JICA は 2010 年 12 月から 2 年間に亘って「ダルエスサラーム都市交通改善能力向上プロジェクト」（以下、フェーズ 1 プロジェクトと略す）を実施し、同市の関係機関の調整能力の強化を支援した。このフェーズ 1 プロジェクト終了後「タ」国からの要請を受け、JICA は関係機関の調整能力強化に関し、さらなる支援の必要性があることを確認し、2014 年 10 月より 3 年間に亘り「ダルエスサラーム都市交通改善能力向上プロジェクトフェーズ 2」（以下、本プロジェクトおよびフェーズ 2 プロジェクトと略す）を実施することとなった。

1.2 本プロジェクトの目的

本プロジェクトは「協議会・事務局の能力が向上し、適切な調整を経て、選定プロジェクトが実施され（プロジェクト目標）」、その結果「実施された選定プロジェクトで交通状況が改善される（上位目標）」ことを目的に実施された。

1.3 プロジェクト実施期間

本プロジェクトの実施期間は 2014 年 10 月から 2017 年 11 月までの約 3 年間である。

1.4 プロジェクト対象地域

本プロジェクトの対象地域は下記に示すダルエス市全域である。

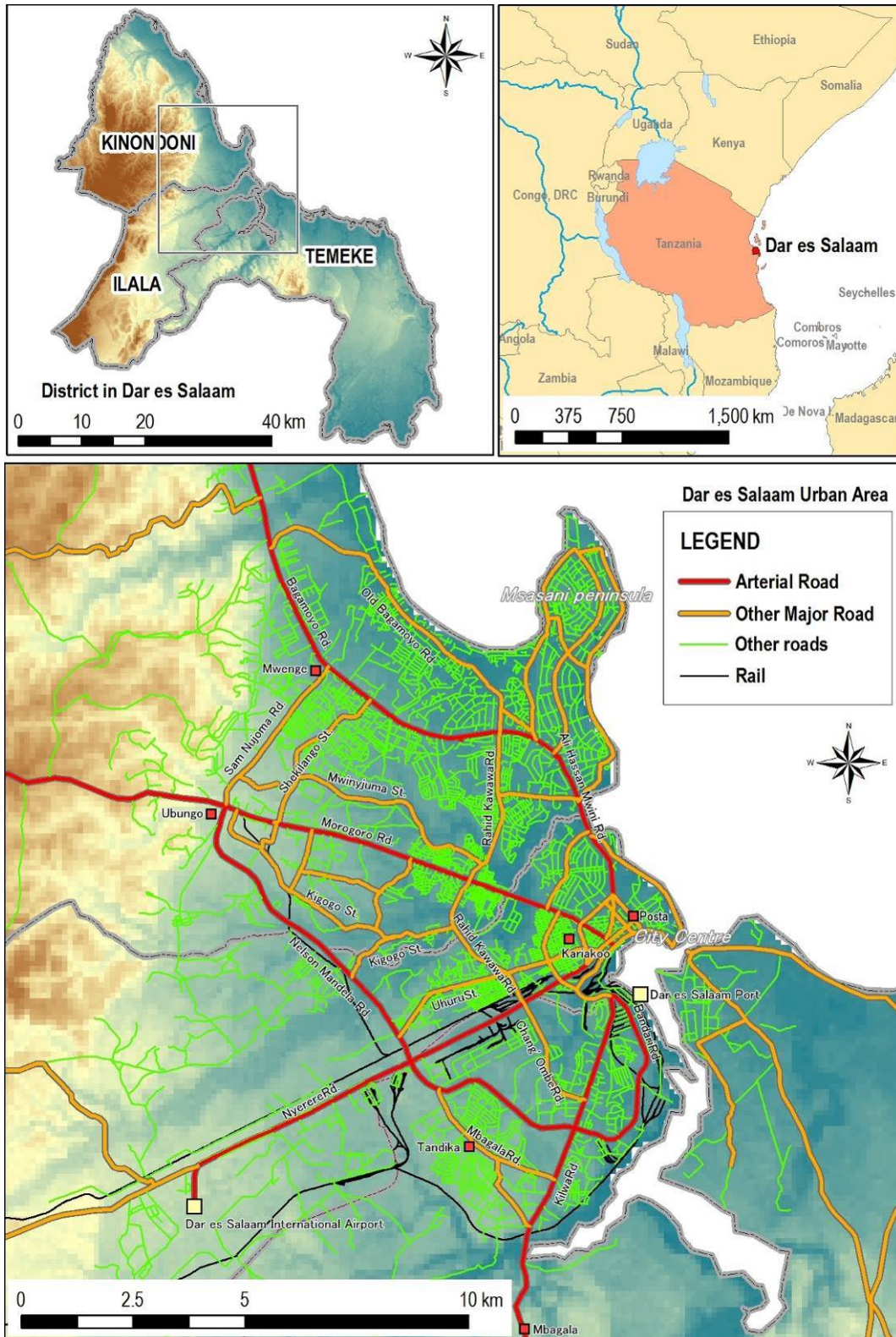


図1 プロジェクト対象地域

1.5 本プロジェクトの成果と活動内容

本プロジェクトの成果と活動内容をプロジェクト・デザイン・マトリックス（以下、PDM と略す）として取り纏めた。なお、この PDM（PDM ver 1.2）は、本プロジェクトの第 1 回協議会（2015 年 12 月 5 日開催）で承認された。

1.6 本業務完了報告書の構成

本業務進捗報告書は全 5 章で構成されている。第 1 章ではプロジェクトの概要、第 2 章ではプロジェクト実施期間中の各活動、第 3 章ではプロジェクト実施運営上の課題・工夫・教訓、第 4 章ではプロジェクト目標の達成度、最後の第 5 章では上位目標の達成に向けての提言について記している。

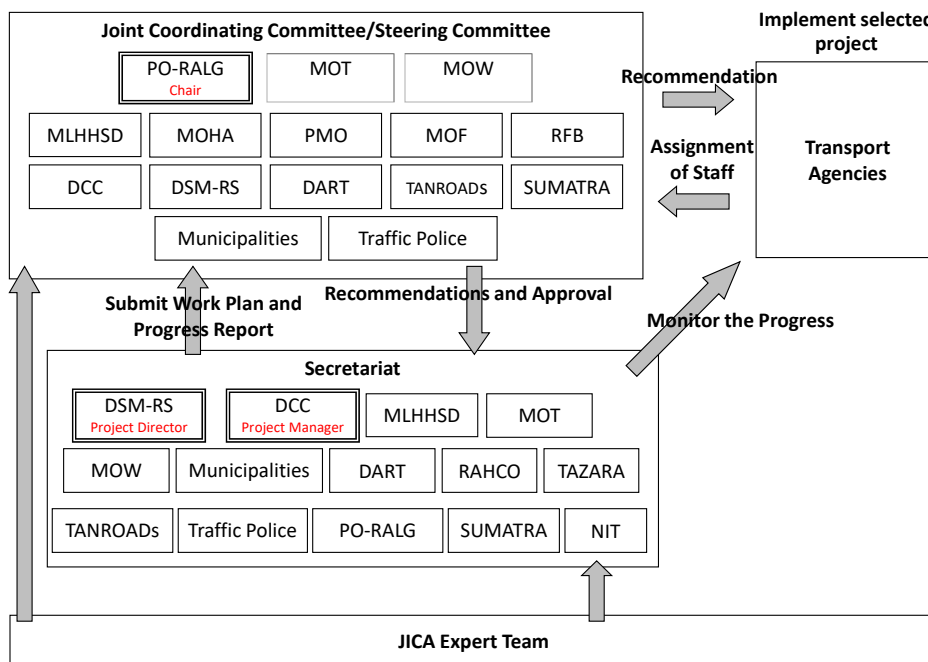


図3 プロジェクト実施体制²

活動 [2]: PDM 指標の確定とベースラインデータの収集

本プロジェクト開始時に、専門家チームと事務局メンバーが 2014 年 5 月に合意された R/D (Record of Discussion) および PDM をレビューし、PDM と PDM 指標を修正後、更新版 PDM および PDM 指標 (PDM ver1.2) として取り纏めた。この更新版 PDM および PDM 指標は、第 1 回協議会 (2014 年 12 月 5 日開催) の中でステアリングコミッティメンバーにより協議・承認された。

表 1 PDM モニタリング指標

プロジェクトの概要	モニタリング指標
上位目標: 選定プロジェクトの実施により、対象地域の交通状態が改善される	<ul style="list-style-type: none"> 2014 年時点に比較して走行データ (走行速度、渋滞、利用者満足度等) が向上する。
プロジェクト目標: 協議会・事務局の能力が向上し、適切な調整を経て、選定プロジェクトが実施される。	<ul style="list-style-type: none"> 都市交通投資計画やアクションプランで提言されている施策のうち、70%の施策がプロジェクト終了までに実施機関の予算計画に計上される。
期待される成果: 1. DUTA 設立に向けた協議会・事務局の調整能力が強化される	<ul style="list-style-type: none"> 初年度に DUTA 設立の法案が起草され、2 年目以降に DUTA 設立のための活動が実施される。 年度ごとにアクションプランが DUTA の役員会 (あるいは協議会) で承認される。
2. 選定プロジェクトを通じて、協議会・事務局が計画・実施・モニタリング・評価等にかかる組織能力が強化される	<ul style="list-style-type: none"> プロジェクト終了までに事務局メンバーの実施機関が PDCA によるプロジェクトマネジメントサイクルを習得する。 ベースラインデータとエンドラインデータと比較して、パイロット地区の走行データ (走行速度、渋滞、利用者満足度等) が向上する。

² 第 1 回協議会での合意時点でのプロジェクト実施体制。その後、MOT と MOW が統合され MOWTC となる。また Ardhi 大学が事務局・協議会メンバーに追加される。

<p>3. 目的に応じた様々な研修を通じて、都市交通問題に対する技術対応能力が強化される。</p>	<ul style="list-style-type: none"> • プロジェクト終了までに 90%の事務局メンバーが交通調査にかかる計画、実施、分析の実践的技術を獲得する。 • 同様に、80%の事務局メンバーが交通需要予測にかかる高度な技術を習得する。 • 同様に、70%の事務局メンバーがネットワークの最適化や優先プロジェクト選定にかかるネットワーク分析等の高度な技術を習得する。 • 70%の事務局メンバーが優先プロジェクトの実現可能性の検討にかかる高度な技術を習得する。
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活動 [3]: DUTA 設立に向けた組織面・制度面での支援

成果1「DUTA 設立に向けた協議会・事務局の調整能力が強化される」に係るプロジェクト活動は、新大統領の就任とそれに伴う政策の方針転換（既存組織の解体等による政府のリカレントコストの削減と新たな組織設立への抵抗、DUTA のオーナーシップが PO-RALG から MOWTC に移管）による外部要因により、DUTA 設立は実現できず、かつ当初の活動計画から大幅な遅れが生じた。

- 1) 本プロジェクトの開始に先立ち、地方自治庁は DUTA 設立に向け、地方自治庁スタッフにより構成されるタスクフォースを設置した。
- 2) 上記タスクフォースは、DUTA 設立のためのコンセプトペーパーと草案を 2014 年 10 月までに準備した。
- 3) 上記で準備されたコンセプトペーパーは、事務局会議において専門家チームと事務局メンバーがレビューした。
- 4) コンセプトペーパーに対する専門家と事務局のコメントは地方自治庁に 2015 年 4 月末に提出され、2015 年 8 月 21 日に開催された第 2 回協議会において説明・協議がなされ、そのコメントを基に改訂版コンセプトペーパーが作成され合計 4 回のステークホルダー会議で協議がなされた。
 - DUTA の設立にかかる第 2 回ステークホルダー会議も兼ねた第 2 回協議会では、地方自治庁が作成したコンセプトペーパーに対して、全国版の UTA の設立ではなく、地方版の UTA を設立し、かつ DUTA をパイロットとして設立すること、かつ既存の実施機関の権限を移譲せず、DUTA は調整機関としての役割を担うこと、等の意見が寄せられた。
 - 第 3 回ステークホルダー会議も兼ねた第 3 回協議会では、座長を務めた地方自治庁の事務次官から、地方自治庁の都市交通分野での限られた権限を理由に DUTA は MOWTC 傘下に組織することが提言された。
 - 第 4 回ステークホルダー会議は、MOWTC が主催し主要な関係機関（地方自治庁、ダルエスサラーム州、SUMATRA 等）が参加し実施された。DUTA にかかる出口戦略が議論され、MOWTC 傘下で協議会を継続して運営することが確認された。

- 5) 作成された改訂版コンセプトペーパーに基づき、地方自治庁、世銀および専門家チームによる3者協議を重ね、DUTA のオペレーションプランを策定した。
- 6) 本プロジェクトの終了後、世銀が DUTA の設立及び運営（初期段階のオペレーション）にかかる支援を行うことを確認した。
- 7) MOWTC が今後 DUTA 設立に向けイニシアティブをとることを確認した。

活動 [3-1]: DUTA 設立に係る現状確認

前述の通り、地方自治庁の DUTA 設立のためのタスクフォースは 2014 年 10 月までに DUTA 設立に係るコンセプトペーパーと法案の草稿を取り纏めた。地方自治庁が作成した同コンセプトペーパーでは、DUTA ではなく全国版の UTA³の設立を提言している。また、UTA はスーパーオーソリティとして既存の各関連機関の権限・予算を全て移譲した上で設立することが提言され、本プロジェクトのフェーズ 1 で提言した「調整機関」としての DUTA 設立とは相反するものであった。

本プロジェクトでは、事務局会議における DUTA 設立に関する協議と関連機関からのコメントを考慮し、関係機関は調整機関として DUTA が設立されることを期待していることを鑑み、地方自治庁の DUTA タスクフォースと連携し、コンセプトペーパーの改訂を支援する必要があることを確認した。

その後開催された第 2 回ステークホルダー会議で、地方自治庁と協議会メンバーが DUTA の設立の目的や役割について議論し、全国版の UTA の設立ではなく、地方版の UTA を設立し、かつ DUTA をパイロットとして設立すること、かつ既存の実施機関の権限を移譲せず、DUTA は調整機関としての役割を担うことを合意し、専門家チームと地方自治庁のタスクフォースがコンセプトペーパーを見直すことを確認した。

DUTA 設立にかかる必要手続きと書類

DUTA 設立に際して、1) DUTA 設立にかかるコンセプトノート、2) DUTA の中期的予算計画、3) DUTA 設立関連法、4) キャビネットペーパーが必要になる。また、DUTA 設立の手順は以下の通り。

1. DUTA 設立法含む必要書類の省内事務方による最終化（ステークホルダー会議でのコメント対応含む）
2. 事務次官、大臣による合意
3. 国会事務局による合意
4. 各省事務次官協議
5. 国会への法案提出・通過

³ UTA はダルエス市のみならず、「タ」国の主要地方都市の都市交通にも対応することを念頭にしている。

活動 [3-2]: 都市交通に係る組織制度プロジェクトの現状調査

プロジェクト開始時に専門家チームは、制度面のキャパシティビルディングプロジェクト (MOWTC) を実施している EU のコンサルタントとの協議を継続的に実施した。この協議から、国家運輸政策と運輸セクター投資計画が運輸省により最終化の段階であることを確認した。

入手した最終段階の国家運輸政策と運輸セクター投資計画のレビューの結果下記のことが確認された。

- 1) 国家運輸政策において、最優先の方針の一つとして都市交通分野が掲げられており、都市交通システムの改善と都市交通管理が提言されている。
- 2) 上記 1)を達成するために、国家運輸政策は関連機関間の調整機能を促進すべく各 Municipality が都市交通調整ユニットを設立し、調整ユニットは質の高い都市交通サービスを提供するための基準や関連機関のパフォーマンスのモニタリングを実施する等提言を行っている。

また、現在 JICA が実施しているダルエスサラーム都市交通マスタープラン改定プロジェクトで都市交通政策・戦略、短中長期のインフラ投資計画案を策定することから、事務局メンバーでレビューを行っていくことを確認した。

活動 [3-3]: アクションプラン (案)、都市交通投資計画 (案) の策定支援

活動 [3-4]: アクションプランの予算化支援

活動 [3-5]: アクションプランのモニタリング・評価

本プロジェクトでは、活動[4]で選定プロジェクトの選定・実施・評価に係る支援を行った。活動の中で、事務局及び協議会での協議・合意形成を経て、短期施策としてパイロットプロジェクトの計画・実施・モニタリング活動を行った。活動の詳細は「活動[4]: 選定プロジェクトの選定・実施・評価に係る支援」に詳述する。

活動 [4]: 選定プロジェクトの選定・実施・評価に係る支援

本プロジェクトの成果 2「選定プロジェクトを通じて、協議会・事務局が計画・実施・モニタリング・評価にかかる組織能力が強化される」に係る活動は、当初計画の通り実施された。主な活動内容は下記の通りである。

- 1) 本プロジェクトのフェーズ 1 において提案した「道路改良計画」、「CBD 内交通改善計画」等のプロジェクトの進捗をレビューした結果、「道路改良計画」は世界銀行の支援で実施中の DMDP(Dar es Salaam Metropolitan Development Plan)で実施されること、また、「CBD 内交通改善計画」については、一方通行化の変更を含めた一部の交通規制の変更、ターミナル整備、バス路線再編、路上駐車対策が既に実施されていることを確認した。
- 2) 実施中および計画中のプロジェクトの情報を各実施機関より収集した。この収集結果を取り纏め、事務局メンバーと共有した。

- 3) プロジェクト選定のためのロングリストを 2015 年 3 月に作成し、これをもとに 2015 年 9 月に最終化した。
- 4) フェーズ 1 プロジェクトの OD マトリックスを 2015 年 12 月に更新した。
- 5) 交通配分とネットワーク解析のためのデータを 2016 年 3 月までに更新し、このデータは、成果 3 に係る活動に活用した。
- 6) 収集された交通問題箇所リストと実施中および計画中のプロジェクトを図化し、交通問題に係る対策が実施されていない、あるいは改善計画が無い等の点を考慮し、本フェーズ 2 プロジェクトにおけるパイロットプロジェクトの実施エリアの提案を行った。提案された実施エリアは、i) Ali Hassan Mwini Road、ii) CBD、iii) Morogoro Road などが含まれる。
- 7) 事務局会議において、提案された各パイロットプロジェクトについて協議を行い、パイロットプロジェクトの 8 つの候補を選定した。選定したプロジェクトは、i) 交差点の改善、ii) 路上駐車マネジメント、iii) バスターミナルの改善、iv) リバーシブルレーンの導入、v) ナンバープレートによるエリアコントロール等である。
- 8) 2015 年 8 月に開催された第 2 回協議会において、選定された 8 プロジェクトについて合意がなされた。
- 9) 事務局会議において選定された 8 つのプロジェクトの内の 5 プロジェクトについて、詳細計画が継続的に協議され、その経過については協議会にて報告された。その後、追加で 2 プロジェクトについてコンセプトプランが検討され、下記に示す 7 つのパイロットプロジェクトが 2016 年 9 月に開催された第 3 回協議会にて合意された。
 - プロジェクト1: サモラアベニューにおける駐車場および歩道整備
 - プロジェクト2: 駐車管理と駐車政策の改善
 - プロジェクト3: ダラダラ/バスサービスの改善 (チケットシステムの導入とビジネスモデル改善)
 - プロジェクト4: CBD バスターミナル・バス停の改善
 - プロジェクト5: CBD 内の交通流および駐車に対する施策、自転車レーンおよび歩行者道路整備
 - プロジェクト6: 系統信号の導入と信号最適化およびバス優先施策に伴う Ali Hassan Mwinyi 道路のタイダルフロー
 - プロジェクト7: パークアンドライド導入に伴う CBD 周辺駐車場からのバスサービス
- 10) 各プロジェクトの経過および進捗については、事務局と協議会にて継続的に監理された。
- 11) 2017 年 9 月にエンドライン調査を実施し、パイロットプロジェクトの実施効果を評価した。

下記に各活動の詳細を記す。

活動 [4-1]: 選定プロジェクトに係る現状確認

フェーズ 1 プロジェクトにおいて、事務局メンバーと専門家チームは、CBD 交通改善計画、市内道路改良計画、北部バスウェイの提案、PPP によるバスターミナル開発等の様々な短期計画を策定した。

本フェーズ 2 プロジェクトの初期段階においては、事務局メンバーと専門家チームで、上記の短期計画の現状および進捗を関係機関へのヒアリングを通じてレビューした上で、各短期計画に必要な支援と実施に向けた課題を洗い出した。

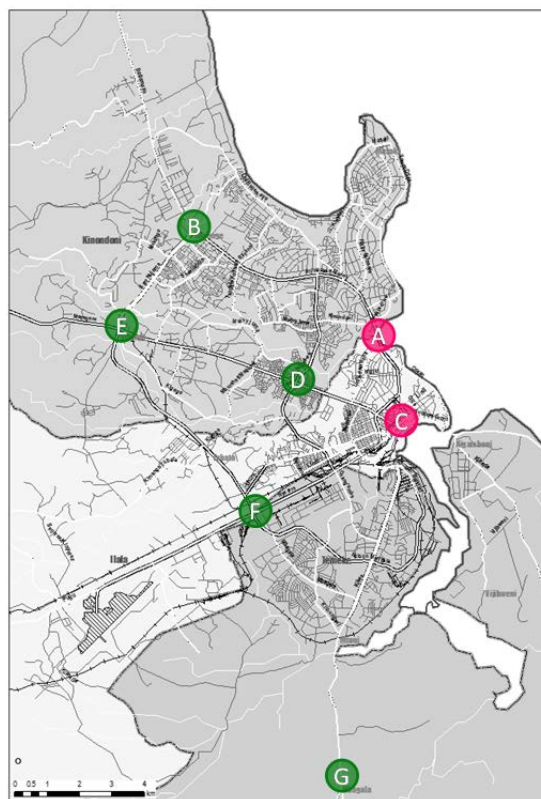
その結果、「タ」国の実施機関は、交通改善を目的としたプロジェクトの実施に際して、開発予算が限られていることや、各機関の開発予算がほぼパイプラインプロジェクトに充てられている等の資金面での大きな制約があることが、本プロジェクトのフェーズ 1 を通じて確認されている。従って、本フェーズ 2 プロジェクトで提案されたパイロットプロジェクトは、小規模予算で試行的に実施することが望ましいとの認識が事務局で合意された。

活動 [4-2]: 交通問題箇所リストの更新

事務局メンバーは、Discussion Paper (CBD 交通改善計画および市内道路改良計画等) のレビューを行い、交通問題箇所について事務局会議にて協議を行った。協議において、ダルエス市内の慢性的な下記 7 カ所のボトルネック交差点を確認した。(右図参照)

- A : サレンダーブリッジ交差点
- B : ムウエンゲ交差点
- C : CBD
- D : マゴメニ交差点
- E : ウブンゴ交差点
- F : タザラ交差点
- G : ムバガラ交差点

図 4 ダルエス市内の慢性的渋滞箇所



事務局会議において、これらの慢性的渋滞箇所の内、下記の箇所については、すでに交通渋滞解消のための対応が実施中または準備されていることを確認した。

- ムウエンゲ交差点：ニューバガモヨ道路の拡幅 (TANROADS が実施)
- マゴメニ交差点：BRT フェーズ 1 プロジェクトの中での改良工事 (世界銀行)
- ウブンゴ交差点：フライオーバーの導入 (世界銀行)

- タザラ交差点：フライオーバーの導入（JICA）
- ムバガラ交差点：改良工事の実施（TANROADS）

上記の情報収集および検討結果から、事務局は、サレンダーブリッジ交差点および CBD に対する交通改善にかかる対応策が講じられていない、またはその予定がないことを確認し、緊急の対応が必要であることを確認した。

活動 [4-3]:選定プロジェクトの決定のための準備

事務局メンバーは、事務局会議において、サレンダーブリッジ交差点および CBD 内における交通問題について協議を行った。その結果、交通問題の解決の方針としてフェーズ1の CBD 交通改善計画に倣い、1) 交通需要管理に関する対応、2) 交通管理に関する対応の2つのタイプに区分されることを確認した。

① 交通需要管理に関する対応

交通需要を調整する方策については、下記に示すような公共交通の改善と NMT の利用促進を柱とする施策が提案された。

- バスサービスの向上のためのバス/ダラダラのビジネスモデル改善
- バスのサービスレベル向上とオペレーションコストを下げるためのバス交通への優先施策
- バスルートの再編を含む、バス利用者の利便性・安全性を高めるためのバスターミナルの改善
- エコフレンドリーやローコストな交通モードの提供に対応するための自転車専用レーンの導入
- ライド・シェアリングの推進（同時にエリアコントロールを実施し効果を高める）

これらの対応に加え、下記の交通需要施策についても協議した。

- 駐車管理
- 駐車コストの値上げ
- パークアンドライドシステムの導入
- ナンバープレートによる CBD 内に流入車両の管理（末尾の奇数・偶数による流入車両管理）

② 交通管理に関する対応

交通流を管理するための施策についても検討を行った。下記に挙げた、施策は同時に交通需要管理が実施されない場合、効果の発現は難しいことも協議された。

- 路上駐車管理の改善
- バスベイの正しい利用方法の強化

- 交通流の改善計画
- 信号の最適化
- リバーシブルレーンの導入

これらの検討を事務局で行った結果、下記に示す7つの優先プロジェクトが本プロジェクトの実施期間中に実施するパイロットプロジェクトとして選定された。

- プロジェクト1： サモラアベニューにおける駐車場および歩道整備
- プロジェクト2： 駐車管理と駐車政策の改善
- プロジェクト3： ダラダラ／バスサービスの改善 (チケットシステムの導入とビジネスモデル改善)
- プロジェクト4： CBD バスターミナル・バス停の改善
- プロジェクト5： CBD 内の交通流および駐車に対する施策、自転車レーンおよび歩行者道路整備
- プロジェクト6： 系統信号の導入と信号最適化およびバス優先施策に伴う Ali Hassan Mwinyi 道路のタイダルフロー
- プロジェクト7： パークアンドライド導入に伴う、CBD 周辺駐車場からのバスサービス

上記に述べたプロジェクトのコンセプトについては、フェーズ1プロジェクトにおいて事務局会議にて協議の上、合意されており、ディスカッションペーパー(CBD交通改善計画、ダルエスサラーム都市内道路改良計画、北部バスウェイの提案、PPPによるバスターミナル開発)として取り纏められている。以下に、各プロジェクトにおける活動を記載する。

活動 [4-4]:ステークホルダー会議の実施支援

各プロジェクトの実施に際して、実施機関に対して、計画・実施段階でのステークホルダー会議の実施を支援した。

- サモラアベニューにおける駐車スペースおよび歩道の改善 (プロジェクト1) では、対象道路沿道の土地及び建物所有者に対して、プロジェクトの概要やプロジェクトから得られる便益および想定される負の影響を説明し、事前に全ての土地及び建物所有者からプロジェクトに対する合意を書面にて取り付けた。また、対象道路沿道のビルテナントに対してステークホルダー会議を開催し、かつ書面での情報共有を行った。

活動 [4-5]:選定プロジェクトの実施

活動 [4-6]:選定プロジェクトのモニタリング・評価

[プロジェクト1: サモラアベニューにおける駐車スペースおよび歩道の改善]

目的：歩行者空間とスムーズな交通流の提供

- 内容： 1) 路上駐車の制限
- 2) 歩行者空間の改良・確保

3) レーンマーキングの導入

4) 植樹・植栽の導入

実施主体： イララ区

プロジェクト1のコンセプトプランは、関係機関のカウンターパートとの協議を通して作成され、事務局会議にて協議が行われた。プロジェクト毎に作業部会を設置するというプロジェクト実施体制と実施スケジュールが事務局で合意された。

当パイロットプロジェクトを実施するために行った個々の活動と時期を以下に示す。

2015年1～4月：パイロット実施計画案の策定・協議

2015年5～7月：サモラ改良計画案の策定・協議

2015年8月：協議会におけるパイロット実施計画の承認

2016年4月：JICAにおけるサモラ改良計画案の承認

2016年5、6月：詳細設計案、積算、見積検討

2016年7、8月：ステークホルダー協議等合成形成

2016年8月：MOU署名

2016年9月：ユーテリティ各社調整会議・現場視察

2016年10月：入札準備

2016年11月：入札図書配布・入札

2016年12月：入札・評価・契約（12月23日）

2017年1月：キックオフ・ミーティング、ユーテリティ各社調整会議・現場視察、プレスコンファレンス

2017年2月：工事施工監理（実施計画・安全計画策定、準備工・基礎工監理、週定例会開催）

2017年3～4月：工事施工監理（準備工・道路附帯工・歩道舗装工、定例会開催）

街路デザインガイドライン・マニュアル案作成・協議

2017年5～6月：街路デザインガイド案配布コメント徴収

2017年8月：街路デザインガイド案主要機関配布・説明（TARURA）

2017年9月：州道路会議での進捗報告

表2 パイロットプロジェクト1の実施スケジュール

	2016												2017									
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10
Assignment of Technical Working Group	■	■																				
Preparation of Baseline Traffic Survey			■																			
Implementation of Baseline Traffic Survey				■																		
Analysis of Baseline Traffic Survey Results					■																	
Preparation of Draft Concept Plan	■	■	■	■	■																	
Site Investigation, Preliminary Design & Cost Estimates			■	■	■	■																
Scoping of Pilot Project Area						■																
Stakeholders' Meeting (Public Consultation)						■																
Confirmation of Scope of Works						■																
Amendment of Contract							■	■														
Preparation of Bid Documents									■	■												
Bidding and Contract Negotiation										■	■											
Construction Works													■	■	■	■	■	■	■	■	■	■
Defect Liability Period																					■	■
Implementation of Traffic Survey																					■	■
Analysis of Traffic Survey Results and Ex-post Evaluation																					■	■

以下にパイロットプロジェクト実施前後でのプロジェクトサイトの写真を示す。



工事実施前は1車線のラウンドアバウトが、サモラ・アベニューからの2車線の流入に対してボトルネックとなっていた。



サモラ・アベニューからの流入部分のみ、ラウンドアバウトを2車線に拡幅し、円滑な交通流を確保。



工事実施前は、建物前の歩道部分は駐車スペースとして利用されており、歩行者は車道上を歩いていた。



駐車スペースと歩道空間を分離し、歩道空間の連続性を確保。



工事实施前は、歩行者のランダムな車道横断があった。



植樹帯の設置と横断歩道の路面標示と道路標識を設置した結果、ランダムな車道横断はなくなった。



工事实施前は公園内の舗装が施工されていなかった。



車道と歩道との間に植樹帯を設け、公園内もインターロッキング舗装を施工。



工事实施前は歩行空間がほとんどなく、歩行者は車道を歩いていた。



歩道と植樹帯の整備を行い、良好な歩行者空間を創出。



工事实施前は違法路上駐車車で歩行者空間が占拠され、歩行者は車道を歩いていた。



歩道と植樹帯の整備を行い、違法路上駐車を排除するとともに、良好な歩行者空間を創出。

ダルエスサラーム都市交通改善能力向上プロジェクト フェーズ2
プロジェクト業務完了報告書



歩道改修前は、発電機が歩道上に置かれており、歩行できる空間がほとんどなかった。



発電機は建物の裏手側に移設し、歩道の連続性を確保。



BRT 優先の道路運営がされているが、安全面での配慮が不十分であった。また、交差点内での駐停車車両が時折発生し、BRT の運行の妨げにもなっていた。



イエローボックス・マーキングの設置により、BRT 交差点と交差点内での駐停車禁止を周知し、BRT の安全で円滑な運行を確保。

以下にパイロットプロジェクト実施前後で実施したベースラインおよびエンドライン調査の結果を示す。結果のサマリーは「第 4 章プロジェクト目標の達成度」に記載する。

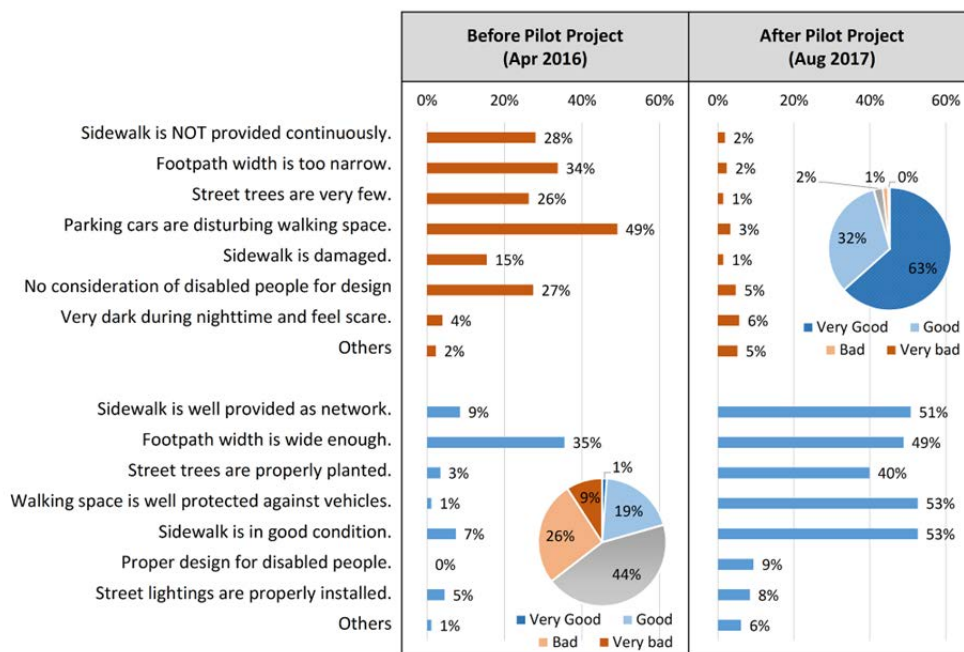


図5 サモラ・アベニューの歩行者空間に対する評価（事前と事後の比較）

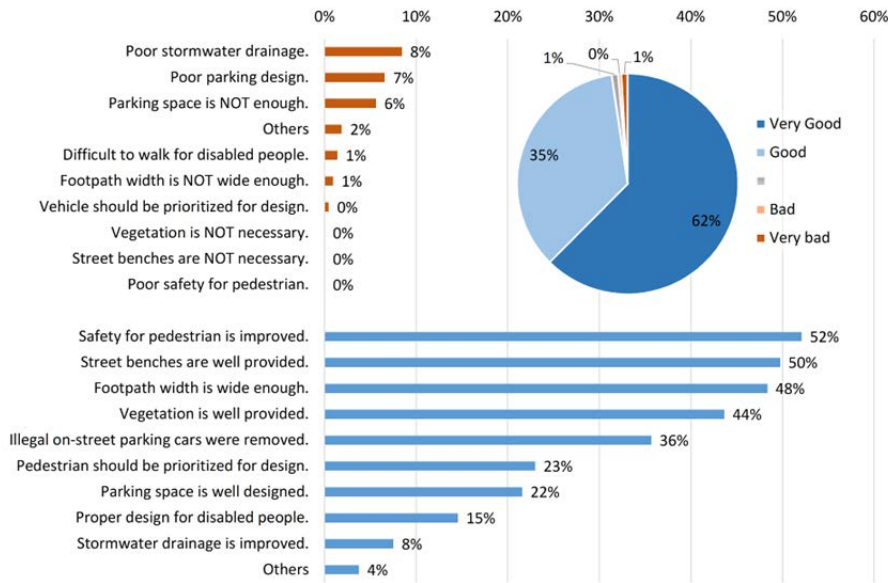
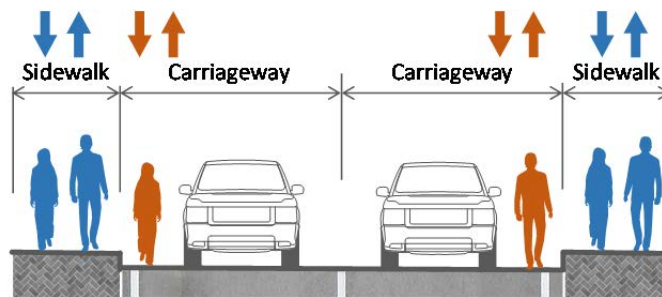
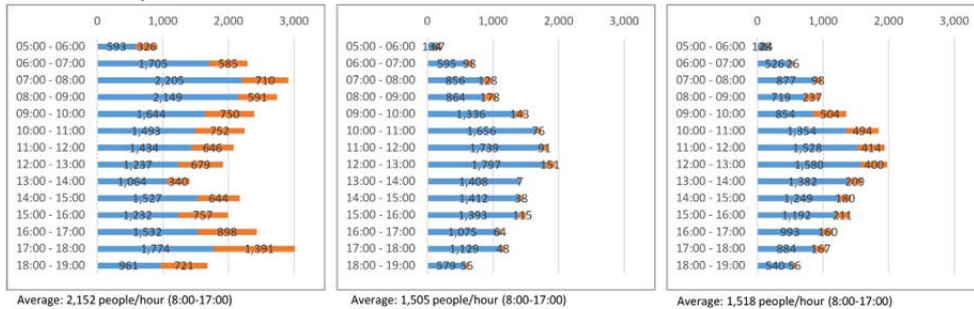


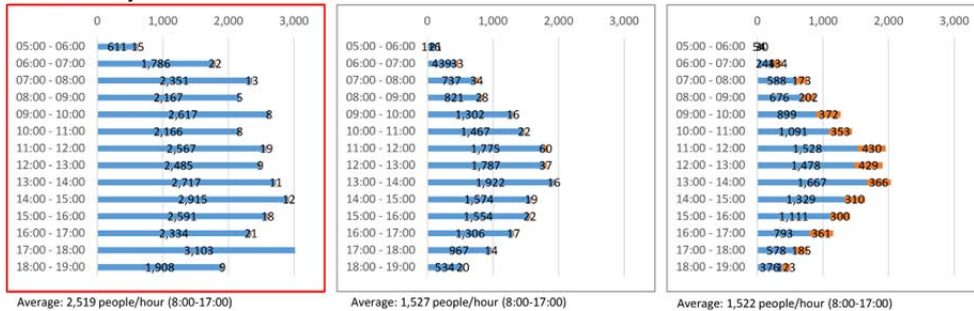
図6 パイロットプロジェクトに対する評価



Before Pilot Project



After Pilot Project



パイロットプロジェクト実施区間での交通量は増加し、車道を通行する歩行者の数は劇的に減少した。

図7 歩行者カウント調査（事前事後の比較）

[プロジェクト 2: 駐車コントロールと駐車政策の改善]

目的： 駐車料金政策、料金収入、路上駐車需要管理にかかる改善
駐車料金を適切に徴収・回収する

- 内容： 1) DCC の現行の駐車料金徴収契約（外部委託）へのアドバイスおよび新契約のためのガイドラインの作成
- 2) 電子料金徴収（キャッシュレス）システムの導入支援
- 3) 新規の駐車料金徴収契約実施の支援

実施主体： DCC

パイロットプロジェクト 2 については、コンセプトプランに基づいて、DCC が駐車政策と短期施策の導入に向けて 2015 年 10 月に駐車に関する調査を DIT(ダルエスサラーム工科大学)に再委託した。同調査結果は、事務局にも共有されレビューされた。また、2015 年 9 月にこの駐車問題に関係するカウンターパートと専門家チームが、パイロットプロジェクトの一部として、CBD 内の駐車場問題と駐車料金徴収について、e-チケットシステムの導入可能性について DCC のマネジメントと協議した。

<プロジェクト 2 にかかる活動>

- DCC による駐車場調査の支援とレビューを 2016 年 1 月までに実施した。
- 事務局会議において、継続的に駐車政策と駐車コントロール計画について協議し、DCC マネジメントに対してプレゼンを実施した。
- DCC は 2016 年 7 月までに駐車料金徴収のための入札図書を作成した。
- DCC は 2016 年 12 月に駐車料金徴収のための外部委託に関する入札を実施した。
- 上記入札に基づき 4 社が選定され 2016 年 12 月に新契約に基づく駐車料金徴収が開始され、POS システムを活用した料金徴収が開始された。（600 台の POS を調達）また、駐車料金は 30 分 300 シルから 500 シルに値上げし、料金徴収対象の路上駐車エリアが拡大された。

<プロジェクト 2 にかかる成果と今後のための提言>

- DCC が開始した新しい駐車料金徴収により毎月の徴収額が事前の 2 億シルから 10 億シルに増加した。
- 駐車料金の値上げにも関わらず駐車需要は増大の方向であることから駐車料金増額のための検討が開始された。
- 現在の均一料金体系から、駐車需要に応じた料金システムの導入の検討・導入
- キャッシュレスシステムの導入の検討・導入

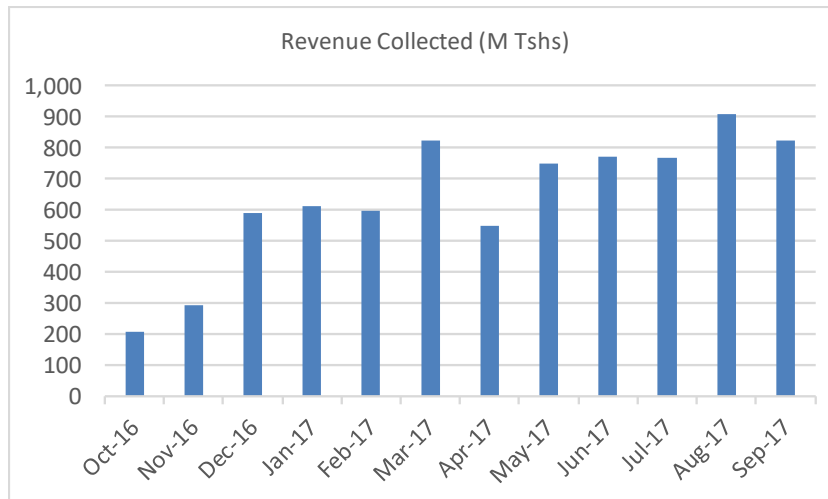


図8 駐車料金徴収額の推移



図9 駐車料金徴収用に導入された POS ユニット

[プロジェクト3: ダラダラおよびバスサービスの改善 (チケットシステムの導入とビジネスモデル改善)]

目的： 料金徴収方式の変更によるダラダラの組織化とビジネスモデルの改善

- 内容： 1) 集中料金徴収システムの実施支援
2) オペレーションプランと料金ルールの策定
3) パイロット事業の実施
4) ダラダラ事業運営のためのバス事業者の組織化

実施主体： SUMATRA

SUMATRA のマネジメントと専門家チームは、パイロットのコンセプトプランにかかる協議を重ね、SUMATRA がパイロットプロジェクト3の一部としてe-チケットによる料金徴収システムを実施することに合意した。SUMATRA と専門家チームはe-チケットによる料金徴収

に関する諸機関（DARCOBOA、DART およびバスオペレータ組合）を招集したステークホルダー会議を 2015 年 12 月に開催し、試行的に e-チケットによる料金徴収システムのテストに民間バス事業者が参加し、システム資機材は Boloro 社⁴が提供して実施することで合意した。

<プロジェクト 3 にかかる活動>

- コンセプトプランを策定し、2016 年 6 月に SUMATRA、DARCOBOA、UWADDA 等のステークホルダー間で協議を実施した。
- ダラダラオペレータの Christina 社が POS システムを導入した料金徴収システムのパイロット事業に参加することとなり、2016 年 6 月より POS システムによるチケットシステムを 36 台のダラダラで開始した。
- Christina 社はパイロットに参加するバスを 46 台まで増加し、Samuel Apollo 社もこれに続き 30 台のダラダラにこのシステムを導入した。その後 2016 年 12 月までに Christina 社はダラダラ 70 台まで本システムの導入を拡大した。
- SMATRA はこの料金徴収システムの拡大のため、定期的に TRA や都市間バス事業者、組合、ダラダラ事業者を招集し協議を実施した。

<プロジェクト 3 にかかる成果と今後のための提言>

- SUMATRA によるビジネスモデル改善のための規制の検討・導入（新たな路線へのコーポレートもしくはカンパニー制の導入、チケットシステムにかかる基準の導入）
- TRA によるチケットシステム導入促進のための規制の検討・導入
- キャッシュレス料金徴収システムの検討・導入



図 10 ダラダラに導入された E-チケットシステム

チケットシステムの導入とビジネスモデル改善の背景

現状、ダラダラのオーナーは 1 オーナー数台の零細企業が大半であり、ダラダラオーナーは運

⁴ Boloro 社はアメリカに本社がある企業であり、現在南アフリカにおいて携帯電話を使った各種料金徴収システムを稼働させている。本件については、Boloro 社の南アフリカ支社が担当している。

転手と車両の賃貸契約（1日あたり約40ドル）を結び運転手は日々の料金収入で運転手及び車掌の日当と運行費を賄っている。この雇用形態により、運転手に全てのリスクが転嫁され、収益の最大化を目的にガラダラの運行を行わざるをえず、収益の高い路線のみでのガラダラの運行、バス停での長時間の客待ちによる道路の混雑、危険運転の助長などに繋がり、安全・安心あるいはすべての市民に公平なバス交通サービスを提供することが難しい。

こうした状況を改善するために、SUMATRAは小規模のガラダラオーナーを組織化（コーポレートもしくはカンパニー制）し、組織内で公平に利益配分を行う仕組みを模索していた。本プロジェクトでは、チケットシステムを導入することで、系統・路線・時間帯・ドライバー毎の売上の明確化と利益配分ができるようになり、ひいてはガラダラの組織化につながることを提言し、パイロットプロジェクトとしてチケットシステムの導入を試行した。

パイロットに参加した Christina 社は、日々の売上が正確に把握することで運転手との雇用契約の改善（具体的には車両の賃貸契約から給与制への移行）に繋がっている。また、Christina 社に続き、Samuel Apollo 社が参加し、バス協会も参加の意向をもつなど今後チケットシステムの拡充によりバスのビジネスモデルの改善、ひいては路線再編に繋がる可能性がある。

【プロジェクト4 CBD内バスターミナル・バス停の改善／歩行者のための施設整備】

目的： バスサービス付帯施設の改善によるバスサービスの効率改善

- 内容： 1) 本プロジェクトのフェーズ1で作成したコンセプトプランのレビュー
- 2) 広告事業者との協議
- 3) 入札図書およびコンセッション契約の支援
- 4) PPPによるバス停・バスターミナル施設のリノベーション

実施主体： イララ区、PPP契約事業者

2015年11月から12月にかけて開催された複数回の事務局会議において、パイロットプロジェクトとして、PPPを活用したCBD内バスターミナル改善事業の実施可能性を協議した。その結果、CBDを管轄するイララ区は本プロジェクトのフェーズ1で作成されたディスカッションペーパーをレビューし、パイロットプロジェクトとして実施可能か検討することとなった。

<プロジェクト4にかかる活動>

- 広告事業者との定期的な協議
- バス停の改善・管理のためのパフォーマンス・ベースド・コントラクト（案）の策定と民間事業者との協議
- イララ区の本プロジェクトにかかる事業計画・事業モデル策定支援の実施

<プロジェクト4にかかる成果と今後のための提言>

- 民間事業者がより参入しやすい事業計画と事業モデルの最終化

- 入札図書の最終化



図 11 現在のダラダラのバス停と他国の PPP によるバス施設の事例

【プロジェクト 5 CBD 内の交通流および駐車に対する施策、自転車レーンおよび歩行者道路整備】

目的： CBD 内の交通流の改善と NMT のための道路整備

- 内容： 1) CBD 内の交通流改善と駐車場整備の段階的实施
- 2) エコフレンドリーな移動機会の優先 (歩行者空間やサイクリング道の整備)
- 3) 歩行者にやさしい横断歩道の整備
- 4) 優先交差点の改良



実施主体： イララ区

＜プロジェクト 5 にかかる活動と成果＞

- RC が進める道路美化プロジェクトとの協力のための支援
- アスカリモニュメント・ラウンドアバウトの改良支援 (アイランドの撤去、横断歩道のマーキング)
- 道路マーキングと街路灯の導入支援
- BRT プロジェクトと連携した CBD 交通流改善の完全実施

活動 [5]: 研修の計画・実施・評価

本プロジェクトの成果 3「目的に応じた様々な研修を通じて、都市交通問題に対する技術対応能力が強化される」は、当初予定の通り実施された。

活動概要は下記の通りである。

- 1) 専門家チームは質問票形式のトレーニングニーズ調査を実施した。

- 2) トレーニングニーズ調査結果を基に、研修計画案を作成、事務局会議で協議を行った。
- 3) 社会経済指標(2002年および2012年人口センサス、GIS形式のエニューメレーション境界等)等のデータを統計局から収集し、また、土地利用計画草案を含む Dar Development Plan 関連データを MLLHSD から収集した。
- 4) 事務局会議での協議の上、NIT と Ardhi 大学を研修トレーナー (TOT 対象) に決定した。NIT および Ardhi 大学は、TOT 実施後、実際の研修では講師として参加し、その他の事務局メンバーは研修員として参加することとなった。
- 5) 研修計画に基づき、集中研修を 2016 年 12 月までに合計 9 回実施した。一連の研修に参加したカウンターパートのスキルレベルと理解度をモニタリング・評価するために研修内容の評価とスキルテストを各回の研修内で実施し、その結果を評価レポートとして取り纏めた。
- 6) 上記 5) で記した集中研修内容をさらにとりまとめ都市交通に係る一連のスキルを習得するためのカリキュラムを作成し、その内容が ERB(Engineering Registration Board)に承認された。このカリキュラムに基づいた 2 つの ERB 公認研修⁵を 2017 年 8 月に実施し、ERB に登録している参加者は ERB より Certificate が出された。この研修にあたっても集中研修同様、NIT および Ardhi 大が講師を務めることができたことから、都市交通計画の教育機関である NIT および Ardhi 大への指導者レベルの技術移転ができたと考えられる。
- 7) 都市交通計画の指導マニュアルとして活用できるよう「Guide Book for Urban Transportation Planning」を NIT および Ardhi 大と作成した。このマニュアルは、今後 NIT および Ardhi 大の交通計画コースで実際の授業に活用される予定である。
- 8) 第三国研修を 2016 年 6 月に南アフリカ共和国ケープタウン市において、また 2017 年 7 月にインドネシア国ジャカルタ特別州にて実施した。第 1 回のケープタウン市においては、一部事務局および協議会メンバーを対象に、ケープタウン市の都市交通問題を把握し、BRT を中心とした公共交通利用活性化にかかる政策や関連プロジェクトを学ぶことを目的に実施した。第 2 回のジャカルタ特別州においては、ステアリングコミティメンバーから研修員を選定し、公共交通指向型の都市交通計画事例と関係機関の連携について学んだ。

活動 [5-1]: 現状調査およびトレーニングニーズアセスメントの実施

交通セクターに関わるカウンターパート機関の日々の業務に関わるニーズを把握するために、トレーニングニーズアセスメントを実施した。調査実施においては、事務局会議にて挙げられた日々の業務を実施する上での技術的課題を考慮し調査票を作成し、事務局メンバーに対し調査を実施した。トレーニングニーズアセスメントの結果から、1) 事務局メンバーの業務内容と責任範囲、2) 過去に参加実績がある各種研修、3) 業務を行う上で要求されるキャパシティと実際のキャパシティとの乖離、4) 事務局メンバーが期待する研修内容について把握することができた。

このトレーニングニーズアセスメント結果から事務局メンバーには、交通計画策定にかかる研修に強いニーズがあることが認識でき、これに基づき専門家チームは交通計画に重点を置

⁵ 「Transport Analysis and Demand Forecast (4日間)」および「GIS for Transport Planning (4日間)」の 2 コース

いた研修計画を策定した。また、専門家チームは、TOT の適用、円卓会議形式の討論、ワークショップ／集中研修、第 3 国研修を含めた研修方法を準備した。

表 3 都市交通計画にかかる技術研修方法

	Training of Trainers (TOT)	Round Table Discussion (RTD)	Workshop/ Intensive Training Course	External Training (ET)
Target Group	Academic/ Research Institute Personnel (Core members: 2 – 3)	Planning/ Engineering Department Staff (Secretariat members: about 20 persons)	Planning/ Engineering Department Staff (Open to stakeholders)	Planning/ Engineering Department Staff (Secretariat and Steering Committee members)
Activity	<ul style="list-style-type: none"> To discuss and do activities step by step with JICA experts To share knowledge and technique with TWG members To facilitate and make a lecture in workshop and training courses 	<ul style="list-style-type: none"> To discuss specific topics in round table discussion facilitated by core members in secretariat meeting (1 – 2 hour) 	<ul style="list-style-type: none"> To have a lecture in workshops facilitated by core members and JICA experts (Half day and/or a few days seminar) 	<ul style="list-style-type: none"> To visit cities of overseas countries and learn practical examples of transport planning and infrastructure development
Venue	<ul style="list-style-type: none"> CUPID project office NIT/ Ardhi University seminar room 	<ul style="list-style-type: none"> DCC meeting room 	<ul style="list-style-type: none"> NIT/ Ardhi University seminar room Other conference facility 	<ul style="list-style-type: none"> Cities in Japan Cities in the third country

活動 [5-2]: 研修カリキュラムと評価方法の開発

活動 [5-1]で準備された研修計画は、事務局会議にて協議の上、合意を得た。研修は一般的な交通計画の各ステップ別に計画した。研修の概要は、1) データ収集および交通調査、2) GIS による現状分析、3) 交通需要予測、4) 道路網計画のアセスメントと更新、5) プロジェクトの優先順位付けで構成されている。

各研修時には終了時スキルテストに加え、研修内容について 5 段階で自己レベル評価を客観的に評価し、これらの 2 つの評価指標は、研修レポートとしてとりまとめた。自己評価の 5 段階は下記の 5 つである。

レベル 1：他者の助けやマニュアルの助けを借りても解決できない

レベル 2：他者の助けや他者との協働、またマニュアルを見ながらであれば解決できる

レベル 3：全てにおいて助けはらない、時折、他者の助けやマニュアルが必要である。

レベル 4：自分自身でほぼ解決できる。

レベル 5：他者を教えることができる。

活動 [5-3]:研修の実施

活動 [5-4]:能力強化到達レベルの評価

(1) 集中研修の実施

事務局会議において協議の上、研修実施スケジュールを合意した。1 年次においては、事務局

メンバーは、都市交通計画にかかる基礎的知識とスキルの習熟、2年次以降においては、1年次で得たスキルを基に、実践的かつより高度な知識とスキルを得られるよう計画した。各研修時には終了時スキルテストに加え、研修前後の自己レベル評価を研修員自身が行い、研修参加者のレベルに沿った研修を実施した。

本集中研修にあたっては、事務局メンバーの NIT と Ardhi 大に TOT を実施し、実際の集中研修は専門家の協力のもと NIT と Ardhi 大が講師を務めた。

なお、本集中研修を実施するにあたって、研修参加者には、使用教材とデータだけでなく、交通需要予測ソフトウェア「JICA-STRADA」、また GIS ソフトウェアとしてオープンソースソフトウェアの「QGIS」が配布された。

表 4 集中研修の実施

研修タイトル	日付	スキルテスト結果 (%)			参加人数
		Not good	Good	Very good	
1 Basic Knowledge of GIS	9-10 Jul. 2015 (2 days)	0	22	78	16
2 Master plan development and transport surveys training.	16-17 Sep. 2015 (2 days)	14	14	71	15
3 Situation Analysis using GIS (1)	29-30 Sep. 2015 (2 days)	0	50	50	11
4 Demand Forecast and Project Evaluation (1)	2-3 Dec. 2015 (2 days)	13	38	50	13
5 GIS data editing	14-15 Dec. 2015 (2days)	0	25	25	11
6 Demand Forecast and Project Evaluation (2)	2-3 Mar. 2016 (2days)	-	-	-	11
7 Situation Analysis using GIS (2)	9-10 May 2016 (2days)	0	17	83	11
8 Demand Forecast and Project Evaluation (3)	4-5 Jul. 2016 (2days)	-	-	-	14
9 GIS Analysis and Demand forecast model development	6-7 Dec 2016 (2days)	0	60	40	10

(2) 第三国研修の実施

1) ケープタウン研修

南アフリカ共和国ケープタウン市において、2016年7月に一部事務局および協議会メンバーを対象に第三国研修を実施した。研修の目的は以下の通りである。

- 協議会・事務局メンバーがケープタウンの都市交通政策やプロジェクトを理解し、ダルエスサラームの都市交通問題の解決に資するプロジェクトを立案すること（特に BRT や NMT を交通ネットワークの柱にした公共交通計画づくりと実施方法）
- 協議会・事務局メンバーがケープタウン市・交通局他の所掌事項と権限、予算の流れ等を理解し、ダルエスサラームの都市交通関係機関が調整機能を発揮するための具体策を実施すること
- 二都市間の都市交通関係者の連携を高めること

ケープタウンにおける研修実施概要と実施スケジュールを下記に示す。

- コースの名称：第三国研修（英語名：Cape Town Study Tour）
- 研修期間：2016年6月12日～19日

- 研修員人数：21名（うち専門家チーム2名含む）

表5 ケープタウン第三国研修 実施プログラム

日付	研修内容	
June 2016	AM	PM
Sun.: 12th	Mobilization (Dar es Salaam to Cape town)	
Mon: 13 th	Site Visit 1: Understand Cape Town City	Hotel Session 1: Introduction to Cape Town and Transport Authority (TCT) Site visit 1: CBD walk-around hosted by ODA Consultant Nico McLachlan to view transport integration in PM peak hour
Tue: 14th	Site Visit 2: MyCiTi Phase 1 (BRT TO1 to Table View connecting to MyCiTi feeder to Big Bay)	Hotel Session 2: UCT Herrie Schalekamp – Key lessons from BRT, costs, moderation and operator structure.
Wed: 15 th	Site visit 3: MyCiTi Phase 2 (intermediate) Route D01 /D02 to Khayelitsha	Hotel Session 3: Transport System Planning & Modelling Manager – Planning of Feeder routes and intermediate phase 2 routes
Thu: 16th	Hotel Session 4: Findings, Applicability and adaptability to Dar es Salaam	Site visit 4: Trip to Camp Bay, Houts Bay (end of My Citi line) and Simonstown
Fri.: 17th	Hotel Session 5: BRT financial performance, subsidy issues, fare collection, engagement with daladala for public transport improvement. Streetwise Parking Solutions: Overview of parking management technology used in Cape Town	Hotel Session 6 (Closing session): The prospect of hybrid transport systems – experience in Africa, current research projects.
Sat. 18 th	Site visit 5: Public transport connection facilities in Cape Town city	Free time
Sun. 19th	Demobilization (Cape town to Dar es Salaam)	

2) ジャカルタ研修

2017年7月にインドネシア国ジャカルタ特別州において、高官レベルである協議会メンバーを対象として第2回第3国研修を実施した。研修の目的は以下の通りである。

- ジャカルタ特別州が実施している BRT サービスの拡大や建設中の MRT・LRT 等との公共交通機関の連携・統合による公共交通サービスの改善事例や昨年設立されたジャカルタ首都圏都市交通庁の設立事例と教訓を共有することにより、ダルエス市の都市公共交通計画や関係機関間の連携を促す
- 意思決定レベルの研修員が統合公共交通計画のためのポリシープランニングの知識を得ること

ジャカルタ特別州における研修実施概要と実施スケジュールを下記に示す。

- コースの名称：ダルエスサラーム都市交通改善能力向上プロジェクト第三国研修（ジャカルタ）（英語名：Jakarta Study Tour）
- 研修期間：2017年7月18日～28日
- 研修員人数：8名（専門家チーム2名含む）

表 6 ジャカルタ特別州における第三国研修 実施プログラム

Day	日付 (Y2017)	研修内容			
		AM		PM	
1&2	18 th /19 th July	Travel to Jakarta		Arrival in Jakarta (EY474, 15:00)	
3	20 th July (THU)	<Session 1> Lecture and Discussion: Current situation of urban transport in Jakarta metropolitan area (by JICA-CUPID and JICA-JUTPI Expert Team)		<Session 2> Transport Planning & Budgeting system for Implementation of plans/ Lessons learned from Experiences of JKT transport planning & implementation (Jakarta Province, Planning Dept.)	
4	21 st July (FRI)	<Session 3> Roles and Function of BPTJ (by BPTJ: Coordination agency for urban transport in Jakarta metropolitan area)		<Session 4-1> Roles & Functions of Transport Dept (Dept. of Transport, Jakarta Prov.)	<Session 4-2> Site Visit: Center for Area Traffic Control System (ATCS)
5	22 nd July (SAT)	<Session 5> Site visit Satellite City Development with Railway sta. area Development (by SinarMas, provate developper of BSD: Bumi Serpong Damai)		Free time	
6	23 rd July (SUN)	Free time		<Session 6> City Tour (BRT terminal connection with Commuter railway Sta. at Kota Station area)	
7	24 th July (MON)	<Session 7> Roles and Function of Commuter rail company (PT. KAI Commuter Jabodetabek)	Site Visit : Commuter rail ride (Djuanda -Kota Sta.)	<Session 8> Discussion: Lessons Learnt from Study tour and wayforward to establishment of DUTA (1)	
8	25 th July (TUE)	<Session 9> Discussion: Lessons Learnt from Study tour and wayforward to establishment of DUTA (2)		<Session 10> BRT operation center and BRT Operation, plans & Funding, etc. (PT. TransJakarta)	
9	26 th July (WED)	<Session 11> Coordination among cities and central government in Jakarta Metropolitan area (by Planning Dept.& Transport Dept. Depok city)		<Session 12> Improving the Transport system in Greater Jakarta and History to develop Coordination agency for urban transport in Jakarta metropolitan area (by CMEA – Coordination Ministry of Economic Affairs)	
10	27 th July (THU)	<Session 13-1> Implementation of MRT development: (by PT. MRT Jakarta)	<Session 13-2> Site visit (MRT construction site)	Discussion and Closing	Mobilization to Airport
11	28 th July (FRI)	Travel to Dar (EY471, 00:10)		Arrival in Dar	

現在、BRT サービスの拡充だけでなく、MRT、LRT およびモノレールの導入を同時に進め、また都市内への新たな自動車交通流入抑制策の導入も実施しているジャカルタの取り組みは、参加者にとって非常に有用であった。また、今回訪問した各インドネシア側関係機関が現在までの取

り組みを失敗も含め共有したことがダルエス側参加者にとって大きな興味となりより議論が活発なものとなった。

以上に加え、ダルエス側で設立を検討している DUTA に係る知見として、インドネシア側より昨年設立した BPTJ（ジャカルタ首都圏交通庁）設立までの経緯や設立後の 이슈などが「タ」国の政府高官レベルに共有された。今回の研修参加者は全員意思決定レベルであったが、参加者間でより具体的な協議が行われ、DUTA 設立に向け今後とるべきアクションの方向性が導かれ共通認識を持てたことは大きな成果と考えられる。

活動 [6]:DUTA 設立と自立発展性確保のための行動計画（案）の作成並びに提言

3 年間の活動結果を踏まえて、DUTA に代わる機関・システムが自立発展するために必要なアクションプラン及びモニタリングプラン（案）を策定した。同案を第 4 回協議会において説明し、承認を得た。同案については、「第 5 章 上位目標の達成に向けての提言」に詳述する。

活動 [7]:PDM のエンドラインデータの収集

プロジェクト終了時において、PDM 指標データを収集し、プロジェクト目標、成果の達成度を計測する。プロジェクト目標、成果の達成度については「第 4 章 プロジェクト目標の達成度」に詳述する。

活動 [8]:プロジェクト業務完了報告書の作成

3 年間のプロジェクト全体の活動内容につき、その成果、課題、教訓等を含めプロジェクト業務完了報告書に取りまとめた。プロジェクト終了前に第 4 回協議会を開催し、同報告書の内容を報告した。

第 3 章 プロジェクト実施運営上の課題・工夫・教訓

3.1 調整機能の持続性の担保

本プロジェクト期間中に、新大統領の就任とそれに伴う政策の方針転換（既存組織の解体等による政府のリカレントコストの削減と新たな組織設立への抵抗、DUTA のオーナーシップが PO-RALG から MOWTC に移管）があり、こうした外部要因により、DUTA 設立は実現できず、かつ当初の活動計画から大幅な遅れが生じた。プロジェクト終了後も調整機能を持続するために、専門家チームおよび協議会・事務局メンバーはプロジェクト期間を 1 年残したところで、出口戦略について協議を行い、関係機関の合意形成を図った。

- 事務局メンバーとの協議の結果、既存の調整機関である州道路会議に DUTA の機能の一部を移管し、プロジェクトレベルのモニタリングや関係省庁や実施機関への勧告を行いながら、関係機関の調整を行うことが望ましいとの結論に至った。同案については、州道路会議の座長である RC および事務局である RAS と協議を行い、既存の州道路会議法の職掌を逸脱するものではないことを確認し、基本合意を得た。

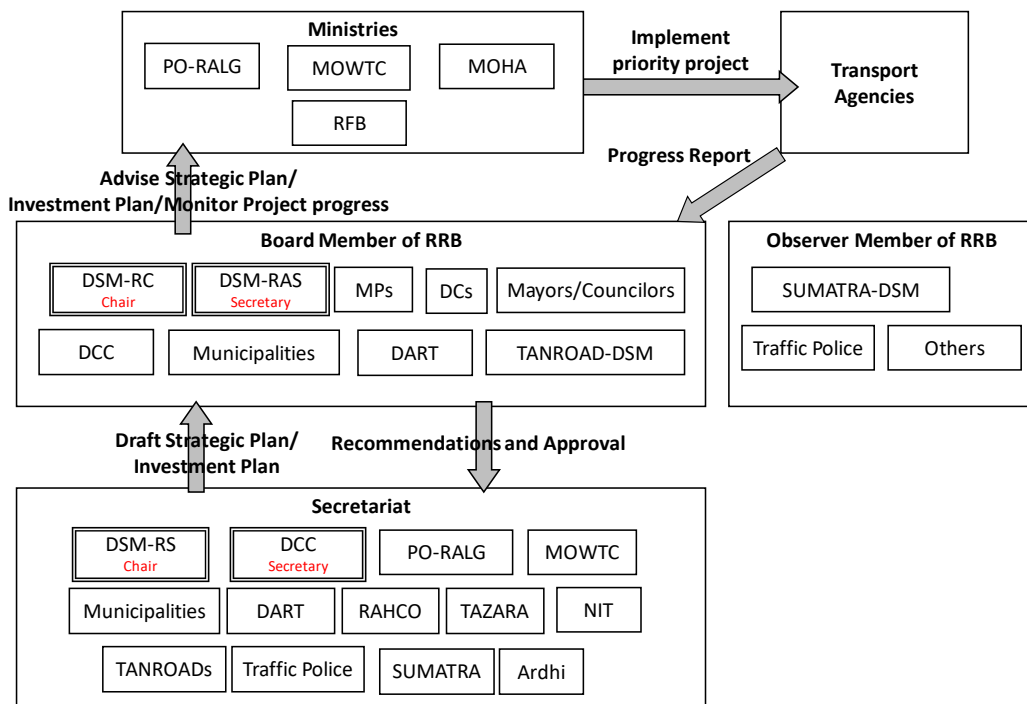


図 12 州道路会議組織構成案

- 協議会メンバーとの協議の結果、MOWTC 傘下に協議会を組織（MOWTC 事務次官が座長）し、同協議会が関係機関の調整機関として機能させる方向で意見調整が図られた。同案については、第 4 回協議会において議論され、MOWTC 代表者から MOWTC が協議会設立とその運営の責務を負う用意があることが表明された。
- 同協議会で、専門家チームや出席者から州道路会議および協議会の双方が調整機能を担うことは相反せず、州道路会議は根拠法に従ってプロジェクトレベルの調整を行い、協議会

は政策レベルの調整を行うことで、相互補完ができることが確認された。

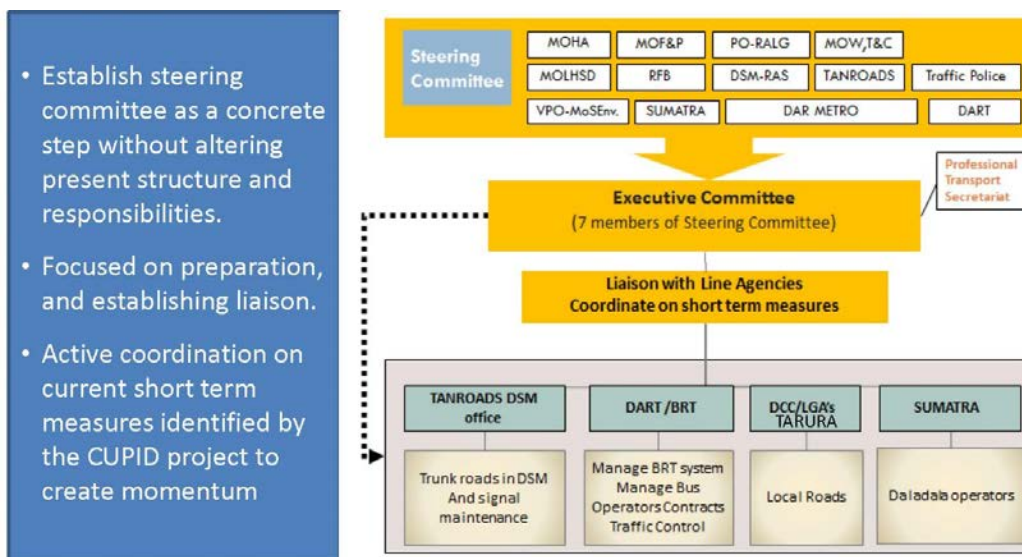


図 13 協議会組織構成案

3.2 PDCA の主流化・制度化

パイロットプロジェクトのエンドライン調査の一貫として、専門家チームとパイロットプロジェクトの実施機関の協議会および事務局メンバーは、パイロットの実施の有無とその影響に係るヒアリング調査を行った。調査の結果、パイロットの実施の有無は以下の 6 つの条件のうち複数の条件が成立すると実施されるとの結論に至った。

(条件 1) 政策や開発戦略が承認され、かつその政策が投資計画に反映されている

(条件 2) 政策や開発戦略が関係機関で統合・モニタリングされている

(条件 3) プロジェクトが政策に沿って計画されている

(条件 4) 政策・戦略・計画の実施機関のオーナーシップが高い

(条件 5) 実施機関はプロジェクトの成果を内外に報告する義務がある

(条件 6) プロジェクトの計画・実施に際して幅広い関係者の参加を得ている

次表にパイロットプロジェクトの実施の有無と各条件の有無を整理する。

表7 パイロットの実施の有無と条件

	In line with Development Agenda	Owner of Planning/ Design	Obligation to Report	Wide stakeholder/ private Involvement	Result
1. Samora Avenue Renovation	N	Y (JICA/Ilala/DCC)	N (JICA)	Y (JICA)	B (JICA section completed)
2. Parking Management Scheme	Y (Strategic Plan)	Y (DCC/JICA)	Y (Council, Internal audit, Board)	Y (Public/Private)	A (Pilot completed by DCC)
3. Public Transport Improvement Program	Y (Strategic Plan)	Y (SUMATRA/Private/JICA)	Y (Board, Internal audit, Report to PS)	Y (Private/Daladala operators)	A (Pilot completed by SUMATRA)
4. Bus Terminus Improvement	N	Y (JICA)	N	Y (Private)	C (Only Planning)
5. CBD Traffic Circulation Improvement Project	Y (Street Beautification by RC)	Y (Ilala)	N	N	B (Partially by Beautification Project)
6. Traffic Control	N	N	N	N	D (Not implemented due to on-going initiatives by Tanroads/DART)
7. Park and Ride	N	N	N	N	D (Not implemented)

以上の結果から、ダルエス市において実施機関が PDCA を制度化する上での課題を以下に整理する。

- 国レベルでは、既に政策及びプロジェクトレベルで PDCA サイクルが機能しており、結果的に実施機関に政策・戦略の優先プロジェクトの実施を促し、調整機能が確保されている。具体的には、National Transport Policy とそれを実現する Transport Sector Investment Plan を関係省庁が承認し、同 Investment Plan に従って実施機関がプロジェクトを実施する。また政策・戦略の進捗は Sector Review で毎年モニタリングされ、かつプロジェクトの進捗は州道路会議、内部監査、本省・議会報告等で報告・モニタリングされている。
- 一方で、地方レベルでは、特に政策・戦略レベルの PDCA が機能していないため、結果的に各実施機関が独自の戦略に従い、優先プロジェクトを実施するため、実施機関の間での調整を図ることが難しい。

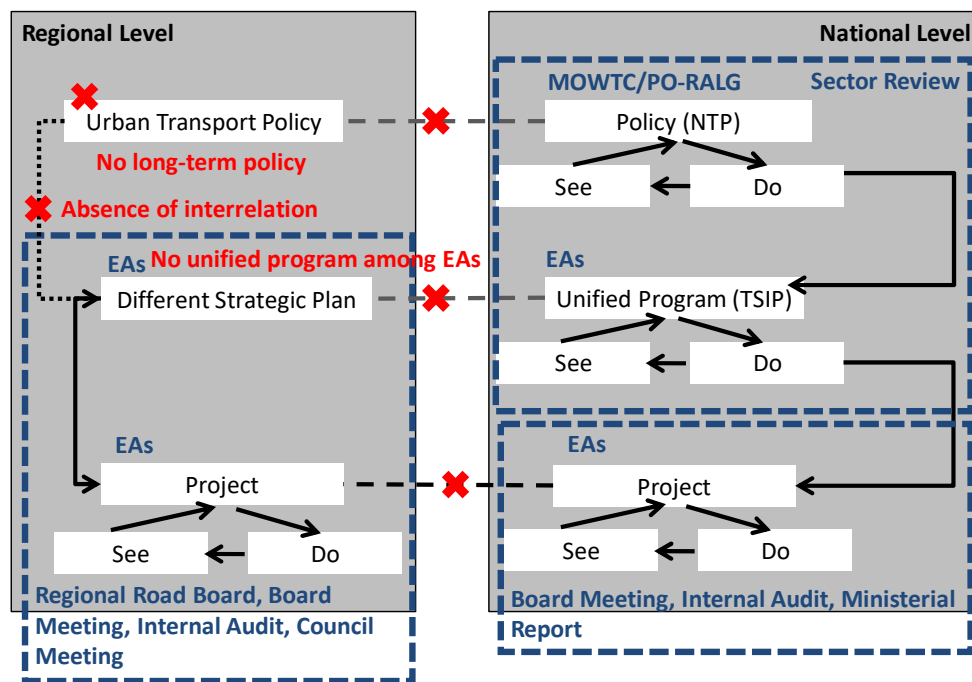


図 14 政策およびプロジェクトレベルでの PDCA の現状

そこで、国レベルの政策からプロジェクトレベルに至る一貫した PDCA と同様の仕組みを地方で構築することを提案する。具体的には以下のツール、制度、条件を満たすことが必要である。

(1) ツール

都市交通政策および戦略を関係省庁が策定し、承認する。同政策・戦略の実施計画として中期投資計画（5 年投資計画）を策定し、実施機関の予算計画に反映し、プロジェクト間の調整を図る。

(2) 制度

国レベル同様に、都市交通政策および戦略、投資計画の実施状況を Sector Review でモニタリングし、必要に応じて実施機関に勧告する。プロジェクトの進捗モニタリングは従来通り、州道路会議で外部モニタリング、必要に応じて実施機関に勧告し、また各実施機関は従来通り、内部監査を行う。

(3) 条件

上記の都市交通政策および戦略の策定・承認やモニタリングの制度化には、それらの受け皿となる調整機関が必要である。現状 DUTA が存在しないため、受け皿となる機関は既存の州道路会議や MOWTC 傘下に組織される予定の協議会である。また、この受け皿の組織を運営する資金やプロジェクトを実施するための開発予算も必須である。

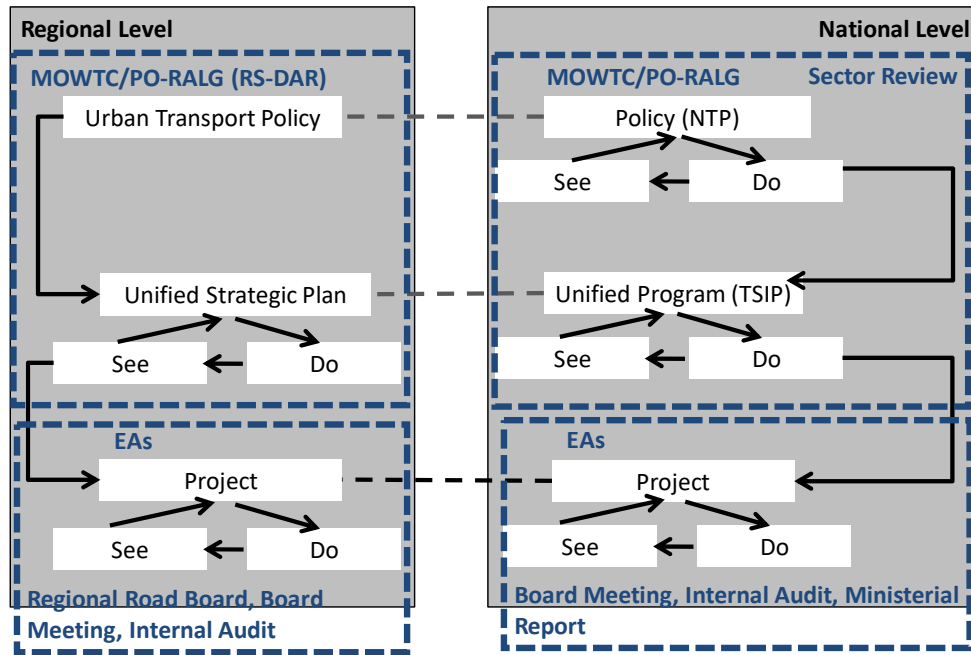


図 15 政策およびプロジェクトレベルでの PDCA の提案

3.3 成果のロールアウト

本プロジェクト期間を通じて、プロジェクト終了後のプロジェクト成果の持続性を高め、かつ成果を他地域や事務局以外のメンバーにロールアウトするために、以下の対応を行った。

- 成果 2 ではパイロット地区での交通改善を目的にパイロットプロジェクトの実施を支援した。プロジェクト終了後に他地域に成果をロールアウトするために「ダルエスサラーム街路デザインガイド」を作成・改定し、RAS および TARURA Regional Coordinator の承認を得て、同ガイドラインを出版し、TANROADS、TARURA、LGAs 等に配布した。
- 成果 3 では交通計画にかかる能力が事務局メンバーに限られていた。成果 3 の持続性を高めるために、1) NIT と Ardhi 大学の講師が研修の講師として参加し、2) 同研修を ERB に登録し、各大学が研修を実施するインセンティブを高め、かつ 3) 研修の成果を「都市交通計画ガイドブック」として出版した。



3.3 Carriageway and On-street Parking

- Carriageway width of urban streets should be separately considered with the design standards for inter-city trunk roads.
- Provision of on-street parking space may be necessary to be considered depending on the necessity and availability of space.

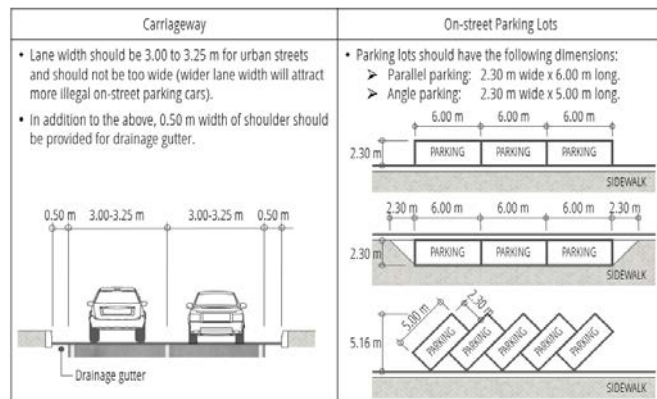
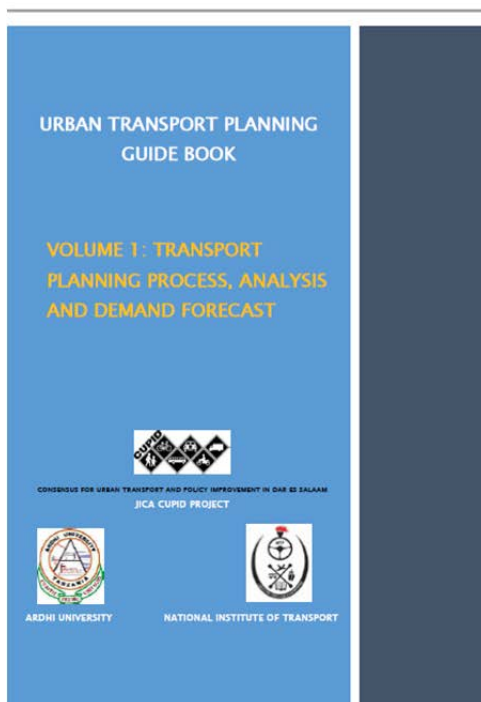


図 16 ダルエスサラーム街路デザインガイド



Teaching Manual for Urban Transport Planning

5.2 Demand Forecast

5.2.1 Demand Forecast Model

(1) Concept of Trip and OD Matrix

Four steps demand forecast model be based on the concept of "trip." Trip means a movement of people from certain place to another place with a purpose. Trip consists of two trip ends, namely, origin and destination. The trip has characteristics such as transport mode and trip purpose.

Figure 5.2 Image of Trip

Source: JICA Expert Team

In general, the trip is summarized by trip purpose due to building demand forecast model. A trip by trip purpose often consists of several transport modes from origin to destination of the trip, and it is representing a representative transport mode. A trip by representative transport mode is called "linked trip" because origin and destination are linked, and a trip by each transport mode is called "unlinked trip." For the transport modeling and future traffic demand forecast of current four steps demand forecast model be basically based on the "linked" trip by trip purpose and representative mode.

Figure 5.3 Image of Linked and Unlinked Trip

Source: JICA Expert Team

図 17 都市交通計画ガイドブック

第4章 プロジェクト目標の達成度

4.1 実績の確認

4.1.1 プロジェクト目標の達成度

本プロジェクト期間を通じて、合計36回の事務局会議、合計4回の協議会とステークホルダー会議が開催された。これらの会議は遅延なく当初想定通りに開催され、各メンバーが積極的に参加し、各種プロジェクトの計画・実施・モニタリングを行った。2015年8月の第2回協議会において7つのパイロットプロジェクトが承認され、プロジェクト期間を通じて、4つのパイロットプロジェクト⁶が実施（一部施行含む）され、また1つのパイロットプロジェクトが計画された。その間、協議会を通じてプロジェクトの進捗がモニタリング・報告されている。以上の結果、モニタリング指標の「70%の施策がプロジェクト終了までに実施機関の予算計画に計上される」のみならず、大半のプロジェクトは実施に繋がっていることからプロジェクト目標のモニタリング指標を満足する成果が得られたと判断される。

4.1.2 プロジェクト成果の達成度

(1) 成果1の達成度

本プロジェクト期間を通じて、合計4回の DUTA にかかるステークホルダー会議が開催され、協議結果を受けコンセプトペーパーが改訂され、DUTA 設立法が起草された。また、世銀と調整機関の必要性にかかる協議を重ね、本プロジェクト後に世銀プロジェクト⁷において DUTA 設立・運営の支援が継続して行われることとなった。本プロジェクト期間中に、新大統領の就任とそれに伴う政策の方針転換（既存組織の解体等による政府のリカレントコストの削減と新たな組織設立への抵抗、DUTA のオーナーシップが PO-RALG から MOWTC に移管）があった。こうした外部要因により、DUTA 設立は実現できず、かつ当初の活動計画から大幅な遅れが生じたものの、コンセプトペーパーや設立法案などが幅広い関係者との協議を経て作成されている。よってモニタリング指標の「初年度に DUTA 設立の法案が起草され、2年目以降に DUTA 設立のための活動が実施される」を概ね満足する成果が得られたと判断される。プロジェクト期間を通じた成果1の活動の概要を次表に整理する。

⁶ プロジェクト1: サモラアベニューにおける駐車場および歩道整備（実施済）
プロジェクト2: 駐車管理と駐車ポリシーの改善（実施済）
プロジェクト3: ダラダラ/バスサービスの改善（ビジネスモデル改善）（実施済）
プロジェクト4: CBD バスターミナル・歩行者施設の改善とバスベイの正しい利用法の強化（計画のみ）
プロジェクト5: CBD 内の交通流および駐車に対する施策、自転車レーンおよび歩行者道路整備（一部実施済）
⁷ Dar es Salaam Urban Transport Improvement Project（2018-2023）

表 8 成果 1 の活動の概要

成果 1	活動の概要
DUTA 設立に向けた協議会・事務局の調整能力が強化される	<p>事務局会議の定期開催（計 36 回）、協議会（4 回）の開催</p> <p>2014 年 12 月：第 1 回ステークホルダー協議（コンセプトペーパー協議）</p> <p>2014 年 12 月：第 9 回セクターレビューでの DUTA 進捗報告</p> <p>2015 年 8 月第 2 回ステークホルダー協議（コンセプトペーパーコメント対応協議）</p> <p>2015 年 12 月～：PO-RALG マネジメント会議</p> <p>2015 年 12 月～：世銀との DUTA 設立・運営支援にかかる協議</p> <p>2016 年 4 月：PO-RALG 世銀 3 者会議</p> <p>2016 年 6 月：PO-RALG AgPS 協議、RFB 協議</p> <p>2016 年 9 月：第 3 回ステークホルダー協議</p> <p>2016 年 10 月：PO-RALG、MOWTC での PS 協議</p> <p>2016 年 11 月：第 10 回セクターレビューでの DUTA 進捗報告、MOWTC マネジメント会議</p> <p>2016 年 12 月：JICA 理事 MOWTC 大臣表敬</p> <p>2016 年 12 月：DUTA オペレーションプラン、出口戦略協議（州道路会議における事務局・協議会機能の取り込み）、DUTA ワークグループ組織</p> <p>2017 年 2 月：出口戦略協議（事務局、RAS）</p> <p>2017 年 3 月：出口戦略協議（City Director、RAS、MOWTC 局長、SUMATRA 総裁等）、州道路会議での DUTA および出口戦略の報告</p> <p>2017 年 5 月：出口戦略協議（RC 協議*、WB 協議**、州道路会議に関する MOU 締結準備）、ドナー会合での DUTA 進捗報告</p> <p>*州道路会議における暫定的 DUTA 機能の取り込みについて基本合意</p> <p>**世銀次期プロジェクトにおける DUTA 設立・運営にかかる支援確定</p> <p>2017 年 8/9 月：PO-RALG・MOWTC マネジメントによる DUTA 関連文書確認、関係機関コメント徴収</p> <p>2017 年 9 月：第 4 回ステークホルダー協議、DUTA 関連文書コメント対応・最終化、州道路会議での進捗報告、MOWTC、州道路会議の調整機能強化にかかる MOU ドラフト</p>

(2) 成果 2 の達成度

プロジェクト期間を通じて、事務局会議を定期的で開催し、パイロットプロジェクトのコンセプトプランにかかる協議、実施機関によるパイロットプロジェクトのモニタリングが実施された。これらの成果を協議会で報告し、パイロットプロジェクトにかかる承認や勧告を得た。また、一部のパイロットプロジェクトの成果⁸は州道路会議あるいは本省への定期報告等の外部機関や各実施機関のマネジメント会議や財務協議会等の内部機関にも報告されていることを確認している。

⁸ プロジェクト 2（駐車管理と駐車ポリシーの改善）は DCC がマネジメント会議、財務協議会、PO-RALG に定期報告していることを確認。

プロジェクト 3（ダラダラ/バスサービスの改善（ビジネスモデル改善））は SUMATRA がマネジメント会議、MOWTC に定期報告していることを確認。

パイロットプロジェクト1（サモラアベニューにおける駐車場および歩道整備）では、ベースラインデータとエンドラインデータを調査して、パイロット地区の走行データ（走行速度、渋滞、利用者満足度等）を比較した結果、いずれのモニタリング指標も向上した。

従って、「事務局メンバーの実施機関がPDCAによるプロジェクトマネジメントサイクルを習得する」、「パイロット地区の走行データ（走行速度、渋滞、利用者満足度等）が向上する」を概ね満足する成果が得られたと判断される。プロジェクト期間を通じた成果2の活動の概要を下表に整理する。

表9 パイロット1（サモラ改良）のプロジェクト実施前後のモニタリング指標の比較

モニタリング指標	単位	実施前	実施後 (実績値)	実施後 (目標値)
自動車交通量	台/時	825	1,200-1,500	1,000
歩行者交通量	人/時	2,152	2,519	>2,150
歩道利用率	%	69%	99.9%	100%
違法駐車台数	台	54	0	0
路上駐車台数	台	13	27	22
歩行者満足度	%	58%	97%	70%
駐車場利用者満足度	%	26%	66%	50%
プロジェクトへの賛同	%	87%	97%	95%

表10 成果2の活動の概要

成果2	活動の概要
選定プロジェクトを通じて、協議会・事務局が計画・実施・モニタリング・評価等にかかる組織能力が強化される	事務局会議の定期開催（計36回）、協議会（4回）の開催 2014年12月～：個別実施機関ヒアリング（各実施機関の計画確認） 2015年3月：関係機関のロングリスト作成 2015年8月：第2回協議会におけるパイロットプロジェクトの承認 （以下、パイロットプロジェクト1：サモラ改良の活動概要） 2015年1～4月：パイロット実施計画案の策定・協議 2015年5～7月：サモラ改良計画案の策定・協議 2015年8月：協議会におけるパイロット実施計画の承認 2016年4月：JICAによるサモラ改良計画案の承認 2016年5、6月：詳細設計案、積算、見積検討 2016年7、8月：ステークホルダー協議等合成形成 2016年8月：MOU署名 2016年9月：ユーテリティ各社調整会議・現場視察、第3回協議会における進捗報告 2016年10月：入札準備

	2016年11月：入札図書配布・入札 2016年12月：入札・評価・契約（12月23日） 2017年1月：キックオフ・ミーティング、ユーテリティ各社調整会議・現場視察、プレスコンファレンス 2017年2月：工事施工監理（実施計画・安全計画策定、準備工・基礎工監理、週定例会開催） 2017年3～4月：工事施工監理（準備工・道路附帯工・歩道舗装工、定例会開催） 街路デザインガイド案作成・協議 2017年5～6月：街路デザインガイド案配布コメント徴収 2017年8月：街路デザインガイド案主要機関配布・説明（TARUA） 2017年9月：州道路会議での進捗報告 2017年10月：第4回協議会における成果報告 2017年10月：街路デザインガイド出版
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(3) 成果3の達成度

プロジェクト開始当初にトレーニングニーズアセスメントを行い、交通調査・需要予測・GIS解析・プロジェクト評価を柱とする研修計画を策定した。同計画に則り、プロジェクト期間を通じて合計9回の技術研修を行った。同研修で修了時に行ったスキルテストや研修評価の結果、57%の参加者（事務局メンバー）が研修の成果を実践で十分に活かせる能力、32%の参加者が研修の成果を概ねに活かせる能力に達したとの結果が得られた。

また、プロジェクト終了後の活動の持続性を高めるために、1) NIT と Ardhi 大の講師が研修の講師として参加し、2) 同研修を ERB に登録し、各大学が研修を実施するインセンティブを高め、かつ3) 研修の成果を交通計画ガイドブックとして出版した。

本成果のモニタリング指標「70～90%の事務局メンバーが交通計画にかかる実践的技術を獲得する」を十分に満たしていると判断した。

表 11 成果3の活動の概要

成果3	活動の概要
目的に応じた様々な研修を通じて、都市交通問題に対する技術対応能力が強化される。	2015年1月：ニーズアセスメントの実施 ～2015年4月 研修準備
	2015年7月：第1回技術研修（GIS概論）
	2015年9月：第2回技術研修（交通調査）
	2015年9月：第3回技術研修（GISデータベース構築）
	2015年12月：第4回技術研修（需要予測・基礎）
	2015年12月：第5回技術研修（GIS解析）
	2016年3月：第6回技術研修（プロジェクト評価）
	2016年5月：第7回技術研修（GIS解析）
	2016年7月：第8回技術研修（プロジェクト評価）
	2016年12月：第9回技術研修（需要予測・応用、GIS解析・応用）

	<p>(第三国研修)</p> <p>2016年6月：ケープタウン</p> <p>2017年7月：ジャカルタ</p> <p>(パイロットベースライン調査)</p> <p>2016年4月：パイロットベースライン調査 (サモラパイロット)</p> <p>2016年12月：パイロットベースライン調査 (交差点信号最適化)</p> <p>(ガイドライン・ERB登録)</p> <p>2016年12月：ERB講座登録準備</p> <p>2016年12月：交通計画ガイドブックドラフトにかかる事務局会議協議</p> <p>2017年1月：ERBによる技術研修登録承認</p> <p>2017年2/3月：ERB講座開催準備 (講座詳細計画、ブローシュア作成、NIT学長協議、研修員募集、講義資料最終化、TOT)</p> <p>2017年8月：</p> <p>第1回 ERB 講座開催 (GIS) (1日～4日)</p> <p>第2回 ERB 講座開催 (需要予測) (9日～12日)</p> <p>交通計画ガイドブック主要機関配布 (NIT、Ardhi)</p> <p>2017年8/9月：パイロットエンドライン調査</p> <p>2017年8月：交通計画ガイドブック協議 (NIT、Ardhi)</p> <p>2017年9月：ガイドブック最終化に向けたコメント対応</p> <p>2017年10月：交通計画ガイドブック出版</p>
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4.2 DAC 評価 5 項目による評価

(1) 妥当性

本プロジェクトの妥当性は高い。MOWTC が現在最終化を行っている「National Transport Policy (2016 年版)」では都市交通問題の解決の重要性について言及し、その解決策の一つに省傘下に都市交通調整ユニットを組織することが明記されている。また、日本の対タンザニア国別援助方針において、「タ」国における貧国削減および産業開発に寄与する、都市交通分野含めたインフラ開発が重点分野の一つに掲げられている。従って、本プロジェクトは「タ」国および日本の開発戦略に合致していると判断できる。

(2) 有効性

本プロジェクトの有効性は比較的高い。プロジェクト目標と成果1～3までの因果関係は非常に高い。DUTA 設立に向けた協議会・事務局の調整能力 (成果1)、パイロットを通じた計画・実施・モニタリング・評価等にかかる組織能力が強化 (成果2)、交通計画にかかる技術能力の強化 (成果3) は協議会・事務局の能力向上と適切な調整によるプロジェクトの実施 (プロジェクト目標) にいずれも欠かせない。上述した通り、成果1から成果3のモニタリング指標は概ね満足できるレベルに達している。特に、DUTA 設立に関しては本プロジェクト期間内での設立は実現できず、かつ当初の活動計画から実施の活動に大幅な遅れが生じたものの、コンセプトペーパーや設立法案などが幅広い関係者との協議を経て作成され、

かつ本プロジェクト後に世銀プロジェクトにおいて DUTA 設立・運営の支援が継続して行われることで、プロジェクトの有効性を担保していると判断される。

(3) 効率性

本プロジェクトの効率性は比較的高い。本プロジェクト期間を通じて、17 の多機関からなる協議会や事務局メンバーのプロジェクトに対するコミットメントが持続的に担保され、合計 36 回の事務局会議、4 回の協議会が定期的で開催されたことは特筆すべきである。また、カウンターパートの人的投入、日本側専門家の投入、プロジェクトの調達資機材、第三国研修等は計画的にかつその質・量・タイミングのいずれも満足できるレベルであった。特に、プロジェクト開始段階でカウンターパート機関によるパイロットプロジェクトの実施にかかる資金調達が困難になることが予想されたが、民間参入を促進⁹することで一部パイロットの実施に繋がった。

(4) インパクト

本プロジェクトのインパクトは比較的高い。特筆すべきは、本プロジェクトと同時並行してダルエス市の都市交通マスタープランの改定が行われていることである。本プロジェクトの開始当初、本プロジェクトで 2008 年に策定された都市交通マスタープランの予測を超える勢いで都市人口や自動車登録台数が増加していることが判明し、同マスタープラン改定の必要性を「タ」国側および日本側が共有した。そこで、本プロジェクトでは、都市交通マスタープランの改定のための TOR 案を事務局会議で協議し、その結果、同調査が採択され、2018 年 5 月までにマスタープランの改定が行われる予定である。同マスタープラン改定プロジェクトで提言される、都市交通政策・戦略や短中長期的な投資計画により、これらの実施を各関係機関に促す作用があり、より関係機関間の調整機能を強化することが出来ると判断される。

(5) 持続性

本プロジェクトの持続性は中程度である。上述した通り、本プロジェクトは「タ」国および日本の開発戦略に合致しており、制度面での持続性は高い。また、調整機能強化の出口戦略として MOWTC 傘下での協議会設置および運営、州道路会議の継続運営が合意されたものの、DUTA の設立は世銀が継続して支援することになっており、組織面での持続性は中程度と判断される。また、協議会・事務局の運営にかかる費用は最小限であり、かつ州道路会議はこれまで自国資金で定期的で開催されており、財源面での持続性は比較的高い。また、プロジェクト期間を通じて、NIT および Ardhi 大学が都市交通計画にかかる研修に参画し、既に ERB により同研修が登録される等研修実施機関としての能力を十分に備えており、技術面での持続性は非常に高い。

⁹プロジェクト 2 (駐車管理と駐車ポリシーの改善) では、駐車料金収受にかかり民間委託業者 4 社が参入、更に駐車料金収受システム (POS システム) を導入

プロジェクト 3 (ダラダラ/バスサービスの改善 (ビジネスモデル改善)) では、民間資金で運賃収受システムをパイロット導入、またダラダラの民間オペレータがパイロットに参加

プロジェクト 4 (バスターミナル・バス停施設の改善) では民間広告会社の資金で施設整備をすすめるべく、関係者と協議を進めた

第 5 章 上位目標の達成に向けての提言

5.1 上位目標達成の見込み

第4章に詳述した通り、本プロジェクトのプロジェクト目標、成果は概ね達成され、また DAC 評価5項目による評価においても、プロジェクトの妥当性、有効性、効率性、インパクトは概ね高いと判断された。よって、専門家チームおよび一部事務局メンバー（DCC）による合同評価チームは、以下の「タ」国側への提言が実施された場合、本プロジェクトの上位目標である「走行データ（走行速度、渋滞、利用者満足度等）の向上」は、プロジェクト終了3年後の2020年の事後評価時に達成される見込みが高いと結論づけた。

5.2 「タ」国側への提言

本プロジェクトで得られた教訓から、合同評価チームは多岐に跨る関係機関の調整機能を高めるために、以下の提言を行う。

- 現在 JICA が実施中の都市交通マスタープラン改定プロジェクトで提言される都市交通政策案をもとに、ダルエス市の都市交通政策を策定し、関係省庁が承認すること（MOWTC / PO-RALG）
- 同様に、現在 JICA が実施中の都市交通マスタープラン改定プロジェクトでの提言をもとに、都市交通戦略およびそれを実現するための中期的な投資計画を策定し、関係省庁がそれらを承認すること（MOWTC / PO-RALG）
- これらの投資計画での優先プロジェクトに従い、各実施機関がプロジェクトの調査・計画および実施を促進すること（各実施機関）
- 関係省庁やその傘下の実施機関による Joint Sector Review を組織、定期的で開催し、都市交通政策・戦略や投資計画の進捗を Joint Sector Review でモニタリングし、必要に応じて実施機関に勧告すること（MOWTC / PO-RALG）
- 各実施機関が実施するプロジェクトは継続して、内外部のモニタリングあるいはアドバイザー機関にその進捗を報告し、必要に応じて勧告を受けること（州道路会議、各実施機関）

5.3 日本側への提言

上述した「タ」国側への提言を着実に実施するために、専門家チームは以下の提言を行う。

- 現在 JICA が実施中の都市交通マスタープラン改定プロジェクトで提言される都市交通政策・戦略案および投資計画案を検討する際には、関係省庁である MOWTC および PO-RALG と意見調整（可能な範囲で合意形成）を行うこと
- 都市交通マスタープランもしくは都市交通政策および投資計画の承認、DUTA の設立、既存の調整機関（MOWTC 傘下の協議会、州道路会議）の運営を着実に実施するために、必要に応じて政策アドバイザーを追加派遣すること

5.4 上位計画を達成するためのアクションプランおよびモニタリングプラン

上述した「タ」国側への提言をもとに、上位計画を達成するために調整機能の更なる強化と着実かつ効果的に交通改善に資するプロジェクトの実施を関係機関に促すために、アクションプランおよびモニタリングプランを提案する。

5.4.1 アクションプラン

アクションプランの作成にあたり、以下の条件を考慮した。

- 現在 JICA が実施中のダルエスサラーム都市交通マスタープラン改定プロジェクトは 2018 年第 2 四半期に完了する予定である。その後、関係省庁は同マスタープランをガイダンスとして、都市交通政策および中期投資計画を策定する。
- 世銀は Dar es Salaam Urban Transport Improvement Project で DUTA の設立支援を行う予定である。同プロジェクトの審査報告書（2017 年 2 月）によると、同プロジェクトは 2018～2023 年の実施期間中に 2021 年時点で DUTA が設立されることを想定しており、関係省庁はそれ以前に DUTA の設立法を国会で通過させる必要がある。

以上の条件をもとに、調整機能の更なる強化のためのアクションプランとその実施スケジュールを下表に整理した。

表 12 調整機能の更なる強化のためのアクションプラン

	17	2018				2019				2020				2021				2022				
	4Q	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	
1. Development of Draft Urban Transport Policy																						
2. Development of Unified Urban Transport Strategic Plan/Investment Plan																						
3. Approval of Policy/Strategic Plan/Investment Plan																						
4. Setting up institutional framework (e.g., Steering Committee/RRB)																						
5. Joint Sector Review																						
6. Internal/External Audit (e.g., RRB, Council/Ministerial Report)																						
7. Legislation of DUTA																						
(JICA Urban Transport Master Plan Review Study)																						
(WB Dar Urban Transport Improvement Project)																						

5.4.2 モニタリングプラン

上述したアクションプランをもとに、モニタリングプランを作成し、各活動の実施機関、実施完了予定日、モニタリング指標およびその入手先を明示した。プロジェクト終了3年後の2020年末に同モニタリングプランをもとに事後評価が行われることを想定する。

表 13 調整機能の更なる強化のためのモニタリングプラン

Tasks	Responsible agency	Expected Completion Date	Monitoring Indicator/Means of Verification
1. Development of Draft Urban Transport Policy	MOWTC/PO-RALG	3 rd Quarter 2018	Draft Urban Transport Policy
2. Development of Unified Urban Transport Strategic Plan/Investment Plan	MOWTC/PO-RALG/EAs	3 rd Quarter 2018	Draft Mid-term Investment Plan
3. Approval of Policy/ Strategic Plan/Investment Plan	MOWTC/PO-RALG	1 st Quarter 2020	Approved Urban Transport Policy and Mid-term Investment Plan
4. Setting up institutional framework (e.g., Steering Committee/RRB)	MOWTC/PO-RALG/RS-Office	4 th Quarter 2018	
5. Joint Sector Review	MOWTC/PO-RALG	1 st Quarter 2019 – Onward (Twice a year)	Sector Review Report Minutes of Meetings
6. Internal/External Audit (e.g., RRB, Council/Ministerial Report)	RS-Office/EAs	1 st Quarter 2019 – Onward	Progress Report (RRB) Annual Budget Plan (EAs) Council/Ministerial Report (EAs)
7. Legislation of DUTA	MOWTC/PO-RALG	4 th Quarter 2020	Approved Concept Note/Operation Plan Approved Establishment Bill Approved Cabinet Paper

本編 添付資料

ANNEX 1: Results of the Project

Annex 1-1: Dispatched Expert (Plan/ Actual)

Annex 1-2: List of Counterparts

ANNEX 1-2: Results of the Project List of Counterparts

LIST OF JCC MEMBERS

NAME	POSITION	INSTITUTION
Eng. Mussa Iyombe	Permanent secretary	PO-RALG
Dr. Mukuki Hante	Director of Urban Development	PO-RALG
Ms. Fatima Kiongosya	Commisioner for Planning	Ministry of finance
Dr. Leonard Chamuriho	Permanent secretary (Transport)	MOWTC
Mr. Ven Ndyamukama	Director of Roads Department	MOWTC
Mr. James Lugaganya	Director of Policy and Planning Division	Ministry of Home Affairs
Mr. Johnson Nyingi	Director of Government Business	PO-RALG
Eliud Nyauhenga	Road Funds Manager	Road Fund Board
Dr. Gabriel Migire	Director of Policy and Planning Department	MOWTC
Prof. John M. Lupala	Director of physical planning	MLHHSD
Siporah J. Liana	City Director	DCC
Msongela N. Palela	Municipal Director	IMC
Aron T. Kagurumjuli	Municipal Director	KMC
Nassib Mbagu	Municipal Director	TMC
John Lipesi Kayombo	Municipal Director	UMC
Stephen Katemba	Municipal Director	KGMC
Julius Ndyamukama	Regional Manager	TANROAD
Ronald Lwakatare	Chief Executive	DART
Zacharia Mganilwa	Rector	NIT
Gilliard Ngewe	Director General	SUMATRA
Fuad Abdallah	Regional General Manager	TAZARA
Mr. Massanja Kadogosa	Director General	RAHCO
Prof. E. Liwa	Vice Chancellor	ARDHI
Mr. Samwel A. Ndoveni	Regional Manager	TARURA
Theresia Mmbando	RAS	RC OFFICE

LIST OF SECRETARIAT MEMBERS

NAME	POSITION	INSTITUTION
Prosper Nyaki	Lecturer	NIT
Dr. Emmanuel Mchome	Lecturer	ARDHI
Mr. Nzori Kinero	Engineer	MLHHSD
Machibya Masanja	Engineer	RAHCO
Richard Festo	Engineer	TAZARS
Emmanuel Ndyamukama	Engineer	PO-RALG
Beatrice Chao	Engineer	SUMATRA
Mussa Mabula	Inspector	ZTO
Mohamed Wamala	Engineer	DART
Mohamed Kuganda	Engineer	UDART
Allen Mshiu	Engineer	TMC
Servant Mulungu	Engineer	KMC
Allan Shula	Engineer	IMC
Fikiri Katinga	Engineer	KGMC
Bibiana P. Kavishe	Engineer	UMC
Swalehe Nyenye	Engineer	DCC
Rahma Mwinyi	Engineer	MOWTC
Humphley Kanyenye	Engineer	TANROAD
Paul Laiser	Engineer	MOWTC
Josephat Shehemba	Engineer	RAS

Annex 1-3: List of Trainings

AX1-3 Results of the Project List of Trainings

1. List of ITC (Intensive Training Course)

ITC No.	ITC	Date	Score of Skill test (% of attendees)			No. of attendees
			Not good	Good	Very good	
1	Basic Knowledge of GIS	9-10 Jul. 2015 (2 days)	0	22	78	16
2	Master plan development and transport surveys training.	16-17 Sep. 2015 (2 days)	14	14	71	15
3	Situation Analysis using GIS (1)	29-30 Sep. 2015 (2 days)	0	50	50	11
4	Demand Forecast and Project Evaluation (1)	2-3 Dec. 2015 (2 days)	13	38	50	13
5	GIS data editing	14-15 Dec. 2015 (2days)	0	25	25	11
6	Demand Forecast and Project Evaluation (2)	2-3 Mar. 2016 (2days)	-	-	-	11
7	Situation Analysis using GIS (2)	9-10 May 2016 (2days)	0	17	83	11
8	Demand Forecast and Project Evaluation (3)	4-5 Jul. 2016 (2days)	-	-	-	14
9	GIS Analysis and Demand forecast model development	6-7 Dec 2016 (2days)	0	60	40	10

※ Participants of ITC were secretariat members

※ Before each ITC, Training of trainer (TOT) was carried out to lecturer personnel (NIT/ Ardhi University)

2. List of Trainings in Overseas (Third Country Study Tour by the Project)

Title of Training	Date	No. of Participants
Cape Town Study Tour in South Africa	12-19 July, 2016 (8 days)	19 (Secretariat members)
Jakarta study tour in Indonesia	18-28 th July 2017 (11 days)	6 (steering committee)

3. List of Trainings in Overseas (Training in Japan by JICA)

Title of Training in Japan	Date	No. of Participants
Development of Urban road network	27 Jul. – 5 Sep. 2015 (60 days)	1 (PMO-RALG)
Knowledge co-creation programme on comprehensive urban transportation planning	12 Oct. – 12 Dec. 2015 (60 days)	1 (TANROADS)
Knowledge co-creation programme on environmentally sustainable urban Transport planning	5th October 2016 to 19th November 2016 (45 days)	1 (SUMATRA)
Knowledge co-creation programme on comprehensive urban Transport planning	10th October 2016 to 10th December 2016 (60 days)	1 (IMC)
Environmentally sustainable urban transport planning	05 October-19 Nov 2016 (44 days)	1 (secretariat member)
Knowledge co-creation program on development of Urban Road Network	29 May- 8th July 2017 (10 days)	1 (secretariat member)
Environmentally sustainable Urban Transport Planning	13 Sept- 28 October 2017 (45 days)	2 (secretariat member)

4. List of Trainings (Other Training)

Title of Training	Date	No. of Participants
ERB official training course GIS for Transport Planning (Training Series of Techniques for Urban Transport Planning)	1 – 4 th August, 2017	7
ERB official training course Transport Analysis and Demand Forecast (Training Series of Techniques for Urban Transport Planning)	9 – 12 th August 2017	7
Building capacity of management of BRT system Session 1 The Role and Functions of the DART Agency	13 Sep. 2017 (1 day)	CEO+15 staff (management)
Building capacity of management of BRT system Session 2 Bus Scheduling Overview	14 Sep. 2017 (1 day)	CEO ; 18 staff (management)
Building capacity of management of BRT system Session 3. Intensive training: Detailed scheduling processes for daily bus assignments	19 Sep. 2017 (1 day)	5 technical staff
Building capacity of management of BRT system Session 4. Intensive training: Detailed scheduling processes and weekly roster planning	25 Sep. 2017 (1 day)	5 technical staff

ANNEX 2: List of Products Produced by
the Project

ANNEX 2: List of Products

1. List of Report

No.	Name of Report	Submission
1	業務計画書 (only Japanese version)	Oct. 2014
2	Work Plan	Dec. 2014
3	Project Progress Report 1	May. 2015
4	Project Progress Report 2	Dec. 2015
5	Project Progress Report 3	Feb. 2016
6	Project Completion Report	Nov. 2017

2. List of Monitoring Sheet

No.	Name of Report	Submission
1	Monitoring Sheet 1	Apr. 2015
2	Monitoring Sheet 2	Dec. 2015
3	Monitoring Sheet 3	Sep. 2016
4	Monitoring Sheet 4	Feb. 2017

3. List of Outputs for the Project Output 1

No.	Title	Remarks
1	Draft Final Concept Note for the Dar es Salaam Urban Transport Authority (DUTA) (Revision 10.1)	Compiled in Volume Appendix
2	Discussion Paper (Output 1, 1 Annex 1): Draft Act for the Urban Transport Authority (UTA)	Compiled in Volume Appendix
3	Discussion Paper (Output 1, Annex 2): Summary of DUTA Stakeholder Meetings	Compiled in Volume Appendix

4. List of Outputs for the Project Output 2

No.	Title	Remarks
1	Outline of Trial Measures and Short-term Projects	Compiled in Volume Appendix
2	Discussion Paper (Output 2 Annex 1): Dar es Salaam Street Design Guide	Compiled in Volume Appendix
3	Discussion Paper (Output 2 Annex 2): Management of Parking Services in Dar es Salaam	Compiled in Volume Appendix
4	Discussion Paper (Output 2 Annex 3): Daladala and Bus Service Improvement (Ticketing System)	Compiled in Volume Appendix
5	Discussion Paper (Output 2 Annex 4): PPP Bus Terminus/Bus Stop Improvement	Compiled in Volume Appendix
6	Discussion Paper (Output 2 Annex 5): Daladala and Bus Service Improvement (Daladala Reform)	Compiled in Volume Appendix

5. List of Outputs for the Project Output 3

No.	Title	Remarks
1	Discussion Paper: Guideline for Urban Transportation Planning	Compiled in Volume Appendix
2	Discussion Paper: Report on Cape Town Study Tour	Compiled in Volume Appendix
3	Discussion Paper: Report on Jakarta Study Tour	Compiled in Volume Appendix
4	Evaluation Report on Intensive Training Course 1	Soft copy only (CD-ROM)
5	Evaluation Report on Intensive Training Course 2	Soft copy only (CD-ROM)
6	Evaluation Report on Intensive Training Course 3	Soft copy only (CD-ROM)
7	Evaluation Report on Intensive Training Course 4	Soft copy only (CD-ROM)
8	Evaluation Report on Intensive Training Course 5	Soft copy only (CD-ROM)
9	Evaluation Report on Intensive Training Course 6	Soft copy only (CD-ROM)
10	Evaluation Report on Intensive Training Course 7	Soft copy only (CD-ROM)
11	Evaluation Report on Intensive Training Course 8	Soft copy only (CD-ROM)
12	Evaluation Report on Intensive Training Course 9	Soft copy only (CD-ROM)
13	Training Materials for ITC 1	Soft copy only (CD-ROM)
14	Training Materials for ITC 2	Soft copy only (CD-ROM)
15	Training Materials for ITC 3	Soft copy only (CD-ROM)
16	Training Materials for ITC 4	Soft copy only (CD-ROM)
17	Training Materials for ITC 5	Soft copy only (CD-ROM)
18	Training Materials for ITC 6	Soft copy only (CD-ROM)
19	Training Materials for ITC 7	Soft copy only (CD-ROM)
20	Training Materials for ITC 8	Soft copy only (CD-ROM)
21	Training Materials for ITC 9	Soft copy only (CD-ROM)

ANNEX 3: PDM (All versions of PDM)

ANNEX 3: PDM

Project Design Matrix (PDM)
 Project Title: The Capacity Development Project for Improvement of Dar es Salaam Transport (Phase-2) Project Period: 3 Years (2014-2017)
 Target Area: Dar es Salaam Date: October 11, 2013
 Target Group: The Secretariat and Steering Committee established under the Project (Phase-1) Version: 0

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>OVERALL GOAL Traffic conditions in Dar es Salaam are improved by implementation of urban transport projects, which were selected by the coordination body (e.g., Dar es Salaam Urban Transport Authority: DUTA).</p> <p>PROJECT PURPOSE A coordination mechanism is well-functioning, which ensures implementation of selected project(s)*. * Selected project(s) mean that project(s) designed and approved through the Project.</p> <p>OUTPUTS 1. A coordination mechanism among the relevant agencies is enhanced towards establishment of DUTA. 2. Organizational capacity on planning, implementation, monitoring and evaluation of the relevant agencies is strengthened through selected project(s). 3. Technical capacities to address urban transport issues are improved through various training methods.</p> <p>ACTIVITIES 1-1 Review existing institutional framework in the urban transport sector and capacity analysis of the existing transport agencies. 1-2 Advise proper set-up of DUTA, including stakeholder meetings. 1-3 Assist DUTA to formulate draft Urban Transport Investment Plan and Action Plan. 1-4 Support the relevant agencies to absorb the Action Plan (prepared in Activities 1-3) into annual budget plan(s). 1-5 Monitor and evaluate progress of the Action Plan. 2-1 Update the critically congested locations identified in Phase-1. 2-2 Support relevant agencies* to prepare of improvement plan(s) including preliminary design and cost estimate. 2-3 Assist the relevant agencies to organize of stakeholder meeting(s), involving Project Affected People for smooth implementation of selected project(s). 2-4 Support the relevant agencies to implement the selected project(s), including pilot project(s). 2-5 Monitor and evaluate the pilot project(s). 3-1 Conduct training needs assessment. 3-2 Develop training curriculum and evaluation methods. 3-3 Conduct training courses/OJT (e.g., update of Urban Transport Master Plan 2008). 3-4 Evaluate achievement level of trainees. * Relevant agencies mean the agencies that implement selected project(s).</p>	<p>Travel date (e.g., travel speed, congestion, user satisfaction) is improved when compared to XXX.</p> <ul style="list-style-type: none"> Travel data (e.g., travel speed, congestion, user satisfaction) in the pilot area(s) is improved when compared between baseline data and endline data. Number of selected projects commenced against selected projects. <ul style="list-style-type: none"> DUTA establishment bill (draft) is developed. Action plan(s) in accordance to the Urban Transport Investment Plan is approved by XXX. <p>Planned pilot project(s) (e.g., parking management, DALA DALA rerouting, intersection improvement, CBD traffic flow) are completed.</p> <p>80% of trainees from Tanzania side pass technical skill test(s) prepared by the project team.</p>	<p>Report(s) prepared by PMO-RALG and RAS or DUTA (if established).</p> <ul style="list-style-type: none"> Project Progress Report(s) Results of Endline Data <ul style="list-style-type: none"> Project Progress Report(s) DUTA Establishment Bill (draft) and/or Act Approved Urban Transport Investment Plan and Action Plan(s) <p>Project Progress Report(s)</p> <ul style="list-style-type: none"> Project Progress Report(s) Results of the test(s) conducted under the Project <p>INPUTS <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, NIT, MOLHSD, RAHCO, TAZARA) 2. Others (e.g., Office space, travel costs/per diem including overtime fees for counterpart personnel, cost for holding meetings, and other local costs (e.g., office furniture, water, electricity bill, transportation) as needed. <Japanese Side> 1. Personnel 1) Team Leader/Transport Administration Expert 2) Public Transport Planner 3) Road Planner 4) Traffic Demand Forecast/Database Management Expert 5) Project Coordinator/Human Resource Development Expert 2. Overseas Trainings 3. Cost for pilot project(s) 4. Others IT equipment (e.g., PC and printer for the project office), and local costs as needed.</p> <p>PRECONDITIONS</p>	

ANNEX 3: PDM

Project Design Matrix (PDM)
 Project Title: The Capacity Development Project for Improvement of Dar es Salaam Transport (Phase-2) Project Period: 3 Years (Oct 2014-Sep 2017)
 Target Area: Dar es Salaam Date: Nov 21, 2014
 Target Group: The Secretariat and Steering Committee established under the Project (Phase-1) Version: 1.0

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
OVERALL GOAL	Traffic conditions in Dar es Salaam are improved by implementation of urban transport projects, which were selected by the coordination body (e.g., Dar es Salaam Urban Transport Authority: DUTA).	Report(s) prepared by PMO-RALG and RAS or DUTA (if established).	
PROJECT PURPOSE	A coordination mechanism is well-functioning, which ensures implementation of selected project(s)*. * Selected project(s) mean that project(s) designed and approved through the Project.	<ul style="list-style-type: none"> Project Progress Report(s) Results of Endline Data 	
OUTPUTS	<ol style="list-style-type: none"> A coordination mechanism among the relevant agencies is enhanced towards establishment of DUTA. Organizational capacity on planning, implementation, monitoring and evaluation of the relevant agencies is strengthened through selected project(s). Technical capacities to address urban transport issues are improved through update of urban transport master plan.. 	<ul style="list-style-type: none"> Project Progress Report(s) DUTA Establishment Bill (draft) and/or Act Approved Urban Transport Investment Plan and Action Plan(s) 	Policy for DUTA establishment in Tanzania remains effective.
ACTIVITIES	<ol style="list-style-type: none"> Review existing institutional framework in the urban transport sector and capacity analysis of the existing transport agencies. Advise proper set-up of DUTA, including stakeholder meetings. Assist DUTA to formulate draft Urban Transport Investment Plan and Action Plan. Support the relevant agencies to absorb the Action Plan (prepared in Activities 1-3) into annual budget plan(s). Monitor and evaluate progress of the Action Plan. 	<ul style="list-style-type: none"> Project Progress Report(s) Updated urban transport master plan 	Adequate funds to implement the planned activities under the Project from Tanzania side are made available. WB will implement the urban transport master plan study as scheduled.
	<ol style="list-style-type: none"> Update the critically congested locations identified in Phase-1. Support relevant agencies* to prepare of improvement plan(s) including preliminary design and cost estimate. Assist the relevant agencies to organize stakeholder meeting(s), involving Project Affected People for smooth implementation of selected project(s). Support the relevant agencies to implement the selected project(s), including pilot project(s). Monitor and evaluate the pilot project(s). 	<p>INPUTS</p> <p><Tanzanian Side></p> <ol style="list-style-type: none"> Personnel Project Director: DSM-RAS Project Manager: City Director of DCC Counterparts of Secretariat: (DSM-RAS, DCC, Municipalities, MOT, MOW, TANROADS, PMO-RALG, DART, Traffic Police, NIT, MOLHSD, RAHCO, TAZARA) Others (e.g., Office space, travel costs/per diem including overtime fees for counterpart personnel, cost for holding meetings, and other local costs (e.g., office furniture, water, electricity bill, transportation) as needed. <p><Japanese Side></p> <ol style="list-style-type: none"> Personnel Team Leader/Transport Administration Expert Public Transport Planner Road Planner Traffic Demand Forecast/Database Management Expert <ol style="list-style-type: none"> Overseas Trainings Cost for pilot project(s) Others 	
	<ol style="list-style-type: none"> Collect and analyze socio-economic data and traffic related data, including the WB's traffic surveys, and identify urban transport issues. Conduct small-scale traffic surveys (e.g., sampled household interview survey, traffic count survey, passenger interview survey, etc.) Coordinate with the WB's consultant and project unit to develop the railway sector plan, including preparation of development policy, strategies and actions. Identify the priority commuter railway project(s) and test the feasibility of the priority project(s) (e.g., preliminary engineering design, cost estimates, environment and social safeguard study, economic and financial analysis) 	<p>PRECONDITIONS</p> <p>IT equipment (e.g., PC and printer for the project office), and local costs as needed.</p>	

ANNEX 3: PDM

3-5. Develop guideline(s) for formulation of urban transport master plan and conduct a series of technical trainings.

3-6. Monitor and evaluate technical capacities.

* Relevant agencies mean the agencies that implement selected project(s).

ANNEX 3: PDM

Project Design Matrix (PDM)
 Project Title: The Capacity Development Project for Improvement of Dar es Salaam Transport (Phase-2) Project Period: 3 Years (Oct 2014-Sep 2017)
 Target Area: Dar es Salaam
 Date: Dec 5, 2014
 Target Group: The Secretariat and Steering Committee established under the Project (Phase-1) Version: 1.2

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
OVERALL GOAL Traffic conditions in Dar es Salaam are improved.	Travel date (e.g., travel speed, congestion, user satisfaction) is improved when compared to that in 2014.	Traffic survey report(s) prepared by PMO-RALG and/or DUTA.	
PROJECT PURPOSE A coordination mechanism in related organizations is well-functioning which ensures coordination in planning and implementation of selected project(s)*. * Selected project(s) mean that project(s) designed and approved through the Project.	<ul style="list-style-type: none"> 70% of selected projects in line with the Urban Transport Investment Plan and Action Plan appear in the budget plan/pipeline of concerned implementing agencies by the end of the Project. 	Project Progress Report(s)	Urban transport projects approved by the coordination body (e.g., Dar es Salaam Urban Transport Authority: DUTA) are implemented continuously.
OUTPUTS 1. A coordination mechanism among the relevant agencies is enhanced towards establishment of DUTA.	<ul style="list-style-type: none"> DUTA establishment bill is developed during the first year of the Project and further actions towards establishment of DUTA are taken during the second/third year of the Project. Action plan(s) in accordance to the Urban Transport Investment Plan is approved by the (provisional) board of management of DUTA in each fiscal year. All implementing agencies of Secretariat encompass PDCA project management cycle by the end of the Project. Travel data (e.g., travel speed, congestion, user satisfaction) in the pilot area(s) is improved when compared between baseline data and endline data. 90% of Secretariat members acquire practical skills in planning, implementation and data analysis of traffic surveys by the end of the Project. 80% of Secretariat members acquire advanced skills to conduct comprehensive demand forecast by the end of the Project. 70% of Secretariat members acquire advanced knowledge in the network analysis and in planning optimum network improvement plan, identifying the priority corridor(s) by the end of the Project. 70% of Secretariat members acquire advanced skills to conduct the feasibility study of the priority project by the end of the Project. 	<ul style="list-style-type: none"> Project Progress Report(s) DUTA Establishment Bill/Act Approved Urban Transport Investment Plan and Action Plan(s) 	Policy for DUTA establishment in Tanzania remains effective.
2. Organizational capacity on planning, implementation, monitoring and evaluation (PDCA) of the relevant agencies is strengthened through selected project(s).		<ul style="list-style-type: none"> Project Progress Report(s) Results of baseline and endline traffic surveys 	Adequate funds to implement the planned activities under the Project from Tanzania side are made available.
3. Technical capacities to address urban transport issues are improved through various training methods.		<ul style="list-style-type: none"> Project Progress Report(s) Results of skill test(s) 	Knowledge transfer mechanism is operational within agencies to which the trained trainees belong.
ACTIVITIES 1-1 Review existing institutional framework in the urban transport sector and capacity analysis of the existing transport agencies. 1-2 Support towards proper set-up of DUTA, including establishment of a task force in the Secretariat, draft and finalization of establishment bill, organization of stakeholder meetings, approval by the National Assembly, etc. 1-3 Assist a (provisional) board of management of DUTA to formulate draft Urban Transport Investment Plan and Action Plan. 1-4 Support the relevant agencies to absorb the Action Plan (prepared in Activities 1-3) into annual budget plan(s). 1-5 Monitor and evaluate progress of the Action Plan. 2-1 Update the critically congested locations identified in Phase-1. 2-2 Support relevant agencies* to prepare of improvement plan(s) including preliminary design and cost estimate. 2-3 Assist the relevant agencies to organize stakeholder meeting(s), involving Project Affected People for smooth implementation of selected project(s). 2-4 Support the relevant agencies to implement the selected project(s), including pilot project(s).		INPUTS <Tanzanian Side> 1. Personnel 1) Project Director: DSM- RAS 2) Project Manager: City Director of DCC 3) Counterparts of Secretariat: (DSM-RS, DCC, Municipalities, MOT, MOW, SUMATRA, TANROADS, PMO-RALG, DART, Traffic Police, NIT, MOLHSD, RAHCO, TAZARA) 2. Others (e.g., Office space, travel costs/per diem including overtime fees for counterpart personnel, cost for holding meetings, and other local costs (e.g., office furniture, water, electricity bill, transportation) as needed. <Japanese Side> 1. Personnel 1) Team Leader/Transport Administration Expert 2) Public Transport Planner 3) Road Planner	

ANNEX 3: PDM

<p>2-5 Monitor and evaluate the pilot project(s).</p> <p>3-1 Conduct training needs assessment.</p> <p>3-2 Develop training curriculum and evaluation methods.</p> <p>3-3 Conduct training courses/OJT, e.g., relating to update of Urban Transport Master Plan 2008.</p> <p>3-4 Evaluate achievement level of trainees.</p> <p>* Relevant agencies mean the agencies that implement selected project(s).</p>	<p>4) Traffic Demand Forecast/Database Management Expert</p> <p>5) Project Coordinator/Human Resource Development Expert</p> <p>2. Overseas Trainings</p> <p>3. Cost for pilot project(s)</p> <p>4. Others</p> <p>IT equipment (e.g., PC and printer for the project office), and local costs as needed.</p> <p>PRECONDITIONS</p>
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ANNEX 4: R/D, M/M, Minutes of JCC


Annex 4-1: R/D

RECORD OF DISCUSSIONS
ON
THE CAPACITY DEVELOPMENT PROJECT FOR
IMPROVEMENT OF DAR ES SALAAM TRANSPORT (PHASE-2)
IN
UNITED REPUBLIC OF TANZANIA
AGREED UPON BETWEEN
AUTHORITIES CONCERNED OF
THE GOVERNMENT OF UNITED REPUBLIC OF TANZANIA
AND
JAPAN INTERNATIONAL COOPERATION AGENCY

Dar es Salaam, Tanzania
May , 2014



Yasunori Onishi
Chief Representative,
JICA Tanzania Office,
Japan International Cooperation Agency



Jumanne A. Sagini
Permanent Secretary,
Prime Minister's Office –
Regional Administration and Local
Government,
Representing Tanzanian Government

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Based on the minutes of meetings on the Detailed Planning Survey on the Capacity Development Project for Improvement of Dar es Salaam Transport (Phase-2) (hereinafter referred to as "the Project") signed on October 11, 2013, between the Prime Minister's Office – Regional Administration and Local Government (hereinafter referred to as "PMO-RALG") and the Japan International Cooperation Agency (hereinafter referred to as "JICA"), JICA held a series of discussions with PMO-RALG and relevant organizations to develop a detailed plan of the Project.

Both parties agreed the details of the Project and the main points discussed as described in the Appendix 1 and the Appendix 2 respectively.

Both parties also agreed that PMO-RALG, the counterpart to JICA, will be responsible for the implementation of the Project in cooperation with JICA, coordinate with other relevant organizations and ensure that the self-reliant operation of the Project is sustained during and after the implementation period in order to contribute toward social and economic development of United Republic of Tanzania (hereinafter referred to as "Tanzania" or "Tanzanian").

The Project will be implemented within the framework of the Agreement on Technical Cooperation signed on November 2, 2004 (hereinafter referred to as "the Agreement") and the Note Verbales exchanged on February 13, 2013 (hereinafter referred to as "the Note Verbales") between the Government of Japan (hereinafter referred to as "GOJ") and the Government of Tanzania (hereinafter referred to as "GOT").

Appendix 1: Project Description

Appendix 2: Main Points Discussed

Appendix 3: Minutes of Meetings on October 11, 2013

4.

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PROJECT DESCRIPTION

Both parties confirmed that there is no change in the Project Description agreed on in the minutes of meetings on the concerning Detailed Planning Survey on the Project signed on October 11, 2013 (Appendix 3).

I. BACKGROUND

The city of Dar es Salaam, the former capital city of Tanzania, is facing a severe urban transport problem. 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. And 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 GOT, 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 M/P) in 2008. The M/P identified institutional issues such as fragmented and overlapping responsibility among a number of transport related agencies, and which contributes to inappropriate planning and lack of the coordination among concerned agencies. Accordingly, the M/P proposed an institutional development plan, including establishment of the Dar es Salaam Transport Authority (DUTA) and the National Centre for Transport Studies (NCTS).

Following the proposals made in the M/P, JICA has supported 2-year project, entitled, the Capacity Building Project for the Improvement of Dar es Salaam Transport (hereinafter referred to as "the former Project (Phase-1)"), since December, 2010. The former Project (Phase-1) aimed at establishing the coordination bodies, the Steering Committee and Secretariat, and developing their institutional and organizational capacity to address the urban transport issues in Dar es Salaam.

In the course of the former Project (Phase-1), the Secretariat, composed of 11 public agencies, and the Steering Committee with 17 agencies, were established and 38 Secretariat meetings and 4 Steering Committee meetings were organized. Through these meetings, (i) the Urban Transport Policy was drafted and incorporated into the National Transport Policy, (ii) DUTA, as one of institutional development measures was discussed, and the Act on DUTA was drafted, (iii) priority urban transport projects were also discussed and an implementation plan of those project, was agreed among the Secretariat and Steering Committee members.

Based on the recommendation of the terminal evaluation of the former Project (Phase-1), GOT requested supports from GOJ to develop capacity for improvement of urban transport.

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II. OUTLINE OF THE PROJECT

Details of the Project are described in the Logical Framework (Project Design Matrix: PDM) (Annex 1) and the tentative Plan of Operation (Annex 2).

1. Implementation Structure

The Project organization chart (Project implementation structure) is given in the Annex 3. The roles and assignments of relevant organizations are as follows:

(1) Responsible Organization: PMO-RALG

(2) Project Director: Dar es Salaam Regional Administrative Secretary (DSM-RAS)

(3) Project Manager: City Director, Dar es Salaam City Council (DCC)

(4) JICA Experts

The JICA experts will give necessary technical guidance, advice and recommendations to PMO-RALG on any matters pertaining to the implementation of the Project.

(5) Joint Coordinating Committee

Joint Coordinating Committee (hereinafter referred to as "JCC") will be established in order to facilitate inter-organizational coordination. JCC will be held at least once a year and whenever deems it necessary. JCC will approve an annual work plan, review overall progress, conduct monitoring and evaluation of the Project, and exchange opinions on major issues that arise during the implementation of the Project. A list of proposed members of JCC is shown in the Annex 4-1.

2. Project Site(s) and Beneficiaries

(1) Target Area

Dar es Salaam

(2) Target Group

(a) Direct Beneficiaries: The Secretariat and Steering Committee established in the former Project (Phase-1). The membership of the Project is shown on Annex 4-2.

(b) Indirect Beneficiaries: Residents and visitors in Dar es Salaam

3. Duration

Three (3) Years from the commencement of the Project

4. Environmental and Social Considerations

PMO-RALG agreed to abide by "JICA Guidelines for Environmental and Social Considerations" in order to ensure that appropriate considerations will be made for the environmental and social impacts of the Project.

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III. UNDERTAKINGS OF PMO-RALG

1. PMO-RALG will take necessary measures to:

- (1) ensure that the technologies and knowledge acquired by the Tanzania nationals as a result of Japanese technical cooperation contributes to the economic and social development of Tanzania, and that the knowledge and experience acquired by the personnel of Tanzania from technical training as well as the equipment provided by JICA will be utilized effectively in the implementation of the Project; and
- (2) grant privileges, exemptions and benefits to the JICA experts referred to in II-1 (4) above and their families, which are no less favorable than those granted to experts and members of the missions and their families of third countries or international organizations performing similar missions in Tanzania.
- (3) other privileges, exemptions and benefit will be provided in accordance with the Agreement and the Note Verbales.

IV. EVALUATION

JICA will conduct the following evaluations and surveys to mainly verify sustainability and impact of the Project and draw lessons. The PMO-RALG is required to provide necessary support for them.

1. Ex-post evaluation three (3) years after the project completion, in principle
2. Follow-up surveys on necessity basis

V. PROMOTION OF PUBLIC SUPPORT

For the purpose of promoting support for the Project, PMO-RALG will take appropriate measures to make the Project widely known to the people of Tanzania.

VI. MUTUAL CONSULTATION

JICA and PMO-RALG will consult each other whenever any major issues arise in the course of Project implementation.

VII. AMENDMENTS

The record of discussions may be amended by the minutes of meetings between JICA and PMO-RALG. The minutes of meetings will be signed by authorized persons of each side who may be different from the signers of the record of discussions.

- Annex 1 Project Design Matrix: PDM (version. 0)
- Annex 2 Plan of Operation (version. 0)
- Annex 3 Project Implementation Structure
- Annex 4 A List of Proposed Members of Joint Coordinating Committee (JCC) (Annex 4-1), and Steering Committee (SC) and Secretariat (Annex 4-2)



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Project Design Matrix (PDM)

Project Title: The Capacity Development Project for Improvement of Dar es Salaam Transport (Phase-2)

Project Period: 3 Years (2014-2017)

Target Area: Dar es Salaam

Date: October 11, 2013

Version: 0

Target Group: The Secretariat and Steering Committee established under the Project (Phase-1)

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
OVERALL GOAL			
Traffic conditions in the area(s) which has been conducted the selected project(s) are improved by implementation of urban transport projects, which were selected by the coordination body (e.g., Dar es Salaam Urban Transport Authority: DUTA).	Travel date (e.g., travel speed, congestion, user satisfaction) is improved when compared to XXX.	Report(s) prepared by PMO-RALG and RAS or DUTA (if established).	
PROJECT PURPOSE			
A coordination mechanism in related organizations is well-functioning, and the selected project(s)* are implemented. * Selected project(s) mean that project(s) designed and approved through the Project.	<ul style="list-style-type: none"> • Travel data (e.g., travel speed, congestion, user satisfaction) in the pilot area(s) is improved when compared between baseline data and endline data. • Number of selected projects commenced against selected projects. 	<ul style="list-style-type: none"> • Project Progress Report(s) • Results of Endline Data 	
OUTPUTS			
1. A coordination mechanism among the relevant agencies is enhanced towards establishment of DUTA.	<ul style="list-style-type: none"> • DUTA establishment bill (draft) is developed. • Action plan(s) in accordance to the Urban Transport Investment Plan is approved by XXX. 	<ul style="list-style-type: none"> • Project Progress Report(s) • DUTA Establishment Bill (draft) and/or Act • Approved Urban Transport Investment Plan and Action Plan(s) 	Policy for DUTA establishment in Tanzania remains effective.
2. Organizational capacity on planning, implementation, monitoring and evaluation of the relevant agencies is strengthened through selected project(s).	Planned pilot project(s) (e.g., parking management, DALA DALA rerouting, intersection improvement, CBD traffic flow) are completed.	Project Progress Report(s)	Adequate funds to implement the planned activities under the Project from Tanzania side are made available.
3. Technical capacities to address urban transport issues are improved through various training methods.	80% of trainees from Tanzania side pass technical skill test(s) prepared by the project team.	<ul style="list-style-type: none"> • Project Progress Report(s) • Results of the test(s) conducted under the Project 	Knowledge transfer mechanism is operational within agencies to which the trained trainees belong.

ACTIVITIES	INPUTS
<p>1-1 Review existing institutional framework in the urban transport sector and capacity analysis of the existing transport agencies.</p> <p>1-2 Advise proper set-up of DUTA, including stakeholder meetings.</p> <p>1-3 Assist DUTA to formulate draft Urban Transport Investment Plan and Action Plan.</p> <p>1-4 Support the relevant agencies to absorb the Action Plan (prepared in Activities 1-3) into annual budget plan(s).</p> <p>1-5 Monitor and evaluate progress of the Action Plan.</p> <p>2-1 Update the critically congested locations identified in Phase-1.</p> <p>2-2 Support relevant agencies* to prepare of improvement plan(s) including preliminary design and cost estimate.</p> <p>2-3 Assist the relevant agencies to organize of stakeholder meeting(s), involving Project Affected People for smooth implementation of selected project(s).</p> <p>2-4 Support the relevant agencies to implement the selected project(s), including pilot project(s).</p> <p>2-5 Monitor and evaluate the pilot project(s).</p> <p>3-1 Conduct training needs assessment.</p> <p>3-2 Develop training curriculum and evaluation methods.</p> <p>3-3 Conduct training courses/OJT (e.g., update of Urban Transport Master Plan 2008).</p> <p>3-4 Evaluate achievement level of trainees.</p> <p>* Relevant agencies mean the agencies that implement selected project(s).</p>	<p><Tanzanian Side></p> <ol style="list-style-type: none"> 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, NIT, MOLHSD, RAHCO, TAZARA) 2. Others (e.g., Office space, travel costs/per diem including overtime fees for counterpart personnel, cost for holding meetings, and other local costs (e.g., office furniture, water, electricity bill, transportation) as needed. <p><Japanese Side></p> <ol style="list-style-type: none"> 1. Personnel 1) Team Leader/Transport Administration Expert 2) Public Transport Planner 3) Road Planner 4) Traffic Demand Forecast/Database Management Expert 5) Project Coordinator/Human Resource Development Expert 2. Overseas Trainings 3. Cost for pilot project(s) 4. Others <p>[T equipment (e.g., PC and printer for the project office), and local costs as needed.</p> <p>PRECONDITIONS</p>

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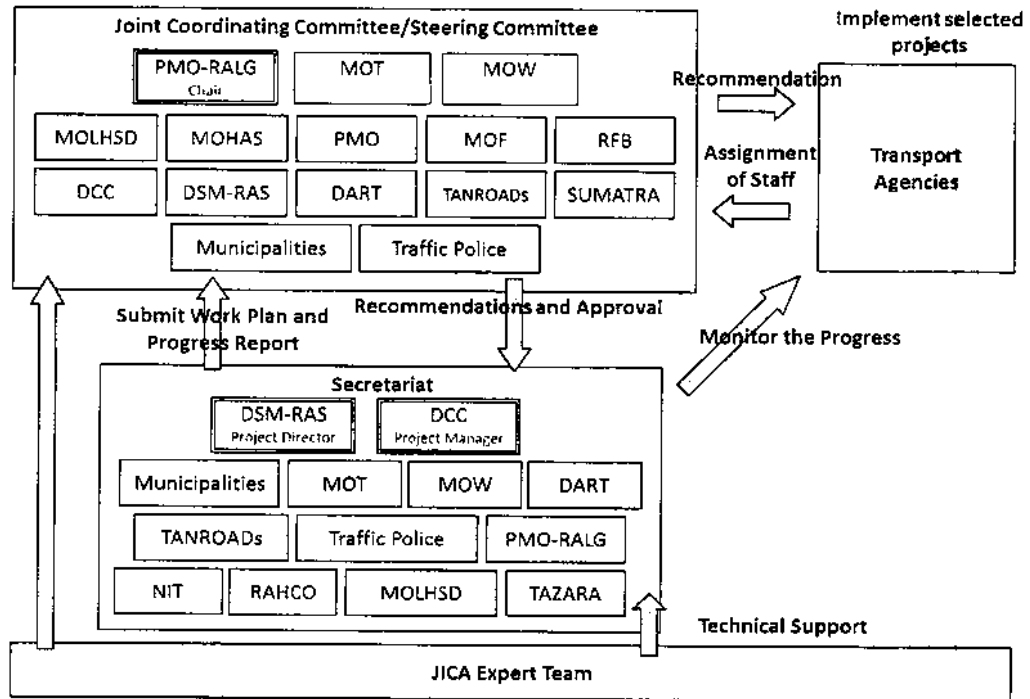
Plan of Operation (PO)
 Date: October 11, 2013
 Version: 0

Project Outputs/ Activities	Year 1												Year 2												Year 3												
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
Output 1 A coordination mechanism among the relevant agencies is enhanced towards establishment of DUTA.																																					
1-1 Review existing institutional framework in the urban transport sector and capacity analysis of the existing transport agencies.																																					
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3-4 Evaluate achievement level of trainees.																																					

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Project Implementation Structure



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【 1 】 Joint Coordinating Committee(s) (JCC)

<1> Functions

The Joint Coordination Committees (JCC) will meet at least once a year which will function as follows:

1. To approve the Annual Work Plan(s) and the Progress Report(s) of the Project;
2. To review the overall progress of the Project, as well as the achievement of the Annual Work Plan(s) and Progress Report(s) mentioned above; and
3. To review and exchange views on major issues arising from or in connection with the Project, including approval of the PDM.

<2> Composition

(A) Chairperson

Permanent Secretary, Prime Minister's Office – Regional Administration and Local Government (PMO-RALG)

(B) Committee Members

(a) Tanzanian Side

- (1) PMO-RALG
- (2) Dar es Salaam Rapid Transit (DART)
- (3) Dar es Salaam City Council (DCC)
- (4) Dar es Salaam Regional Administrative Secretariat (DSM-RAS)
- (5) Prime Minister's Office (PMO)
- (6) Ministry of Financing (MOF)
- (7) Ministry of Home Affairs and Security (MOHAS)
- (8) Ministry of Lands, Housing and Human Settlement Development (MOLHSD)
- (9) Ministry of Transport (MOT)
- (10) Ministry of Works (MOW)

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- (11) Prime Minister's Office (PMO)
- (12) Road Fund Board (RFB)
- (13) Surface and Marine Transport Regulatory Authority (SUMATRA)
- (14) Tanzania National Roads Agency (TANROADS)
- (15) Zonal Traffic Police (Dar es Salaam)
- (16) Municipalities (Ilala, Kinondoni, and Temeke)

(b) Japanese Side

- (1) Experts dispatched by JICA
- (2) Chief Representative, JICA Tanzania Office
- (3) Personnel concerned with the Project, if necessary
- (4) Invited observers (e.g. Representative of the Japanese Embassy in Tanzania)

<3> Minutes of Meeting(s)

The discussion(s) made in the meeting(s) shall be recorded in the Minutes of Meeting(s) (M/M), which shall be circulated to each participant to confirm the content before they are made official.

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【 II 】 Steering Committee (SC) and Secretariat

< 1 > Functions of the Steering Committee

The Steering Committee (SC) will meet at least twice a year which will function as follows:

1. To discuss and approve the project outputs, including Draft Urban Transport Investment Plan and the Action Plan(s) submitted by the Secretariat;
2. To review and evaluate the overall progress of the Secretariat's work(s); and
3. To make recommendations to each relevant agency based on the discussions of the SC for the coordination of transport projects in Dar es Salaam.

<2> Composition

(A) Chairperson

Permanent Secretary, Prime Minister's Office – Regional Administration and Local Government (PMO-RALG)

(B) Committee Members

- (1) PMO-RALG
- (2) Dar es Salaam Rapid Transit (DART)
- (3) Dar es Salaam City Council (DCC)
- (4) Dar es Salaam Regional Administrative Secretariat (DSM-RAS)
- (5) Prime Minister's Office (PMO)
- (6) Ministry of Financing (MOF)
- (7) Ministry of Home Affairs and Security (MOHAS)
- (8) Ministry of Lands, Housing and Human Settlement Development (MOLHSD)
- (9) Ministry of Transport (MOT)
- (10) Ministry of Works (MOW)
- (11) Prime Minister's Office (PMO)

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- (12) Road Fund Board (RFB)
- (13) Surface and Marine Transport Regulatory Authority (SUMATRA)
- (14) Tanzania National Roads Agency (TANROADS)
- (15) Zonal Traffic Police (Dar es Salaam)
- (16) Municipalities (Ilala, Kinondoni, and Temeke)

< 3 > Functions of the Secretariat

The Secretariat will meet at least twice a month which will function as follows:

1. To collect and analyze information about transport projects in Dar es Salaam;
2. To discuss and prepare Draft Urban Transport Investment Plan and the Action Plan(s) of including the information above, and conduct presentations at the SC meeting(s); and
3. To submit recommendations and receive feedbacks from relevant organizations.

<4> Composition of the Secretariat

The Secretariat will be chaired by DSM-RAS. The Secretariat is composed of two full-time members from DCC, one full-time member from DSM-RAS, and part-time members from relevant agencies including DSM-RAS, DART, DCC, MOLHSD, MOT, MOW, National Institute of Transport (NIT), PMO-RALG, TANROADS, Traffic Police, Reli Asset Holding Company (RAHCO), and Tanzania-Zambia Railway Authority (TAZARA).

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MAIN POINTS DISCUSSED

1. Sustainability of the Project

Both sides agreed that project sustainability is a key for improvement of traffic conditions in Dar es Salaam. The results of the follow-up mission conducted by JICA in June 2013 identified that necessary follow-up actions, which were responsible for the Steering Committee/Secretariat, were not implemented as expected. The members of the Steering Committee/Secretariat accepted above the feedback from JICA. Hence, both sides agreed to work closely during the Project to establish self-sustainable coordination mechanism.

2. Confirmation of Membership

Both sides agreed that the membership of the Steering Committee, consisting of 16 organizations, remains same to that established in the former Project (Phase-1). Also, both sides agreed that Reli Asset Holding Company (RAHCO) and Tanzania-Zambia Railway Authority (TAZARA) are added to the Secretariat as per the Secretariat's recommendation.

3. Confirmation of the Steering Committee and Secretariat members

Both sides agreed that to ensure the continuity of the Project, the same members of both Steering Committee and Secretariat, who participated in the former Project (Phase-1), should remain as the Steering Committee and Secretariat members. To realize this, both sides agreed that the PMO-RALG should request the member organizations of the Steering Committee and Secretariat to assign the same personnel who participated in the former Project (Phase-1), otherwise to nominate appropriate representative(s) of the relevant department(s). In addition, the PMO-RALG agreed to provide orientation for the new members in regard to the background achievements of the former Project (Phase-1), and problems remained at the time of the project termination before commencement of the Project.

4. Assignment of Counterparts

Tanzanian side agreed to assign necessary counterparts for the Project during the course of the Project. The list of Counterpart personnel is listed below: Two full-time counterparts from DCC and one full-time counterpart from DSM-RAS.

5. Confirmation of the Inputs from Japan and Tanzania sides

Both sides agreed to provide sufficient inputs, timely and effectively, necessary for implementation of the Project, which are listed in the PDM. In particular, Tanzanian side agreed to ensure that they provide necessary budget to cover inputs of Tanzanian side, which are listed in the PDM.

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6. Selected Project

Selected project(s) mean that project(s) designed and approved through the Project. Both sides agreed that candidate selected projects are the followings:

- Geometric design improvement of intersection
- Traffic demand management such as parking management
- Rerouting of existing bus services
- Traffic flow improvement in Central Business District (CBD)
- Pedestrian safety such as installation of pedestrian safety facilities
- Operation and management of traffic control
- Review of Urban Transport Master Plan 2008

JICA may provide necessary financial assistance to implement part of selected project(s) as pilot project(s). Pilot project(s) mean that the project(s) which are selected from above the list. These projects are going to be selected based on consensus of both sides from viewpoints of developing capacity of Tanzanian side.

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Minutes of Meetings
for the Detailed Planning Survey
on
the Capacity Development Project for Improvement of
Dar es Salaam Transport (Phase-2)
between
Japan International Cooperation Agency
and
Authorities Concerned of the Government of United Republic of Tanzania

Japan International Cooperation Agency (hereinafter referred to as "JICA") dispatched the Detailed Planning Survey Team (hereinafter referred to as "the Team") headed by Dr. Nobuyuki Tsuneoka to United Republic of Tanzania (hereinafter referred to as "Tanzania" or "Tanzanian") from October 2, 2013 to October 11, 2013, for the purpose of considering the details on the Project for Technical Assistance on "the Capacity Development Project for Improvement of Dar es Salaam Transport (Phase-2)" (hereinafter referred to as "the Project"). The Team held a series of discussions with the authorities concerned of Tanzania. As a result of the discussions, the Team and Prime Minister's Office – Regional Administration and Local Government (hereinafter referred to as "PMO-RALG") and the authorities concerned of Tanzanian side agreed upon the matters referred to in the documents attached hereto.

Dar es Salaam, October 11, 2013



Nobuyuki Tsuneoka
Leader,
Detailed Planning Survey Team,
Japan International Cooperation Agency



Jumanne A. Sagini
Permanent Secretary,
Prime Minister's Office – Regional
Administration and Local Government,
Representing Tanzanian Government

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ATTACHED DOCUMENT

I. TITLE OF THE PROJECT

Both sides agreed that the title of the Project was changed from the one in the application form (2012) as follows:

Original Title: The Capacity Building Project for Improvement of Dar es Salaam Transport (Phase-2): Improvement of Traffic Flow in Dar es Salaam

Revised Title: The Capacity Development Project for Improvement of Dar es Salaam Transport (Phase-2)

II. RECORD OF DISCUSSIONS

Both sides discussed and agreed that the draft Record of Discussions (hereinafter referred to as "R/D"), which is attached hereto, will determine the framework of the Project. The R/D will be signed after the formal approval of both sides.

< ANNEX >

I. Draft R/D of the Project

II. List of Participants



(End)



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RECORD OF DISCUSSIONS

ON

**THE CAPACITY DEVELOPMENT PROJECT FOR
IMPROVEMENT OF DAR ES SALAAM TRANSPORT (PHASE-2)**

IN

UNITED REPUBLIC OF TANZANIA

AGREED UPON BETWEEN

**AUTHORITIES CONCERNED OF
THE GOVERNMENT OF UNITED REPUBLIC OF TANZANIA**

AND

JAPAN INTERNATIONAL COOPERATION AGENCY

Dar es Salaam, Tanzania
MM, DD, YYYY

Yasunori Onishi
Chief Representative,
JICA Tanzania Office,
Japan International Cooperation Agency

J.A.S.

Jumanne A. Sagini
Permanent Secretary,
Prime Minister's Office –
Regional Administration and Local
Government,
Representing Tanzanian Government

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Based on the minutes of meetings on the Detailed Planning Survey on the Capacity Development Project for Improvement of Dar es Salaam Transport (Phase-2) (hereinafter referred to as "the Project") signed on October 11, 2013, between the Prime Minister's Office – Regional Administration and Local Government (hereinafter referred to as "PMO-RALG") and the Japan International Cooperation Agency (hereinafter referred to as "JICA"), JICA held a series of discussions with PMO-RALG and relevant organizations to develop a detailed plan of the Project.

Both parties agreed the details of the Project and the main points discussed as described in the Appendix 1 and the Appendix 2 respectively.

Both parties also agreed that PMO-RALG, the counterpart to JICA, will be responsible for the implementation of the Project in cooperation with JICA, coordinate with other relevant organizations and ensure that the self-reliant operation of the Project is sustained during and after the implementation period in order to contribute toward social and economic development of United Republic of Tanzania (hereinafter referred to as "Tanzania" or "Tanzanian").

The Project will be implemented within the framework of the Agreement on Technical Cooperation signed on November 2, 2004 (hereinafter referred to as "the Agreement") and the Note Verbales exchanged on February 13, 2013 between the Government of Japan (hereinafter referred to as "GOJ") and the Government of Tanzania (hereinafter referred to as "GOT").

Appendix 1: Project Description

Appendix 2: Main Points Discussed

Appendix 3: Minutes of Meetings on October 11, 2013

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Appendix 1

PROJECT DESCRIPTION

Both parties confirmed that there is no change in the Project Description agreed on in the minutes of meetings on the concerning Detailed Planning Survey on the Project signed on October 11, 2013 (Appendix 3).

I. BACKGROUND

The city of Dar es Salaam, the former capital city of Tanzania, is facing a severe urban transport problem. 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. And 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 GOT, 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 M/P) in 2008. The M/P identified institutional issues such as fragmented and overlapping responsibility among a number of transport related agencies, and which contributes to inappropriate planning and lack of the coordination among concerned agencies. Accordingly, the M/P proposed an institutional development plan, including establishment of the Dar es Salaam Transport Authority (DUTA) and the National Centre for Transport Studies (NCTS).

Following the proposals made in the M/P, JICA has supported 2-year project, entitled, the Capacity Building Project for the Improvement of Dar es Salaam Transport (hereinafter referred to as the "former Project (Phase-1)"), since December, 2010. This former Project (Phase-1) aimed at establishing the coordination bodies, the Steering Committee and Secretariat, and developing their institutional and organizational capacity to address the urban transport issues in Dar es Salaam.

In the course of the former Project (Phase-1), the Secretariat, composed of 11 public agencies, and the Steering Committee with 17 agencies, were established and 38 Secretariat meetings and 4 Steering Committee meetings were organized. Through these meetings, (i) the Urban Transport Policy was drafted and incorporated into the National Transport Policy, (ii) DUTA, as one of institutional development measures was discussed, and the Act on DUTA was drafted, (iii) priority urban transport projects were also discussed and an implementation plan of those project, was agreed among the Secretariat and Steering Committee members.

Based on the recommendation of the terminal evaluation of the former Project (Phase-1), GOT requested supports from GOJ to develop capacity for improvement of urban transport.

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II. OUTLINE OF THE PROJECT

Details of the Project are described in the Logical Framework (Project Design Matrix: PDM) (Annex 1) and the tentative Plan of Operation (Annex 2).

1. Implementation Structure

The Project organization chart (Project implementation structure) is given in the Annex 3. The roles and assignments of relevant organizations are as follows:

- (1) Responsible Organization: PMO-RALG
- (2) Project Director: Dar es Salaam Regional Administrative Secretary (DSM-RAS)
- (3) Project Manager: City Director, Dar es Salaam City Council (DCC)
- (4) JICA Experts
The JICA experts will give necessary technical guidance, advice and recommendations to PMO-RALG on any matters pertaining to the implementation of the Project.
- (5) Joint Coordinating Committee
Joint Coordinating Committee (hereinafter referred to as "JCC") will be established in order to facilitate inter-organizational coordination. JCC will be held at least once a year and whenever deems it necessary. JCC will approve an annual work plan, review overall progress, conduct monitoring and evaluation of the Project, and exchange opinions on major issues that arise during the implementation of the Project. A list of proposed members of JCC is shown in the Annex 4-1.

2. Project Site(s) and Beneficiaries

(1) Target Area

Dar es Salaam

(2) Target Group

(a) Direct Beneficiaries: The Secretariat and Steering Committee established in the former Project (Phase-1). The membership of the Project is shown on Annex 4-2.



(b) Indirect Beneficiaries: Residents and visitors in Dar es Salaam.

3. Duration

Three (3) Years from the commencement of the Project.

4. Environmental and Social Considerations

PMO-RALG agreed to abide by "JICA Guidelines for Environmental and Social Considerations" in order to ensure that appropriate considerations will be made for the environmental and social impacts of the Project.



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III. UNDERTAKINGS OF PMO-RALG

1. PMO-RALG will take necessary measures to:

- (1) ensure that the technologies and knowledge acquired by the Tanzania nationals as a result of Japanese technical cooperation contributes to the economic and social development of Tanzania, and that the knowledge and experience acquired by the personnel of Tanzania from technical training as well as the equipment provided by JICA will be utilized effectively in the implementation of the Project; and
- (2) grant privileges, exemptions and benefits to the JICA experts referred to in II-6 (1) above and their families, which are no less favorable than those granted to experts and members of the missions and their families of third countries or international organizations performing similar missions in Tanzania.

IV. EVALUATION

JICA and the PMO-RALG will jointly conduct the following evaluation and reviews.

1. Terminal evaluation within the last six (6) months of the implementation period of the Project.

JICA will conduct the following evaluations and surveys to mainly verify sustainability and impact of the Project and draw lessons. The PMO-RALG is required to provide necessary support for them.

1. Ex-post evaluation three (3) years after the project completion, in principle
2. Follow-up surveys on necessity basis

V. PROMOTION OF PUBLIC SUPPORT

For the purpose of promoting support for the Project, PMO-RALG will take appropriate measures to make the Project widely known to the people of Tanzania.

VI. MUTUAL CONSULTATION

JICA and PMO-RALG will consult each other whenever any major issues arise in the course of Project implementation.

VII. AMENDMENTS

The record of discussions may be amended by the minutes of meetings between JICA and PMO-RALG. The minutes of meetings will be signed by authorized persons of each side who may be different from the signers of the record of discussions.



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- Annex 1 Project Design Matrix: PDM (version. 0)
- Annex 2 Plan of Operation (version. 0)
- Annex 3 Project Implementation Structure
- Annex 4 A List of Proposed Members of Joint Coordinating Committee (JCC) (Annex 4-1), and Steering Committee (SC) and Secretariat (Annex 4-2)



Appendix 2

MAIN POINTS DISCUSSED

1. Sustainability of the Project

Both sides agreed that project sustainability is a key for improvement of traffic conditions in Dar es Salaam. The results of the follow-up mission conducted by JICA in June 2013 identified that necessary follow-up actions, which were responsible for the Steering Committee/Secretariat, were not implemented as expected. The members of the Steering Committee/Secretariat accepted above the feedback from JICA. Hence, both sides agreed to work closely during the Project to establish self-sustainable coordination mechanism.

2. Confirmation of Membership

Both sides agreed that the membership of the Steering Committee, consisting of 16 organizations, remains same to that established in the former Project (Phase-1). Also, both sides agreed that Reli Asset Holding Company (RAHCO) and Tanzania-Zambia Railway Authority (TAZARA) are added to the Secretariat as per the Secretariat's recommendation

3. Confirmation of the Steering Committee and Secretariat members

Both sides agreed that to ensure the continuity of the Project, the same members of both Steering Committee and Secretariat, who participated in the former Project (Phase-1), should remain as the Steering Committee and Secretariat members. To realize this, both sides agreed that the PMO-RALG should request the member organizations of the Steering Committee and Secretariat to assign the same personnel who participated in the former Project (Phase-1), otherwise to nominate appropriate representative(s) of the relevant department(s). In addition, the PMO-RALG agreed to provide orientation for the new members in regard to the background achievements of the former Project (Phase-1), and problems remained at the time of the project termination before commencement of the Project.

4. Assignment of Counterparts

Tanzanian side agreed to assign necessary counterparts for the Project during the course of the Project. The list of Counterpart personnel is listed below: Two full-time counterparts from DCC and one full-time counterpart from DSM-RAS.

5. Confirmation of the Inputs from Japan and Tanzania sides

Both sides agreed to provide sufficient inputs, timely and effectively, necessary for implementation of the Project, which are listed in the PDM. In particular, Tanzanian side agreed to ensure that they provide necessary budget to cover inputs of Tanzanian side, which are listed in the PDM.

6. Selected Project

Selected project(s) mean that project(s) designed and approved through

the Project. Both sides agreed that candidate selected projects are the followings:

- Geometric design improvement of intersection
- Traffic demand management such as parking management
- Rerouting of existing bus services
- Traffic flow improvement in Central Business District (CBD)
- Pedestrian safety such as installation of pedestrian safety facilities
- Operation and management of traffic control
- Review of Urban Transport Master Plan 2008

JICA may provide necessary financial assistance to implement part of selected project(s) as pilot project(s). Pilot project(s) mean that the project(s) which are selected from above the list. These projects are going to be selected based on consensus of both sides from viewpoints of developing capacity of Tanzanian side.



4.10

1 Design Matrix (PDM)

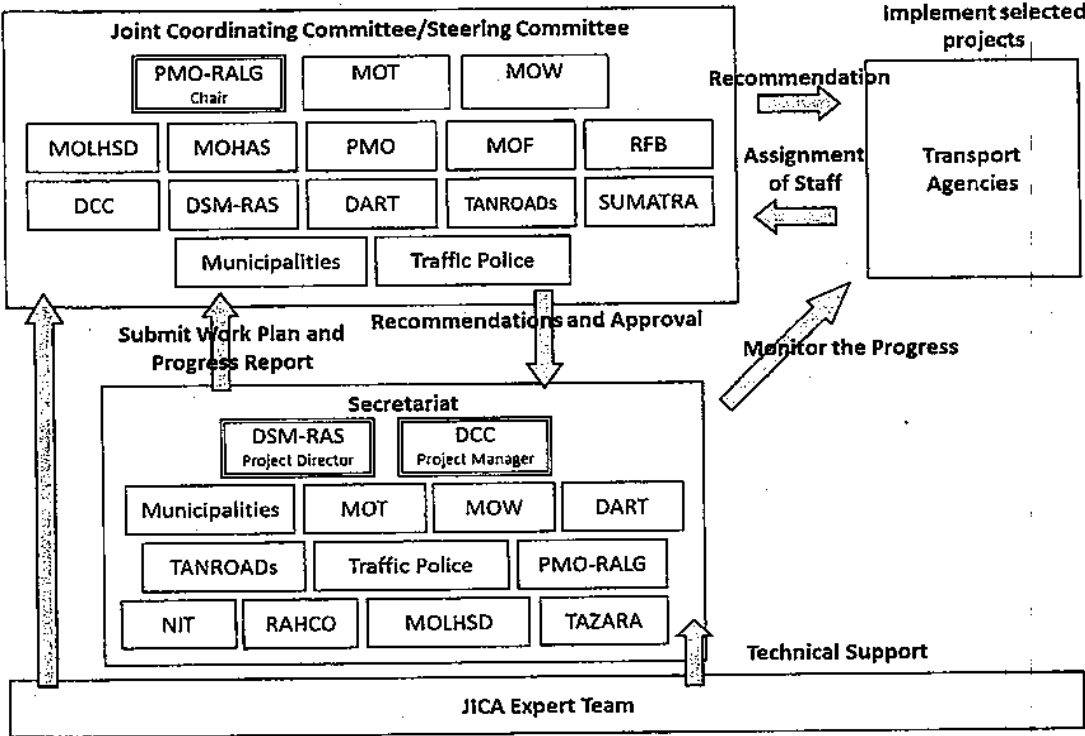
1.1 Title: The Capacity Development Project for Improvement of Dar es Salaam Transport (Phase-2)
 1.2 Area: Dar es Salaam
 1.3 Group: The Secretariat and Steering Committee established under the Project (Phase-1)

Project Period: 3 Years (2014-2017)
 Date: October 11, 2013
 Version: 0

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
OVERALL GOAL Conditions in Dar es Salaam are improved through implementation of urban transport projects, which were selected by the coordination body Dar es Salaam Urban Transport Authority.	Travel time (e.g., travel speed, congestion, user satisfaction) is improved when compared to XXX.	Report(s) prepared by PMO-RALG and RAS or DUTA (if established).	
PROJECT PURPOSE The coordination mechanism is well-functioning, which ensures implementation of selected project(s). Selected project(s) mean that project(s) are needed and approved through the Project.	<ul style="list-style-type: none"> Travel time (e.g., travel speed, congestion, user satisfaction) in the pilot area(s) is improved when compared between baseline data and endline data. Number of selected projects commenced against selected projects. 	<ul style="list-style-type: none"> Project Progress Report(s) Results of Endline Data 	
OUTPUTS The coordination mechanism among the relevant agencies is enhanced towards establishment of A.	<ul style="list-style-type: none"> DUTA establishment bill (draft) is developed. Action plan(s) in accordance to the Urban Transport Investment Plan is approved by XXX. 	<ul style="list-style-type: none"> Project Progress Report(s) DUTA Establishment Bill (draft) and/or Act Approved Urban Transport Investment Plan and Action Plan(s) 	Policy for DUTA establishment in Tanzania remains effective.
Organizational capacity on planning, implementation, monitoring and evaluation of the relevant agencies is strengthened through selected project(s).	Planned pilot project(s) (e.g., parking management, DALA DALA rerouting, intersection improvement, CBD traffic flow) are completed.	Project Progress Report(s)	Adequate funds to implement the planned activities under the Project from Tanzania side are made available.
Technical capacities to address urban transport issues are improved through various training methods.	80% of trainees from Tanzania side pass technical skill test(s) prepared by the project team.	<ul style="list-style-type: none"> Project Progress Report(s) Results of the test(s) conducted under the Project 	Knowledge transfer mechanism is operational within agencies to which the trained trainees belong.
ACTIVITIES Review existing institutional framework in the urban transport sector and capacity analysis of the existing transport agencies. Advise proper set-up of DUTA, including stakeholder meetings. Assist DUTA to formulate draft Urban Transport Investment Plan and Action Plan. Support the relevant agencies to absorb the Action Plan (prepared in Activities 1-3) into annual budget plan(s). Monitor and evaluate progress of the Action Plan. Update the critically congested locations identified in Phase-1. Support relevant agencies to prepare of improvement plan(s) including preliminary design and cost estimate. Assist the relevant agencies to organize of stakeholder meeting(s), involving Project Affected People for smooth implementation of selected project(s). Support the relevant agencies to implement the selected project(s), including pilot project(s). Monitor and evaluate the pilot project(s). Conduct training needs assessment. Develop training curriculum and evaluation methods. Conduct training courses/OJT (e.g., update of Urban Transport Master Plan 2005). Evaluate achievement level of trainees. Relevant agencies mean the agencies that implement selected project(s).	INPUTS	<p><Tanzanian Side></p> <ol style="list-style-type: none"> Personnel <ol style="list-style-type: none"> Project Director: DSM- RAS Project Manager: City Director of DCC Counterparts of Secretariat: (DSM-RAS, DCC, Municipalities, MOT, MOW, TANROADS, PMO-RALG, DART, Traffic Police, NIT, MOLHSD, RAHCO, TAZARA) Others (e.g., Office space, travel costs/per diem including overtime fees for counterpart personnel, cost for holding meetings, and other local costs (e.g., office furniture, water, electricity bill, transportation) as needed. <p><Japanese Side></p> <ol style="list-style-type: none"> Personnel <ol style="list-style-type: none"> Team Leader/Transport Administration Expert Public Transport Planner Road Planner Traffic Demand Forecast/Database Management Expert Project Coordinator/Human Resource Development Expert Overseas Trainings Cost for pilot project(s) Others <ol style="list-style-type: none"> IT equipment (e.g., PC and printer for the project office), and local costs as needed. 	
		PRECONDITIONS	

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Project Implementation Structure



Ph

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【 1 】 Joint Coordinating Committee(s) (JCC)

<1> Functions

The Joint Coordination Committees (JCC) will meet at least once a year which will function as follows:

1. To approve the Annual Work Plan(s) and the Progress Report(s) of the Project;
2. To review the overall progress of the Project, as well as the achievement of the Annual Work Plan(s) and Progress Report(s) mentioned above; and
3. To review and exchange views on major issues arising from or in connection with the Project, including approval of the PDM.

<2> Composition

(A) Chairperson

Permanent Secretary, Prime Minister's Office – Regional Administration and Local Government (PMO-RALG)

(B) Committee Members

(a) Tanzanian Side

- (1) PMO-RALG
- (2) Dar es Salaam Rapid Transit (DART)
- (3) Dar es Salaam City Council (DCC)
- (4) Dar es Salaam Regional Administrative Secretariat (DSM-RAS)
- (5) Prime Minister's Office (PMO)
- (6) Ministry of Financing (MOF)
- (7) Ministry of Home Affairs and Security (MOHAS)
- (8) Ministry of Lands, Housing and Human Settlement Development (MOLHSD)
- (9) Ministry of Transport (MOT)
- (10) Ministry of Works (MOW)

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- (11) Prime Minister's Office (PMO)
- (12) Road Fund Board (RFB)
- (13) Surface and Marine Transport Regulatory Authority (SUMATRA)
- (14) Tanzania National Roads Agency (TANROADS)
- (15) Zonal Traffic Police (Dar es Salaam)
- (16) Municipalities (Ilala, Kinondoni, and Temeke)

(b) Japanese Side

- (1) Experts dispatched by JICA
- (2) Chief Representative, JICA Tanzania Office
- (3) Personnel concerned with the Project, if necessary
- (4) Invited observers (e.g. Representative of the Japanese Embassy in

Tanzania)

<3> Minutes of Meeting(s)

The discussion(s) made in the meeting(s) shall be recorded in the Minutes of Meeting(s) (M/M), which shall be circulated to each participant to confirm the content before they are made official.



[II] Steering Committee (SC) and Secretariat

< 1 > Functions of the Steering Committee

The Steering Committee (SC) will meet at least twice a year which will function as follows:

1. To discuss and approve the project outputs, including Draft Urban Transport Investment Plan and the Action Plan(s) submitted by the Secretariat;
2. To review and evaluate the overall progress of the Secretariat's work(s); and
3. To make recommendations to each relevant agency based on the discussions of the SC for the coordination of transport projects in Dar es Salaam.

<2> Composition

(A) Chairperson

Permanent Secretary, Prime Minister's Office – Regional Administration and Local Government (PMO-RALG)

(B) Committee Members

- (1) PMO-RALG
- (2) Dar es Salaam Rapid Transit (DART)
- (3) Dar es Salaam City Council (DCC)
- (4) Dar es Salaam Regional Administrative Secretariat (DSM-RAS)
- (5) Prime Minister's Office (PMO)
- (6) Ministry of Financing (MOF)
- (7) Ministry of Home Affairs and Security (MOHAS)
- (8) Ministry of Lands, Housing and Human Settlement Development (MOLHSD)
- (9) Ministry of Transport (MOT)
- (10) Ministry of Works (MOW)
- (11) Prime Minister's Office (PMO)

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- (12) Road Fund Board (RFB)
- (13) Surface and Marine Transport Regulatory Authority (SUMATRA)
- (14) Tanzania National Roads Agency (TANROADS)
- (15) Zonal Traffic Police (Dar es Salaam)
- (16) Municipalities (Ilala, Kinondoni, and Temeke)

< 3 > Functions of the Secretariat

The Secretariat will meet at least twice a month which will function as follows:

1. To collect and analyze information about transport projects in Dar es Salaam;
2. To discuss and prepare Draft Urban Transport Investment Plan and the Action Plan(s) of including the information above, and conduct presentations at the SC meeting(s); and
3. To submit recommendations and receive feedbacks from relevant organizations.

<4> Composition of the Secretariat

The Secretariat will be chaired by DSM-RAS. The Secretariat is composed of two full-time members from DCC, one full-time member from DSM-RAS, and part-time members from relevant agencies including DSM-RAS, DART, DCC, MOLHSD, MOT, MOW, National Institute of Transport (NIT), PMO-RALG, TANROADS, Traffic Police, Reli Asset Holding Company (RAHCO), and Tanzania-Zambia Railway Authority (TAZARA).



4.5



List of Participants

< 1 > Secretariat

- Date: Tuesday, 8th October, 2013
- Time: 09.30 am – 12.00 pm
- Venue: Meeting Room, Dar es Salaam City Council

S/No	Name	Organization
1	Chacha Mwita (Chairperson of the Meeting)	PMO-RALG
2	Mohamed Kuganda	DART
3	Martha Mkupasi	DCC
4	Nyenye S. M.	DCC
5	Veronica Allan	DCC
6	Benjamin Mbimbi	MOT
7	Laurent Kyombo	MOW
8	Benitha Myamba	NIT
9	A. O. Wamala	RS
10	Gabnel Chiguma	Traffic Police
11	Emilian Kamuhanda	Traffic Police
12	Tigahwa Sepapion	Ilala MC
13	Pharles Ngeleja	Temeke MC
14	Nobuyuki Tsuneoka	JICA Mission (JICA HQ)
15	Kensuke Ohishi	JICA Mission (JICA HQ)
16	Kinuko Mitani	JICA Mission (JICA HQ)
17	Shin Maruo	JICA Tanzania Office
18	Kiminari Takahashi	JICA F/U Expert




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< 2 > Steering Committee

- Date: Friday, 11th October, 2013
- Time: 08.30 am – 11.30 am
- Venue: Conference Room (9th Floor), Harbor View Suite Hotel

※ The participant list is attached on next page.



**Annex 4-2: M/M and Agenda of JCC/Steering
Committee**

Kickoff Meeting
for
Capacity Development Project for the Improvement of
Dar es Salaam Transport (Phase-2)

Date: 21st Nov, 2014

Time: 9:00 – 11:00

Venue: Karimjee Hall

Agenda

- 1. Registration**
- 2. Self-introduction (9:00 – 9:10)**
- 3. Opening Remarks by PMO-RALG (9:10 – 9:20)**
- 4. Welcome Remarks by JICA (9:20 – 9:30)**
- 5. Presentation of Inception Report (9:30 – 10:00)**
 - **Project background – Revisit of Phase 1 Project**
 - **Approach and methodology**
 - **Project outline - Draft Project Design Matrix**
 - **Project implementation plan – staffing, schedule, deliverables**
- 6. Confirmation of Agreements in Record of Discussion (10:00 – 10:20)**
 - **Members of Steering Committee/Secretariat**
 - **TOR for Steering Committee/Secretariat**
 - **Undertakings by Tanzania/Japanese sides**
- 7. Discussion (10:20 – 10:40)**
- 8. Any Other Business (10:40 – 10:50)**
- 9. Closing Remarks by PMO-RALG (10:50 – 11:00)**

**MINUTES OF THE KICK OFF MEETING
OF
CAPACITY DEVELOPMENT PROJECT
FOR
THE IMPROVEMENT OF DAR ES SALAAM TRANSPORT (PHASE-2)**

Based on the Record of Discussions signed on 30th May, 2014 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, entitled ‘Capacity Development Project for the Improvement of Dar es Salaam Transport’ (hereinafter referred to as ‘the Project’) was initiated on 28th October, 2014.

During the course of the Project, a team of Experts and counterparts are engaged in enhancement of a coordination mechanism among concerned ministries/agencies in the urban transport sector through (i) establishment of Dar es Salaam Urban Transport Authority (DUTA), (ii) implementation of the pilot projects and (iii) provision of OJT and training courses for urban transport planning and implementation.

A kick-off meeting was held on 21st November, 2014, at the Karimjee Hall, Dar es Salaam, involving the selected secretariat members of the Project, and it was confirmed and agreed among all the members as referred to in the documents attached hereto.

Dar es Salaam, 21st November, 2014

Eng. Elina Kayanda
Director,
Prime Minister’s Office Regional
Administration and Local Government

Mr. Kuniaki Amatsu
Senior Representative
JICA Tanzania Office

Ms. Theresia Mmbando
Regional Administrative Secretary
Dar es Salaam Region

Mr. Kiminari Takahashi
Chief Advisor
JICA Expert Team

1. LIST OF ATTENDANTS

Attendants of the kick-off meeting are listed below.

TANZANIAN SIDE

1. Eng. Elina Kayanda	PMO-RALG (Chairperson)
2. Michael Olenungaya	RS-DSM
3. Eng. Hassan S. Matimbe	MOW
4. Eng. Phares Ngeleja	Tameke Municipal
5. Eng. Ismail Mafita	Kinondoni Municipal
6. Eng. Mohamed Kuganda	DART Agency
7. Josephat M. Shehemba	RS-DSM
8. Gilbert Mwoga	PMO-RALG
9. Joshua Chacha	Ilala Municipal
10. Insp. Mussa Mabula	Traffic Police
11. Humphrey Kanyenye	TANROADS-DSM
12. Prosper S. Nyaki	NIT
13. Eng. Nyenye S.M	DCC

JAPANESE SIDE

14. Kuniaki Amatsu	JICA Tanzania Office
15. Nobuyuki Kobe	JICA Tanzania Office
16. Kiminari Takahashi	JICA Expert (Chief Advisor)
17. Hafsa Chande	JICA Expert (Project Coordinator)

ABSENTEES

18. MOT

2. AGENDA

The agenda of the meeting was as followings:

- a) Opening Remarks by PMO-RALG
- b) Welcome Remarks by JICA
- c) Presentation of Inception Report
 - Project background – Revisit of Phase 1 Project
 - Approach and methodology of Phase 2 Project
 - Project outline - Draft Project Design Matrix

- Project implementation plan – staffing, schedule, deliverables
- d) Confirmation of Agreements in Record of Discussion
- Members of Steering Committee/Secretariat
 - TOR for Steering Committee/Secretariat
 - Undertakings by Tanzania/Japanese sides
- e) Discussion
- f) Any Other Business
- g) Closing Remarks by PMO-RALG

2.1 Opening of the Meeting

The Chairperson, Eng. Elina Kayanda – Director of Infrastructure Development Department, PMO-RALG – called the meeting to order at **0915 hours** after making few remarks regarding the background information of the Project. In her remarks she thanked the JICA for continuous supports for the improvement of the urban transport sector. Moreover, she expressed her sincere gratitude to the JICA for its support in developing a coordination mechanism among local authorities and development partners.

2.2 Welcome Remarks from JICA

Mr. Kuniaki Amatsu – Senior 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 Presentation of Inception Report

Eng. Nyenye S.M and Kiminari Takahashi made a presentation to brief the contents of the Inception Report, highlighting the project background, approach and methodology of the Project, project outline and project implementation plan.

2.4 Discussion on Inception Report

After the presentation of the Inception Report, members were requested to ask questions and provide comments, and the Experts and counterparts responded these comments, and discussions and agreements during the meeting are summarized below.

Q: Is the change in traffic movement, practiced since April 2014, in line with the proposals

made in Phase 1 Project?

A: The change in traffic movement is in line with the CBD traffic improvement plan prepared by the Secretariat during Phase 1 Project, however, the improvement plan is partially implemented due to financial constraints.

Q: Is there anything that can be done to reduce the problem of traffic congestion in CBD, especially that along Samora Avenue?

A: The CBD traffic improvement plan has not yet being fully implemented because of the budget deficit thus the Secretariat agreed to reduce some tasks and remain with the most of proposed measures which suffice the budget.

The following **suggestions** are made;

- The measures to reduce the traffic congestion in Samora Avenue should be taken as a challenge by the Secretariat.
- The problem of traffic congestion should be taken a very serious issue and when making decisions on how to resolve the mentioned problem. The consequences should also be foreseen by the authorities involved.
- All key players should be fully involved and have an effective coordination so as to solve the traffic problem in Dar es Salaam.

Q: Does the Secretariat have the Dar es Salaam Urban Transport Policy in hand?

A: The Urban Transport Policy is explored in a discussion paper prepared during Phase1 thus PMO-RALG needs to review and make it as an official document. The contents of the drafted Urban Transport Policy were already incorporated into the National Transport Policy, prepared by the MOT.

The following **suggestion** is made:

- The Secretariat is given the responsibility of submitting the draft Urban Transport Policy officially to the PMO-RALG. The draft policy should be discussed by all stakeholders in Dar es Salaam and their contributions must be transparent. The drafted policy should be shared among all stakeholders before its submission to PMO-RALG.

Q: Does the output of Phase2 Project include the reviewed Urban Transport Master Plan? JICA should implement updating study of 2008 master plan.

A: During the preparatory stage of the Phase-2 Project, the World Bank showed an interest to update the Urban Transport Master Plan as a subcomponent of the on-going Southern African Trade and Transport Facilitation Project. According to the discussion made between JICA and the World Bank at that time, it was agreed that the World Bank would be fully engaged in the review and preparation of the Master Plan and JICA would support the capacity building to update the Master Plan through monitoring and evaluation of the deliverables of the World

Bank's study.

The following **comment** is made by JICA Office side:

- There is an on-going discussion between the World Bank and JICA. There are two options on how the JICA is involved in the review and update of the Master Plan. The first option is JICA would be fully involved in updating the Master Plan, utilizing the result of the traffic survey conducted by the World Bank. The second option is the World Bank would be involved in updating the Master Plan and the JICA will assist to develop some part of the master plan. JICA is supposed to continue to discuss with the World Bank and concerned ministries.
- The PMO-RALG should be fully informed and involved in the preparation of the Master Plan. Also, the updated Master Plan should be prepared sooner to address the urban transport problems no matter who to prepare it.

Q: What is the status of DUTA?

A: The establishment of DUTA was discussed by the Secretariat and the Steering Committee and a concept paper was prepared during the Phase 1 Project. The Phase 2 Project will review the concept paper and draft establishment bill for DUTA and will assist PMO-RALG until it is passed by the Parliament.

The PMO-RALG has sent the draft bill to the MOW and MOT for their review and is expecting contributions on the draft bill, and before the end of December, the PMO-RALG is to organize a meeting, involving all stakeholders to discuss on the amendments before a final draft is prepared.

The following **suggestion** is made:

- To review and finalize the draft establishment bill for DUTA, the Secretariat and Experts are requested to coordinate with Eng. Masaka of PMO-RALG, who is responsible for drafting the document assisted by Eng. Masodo of PMO-RALG.

Q: The decision on the establishment of DUTA is taken to who to be approved?

A: The draft bill is taken to the Minister of Works and Minister of Transport for their review and the PMO-RALG will take the draft final bill to Cabinet and then to the Parliament at the National Assembly for approval.

2.5 Discussion on Agreements in Record of Discussion

The following **suggestions** are made:

- SUMATRA should be included in the Secretariat not only in the Steering Committee.
- Other stakeholders, including DAWASCO and academic institutions, should be involved in the Secretariat/Steering Committee as observers when necessary.

- The Secretariat should discuss and agree on the priority projects/ plans, and the costs of the pilot projects should be shared by Japanese and Tanzanian sides.
- The members of the Steering Committee should include the following position of the member ministries/agencies.

(1) PMO-RALG	PS (Chair)
(2) PMO-RALG	Director of Infra Development Dept.
(3) RS Office	DSM-RAS
(4) DCC	City Director
(5) PMO	Director of Policy and Planning Dept.
(6) MOF	Director of Planning Div.
(7) MOHAS	Director of Policy and Planning Div.
(8) MOLHSD	Director of Planning Dept.
(9) MOT	Director of Policy and Planning Dept.
(10) MOW	Director of Road Dept.
(11) RFB	Road Funds Manager
(12) SUMATRA	Director General
(13) TANROADS	Regional Manager DSM
(14) DART	CEO
(15) Zonal Traffic Police	Zonal Traffic Officer
(16) Municipalities	Municipal Director

- The PS of PMORALG should sign the letter of appointment to be distributed to the appointed Steering Committee members.
- The Tanzania side needs to bear the cost for operation of the Phase 2 Project. The budget plan for the Phase 2 Project should be prepared by the selected Secretariat and submitted to the RAS/PMO-RALG.

2.6 AOB

The Expert explained the original Project Design Matrix, agreed in the Record of the Discussion of the Project, and revised Project Design Matrix, pointing out that monitoring indicators of the Project were suggested to be revised.

The following **suggestion** is made:

- The achievement level of the technical capacity, suggested in the revised Project Design Matrix should be high. All the Secretariat members should acquire basic and advanced skills/knowledge for urban transport planning.

- The Project Design Matrix would be revised when necessary, based on the discussion and arrangement among the JICA, World Bank and concerned ministries regarding the update of the Master Plan.

Also, members were informed that the first Joint Coordinating Committee/Steering Committee is scheduled on 5th December, 2014.

2.11 Closing of the Meeting

Before closing the meeting the Chairperson thanked all the members for their participation. The Chairperson also emphasized the importance of the Project and showed her commitments for successful implementation of the Project. The meeting was closed at **1130 hours**.



Capacity Development Project for the Improvement of Dar es Salaam Transport (Phase-2)

Kickoff Meeting
21 Nov, 2014

JICA Expert Team and Secretariat



Contents of the Presentation

Inception Report;

1. Project background – Revisit of Phase 1 Project
2. Approach and methodology toward sustainable coordination mechanism
3. Project outline - Draft Project Design Matrix
4. Project implementation plan – staffing, schedule, deliverables



1. Project background – Revisit of Phase 1 Project

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.

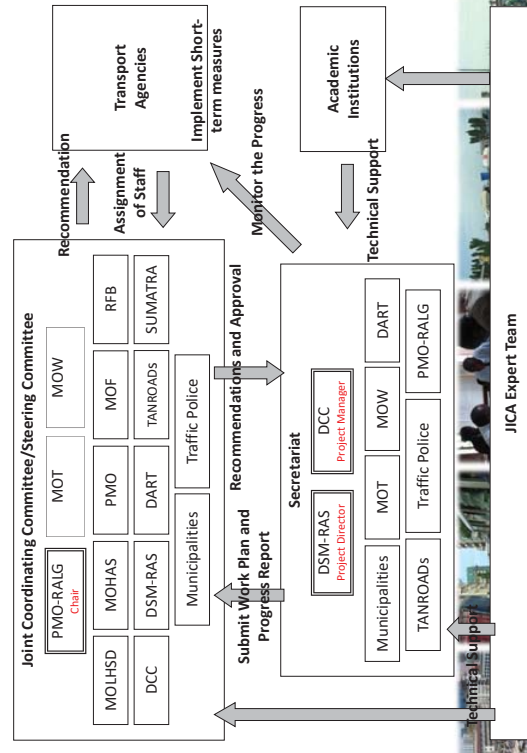
Project duration:

From Dec 2010 to Dec 2014



1. Project background – Revisit of Phase 1 Project

1.2 Project implementation structure





1. Project background – Revisit of Phase 1 Project 1.3 Summary project achievement (1/2)

Better coordination mechanism

- Steering committee and secretariat both established at 1st JCC.
- 38 secretariat meetings held to discuss transport policy and priority plans.
- 4-time JCC/SC held to demonstrate progress of the Project throughout the Project.

Technical training for transport planning

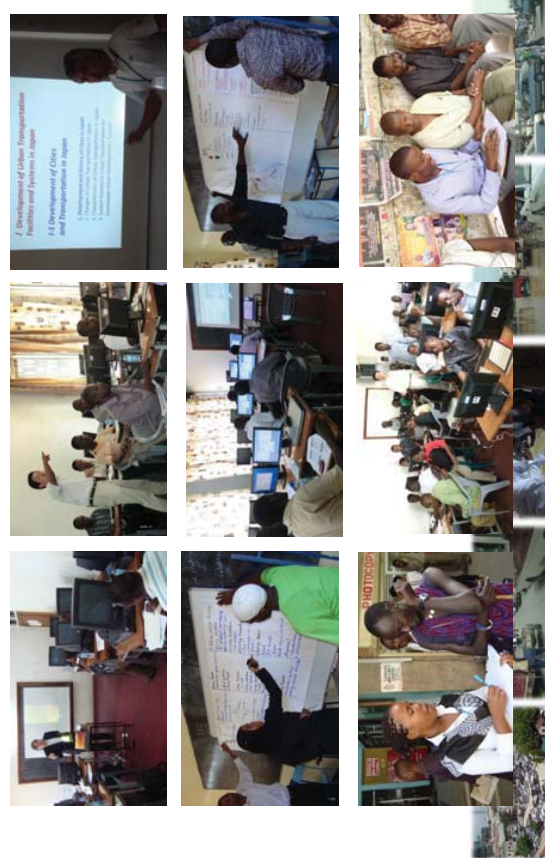
- 3 training sessions held in 2011 at NIT.
- On-the-job trainings (traffic survey) in 2011 and 2012.
- Result of traffic survey provided input to CBD traffic improvement plan and road improvement plan.



Snapshots during Phase 1 Project



Snapshots during Phase 1 Project



1. Project background – Revisit of Phase 1 Project 1.3 Summary project achievement (2/2)

Transport policy

- **Urban transport policy and concept design of the DUTA** prepared and discussed in a series of secretariat meetings.
- Policies/strategies/actions explored in draft urban transport policy incorporated into National Transport Policy.

Priority plan/projects

- **Traffic improvement plan in CBD** developed (and part of the plan implemented in April 2014).
- **Road improvement plan** developed (and selected priority projects implemented under WB funded DMDP).
- Other projects, including Northern Busway, Intersection Improvement and Traffic Control/ Surveillance System also discussed





Snapshots during Phase 1 Project



1. Project background – Revisit of Phase 1 Project 1.4 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)



1. Project background – Revisit of Phase 1 Project 1.5 Recommendation toward sustainable mechanism

1. **PMO-RALG to be a champion of urban transport policy**, developing investment plan and assigning responsibilities to implementing agencies.
2. **RC Office 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 – Action Plan, monitored by 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**.



1. Project background – Revisit of Phase 1 Project 1.5 Recommendation toward sustainable mechanism

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





2. Approach and methodology of Phase 2 Project

2.1 Lessons learnt from the Phase 1 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



2. Approach and methodology of Phase 2 Project

2.1 Lessons learnt from the Phase 1 Project (2/2)

The key for successful development of sustainable coordination mechanism includes;

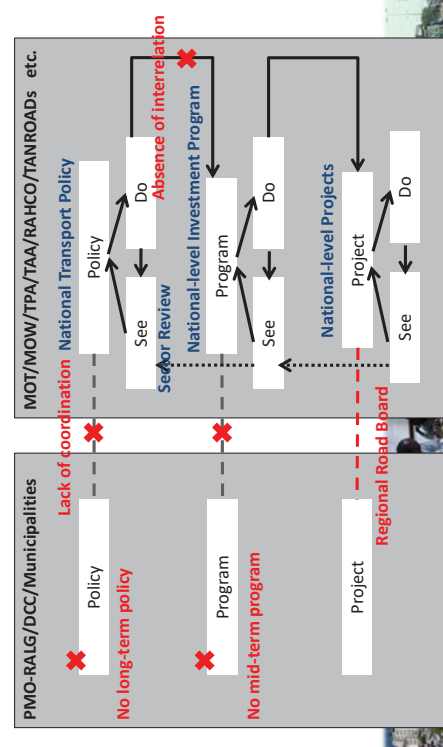
1. Enhancement of coordination mechanism, absorbing **PDCA (Plan, Do, Check, Act) cycle**
2. Understanding decision making process
3. **Institutionalization of Secretariat and Steering Committee's** functions
4. **Ownership** of the Project



2. Approach and methodology of Phase 2 Project

2.2 Toward sustainable coordination mechanism

1. Absorbing PDCA cycle into decision making process – Current policy-plan-project level decision making process



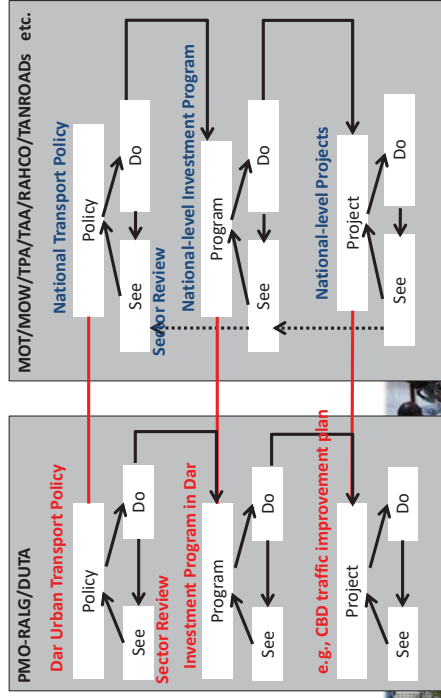
- Mainstreaming the PDCA (Plan, Do, Check, Act) to develop sustainable coordination mechanism;
1. **Absorbing PDCA cycle into decision making process**
 2. **Improvement of knowledge and skills for enhancement of the PDCA**
Improving sustainability of coordination mechanism among variety of concerned agencies;
 3. **Institutionalizing Secretariat and Steering Committee's functions**
 4. **Coordination with other donors**
Developing ownership of the Project;
 5. **Project management taking into account the budget cycle**



2. Approach and methodology of Phase 2 Project

2.2 Toward sustainable coordination mechanism

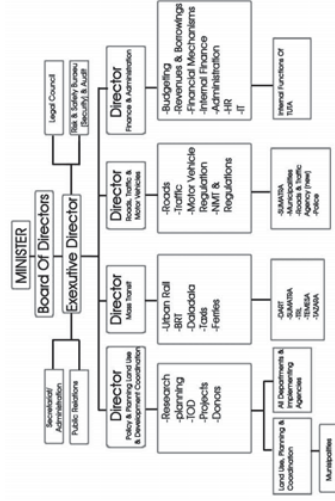
1. Absorbing PDCA cycle into decision making process - Proposed policy-plan-project level decision making process



2. Approach and methodology of Phase 2 Project

2.2 Toward sustainable coordination mechanism

3. Institutionalizing Secretariat and Steering Committee's functions through establishment of DUTA:
 - Establishment of a task force in the Secretariat, Draft and finalization of establishment bill,
 - Organization of stakeholder meetings
 - Approval by the National Assembly



Draft Organizational Structure of DUTA



2. Approach and methodology of Phase 2 Project

2.2 Toward sustainable coordination mechanism

2. Improvement of knowledge and skills for enhancement of PDCA

Output Action Plan	Necessary knowledge and skills
<ul style="list-style-type: none"> Current status and issues of urban transport infrastructure/program Current status and issues of urban transport-related organization, regulation and fund Goals and means of urban transport action plan Methodology to formulate urban transport action plan, based on data analysis Evaluation of urban transport action plan Trend in urban transport strategy, measures, and best practices Overview of the project (Business entity, content, benefit/loss, priority) Implementation plan of the project Financial plan for the project implementation Understanding of the technical specifications and manuals/guidelines Element technology, including traffic survey, demand forecast, design, construction planning, economic and financial analysis, environmental impact assessment and project evaluation 	<ul style="list-style-type: none"> Urban Transport Investment Plan (Selected Project)



2. Approach and methodology of Phase 2 Project

2.2 Toward sustainable coordination mechanism

5. Project management taking into account the budget cycle

Month/ Year	Secretariat	Steering Committee
Dec/2014	Report the draft action plan and priority project and budget plan (FY 2014/15) to the SC.	Approve the proposed plan and coordinate to materialize the project, assigning responsibilities to implementing agencies.
Jan-June/ 2015	Regular meetings to develop detailed plan and project and monitor the budget plan for the priority projects in implementing agencies.	Monitor the progress (coordination and budgeting) of proposed program/projects and assign responsibilities.
Aug/2015	Report the progress (budgeting and detailed studies) of the plan/ projects.	
Aug-Nov/ 2016	Coordinate with home agencies to realize approved plan/projects.	





3. Project outline - Draft Project Design Matrix 3.1 Project outline

Project title:

The Capacity Development Project for Improvement of Dar es Salaam Transport (Phase-2)

Project period:

3 years (Oct 2014 to Sep 2017)

Target area:

Dar es Salaam

Target group:

Secretariat and Steering Committee established under the Project (Phase-1)



3. Project outline - Draft Project Design Matrix 3.2 Project purpose and output

Overall Goal:

Traffic conditions in Dar are improved by implementation of transport projects, which were selected by coordination body.

Project Purpose:

A coordination mechanism is well-functioning, which ensures implementation of selected project(s).

Project Outputs:

1. A coordination mechanism among the relevant agencies is enhanced towards establishment of DUTA.
2. Organizational capacity on planning, implementation, monitoring and evaluation of the relevant agencies is strengthened through selected project(s).
3. Technical capacities to address urban transport issues are improved through various training methods.



3. Project outline - Draft Project Design Matrix 3.3 Project activities (1/3)

Project Outputs:

1. A coordination mechanism among the relevant agencies is enhanced towards establishment of DUTA.

Project Activities:

- 1-1 Review existing institutional framework in the urban transport sector and capacity analysis of the existing transport agencies.
- 1-2 Advise proper set-up of DUTA, including stakeholder meetings.
- 1-3 Assist DUTA to formulate draft Urban Transport Investment Plan and Action Plan.
- 1-4 Support the relevant agencies to absorb the Action Plan (prepared in Activities 1-3) into annual budget plan(s).
- 1-5 Monitor and evaluate progress of the Action Plan.



3. Project outline - Draft Project Design Matrix 3.3 Project activities (2/3)

Project Outputs:

2. Organizational capacity on planning, implementation, monitoring and evaluation of the relevant agencies is strengthened through selected project(s).

Project Activities:

- 2-1 Update the critically congested locations identified in Phase-1.
- 2-2 Support relevant agencies to prepare of improvement plan(s) including preliminary design and cost estimate.
- 2-3 Assist the relevant agencies to organize of stakeholder meeting(s), involving Project Affected People for smooth implementation of selected project(s).
- 2-4 Support the relevant agencies to implement the selected project(s), including pilot project(s).
- 2-5 Monitor and evaluate the pilot project(s).





3. Project outline - Draft Project Design Matrix 3.3 Project activities (3/3)

Project Outputs:

- 3. Technical capacities to address urban transport issues are improved through various training methods.

Project Activities:

- 3-1 Conduct training needs assessment.
- 3-2 Develop training curriculum and evaluation methods.
- 3-3 Conduct training courses/OJT (e.g., update of Urban Transport Master Plan 2008).
- 3-4 Evaluate achievement level of trainees.



3. Project outline - Draft Project Design Matrix 3.4 Selected project and pilot project

- Selected project is project(s) designed and approved through the Project.
- Part of selected project(s), as pilot project(s), to be implemented with financial support by JICA.
- Candidate pilot project(s) includes, but not limited to;
 - Geometric design improvement of intersection
 - Traffic demand management such as parking management
 - Rerouting of existing bus services
 - Traffic flow improvement in CBD
 - Pedestrian safety measures
 - Operation and management of traffic control



3. Project outline - Draft Project Design Matrix 3.5 External training in Japan and third country

Training	Contents
Training in Japan	<ul style="list-style-type: none"> To develop HR and improve the capacity for coordination in urban transport policy/plan and project phases. To learn institutional and regulatory framework at planning and implementation stage in Japan and to enhance coordination mechanism in Dar es Salaam
Trainees	8 Secretariat and Steering Committee members (24 members in total for 3 time training in Japan)
Duration	15 days
Trainers	Tokyo (MLIT), Nagoya/Aichi (Transport Policy Department, Civil Engineering Department, Traffic Control Center/Police, Urban Transport Agency, Private Bus/Rail Company, Academic Institution)
Objectives	<ul style="list-style-type: none"> To promote technical exchange between Dar es Salaam and Johannesburg To learn institutional and regulatory framework at planning and implementation stage in Johannesburg and to enhance coordination mechanism in Dar es Salaam
Trainees	8 Secretariat and Steering Committee members
Duration	10 days
Trainers	Johannesburg (Transport Policy Department, Civil Engineering Department, Traffic Control Center/Police, Urban Transport Agency, Private Bus Company, Academic Institution)



4. Project implementation plan 4.1 Work plan (1/2)

Work Items	Year/Month																			
	2014			2015			2016			2017										
[1] Preparation and discussion of Work Plan																				
[2] Confirmation of PDM indicators and collection of baselining data																				
[3] Support to institutional development in line with establishment of DUTA																				
[3-1] Review of progress of establishment of DUTA																				
[3-2] Situation analysis on urban transport institutional framework and projects																				
[3-3] Assistance to formulation of Draft Action Plan and Draft Urban Transport Investment Plan																				
[3-4] Support to budgeting Action Plan																				
[3-5] Monitoring and evaluation of progress of Action Plan																				
[4] Start to planning, implementation and evaluation of selected project(s)																				
[4-1] Review of progress of selected project(s)																				
[4-2] Update of critically congested locations																				
[4-3] Preparation of implementation plan of selected project(s)																				
[4-4] Support to organizing stakeholder meeting(s)																				
[4-5] Implementation of selected project(s)																				
[4-6] Preparation of progress of selected project(s)																				





4. Project implementation plan

4.1 Work plan (2/2)

Work Items	Year/Month			
	2014	2015	2016	2017
[6] Plan, implementation and evaluation of training(s)				
[5-1] Situation analysis and training needs assessment				
[5-2] Development of training curriculum and evaluation methods				
[5-3] Implementation of training(s)				
[5-4] Evaluation of achievement level of trainees				
[6] Preparation and discussion of Action Plan for establishment of DUTA and sustainable coordination				
[7] Collection of on-line data of PDM indicators				
[8] Preparation and submission of Project Completion Report				



4. Project implementation plan

4.3 JICA Expert Team

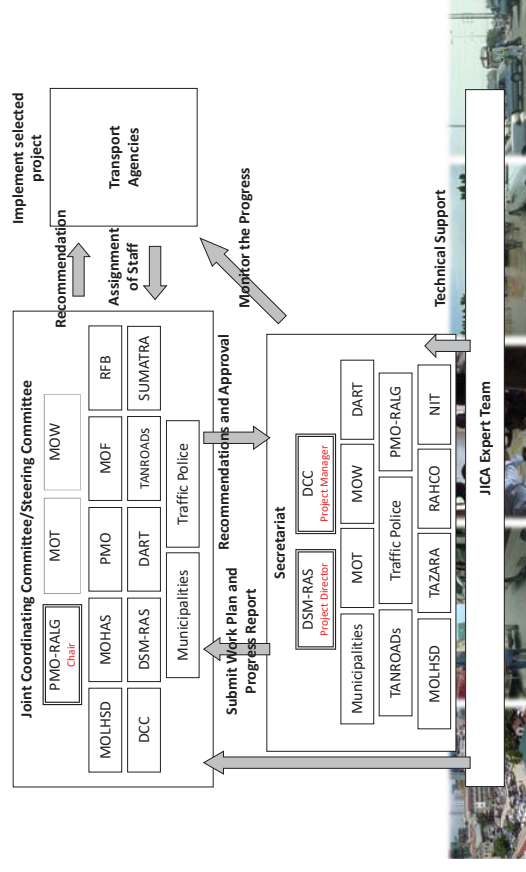
Assignment	Name	Firm
Team Leader/Transport Administration and Planning	Mr. Kiminari Takahashi	IDCJ
Public Transport Planning	Mr. Frits Olyslagers	OC
Road Planning/Design/ Supervision	Mr. Hiroyuki Morimoto	OC
Traffic Demand Forecast	Mr. Masayuki Ishiya (IT Urban Planning)	IDCJ
Database Management	Ms. Kayoko Miyao	IDCJ
Human Resource Development/ Project Coordination	To be named	IDCJ

Note: International Development Center of Japan (IDCJ), Oriental Consultants (OC)



4. Project implementation plan

4.2 Project implementation structure



4. Project implementation plan

4.4 Deliverables

Report	Schedule of Submission	Copies	Major Contents
Work Plan	November 2014	20 copies	<ul style="list-style-type: none"> Project outline Approach and methodology of the Project Project implementation plan PDM Staffing plan Undertakings by Tanzania/Japanese side Project outline Project activities Issues and lessons from the Project Progress towards project goals Recommendations to achieve super goal Project implementation plan for next period
Project Progress Report (1) – (4)	Every 6month	20 copies CD-R	<ul style="list-style-type: none"> Project outline Project activities Issues and lessons from the Project Progress towards project goals Recommendations to achieve super goal
Project Completion Report (1 st term)	Feb 2017	20 copies CD-R	<ul style="list-style-type: none"> Project outline Project activities Issues and lessons from the Project Progress towards project goals
Project Completion Report (2 nd term)	September 2017	30 copies CD-R	<ul style="list-style-type: none"> Project outline Project activities Issues and lessons from the Project Progress towards project goals Ditto



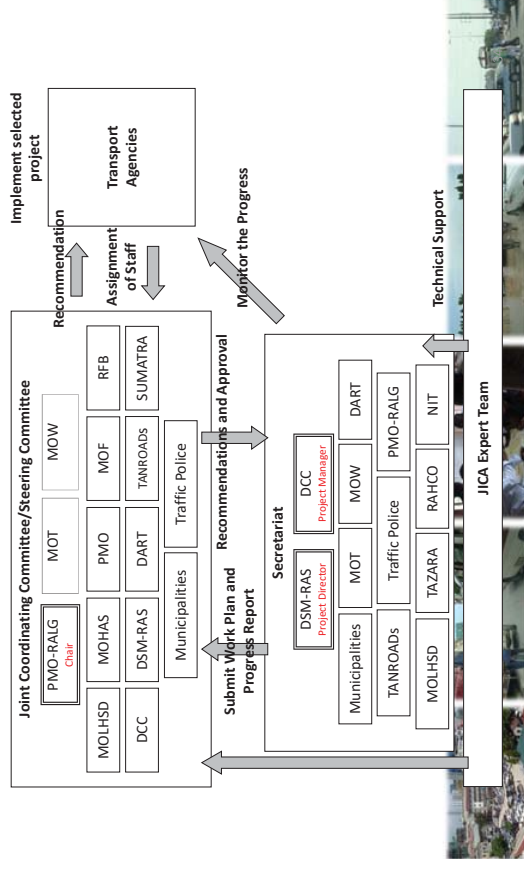


Consensus for **U**rban Transport and **P**olicy **I**mprovement in **D**ar es Salaam

“Thinking and working together for a livable city”



Member of Steering Committee and Secretariat



Member of Steering Committee

Organization	Proposed Position
(1) PMO-RALG	PS (Chair)
(2) PMO-RALG	Director of Infra Development Dept.
(3) RC Office	DSM-RAS
(4) DCC	City Director
(5) PMO	Director of Policy and Planning Dept.
(6) MOF	Director of Planning Div.
(7) MOHAS	Director of Policy and Planning Div.
(8) MOLHSD	Director of Planning Dept.
(9) MOT	Director of Policy and Planning Dept.
(10) MOW	Director of Road Dept.
(11) RFB	Road Funds Manager
(12) SUMATRA	Director General
(13) TANROADS	Regional Manager DSM
(14) DART	CEO
(15) Zonal Traffic Police	Zonal Traffic Officer
(16) Municipalities	Director



TOR for Steering Committee and Secretariat

The Steering Committee shall meet **at least twice a year** which will function as follows:

1. To discuss and approve the project outputs, including Draft Urban Transport Investment Plan and the Action Plan(s) submitted by the Secretariat;
2. To review and evaluate the overall progress of the Secretariat's work(s); and
3. To make recommendations to each relevant agency based on the discussions of the SC for the coordination of transport projects in Dar es Salaam.

The Secretariat shall meet **at least twice a month** which will function as follows:

1. To collect and analyze information about transport projects in Dar es Salaam;
2. To discuss and prepare Draft Urban Transport Investment Plan and the Action Plan(s) of including the information above, and conduct presentations at the SC meeting(s); and
3. To submit recommendations and relevant projects from relevant organizations.





Undertakings by Tanzania/Japanese sides

<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, NIT, MOLHSD, RAHCO, TAZARA)
2. Others (e.g., Office space, travel costs/per diem including overtime fees for counterpart personnel, cost for holding meetings, and other local costs (e.g., office furniture, water, electricity bill, transportation) as needed.

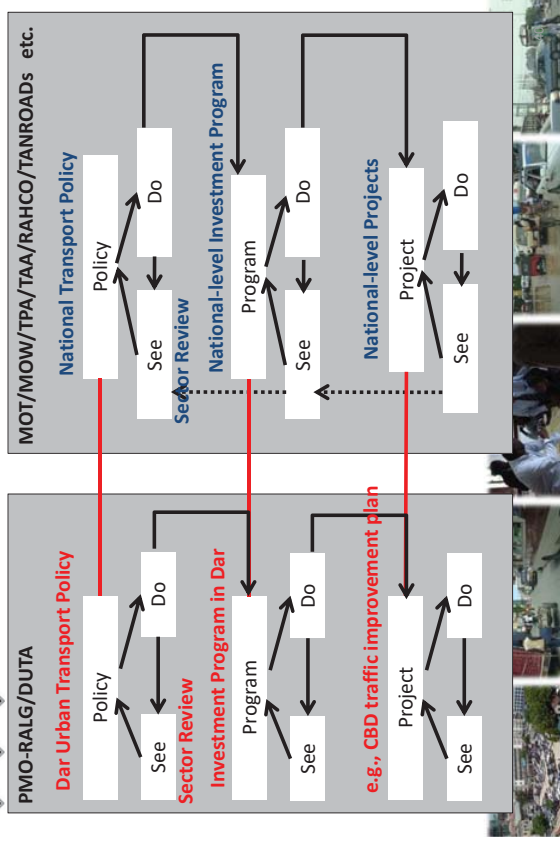
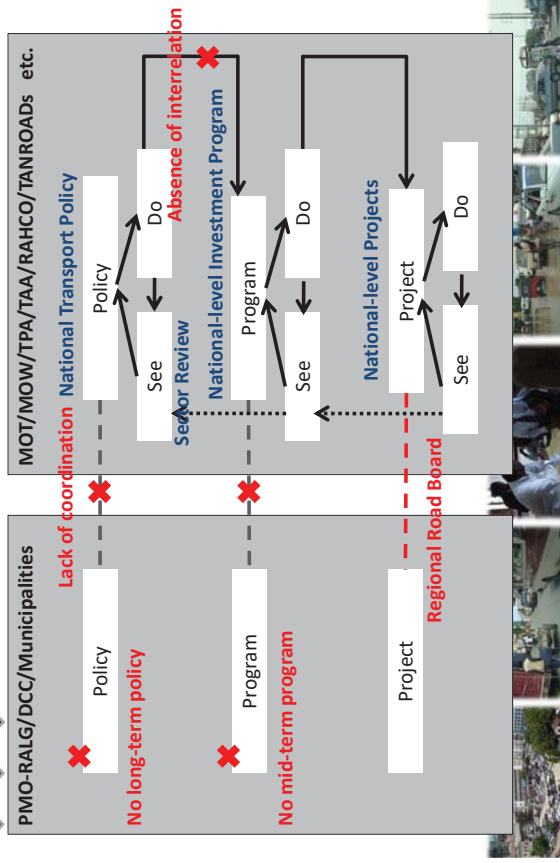


Undertakings by Tanzania/Japanese sides

<Japanese Side>

1. Personnel
- 1) Team Leader/Transport Administration Expert
- 2) Public Transport Planner
- 3) Road Planner
- 4) Traffic Demand Forecast/Database Management Expert
- 5) Project Coordinator/Human Resource Development Expert
2. Overseas Trainings
3. Cost for pilot project(s)
4. Others

IT equipment (e.g., PC and printer for the project office), and local costs as needed.



1st Joint Coordinating Committee/Steering Committee Meeting
for
the Capacity Development Project for the Improvement of
Dar es Salaam Transport (Phase-2)

Date: Friday, 5th Dec, 2014

Time: 8:00 – 11:30

Venue: Conference Room, Harbour View Suite (9th Floor, JMall)

Agenda

- 1. Registration (8:00 – 8:30)**
- 2. Self-introduction (8:30 – 8:45)**
- 3. Opening Remarks by PS-PMO-RALG (8:45 – 8:55)**
- 4. Welcome Remarks by Senior Representative of JICA (8:55 – 9:00)**

Joint Coordinating Committee

- 5. Presentation of Work Plan (9:00 – 9:30)**
 - Project background – Revisit of Phase 1 Project**
 - Approach and methodology of Phase 2 Project**
 - Project outline – Draft Project Design Matrix**
 - Project implementation plan – staffing, schedule, deliverables**
- 6. Confirmation of Agreements made in Record of Discussion (9:30 – 9:50)**
 - Members of Steering Committee/Secretariat**
 - TOR for Steering Committee/Secretariat**
 - Undertakings by Tanzania/Japanese sides**

- Group Photo and Tea Break -

- 7. Discussion (10:10 – 10:30)**

Steering Committee

- 8. Progress Report on Project Activities (10:30 – 10:50)**
 - Establishment of DUTA**
- 9. Discussion (10:50 – 11:10)**
- 10. Any Other Business (11:10 – 11:25)**
- 11. Closing Remarks by PS-PMO-RALG (11:25 – 11:30)**

- Lunch -

**MINUTES OF THE 1ST JOINT COORDINATING COMMITTEE/STEERING
COMMITTEE MEETING**

OF

CAPACITY DEVELOPMENT PROJECT

FOR

THE IMPROVEMENT OF DAR ES SALAAM TRANSPORT (PHASE-2)

Based on the Record of Discussions signed on 30th May, 2014 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, entitled ‘Capacity Development Project for the Improvement of Dar es Salaam Transport’ (hereinafter referred to as ‘the Project’) was initiated on 28th October, 2014.

During the course of the Project, a team of Experts and counterparts are engaged in enhancement of a coordination mechanism among concerned ministries/agencies in the urban transport sector through (i) establishment of Dar es Salaam Urban Transport Authority (DUTA), (ii) implementation of the pilot projects and (iii) provision of OJT and training courses for urban transport planning and implementation.

The 1st Joint Coordinating Committee/Steering Committee meeting was held on 5th December, 2014, at Harbour View Suite Conference Room, involving the Steering Committee and secretariat members of the Project, and it was confirmed and agreed among all the members as referred to in the documents attached hereto.

Dar es Salaam 5th December, 2014

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

Mr. Kuniaki Amatsu
Senior Representative
JICA Tanzania Office

Ms. Theresia Mmbando
Regional Administrative Secretary
Dar es Salaam Region

Mr. Kiminari Takahashi
Chief Advisor
JICA Expert Team

1. LIST OF ATTENDANTS

TANZANIAN SIDE

1. Jumanne A. Sagini	PS-PMO-RALG	Chairperson
2. Theresia Mmbando	DSM-RS	Member
3. Eng. Elina Kayanda	PMO-RALG	Member
4. Isaya M. Mngurumi	IMC	Member
5. Leo J. Ngowi	SUMATRA	Member
6. Eng. Jackson Masaka	PMO-RALG	Member
7. Tigahwa Serapion	DART Agency	Member
8. Photidas A. Kagimbo	TMC	Member
9. Eng. Natty M. B	KMC	Member
10. Eng. Sunday Boaz	MOW	Member
11. Sarah Yohana	DCC	Member
12. Juma S. Maguru	MOF	Member
13. Nassoro Maningo	PMO	Member
14. Insp. Mussa Mabula	Traffic Police	Member
15. Julius Ndyamukama	TANROADS	Member
16. Eng. Siyajali Mahili	IMC	Member
17. Martha Mkupasi	DCC	Invited Secretariat
18. Humphrey Kanyenye	TANROADS	Invited Secretariat
19. Eng. Phares Ngeleja	TMC	Invited Secretariat
20. Eng. Ahmed Wamala	KMC	Invited Secretariat
21. Eng. Mohamed Kuganda	DART Agency	Invited Secretariat
22. Ladislaus M. Bigambo	TANROADS	Invited Secretariat

JAPANESE SIDE

1. Kuniaki Amatsu	JICA Tanzania Office	Member
2. Nobuyuki Kobe	JICA Tanzania Office	Member
3. Kiminari Takahashi	JICA Expert (Chief Advisor)	Member
4. Hafsa Chande	JICA Expert (Project Coordinator)	Member
5. Kayoko Miyao	JICA Expert (Database Management)	Member

ABSENTEES

1. MOT
2. MOHA
3. MLHSD
4. RFB

MEDIA

1. Masembe Tambwe	Daily News	Invited
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2. AGENDA

The agenda of the meeting was as follows:

- a) Opening Remarks by PS-PMO-RALG
- b) Welcome Remarks by Senior Representative of JICA
- c) Presentation of the Work Plan
 - Project background – Revisit of Phase 1 Project
 - Approach and methodology of Phase 2 Project
 - Project outline - Draft Project Design Matrix
 - Project implementation plan – staffing, schedule, deliverables
- d) Confirmation of Agreements in Record of Discussion
 - Members of Steering Committee/Secretariat
 - TOR for Steering Committee/Secretariat
 - Undertakings by Tanzania/Japanese sides
- e) Discussion
- f) Progress Report on Project Activities
 - Establishment of DUTA
- g) Discussion
- h) Any other Business
- i) Closing Remarks by PS-PMO-RALG

2.1 Opening of the Meeting

The Chairperson, Mr Jumanne Sagini – Permanent Secretary, PMO-RALG – called the meeting to order at **0930 hours** after making few remarks regarding the background information of the Project. In his remarks he thanked the JICA for the continuous support on the improvement of the urban transport sector. Moreover, he said that traffic congestion in Dar es Salaam is now the most critical issue which needs to be solved and also expressed his sincere gratitude to the JICA for its support in developing a coordination mechanism among local authorities and development partners.

2.2 Welcome Remarks from JICA

Mr. Kuniaki Amatsu – Senior 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 Submission of Work Plan

45 copies of the Work Plan were submitted during the 1st JCC/SC meetings to both Steering Committee and Secretariat members.

2.4 Presentation of Work Plan

Ms. Martha Mkupasi and Mr. Kiminari Takahashi made a presentation to brief the contents of the Work Plan, highlighting the project background, approach and methodology of the Project, project outline and project implementation plan.

2.5 Discussion on Work Plan

After the presentation of the Work Plan, members were requested to ask questions and provide comments. The members provided comments/questions as summarized below:

(1) Project background – Revisit of Phase 1 Project

The members confirmed the progress of the Phase 1 Project and there was no comment made during the meeting.

(2) Approach and methodology of Phase 2 Project

The member suggested establishing the UTA (Urban Transport Authority) instead of the DUTA (Dar es Salaam Urban Transport Authority). This is to have the bill which covers the whole country and thus to ease the replication of urban transport issues in other cities/towns in the country.

- It was confirmed that the Phase-2 Project will support to enhance a coordination mechanism through legislating a new authority and that a proper institutional set up for the new authority will be recommended during the course of the Phase-2 Project.

(3) Project outline - Draft Project Design Matrix

As for the monitoring indicator of the project purpose, the member suggested to increase the percentage of the projects completed, as originally proposed percentage of 30% looks very low (30% of selected projects are implemented in line with the Urban Transport Investment Plan and Action Plan by the end of the Project).

- It was explained that 30% was suggested to be set as an evaluation indicator, comparing 5-year Investment Plan, which will be developed during the Phase-2 Project and annual budget plan, which will be prepared by each implementing agency for the next 2 financial years during the 3-year Project (thus, 40% (=2 year annual plan/5 year investment plan) is the maximum achievement level during the Phase 2 Project).
- It was further suggested that the achievement level of 30%, which appears very low, be considered to intentionally lower the target and would not gain the support from the stakeholders.
- Accordingly, it was agreed that the Expert would consider to amend the percentage of the target indicator in order to make understandable to the stakeholders.

(4) Project implementation plan

As for the member of the Steering Committee, the member suggested the following comments and amendment.

- It was proposed and agreed that the Director of Urban Development from PMO-RALG should be added to the Steering Committee and Director of Government Business from the Prime Minister's Office (PMO) is more appropriate than the Director for Policy and Planning as a Steering Committee member.

As for the member of the Secretariat, the member suggested to include SUMATRA, DAWASCO and TANESCO as Secretariat members.

- It was agreed that SUMATRA should be a member of the Secretariat.
- It was suggested that (i) DAWASCO and TANESCO should be invited as observers when the discussion subject during the Secretariat meeting (e.g., implementation of the pilot project) is related to their jurisdictions, or (ii) DAWASCO and TANESCO should be invited as permanent Secretariat member from the start of the Project.

As for the timing of the Secretariat meeting, the member suggested to consider to reduce frequency of the Secretariat meeting from twice a month to, for instance, once a month in order to make the Project practicable.

- It was explained that 38 Secretariat meetings were organized during the course of the 2 year Phase-1 Project, equal to nearly twice a month meetings.
- It was then agreed that the Secretariat meeting would be held twice a month, as agreed in the Record of Discussion.

As for the name of the Secretariat meeting, the member suggested to rename it from the Secretariat to the Technical Committee, since the number of the Secretariat members already exceeds 15 and the Secretariat in general is consisted of the smaller number of members.

- It was pointed out that the name and its function of the Secretariat were already agreed in the Record of Discussion and changing the name of the Secretariat might require the paper works to amend the Record of Discussion.
- It was suggested and agreed that the Secretariat would be renamed to the Secretariat/ Technical Committee.

2.6 Confirmation of Agreements in Record of Discussion

Following the discussion on the Work Plan, members provided comments on the agreements in the Record of Discussion for the Phase-2 Project, and the Experts and counterparts responded these comments, and discussions and agreements during the meeting are summarized below:

- It was agreed that the budget to be borne by Tanzania side for implementation of the Project should be prepared by the Secretariat members. It was confirmed that the draft budget plan was already prepared and would be discussed and confirmed during the 1st Secretariat meeting on 10th of Dec. 2014.
- It was suggested that the budget for the Project should be contributed by both PMO-RALG and DLGAs. It was further suggested that 50% of the budget would be contributed by PMO-RALG while remaining 50% would be by DLGAs.
- It was further suggested that a separate budget account should be maintained for the project's fund.

2.7 Progress Report on Project Activities on Establishment of UTA

Eng. Masaka made a presentation to brief the progress of the establishment of UTA after the completion of the Phase-1 Project. Following the presentation, members provided comments, and the counterparts responded these comments, and discussions and agreements during the meeting are summarized below:

- It was explained that proposed authority during the JICA's Urban Transport Master Plan and Phase-1 Project was DUTA (Dar es Salaam Urban Transport Authority) which will be the pilot project while the concept paper, prepared by the PMO-RALG suggested to establish UTA (Urban Transport Authority).
- It was suggested that DUTA should be established in Dar es Salaam but focus should also be on other cities like Arusha and Mbeya, as they are growing fast and are different from one another. It was pointed out that the discussion on DUTA or UTA is still in progress.
- It was pointed out that the UTA, proposed by the concept paper, suggested to absorb all duties/responsibilities/funds of existing implementing agencies and become a super authority, which might face difficulty in building a consensus among the concerned ministries. It was responded that the discussion on the organizational structure and jurisdictions are still in progress.
- It was pointed out that it is the right time to establish DUTA in order to ensure a proper coordination mechanism among member agencies. Also each city will establish its own transport authority and thereafter coordinating their activities and ultimately establishing UTA.
- It was also suggested that the establishment of UTA/DUTA must consider the effects that will bring to the LGAs.
- It was urged that the main institutional problem in the urban transport sector is the fragmentation of planning function (uncoordinated urban development) and also that there is a linkage such that the improvement of urban transport will eventually lead to the development of the rural transport.

2.8 AOB

It was announced that the 1st Secretariat meeting would be held on 10th December to discuss the detailed implementation plan and work structure of the Phase 2 Project.

Closing of the Meeting

Before closing the meeting the Chairperson thanked all the members for their active participation and constructive comments during the meeting. Furthermore, the Chairperson also emphasized on the importance of the Project and promised his commitment in supporting the expert team and secretariat members to deliver the expected project outputs and establishing the new Urban Transport Authority during the Phase-2 Project. The meeting was closed at **1230 hours**.



Capacity Development Project for the Improvement of Dar es Salaam Transport (Phase-2)

1st Joint Coordinating Committee/ Steering Committee Meeting

5 Dec, 2014

JICA Expert Team and Secretariat



Contents of the Presentation

Part 1: Presentation of Work Plan

1. Project background – Revisit of Phase 1 Project
2. Approach and methodology of Phase 2 Project
3. Project outline - Draft Project Design Matrix
4. Project implementation plan – staffing, schedule, deliverables

Part 2: Confirmation of Agreements made in Record of Discussion

1. Members of Steering Committee/Secretariat
2. TOR for Steering Committee/Secretariat
3. Undertakings by Tanzania/Japanese sides



1. Project background – Revisit of Phase 1 Project 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:

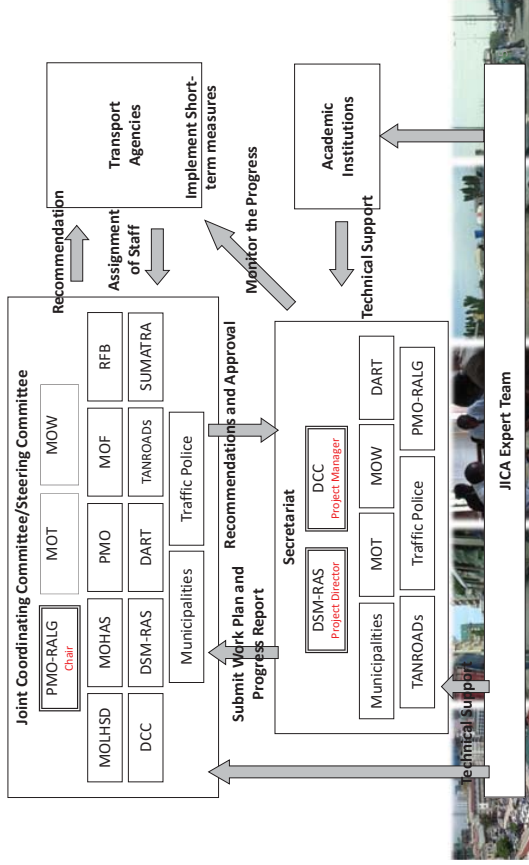
From Dec 2010 to Dec 2014





1. Project background – Revisit of Phase 1 Project

1.2 Project implementation structure



1. Project background – Revisit of Phase 1 Project

1.3 Summary project achievement (1/2)

Better coordination mechanism

- Steering committee and secretariat both established at 1st JCC.
- 38 secretariat meetings held to discuss transport policy and priority plans.
- 4-time JCC/SC held to demonstrate progress of the Project throughout the Project.

Technical training for transport planning

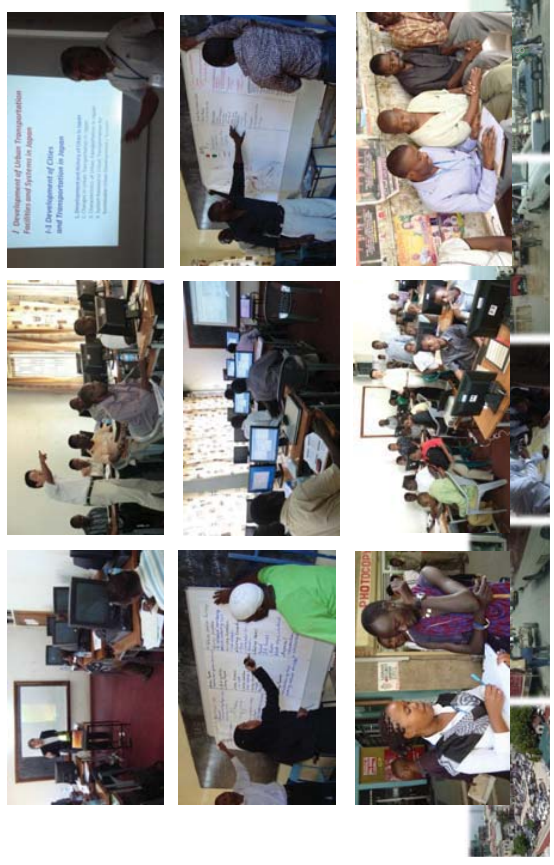
- 3 training sessions held in 2011 at NIT.
- On-the-job trainings (traffic survey) in 2011 and 2012.
- Result of traffic survey provided input to CBD traffic improvement plan and road improvement plan.



Snapshots during Phase 1 Project



Snapshots during Phase 1 Project





1. Project background – Revisit of Phase 1 Project

1.3 Summary project achievement (2/2)

Transport policy

- **Urban transport policy and concept design of the DUTA** prepared and discussed in a series of secretariat meetings.
- Policies/strategies/actions explored in draft urban transport policy incorporated into National Transport Policy.

Priority plan/projects

- **Traffic improvement plan in CBD** developed (and part of the plan implemented in April 2014).
- **Road improvement plan** developed (and selected priority projects to be implemented under WB funded DMDP).
- Other projects, including Northern Busway, Intersection Improvement and Traffic Control/ Surveillance System also discussed



Snapshots during Phase 1 Project



1. Project background – Revisit of Phase 1 Project

1.4 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**)



1. Project background – Revisit of Phase 1 Project

1.5 Recommendation toward sustainable mechanism

1. **PMO-RALG to be a champion of urban transport policy**, developing investment plan and assigning responsibilities to implementing agencies.
2. **RS Office 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 – Action Plan, monitored by 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**.





1. Project background – Revisit of Phase 1 Project

1.5 Recommendation toward sustainable mechanism

Organization	Proposed Tasks
PMO- RALG	<ul style="list-style-type: none">Organize and chair the Steering Committee twice a yearAssign responsibilities to local authoritiesAllocate budget and resources for plans/project approved by the SC.Finance operational cost of the secretariatCoordinate with donorsDevelop Dar Urban Transport Policy/Investment PlanLegislate the DUTA
RS Office	<ul style="list-style-type: none">Organize regular secretariat meetingsCoordinate with other Ministries/AgenciesMonitor the progress of the plans/project approved by the SC
Secretariat	<ul style="list-style-type: none">Discuss and agree the priority plans.Conduct studies and develop detailed plans/projects/budget plan.Report to and coordinate with home Ministries/Agencies



2. Approach and methodology of Phase 2 Project

2.1 Lessons learnt from the Phase 1 Project (2/2)

The key for successful development of sustainable coordination mechanism includes;

- Enhancement of coordination mechanism as a system, absorbing **PDCA (Plan, Do, Check, Act) cycle**
- Institutionalization of Secretariat and Steering Committee's** functions
- Ownership** of the Project



2. Approach and methodology of Phase 2 Project

2.1 Lessons learnt from the Phase 1 Project (1/2)

The key for successful implementation of urban transport project includes;

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



2. Approach and methodology of Phase 2 Project

2.2 Toward sustainable coordination mechanism

Approach 1: Mainstreaming the PDCA (Plan, Do, Check, Act) to develop sustainable coordination mechanism;

- Absorbing PDCA cycle into decision making process**
- Improvement of knowledge and skills for enhancement of the PDCA**
- Use reliable models and traffic data**
- Utilize selected project as part of OJT**





2. Approach and methodology of Phase 2 Project

2.2 Toward sustainable coordination mechanism

Approach 2: Improving sustainability of coordination mechanism among variety of concerned agencies;

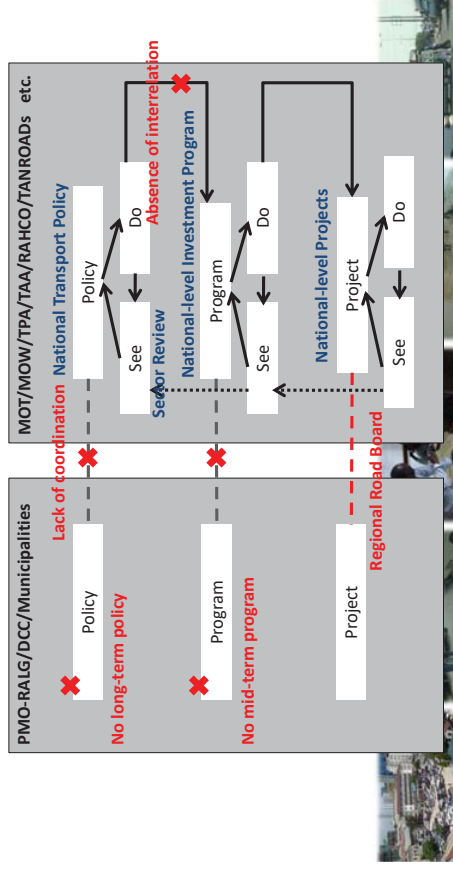
5. Institutionalizing Secretariat and Steering Committee's functions
6. Coordination with other donors
- Approach 3: Enhancing ownership of the Project;
7. Project management taking into account the budget cycle
8. Monitoring and evaluation jointly with the C/P



2. Approach and methodology of Phase 2 Project

2.2 Toward sustainable coordination mechanism

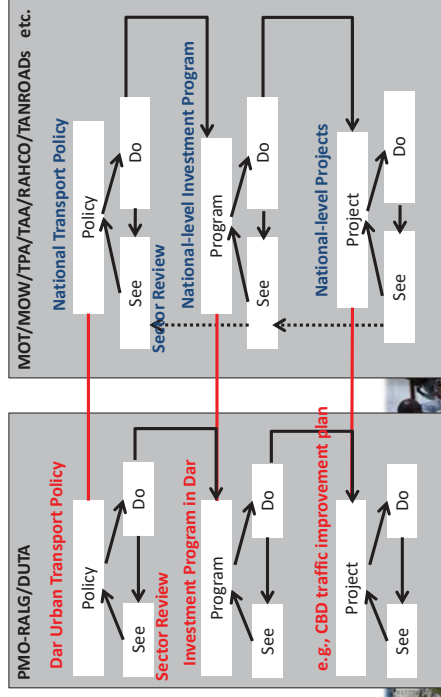
1. Absorbing PDCA cycle into decision making process – Current policy-plan-project level decision making process



2. Approach and methodology of Phase 2 Project

2.2 Toward sustainable coordination mechanism

1. Absorbing PDCA cycle into decision making process - Proposed policy-plan-project level decision making process



2. Approach and methodology of Phase 2 Project

2.2 Toward sustainable coordination mechanism

2. Improvement of knowledge and skills for enhancement of PDCA

Output	Necessary knowledge and skills
Action Plan	<ul style="list-style-type: none"> • Current status and issues of urban transport infrastructure/program • Current status and issues of urban transport-related organization, regulation and fund • Goals and means of urban transport action plan • Methodology to formulate urban transport action plan, based on data analysis • Evaluation of urban transport action plan • Trend in urban transport strategy, measures, and best practices • Overview of the project (Business entity, content, benefit/loss, priority)
Urban Transport Investment Plan	<ul style="list-style-type: none"> • Implementation plan of the project • Financial plan for the project implementation
Priority (Selected) Project	<ul style="list-style-type: none"> • Understanding of the technical specifications and manuals/guidelines • Element technology, including traffic survey, demand forecast, design, construction planning, economic and financial analysis, environmental impact assessment and project evaluation

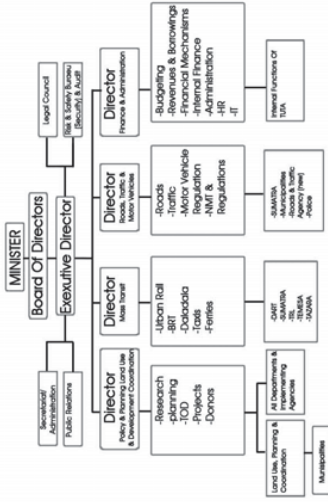




2. Approach and methodology of Phase 2 Project

2.2 Toward sustainable coordination mechanism

- Institutionalizing Secretariat and Steering Committee's functions through establishment of DUTA:
 - Establishment of a task force in the Secretariat,
 - Draft and finalization of establishment bill,
 - Organization of stakeholder meetings
 - Approval by the National Assembly



Draft Organizational Structure of DUTA



2. Approach and methodology of Phase 2 Project

2.2 Toward sustainable coordination mechanism

- Project management taking into account the budget cycle

Month/ Year	Secretariat	Steering Committee
Dec/2014	Report the draft action plan and priority project and budget plan (FY 2014/15) to the SC.	Approve the proposed plan and coordinate to materialize the project, assigning responsibilities to implementing agencies.
Jan-June/ 2015	Regular meetings to develop detailed plan and project and monitor the budget plan for the priority projects in implementing agencies.	
Aug/2015	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/ 2016	Coordinate with home agencies to realize approved plan/projects.	



3. Project outline - Draft Project Design Matrix

3.1 Project outline

Project title:

The Capacity Development Project for Improvement of Dar es Salaam Transport (Phase-2)

Project period:

3 years (Oct 2014 to Sep 2017)

Target area:

Dar es Salaam

Target group:

Secretariat and Steering Committee established under the Project (Phase-1)



3. Project outline - Draft Project Design Matrix

3.2 Project purpose and output

Overall Goal:

Traffic conditions in Dar are improved by implementation of transport projects, which were selected by coordination body.

Project Purpose:

A coordination mechanism is well-functioning, which ensures implementation of selected project(s).

Project Outputs:

- A coordination mechanism among the relevant agencies is enhanced towards establishment of DUTA.
- Organizational capacity on planning, implementation, monitoring and evaluation of the relevant agencies is strengthened through selected project(s).
- Technical capacities to address urban transport issues are improved through various training methods.





3. Project outline - Draft Project Design Matrix 3.3 Project activities (1/3)

Project Outputs:

1. A coordination mechanism among the relevant agencies is enhanced towards establishment of DUTA.

Project Activities:

- 1-1 Review existing institutional framework in the urban transport sector and capacity analysis of the existing transport agencies.
- 1-2 Advise proper set-up of DUTA, including stakeholder meetings.
- 1-3 Assist DUTA to formulate draft Urban Transport Investment Plan and Action Plan.
- 1-4 Support the relevant agencies to absorb the Action Plan (prepared in Activities 1-3) into annual budget plan(s).
- 1-5 Monitor and evaluate progress of the Action Plan.



3. Project outline - Draft Project Design Matrix 3.3 Project activities (2/3)

Project Outputs:

2. Organizational capacity on planning, implementation, monitoring and evaluation of the relevant agencies is strengthened through selected project(s).

Project Activities:

- 2-1 Update the critically congested locations identified in Phase-1.
- 2-2 Support relevant agencies to prepare of improvement plan(s) including preliminary design and cost estimate.
- 2-3 Assist the relevant agencies to organize of stakeholder meeting(s), involving Project Affected People for smooth implementation of selected project(s).
- 2-4 Support the relevant agencies to implement the selected project(s), including pilot project(s).
- 2-5 Monitor and evaluate the pilot project(s).



3. Project outline - Draft Project Design Matrix 3.3 Project activities (3/3)

Project Outputs:

3. Technical capacities to address urban transport issues are improved through various training methods.

Project Activities:

- 3-1 Conduct training needs assessment.
- 3-2 Develop training curriculum and evaluation methods.
- 3-3 Conduct training courses/OJT (e.g., update of Urban Transport Master Plan 2008).
- 3-4 Evaluate achievement level of trainees.



3. Project outline - Draft Project Design Matrix 3.4 Selected project and pilot project

- Selected project is project(s) designed and approved through the Project.
- Part of selected project(s), as pilot project(s), to be implemented with financial support by JICA.
- Candidate pilot project(s) includes, but not limited to;
 - Geometric design improvement of intersection
 - Traffic demand management such as parking management
 - Retrouting of existing bus services
 - Traffic flow improvement in CBD
 - Pedestrian safety measures
 - Operation and management of traffic control





4. Project implementation plan 4.4 Deliverables

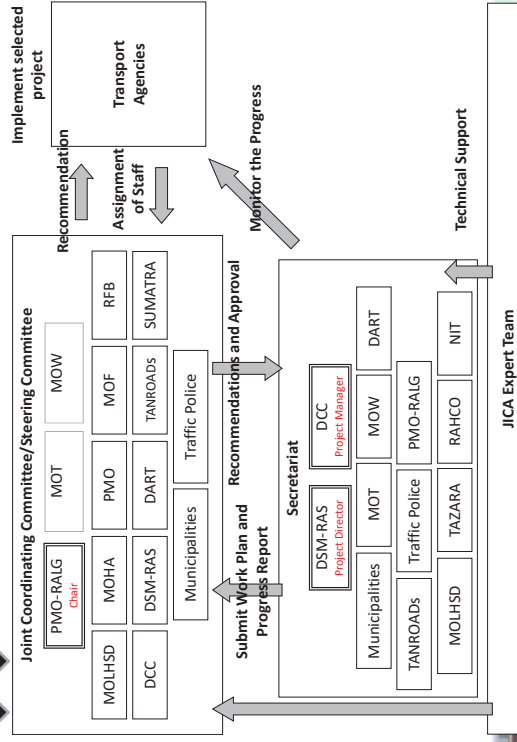
Report	Schedule of Submission	Copies	Major Contents
Work Plan	December 2014 (Submitted on 5 th Dec 2014)	20 copies	<ul style="list-style-type: none"> Project outline Approach and methodology of the Project Project implementation plan PDM Staffing plan Undertakings by Tanzania/Japanese side Project outline Project activities Issues and lessons from the Project Progress towards project goals Recommendations to achieve super goal Project implementation plan for next period
Project Progress Report (1 – (4))	Every 6month	20 copies CD-R	<ul style="list-style-type: none"> Project outline Project activities Issues and lessons from the Project Progress towards project goals Recommendations to achieve super goal Project implementation plan for next period
Project Completion Report (1 st term)	Feb 2017	20 copies CD-R	<ul style="list-style-type: none"> Project outline Project activities Issues and lessons from the Project Progress towards project goals Ditto
Project Completion Report (2 nd term)	September 2017	30 copies CD-R	<ul style="list-style-type: none"> Ditto



Part 2: Confirmation of Agreements made in Record of Discussion



1. Members of Steering Committee and Secretariat



Members of Steering Committee

Organization	Proposed Position
(1) PMO-RALG	PS (Chair)
(2) PMO-RALG	Director of Infra Development Dept.
(3) RS Office	DSM-RAS
(4) DCC	City Director
(5) PMO	Director of Policy and Planning Dept.
(6) MOF	Director of Planning Div.
(7) MOHA	Director of Policy and Planning Div.
(8) MOLHSD	Director of Physical Planning Dept.
(9) MOT	Director of Policy and Planning Dept.
(10) MOW	Director of Road Dept.
(11) RFB	Road Funds Manager
(12) SUMATRA	Director General
(13) TANROADS	Regional Manager DSM
(14) DART	CEO
(15) Zonal Traffic Police Officer	Zonal Traffic Police Officer
(16) Municipalities	Municipalities





2. TOR for Steering Committee and Secretariat

The Steering Committee shall meet **at least twice a year** which will function as follows:

1. To discuss and approve the project outputs, including Draft Urban Transport Investment Plan and the Action Plan(s) submitted by the Secretariat;
2. To review and evaluate the overall progress of the Secretariat's work(s); and
3. To make recommendations to each relevant agency based on the discussions of the SC for the coordination of transport projects in Dar es Salaam.

The Secretariat shall meet **at least twice a month** which will function as follows:

1. To collect and analyze information about transport projects in Dar es Salaam;
2. To discuss and prepare Draft Urban Transport Investment Plan and the Action Plan(s) of including the information above, and conduct presentations at the SC meeting(s); and



3. Undertakings by Tanzania/Japanese sides

<Japanese Side>

1. Personnel
 - 1) Team Leader/Transport Administration Expert
 - 2) Public Transport Planner
 - 3) Road Planner
 - 4) Traffic Demand Forecast/Database Management Expert
 - 5) Project Coordinator/Human Resource Development Expert
 2. Overseas Trainings
 3. Cost for pilot project(s)
 4. Others
- IT equipment (e.g., PC and printer for the project office), and local costs as needed.



3. Undertakings by Tanzania/Japanese sides

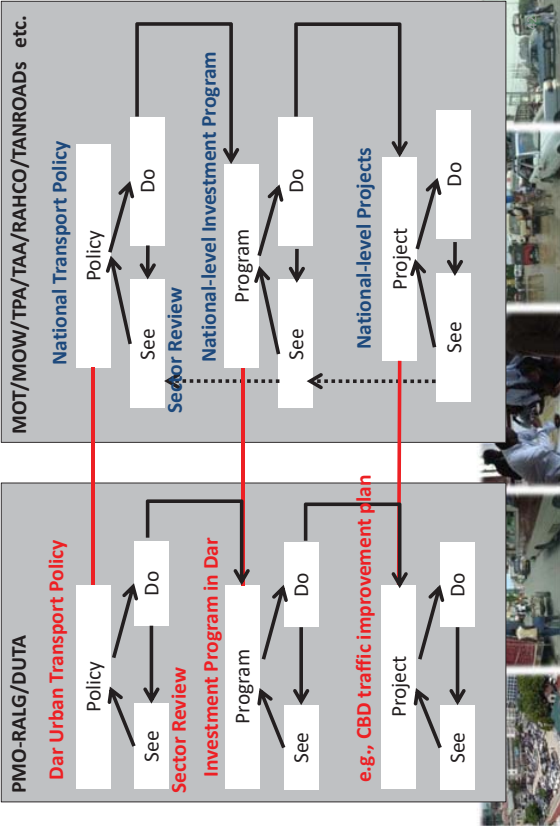
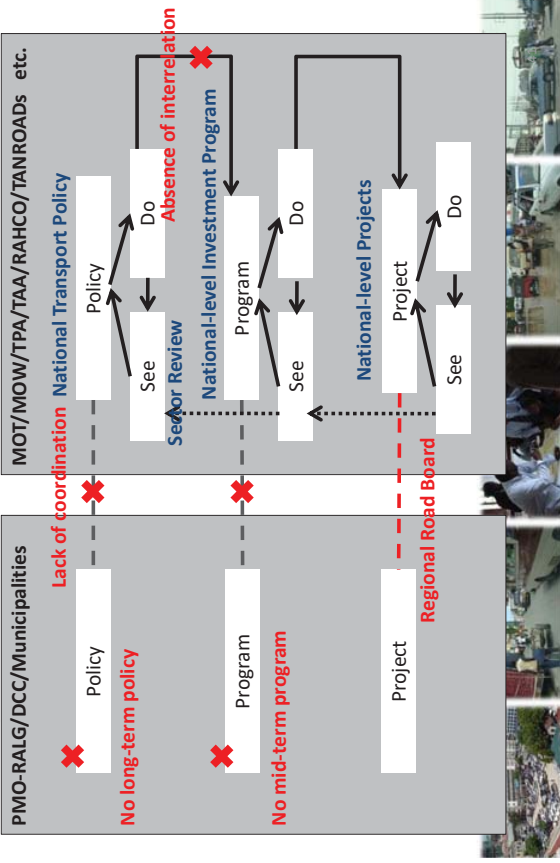
<Tanzanian Side>

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, NIT, MOLHSD, RAHCO, TAZARA)
2. Others (e.g., Office space, travel costs/per diem including overtime fees for counterpart personnel, cost for holding meetings, and other local costs (e.g., office furniture, water, electricity bill, transportation) as needed.

Consensus for Urban Transport and Policy Improvement in Dar es Salaam

“Thinking and working together for a livable city”





**2nd Joint Coordinating Committee/Steering Committee Meeting
for Capacity Development Project for Improvement of
Dar es Salaam Transport (Phase-2)
And
Stakeholder Meeting for Establishment of Urban Transport
Authority**

Date: Friday, 21st August, 2015

Time: 8:00 – 12:30

Venue: Conference Room, Harbour View Suite (9th Floor, JMall)

Agenda

1. Registration (8:00 – 8:30)
2. Self-introduction (8:30 – 8:45)
3. Opening Remarks by PS-PMO-RALG (8:45 – 8:55)
4. Welcome Remarks by Chief Representative of JICA (8:55 – 9:00)
5. Confirmation of Minutes of 1st JCC/SC Meeting and Matters arising and Actions taken (9:00 – 9:10)

Joint Coordinating Committee

6. Project Monitoring Report (9:10 – 9:30) – *Expert Team/DCC*
- *Group Photo and Tea Break* -

Steering Committee

7. Progress Report on Project Activities (10:00 – 10:40)
 - PDCA cycle through pilot projects – *Expert Team*
 - Training for M/P update – *NIT/Expert Team*
8. Discussion (10:40 – 11:10)
9. Any Other Business (11:10 – 11:20)
10. Closing Remarks by PS-PMO-RALG (11:20 – 11:30)

**Stakeholder Meeting for Establishment of Urban Transport Authority
(11:30 – 12:30)**

- Summary of comments on UTA and analysis – *PMO-RALG*

– Lunch –

Handout:

- Project Monitoring Sheet (including Annex-1 to Annex-6)
- Concept Note on Establishment of Urban Transport Authority and Comments from Key Stakeholders (DCC, Ilala, Kinondoni, Temeke, MOT, SUMATRA, DART, Zonal Traffic Police)
- Discussion Paper (Outline of Trial Measures and Short term Projects for Alleviating Traffic Congestion in Dar es Salaam)
- Progress Report of Training Course and Evaluation Report on Basic GIS Training

Annex:

- Agenda and Minutes of Secretariat Meetings (1st to 12th Secretariat Meetings)

**MINUTES OF THE 2ND JOINT COORDINATING COMMITTEE/STEERING
COMMITTEE MEETING**

OF

CAPACITY DEVELOPMENT PROJECT

FOR

THE IMPROVEMENT OF DAR ES SALAAM TRANSPORT (PHASE-2)

Based on the Record of Discussions signed on 30th May, 2014 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, entitled ‘Capacity Development Project for the Improvement of Dar es Salaam Transport’ (hereinafter referred to as ‘the Project’) was initiated on 28th October, 2014.

During the course of the Project, a team of Experts and counterparts are engaged in enhancement of a coordination mechanism among concerned ministries/agencies in the urban transport sector through (i) establishment of Dar es Salaam Urban Transport Authority (DUTA), (ii) implementation of the pilot projects and (iii) provision of OJT and training courses for urban transport planning and implementation.

The 2nd Joint Coordinating Committee/Steering Committee meeting was held on 21st August, 2015, at Harbour View Suite Conference Room, involving the Steering Committee and Secretariat members of the Project, and it was confirmed and agreed among all the members as referred to in the documents attached hereto.

Dar es Salaam 21st August, 2015

Mr. Kyagabukama Kiliba
Deputy Permanent Secretary
Prime Minister’s Office Regional
Administration and Local Government

Mr. Toshio Nagase
Chief Representative
JICA Tanzania Office

Mr. Edward A. Otieno
Acting Regional Administrative Secretary
Dar es Salaam Region

Mr. Kiminari Takahashi
Chief Advisor
JICA Expert Team

1. LIST OF ATTENDANTS

TANZANIAN SIDE

1. Kyagabukama Kiliba	DPS-PMO-RALG	Chairperson
2. Edward A. Otieno	DSM-RS	Secretary
3. Eng. Emmanuel Ndyamukama	PMO-RALG	Member
4. Eng. Nassoro Maningo	PMO-RALG	Member
5. Isaya M. Mngurumi	IMC	Member
6. Photidas A. Kagimbo	TMC	Member
7. Eng. Natty M. B	KMC	Member
8. Godhelp Ringo	DCC	Member
9. Eng. Hassan Matimbe	MOW	Member
10. Makiri M. Ngantaji	SUMATRA	Member
11. Eng. Serapion Tigahwa	DART Agency	Member
12. Juma S. Maguru	MOF	Member
13. Hassan Muunguja	MOT	Member
14. Adonia Stephano	RAHCO	Member
15. Hemed Msangi	TAZARA	Member
16. Dr. Joseph Paul	MLHSD	Member
17. Dr. Simson Lushakuuzi	NIT	Member
18. Aron J. Kusaka	MOT	Member
19. Eng. Benjamin Maziku	TMC	Member
20. Lucas Edward	NIT	Member
21. Eng. Bwigane Jafari	IMC	Member
22. Vincent C. Lwanda	PMO-RALG	Member
23. Dr. Fikiri Magafu	PMO-RALG	Invited Secretariat
24. Eng. Josephat Shehemba	RS-Office	Invited Secretariat
25. Eng. S. M Nyenye	DCC	Invited Secretariat
26. Christopher Japhet	DCC	Invited Secretariat
27. Humphrey Kanyenye	TANROADS	Invited Secretariat
28. Eng. Allan Shula	IMC	Invited Secretariat
29. Eng. Protas E. Kawishe	TMC	Invited Secretariat
30. Eng. Ismail Mafita	KMC	Invited Secretariat
31. Eng. Moses Nyoni	DART Agency	Invited Secretariat
32. Ladislaus M. Bigambo	TANROADS	Invited Secretariat
33. Rahma Mwinyi	MOW	Invited Secretariat
34. Paulo Laiser	MOT	Invited Secretariat
35. Prosper Nyaki	NIT	Invited Secretariat
36. Dr. Emmanuel Mchome	ARU	Invited Secretariat
37. Nzori Kinero	MLHSD	Invited Secretariat
38. Eng. Maizo Mgedzi	RAHCO	Invited Secretariat

JAPANESE SIDE

1. Toshio Nagase	JICA Tanzania Office	Co-chairperson
2. Kiminari Takahashi	JICA Team (Chief Advisor)	Member
3. Ishiya Masayuki	JICA Team	Member
4. Frits Olyslagers	JICA Team	Member
5. Hafsa Chande	JICA Team	Member
6. Nanyika Faraji	JICA Team	Member

ABSENTEES

1. ZTO
2. MOHA
3. RFB

2. AGENDA

The agenda of the meeting was as follows:

- a) Opening Remarks by DPS-PMO-RALG
- b) Welcome Remarks by Chief Representative of JICA
- c) Confirmation of Minutes of 1st JCC/ SC Meeting and Matters arising and Actions taken.

Joint Coordinating Committee

- d) Project Monitoring Report

Steering Committee

- e) Progress Report on Project Activities
 - PDCA Cycle through pilot projects
 - Training for M/P update
- f) Discussion
- g) Any other Business
- h) Closing Remarks by PS-PMO-RALG

Stakeholder Meeting for Establishment of Urban Transport Authority

2.1 Opening of the Meeting

The Chairperson (Mr. Kyagabukama Kiliba – Deputy Permanent Secretary of PMO-RALG) called the meeting to order at **08:45 hours** after making few remarks regarding background information of the project. In his remarks he thanked JICA for the continuous support on the improvement of the urban transport sector and mentioned some of the challenges to the sector as the most critical issue in Tanzania wasting millions of dollars every day due to an increased travel time caused by the traffic congestion resulting to an increase of freight cost and therefore hinders regional and National economic growth in the entire country.

He also addressed that, according to the recent census survey, Dar es Salaam city experiences rapid urbanization where population increased from 2.5 million in 2002 to 4.3 million in 2012 with an annual growth rate of 5.6%. As Tanzania enjoys a very strong national and regional economic growth that contribute to increasing car ownership where every 8 household had only one car in 2007 but now every 4 household in Dar es Salaam has one car on the average, the number of private vehicles in Dar es Salaam increased from 80,000 in 2007 to 200,000 vehicles in 2014 (year missing) with annual growth rate of 14%.

2.2 Welcome Remarks from JICA

Mr. Toshio Nagase–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. He also mentioned that JICA is ready for updating of the Dar es Salaam Transport and System Development Masterplan prepared by JICA in 2008 and will support the establishment of DUTA as key function to success of the transport projects in Dar es Salaam.

2.3 Submission of the Progress Report

Prior to the meeting, 39 copies of the Progress Report, together with the meeting agenda, and minutes of the 1st JCC meeting, were delivered to the JCC/SC and Secretariat members.

2.4 Confirmation of minutes of 1st JCC/ SC Meeting and Matters arising and Actions taken.

The minutes of the 1st JCC/SC meeting that was held in 5th December, 2014 were confirmed after making some few corrections.

The matter raised in the 1st JCC/SC meeting were also discussed one by one by all members with some additions answers to what was initially prepared as follows:-

- **Comments on the establishment of UTA:**

Since the comments from DLGAs were delivered late to PMO-RALG, Members requested PMO-RALG to speed up the process so as to run with time during establishment of UTA bill.

- **Inclusion of DAWASCO & TANESCO:**

Members agreed to include all Utility Providers as observer(s) to the JCC/SC and Secretariat meeting(s) and not limiting to DAWASCO & TANESCO.

- **Operation Budget from Tanzanian Side:**

PMO-RALG set aside funds for operational budget for the Project and soon will be transferred to DCC after the Central Government disbursement.

Each DLGAs has contributed a two (2) months operational budget and delivered to RAS-DSM and will be transferred to DCC accounts where the project office is located. In addition, an average contribution of TZS. 3,500,000 per month from each DLGAs was agreed by all Directors in their meeting with RAS-DSM that was held on 31st July, 2015.

Joint Coordinating Committee

2.5 Joint Coordinating Committee

The JCC meeting was progressed through a series of presentations made by JICA Experts and Secretariat member by considering Project Monitoring Report, PDCA cycle and Training of Masterplan Update as follows:

- **Project Monitoring Report**

Mr. Kiminari Takahashi, JICA Expert, presented the project monitoring report by briefing the Project Design Matrix, project implementation plan, project progress activities and achievement of outputs, issues raised and action taken. Mr. Takahashi emphasized that most activities for the pre-set project outputs are undergoing as planned and there is no critical issue identified so far that hinders achievement of project outputs.

- **Plan Do Check Act (PDCA) Cycle through Pilot Projects**

Mr. Frits Olyslagers, JICA Expert, presented the progress of selected pilot projects. In his presentation Mr. Olyslagers explained an overview urban transport situation in Dar es Salaam, proposed eight (8) measures for easing traffic congestion along Ali Hassan Mwinyi Road and CBD. The implementation and a tentative design options for Samora Avenue renovation and the way forward for the pilot projects were also presented.

- **Training of Masterplan Update**

Mr. Prosper Nyaki from NIT made a presentation regarding the training of masterplan update. In his presentation he emphasize the extent to which trainees benefitted from the

introduction of using the GIS/traffic demand forecast software and how to plan for the masterplan. He then presented an evaluation result from the 1st training on GIS, showing understanding level of the trainees was quite high.

2.6 Discussion

SC and Secretariat members provided following comments, mainly towards pilot project(s), after the presentation:

- During the discussion on the improvement of Samora Avenue it was pointed out that the scope of work should include the Clock Tower and Askari monument roundabouts which will be financed by Ilala Municipal Council.
- It was also pointed out that the improvement of the two roundabouts should first be completed prior to embarking to a new project.
- It was then suggested that the two projects can be implemented together provided that Ilala Municipal Council have funds for the improvement of the two intersections.
- It was then agreed that PMO-RALG, DCC, Ilala Municipal Council, Kinondoni Municipal council and Temeke Municipal council should mobilize funds for the improvement of the two intersections whereby the exercise will be coordinated by RS–Office.
- During the discussion it was pointed out and agreed that the traffic restriction measure by using plate numbers can be implemented parallel with putting in place alternative means of transport that is improving public transport.
- Members suggested that the Land Use Plan should include Satellite towns because they will have a huge impact in decongesting the CBD area.
- It was also proposed to include motorcycle lanes instead of pedestrian walkways because of the climate of Dar es Salaam.

After receiving these comments, SC and Secretariat members confirmed no objection to eight (8) counter measures proposed along Ali Hassan Mwinyi Road and CBD and gave approval to Secretariat members to continue detailed planning works on these measures through Secretariat meetings. SC and Secretariat members also agreed with preliminary design of Samora Avenue Renovation and thanked JICA for its support to implementation of the Samora Avenue Renovation project.

2.7 Any other Business

- The DLGAs were reminded to submit their contributions to RS–Office to cover the operational costs of the Project.

2.8 Closing Remarks by PS-PMO-RALG

Before closing the meeting the Chairperson thanked all the members for their active participation and constructive comments during the meeting. Furthermore, the Chairperson also emphasized on the importance of the Project and promised his commitment in supporting the Expert Team and Secretariat members to deliver the expected project outputs and establishing the new Urban Transport Authority during the Phase-2 Project. The meeting was closed at **12:30 hours**.

2.9 Stakeholder Meeting for Establishment of Urban Transport Authority

Mr. Edward A. Otieno, the Chairperson, called the meeting to start at **1230 hrs.** after the closure of the JCC/SC meeting. In his opening remarks, he explained that PMO-RALG received and analyzed the comments from stakeholders regarding the establishment of UTA/DUTA in collaboration with DLGAs engineers on 17th August, 2015 in Dodoma. After the remarks he then invited representative from PMO-RALG to make that presentation.

Eng. Nassoro Maningo – The Director for Urban Development (DUD) of the PMO-RALG made a presentation regarding the analysis of the stakeholder’s comments as analyzed by the team in a matrix form. During his presentation he clarified that:

- Regulatory functions will not be part of UTA instead it will remain as SUMATRA function.
- UTAs are needed as an independent bodies in each region in order to avoid interference from other stakeholder such as politicians as a result an Act for UTA establishment should be in place.

- The national level UTA will not be established, instead the Dar es Salaam Urban Transport Authority (DUTA) should be established to set a benchmark for subsequent establishment of regional UTAs countrywide.

Observations and Discussion

- It was observed that some comments from SUMATRA were not included in the matrix presented by PMO-RALG. In responding to this concern, the presenter clarified that all comments were included and not each comment was to be analyzed in the matrix as some of them were repetitive. However, observations from SUMATRA were taken and will be incorporated in the matrix.
- It was agreed that future discussion should focus on local UTA such as DUTA and not a Central UTA.
- It was observed that the analyzed comments by PMO-RALG did not give the way forward on whether to establish UTA/DUTA as a result the concept paper was to be revised with the focus of establishing DUTA.
- It was observed that proposed responses made by PMO-RALG, including (i) establishment of regional UTA and (ii) separation of implementing functions of existing agencies (such as SUMATRA and TANROADS) from regional UTA, follow comments /recommendations made during Secretariat meetings and turn out to similar structure and function which JICA proposed in 2008 and 2011.
- It was also observed that PMO-RALG is working to establish Dar es Salaam Metropolitan, newly establishing 8 to 9 municipalities in Dar and therefore that the concept of Metropolitan should be well considered, when planning structure and function of DUTA.

After a series of observations and discussions from different stakeholders during the meeting, the JICA experts were given a chance to present the way forward on how to achieve DUTA establishment. Stakeholder agreed that PMO-RALG and JICA expert team should come up with a new concept paper on the establishment of DUTA in the next JCC/SC meeting. Also, Stakeholder basically agreed with the following tentative schedule for establishment of DUTA.

- Develop a new concept note: By Nov, 2015
- Revert to Stakeholder for comment and approval: By Jan, 2016
- Develop Draft Legislation: By March, 2016
- Preparation of Cabinet Paper: By May, 2016
- Present to Parliament/Act enacted: By July, 2016

The stakeholder's meeting regarding UTA/DUTA establishment was closed at **14:00 hrs.**

Matters Arising and Actions Taken

S/N	Matters Arising	Action to be Taken
1.	RS–Office will coordinate PMO-RALG, DCC, Ilala Municipal Council, Kinondoni Municipal council and Temeke Municipal council to mobilize funds for the improvement of the Clock Tower and Askari Monument intersections.	
2.	PMO-RALG and JICA expert team should come up with a new concept paper on the establishment of DUTA in the next JCC/SC meeting.	

List of Abbreviations

ARU	Ardhi University
CUPID	Consensus for Urban Transport and Policy Improvement in Dar es Salaam
DART	Dar Rapid Transit Agency
DAWASCO	Dar es Salaam Water and Sewage Corporation
DCC	Dar es Salaam City Council
DLGAs	Dar es Salaam Local Government Authorities
DUTA	Dar es Salaam Urban Transport Authority
IMC	Ilala Municipal Council
JCC	Joint Coordinating Committee
JICA	Japan International Cooperation Agency
KMC	Kinondoni Municipal Council
LGAs	Local Government Authorities
MLHSD	Ministry of Lands, Housing and Human Settlements Development
MOT	Ministry of Transport
MOW	Ministry of Works
M/P	Master Plan
NIT	National Institute of Transport
PMO-RALG	Prime Minister's Office- Regional Administration and Local Government
PS	Permanent Secretary
RAHCO	Reli Assets Holding Company
RAS	Regional Administrative Secretary
RS- DSM	Regional Secretary – Dar es Salaam
SC	Steering Committee
SUMATRA	Surface and Marine Transport Regulatory Authority
TANESCO	Tanzania Electric Supply Company Ltd
TANROADS	Tanzania National Roads Agency
TAZARA	Tanzania Zambia Railway Authority
TMC	Temeke Municipal Council
TOR	Terms of Reference
UTA	Urban Transport Authority
ZTO	Zonal Traffic Office



Capacity Development Project for the Improvement of Dar es Salaam Transport (Phase-2)

Project Monitoring Report for 2nd JCC

21 Aug, 2015

Expert Team and Secretariat



Contents of the Presentation

1. Project outline - Project Design Matrix
2. Project implementation plan
3. Progress of Activities
4. Achievement of Outputs/Issues arising/Action taken



1. Project outline - Project Design Matrix

Overall project purpose and output

Project title:

The Capacity Development Project for Improvement of Dar es Salaam Transport (Phase-2)

Project period:

3 years (Oct 2014 to Sep 2017)

Target area:

Dar es Salaam

Target group:

Secretariat and Steering Committee established under the Project



Overall Goal:

Traffic conditions in Dar es Salaam are improved.

Project Purpose:

A coordination mechanism in related organizations is well-functioning which ensures coordination in planning and implementation of selected project(s)

Project Outputs:

1. A coordination mechanism among the relevant agencies is enhanced towards establishment of DUTA.
2. Organizational capacity on planning, implementation, monitoring and evaluation (PDCA) of the relevant agencies is strengthened through selected project(s).
3. Technical capacities to address urban transport issues are improved through various training methods.





1. Project outline - Project Design Matrix

Activity 1: Establishment of DUTA

Outputs:

A coordination mechanism among the relevant agencies is enhanced towards establishment of DUTA.

Activities/Tasks:

- 1-1 Review existing institutional framework in the urban transport sector and capacity analysis of the existing transport agencies.
- 1-2 Support towards proper set-up of DUTA, including establishment of a task force in the Secretariat, draft and finalization of establishment bill, organization of stakeholder meetings, approval by the National Assembly, etc.
- 1-3 Assist a (provisional) board of management of DUTA to formulate draft Urban Transport Investment Plan and Action Plan.
- 1-4 Support the relevant agencies to absorb the Action Plan into annual budget plan(s).



1-5 Monitor and evaluate the progress of DUTA



1. Project outline - Project Design Matrix

Activity 2: PDCA through pilot projects

Outputs:

Organizational capacity on planning, implementation, monitoring and evaluation (PDCA) of the relevant agencies is strengthened through selected project(s).

Activities/Tasks:

- 2-1 Update the critically congested locations as identified in Phase-1.
- 2-2 Support relevant agencies to prepare improvement plan(s) including preliminary design and cost estimate.
- 2-3 Assist the relevant agencies to organize stakeholder meeting(s), involving Project Affected People for smooth implementation of selected project(s).
- 2-4 Support the relevant agencies to implement the selected project(s), including pilot project(s).
- 2-5 Monitor and evaluate the pilot project(s).



1. Project outline - Project Design Matrix

Activity 3: Training

Outputs:

Technical capacities to address urban transport issues are improved through various training methods.

Activities/Tasks:

- 3-1 Conduct training needs assessment.
- 3-2 Develop training curriculum and evaluation methods.
- 3-3 Conduct training courses/OJT, e.g., relating to update of Urban Transport Master Plan 2008.
- 3-4 Evaluate achievement level of trainees.



2. Project implementation plan

Project schedule for 3 components

Activities	2014		2015			2016			2017					
	Plan	Actual	I	II	III	IV	I	II	III	IV	I	II	III	IV
Sub-Activities														
Output 1: A coordination mechanism among the relevant agencies is enhanced towards establishment of DUTA														
1-1 Review existing institutional framework in the urban transport sector and capacity analysis of the existing transport agencies.	Plan	Actual												
1-2 Support towards proper set-up of DUTA, including - Establishment of a task force in the Secretariat	Plan	Actual												
-Draft and finalization of establishment bill	Plan	Actual												
-Organization of stakeholder meetings	Plan	Actual												
-Approval by the National Assembly	Plan	Actual												
1-3 Assist a (provisional) board of management of DUTA to formulate draft Urban Transport Investment Plan and Action Plan.	Plan	Actual												
1-4 Support the relevant agencies to absorb the Action Plan (prepared in Activities 1-3) into annual budget plan(s).	Plan	Actual												
1-5 Monitor and evaluate progress of the Action Plan.	Plan	Actual												





2. Project implementation plan Project schedule for 3 components

Activities	2014		2015				2016				2017			
	Plan	Actual	I	II	III	IV	I	II	III	IV	I	II	III	IV
Sub-Activities														
Output 2: Organizational capacity on planning, implementation, monitoring and evaluation (PDCA) of the relevant agencies is strengthened through selected projects														
2-1 Update the critically congested locations identified in Phase-1.														
2-2 Support relevant agencies to prepare of improvement plan(s) including preliminary design and cost estimate.														
2-3 Assist the relevant agencies to organize stakeholder meeting(s), involving Project Affected People for smooth implementation of selected project(s).														
2-4 Support the relevant agencies to implement the selected project(s), including pilot project(s).														
2-5 Monitor and evaluate the pilot project(s).														
Output 3: Technical Capacities to address urban transport issues are improved through update of urban transport master plan														
3-1 Conduct training needs assessment.														
3-2 Develop training curriculum and evaluation methods.														
3-3 Conduct training courses/OJT, e.g., relating to update of Urban Transport Master Plan 2008.														
3-4 Evaluate achievement level of trainees.														

* Relevant agencies mean the agencies that implement selected project(s).



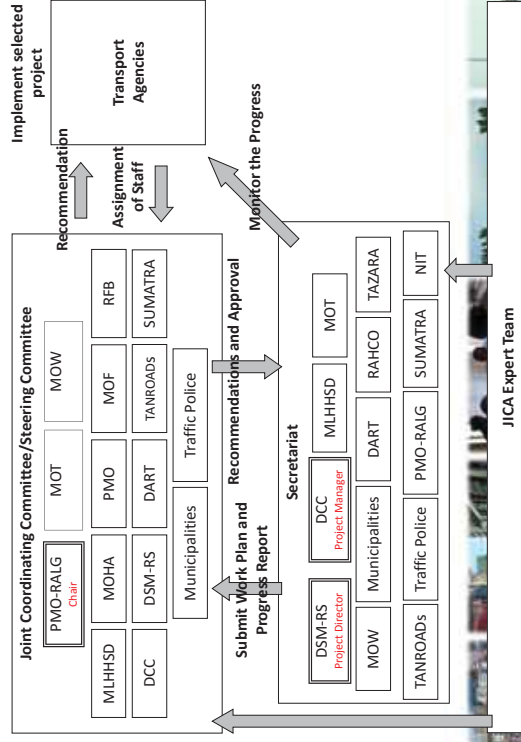
3. Progress of Activities Activity 1: Establishment of DUTA

Major Progress:

- 1) Prior to the project, PMO-RALG formed a task force to legislate UTA and prepared a Concept Note and Draft Establishment Bill by Oct 2014.
- 2) The Concept Paper on UTA reviewed by Expert/Secretariat members through 2nd to 4th Secretariat meetings held in Feb and March 2015.
- 3) RS-Office organized a consultative meeting on UTA, involving Directors of DLGAs in July and August 2015.
- 4) Comments on Concept Note submitted to PMO-RALG by key institutions, including RS-Office, LGAs, MOT, SUMATRA, DART, ZTP and Expert Team.
- 5) Stakeholder meeting on establishment of UTA to be held later today.



2. Project implementation plan Project structure



3. Progress of Activities Activity 2: PDCA through pilot projects

Major Progress

- 1) Progress of proposed plans during Phase-1 project reviewed and which found Road Improvement Plan to be implemented under on-going WB-funded DMDP and part of CBD traffic improvement plan implemented.
- 2) Information on ongoing/planned urban transport projects collected from executive agencies.
- 3) On-going projects and critical congested locations mapped and location(s) of the pilot project(s) are proposed to include (i) Ali Hassan Mwinyi Road and (ii) City Center, where presently no measures under on-going projects being undertaken.





3. Progress of Activities

Activity 2: PDCA through pilot projects ...continued

Major Progress:

- 3) Concept design of potential pilot projects at these locations discussed through 4th and 12th Secretariat meetings and potential pilot projects identified. 8 projects as trial measures include;
 - Samora Ave parking measures and street renovation
 - Improve parking control
 - Daladala and bus business model improvement & bus priority
 - CBD bus terminals improvements and enforce bus bay rules
 - CBD traffic treatment and cycle ways/walking streets
 - Optimize and synchronize traffic signals and tidal flow along Ali Hussein Mwinyi
 - Fringe Parking and Ride and shuttle bus
 - Area control with plate number and promote ride share



3. Progress of Activities

Activity 3: Training

Major Progress:

- 1) Training needs assessment conducted by a structured questionnaire survey. Using result of assessment, a training plan prepared and discussed in the 3rd Secretariat meeting.
- 2) Socio-economic data (e.g., 2002 and 2012 population census; GIS based enumeration area boundaries) collected from NBS.
- 3) Information of Dar Development Plan, including preliminary land use plan, collected from MLHSD.
- 4) Both NIT and Ardhi Univ. involved as trainers for a series of training programs and trainees be mainly Secretariat members.
- 5) Following training plan, 2-days introductory GIS intensive training carried out in July 2015. Evaluation through skill test and capacity assessment done during training.



4. Achievement of Outputs/Issues arising/Action taken

Activity 1: Establishment of DUTA

Achievement/Issue arising/Action taken:

- Most Activities for this Output undergoing as planned.
- Preparation of 'investment plan and action plan' is behind the schedule, but to be prepared before Dec 2015 when institutions start preparing 2015/16 budget plan.
- An utmost concern to achieve this Output is that the Concept Note prepared by PMO-RALG proposed a super authority rather than a coordination body proposed by the Expert Team during Phase 1 project.
- The project assists Secretariat to review and provide comments on UTA Concept Note in a series of Secretariat meetings.
- Team/Secretariat to work closely with a task force to improve functions/structure/funding mechanism of UTA reflecting comments from key institutions.



4. Achievement of Outputs/Issues arising/Action taken

Activity 2: PDCA through pilot projects

Achievement/Issue arising/Action taken:

- Most Activities for this Output undergoing as planned.
- Implementation of first-year trial measure/pilot project, slightly delayed, to start in Dec 2015 and be completed by Feb 2016.
- Experience from the Phase 1 project shows local executive agencies face financial constraints to implement proposed project(s) or most of funds to be spent for their pipeline projects.
- Accordingly, proposed pilot projects need to be implementable with limited amount of funds required and/or these project should be implemented as trial measures in a selected pilot area(s) to test feasibility.





1. Achievement of Outputs/Issues arising/Action taken

Activity 3: Training

Achievement/Issue arising/Action taken:

- Activities for this Output undergoing as planned.
- The experience from the training programme in the Phase 1 project suggests ways to improve sustainability of training programmes.
- JICA project, therefore, involved NIT and Ardhi Univ. as trainers for a series of training programs, and structured practical training into the pilot project technical working groups.
- Note that JICA and WB will support a study to revise the previous *Urban Transport Master Plan (UTMP)*.
- Hence the project will fully utilize outputs of this UTMP Study (e.g., socio-economic analysis, traffic survey result, traffic analysis, draft master plan/investment plan, feasibility study) as training materials.
- Also, UTMP Study expected to use same implementation structure, i.e., Secretariat and Steering Committee developed under the project.





Thinking and Working Together for a Livable City

Overview

1. Introduction
 - 1.1 Current Situation in Dar es Salaam
 - 1.2 Proposed Approach for Easing Traffic Congestion
 - 1.3 The PDCA Cycle
 - 1.4 Proposed Project Design Framework
2. Planning for Pilot Projects
 - 2.1 Vision for a Better Urban Environment
 - 2.2 Identified Major Traffic Bottlenecks
 - 2.3 Selected Priority Short Term Projects
Description of 8 selected projects
 - 2.4 Implementation Structures and Initial Cost Estimates
 - 2.5 Implementation Schedule
3. Implementation of Samora Avenue Renovation
 - 3.1 Project Implementation Structure
 - 3.2 Proposed Implementation Schedule
4. Tentative Design Options for Samora Avenue Renovation
5. The Way Forward



1. Introduction

1.1 Current Situation in Dar es Salaam

Population:

- Rapid urbanization and population increase: **2.5** million (2002) to **4.3** million (2012) with annual growth of **5.6%**

Number of Vehicles:

- Increases from **80** thousand (2007) to **200** thousand vehicles (2014) with annual growth of **14%**

Infrastructure:

- Only **19%** of roads in Dar are in good condition
- More than **50%** of storm water drains in Dar are in poor condition

Investment:

- Annual budget for infrastructure is limited and cannot catch up the traffic demand



1. Introduction

1.2 Approach to managing traffic congestion

If we can really understand the problem, the answer will come out of it, because the answer is not separate from the problem. - Jiddu Krishnamurti

Building roads or just trying to improve traffic management alone, will not address traffic congestion, given the strenuous increases in car ownership and use in Dar es Salaam

(Present 14% p.a. increase will double the car population in 5 years)

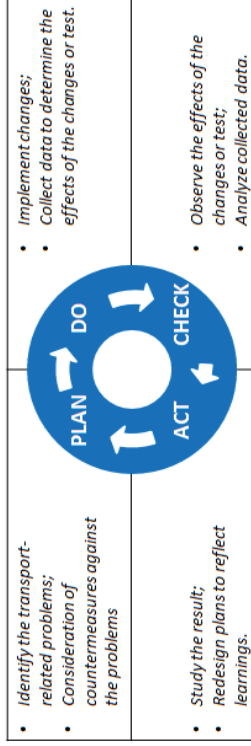
Therefore managing travel demand is a key strategy in the project measures as well as employing **measures better manage traffic**

Urgent projects, once identified, are planned as trial measures to test their performance as well as provide lessons for wider implementation, before being expanded to whole CBD or Dar es Salaam City through PDCA cycle.



1. Introduction

1.3 The PDCA Cycle



2. Planning for Pilot Projects

2.1 Vision for a Better Urban Environment

As an important national economic hub, Dar es Salaam should have a vision to develop a **livable, sustainable and prosperous** city that provides for the economic and social needs of citizens,

- To protect **urban environment** with sustainable development;
- To provide **mobility** to ensure access and equal opportunity to education, employment, services and social inclusion; and
- To manage the transition to a **less energy and emissions-intensive economy**.



Berlin Cycling



Copenhagen Walking Street

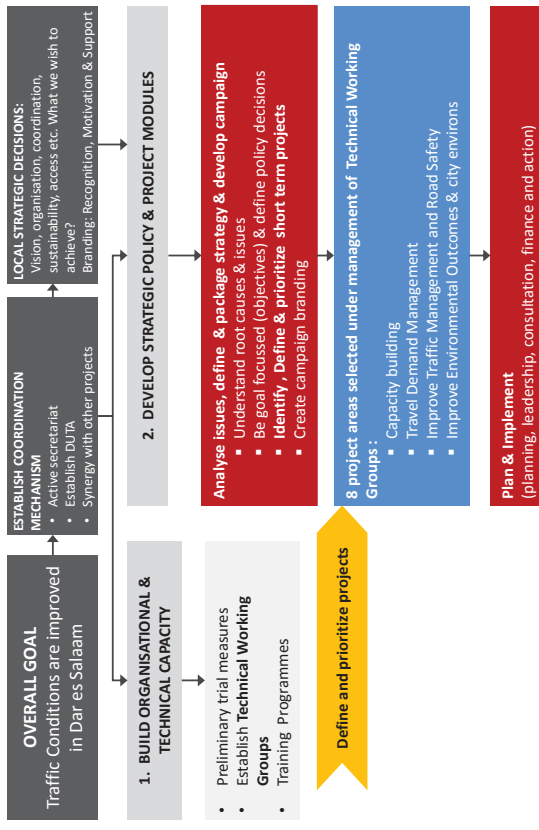


Stockholm Public Transport



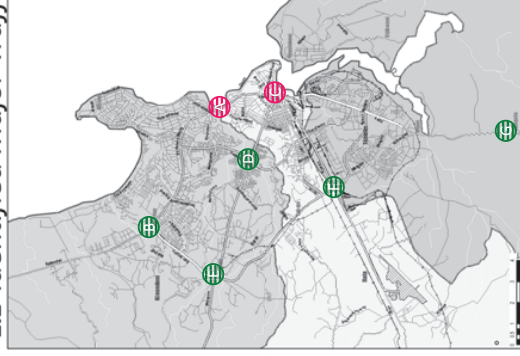
1. Introduction

1.4 Proposed Project Design Framework



2. Planning for Pilot Projects

2.2 Identified Major Traffic Bottlenecks



- Selander Bridge Intersection** (improved by ongoing project)
- Mwenge Intersection (improved by ongoing project)
- CBD**
- Magomeni Intersection (improved by ongoing project)
- Ubungu Intersection (to be grade separated)
- Tazara Intersection (to be grade separated)
- Mbagala (improved by ongoing project)

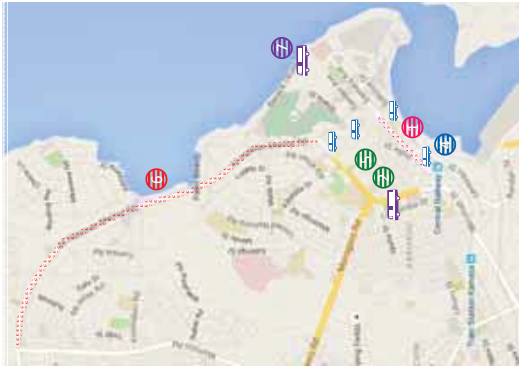
→ **Aji Hassan Mwinyi Road and CBD are selected as pilot project location where presently no countermeasures are being undertaken.**



2. Planning for Pilot Projects

2. Planning for Pilot Projects

2.3 Selected Priority Short Term Projects

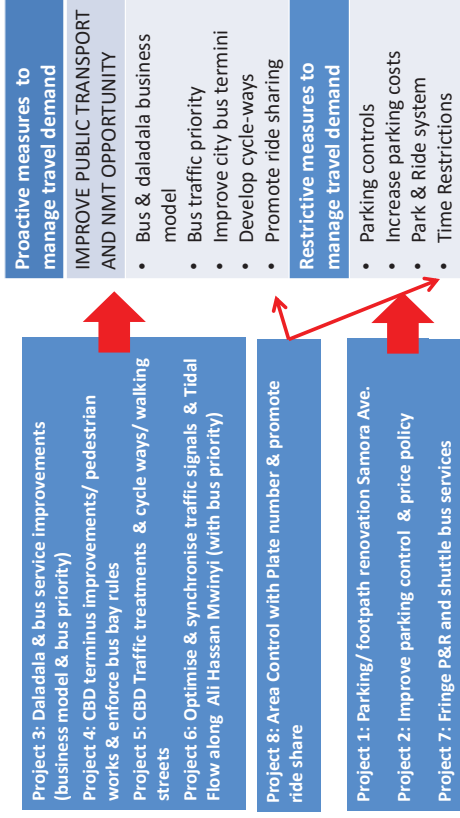


- Project 1:** Parking and footpath renovation on Samora Ave.
- Project 2:** Improve parking control & price policy
- Project 3:** Daladala & bus service improvements (business model & bus Priority)
- Project 4:** CBD Terminus improvements/ pedestrian works & enforce bus bay rules
- Project 5:** CBD Traffic treatments & cycle ways/ walking streets
- Project 6:** Optimise & synchronise traffic signals & tidal flow along Ali Hassan Mwinyi (with bus priority) and to Morocco Rd.
- Project 7:** Fringe Park & Ride with shuttle bus services
- Project 8:** Area control with number plate & promote ride share



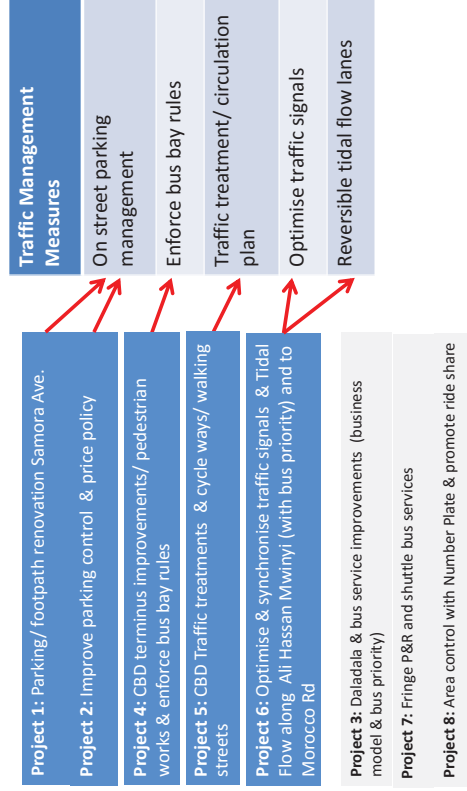
2. Planning for Pilot Projects

All 8 projects relate to Travel Demand Management Measures



2. Planning for Pilot Projects

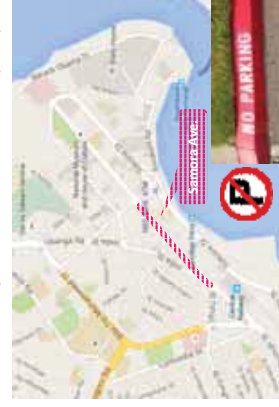
5 projects relate to Traffic Management Measures



2. Planning for Pilot Projects

Project 1: Parking and Footpath Renovation on Samora Ave

- Objective: To provide walkable space and proper on-/off-street parking
- Scope of works: (1) Remove on-street parking cars (except dedicated parking lay-bys)
 - (2) Renovate walkway pavement
 - (3) Paint curb stone with red paint as "NO PARKING"
 - (4) Paint lane markings
 - (5) Plant shade trees and vegetation
- Project owner: Ilala Municipality



Note: Samora Avenue and Maktaba Street are the major streets in CBD where high volume of pedestrian. Maktaba Street will be renovated under BRT Phase 3 Project so that Samora Avenue was selected for Pilot Project.



2. Planning for Pilot Projects

Project 2: Improve parking control & price policy

- Objective: To control parking revenue and on-street parking demand
- Scope of works: (1) Implement new parking service agreements
(2) Establish a mobile-based payment system
- Activities:
 - Assist to develop operational plan and parking service agreement
 - Facilitate introduction of new technology for payment system
 - Assist to develop parking zone plan
- Project owner: DCC

Source: Bolero USA



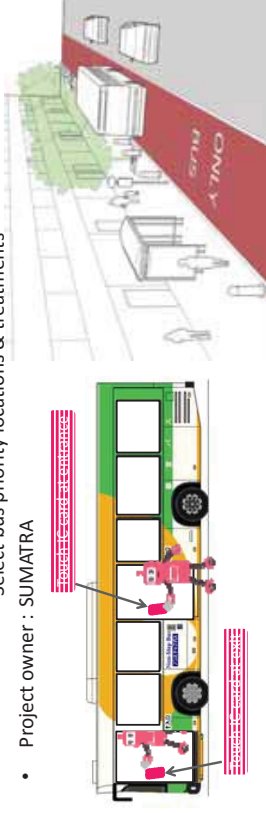
Consensus for Urban Transport and Policy Improvement in Dar es Salaam (CUPID, Phase 2)

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2. Planning for Pilot Projects

Project 3: Daladala & Bus Service Improvements

- Objective: To improve bus service quality and fleet productivity
- Scope of works: (1) Implement centralized ticketing collection system
(2) Develop operational plan & fare rules
(3) Start from few daladala and expand across wider network
(4) Implement bus priority traffic operation
- Activities:
 - Consult with SUMATRA & DARCOBOA to gain agreements
 - Select pilot group/ location for a pilot project
 - Select bus priority locations & treatments
- Project owner : SUMATRA



Example: Payment System in Japan

Example: Bus Priority Lane

Consensus for Urban Transport and Policy Improvement in Dar es Salaam (CUPID, Phase 2)

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2. Planning for Pilot Projects

Project 4: CBD Terminus Improvements & Enforce Bus Bay Rules

- Objective: To reduce bus traffic in CBD and improve efficiency of bus service
- Scope of works: (1) Renovate bus facilities at Stationsi & New Posta
(2) Establish 2 new bus stop at Old Posta and YMCA (Upanga St.)
(3) Open a northern daladala route with bus only lane
(4) Improve pedestrian access to CBD bus terminals
- Activities:
 - Plan bus terminal design
 - Prepare PPP agreements for build and operations
- Project owner : Ilala, PPP



Consensus for Urban Transport and Policy Improvement in Dar es Salaam (CUPID, Phase 2)

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2. Planning for Pilot Projects

Project 5: CBD Traffic Treatments & Cycle Ways/ Walking Streets

- Objective: To sift priority from vehicle to Non-Motorized Traffic (NMT)
- Scope of works: (1) Implement CBD traffic circulation and parking treatments
(2) Prioritize eco-friendly travel opportunities (e.g.: walking/cycling)
(3) Create pedestrian friendly road crossings
(4) Renovate/ redesign selected intersections
(5) Create cycleway to Seacliff
- Activities:
 - Review and update CUPID Phase 1 CBD Plan
 - Make available to Project 2 (parking management)
- Project owner : Ilala Municipality



Example: Morogoro Road in CBD

Example: Cycleway in Copenhagen

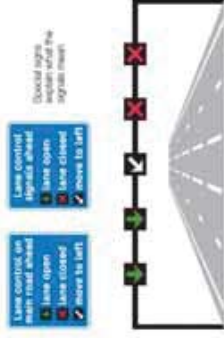
Consensus for Urban Transport and Policy Improvement in Dar es Salaam (CUPID, Phase 2)

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2. Planning for Pilot Projects

Project 6: Optimize & Synchronize Traffic Signals & Tidal Flow along Ali Hassan Mwinyi (with bus priority)

- Objective: To maximize traffic capacity and mitigate traffic congestion
- Scope of works: (1) Identify important intersections to be improved.
 - (2) Install variable sign boards and road markings
 - (3) Educate drivers/ public and create awareness
 - (4) Agree on management and enforce protocols by Traffic Police
- Activities:
 - Traffic survey of directional traffic volume
 - Calculate optimum signal phasing in a reasonable cycle time
 - Install technology to adjust settings of traffic signals remotely
 - Observe effect of change and further adjustment
- Project owner : TANROADS



2. Planning for Pilot Projects

Project 7: Fringe Park & Ride with Shuttle Bus Services

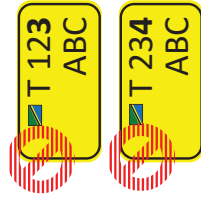
- Objective: To reduce the number of cars entering city center/ parking demand
- Scope of works: (1) Establish Park & Ride facilities at 2 CBD locations
 - (2) Establish shuttle bus service to connect P&R to CBD
- Activities:
 - Select/ gain permission to use/ renovate/ commission its use
 - Develop concept design of facility & operation plan
 - Develop bus priority measures
 - Create public awareness
 - Increase on-street parking fee in CBD
- Project owner : Ilala Municipality, SUMATRA



2. Planning for Pilot Projects

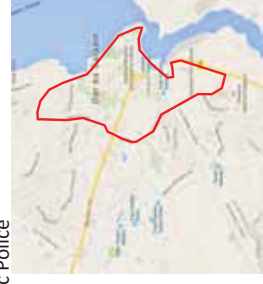
Project 8: Area Control with Number Plate & Promote Ride Share

- Objective: To increase occupancy of vehicles and reduce traffic volume
- Scope of works: (1) Prohibit private vehicle use in city center on specific days
 - (2) Rule applied only to private car with yellow "T" number
 - (3) Traffic police oversight vehicles at major intersections in the area
 - (4) Fine for disobeying regulation
 - (5) Promote share riding
- Activities:
 - Develop policy and work to gain political and public support
 - Define boundaries and limitations
 - Consultation with public and Traffic Police
- Project owner : RS-Office



Mon & Wed:

Tue & Thu:



2. Planning for Pilot Projects

2.4 Implementation Structures and Initial Cost Estimates

No.	Project	Project Owner	Funding Source	Initial Estimates \$US
Project 1	Parking and footpath renovation on Samora Ave.	Ilala Council	Ilala Council / JICA Contribution	400,000
Project 2	Improve parking control & price policy	DCC	DCC	30,000
Project 3	Daladala & bus service improvements (business model & bus Priority)	SUMATRA with cooperation from Ilala council / LGAs	Private investment	30,000
Project 4	CBD Terminus improvements/ pedestrian works & enforce bus bay rules	TANROADS / LGAs	Bus Terminals private investment (PPP)	300,000 (Private Finance)
Project 5	CBD Traffic treatments & cycle ways/ walking streets	Ilala Council	Ilala Council	200,000
Project 6	Optimise & synchronize traffic signals & tidal flow along Ali Hassan Mwinyi (with bus priority) and to Morocco Rd.	TANROADS/TEMESA	Tanroads	30,000
Project 7	Fringe Park & Ride with shuttle bus services	Ilala Council/ SUMATRA	Ilala Council/PPP	100,000
Project 8	Area control with number plate & promote ride share	RS Office/ SUMATRA / POLICE	LGAs	30,000

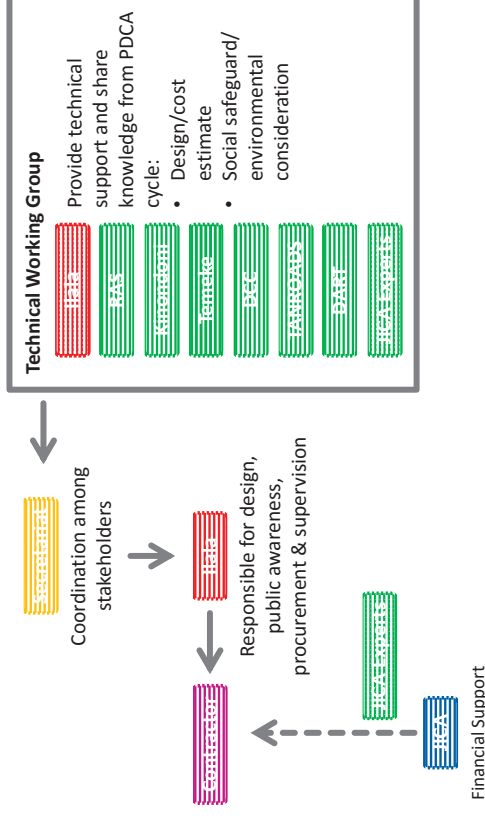
2. Planning for Pilot Projects

2.5 Implementation Schedule

No.	Project	2015/16	2016/17-2017/18
Project 1	Parking and footpath renovation on Samora Ave.	Works	
Project 2	Improve parking control & price policy	Works	
Project 3	Daladala & bus service improvements (business model & bus Priority)	Works	
Project 4	CBD Terminus improvements/ pedestrian works & enforce bus bay rules	Works	
Project 5	CBD Traffic treatments & cycle ways/ walking streets	Prepare	
Project 6	Optimise & synchronize traffic signals & tidal flow along Ali Hassan Mwinyi (with bus priority) and to Morocco Rd.		
Project 7	Fringe Park & Ride with shuttle bus services		Prepare
Project 8	Area control with number plate & promote ride share		

3. Implementation of Samora Ave Renovation

3.1 Project Implementation Structure



3. Implementation of Samora Ave Renovation

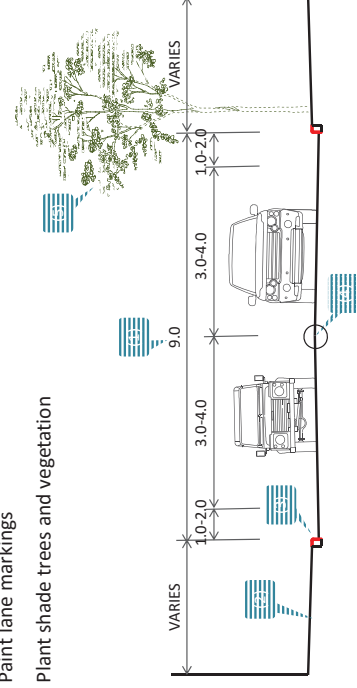
3.3 Tentative Implementation Schedule

	2015				2016						
	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Assignment of Technical Working Group											
Detailed Investigation, Design, Cost Estimates											
Stakeholders' Meeting (Public Consultation)											
Confirmation of Scope of Works											
Amendment of Contract with JICA											
Mobilization of Environment/ Social Safeguard Expert(s), if necessary											
Submission of IEE Level Report, if necessary											
Preparation of Bid/Contract Documents											
Bidding and Contract Negotiation											
Mobilization of Contractor											
Implementation of Change(s)											

4. Tentative Design Options for Samora Ave Renovation

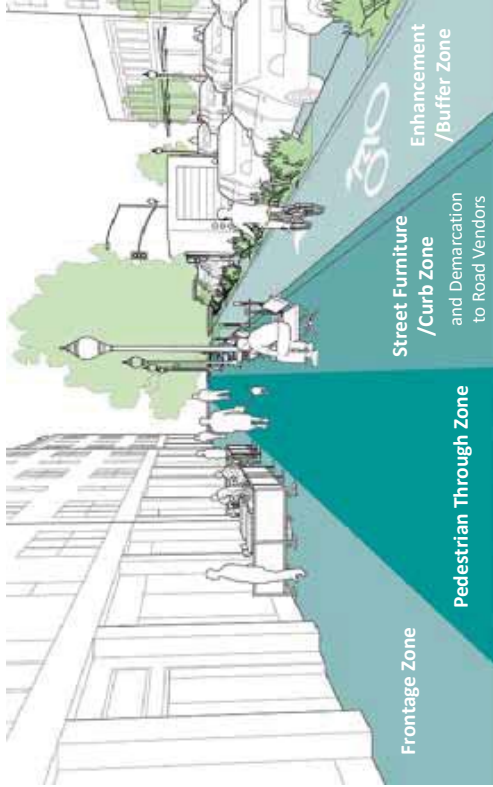
Design elements to consider

1. Maintain existing roadway width (average 9m)
2. Renovate walkway pavement with interlocking blocks
3. Paint red paint on curbstone as "NO PARKING"
4. Paint lane markings
5. Plant shade trees and vegetation



4. Tentative Design Options for Samora Ave Renovation

1) Creation of better sidewalk



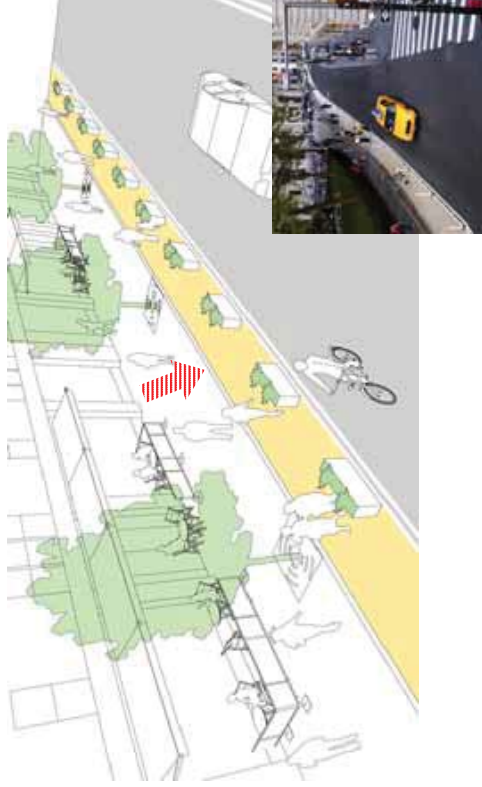
Source: Urban Street Design Guide, National Association of City Transportation Officials



Consensus for Urban Transport and Policy Improvement in Dar es Salaam (CUPID, Phase 2)

4. Tentative Design Options for Samora Ave Renovation

2) Interim Design (Sidewalk Widening)



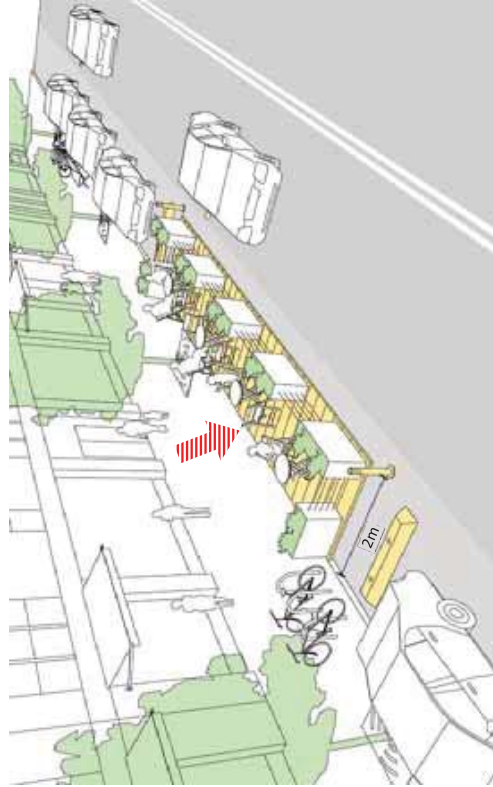
Source: Urban Street Design Guide, National Association of City Transportation Officials



Consensus for Urban Transport and Policy Improvement in Dar es Salaam (CUPID, Phase 2)

4. Tentative Design Options for Samora Ave Renovation

3) Design of Parklets



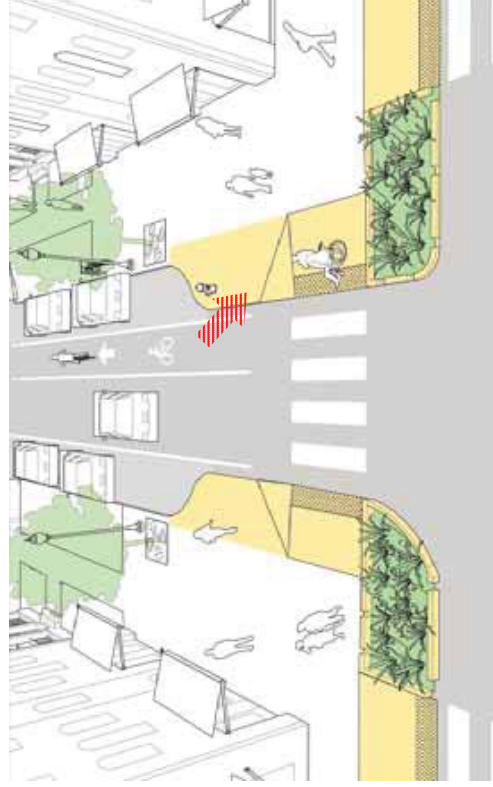
Source: Urban Street Design Guide, National Association of City Transportation Officials



Consensus for Urban Transport and Policy Improvement in Dar es Salaam (CUPID, Phase 2)

4. Tentative Design Options for Samora Ave Renovation

4) Gateway Treatment



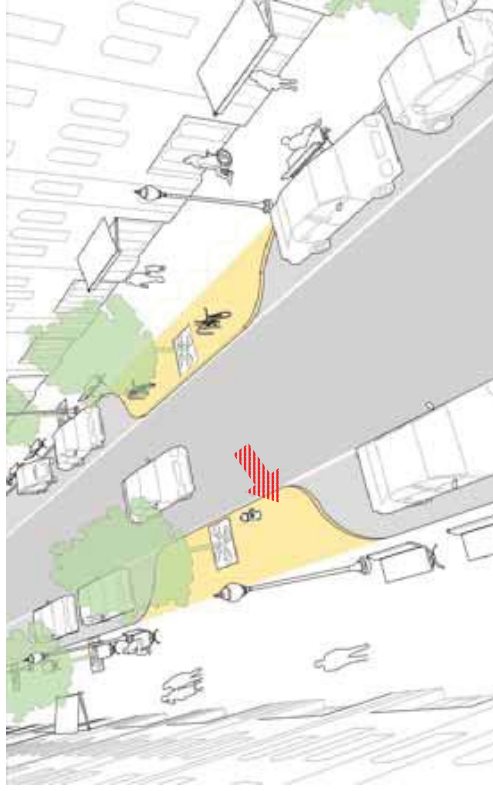
Source: Urban Street Design Guide, National Association of City Transportation Officials



Consensus for Urban Transport and Policy Improvement in Dar es Salaam (CUPID, Phase 2)

4. Tentative Design Options for Samora Ave Renovation

5) Pinch-point design



Source: Urban Street Design Guide, National Association of City Transportation Officials



4. Tentative Design Options for Samora Ave Renovation

6) Raised Intersection

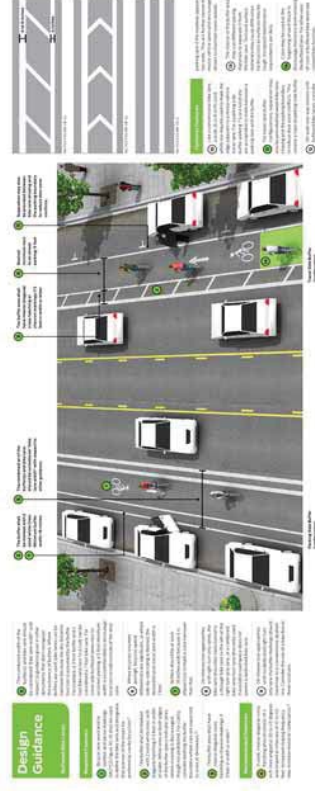


Source: Urban Street Design Guide, National Association of City Transportation Officials



4. Tentative Design Options for Samora Ave Renovation

7) Bicycle lane options



Source: Urban Street Design Guide, National Association of City Transportation Officials



4. The Way Forward

Following items need to be discussed and agreed among Steering Committee members.

1. **Trial measure for Samora Avenue Renovation (Project 1)**
 - Scope of work
 - Implementation structure/schedule (e.g., Ilala as project owner)
 - Tasks by project owner/JICA/Others
2. **Other trial measures/pilot projects (Project 2-8)**
 - Scope of work
 - Implementation structure (especially who will be project owner/financer)
 - Implementation/Funding schedule





Capacity Development Project for the Improvement of Dar es Salaam Transport (Phase-2)

Training for M/P Update for 2nd JCC

21 Aug, 2015

NIT/Expert Team



Contents of the Presentation

1. Planning of Training Course
2. Training Program
3. Progress of Training



1. Planning of Training Course 1.1 Planning Policy

- Training plan will be established based on situation analysis and needs assessment.
- Training plan will identify trainees and target level of capacity.
- Curriculums and materials will be prepared with considering skill level, experience and daily duties of trainees.
- Trainees are expected to improve capacity to update Master plan through training.
- Several assessment methods will be proposed for evaluation of capacity improvement.



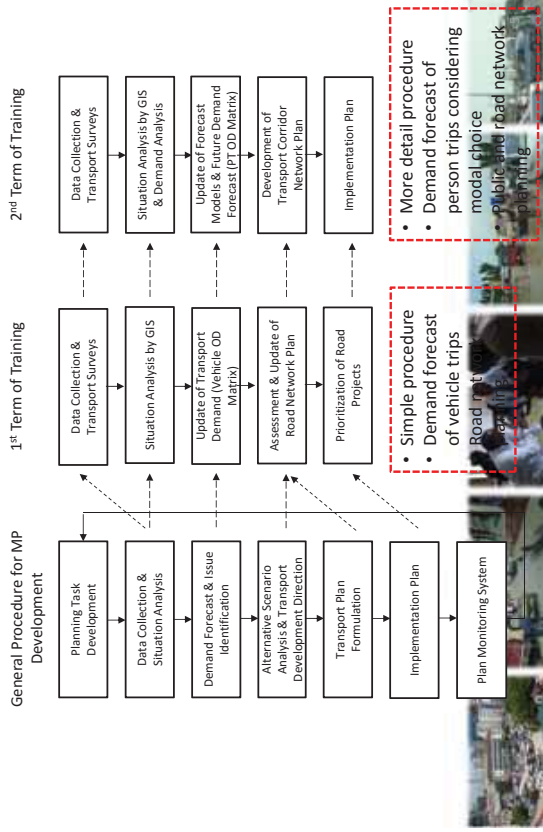
1. Planning of Training Course 1.2 Type of Training Course

Target Group	Training of Trainers (TOT)	Roundtable Discussion (RTD)	Workshop/ Intensive Training Course (ITC)	External Training (ET)
	Academic/ Research Institute Personnel (Core members: 2 – 3)	Planning/ Engineering Department Staff (Secretariat members: about 20 persons)	Planning/ Engineering Department Staff (Open to stakeholders)	Planning/ Engineering Department Staff (Secretariat and Steering Committee members)
Activity	<ul style="list-style-type: none"> • To discuss and perform activities step by step with JICA experts • To share knowledge and technique with TWG members • To facilitate and give a lecture in workshops and training courses 	<ul style="list-style-type: none"> • To discuss specific topics in roundtable discussion facilitated by core members in Secretariat meeting (1 – 2 hours) 	<ul style="list-style-type: none"> • To have a lecture in workshops facilitated by core members and JICA experts (Half day and/or a short seminar/ workshop) 	<ul style="list-style-type: none"> • To visit cities of overseas countries and learn practical examples of transport planning and infrastructure development
Venue	<ul style="list-style-type: none"> • CUPID project office • NIT/ Ardhi University seminar room 	<ul style="list-style-type: none"> • DCC meeting room 	<ul style="list-style-type: none"> • NIT/ Ardhi University seminar room • Other conference facility 	<ul style="list-style-type: none"> • Cities in Japan • Cities in a third country





1. Planning of Training Course 1.3 Trace Master Plan Procedures to update MP2008



1. Planning of Training Course 1.4 Result of Needs Assessment

Daily Work of Trainees

Area of Interest	Answer Count	Ratio (%)
Transport & urban policy planning	12	13.5
Survey techniques, model development and demand forecast	13	14.6
Transport network planning	15	16.9
BRT/Rail business development	7	7.9
Traffic & mobility management	11	12.4
Social impact & management	7	7.9
Structures of finance & operation	4	4.5
Risk appraisal & management	9	10.1
Effective legislation & regulation	5	5.6
Organization development	6	6.7

Areas of Interests

Area of Interests	Answer Count	Ratio (%)
Transport & urban policy planning	12	13.5
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Risk appraisal & management	9	10.1
Effective legislation & regulation	5	5.6
Organization development	6	6.7



2. Training Program 2.1 TOT and RTD

Curriculum for TOT and RTD

Procedure	1 st Term	2 nd Term
Data Collection	<ul style="list-style-type: none"> To make a list of necessary information To make a survey plan and conduct To process collected data 	<ul style="list-style-type: none"> To determine a target study corridor To make a list of necessary information To make a survey plan and conduct To process collected data and build database
Situation Analysis	<ul style="list-style-type: none"> To compile collected data in GIS DB To analyze current situation by GIS To analyze survey data 	<ul style="list-style-type: none"> To build current transport network database To analyze transport survey results To analyze travel characteristics
Update of Transport Demand	<ul style="list-style-type: none"> To determine methodology of future demand forecast To prepare data for demand forecast To estimate future demand in terms of vehicle To analyze future vehicle demand 	<ul style="list-style-type: none"> To analyze difference of characteristics between MP2008 and current To determine methodology of demand forecast To update forecast models and estimate/ calibrate current person trips To determine future socio-economic framework To estimate and analyze future travel demand
Update of Network Plan	<ul style="list-style-type: none"> To update road network on GIS To estimate road traffic by STRADA To assess performance of road network 	<ul style="list-style-type: none"> To develop alternative development scenarios To estimate future transport demand by alternative scenario To assess transport scenarios
Assessment of Plan	<ul style="list-style-type: none"> To determine prioritization methodology To summarize performance of road projects To prioritize road projects 	<ul style="list-style-type: none"> To establish socio-economic framework of mid-term To determine transport development mid-term scenario To estimate transport demand on mid-term scenario To make implementation plan



2. Training Program 2.2 Intensive Training Course (ITC)

Curriculum for ITC

Theme	Description	Lecturer	Participants	Period
GIS Software	<ul style="list-style-type: none"> Learning how to use GIS software Knowing the different databases and learning how to analyze data using GIS software 	<ul style="list-style-type: none"> Core members JICA experts 	<ul style="list-style-type: none"> Secretariat members 	2 day workshop
Transport Surveys	<ul style="list-style-type: none"> Learning transportation surveys to establish transport Master plan Learning how to make a survey plan and implement 	<ul style="list-style-type: none"> Core members JICA experts 	<ul style="list-style-type: none"> Secretariat members 	2 day workshop
Demand Forecasting and Network Planning	<ul style="list-style-type: none"> Learning model development of demand forecast Learning network planning based on demand forecasting 	<ul style="list-style-type: none"> Core members JICA experts 	<ul style="list-style-type: none"> Secretariat members Open to related agencies 	2 day workshop
Exercise on network planning by JICA STRADA	<ul style="list-style-type: none"> Learning how to use STRADA software Doing an exercise on network planning using STRADA 	<ul style="list-style-type: none"> Core members JICA experts 	<ul style="list-style-type: none"> Secretariat members 	One week workshop



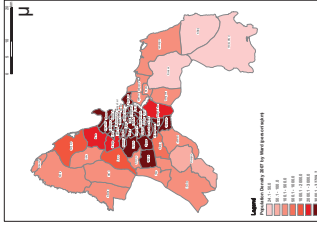
3. Progress of Training 3.2 Contents of Day 1

Curriculum of Day 1

Session	Contents	Curriculum
1	<ul style="list-style-type: none"> • Introduction of GIS • How dose GIS work in daily work • Key benefit of GIS • How GIS support formulation urban transport master plan in 2008 • How to install GIS software Desktop 	<ul style="list-style-type: none"> • General concept and terminology of GIS • How dose GIS work in daily work • Key benefit of GIS • How GIS support formulation urban transport master plan in 2008 • How to install GIS software Desktop
2	<ul style="list-style-type: none"> • Understand -ing of map view and layout view 	<ul style="list-style-type: none"> • Introduction of ArcCatalog module • Introduction of ArcMap module • Preparation of simple map by ArcMap • Introduction of map layout
3	<ul style="list-style-type: none"> • Preparing population density map by ward 	<ul style="list-style-type: none"> • How to introduce MS excel file in ArcGIS • Working with attribute table of map objects table • Symbolization of map object using attribute table • Understanding of map layout • Create map legend

Goal of Day 1:

To create thematic map of population density by using given data



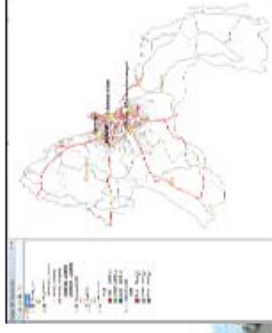
3. Progress of Training 3.3 Contents of Day 2

Curriculum of Day 2

Session	Contents	Curriculum
1	<ul style="list-style-type: none"> • Editing GIS data: Line & point (Preparing survey location map and update road network 	<ul style="list-style-type: none"> • Create new spatial data • Editing point and line data • Add spatial coordination into non-spatial image data • Aggregation of polygon data
2	<ul style="list-style-type: none"> • Comprehension test and evaluation 	<ul style="list-style-type: none"> • Skill check test • Self evaluation questionnaire • Overall evaluation

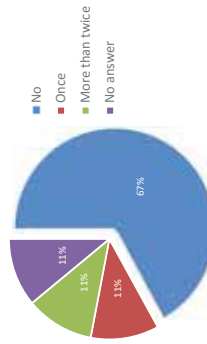
Goal of Day 2:

To know how to edit and update given GIS data and layers



3. Progress of Training 3.4 Overall Evaluation

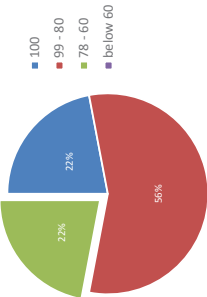
Experience of GIS Training before Training



• Two third of participants have no experience of GIS training.



Score of Skill Test after Training



• 80% of participants score 80 points or more after the training.



3. Progress of Training 3.5 Result of Self Evaluation

Capacity Level	1	2	3	4	5	Ave.
1) Basic understandings of ArcMap module in ArcGIS						
a. Open data on Data view in ArcMap		4	1	4	4.0	
b. Change color of GIS data		3	2	4	4.1	
c. Show labels on GIS data		2	1	5	4.4	
d. Zoom-in/ Zoom-out maps		3	1	5	4.2	
e. Open Attribute table		3	1	5	4.3	
2) Preparing Maps						
a. Preparing graduated color map		5	2	2	3.7	
b. Customize labels (change font, color size)		2	5	1	3.9	
c. Layout map for printing		1	3	3	2	3.7
3) Functions in ArcMap						
a. Calculate distance between points using "measure" tool		2	2	3	2	3.6
b. Add new field into attribute table		3	2	2	3.9	
c. Calculate area of polygon		4	3	2	3.8	
d. Import MS Excel or other spreadsheet into ArcMap	1	3	1	2	2	3.1
e. Join imported table into Shapefile		3	3	1	2	3.2
4) Data Editing						
a. Create New Shapefile		2	3	1	2	3.4
b. Input Point data		2	3	2	1	3.3
c. Input Attribute data		2	3	1	2	3.4
d. Input Line data		2	3	1	2	3.4
e. Dissolve polygon and summing attribute value		2	4	1	2	3.3
f. Preparation of the work implementation program		3	2	1	1	3.0
g. Give geographical coordinates into image		3	2	3	1	3.2



DID

Re. A BRIEF REPORT ON THE WORK OF SORTING OUT COMMENTS FROM STAKE HOLDERS ON ESTABLISHMENT OF DUTA/UTA.

1.0 INTRODUCTION

The Permanent Secretary, Prime Minister's Office - Regional Administration and Local Government invited Engineers from Dar Es Salaam Regional Secretariat, Dar Es Salaam City Council and Engineers from the three Municipal Council in Dar Es Salaam to join a team at PMO-RALG Head Quarters - Dodoma to sort out comments from various stake holders on establishment of DUTA.

2.0 TEAM COMPOSITION

The team composed of 6 members:

1. Vincent C. Lwanda - Engineer - PMO RALG - Chairman
2. Swalehe M. Nyenye - Engineer - DSM City Council - Secretary
3. Ismail Mafita - Engineer - Kinondoni Municipal Council - Member
4. Josephat H. Shehemba - Engineer - DSM Regional Secretariat - Member
5. Protas G. Kawishe - Engineer - Temeke Municipal Council - Member
6. Victor Mwinyipembe - PMO RALG - Member
7. James E. Mapunda - Town Planner - PMO RALG - Member

3.0 SCOPE OF WORK

The team was required to sort out comments from various stake holders who contributed their ideas through written comments which were received by PMO-RALG on establishment of DUTA. However, during sorting out of the comments the team noted that comments were not bound to DUTA but also UTA.

4.0 COMMENTS

In organizing collected comments, the team used the matrix proposed by Minister's Cabinet Secretariat their sorting. Generally, the Matrix aimed at Identifying (naming) the stake holder, knowing an issue related to the comment, the stake holders comment and PMO-RALG recommendation/standpoint. The matrix is given as an *Appendix A*.

5.0 CONCLUSION.

Out of 10 stake holders who submitted their comments, 8 support establishment of DUTA/UTA with various accompanying recommendations whereas 2 support establishment of DUTA only but not UTA.

Vincent C. Lwanda
Engineer PMO-RALG.

Appendix A

STAKEHOLDERS' COMMENTS ON THE ESTABLISHMENT OF URBAN TRANSPORT AUTHORITY (UTA)

SN.	NAME OF STAKEHOLDER	ISSUE	COMMENTS FROM THE STAKEHOLDER	PMORALG - OPINIONS
1.	Ministry of Works (MoW)	1. More studies should be done on UTA establishment	<ul style="list-style-type: none"> To identify appropriate solution to deal with transport situation in our cities. 	<ul style="list-style-type: none"> Several studies have been conducted including: feasibility study on establishment of DUTA, DSM Transport and System Development Master Plan 2008 by JICA, Institutional Strengthening of Dar es Salaam Local Authorities by INNOVEX and studies tours to Addis Ababa and Lagos. The studies suggests establishment of UTAs as an appropriate solution.
			<ul style="list-style-type: none"> Authority to deal with mass transit (not only roads) is required. 	<ul style="list-style-type: none"> The study conducted by JICA has taken into consideration of mass transit. UTAs will liaise with TEMESA and Railway to improve and develop marine and railways services.

SN.	NAME OF STAKEHOLDER	ISSUE	COMMENTS FROM THE STAKEHOLDER	PMORALG - OPINIONS
		2. Establishment of UTA/DUTA	<ul style="list-style-type: none"> Consideration should be given on DUTA as a bases for establishment of similar authorities in other cities. UTA establishment at later stage is appropriate. 	<ul style="list-style-type: none"> The Act will be of national level. City which qualify for establishment of such Authority will be gazetted. The comment has been considered, if the need arise UTA will be established after establishment of the Local Urban Transport Authorities (UTAs).
		3. Source of fund	<ul style="list-style-type: none"> Should be clearly defined 	<ul style="list-style-type: none"> Sources of fund will be user fees and charges as will be described in the Urban Transport Act.
		4. Organization structure	<ul style="list-style-type: none"> DUTA and BRT is existing. Urban Rail and Ferries are mentioned but not reflected in the document. 	<ul style="list-style-type: none"> The Organization Structure may be restructured after establishment of DUTA BRT will be under DUTA The DUTA will promote the railway and marine severces liason with TEMESA, RAHACOL and

SN.	NAME OF STAKEHOLDER	ISSUE	COMMENTS FROM THE STAKEHOLDER	PMORALG - OPINIONS
		5. Relationship between agencies.	<ul style="list-style-type: none"> DUTA and DART is not mentioned in the document 	TRL <ul style="list-style-type: none"> DART deals with BRT that will be under DUTA after the transformation by PMORALG.
		AGREE/DISAGREE	<ul style="list-style-type: none"> AGREE ON ESTABLISHMENT OF DUTA 	<ul style="list-style-type: none"> Will work on it
2.	Ministry of Transport (MoT) and Surface and Marine Transport Authority (SUMATRA)	1. Legal issues	<ul style="list-style-type: none"> SUMATRA is a statutory established body as per section 5 of Act No. 9 of 2001. Equal powers, functions and duties of two authorities provided under sections 7 & 8 of Proposed UTA Act 2013, and sections 5 & 6 of SUMATRA Act No. 9 of 2001 will create skirmishing discharge of duties. Duplication of Acts Examples:- Part II of Both SUMATRA Act No. 9 of 2001 and Proposed UTA Act, 2013, Part III of SUMATRA and Part V of UTA, Parts VI of both SUMATRA and UTA, Part VIII of SUMATRA and Part VII of UTA. 	<ul style="list-style-type: none"> Before the establishment of UTA, there must be a reconciliation between Institutions and Laws that seem to have conflicts. Enactment of new laws shall cause amendments to other related laws.

SN.	NAME OF STAKEHOLDER	ISSUE	COMMENTS FROM THE STAKEHOLDER	PMORALG - OPINIONS
		<p>2. UTA as a sustainable solution to transport problems in Tanzania cities.</p>	<ul style="list-style-type: none"> Doubt of UTA strategies as they are copied from that of SUMATRA. Urban Transport Planning is a paramount duty vested to LGA and TANROADS hence transfer of functional duties (Transport Planning) from LGA to an Authority which its primary focus on cities only will cause more confusion than reality on all conceptual idea of establishing UTA. UTA establishment will increase multiplicity of agencies dealing with transport sector. Each city (Arusha, Mwanza, Tanga, Mbeya & Dodoma) should have an Executive Agency like DART. Establishment of special coordination board to perform coordination activities at urban level. Regulatory functions should continue to 	<ul style="list-style-type: none"> No any function will be same with SUMATRA. This proposal comes due to poor performance and condition of the city. The study carried out shows that independent institution will improve performance. Even Nation Transport Policy states it. UTA will take over transport activity of LGAs. It just shift the function. DART deals with only BRT even in DSM there are specific routes under DART. UTAs will deal with transport sector in all urban authorities. The Regional Secretariat has vested the function of coordination. UTA will not be regulatory

SN.	NAME OF STAKEHOLDER	ISSUE	COMMENTS FROM THE STAKEHOLDER	PMORALG - OPINIONS
			<p>be vested to SUMATRA.</p> <ul style="list-style-type: none"> • More study should be done on UTA establishment to cover all parts of cities and not only selected urban parts. • Several studies have been neglected with regards to UTA establishment 	<p>authority, this function remains to SUMATRA.</p> <ul style="list-style-type: none"> • UTA will established in all Urban Authorities. • All studies available were utilized during preparation and will continue to improve accordingly.
3.	National Institute of Transport (NIT)	<p>Agree/Disagree</p> <p>1. Responsibilities</p>	<p>DISAGREE ON ESTABLISHMENT OF UTA/DUTA</p> <ul style="list-style-type: none"> • UTA should be responsible for planning and managing public transport activities where as SUMATRA should regulate them. • Success examples of Lagos Metropolitan Transport Authority (LAMATA) should be given. 	<ul style="list-style-type: none"> • These comment is not accepted MoT should go to Nation Transport Policy. And see what statement of Urban Transport. • The coment has been considered. • Model of UTA involved the example of LAMATA, Addis Ababa Transport Authority and other city

SN.	NAME OF STAKEHOLDER	ISSUE	COMMENTS FROM THE STAKEHOLDER	PMORALG - OPINIONS
			<ul style="list-style-type: none"> Option for UTA is the best but regulation responsibility should be removed in order to enhance control. 	<ul style="list-style-type: none"> Comment observed.
		2. Mission and Vision	<ul style="list-style-type: none"> Vision is written like a Mission therefore their statements should be combined. 	<ul style="list-style-type: none"> Comment observed.
		3. UTA administration and organisation structure.	<ul style="list-style-type: none"> At Level 1: - Central Level UTA should not be included only the Ministerial Advisory Board should be included. 	<ul style="list-style-type: none"> Comment observed, however a specific responsible division for urban infrastructure is in place at PMO-RALG
			<ul style="list-style-type: none"> Instead of Accounting, there should be "Finance and Administration" to deal with Finance, Accounting, Human Resources and Administration activities. 	<ul style="list-style-type: none"> Comment observed.
		4. Role and Functions of UTA	<ul style="list-style-type: none"> Environmental Issues should be added as item (n) <i>"To ensure transport activities and infrastructure are environmentally friendly and sustainable"</i>. 	<ul style="list-style-type: none"> Comment observed.
			<ul style="list-style-type: none"> Modes of Transport:- Air Transport mode should be included to the roles and functions of UTA. 	<ul style="list-style-type: none"> Comment observed.
		5. DUTA Structure	<ul style="list-style-type: none"> The Chief Executive should be a Director 	<ul style="list-style-type: none"> Comment observed.

SN.	NAME OF STAKEHOLDER	ISSUE	COMMENTS FROM THE STAKEHOLDER	PMORALG - OPINIONS
			<p>instead of Manager.</p> <ul style="list-style-type: none"> • There should be a Chief of Finance and Administration instead of Chief Accountant. 	<ul style="list-style-type: none"> • Comment observed.
		<p>6. Sources of Funds</p>	<ul style="list-style-type: none"> • Fare collection and service charges should be added. 	<ul style="list-style-type: none"> • Comment observed.
		<p>Agree/Disagree</p>	<ul style="list-style-type: none"> • AGREE ON ESTABLISHMENT OF UTA/DUTA 	<ul style="list-style-type: none"> • Agreed
4.	Dar Rapid Transit (DART) Agency	<p>1. Options for establishment of UTA</p> <p>2. Sources of Funds</p>	<ul style="list-style-type: none"> • Option No. 1 not relevant since all implementation nowadays is done through private contractors 	<ul style="list-style-type: none"> • Option 1 makes one body responsible for Transport issue within its jurisdiction area and most of outcome will be resolved within. Constructions will be contracted according to Public Procurement Act.
			<ul style="list-style-type: none"> • Should be financed from local resources 	<ul style="list-style-type: none"> • Comment observed. UTAs will also be financed by Central Government, donors and develop partners.
			<ul style="list-style-type: none"> • No quantification of financial needs for UTA 	<ul style="list-style-type: none"> • Financial need will be established.
			<ul style="list-style-type: none"> • These sources should not be sources of 	<ul style="list-style-type: none"> • These sources are fees and

SN.	NAME OF STAKEHOLDER	ISSUE	COMMENTS FROM THE STAKEHOLDER	PMORALG - OPINIONS
			<p>fund for local UTAs: fuel levy, vehicle taxation and licences, parking charges, traffic fines, transport licences</p> <ul style="list-style-type: none"> • Alternative sources proposed: road pricing and congestion, property taxes, and public-private partnerships. 	<p>charges from road users, some of it should be used for development and maintenance of transport sector.</p> <ul style="list-style-type: none"> • Except property taxes, other sources will be considered.
		<p>3. Role and Functions of UTA</p>	<ul style="list-style-type: none"> • Central UTA should not be an implementing entity rather than assisting in the creation of local UTAs, channeling of Central Government funding, dissemination of information, advisory services, coordination with other central Government bodies, etc. 	<ul style="list-style-type: none"> • For the time being Central UTA will not be established unless there is a demand from Local UTAs. Ministry responsible for Local Authorities will continue to support and coordinate UTAs.
		<ul style="list-style-type: none"> • Paving all urban roads should be given a high priority. 		<ul style="list-style-type: none"> • Comment considered. Priority to paving urban roads will be given.
		<p>4. Relationships with other authorities</p>	<ul style="list-style-type: none"> • DART should cooperatively work close with DUTA. • DART to be represented in the board of director of DUTA. 	<ul style="list-style-type: none"> • Comment considered. DART will be under DUTA • Comment considered. DART will be under DUTA

SN.	NAME OF STAKEHOLDER	ISSUE	COMMENTS FROM THE STAKEHOLDER	PMORALG - OPINIONS
		5. Legislation	<ul style="list-style-type: none"> • Functions of the central and local UTAs clearly be defined. • For direct operational mode of UTA, many existing Laws will have to be revised hence establishment of the so called super ministry UTA seems to take a long time and remains to be a difficult undertaking. 	<ul style="list-style-type: none"> • Functions of Local UTAs are clearly defined, there will be no central UTA • There will be no super ministry UTA.
5.	Dar Es Salaam Traffic Police Zone	6. AGREE/DISAGREE 1. Safety 2. Institutional capacity 3. AGREE/DISAGREE	<p>DART agrees establishment of UTA under coordination operating mode (Mode C)</p> <ul style="list-style-type: none"> • Should consider Laws and enforcement to restrict public transport operators on carrying excessive passengers • Segregated right of ways to consider safety of different road users (non-motorised transport). • UTA to be fully capacitated to deal with urban transport problems. 	<ul style="list-style-type: none"> • Comment observed. • Comment considered. • Comment observed. • Comment observed. • Comment observed

SN.	NAME OF STAKEHOLDER	ISSUE	COMMENTS FROM THE STAKEHOLDER	PMORALG - OPINIONS
6.	Dar Es Salaam City Council (DCC)	<p>1. Role and Functions of UTA</p> <p>2. Governance</p> <p>3. More studies should be done on UTA establishment</p> <p>4. Institutional establishment</p>	<ul style="list-style-type: none"> • Duplication and Overlapping mandates of LGAs, TANROADS, and SUMATRA will create institutional frictions. • Mode A has high chance of being not transparent and poor performance as it is accountable to it self. • To analyze and evaluate the options for choosing the best option. 	<ul style="list-style-type: none"> • Functions of UTAs will clearly be defined to avoid duplications • Multiple actors will be involved under this Mode A to ensure accountability and high performance. • Several studies have been conducted including: feasibility study on establishment of DUTA, DSM Transport and System Development Master Plan 2008 by JICA, Institutional Strengthening of Dar es Salaam Local Authorities by INNOVEX and studies tours to Addis Ababa and Lagos. The studies suggests establishment of UTAs as an appropriate solution. • Comment considered.

SN.	NAME OF STAKEHOLDER	ISSUE	COMMENTS FROM THE STAKEHOLDER	PMORALG - OPINIONS
		5. DUTA administration and organisation structure.	2008) <ul style="list-style-type: none"> • DUTA manager to report to Dar es Salaam City Council management instead of DUTA advisory board. • Each LGA in Dar es Salaam should establish a dedicated department to handle urban transport issues. • Dar es Salaam City Council should be capacitated to offer effective transport planning and management coordination roles. 	<ul style="list-style-type: none"> • DUTA will be a legal entity with its reporting system and formal relationship with other institutions. • Urban transport issues in LGAs will be shifted to DUTA • Transport planning and management coordination issues will be vested to DUTA
7.	Kinondoni Municipal Council (KMC)	1. Roles and Function of UTA 2. Relationships with other Authorities	<ul style="list-style-type: none"> • DCC AGREES establishment of UTA under Option 3. • Land use and transport planning to be an integral component of UTA. • The UTA concept paper has not addressed the relationship with other Utility Service Providers such as TTCL, TANESCO, DAWASCO etc to intergrate their development plan with land use and transport planning. 	<ul style="list-style-type: none"> • Comment observed • Comment observed. Utility agencies and other key stakeholders will be involved

SN.	NAME OF STAKEHOLDER	ISSUE	COMMENTS FROM THE STAKEHOLDER	PMORALG - OPINIONS
			<ul style="list-style-type: none"> Other authorities like TEMESA, TRL and RAHCO are not mentioned in the UTA concept paper for intergrating their functions. 	<ul style="list-style-type: none"> Comment observed. Key authorities will be involved and intergrated in planning
		3. Legal issues	<ul style="list-style-type: none"> Empower UTA with the following legislations; Street Works Act, Parking Place Act, Rapid Transit Systems Act, Road Traffic Act and other legal responsibilities regarding Urban Transportation Services 	<ul style="list-style-type: none"> Comment observed.
		4. Institutional establishment	<ul style="list-style-type: none"> No single instituon modal fits all situation, the right modal will depend on the political and administrative ethos. 	<ul style="list-style-type: none"> UTAs will have their own strategies to suit local environment. According to studies conducted, Option 1 is suitable for Dar es Salaam City
			<ul style="list-style-type: none"> Urban Transport Instituons will take time to evolve. The ideal may not result at the time of establishment, patience is needed for expectations and possibilities to allign adequately. 	<ul style="list-style-type: none"> Comment observed
			<ul style="list-style-type: none"> UTA needs decision making authority on financial resources. 	<ul style="list-style-type: none"> UTAs will have their advisory boards at local level for decision making
			<ul style="list-style-type: none"> UTA must secure political will. 	<ul style="list-style-type: none"> Comment observed

SN.	NAME OF STAKEHOLDER	ISSUE	COMMENTS FROM THE STAKEHOLDER	PMORALG - OPINIONS
		AGREE/DISAGREE	<ul style="list-style-type: none"> • KMC AGREES establishment of UTA under Option A. 	<ul style="list-style-type: none"> • Comment observed
8.	Ilala Municipal Council (IMC)	1. Roles and Function of UTA	<ul style="list-style-type: none"> • Urban transport planning and management is proposed to be under LGA. 	<ul style="list-style-type: none"> • Transport planning and management roles will be shifted to DUTA/UTAs and that the institutions will work cooperatively with LGAs
			<ul style="list-style-type: none"> • Urban transport planning and management can be more ministerial advisory board. 	<ul style="list-style-type: none"> • Transport planning and management issues will be done by local UTAs. The Ministry responsible for Local Authorities will advise, support and coordinate them.
		2. More studies should be done on UTA establishment	<ul style="list-style-type: none"> • More studies are required to provide the required level of analysis and late on to evaluate the various options in order to improve more according to the needs. 	<ul style="list-style-type: none"> • Several studies have been conducted including: feasibility study on establishment of DUTA, DSM Transport and System Development Master Plan 2008 by JICA, Institutional Strengthening of Dar es Salaam Local Authorities

SN.	NAME OF STAKEHOLDER	ISSUE	COMMENTS FROM THE STAKEHOLDER	PMORALG - OPINIONS
				<p>by INNOVEX and studies tours to Addis Ababa and Lagos. The studies suggests establishment of UTAs as an appropriate solution.</p> <ul style="list-style-type: none"> • Laws will be reconciled.
9.	Temeke Municipal Council (TMC)	<p>3. Legal issues</p> <p>AGREE/DISAGREE</p> <p>1. Role and Functions of UTA</p> <p>2. Institutional establishment</p>	<ul style="list-style-type: none"> • The basis of any Authority is the Laws establishing it. Review of total organization structure is required to avoid interference in the execution of works. • IMC AGREES establishment of UTA by following all procedures required. • DUTA as coordinating authority will carry full responsibility for outcomes collectively it shoulders tasks of policy making, deligation and monitoring progress. • PMORALG to establish a coordinating authority (Which is easier to implement) • National UTA is supported. 	<ul style="list-style-type: none"> • Comments observed • Policy making is the responsibility of Ministry. DUTA will be implementor • Coordination roles is the responsibility of Ministry and Regional Secretariats • Currently National/Central UTA will not be established. Ministry responsible for local authorities will coordinate

SN.	NAME OF STAKEHOLDER	ISSUE	COMMENTS FROM THE STAKEHOLDER	PMORALG - OPINIONS
		3. UTA administration and organisation structure.	<ul style="list-style-type: none"> Ministrial Advisory Board (MAB) members be included in each board of management of the local UTA so as to be familiar with local issues and challenges. 	<ul style="list-style-type: none"> Comment observed
		4. Sources of Funds	<ul style="list-style-type: none"> Outline in the legislation the financing mechanism available for DUTA to support its policies, and support the implementing agencies in the execution and service delivery. 	<ul style="list-style-type: none"> Financing mechanism will be outlined in the legislation.
		Agree/Disagree	<ul style="list-style-type: none"> AGREE ON ESTABLISHMENT OF DUTA and UTA 	<ul style="list-style-type: none"> Comment observed

**3rd Joint Coordinating Committee/Steering Committee Meeting
for Capacity Development Project for Improvement of
Dar es Salaam Transport (CUPID Phase-2)**

Date: Tuesday, 27th September, 2016

Time: 8:00 – 12:00

Venue: Karimjee Hall

Agenda

1. Registration (8:00 – 8:30)
2. Self-introduction (8:30 – 8:40)
3. Opening Remarks by PS-PO-RALG (8:40 – 8:45)
4. Welcome Remarks by Chief Representative of JICA (8:45 – 8:50)
5. Confirmation of MM of 2nd JCC/SC and Matters arising and actions taken (8:50 – 9:00)

Joint Coordinating Committee

6. Project Monitoring Report (9:00 – 9:20) – *Expert Team*
 - On-going institutional changes and project implementation structure
 - Project implementation in line with JICA's Urban Transport Master Plan Update

- Group Photo and Tea Break -

Steering Committee

7. Progress Report on Project Activities (9:50 – 11:10)
 - Establishment of DUTA – *PO-RALG*
 - PDCA cycle through pilot projects
 - PROJECT 1: Samora Avenue Renovation – *Ilala*
 - PROJECT 2: Improve Parking Control and Policy – *DCC*
 - PROJECT 3: Daladala and Bus Service Improvement – *SUMATRA*
 - PROJECT 4: CBD Terminus Improvements – *Ilala*
 - Training for Transport Planning – *Expert Team/NIT/Ardhi*
8. Discussion and Agreement (11:10 – 11:40)
 - Consent to DUTA Concept Note and way forward for legislating DUTA
 - Way forward for implementation of pilot project 2016/17
9. Any Other Business (11:40 – 11:50)
10. Closing Remarks by PS-PO-RALG (11:50 – 12:00)

- Lunch -

**MINUTES OF THE 3RD JOINT COORDINATING COMMITTEE/STEERING
COMMITTEE MEETING**

OF

CAPACITY DEVELOPMENT PROJECT

FOR

THE IMPROVEMENT OF DAR ES SALAAM TRANSPORT (PHASE-2)

Based on the Record of Discussions signed on 30th May, 2014 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, entitled ‘Capacity Development Project for the Improvement of Dar es Salaam Transport’ (hereinafter referred to as ‘the Project’) was initiated on 28th October, 2014.

During the course of the Project, a team of Experts and counterparts are engaged in enhancement of a coordination mechanism among concerned Ministries/Agencies in the urban transport sector through (i) establishment of Dar es Salaam Urban Transport Authority (DUTA), (ii) implementation of the pilot projects and (iii) provision of OJT and training courses for urban transport planning and implementation.

The 2nd Joint Coordinating Committee/Steering Committee meeting was held on 21st August, 2015, at Harbour View Suite Conference Room, involving the Steering Committee and Secretariat members of the Project, and it was confirmed and agreed among all the members as referred to in the documents attached hereto.

Dar es Salaam, 27th September, 2016

Eng. Mussa Iyombe
Permanent Secretary
President’s Office - Regional
Administration and Local Government

Mr. Toshio Nagase
Chief Representative
JICA Tanzania Office

Ms. Theresia Mmbando
Regional Administrative Secretary
Dar es Salaam Region

Mr. Kiminari Takahashi
Chief Advisor
JICA Expert Team

1. LIST OF ATTENDANTS

TANZANIAN SIDE

1. Eng. Mussa Iyombe	PS-PO-RALG	Chairperson
2. Theresia Mmbando	DSM-RS	Secretary
3. Eng. Emmanuel Ndyamukama	PO-RALG	Member
4. Grace Benjamin	PO-RALG	Member
5. Sipora J. Liana	DCC	Member
6. Lucy Kalinga	MOWTC	Member
7. Beatrice Chao	SUMATRA	Member
8. Leo J. Ngowi	SUMATRA	Member
9. Gerald Remmy	MOHA	Member
10. George O. Daniel	ZTO	Member
11. Grace O. Mwangwa	MOFP	Member
12. Iddi Abdalla	TAZARA	Member
13. Amulike A. Mahenge	MLHHSD	Member
14. Eng. Anthony Masha	MWTC	Member
15. Chonda Kawawa	DCC	Member
16. Eng. Benjamin Maziku	TMC	Member
17. Lucas Edward	NIT	Member
18. Victor Massawe	Business Connexions	Invited presenter
19. Ebenezer Masawe	Business Connexions	Invited presenter
20. Dennis Nathan	Business Connexions	Invited presenter
21. Biefa Barran Sule	Christiania Group	Invited presenter
22. Emmanuel Mlaponi	Christiania Group	Invited presenter
23. Eng. Allan Shula	IMC	Invited Secretariat
24. Ahmed O. Wamala	KMC	Invited Secretariat
25. Rahma Mwinyi	MOW	Invited Secretariat
26. Paulo Laiser	MOT	Invited Secretariat
27. Prosper Nyaki	NIT	Invited Secretariat
28. Dr. Emmanuel Mchome	ARU	Invited Secretariat
29. Nzori Kinero	MLHHSD	Invited Secretariat

JAPANESE SIDE

1. Toshio Nagase	JICA Tanzania Office	Co-chairperson
2. Kiminari Takahashi	JICA Team Leader	Member
3. Ishiya Masayuki	JICA Team	Member
4. Frits Olyslagers	JICA Team	Member
5. Faizer J. Mbage	JICA Team	Member
6. Nanyika Faraji	JICA Team	Member
7. Bernadetha Lawrence	JICA Team	Member
8. Kensuke Miyagi	JICA	Invited
9. Fuji	JICA	Invited
10. Izumi Takahiro	JICA	Invited

2. AGENDA and INTRODUCTORY REMAKS

The prepared agenda of the meeting was as follows:

- a. Registration
- b. Self Introduction
- c. Opening Remarks by PS-PO-RALG
- d. Welcome Remarks by Chief Representative of JICA
- e. Confirmation of Minutes of 2nd JCC/ SC Meeting and Matters arising and Actions taken.

Steering Committee

- f. Progress Report on Project Activities
 - Establishment of DUTA
 - PDCA cycle through pilot projects
 - PROJECT 1: Samora Avenue Renovation
 - PROJECT 2: Improve Parking Control and Policy
 - PROJECT 3: Daladala and Bus Service Improvement
 - PROJECT 4: CBD Terminus Improvements

Joint Coordinating Committee

- g. Project Monitoring Report
 - On-going institutional changes and project implementation structure
 - Project implementation in line with JICA's Urban Transport Master Plan Update
- h. Discussion and Agreement
 - Consent to DUTA Concept Note and way forward for legislating DUTA
 - Way forward for implementation of pilot project 2016/17
- i. Any Other Business
- j. Closing Remarks by Chief Representative of JICA

2.1 Registration

The registration began from 8:00 hours at the entrance of Karimjee Hall in which the guests registered their names and the Institution that they represent.

2.2 Self Introduction

The Chairperson – Eng. Mussa Iyombe arrived 9:00 hours in which before he gave opening remarks, members and distinguished guests had an opportunity to introduce themselves.

2.3 Opening of the Meeting

The Chairperson – Eng. Mussa Iyombe, Permanent Secretary of PO-RALG, called the meeting to order at **9.00 hours** after making few remarks regarding background information of the Project. The chairman opened the speech by briefing the audience on the traffic issues in Dar es Salaam, in which he said that traffic in Dar es Salaam is very crucial and it's frustrating to the people's in the City. There is increasing urbanization in Dar es Salaam, due to the population growth which will see the population double every 10 years. Motor vehicles increased from 80,000 to 500,000 from the year 2005 to 2014. Furthermore he pointed out on the implementation of Bus Rapid Transit (BRT) development, in which BRT phase II is coming and phase III is in pipeline. He thanked JICA for the continuous support for the improvement of the urban transport in Dar es Salaam and mentioned on-going Government's challenges to the urban transport sector to calm chronic traffic congestion as the most critical issue in Tanzania.

2.4 Welcome Remarks from JICA

The Co-chairperson – Mr. Toshio Nagase, 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. In which he briefed the members on the earlier stages of improving Dar es Salaam traffic which started 1980 by construction of Selander Bridge, Morogoro Road, Kilwa Road, CBD and Kariakoo. JICA has involved in supporting technical support including in the formation of the master plan 2007-2008, BRT, Flyover, JICA is also supporting for the establishment of DUTA together with other pilot projects. JICA is supporting the government of Tanzania to become middle income country by 2025.

2.5 Submission of the Progress Report

Prior to the meeting, 40 copies of the Progress Report, together with the meeting agenda, and minutes of the 2nd JCC/SC meeting, were delivered to the JCC/SC and Secretariat members.

2.6 Confirmation of minutes of 2nd JCC/ SC Meeting and Matters arising and Actions taken.

The minutes of the 2nd JCC/SC meeting was confirmed after making few corrections. The matters arising from the 2nd JCC/SC meeting were also discussed by all members and there were no any further additional comments, just few corrections were made to the 2nd JCC meeting minutes.

3. PROCEEDINGS

A series of presentations made by JICA Experts and Secretariat members, the agenda bring forward the issue of DUTA due to time constraints of key attendees.

3.1 Presentation on establishment of DUTA – PO-RALG

Eng. Emmanuel Ndyamukama (PO-RALG) and Mr. Frits Olyslagers (JICA Expert) presented on the DUTA in which they briefed on the purpose of DUTA as a strategic policy and planning body for coordination urban transport in Dar es Salaam.

The presentation outlined the proposed structure of DUTA and its role to:

- develop a strategic land-use and urban transport policy and managing the funding and investment in transport.
- manage investments plans and funding to give it the necessary power to implement its policies
- Take full responsibility and be fully accountable for performance, where any issues can jointly be addressed at Board level.

It was pointed out the time of establishment of DUTA is now, since DUTA has to be the owner of Transport Master Plan (JICA update 2016), and facilitate mega projects in the pipeline such further BRT phases, MRT (on-going study by RAHCO), Expressway (PPP study by TANROADS).

For the establishment of DUTA four implementation stages have been completed, including:

- Finalize draft Concept Note (by Jan 2016) – Drafted by Expert/selected Secretariat and now under review by PO-RALG
- Consensus on Concept Note by Secretariat members (Feb 2016)
- Approval on Concept Note by Management of PO-RALG (March 2016)
- Finalize Concept Note with feedback of all stakeholders (August 2016)
- Approval by JCC (at 3rd JCC meeting - pending)

3.2 Duta Discussion

A number of discussion points were made on the following issues:

- The chairman Eng. Mussa Iyombe raised the issue of ownership of DUTA stating that the correct ministry be identified who must take full responsibility to progress DUTA establishment. He stated that as DUTA has a main responsibility over transport and the PO-RALG seems not the agency to take

this forward. He committed to the establishment of DUTA and undertook to discuss this matter with the respective permanent secretaries of Transport and Works in the MOWTC and report progress to Mr. Toshio Nagase by next week.

- Mr. Leo Ngowi (SUMATRA) raised the funding/ financial sources for running DUTA, what investments it will be in charge of, who will appoint the DUTA Chairman, why it is not ‘just a coordinating committee’ and how DUTA can reconcile with the chain of command under which agencies operate.

Answers were provided by Mr Frits and Mr Takahashi, stating that:

- DUTA will have a number of avenues to support its operations such as government budget, or new funding options such as congestion charges / increased parking charges. Existing funding streams for agencies are not necessarily interfered with. DUTA can make Board decisions on funding matters.
 - For instance, 80,000 vehicles are estimated to use 4 major trunk roads in Dar and only 50 cents (1,000 Tshs) per day per vehicle (assuming 20% coverage in congestion charge system) would cover the establishment and operation cost of DUTA (which requires 1.5 to 3.0 million USD per year). There are various charge collection methods, for instance, using GPS, mobile data, and CCTV. The most applicable method would be increased parking charge.
 - DUTA is expected to manage large infrastructure investments related to transport and interact with donors and financiers. MRT would be an example of this. DUTA has a role in securing project funds.
 - DUTA will be able to appoint the Chairman of the Board. It has been proposed that the Regional Commissioner is a suitable appointee given the nature of the role and as DUTA will overlap with a number of RC responsibilities.
 - DUTA has a technical capacity by virtue of its planning and oversight departments so is not just a coordinating committee.
 - Regarding agencies ‘Chain of Command’ DUTA will act as a bridge between silos to ensure good coordination, but DUTA does not compromise chain of command within the agencies.
- Eng. Masha (from MOW) raised a concern of a conflict between DUTA and Road Fund (RF).
 - Eng. Ndyamukama (PO-RALG), answered that Road Fund (RF) will be subset of DUTA and pointed out that Road Fund deals only with maintenance of roads and hence DUTA will unite the decision of the segregated systems.

- Mr. Leo Ngowi (SUMATRA) asked how implementation of DUTA will interfere with the power and management with the agencies, and what legislation requires changing.
 - Mr. Frits answered that DUTA will not disrupt institutions, but there will be minor changes where strategic policy will shift to DUTA. These changes are expected to be minor. During consultation, existing legislations were checked and found no issues where existing legislations over agencies required change.
- City Director of DCC (Ms. Siphora) stated that JICA Experts has to take into considerations on the responsibilities of each institutional so as to avoid conflict of the responsibilities with DUTA.
 - The chairman suggested for future presentation JICA Expert has to prepare figures and charts should be included and sufficient justifications, so as to be easier understood by the members.
 - The Chairman suggested JICA Experts to consult the City Director, regarding the issue of collection of parking.

3.3 PDCA cycle through pilot projects

The Pilot projects are planned as trial measures to test performance as well as provide lessons for full scale implementations.

Various presenters outlined progress of four pilot projects in progress:

Project 1: Parking and Footpath Renovation on Samora Avenue

The objective of this project is to demonstrate street improvements that improve walkable space and smooth traffic flow. The owner of the project is Ilala Municipality and partly financed by JICA)

The scope of works includes:

- Remove on-street parking cars (except dedicated parking lay-bys)
- Improve/renovate walkway
- Install lane markings
- Plant shade trees and vegetation

Overall Progress:

- Establishment of TWG (Ilala, DCC, RAS, DART, TANROADS Dar): Nov 2015
- Preparation of concept plan: Sep 2015 to Nov 2015
- Preparation of preliminary design and cost estimate: Jan 2016 to March 2016
- Baseline traffic survey: April 2016
- Consensus building to the project: July 2016 to 2016
- Joint site visit with utility owners/service providers: Sep 2016

- MOU signed: Sep 2016

However due to funding constraints the project is limited to the section from Clocktower Roundabout to Morogoro Road.

Planned Activities are:

- Preparation of bidding document: Sep 2016
- Bidding: Oct 2016
- Construction and supervision: Nov 2016 to March 2017
- End line traffic survey and project evaluation: May 2017

Project 2: Improve parking control and price policy

The objectives of the project are:

- To improve DCC parking policy and control
- To improve parking policy, management of parking revenue and manage on-street parking demand
- To substantially increase parking revenues by increasing revenue capture

The scope of works includes:

- Provide advice and guidance on new parking service agreements and parking zone plan
- Facilitate introduction of new technology of electronic payment system (cashless)
- Assist to implement new parking contracts

The owner of the project is the DCC.

Project 3: Daladala & Bus Service Improvements

The objective of the project is to mitigate traffic by increasing the use of public transport by improving the quality of public transport. This project specifically deals with improving the business model of the daladala by actions to manage revenue.

The scope of works and activities includes:

- Work with SUMATRA and operators to establish pilot project with new mobile payments technology to implement a cashless fare collection and ticketing on the daladala.
- Select bus priority locations & treatments (linked to project 6)

SUMATRA is the owner of this project.

Project 4: CBD Terminus Improvements

The objective of this project is to improve efficiency of bus service by improving bus service infrastructure and facilities.

The scope of works includes:

1. Review and finalize concept plan (4+ locations in the CBD renovation)
2. Consultative meetings with advertising companies for developing PPP arrangements
3. Draft and finalize bidding document and concession agreement
4. Implement PPP to renovate and manage bus stop facilities

The owner of this project is Ilala Municipality

3.4 Discussion on the Pilot Projects

- The Secretary (RAS) asked if Ilala Municipal Council is planning to complete the remaining stretch from Morogoro Road to the Askari Monument.
 - Eng. Allan Shula (IMC), responded that they took the matter to the Municipal Director, in which the Municipal Director he liked the idea of Samora avenue renovation in which he promised to speak to the City Mayor and if possible to include in the next financial year budget. Another alternative Eng. Allan Shula and JICA Expert spoke to the advertising company to have PPP kind of project and the private company had a very strong interest on the idea.
- For Project 3 (daladala and bus improvements) the bus owner (Christiania Group) and Business Connexion who are undertaking the pilot project were invited to report progress and demonstrate the E-ticketing. Presently 36 daladala have been fitted with cash-based POS equipment as a first stage and 20 daladala are planned to be added to the system. Proper ticket issue has shown early results with increased revenues, transparency and ability to track the bus in service. SUMATRA and JICA Expert teams are planning to meet telecommunication providers to be the stakeholders in the implementation of a fully cashless system.
- For Project 4, (CBD Terminus Improvements) Eng. Allan Shula reported that preliminary meetings with the advertising companies have been conducted to gauge interest in PPP for renovation of bus terminus in the CBD. They showed strong interest which was conveyed to the Municipal Director.
- Mr. Takahashi, JICA Expert, presented the project monitoring report short term showing progress of DUTA and short terms PDCA Projects 1-4 underway and in progress, while Project 5-7 will commence shortly. **Project 8 Area control with number plate & promote ride share** is deferred until a future time should traffic become worse.

Projects 5-7 include:

Project 5: CBD Traffic treatments & cycle ways/walking streets

Project 6: Optimise & synchronize traffic signals & tidal flow along Ali Hassan Mwinyi (with bus priority)

Project 7: Fringe Park & Ride with shuttle bus services

JCC/SC Members agreed to proceed planning and implementation of Projects 5-7 as the pilot project.

3.5 Project Monitoring Report

Mr. Takahashi, JICA Expert, raised issues of project implementation structure highlighting the on-going organizational changes.

JCC/SC members agreed to include 2 members from Ubungo and Kigamboni Municipalities which were newly established in Dar es Salaam.

JCC/SC members acknowledged that the same project implementation structure would be applied to the forthcoming JICA's Urban Transport Master Plan Study.

JCC/SC members also acknowledged a Project Monitoring Report has been received as the project progress report.

3.6 Any other Business

The issue of DUTA was preserved for further discussion in which the P.S suggested he will get back to the JICA Tanzania office by next week. Since the idea of DUTA has to be sent to the right ministry, so as to provide ownership since MOWTC be responsible for DUTA.

2.7 Closing Remarks by PS-PO-RALG

Before closing the meeting the Chairperson thanked all the members for their active participation and constructive comments during the meeting. Furthermore, the Chairperson also emphasized on the importance of the Project and promised his commitment in supporting the Expert Team and Secretariat members to deliver the expected project outputs.

The meeting was closed at **13:15 hours**.

List of Abbreviations

ARU	Ardhi University
CUPID	Consensus for Urban Transport and Policy Improvement in Dar es Salaam
DART	Dar Rapid Transit Agency
DCC	Dar es Salaam City Council
DLGAs	Dar es Salaam Local Government Authorities
DUTA	Dar es Salaam Urban Transport Authority
IMC	Ilala Municipal Council
JCC	Joint Coordinating Committee
JICA	Japan International Cooperation Agency
KMC	Kinondoni Municipal Council
LGAs	Local Government Authorities
MLHSD	Ministry of Lands, Housing and Human Settlements Development
MOT	Ministry of Transport (Former)
MOW	Ministry of Works (Former)
MOWTC	Ministry of Works, Transport and Communications
M/P	Master Plan
NIT	National Institute of Transport
PO-RALG	President's Office- Regional Administration and Local Government
PMO-RALG	Prime Minister's Office- Regional Administration and Local Government (Former)
PS	Permanent Secretary
RAHCO	Reli Assets Holding Company
RAS	Regional Administrative Secretary
RS- DSM	Regional Secretary – Dar es Salaam
SC	Steering Committee
SUMATRA	Surface and Marine Transport Regulatory Authority
TANROADS	Tanzania National Roads Agency
TAZARA	Tanzania Zambia Railway Authority
TMC	Temeke Municipal Council
TOR	Terms of Reference
UTA	Urban Transport Authority
ZTO	Zonal Traffic Office

**To: Director, Infrastructure and Peacebuilding Department, JICA HQ
Chief Representative, JICA Tanzania Office**

PROJECT MONITORING SHEET

Project Title: Capacity Development Project for the Improvement of Dar es Salaam Transport (Phase-2)

Version of the Sheet: Ver. 4 (Term: Oct 2014 to Sep 2017)

Name: Eng. Swalehe M. Nyenye

Title: Full-time Secretariat for CUPID 2

Name: Kiminari Takahashi

Title: Chief Advisor

Submission Date: 27 September 2016

I. Summary

1 Progress

1-1 Progress of Inputs

Inputs have been provided by both Tanzanian and Japanese sides as planned. The summary of inputs provided up to now is as follows. The details are attached as ***Annex 5: Inputs Provided***. The list of working conditions of equipment provided is also attached as ***Annex 6: Working Conditions of Equipment Provided***.

<Tanzanian side>

Counterpart personnel	17 personnel in total (as Secretariat members)
Office space	Provided in DCC (Dar es Salaam City Council)
Equipment supply	Office space, furniture, water/electricity bill
Local cost	See Annex 5 Inputs Provided

<Japanese side>

Dispatch of experts	6 Experts: 1) Chief Advisor/Transport Administration and Planning 2) Public Transport Planning 3) Road Planning/Design/ Supervision 4) Traffic Demand Forecast 5) Database Management 6) Human Resource Development/ Project Coordination
Training of counterpart personnel in Japan	Two secretariat members participated in JICA's sector training course as of 30 th Sep. 2016
Machinery and equipment	Computers (4), inkjet printer, stabilizer, internet modem, projector and photocopiers
Local cost	See Annex 5 Inputs Provided

1-2 Progress of Activities

The activities for Output 1 on establishment of DUTA are undergoing. The progress of the project is summarized below.

- 1) Concept paper on DUTA was prepared by PO-RALG by 2014.
- 2) Two stakeholder meetings were held in Dec 2014 and Aug 2015 and a series of Secretariat meetings were held where comments on concept paper collected from various ministries/agencies.
- 3) Consultative meetings with WB mission held in April 2016. WB to support establishment cost of DUTA through Dar Urban Transport Improvement Project (BRT Phase 3).
- 4) Presentation to management of PO-RALG held in April 2016 and RFB in June 2016.
- 5) PO-RALG and Expert Team revised and fine-tuned concept paper by July 2016. (**See Appendix 1: A Revised Concept Note on DUTA**)

The activities for Output 2 for pilot projects are also undergoing as planned. The progress made related to this Output is summarized below.

- 1) Concept plan of 8 pilot projects was discussed and agreed in 2nd JCC/SC in Aug 2015.
- 2) Implementation of 4 pilot projects are in progress.
 - Project 1: Parking and footpath renovation on Samora Ave.
 - Project 2: Improve parking control & price policy
 - Project 3: Daladala & bus service improvements
 - Project 4: CBD Terminus improvements

(Project 1) Parking and Footpath Renovation on Samora Avenue:

Following tasks were completed.

- i. Establishment of TWG (Ilala, DCC, RAS, DART, TANROADS Dar): Nov 2015
- ii. Preparation of concept plan: Sep 2015 to Nov 2015
- iii. Preparation of preliminary design and cost estimate: Jan 2016 to March 2016 (**See Appendix 2: Concept Plan and Preliminary Design**)
- iv. Baseline traffic survey: April 2016 (**See Appendix 3: Summary Result of Baseline Traffic Survey**)
- v. Consensus building to the Project: July 2016 to August 2016
- vi. Joint site visit with utility owners/service providers: Sep 2016
- vii. MOU signed: Sep 2016

Preparation of concept plan and preliminary design:

- Design concept and standard developed, enabling to provide pedestrian walkway throughout Samora and designated on-street parking space/physical barriers to restrict illegal parking.
- Based on traffic survey result and budget available, section between Clock Tower and Morogoro Street selected as pilot project section.

Building Project Consensus:

- Ilala and CUPID individually met all property owners (8 land owners/ building owners) along the project road

and obtained signed MOU for agreement and consent to the project.

- On 15th July, Ilala, DCC and CUPID organized a stakeholder meeting, involving tenants along the project road.
- Meetings result no objection to the project.

Joint site visit with utility owners/service providers

- On 16th Sep, Ilala and CUPID organized site visit with participation of DAWASCO, TANESCO and TTCL.
- Site visit found (i) location/owner of overhead/underground utilities and (ii) other telco service providers might be affected by the project.
- On 28th Sep, another site visit by telco service providers scheduled.

Preparation and agreement of MOU:

MOU prepared and discussed among Secretariat members.

- MOU signed by PO-RALG, RAS, Ilala, DCC, JICA and CUPID and agreed with; (i) Scope of work/cost to be borne by JICA, (ii) Public consent to the Project, (iii) Proper maintenance (including restoration after any utility works) and operation of the Project, (iv) Implementation of other pilot projects by concerned institutes.

(Project 2) Improve Parking Control & Policy :

Following tasks were completed.

- i. Establishment of TWG (DCC and other LGAs): Nov 2015
- ii. DCC conducted parking study : Jan 2016 (**See Appendix 4: Parking Study Report**)
- iii. Discussion of Parking Policy and Management Plan among Secretariat/TWG: Feb to May 2016
- iv. Presentation to DCC management: May 2016
- v. DCC prepared bidding document for parking revenue collection: July 2016 (**See Appendix 5: Concept**

Plan and Draft Performance-based Contract)

- vi. DCC under procurement of parking operators as of Sep 2016

Parking Study and recommendations:

- Major findings and recommendation of the DCC Study allowed scoping of the parking requirements and an overview of the present situation
- Supplementary recommendations provides by CUPID as well as draft service agreements and structure of parking contracts
- Recommendations for cashless revenue collection

Implement new parking service agreements:

- Based on the parking study and draft Parking Policy and Management Plan, DCC creates 4 service areas (City Center, Kariakoo, Temeke and Kinondoni)
- DCC procuring parking operators
- DCC procured 600 POS units for collection of parking charge enabling DCC to monitor actual revenue and parking patterns
- DCC to conduct pilot parking charge for a certain period to understand actual revenue from the parking charge, which enables to control revenue collection.

(Project 3) Daladala & Bus Service Improvements (business model & bus priority) :

Following tasks were completed.

- i. Establishment of TWG (SUMATRA): Nov 2015
- ii. Discussion of e-ticket system and daladala cooperatives: Feb to June 2016
- iii. Presentation to SUMATRA management: Feb, May, July 2016 (**See Appendix 6: Presentation on E-ticketing System**)
- iv. SUMATRA/Christiana/Business Connexion started e-ticket system for 10 selected daladala (is expanded to 32 daladalas as of now): April 2016
- v. SUMATRA organized dissemination meetings involving bus associations: May, July 2016
- vi. SUMATRA/Christiana/Business Connexion organized demonstration seminar, involving Secretarit members: Sep 2016 (**See Appendix 7: Progress Report by Christiana**)

(Project 4) CBD terminus improvements/ pedestrian works & enforce bus bay rules :

Following tasks were completed.

- i. Establishment of TWG (Ilala and other LGAs): Nov 2015
- ii. Discussion of concept plan and draft performance based contract for concession: Aug 2016 (**See Appendix 8: Discussion Paper on PPP for Bus Terminus Renovation**)
- iii. Consultative meetings with advertisement companies: Sep 2016

Consultative meetings with advertisement companies:

- In Aug/Sept, Ilala and CUPID met several advertisement companies to understand their interest in the project. All showed strong interest. Some companies have experiences to similar projects in foreign countries. Suggested to include other facilities such as self cleaning public toilet together with bus shelter. Suggested to expand other pilot project (such as Samora Avenue Renovation) as part of concession project

The activities for Output 3 for Master Plan updates are undergoing as planned. The progress of the project is summarized below.

- 1) Training needs assessment conducted and training plan developed.
- 2) 8 intensive training sessions held to gain capacity for urban transport planning. (**See Appendix 9: Presentation Material and Evaluation Report of each Training Course**)
 - Session 1: Outline of GIS (July 2015)
 - Session 2: Transport Survey (Sep 2015)
 - Session 3: Situation Analysis by GIS (1) (Sep 2015)
 - Session 4: Demand Forecast (1) (Dec 2015)
 - Session 5: Data Editing by GIS (Dec 2015)
 - Session 6: Demand Forecast (2) (March 2016)
 - Session 7: Situation Analysis by GIS (2) (May 2016)
 - Session 8: Project Evaluation (July 2016)
- 3) Ardhi/NIT engaged in training as trainer. Each session evaluated by skill test and self-evaluation

The detailed implementation status of each activity is shown in **Annex 2: Project Monitoring Sheet II**.

1-3 Achievement of Outputs/Project Purpose

1) Expected output and achievement of DUTA establishment:

Expected output:

- DUTA establishment bill developed during first year.
- Further actions towards establishment of DUTA taken during second/third year.

Achievement:

- DUTA concept paper revised and fine-tuned through various stakeholder meetings.

2) Expected output and achievement of Project Purpose/pilot project:

Expected output:

- 70% of selected projects appear in budget plan/pipeline of concerned implementing agencies by end of the Project.
- All implementing agencies encompass PDCA by end of the Project

Achievement:

- Among 8 selected pilot projects, 4 pilot projects in process. Remaining 4 pilot projects to be planned and await for implementation.
- Through implementation, (i) establishment of TWG, (ii) baseline survey/concept plan/detailed plan, (iii) information sharing/consensus building, (iv) stakeholder meeting, (iv) PPP and engagement of private sector, all contribute to PDCA and better coordination for implementation.

3) Expected output of training:

Expected output:

- 70-90% of Secretariat members acquire practical and advanced skills for urban transport planning.

Achievement

- 8 technical trainings held. More than 70% of trainees answered their skills improved to 'capable with assistance' for planning.

The detailed achievements of indicators of each Output are shown in **Annex 1: Project Monitoring Sheet I**.

1-5 Changes of Risks and Actions for Mitigation

Not applicable.

1-6 Progress of Environmental and Social Considerations (if applicable)

In the course of pilot project implementation (Project 1: Parking and footpath renovation on Samora Ave), several tasks for environment and social consideration were accomplished: (i) consensus building to land and building owners, (ii) stakeholder meeting for tenants, (iii) joint site visit with utility owners and service providers.

1-7 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if applicable)

Not applicable.

1-8 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs etc.)

Not applicable.

2 Delay of Work Schedule and/or Problems (if any)

2-1 Summary

1) Issues arising/action taken for DUTA establishment:

Issues arising:

- General election and organizational changes interfere establishment of DUTA. Limited time/inputs by Expert Team during remaining project period (up to Sep 2017).

Action taken:

- Donor coordination. WB to support establishment cost of DUTA through Dar Urban Transport Improvement Project (BRT Phase 3)

2) Issues arising/action taken for pilot project:

Issues arising:

- General election and institutional changes interfere implementation of pilot projects. Also, scarce budget available for pilot projects.

- On the contrary, political commitment (such as 'street beautification') accelerates implementation. B2G, B2B+G in investment and service provision as supplemental funds.

Action taken:

- Pilot project in line with street beautification (lane marking, lighting, modification of roundabouts) and with engagement of advertisement/fintech company

3) Issues arising/action taken for training:

Issues arising:

- Training limited to secretariat members

Action taken:

- Ardhi/NIT engaged in training as trainer to role-out and ensure sustainability.

- Upgrade to ERB registered course (planned)

- Open source of GIS and traffic data (planned)

- Urban Transport Planning Guideline (planned)

The details are described in ***Annex 4: Major Issues, Challenges and Actions to be taken.***

2-2 Cause

See above 2-1 Summary

2-3 Action to be taken

See above 2-1 Summary

2-4 Roles of Responsible Persons/Organization (JICA, Gov. of Tanzania, etc.)

See above 2-1 Summary

3 Modification of the Project Implementation Plan

3-1 PDM

Not applicable.

3-2 Other modifications on detailed implementation plan

Not applicable.

4 Preparation of Gov. of Tanzania toward after completion of the Project

Not applicable.

II. Attachment

- Annex 1 Project Monitoring Sheet I: PDM based on the Achievement and Remarks**
- Annex 2 Project Monitoring Sheet II: PO based on the Issues and Solutions**
- Annex 3 PDM (Version 1-2)**
- Annex 4 Major Issues, Challenges and Actions to be taken**
- Annex 5 Inputs Provided**
- Annex 6 Working Conditions of Equipment Provided**

Annex 1 Project Monitoring Sheet I: PDM based on the Achievement and Remarks

The Capacity Development Project for Improvement of Dar es Salaam Transport (Phase-2)

PMO-RALG

The Secretariat and Steering Committee established under the Project

3 Years (Oct 2014-Sep 2017)

Dar es Salaam Region

Model Site: Nil

Version 1.3
Dated 27/Sep/2016

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievements	Remarks																																																																				
<p>Overall Goal: Traffic conditions in Dar es Salaam are improved.</p>	<p>Travel date (e.g., travel speed, congestion, user satisfaction) is improved when compared to that in 2014.</p>	<ul style="list-style-type: none"> Traffic survey report(s) prepared by PMO-RALG and/or DUTA 	<p>Nil</p>																																																																						
<p>Project Purpose: A coordination mechanism in related organizations is well-functioning which ensures coordination in planning and implementation of selected project(s)*. * Selected project(s) mean that project(s) designed and approved through the Project.</p>	<p>70% of selected projects in line with the Urban Transport Investment Plan and Action Plan appear in the budget plan/pipeline of concerned implementing agencies by the end of the Project.</p>	<ul style="list-style-type: none"> Project Progress Report(s) 	<p>Urban transport projects approved by the coordination body (e.g., Dar es Salaam Urban Transport Authority: DUTA) are implemented continuously.</p>	<p>1. One Kick-off Meeting, two JCC/SC meeting and 25 Secretariat meetings are held. 2. As summarized below table, most of meetings are good attendance for JCC/SC and Secretariat observed.</p> <p><No. of attendees/absentees for meetings (only Tanzanian side)></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Meeting</th> <th>Date</th> <th>No. of attendee</th> <th>No. of absentee</th> </tr> </thead> <tbody> <tr> <td>Kick off meeting</td> <td>2014/11/21</td> <td>17</td> <td>1</td> </tr> <tr> <td>1st JCC/SC</td> <td>2014/12/5</td> <td>27</td> <td>4</td> </tr> <tr> <td>1st Secretariat</td> <td>2014/12/10</td> <td>11</td> <td>6</td> </tr> <tr> <td>2nd Secretariat</td> <td>2015/2/19</td> <td>16</td> <td>1</td> </tr> <tr> <td>3rd Secretariat</td> <td>2015/2/26</td> <td>11</td> <td>6</td> </tr> <tr> <td>4th Secretariat</td> <td>2015/3/5</td> <td>15</td> <td>2</td> </tr> <tr> <td>5th Secretariat</td> <td>2015/4/9</td> <td>11</td> <td>6</td> </tr> <tr> <td>6th Secretariat</td> <td>2015/4/30</td> <td>12</td> <td>5</td> </tr> <tr> <td>7th Secretariat</td> <td>2015/5/14</td> <td>8</td> <td>9</td> </tr> <tr> <td>8th Secretariat</td> <td>2015/5/21</td> <td>14</td> <td>2</td> </tr> <tr> <td>9th Secretariat</td> <td>2015/5/28</td> <td>13</td> <td>4</td> </tr> <tr> <td>10th Secretariat</td> <td>2015/6/11</td> <td>9</td> <td>8</td> </tr> <tr> <td>11th Secretariat</td> <td>2015/6/25</td> <td>10</td> <td>7</td> </tr> <tr> <td>12th Secretariat</td> <td>2015/7/30</td> <td>11</td> <td>6</td> </tr> <tr> <td>13th Secretariat</td> <td>2015/8/13</td> <td>12</td> <td>5</td> </tr> <tr> <td>2nd JCC/SC</td> <td>2015/8/21</td> <td>41</td> <td>3</td> </tr> </tbody> </table>	Meeting	Date	No. of attendee	No. of absentee	Kick off meeting	2014/11/21	17	1	1 st JCC/SC	2014/12/5	27	4	1 st Secretariat	2014/12/10	11	6	2 nd Secretariat	2015/2/19	16	1	3 rd Secretariat	2015/2/26	11	6	4 th Secretariat	2015/3/5	15	2	5 th Secretariat	2015/4/9	11	6	6 th Secretariat	2015/4/30	12	5	7 th Secretariat	2015/5/14	8	9	8 th Secretariat	2015/5/21	14	2	9 th Secretariat	2015/5/28	13	4	10 th Secretariat	2015/6/11	9	8	11 th Secretariat	2015/6/25	10	7	12 th Secretariat	2015/7/30	11	6	13 th Secretariat	2015/8/13	12	5	2 nd JCC/SC	2015/8/21	41	3	
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				14 th Secretariat	2015/8/31	15	2	
				15 th Secretariat	2015/12/4	7	10	
				16 th Secretariat	2015/12/17	10	7	
				17 th Secretariat	2016/1/14	12	5	
				18 th Secretariat	2016/2/4	11	6	
				19 th Secretariat	2016/2/18	11	6	
				20 th Secretariat	2016/3/31	11	6	
				21 st Secretariat	2016/4/14	9	8	
				22 nd Secretariat	2016/4/28	7	10	
				23 rd Secretariat	2016/5/18	11	6	
				24 th Secretariat	2016/6/30	12	5	
				25 th Secretariat	2016/9/15			
<p>Outputs:</p> <p>1. A coordination mechanism among the relevant agencies is enhanced towards establishment of DUTA.</p>	<p>1-1 DUTA establishment bill is developed during the first year of the Project and further actions towards establishment of DUTA are taken during the second/third year of the Project.</p>	<p>Project Progress Report(s)</p> <ul style="list-style-type: none"> DUTA Establishment Bill/Act Approved Urban Transport Investment Plan and Action Plan(s) 	<p>1. Policy for DUTA establishment in Tanzania remains effective</p>	<p>1. Concept paper on DUTA was prepared by PO-RALG by 2014.</p> <p>2. Two stakeholder meetings were held in Dec 2014 and Aug 2015 and a series of Secretariat meetings were held where comments on concept paper collected from various ministries/agencies.</p> <p>3. Consultative meetings with WB mission held in April 2016. WB to support establishment cost of DUTA through Dar Urban Transport Improvement Project (BRT Phase 3).</p> <p>4. Presentation to management of PO-RALG held in April 2016 and RFB in June 2016.</p> <p>5. PO-RALG and Expert Team revised and fine-tuned concept paper by July 2016.</p>				
		<p>1-2 Action plan(s) in accordance to the Urban Transport Investment Plan is approved by the (provisional) board of management of DUTA in each fiscal year.</p>						
<p>2. Organizational capacity on planning, implementation, monitoring and evaluation (PDCA) of the relevant agencies</p>	<p>2-1 All implementing agencies of Secretariat encompass PDCA project management cycle by the end of the Project.</p>	<p>Project Progress Report(s)</p> <ul style="list-style-type: none"> Results of baseline and endline traffic surveys 	<p>2. Adequate funds to implement the planned activities under the</p>	<p>1. Concept plan of 8 pilot projects was discussed and agreed in 2nd JCC/SC in Aug 2015.</p> <p>2. Implementation of 4 pilot projects are in progress. Project 1: Parking and footpath renovation on Samora Ave.</p> <p>Project 2: Improve parking control & price policy</p>				

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievements	Remarks																											
<p>is strengthened through selected project(s).</p>	<p>2-2 Travel data (e.g., travel speed, congestion, user satisfaction) in the pilot area(s) is improved when compared between baseline data and endline data.</p>		<p>Project from Tanzania side are made available.</p>	<p>Project 3: Daladala & bus service improvements Project 4: CBD Terminus improvements</p> <p>1. Traffic survey carried out to obtain baseline data for Project 1: Parking and footpath renovation on Samora Ave.</p>																												
<p>3. Technical capacities to address urban transport issues are improved through various training methods.</p>	<p>3-1 90% of Secretariat members acquire practical skills in planning, implementation and data analysis of traffic surveys by the end of the Project.</p> <p>3-2 80% of Secretariat members acquire advanced skills to conduct comprehensive demand forecast by the end of the Project</p> <p>3-3 70% of Secretariat members acquire advanced knowledge in the network analysis and in planning optimum network improvement plan, identifying the priority corridor(s) by the end of the Project.</p> <p>3-4 70% of Secretariat members acquire advanced skills to conduct the feasibility study of the priority project by the end of</p>	<p>• Project Progress Report(s) • Results of skill test(s)</p>	<p>3. Knowledge transfer mechanism is operational within agencies to which the trained trainees belong.</p>	<p>1. Training needs assessment conducted and training plan developed.</p> <p>2. intensive training sessions held to gain capacity for urban transport planning. (See Appendix 9: Presentation Material and Evaluation Report of each Training Course)</p> <p>3. Ardhi/NIT engaged in training as trainer. Each session evaluated by skill test and self-evaluation</p> <p>4. Third country training was carried out in June 2016 at Cape Town, involving 19 SC and Secretariat members.</p> <p><No. of attendees of Intensive Training in Tanzania></p> <table border="1" data-bbox="925 421 1348 996"> <thead> <tr> <th rowspan="2">ITC</th> <th rowspan="2">Date</th> <th colspan="3">Score of Skill test (% of attendees)</th> <th rowspan="2">No. of attendees</th> </tr> <tr> <th>Not good</th> <th>Good</th> <th>Very good</th> </tr> </thead> <tbody> <tr> <td>Basic Knowledge of GIS</td> <td>9-10 Jul. 2015 (2 days)</td> <td>0</td> <td>22</td> <td>78</td> <td>16</td> </tr> <tr> <td>Master plan development and transport surveys training.</td> <td>16-17 Sep. 2015 (2 days)</td> <td>14</td> <td>14</td> <td>71</td> <td>15</td> </tr> <tr> <td>Situation Analysis using GIS (1)</td> <td>29-30 Sep. 2015 (2 days)</td> <td>0</td> <td>50</td> <td>50</td> <td>11</td> </tr> </tbody> </table>	ITC	Date	Score of Skill test (% of attendees)			No. of attendees	Not good	Good	Very good	Basic Knowledge of GIS	9-10 Jul. 2015 (2 days)	0	22	78	16	Master plan development and transport surveys training.	16-17 Sep. 2015 (2 days)	14	14	71	15	Situation Analysis using GIS (1)	29-30 Sep. 2015 (2 days)	0	50	50	11	
ITC	Date	Score of Skill test (% of attendees)					No. of attendees																									
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Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievements					Remarks										
	the Project.			Demand Forecast and Project Evaluation (1)	2-3 Dec. 2015 (2 days)	13	38	50	13										
				GIS data editing	14-15 Dec. 2015 (2days)	0	25	25	11										
				Demand Forecast and Project Evaluation (2)	2-3 Mar. 2016 (2days)	-	-	-	11										
				Situation Analysis using GIS (2)	9-10 May 2016 (2days)	0	17	83	11										
				Demand Forecast and Project Evaluation (3)	4-5 Jul. 2016 (2days)	-	-	-	14										
<p>Note: Very good (score: over 70%), good (over 60%) and not good (less than 60%) for GIS training and very good (over 80%), good (over 60%) and not good (less than 60%) for Transport Survey training.</p> <p><List of Training which Secretariat member participated in Japan></p> <table border="1" data-bbox="879 421 1126 992"> <thead> <tr> <th>Title of Training in Japan</th> <th>Date</th> <th>No. of Participants</th> </tr> </thead> <tbody> <tr> <td>Development of Urban road network</td> <td>27 Jul. – 5 Sep. 2015 (60 days)</td> <td>1 (PMO-RAL G)</td> </tr> <tr> <td>Knowledge co-creation programme on comprehensive urban transportation planning</td> <td>12 Oct. – 12 Dec. 2015 (60 days)</td> <td>1 (TANROAD S)</td> </tr> </tbody> </table>											Title of Training in Japan	Date	No. of Participants	Development of Urban road network	27 Jul. – 5 Sep. 2015 (60 days)	1 (PMO-RAL G)	Knowledge co-creation programme on comprehensive urban transportation planning	12 Oct. – 12 Dec. 2015 (60 days)	1 (TANROAD S)
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Annex 2 Project Monitoring Sheet I: PO based on the Achievement and Remarks

Version 1.3
Dated 27 Sep 2016

Project Title: Capacity Building Project for the Improvement of Dar es Salaam Transport Phase 2												Monitoring			
Inputs	2014		2015			2016			2017			Remarks	Issue	Solution	
	Plan	Actual	I	II	III	IV	I	II	III	IV	I				II
Expert															
Team Leader/ Transport Administration	Plan	Actual													
Public Transport Planning	Plan	Actual													
Road Planning/ Design/ Supervision	Plan	Actual													
Traffic Demand Forecast	Plan	Actual													
Database Management	Plan	Actual													
Human Resource Development/ Project Coordinator	Plan	Actual													

Activities	2014		2015			2016			2017			Responsible Organization	Achievements	Issue & Countermeasures	
	Plan	Actual	I	II	III	IV	I	II	III	IV	I				II
Sub-Activities															
Output 1: A coordination mechanism among the relevant agencies is enhanced towards establishment of DUTA															
1-1 Review existing institutional framework in the urban transport sector and capacity analysis of the existing transport agencies.	Plan	Actual													
1-2 Support towards proper set-up of DUTA, including	Plan	Actual													
- Establishment of a task force in the Secretariat	Plan	Actual													
-Draft and finalization of establishment bill	Plan	Actual													
-Organization of stakeholder meetings	Plan	Actual													
-Finalize draft Concept Note	Plan	Actual													
-Consensus on Concept Note by Secretariat members	Plan	Actual													
-Finalize Concept Note with feedback of all stakeholders	Plan	Actual													
-Approval on Finalized Concept Note by PS of PO-RALG	Plan	Actual													
-Draft Establishment Bill, following the concept agreed, by PO-RALG	Plan	Actual													
-Present Concept Note and draft Bill to Inter-ministerial PS Meeting	Plan	Actual													
-Submit draft Bill to National Assembly	Plan	Actual													
-Official opening of DUTA	Plan	Actual													
1-3 Assist a (provisional) board of management of DUTA to formulate draft Urban	Plan	Actual													

See Annex 4 Major Issues, Challenges
See Annex 4 Major Issues, Challenges

Project Design Matrix (PDM)

Project Title: The Capacity Development Project for Improvement of Dar es Salaam Transport (Phase-2) Project Period: 3 Years (Oct 2014-Sep 2017)

Target Area: Dar es Salaam

Date: Dec 5, 2014

Target Group: The Secretariat and Steering Committee established under the Project (Phase-1) Version: 1.2

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
OVERALL GOAL Traffic conditions in Dar es Salaam are improved.	Travel date (e.g., travel speed, congestion, user satisfaction) is improved when compared to that in 2014.	Traffic survey report(s) prepared by PMO-RALG and/or DUTA.	
PROJECT PURPOSE A coordination mechanism in related organizations is well-functioning which ensures coordination in planning and implementation of selected project(s)*. * Selected project(s) mean that project(s) designed and approved through the Project.	<ul style="list-style-type: none"> 70% of selected projects in line with the Urban Transport Investment Plan and Action Plan appear in the budget plan/pipeline of concerned implementing agencies by the end of the Project. 	Project Progress Report(s)	Urban transport projects approved by the coordination body (e.g., Dar es Salaam Urban Transport Authority: DUTA) are implemented continuously.
OUTPUTS 1. A coordination mechanism among the relevant agencies is enhanced towards establishment of DUTA.	<ul style="list-style-type: none"> DUTA establishment bill is developed during the first year of the Project and further actions towards establishment of DUTA are taken during the second/third year of the Project. Action plan(s) in accordance to the Urban Transport Investment Plan is approved by the (provisional) board of management of DUTA in each fiscal year. 	<ul style="list-style-type: none"> Project Progress Report(s) DUTA Establishment Bill/Act Approved Urban Transport Investment Plan and Action Plan(s) 	Policy for DUTA establishment in Tanzania remains effective.
2. Organizational capacity on planning, implementation, monitoring and evaluation (PDCA) of the relevant agencies is strengthened through selected project(s).	<ul style="list-style-type: none"> All implementing agencies of Secretariat encompass PDCA project management cycle by the end of the Project. Travel data (e.g., travel speed, congestion, user satisfaction) in the pilot area(s) is improved when compared between baseline data and endline data. 	<ul style="list-style-type: none"> Project Progress Report(s) Results of baseline and endline traffic surveys 	Adequate funds to implement the planned activities under the Project from Tanzania side are made available.
3. Technical capacities to address urban transport issues are improved through various training methods.	<ul style="list-style-type: none"> 90% of Secretariat members acquire practical skills in planning, implementation and data analysis of traffic surveys by the end of the Project. 80% of Secretariat members acquire advanced skills to conduct comprehensive demand forecast by the end of the Project. 70% of Secretariat members acquire advanced knowledge in the network analysis and in planning optimum network improvement plan, identifying the priority corridor(s) by the end of the Project. 70% of Secretariat members acquire advanced skills to conduct the feasibility study of the priority project by the end of the Project. 	<ul style="list-style-type: none"> Project Progress Report(s) Results of skill test(s) 	Knowledge transfer mechanism is operational within agencies to which the trained trainees belong.
ACTIVITIES 1-1 Review existing institutional framework in the urban transport sector and capacity analysis of the existing transport agencies. 1-2 Support towards proper set-up of DUTA, including establishment of a task force in the Secretariat, draft and finalization of establishment bill, organization of stakeholder meetings, approval by the National Assembly, etc. 1-3 Assist a (provisional) board of management of DUTA to formulate draft Urban Transport Investment Plan and Action Plan. 1-4 Support the relevant agencies to absorb the Action Plan (prepared in Activities 1-3) into annual budget plan(s). 1-5 Monitor and evaluate progress of the Action Plan. 2-1 Update the critically congested locations identified in Phase-1. 2-2 Support relevant agencies* to prepare of improvement plan(s) including preliminary design and cost estimate. 2-3 Assist the relevant agencies to organize stakeholder meeting(s), involving Project Affected People for smooth implementation of selected project(s). 2-4 Support the relevant agencies to implement the selected project(s), including pilot project(s).		INPUTS <Tanzanian Side> 1. Personnel 1) Project Director: DSM- RAS 2) Project Manager: City Director of DCC 3) Counterparts of Secretariat: (DSM-RS, DCC, Municipalities, MOT, MOW, SUMATRA, TANROADS, PMO-RALG, DART, Traffic Police, NIT, MOLHSD, RAHCO, TAZARA) 2. Others (e.g., Office space, travel costs/per diem including overtime fees for counterpart personnel, cost for holding meetings, and other local costs (e.g., office furniture, water, electricity bill, transportation) as needed. <Japanese Side> 1. Personnel 1) Team Leader/Transport Administration Expert 2) Public Transport Planner 3) Road Planner	

<p>2-5 Monitor and evaluate the pilot project(s).</p> <p>3-1 Conduct training needs assessment.</p> <p>3-2 Develop training curriculum and evaluation methods.</p> <p>3-3 Conduct training courses/OJT, e.g., relating to update of Urban Transport Master Plan 2008.</p> <p>3-4 Evaluate achievement level of trainees.</p> <p>* Relevant agencies mean the agencies that implement selected project(s).</p>	<p>4) Traffic Demand Forecast/Database Management Expert</p> <p>5) Project Coordinator/Human Resource Development Expert</p> <p>2. Overseas Trainings</p> <p>3. Cost for pilot project(s)</p> <p>4. Others</p> <p>IT equipment (e.g., PC and printer for the project office), and local costs as needed.</p> <p>PRECONDITIONS</p>

Annex 4 Major Issues, Challenges and Actions to be taken

Areas	Issues, Challenges, and Current Status	Actions to be taken by Experts by next monitoring period	Actions taken by Tanzanian side by next monitoring period
Issues to accomplish project outcome/ activities	<p>DUTA Establishment</p> <p><u>Issue:</u></p> <ul style="list-style-type: none"> - General election and organizational changes interfere establishment of DUTA. Limited time/inputs by Expert Team during remaining project period (up to Sep 2017). <p><u>Challenges and Current Status:</u></p> <ul style="list-style-type: none"> - Donor coordination. WB to support establishment cost of DUTA through Dar Urban Transport Improvement Project (BRT Phase 3) 	<p>Donor coordinating and engagement continued to ensure DUTA operation during initial stage.</p>	<p>Ditto</p>
	<p>PDCA through pilot projects</p> <p><u>Issue:</u></p> <ul style="list-style-type: none"> - General election and institutional changes interfere implementation of pilot projects. Also, scarce budget available for pilot projects. - On the contrary, political commitment (such as 'street beautification') accelerates implementation. B2G, B2B+G in investment and service provision as supplemental funds. <p><u>Challenges and Current Status:</u></p> <ul style="list-style-type: none"> - Pilot project in line with street beautification (lane marking, lighting, modification of roundabouts) and with engagement of advertisement/fintech company. 	<p>Private sector engagement continued and realized.</p>	<p>Ditto</p>
	<p>Training for transport planning</p> <p><u>Issue:</u></p> <ul style="list-style-type: none"> - Training limited to secretariat members <p><u>Challenges and Current Status:</u></p> <ul style="list-style-type: none"> - Ardhi/NIT engaged in training as trainer to role-out and ensure sustainability. 	<p>- Upgrade to ERB registered course - Open source of GIS and traffic data - Urban Transport Planning Guideline</p>	<p>Ditto</p>

Annex 5 Inputs Provided

5-1. Dispatch of Experts (as of 8th September, 2016)

FY	Name	Task	Duration of dispatch
2014/15	Kiminari Takahashi	Team Leader/Transport Administration/ Transport Planning	28 October – 12 December 2014 (46 days) 13 February – 11 March 2015 (27 days) 24 April – 25 May 2015 (32 days) 24 July – 25 August (33 days) 13 September – 15 October (33 days)
	Frits Olyslagers	Public Transport Planning	16 January – 1 st March, 2015 (45 days) 8 May – 30 June 2015 (46 days) 9 August – 2 September (25 days) 25 November – 18 December (25 days)
	Hiroiyuki Morimoto	Road Planning/ Design/ Supervision	14 February – 8 March 2015 (23 days) 1 May – 31 May 2015 (31 days) 1 August – 17 August (17 days)
	Masayuki Ishiya	Traffic Demand Forecast	7 January – 28 February 2015 (53 days) 9 May – 9 June 2015 (32 days) 17 August – 21 September (36 days) 9 November – 8 December (30 days)
	Kayoko Miyao	Database Management	3 December – 26 December 2014 (24 days) 11 March – 21 April 2015 (42 days) 13 June – 13 July (30 days) 25 August – 3 October (40 days) 20 November – 19 December (30 days)
	Hafsa Hassan Chande	Human Resource Development/ Project Coordinator	18 November 2014 – 17 December 2014 (30 days) 10 January 2015 – 9 February 2015 (30 days) 1 August 2015 – 30 August 2015 (30 days)
FY	Name	Task	Duration of dispatch
2015/16	Kiminari Takahashi	Team Leader/Transport Administration/ Transport Planning	9 February – 9 March 2016 (25 days) 6 May – 4 th March 2016 (30 days) 30 August – 28 September 2016 (30 days)
	Frits Olyslagers	Public Transport Planning	24 January – 11 February, 2016 (19 days) 21 March – 30 April, 2016, (41 days) 10 June- 10 July, 2016 (31 days) 19 September – 18 October, 2016 (30 days)
	Hiroiyuki Morimoto	Road Planning/ Design/ Supervision	4 January – 29 January, 2016 (26 days) 29 February – 23 April, 2016 (55 days) 23 May – 8 July, 2016 (46 days) 26 September – 30 September, 2016 (5 days)
	Masayuki Ishiya	Traffic Demand Forecast	8 February – 6 March, 2016 (31 days) 14 June – 11 July, 2016 (31 days) 12 September – 30 September, 2016 (19 days)
	Kayoko Miyao	Database Management	13 April - 13 May, 2016 (31 days) 29 August – 27 September, 2016 (30 days)

5-2. List of Counterpart (as of 8th September, 2016)

FY	Name of C/P Current members	Profession/Institution	Member	Name of experts	Duration of Engage ment
2014/15	JUMANNE A. SAGINI THERESIA MMBANDO ENG.ELINA N.KAYANDA JUMA SULEIMAN MAGURU MANINGO NASSORO ISAYA M. MNGURUMI NDYAMU KAMA/JULIUS TIGAHWA SERAPION PHOTIDAS A. KAGIMBO ENG.NATTY M.B SARAH YOHANA LADISLAUS M. BIGAMBO LEO J. NGOWI INSP. MUSSA MABULA ENG.KANYENYE HUMPHREY	PMO-RALG RS-DSM PMO-RALG MINISTRY OF FINANCE PMO-RALG IMC TANROADS DART-AGENCY TMC KMC DCC TANROADS SUMATRA TRAFFIC POLICE TANROADS DSM	STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE	Nil	1 year

FY	Name of C/P Current members	Profession/Institution	Member	Name of experts	Duration of Engagem ent
2014/15	JUSTIN LYATUU	PMO-RALG	SECRETARIAT	Nil	1 year
	ENG.FABIAN MASEMBO	MOW	SECRETARIAT		
	RAHMA MWINYI	MOW	SECRETARIAT		
	HUSSEIN MATIVILA	MOW	SECRETARIAT		
	PROSPER S. NYAKI	NIT	SECRETARIAT		
	LUCAS EDWARD	NIT	SECRETARIAT		
	ENG. MOHAMED KUGANDA	DART-AGENCY	SECRETARIAT		
	MOSES NYONI	DART-AGENCY	SECRETARIAT		
	ENG.SIYAJALI MAHILI	IMC	SECRETARIAT		
	ENG.JOSHUA CHACHA	IMC	SECRETARIAT		
	DANIEL MAHONA	IMC	SECRETARIAT		
	ENG.ALLAN SHULA	IMC	SECRETARIAT		
	ENG.BENJAMIN MAZIKU	TMC			
	YUSTER DOMINIC	TMC	SECRETARIAT		
	ENG. SHEHEMBA J	RS OFFICE	SECRETARIAT		
	ENG. SWALEHE NYENYE	DCC	SECRETARIAT		
	CHRISTOPHER JAPHET				
	PAUL LAISER	DCC	SECRETARIAT		
	LUCY KALINGA	MOT	SECRETARIAT		
	ENG.ISMAIL MAFITA	MOT	SECRETARIAT		
	AHMED O. WAMALA	KMC	SECRETARIAT		
	BEATRICE CHAO	KMC	SECRETARIAT		
	PEARSON MPINA	SUMATRA	SECRETARIAT		
	ENG.RICHARD FESTO	SUMATRA	SECRETARIAT		
	JAMES MWASHA	TAZARA	SECRETARIAT		
	ENG.MAIZO MGEDZI	TAZARA	SECRETARIAT		
	MASANJA MACHIBYA	RAHCO	SECRETARIAT		
	NZORI KINERO	RAHCO	SECRETARIAT		
		MLHSD			
	AIDAN MHONDA	ARU	SECRETARIAT		
HAPPINESS MLULA	ARU	SECRETARIAT			
DR.EMMANUEL MCHOME	ARU	SECRETARIAT			
ENG.HAMPHREY KANYENYE	TANROADS	SECRETARIAT			
INSP.MUSSA MABULA	ZTO	SECRETARIAT			
		SECRETARIAT			

2015/16	JUSTIN LYATUU ENG.EMMANUEL NDYAMUKAMA	PO-RALG PO-RALG	SECRETARIAT SECRETARIAT		
	ENG.FABIAN MASEMBO RAHMA MWINYI HUSSEIN MATIVILA	MOW MOW MOW	SECRETARIAT SECRETARIAT SECRETARIAT		
	PROSPER S. NYAKI LUCAS EDWARD	NIT NIT	SECRETARIAT SECRETARIAT		
	ENG. MOHAMED KUGANDA MOSES NYONI	DART-AGENCY DART-AGENCY	SECRETARIAT SECRETARIAT		
	ENG.SIJAJALI MAHILI ENG.JOSHUA CHACHA DANIEL MAHONA ENG..ALLAN SHULA	IMC IMC IMC IMC	SECRETARIAT SECRETARIAT SECRETARIAT SECRETARIAT		
	ENG.BENJAMIN MAZIKU YUSTER DOMINIC PROTAS KAWISHE	TMC TMC TMC	SECRETARIAT SECRETARIAT SECRETARIAT		
	ENG. SHEHEMBA JOSEPHAT	RS OFFICE	SECRETARIAT		
	ENG. SWALEHE NYENYE CHRISTOPHER JAPHET	DCC DCC	SECRETARIAT SECRETARIAT		
	PAUL LAISER LUCY KALINGA	MOT MOT	SECRETARIAT SECRETARIAT		
	ENG.ISMAIL MAFITA AHMED O. WAMALA	KMC KMC	SECRETARIAT SECRETARIAT		
	BEATRICE CHAO PEARSON MPINA AISHA KUWA	SUMATRA SUMATRA SUMATRA	SECRETARIAT SECRETARIAT SECRETARIAT		
	ENG.RICHARD FESTO JAMES MWASHA IDDI ABDALLAH	TAZARA TAZARA TAZARA	SECRETARIAT SECRETARIAT SECRETARIAT		
	ENG.MAIZO MGEDZI MASANJA MACHIBYA ADONIA MMWAYWA	RAHCO RAHCO RAHCO	SECRETARIAT SECRETARIAT SECRETARIAT		
	NZORI KINERO	MLHHS	SECRETARIAT		
	AIDAN MHONDA HAPPINESS MLULA DR.EMMANUEL MCHOME	ARU ARU ARU	SECRETARIAT SECRETARIAT SECRETARIAT		
	ENG.HAMPHREY KANYENYE	TANROADS	SECRETARIAT		
	INSP.MUSSA MABULA	ZTO	SECRETARIAT		

List of Counterpart were Replaced (as of 8th September, 2016)

FY	Name of C/P	Profession/Institution	Member	Name of experts	Duration of Engagement (Up to)
2014/15	ENG.JACKSON MASAKA	PMORALG	SECRETARIAT	Nil	August, 2015
	NASSORO MANINGO	PMORALG	SECRETARIAT		August, 2015
	ENG. HASSAN MATIMBE	MOW	SECRETARIAT		August, 2015
	ENG. PHARLES NGELEJA	TMC	SECRETARIAT		August, 2015
	MARTHA MKUPASI	DCC	SECRETARIAT		April, 2015
2015/16	CHRISTOPHER JAPHET	DCC	SECRETARIAT		July, 2016

5-3. Equipment Provided (as of 8th September, 2016)

1) List of equipment

No.	Arrival	Name of equipment	Model	Maker	Price	No. Unit	Section	Place	Procurement	Purpose	Status/Condition
FY 2014/15											
1	12 Dec. 2014	Inkjet Printer	HP7500A A3	CANON	@TZ 530,000	1		DCC	Local	Facilitate activities of JICA CUPID 2	Good
2	21 Jan. 2015	Photocopier	Canon digital photocopier r. IR2530i	CANON	@TZ 8,898,305	1					Good
3	19 Jan. 2015	Projector	Epson EMP S18 TULK3Z00 007	EPSON	@US\$ 650	1					Good
4	24 Dec. 2014	Computer	Dell Inspiron	DELL	@TZ 1,200,000	1					Good
5	18 Dec. 2014	Chair	Low back office chair	THE OFFICE FURNITURE ZONE	@TZ 1,135,593	4					Good
6	18 Dec. 2014	Door book shelf	Door book shelf OZ-785C	THE OFFICE FURNITURE ZONE	@TZ 453,389	1					Good
7	18 Dec. 2014	Office table with drawers	OZ-763/788	THE OFFICE FURNITURE ZONE	@TZ 686,440	2					Good
8	18 Dec. 2014	Office table without drawers	OZ-763	THE OFFICE FURNITURE ZONE	@TZ 567,796	2					Good
9	18 Dec. 2014	Computer	Dell latitude	DELL	@USD 800	1					Good
10	18 April. 2015	Computer	HP Pro book 440 G2	HP	@USD 1020	1					Good
11	9 March 2016	Computer	HP Pro book 440 G2	HP	@TZ 2,725,800	1					Good

5-4. Seminar/Training/Workshop/Meetings (as of 8th September, 2016)

FY	Course name	Date	Duration	No. of participants	Target	Remarks
2014/15	1 st secretariat meeting	10 th December, 2014	1 day	11	<ul style="list-style-type: none"> Confirmation of minutes of kick - off and 1st JCC/SC meetings. Briefing of on-going projects/planned projects (by each secretariat member). Briefing of 2014/15 budget plan and priority projects (By each member) Discussion of project implementation plan and structure, e.g. formation of task force. 	
	2 nd secretariat meeting	19 th February, 2015	1 day	16	<ul style="list-style-type: none"> Revisit PDM & define the planning & work processes. Progress of DUTA issues- discussion of options. Process to finalize DUTA. The way forward – letter to Permanent secretary. 	
	3 rd secretariat meeting	26 th February, 2015	1 day	11	<ul style="list-style-type: none"> Discussion and presentation: Approach and methodology for capacity development through revision of 2008 Urban Transport Master Plan. Objectives and structure of DUTA. 	
	4 th secretariat meeting	5 th March, 2015	1 day	15	<ul style="list-style-type: none"> Presentation on proposal on pilot projects. Discussion of the comments on the concept note for UTA. 	
	5 th secretariat meeting	9 th April, 2015	1 day	11	<ul style="list-style-type: none"> Comments on the concept note for UTA. Urban master plan revision (Capacity Assessment, comments on draft TOR) 	
	6 th secretariat meeting	30 th April, 2015	1 day	12	<ul style="list-style-type: none"> A discussion on the institutional comments on the concept note for UTA. A discussion on the comments on the draft TOR for DSM Master Plan Update 	
	7 th secretariat meeting	14 th May, 2015	1 day	8	<ul style="list-style-type: none"> Follow up institutional comments on the concept note for UTA. Discussion on the revised TOR for UDSM Urban Transport Master Plan update. Discussion on candidate pilot project(s). 	

FY	Course name	Date	Duration	No. of participants	Target	Remarks
2014/15	8 th secretariat meeting	21 th May, 2015	1 day	15	<ul style="list-style-type: none"> Follow up on institutional comments on the Concept Note for UTA Discussion on trial measures and candidate pilot project. 	
	9 th secretariat meeting	28 th May, 2015	1 day	13	<ul style="list-style-type: none"> Follow up institutional comments on the Concept Note for UTA Discussion on training plan/program (Tanzania/Japan) under CUPID 2 	
	10 th secretariat meeting	11 th June, 2015	1 day	9	<ul style="list-style-type: none"> Discussion on the next step for the structure and role of DUTA and approval of the process. Approval of the Draft TOR for M/P update (received comments) Discussion on the next steps for Transportation Survey for the 1st term training 	
	11 th secretariat meeting	25 th June, 2015	1 day	10	<ul style="list-style-type: none"> Discussion on the next step for the structure and role of DUTA and approval of the process. Approval of the Draft TOR for M/P update (received comments) Discussion on Short Term Projects and Samora Avenue Parking measures and street renovation. Discussion on the Schedule for GIS Training. 	
	12 th secretariat meeting	30 th July, 2015	1 day	11	<ul style="list-style-type: none"> Draft agenda of the 2nd Joint Coordination Committee/Steering Committee Meeting and discussion and approvals to be made. Summary evaluation report on GIS training LGAs stakeholder meeting for DUTA, Pilot projects and contribution by JICA 	

FY	Course name	Date	Duration	No. of participants	Target	Remarks
	13 th secretariat meeting	13 th August, 2015	1 day	12	<ul style="list-style-type: none"> • Discussion on pilot project - Samora Avenue Street Renovation • Report on LGAs Stakeholder Meeting on UTA. • Preparation for 2nd Steering Committee Meeting 	
	14 th secretariat meeting	2 nd September, 2015	1 day	15	<ul style="list-style-type: none"> • Discussion on pilot projects • Discussion on UTA • Preparation for Transport Survey Master Plan Development 	
	15 th secretariat meeting	4 th December, 2015	1 day	7	<ul style="list-style-type: none"> • Update on revision of DUTA concept note/stakeholder meeting • Discussion on progress of Pilot projects • Evaluation report on intensive trainings • Preparation of project monitoring sheet 	
	16 th secretariat meeting	17 th December, 2015	1 day	10	<ul style="list-style-type: none"> • Progress on DUTA and next steps • Progress of Pilot Projects • Suggestions to improve operation of the secretariat, in light of progress made after 1st year 	
	17 th secretariat meeting	14 th January, 2016	1 day	12	<ul style="list-style-type: none"> • Discussion on progress of Pilot project- Samora Avenue (scope of work and traffic survey) 	
015/2016	18 th secretariat meeting	4 th February, 2016	1 day	11	<ul style="list-style-type: none"> • Update on Pilot projects • Update on DUTA revised concept note • Study tour to Cape Town 	

FY	Course name	Date	Duration	No. of participants	Target	Remarks
	19 th secretariat meeting	18 th February, 2016	1 day	11	<ul style="list-style-type: none"> • DUTA- Feedback on revised concept note from secretariat members • Pilot Project- scoping of Samora Avenue renovation (briefing discussion with JICA HQ and matter arising), Outline traffic survey as baseline survey for Samora Avenue renovation • Training- intensive training (demand forecast) on 3rd and 4th March, study tour in Cape Town • Re- arrangement of Cape Town study tour • Progress report on DUTA • Progress reports of Pilot projects • Discussion of Corridor options for mass transit 	
	20 th secretariat meeting	31 st March, 2016	1 day	11	<ul style="list-style-type: none"> • Update on Cape Town study tour preparation • Discussion on project 1 parking and footpath renovation on Samora Avenue – project detail • Presentation on project 2 DCC parking measures and policy approach • Update on project 3 Daladala Pilot of mobile payments system • Next steps MRT Concept for Dar es salaam • Update on progress con DUTA 	
	21 st secretariat meeting	14 th April, 2016	1 day	9	<ul style="list-style-type: none"> • Update on Cape Town study tour preparation • Discussion on project 1 parking and footpath renovation on Samora Avenue – project detail • Presentation on project 2 DCC parking measures and policy approach • Update on project 3 Daladala Pilot of mobile payments system • Next steps MRT Concept for Dar es salaam • Update on progress con DUTA 	
	22 nd secretariat meeting	28 th April, 2016	1 day	7	<ul style="list-style-type: none"> • Update on Cape Town study tour preparation • GIS Training update • Report on JICA Mission TOR for update of Urban Transport Master Plan • Update on DUTA establishment and explanations on relationship with proposed Dar Metropolitan • Update on short term projects and pending actions to make progress • DMDP funding allocations/ application to short term projects • Next steps for MRT Concept 	

FY	Course name	Date	Duration	No. of participants	Target	Remarks
2015/2016	23 rd secretariat meeting	18 th May, 2016	1 day	11	<ul style="list-style-type: none"> • Update on DUTA establishment • Update on WB funded Dar Urban Transport Improvement Project-Support for establishment and operation of DUTA • Update on short term project and pending actions make progress • Update on MRT Project • Update on Cape Town study tour preparation • GIS Training evaluation report 	
	24 th secretariat meeting	30 th June, 2016	1 day	12	<ul style="list-style-type: none"> • Update on short term project and pending actions to make progress • Discussion on RAHCO rail proposal • Feedback from Cape Town study tour • Training updates 	
	25 th secretariat meeting	15 th September, 2016	1 day	14	<ul style="list-style-type: none"> • Preparation of 3rd JCC/SC • Confirmation for the Minutes of 2nd JCC/ SC • Discussion on the agenda of 3rd JCC/ SC • Confirmation of presenter for 3rd JCC/SC 	

FY	Course name	Date	Duration	No. of participants	Target	Remarks
	1 st Joint Coordinating Committee/Steering Committee Meeting	5 th December, 2014	1 day	28	Presentation of the Work Plan Confirmation of Agreements in Record of Discussion	
2014/15	2 nd Joint Coordinating Committee/Steering Committee Meeting	21 st August 2015	1 day	45	Presentation of the Project Monitoring Report Progress Report on Project Activities <ul style="list-style-type: none"> - Establishment of DUTA - PDCA Cycle through pilot projects - Training for M/P update Stakeholder Meeting for Establishment of DUTA	

5-5. Local cost by Japanese/Tanzanian side (as of 8th September, 2016)

1) Bearing cost by Japanese side

FY	Item	Amount (US\$)
2014/15	3 Laptop computers	See Equipment Provided
	Printers, stabilizer, wireless internet router, office furniture, electricity cables, office stationeries, water dispenser, office consumables	See Equipment Provided
2015/16	1 Laptop computers	See Equipment Provided
	Office consumables, Office stationaries, electricity cables,	See Equipment Provided

2) Bearing cost by Tanzanian side

FY	Item	Amount (Tsh)
2014/15	1 st secretariat meeting (10 th December, 2014) 11 Participants	Tsh 1,250,000
	2 nd secretariat meeting (19 th February, 2015) 16 Participants	Tsh 1,750,000
	3 rd secretariat meeting (26 th February, 2015) 11 Participants	Tsh 1,250,000
	4 th secretariat meeting (5 th March, 2015) 15 Participants	Tsh 1,300,000
	5 th secretariat meeting (9 th April, 2015) 11 Participants	Tsh 1,250,000
	6 th secretariat meeting (30 th April, 2015) 12 Participants	Tsh 1,350,000
	7 th secretariat meeting (14 th May, 2015) 8 Participants	Tsh 950,000
	8 th secretariat meeting (21 st May, 2015) 15 Participants	-
	9 th secretariat meeting (28 th May, 2015) 13 Participants	-
	10 th secretariat meeting (11 th June, 2015) 9 Participants	-
	11 th secretariat meeting (25 th June, 2015) 10 Participants	-
	12 th secretariat meeting (30 th July, 2015) 11 Participants	-
	13 th secretariat meeting (13 th August, 2015) 12 Participants	-
	14 th secretariat meeting (31 st August, 2015) 15 Participants	-
	15 th secretariat meeting (4 th December, 2015) 7 Participants	-
	16 th secretariat meeting (17 th December, 2015) 10 Participants	-
2015/16	17 th secretariat meeting (14 th January, 2016) 12 Participants	-
	18 th secretariat meeting (4 th February, 2016) 11 Participants	-
	19 th secretariat meeting (18 th February, 2016) 11 Participants	-
	20 th secretariat meeting (31 st March, 2016) 11 Participants	-
	21 st secretariat meeting (14 th April 2016) 9 Participants	-
	22 nd secretariat meeting (28 th April, 2016) 7 Participants	-
	23 rd secretariat meeting (18 th May, 2016) 11 Participants	-
	24 th secretariat meeting (30 th June, 2016) 12 Participants	-
Other costs including office space, furniture, water, electricity, etc.	N/A	

5-6. Training in Japan (as of 15 September, 2016)

Name	Institution	Training course	Duration	Date
Eng.Jackson Masaka	PMORALG	Development of urban road networks(Centre JICA-Kansai)	60 days	27 th July, 2015 to 5 th September, 2015.
Eng.Humphrey Kanyenye	TANROADS	Knowledge co-creation programme on comprehensive urban Transportation planning	60 days	12 th October, 2015 to 12 th December, 2015.

5-7. Training in Tanzania (as of 15 September, 2016)

ITC No.	Date	Duration	Training course	No. of participants
1	9 th & 10 th July 2015	2 days	Basic Knowledge of GIS	16
2	16 th & 17 th September 2015	2 days	Master plan development and transport surveys training.	15
3	29 th & 30 th September 2015	2 days	Situation Analysis using GIS (1)	11
4	2 nd & 3 rd December, 2015	2 days	Theory on Demand Forecasting, Traffic Demand and Project Evaluation	8
5	14 th & 15 th December, 2015	2 days	GIS data editing	11
6	2 nd & 3 rd March, 2016	2 days	Demand Forecast and Project Evaluation Training (1)	11
7	9 th & 10 th May, 2016	2 days	Situation Analysis using GIS (2)	11
8	4 th & 5 th July, 2016	2 days	Demand Forecast and Project Evaluation Training (2)	14

5-8. Training in 3rd Country (as of 15 Sep. 2016)

Date	Duration	Training	No of Participants
12 th – 19 th June, 2016	8 days	Study Tour in Cape Town, South Africa	21 (19 from Tanzania side, 2 from Japanese side)

Annex 6 Working Conditions of Equipment Provided

No	Regions	S/No	Place	Equipment							Reasons		
				Internet Modem (Router)	Lap-top Computer	Inkjet Printer	Stabilizer	Photocopier	Office Furniture	Water Dispenser		Electricity Cables	
1	DAR ES SALAAM	1	DCC	Working	Working (4-PC in total)	Working	Working	Working	Working	Good condition	working	Working	

Establishment of DUTA

27 July 2016

Presentation to JCC

Presenters:

PO-RALG (Eng. Emmanuel Ndyamukama)

JICA CUPID Expert (Frits Olyslagers)

1

Dar es Salaam faces unprecedented challenges of growing population and vehicle growth

- **Population will double in 10 years (5.6% p.a. growth)**
- **Number of vehicles in the city will double every 5 years (14% p.a.) growth**
- **Cost of traffic congestion is estimated at Tshs 410 billion (US\$200M) p.a.**
- **Dar es Salaam expected to be mega city (>10M pop.) in 15 years**

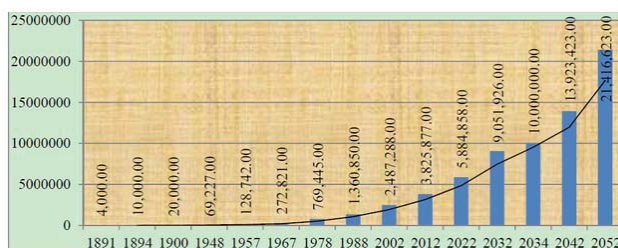


Figure 3. Trends of population growth for the Dar es Salaam city (1891-2052)

(Journal of Sustainable Development)

Doing nothing, means heavy environmental cost of air pollution; traffic noise, land encroachment for parking and road widening and displacement of walking and cycling areas.

2

A structured response is necessary

1. The establishment of Dar es Salaam Urban Transport Authority (DUTA)

- To develop a unified **strategic urban transport policy with land-use policy integrated** (SUTP) to coordinate and guide planning and investment
- National legislation establishing DUTA as a common legislation that supports the establishment of an UTA in all major cities of Tanzania.

2. To develop a fully Integrated Transport Network

- A sustainable future will require approximately, **80% of future trips to be made on public transport**, otherwise the city will grind to a standstill
- This requires a system where public transport is '*car competitive*' with **full integration of Rail, BRT, bus and daladala**

3

Extensive consultation to develop concept of DUTA

- **2003**: Transport Authority recommended in **National Transport Policy**
- **2008**: **Original concept** proposed by JICA Urban Transport Master Plan.
- **2009**: EU consultants carry out FS on DUTA
- **2012**: First concept note and establishment bill prepared through JICA CUPID Project Phase 1
- **2014/2015**: Draft concept note prepared by PO-RALG and stakeholder meetings
- **2016**: Revised Concept Note fine-tuned through consultation

The time to establish DUTA is now

- DUTA to be **an owner of Transport Master Plan** (JICA update 2016)
- WB to support establishment costs of DUTA through BRT Phase 3 Project
- Mega transport projects awaiting: MRT (on-going study by RAHCO), Expressway (PPP study by TANROADS), etc.

4

Stakeholder consultations are complete

Stakeholder consultations and submissions have been received from the following:

- TMC - Temeke Municipal Council
- KMC - Kinondoni Municipal Council
- IMC - Ilala Municipal Council
- DART - Dar Rapid Transit Agency
- TANROADS- Tanzania National Roads Agency
- NIT - National Institute of Transport
- MOW - Ministry of Works
- MOT - Ministry of Transport
- DCC - Dar es Salaam City Council
- PO-RALG - Presidents Office- Regional Administration and Local Government
- RFB – Road Fund Board
- TAZARA - Tanzania Zambia Railway Authority
- SUMATRA - Surface and Marine Transport Regulatory Authority
- ZTO - Zonal Traffic Officer Police
- RS DSM- Regional Secretary- Dar es Salaam
- MLHSD - Ministry Of Land Housing And Human Settlement Development
- RAHCO - Reli Assets Holding Company
- ARU - Ardhi University

5

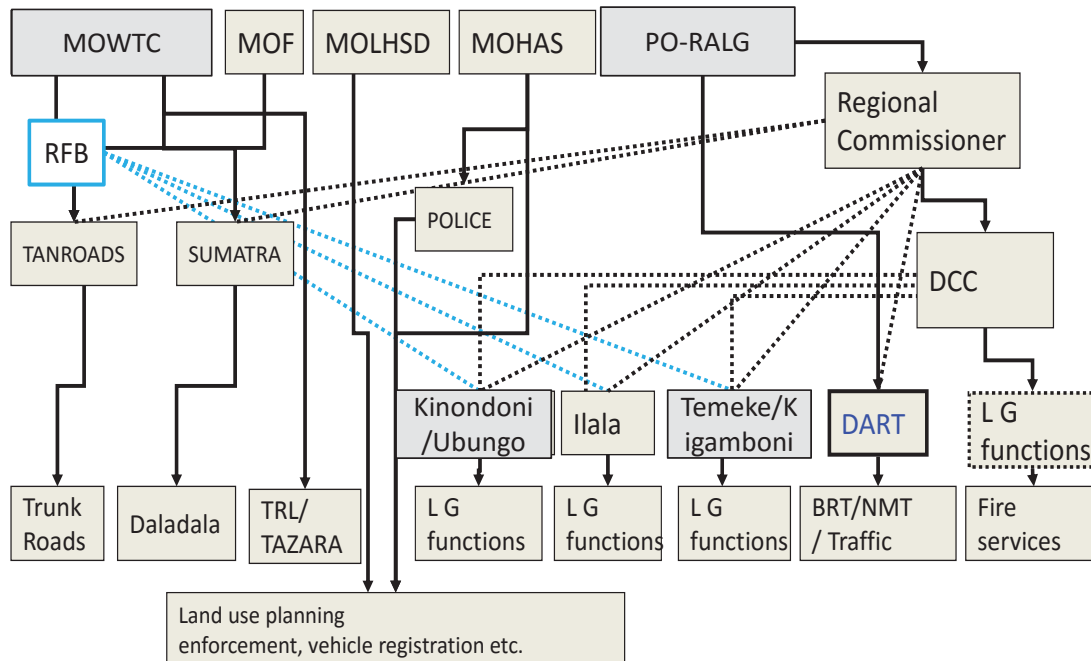
Present situation: *Institutional Weaknesses*

Transport responsibilities are spread across multiple agencies with little or no coordination between them

- **No single coherent and unified urban transport policy**
- **Disconnect between policy and implementation**, with an ad-hoc process for planning, funding and implementation
- **Fragmented decision making**, no coordination between vertical levels and horizontal departments and failure to deliver on set policy objectives
- **Complex organisational arrangement:**
 - Gaps in planning
 - Unclear responsibility
 - Overlaps in responsibility

6

Outline of present Organisational Layout



7

Purpose of DUTA

DUTA is proposed as a **high level strategic policymaking body**, specifically and primarily to **resolve urban transport/mobility and land-use coordination** issues

1. It achieves this through a **full and inclusive participation of all key stakeholders** (whether local or national) into the DUTA Board of Management. ***This participation and coordination is a key strength of DUTA.***
2. The development of a unified **Strategic Transport Policy** will harmonize transport and mobility with land use (in itself a major achievement) but its real strength is that it has been jointly developed at Board level; ***by the same people who will execute the plans***
3. Through this, **horizontal coordination** (at DUTA Board level) and also the **vertical coordination** (between DUTA and the implementing agencies) is achieved

8

To be effective, DUTA is held fully responsible and accountable

Responsibility:

- DUTA is fully responsible for performance and outcomes based on full participation, inclusivity and agreement on strategic policy - **no opportunity for 'blame shifting'**
- Full responsibility by implication, gives it the power to exercise its will
- DUTA will also **manage investment plans and funding** to give it the necessary power to implement its policies
- The Board will be fully capable to take action in case of performance issues and jointly address the problems at Board level

Accountability:

Although carrying full responsibility, **DUTA is not an implementing agency** and will delegate to the implementation agencies, holding them accountable for performance and outcomes

- **Separation of policy and implementation is essential to create proper accountability**
- Should implementation difficulties arise, DUTA can assist to resolve them and also provide the necessary oversight

9

DUTA manages funding and investment program

- **The unified policy coordinates and prioritizes infrastructure investment** instead of ad hoc/piecemeal projects
- Enter into contracts and develop contracting mechanisms
- Power to levy charges, duties and taxes and raise its own revenue
- DUTA can establish financial facilities to harness investment, such as a **Transport Investment Fund**
- Where agencies collect their own revenue to support their own operations, such mechanisms can be maintained (although DUTA can agree to vary charges)
- **Better governance** makes Tanzania a more capable development partner encouraging financial support – *both JICA and WB indicate support for DUTA establishment for this reason*

Transition Period

- There should be a **transition period** in assigning full financial and funding responsibility giving DUTA time to develop its capacity
- During this transition period DUTA should have **immediate power to approve all investment** into transport and mobility

10

Proposed DUTA Board Members

- Chairman of the Board
- MOF&P
- **PO-RALG***
- Member MAB PO-RALG
- **MOWTC***
- VPO- Ministry of State Environment
- RFB
- **DART ***
- RAHCO
- TAZARA
- **DSM-RS***
- **TANROADS***
- MOLHSD
- **Dar Metropolitan (City Director)***
- **Zonal Traffic Police***
- The Executive Director of DUTA

** These 7 Board members will comprise the Executive Committee or this can be varied according to DUTA decision.*

11

Appointment of the Executive Director

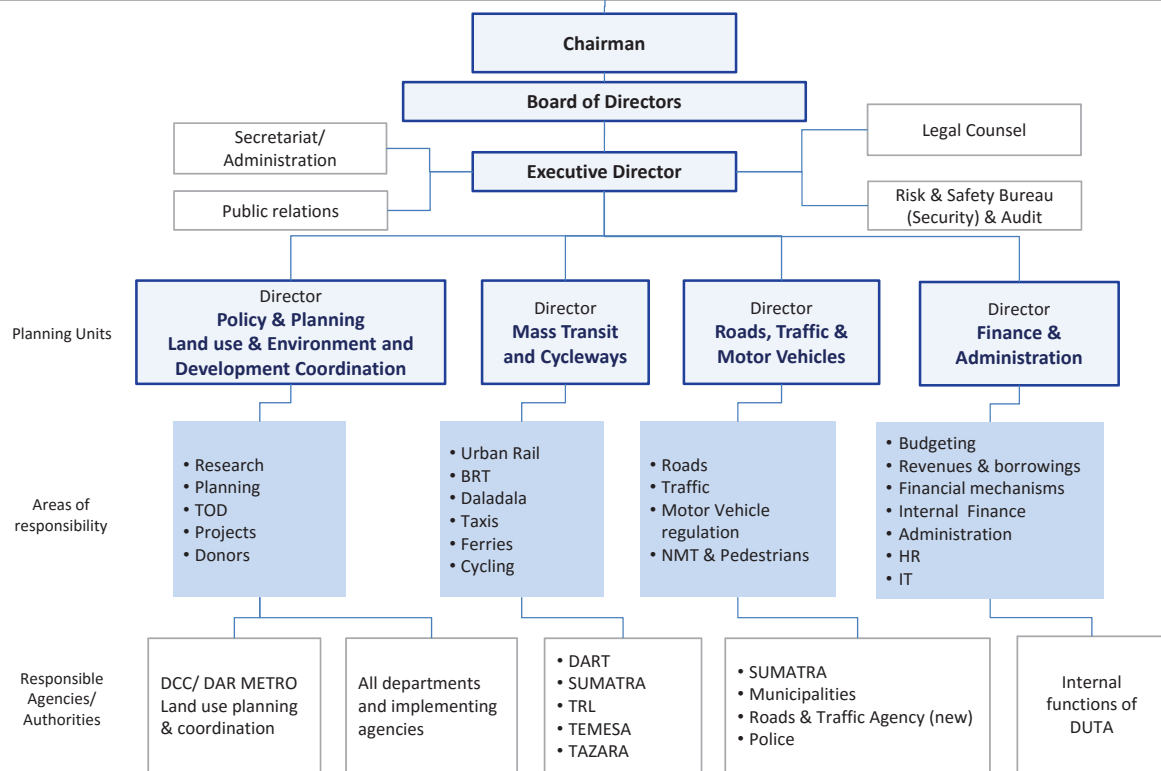
- Executive Director position is advertised with final approval for appointment by the President

Appointment of the Chairman of the Board

- This position can be under Board appointment
- The characteristics of the position suggest appointing the Regional Commissioner as the Chairman of DUTA Board, on the basis of:
 - Most of the coordination functions of the Regional Road Board will be transferred to DUTA
 - This position requires a strong candidate to provide a high level of leadership, yet be close enough to local issues
 - The Regional Commissioner presently carries out a coordinating and oversight function so the chairmanship of DUTA is a logical extension of this role

12

DUTA Organisational Structure showing Function



13

Relationship of key agencies to DUTA

- For each agency ministerial 'chain of command' is maintained
 - but DUTA will develop strategic policy and control financial resources related to transport investment
 - All relevant ministries and their agencies are represented on the DUTA Board (full stakeholder inclusion)
- This ensures policies and strategies are **harmonized, integrated and coordinated** and that **sufficient and appropriate financial resources** are assigned.
- The DUTA 'Bridge' manages two-way flow of information between ministries and DUTA.

If each government ministry is viewed as a stand-alone 'silo' or building; each with its own objectives and responsibilities, DUTA will act as a 'mid-level' bridge connecting them without affecting their individual function or structural integrity. This concept is illustrated in Figure 5-1.

Another analogy is that DUTA can also be compared to a military 'war-room' where defense forces (i.e. army, air force and navy) jointly develop a battle plan or war strategy, but retain their own chain of command and autonomy.



Figure 5-1: DUTA acts as a bridge between silos

14

No change to functions of existing implementing agencies, but small changes apply in strategic policy setting

- **SUMATRA** regulatory powers fully preserved
- **TANROADS DSM** stays the same, but may take additional traffic planning and management role (and road safety)
- **Traffic Police** strengthened with cohesive management support from DUTA
- DUTA takes over many of the coordinating functions RRB
- DUTA assumes strategic policy oversight of DART. Present oversight authorities will be members of the DUTA Board
- DUTA acts in a **proxy Development Authority Role** closely coordinating land use and transport planning, working closely with MOLHSD and related parties (complies with URBAN PLANNING ACT 2007)

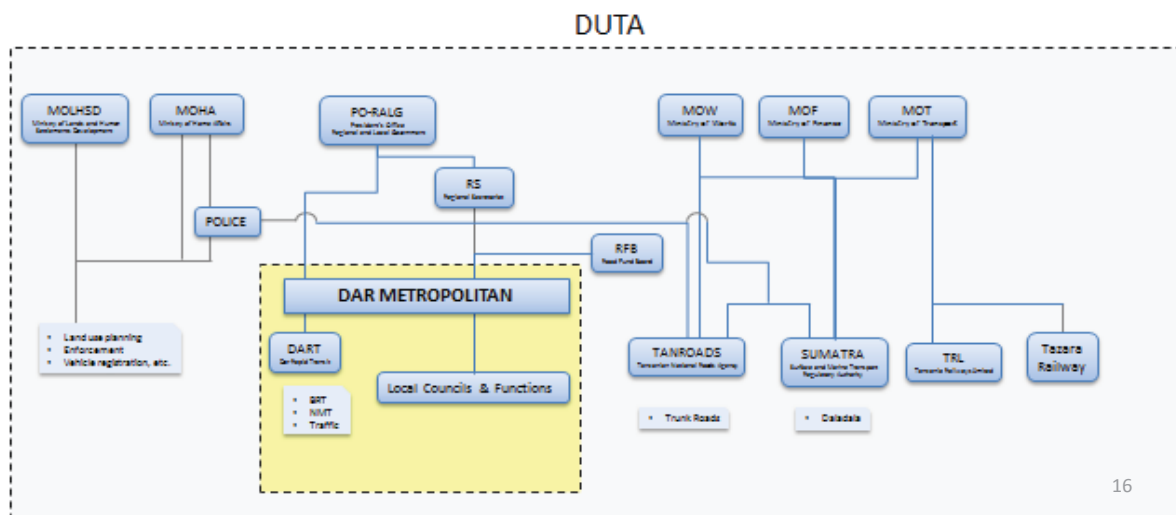
15

The proposed DAR METROPOLITAN is a DUTA Board member

Defined by function, DUTA is the ‘apex body’ at **strategic policymaking level** and the only entity capable of full coordination with all stakeholders

DAR Metropolitan consolidating LGA’s will be a DUTA Board Member responsible for **tactical policymaking and implementation in DSM**

A strong DUTA does not make a weak DAR METROPOLITAN– each authority has their own function



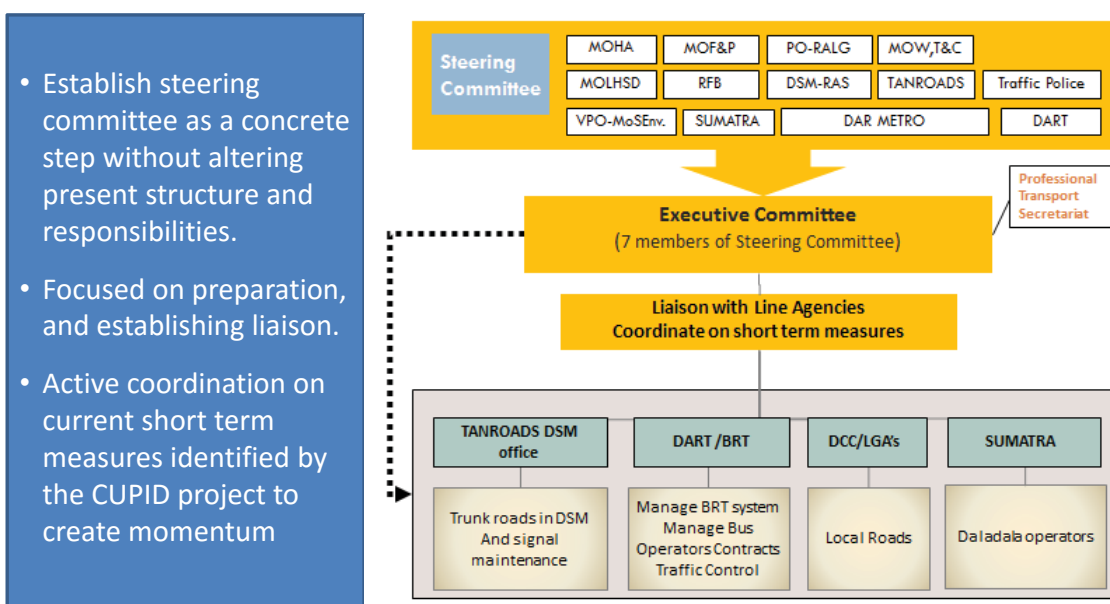
16

The proposed rural and urban roads agency - TARUROADS is a DUTA Board Member

- Where the functions of TARUROADS impacts on urban roads of DSM, TARUROADS will work in compliance and in coordination with the DUTA strategic urban transport policy
- The TARUROADS draft concept note should be modified to take into account operation of UTA's in main urban centres.
- Urban road budgets to be managed in coordination with UTAs.

17

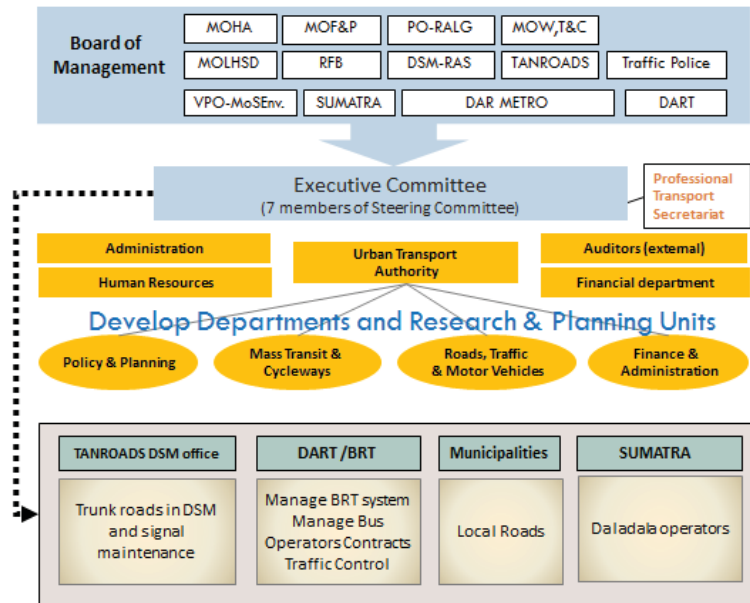
Preparatory Phase 1 – prior to establishment of DUTA



18

Establishment Phase 2 –DUTA becomes a legislated entity

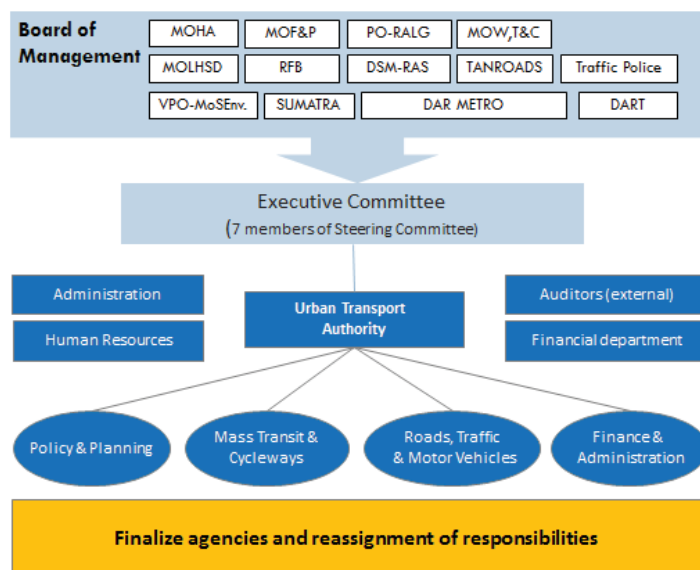
- Steering Committee becomes Board of Management
- Executive and administrative function established
- Strategic policy /budget plans completed
- Research and planning units developed
- Internal budget & administration is developed
- Evaluate responsibilities between agencies or plan additional agencies as required



19

Consolidation Phase 3 – Fully develop all functions

- Bring all functions under its scope and authority.
- Finalize the reassignment of responsibilities amongst the agencies
- Develop integrated planning functions according to modal / functional responsibilities



20

Schedule for Implementation of DUTA

1. Finalize draft Concept Note (by Jan 2016) – Drafted by Expert/selected Secretariat and now under review by PO-RALG ✓
2. Consensus on Concept Note by Secretariat members (by Feb) ✓
3. Approval on Concept Note by Management of PO-RALG (by Mar) ✓
4. By end of March: Finalize Concept Note with feedback of all stakeholders ✓

5. Approval by JCC

September 2016

6. Draft Establishment Bill, following the concept agreed, by PO-RALG

December 2016

7. Present Concept Note and draft Bill to Inter-ministerial PS Meeting

January 2017

8. Submit draft Bill to National Assembly

April 2017

9. Official opening of DUTA

July 2017

PDCA Cycle through Selected Pilot Projects

*For 3rd Steering Committee Meeting
September 27, 2016*

Thinking and Working Together for a Livable City

1

Overview

1. Introduction

- 1.1 Current Situation in Dar es Salaam
- 1.2 Proposed Approach for Easing Traffic Congestion
- 1.3 PDCA Cycle

2. Planning for Pilot Projects

- 2.1 Identified Major Traffic Bottlenecks
- 2.2 Selected Priority Short Term Projects

3. Progress of Pilot Projects

- Project 1: Parking and footpath renovation on Samora Ave.
- Project 2: Improve parking control & price policy
- Project 3: Daladala & bus service improvements
- Project 4: CBD Terminus improvements

4. Way Forward

- Project 5: CBD Traffic Treatments & NMT
- Project 6: Optimize & Synchronize Traffic Signals
- Project 7: Fringe Park & Ride with Shuttle Bus Services
- Project 8: Area Control with Number Plate
- Implementation schedule

1. Introduction

1.1 Current Situation in Dar es Salaam

Population:

- Rapid urbanization and population increase: **2.5** million (2002) to **4.3** million (2012) with annual growth of **5.6%**

Number of Vehicles:

- Increases from **80** thousand (2007) to **200** thousand vehicles (2014) with annual growth of **14%**

Infrastructure:

- Only **19%** of urban roads in good condition
- More than **50%** of storm water drains are in poor condition

Investment:

- Annual budget for infrastructure limited and cannot catch up the traffic demand



1. Introduction

1.2 Approach to managing traffic congestion

Building roads or just trying to improve traffic management alone, will not address traffic congestion, given the strenuous increases in car ownership in Dar es Salaam

(Present 14% p.a. increase will double the car population in 5 years)

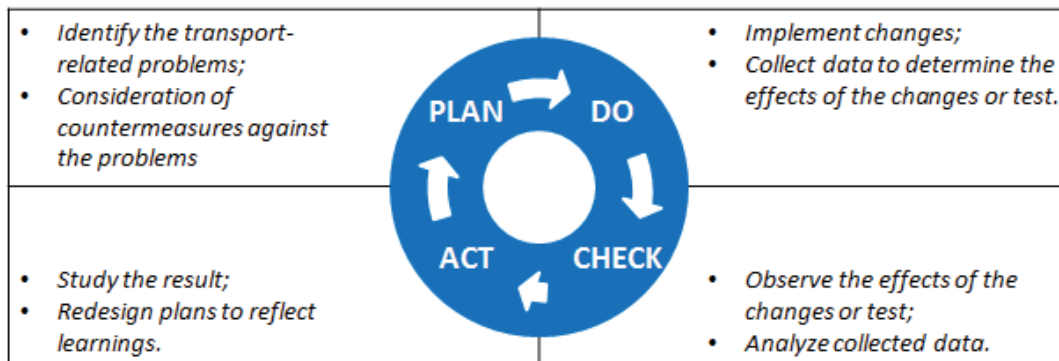
Therefore managing travel demand is a key strategy in the project measures as well as employing ***measures better manage traffic***



1. Introduction

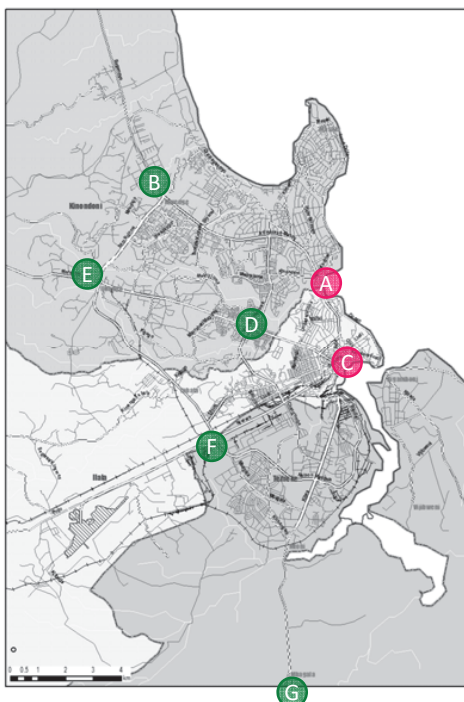
1.3 PDCA Cycle

Pilot projects are planned as trial measures to test performance as well as provide lessons for full scale implementation.



2. Planning for Pilot Projects

2.1 Identified Major Traffic Bottlenecks



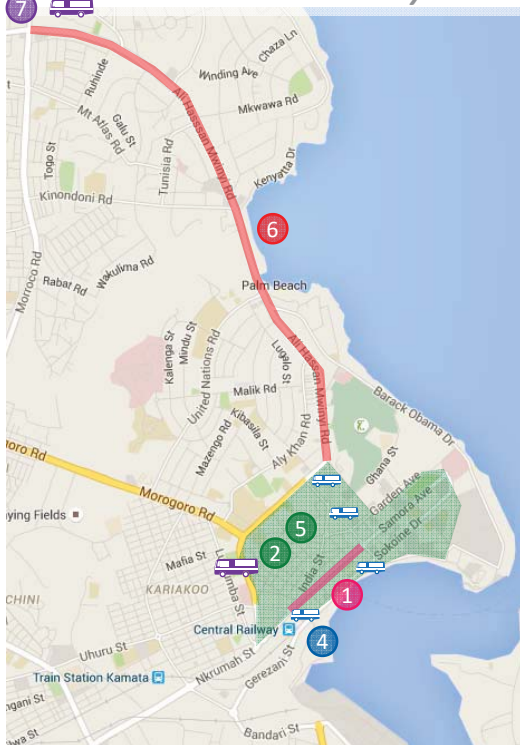
- A. **Selander Bridge Intersection**
- B. Mwenge Intersection (*improved by ongoing project*)
- C. **CBD**
- D. Magomeni Intersection (*improved by ongoing project*)
- E. Ubungu Intersection (*to be grade separated*)
- F. Tazara Intersection (*to be grade separated*)
- G. Mbagala (*to be improved by TANROADS' fence installation project or BRT project*)

→ **Ali Hassan Mwinyi Road and CBD selected as pilot project location where presently no countermeasures are being undertaken**



2. Planning for Pilot Projects

2.2 Selected Priority Short Term Projects



- Project 1:** Parking and footpath renovation on Samora Ave.
- Project 2:** Improve parking control & price policy
- Project 3:** Daladala & bus service improvements
- Project 4:** CBD Terminus improvements
- Project 5:** CBD Traffic treatments & cycle ways/walking streets
- Project 6:** Optimise & synchronize traffic signals & tidal flow along Ali Hassan Mwinyi (with bus priority)
- Project 7:** Fringe Park & Ride with shuttle bus services
- Project 8:** Area control with number plate & promote ride share



3. Progress of Pilot Projects

Project 1: Parking and Footpath Renovation on Samora Ave

Objective: To provide walkable space and smooth traffic flow

- Scope of works:**
- (1) Remove on-street parking cars (except dedicated parking lay-bys)
 - (2) Improve/renovate walkway
 - (3) Install lane markings
 - (4) Plant shade trees and vegetation

Ownership: Ilala Municipality (Financer: JICA)



3. Progress of Pilot Projects

Project 1: Parking and Footpath Renovation on Samora Ave

Overall Progress:

- Establishment of TWG (Ilala, DCC, RAS, DART, TANROADS Dar): Nov 2015
- Preparation of concept plan: Sep 2015 to Nov 2015
- Preparation of preliminary design and cost estimate: Jan 2016 to March 2016
- Baseline traffic survey: April 2016
- Consensus building to the Project: July 2016 to August 2016
- Joint site visit with utility owners/service providers: Sep 2016
- MOU signed: Sep 2016

(Planned Activities)

- *Preparation of bidding document: Sep 2016*
- *Bidding: Oct 2016*
- *Construction and supervision: Nov 2016 to March 2017*
- *Endline traffic survey and project evaluation: May 2017*



3. Progress of Pilot Projects

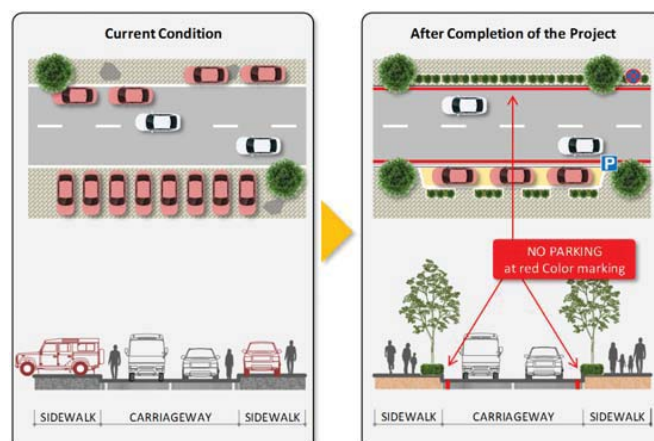
Project 1: Parking and Footpath Renovation on Samora Ave

Major Progress (1):

Preparation of concept plan and preliminary design

- Design concept and standard developed, enabling to provide pedestrian walkway throughout Samora and designated on-street parking space/physical barriers to restrict illegal parking.
- Based on traffic survey result and budget available, section between Clock Tower and Morogoro Street selected as pilot project section.

→ See details in Handouts



3. Progress of Pilot Projects

Project 1: Parking and Footpath Renovation on Samora Ave

Major Progress (2):

Building Project Consensus

- Ilala and CUPID individually met all property owners (8 land owners/ building owners) along the project road and obtained signed MOU for agreement and consent to the project.
- On 15th July, Ilala, DCC and CUPID organized a stakeholder meeting, involving tenants along the project road.
- Meetings result no objection to the project.



Stakeholder Meeting on 15th July



Meeting with NHC on 5th July



3. Progress of Pilot Projects

Project 1: Parking and Footpath Renovation on Samora Ave

Major Progress (3):

Joint site visit with utility owners/service providers

- On 16th Sep, Ilala and CUPID organized site visit with participation of DAWASCO, TANESCO and TTCL.
- Site visit found (i) location/owner of overhead/underground utilities and (ii) other telco service providers might be affected by the project.
- On 28th Sep, another site visit by telco service providers scheduled.



Joint Site Visit on 16th Sep



Joint Site Visit on 16th Sep



3. Progress of Pilot Projects

Project 1: Parking and Footpath Renovation on Samora Ave

Major Progress (4):

Preparation and agreement of MOU

- MOU prepared and discussed among Secretariat members.
- MOU signed by PO-RALG, RAS, Ilala, DCC, JICA and CUPID and agreed with;
 - Scope of work/cost to be borne by JICA
 - Public consent to the Project
 - Proper maintenance (including restoration after any utility works) and operation of the Project
 - Implementation of other pilot projects by concerned institutes



3. Progress of Pilot Projects

Project 1: Parking and Footpath Renovation on Samora Ave

Major Progress (5):

Baseline and endline monitoring indicator

Monitoring Indicator	Unit	Before Project (Actual)	After Project (Target)	Note
Car Traffic	Vehicle/hr	825	1,000	
Pedestrian Traffic	Nos/hr	2,152	>2,150	
% of Footpath Use	%	69%	100%	
Illegal/Non-legal Parking	Vehicle	54	0	
On-street Parking	Vehicle	13	22	
Satisfaction (Pedestrian)	%	58%	70%	% of answers with 'moderate', 'good' and 'very good'
Satisfaction (Parking)	%	26%	50%	Ditto
Support to Project	%	87%	95%	



3. Progress of Pilot Projects

Project 2: Improve parking control & price policy

Objective:

- To improve DCC parking policy and control
- To improve parking policy , management of parking revenue and manage on-street parking demand
- To substantially increase parking revenues by increasing revenue capture

Scope of works:

- (1) Provide advice and guidance on new parking service agreements
- (2) Establish electronic payment system (cashless)
- (3) assist to implement new parking contracts

Activities:

- Assist to develop operational plan and parking service agreements
- Facilitate introduction of new technology for mobile payment system
- Assist to develop parking zone plan

Ownership:

DCC

Programme Reader for parking spot (carried by attendant)



Motorist taps Reader

Parking attendant issues ticket



3. Progress of Pilot Projects

Project 2: Improve parking control & price policy

Root Causes:

It is clear that 'revenue' is the driver of much of the problems, behaviours and performance of the present parking arrangements

- Parking policy is revenue driven without any design for managing parking efficiently
- Demand exceeds supply – **low parking charges**
- **Council does not get its proper share of revenue** (revenue mishandling/ contractor manages the revenue)
- Parking stations underutilised (**price differential**) affecting business model due to low occupancy)
- Illegal parking is charged for (illegal parking allowed to **maximise returns**)
- No council control over where parking is charged leading to parking 'mafia'
- **Lack of investment** into parking infrastructure (Councils **underfunded**)



3. Progress of Pilot Projects

Project 2: Improve parking control & price policy

Overall Progress:

- Establishment of TWG (DCC and other LGAs): Nov 2015
- DCC conducted parking study : Jan 2016
- Discussion of Parking Policy and Management Plan among Secretariat/TWG: Feb to May 2016
- Presentation to DCC management: May 2016
- DCC prepared bidding document for parking revenue collection: July 2016
- DCC under procurement of parking operators as of Sep 2016

Planned Activities

- *Finalization of Parking Policy and Management Plan*
- *Project monitoring and evaluation*
- *Install cashless parking payment system*



3. Progress of Pilot Projects

Project 2: Improve parking control & price policy

Major Progress (1):

Parking Study and recommendations

- Major findings and recommendation of the DCC Study allowed scoping of the parking requirements and an overview of the present situation
- Supplementary recommendations provides by CUPID as well as draft service agreements and structure of parking contracts
- Recommendations for cashless revenue collection

Major Progress (2):

Implement new parking service agreements

- Based on the parking study and draft Parking Policy and Management Plan, DCC creates 4 service areas (City Center, Kariakoo, Temeke and Kinondoni)
- DCC procuring parking operators
- DCC procured 600 POS units for collection of parking charge enabling DCC to monitor actual revenue and parking patterns
- DCC to conduct pilot parking charge for a certain period to understand actual revenue from the parking charge, which enables to control revenue collection.



3. Progress of Pilot Projects

Project 3: Daladala & Bus Service Improvements

Objective:

- To **mitigate traffic** by increasing the use of public transport by **improving the quality of public transport**
- Improve the business model of the daladala (revenue collection and bus priority)

Scope of works:

- (1) Implement centralized ticketing collection system
- (2) Develop operational plan & fare rules
- (3) Start from few daladala and expand across wider network
- (4) Implement bus priority traffic operation

Activities:

- Work with SUMATRA and operators to establish pilot project with new mobile payments technology
- Select bus priority locations & treatments

Ownership:

SUMATRA



3. Progress of Pilot Projects

Project 3: Daladala & Bus Service Improvements

Root Causes:

Regulation is not the problem – it's the business model

- **Issues of revenue are at the root cause** of most of the negative behaviours of the daladala
- Owners rent out buses due to inability to **inability to control revenue**
- Drivers work to **maximise revenue** to earn their daily income (overloading, speeding, unsafe behaviours etc.) Survival instinct competes with regulation and drivers/conductors without labour contracts feel vulnerable
- **Revenue leakage** & revenue underreporting leads to **insufficient earnings** to cover proper maintenance or bus replacement.
- **Overall system funding is inadequate** despite passengers paying a sufficient fare
- **Bus owners are often not considered 'creditworthy'** by lending institutions for the purchase of new buses
- **Poor financial performance** often makes the industry a **'revolving door'** of participants using low-skilled labour in self-employment ventures.
- Regulator's task is more difficult, as there are often no long term relationships or trust developed.

SOLUTION : Improve management of revenue



3. Progress of Pilot Projects

Project 3: Daladala & Bus Service Improvements

Pilot project to introduces E-Tickets and improve management of revenue collection (*changes the business model from 'cash based' micro-business to formal payments*)

Benefits:

- Bus investor more engaged with better returns
- Improves revenue capture improving investment into the sector (new fleets/better maintenance / improved safety and service quality)
- Provide mechanism to reorganise individual operators into cooperatives to improve route management, operator performance and regulatory compliance

Phase 1: POS electronic ticket issue as a first step

- Issues an E-ticket and collects data on passenger numbers/ revenue per route by time period
- Improves management and capture of revenue (improve transparency and reconciliation of bus income)
- Has increased revenue improving investor confidence for fleet investment
- Issues tickets as receipt for payment/ accountability for revenue
- Tracking of buses in service/ and improves planning of bus capacity along a route



3. Progress of Pilot Projects

Project 3: Daladala & Bus Service Improvements

Phase 2: To introduce cashless payment by mobile phone

Introduce full **fare collection system** in cooperation with Telcos to use mobile phone technology for cashless fare payment

- 100% revenue control and protection
- Convenient for passengers and allows customer loyalty program (tracking customer use)
- Subsidies can be accurately and individually targeted
- Data collection of revenue/passengers per route/by time **and location** (able to more accurately plan for demand and remedy under and over-servicing)
- Drivers/conductor on formal labour contracts
- Avoids high cost of administering a stored value card system

Programme
reader for
route



Passenger taps Reader

Ticket issued
or SMS sent



3. Progress of Pilot Projects

Project 3: Daladala & Bus Service Improvements

Update on pilot project implementation

- Introduce pilot project
- Experience & progress

(Presentation by Business Connexions and Christiania Group)



3. Progress of Pilot Projects

Project 3: Daladala & Bus Service Improvements

Phase 3: Form cooperatives for daladala operation

Once revenue is managed, it is in the interests of the vehicle owners to form cooperatives :

- Joint representation / stronger voice & collective bargaining power
- Improved regulation and less individual competition (cooperatives allocated routes)
- Access to finance improved by more formal business entity
- Expected to eliminate illegal incursion on routes

Benefits for SUMATRA

- Fewer operators to manage and routes assigned by SUMATRA to cooperatives not individual operators
- Greater accountability in managing standards of service
- Formalizes players into stronger industry and opportunity to build partnership and trust
- **Tanzania Cooperative Societies Act 2013 A suitable for establishing transport cooperatives**
- Easier to form companies for later formal bus service contracts



3. Progress of Pilot Projects

Project 4: CBD Terminus Improvements

Objective:

To improve efficiency of bus service by improving bus service infrastructure and facilities

Scope of works:

- (1) Review and finalize concept plan (4+ locations in the CBD for renovation)
- (2) Consultative meetings with advertisement companies
- (3) Draft and finalize bidding document and concession agreement
- (4) PPP to renovate and manage bus stop facilities

Activities:

- Plan bus terminal design
- Prepare PPP agreements for build and operations
- Conduct bidding process and award concession

Ownership:

Ilala Municipality , engagement of PPP concessionaire



3. Progress of Pilot Projects

Project 4: CBD Terminus Improvements

Major Progress:

- Consultative meetings with advertisement companies
- In Aug/Sept, Ilala and CUPID met several advertisement companies to understand their interest in the project. **All showed strong interest**
 - Some companies have experiences to similar projects in foreign countries.
 - Suggested to include other facilities such as **self cleaning public toilet** together with bus shelter
 - Suggested to expand **other pilot project** (such as Samora Avenue Renovation) as part of **concession project**



4. Way forward

Project 5: CBD Traffic Treatments & NMT

Objective:

To balance car traffic and Non-Motorized Traffic (NMT)

- Scope of works:**
- (1) Implement phased CBD traffic circulation and parking treatments
 - (2) Prioritize eco-friendly travel opportunities (e.g.: walking/cycling)
 - (3) Create pedestrian friendly road crossings
 - (4) Renovate/ redesign selected intersections

Activities:

- Review and update CUPID Phase 1 CBD Plan
- Implement part of plan as pilot project

Ownership: Ilala Municipality



Morogoro Street in CBD



Cycleway in Copenhagen



4. Way forward

Project 6: Optimize & Synchronize Traffic Signals & Tidal Flow along Ali Hassan Mwinyi (with bus priority)

Objective: To maximize traffic capacity

- Scope of works:**
- (1) Identify critical intersection(s)
 - (2) Optimize/synchronize traffic signal(s)
 - (3) Educate drivers/ public and create awareness
 - (4) Agree on management and enforce protocols by Traffic Police

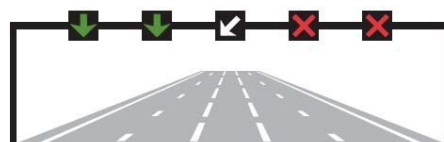
Activities:

- Traffic survey of directional traffic volume
- Calculate optimum signal phasing in a reasonable cycle time
- Install technology to adjust settings of traffic signals remotely
- Observe effect of change and further adjustment

Ownership: TANROADS



Special signs explain what the signals mean



4. Way forward

Project 7: Fringe Park & Ride with Shuttle Bus Services

Objective:

To reduce number of cars entering city center/ parking demand

Scope of works:

- (1) Establish Park & Ride facilities at 2 CBD locations
- (2) Establish shuttle bus service to connect P&R to CBD

Activities:

- Selection of potential sites and evaluation
- Obtain permission to use
- Develop concept design of facility & operation plan
- Develop fringe parking and bus priority measures
- Create public awareness

Ownership:

Kinondoni/Ilala and engagement with PPP



4. Way forward

Project 8: Area Control with Number Plate & Promote Ride Share

Objective:

To increase occupancy of vehicles and reduce traffic volume

Scope of works:

- (1) Prohibit private vehicle use in city center on specific days
- (2) Rule applied only to private car with yellow "T" number
- (3) Traffic police oversight vehicles at major intersections in the area
- (4) Fine for disobeying regulation
- (5) Promote share riding

Activities:

- Develop policy and work to gain political and public support
- Define boundaries and limitations
- Consultation with public and Traffic Police

Ownership:

RS-Dar

Mon & Wed:



Tue & Thu:



4. Way forward

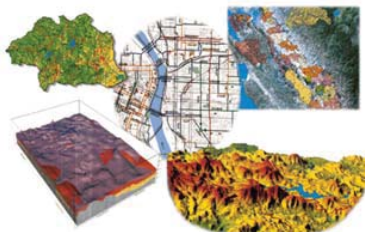
Implementation Schedule

No.	Project	EA	2015/16				2016/17			
			1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q
Project 1	Parking and footpath renovation on Samora Ave.	Ilala			Plan		Do	Check		
Project 2	Improve parking control & price policy	DCC			Plan		Do	Check		
Project 3	Daladala & bus service improvements (business model & bus Priority)	SUMATRA			Plan	Do	Do	Do		
Project 4	CBD Terminus improvements/ pedestrian works & enforce bus bay rules	Ilala			Plan		Do			
Project 5	CBD Traffic treatments & cycle ways/ walking streets	Ilala					Plan	Do		
Project 6	Optimise & synchronize traffic signals & tidal flow along Ali Hassan Mwinyi	Tanroads					Plan	Do		
Project 7	Fringe Park & Ride with shuttle bus services	Kinondoni / Ilala					Plan	Do		
Project 8	Area control with number plate & promote ride share	RSDar								





Training for Transport Planning



*For 3rd Steering Committee Meeting
September 27, 2016*

Thinking and Working Together for a Livable City

Methods of Training

- Training method consists of training of trainers (TOT), roundtable discussion (RTD), workshop/ intensive training course (ITC) and external training (ET).
- Ardhi and NIT involved in TOT
- Secretariat members engaged in RTD and ITC
- Selected SC and Secretariat members participated in ET

	Training for Trainers (TOT)	Roundtable Discussion (RTD)	Workshop/ Intensive Training Course (ITC)	External Training (ET)
Target Group	Academic/ Research Institute Personnel (Core members: 2 – 3)	Planning/ Engineering Department Staff (Secretariat members: about 20 persons)	Planning/ Engineering Department Staff (Secretariat members about 20 persons)	Planning/ Engineering Department Staff (Secretariat and Steering Committee members)
Activity	<ul style="list-style-type: none"> - To discuss and do activities step by step with JICA experts - To share knowledge and technique with TWG members - To facilitate and make a lecture in workshop and training courses 	<ul style="list-style-type: none"> - To discuss specific topics in roundtable discussion facilitated by core members and JICA experts 	<ul style="list-style-type: none"> - To have a lecture in workshops facilitated by core members and JICA experts 	<ul style="list-style-type: none"> - To visit cities of overseas countries and learn practical examples of transport planning and infrastructure development

Capacity Building Training Series

- 10 intensive training designed to gain capability for transport planning.
- These trainings include GIS, transport survey, traffic demand forecast, and project evaluation.

No.	Subject	Objectives	Contents	
			RTD	ITC
1	Outline of GIS	- To learn outline and basic knowledge about GIS	- Outline of GIS and software - GIS database in MP2008	- Overview of ArcGIS software - Exercise in how to use ArcGIS
2	Transport planning and surveys	- To learn outline of master plan development and transport surveys	- Type of transport surveys - Surveys conducted in MP2008	- Necessary data for transport plan - Exercise in planning of surveys
3	Situation analysis by GIS	- To acquire skill in how to use QGIS	- ArcGIS and QGIS - Dar es Salaam map for GIS	- Overview of QGIS software - Exercise in situation analysis by QGIS
4	Transport planning and demand forecast	- To understand general methodology of transport demand forecast	- Theory of transport demand forecast - Methodology of network project evaluation	- Exercise in network assignment - Exercise in project evaluation using assignment results



Capacity Building Training Series (continued)

No.	Subject	Objectives	Contents	
			RTD	ITC
5	GIS data editing	- To acquire skill in how to create and edit shapefile - To understand coordinate system and projection	- Utilization of OSM maps, etc. - Conversion of coordinate system	- Exercise in creation of shapefiles - Importing open source information - Exercise in creating and editing shapefile
6	Transport planning and demand forecast	- To comprehend procedure for updating master plan	- Procedure of master plan update - Future network - Future frame work	- Exercise in estimation of future OD table - Exercise in future traffic estimation
7	Urbanization analysis by GIS	- To acquire skill in how to use QGIS	- How to analyze situation by GIS	- Exercise in importing socio-economic data - Exercise in situation analysis
8	Demand forecast and project evaluation	- To know development of models	- Traditional approach - Methodology of model development	- Exercise in future estimation by models - Exercise in project evaluation
9	Land use and GIS	- To learn establishment of socio-economic framework on GIS	- To be planned	- To be planned
10	Transport planning	- To learn coordination between land use plan transport plan	- To be planned	- To be planned



Achievement of Training Series

- 8 intensive training held as scheduled.
- Ardhi and NIT involved as tutor/facilitator in all trainings.
- A total of 196 secretariat members attended for sixteen days.

No	Series	1 st Day		2 nd Day	
		Date	Attendants	Date	Attendants
1	1 st GIS	9 July 2015	14	10 July 2015	10
2	1 st Transport Planning	16 Sept. 2015	15	17 Sept. 2015	11
3	2 nd GIS	29 Sept. 2015	12	30 Sept. 2015	12
4	2 nd Transport Planning	2 Dec. 2015	13	3 Dec. 2015	12
5	3 rd GIS	14 Dec. 2015	11	15 Dec. 2015	9
6	3 rd Transport Planning	2 March 2016	13	3 March 2016	12
7	4 th GIS	9 May 2016	11	10 May 2016	11
8	4 th Transport Planning	4 July 2016	17	5 July 2016	13



Target of Monitoring Indicators for Capacity Improvement

- 90% of Secretariat members acquire practical skills in planning, implementation and data analysis of traffic surveys by the end of the Project.
- 80% of Secretariat members acquire advanced skills to conduct comprehensive demand forecast by the end of the Project.
- 70% of Secretariat members acquire advanced knowledge in the network analysis and planning optimum network improvement plan, identifying the priority corridor(s) by the end of the Project.
- 70% of Secretariat members acquire advanced skills to conduct the feasibility study of the priority project by the end of the Project.

Source: Project Design Matrix (PDM) Version 1.2



Achievement of Improvement on Technical Capacity

Self-evaluation result found:

- More than 70% of trainees answered their skills improved to 'Level 3: capable with assistance' for planning.

→ Challenge to improve skills to the next level (Level 4: capable without any assistance)

Rating Value

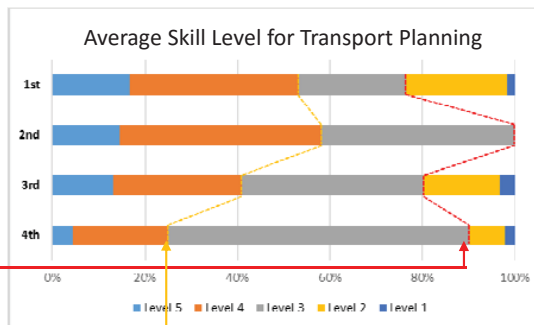
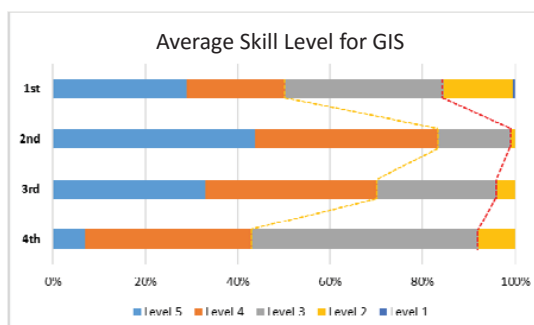
Level 1: I can't or don't know how to achieve the results

Level 2: I can or know how to achieve the results with fully support provided by other skilled staffs / manuals.

Level 3: I can or know how to achieve the results with occasionally or proper support by skilled staffs / manuals.

Level 4: I can or know how to achieve the results without any support / manuals.

Level 5: I am able to train other staffs.



External Training (ET): Cape Town Study Tour

- Cape Town selected as study site where MyCiTi BRT system operated in 2011.
- 21 members participated.
- From 12 June to 19 June 2016.
- Classroom lecture, workshop and site visit.
- Academic institution, consultant, transport operator involved as lecturer/facilitator.



Study Tour Participants

Institution	No. of Participants
ARU	1
DART	2
DCC	2
IMC	1
KMC	1
TMC	2
MLHSD	1
NIT	2
RO-RALG	2
SUMATRA	2
RAS	1
RAS-DSM	1
TANROADS	1
JICA Team	2
Total	21



Training Program in Cape Town

Mon. 13 June	<ul style="list-style-type: none"> - AM Cape Town Site visit - PM Hotel Session 1: Introduction to Cape Town and Transport Authority (TCT) - CBD walk-around hosted by ODA Consultant Nico McLachlan to view transport integration in PM peak hour
Tue. 14 June	<ul style="list-style-type: none"> - AM Site Visit to MyCiTi Phase 1 (BRT TO1 to Table View connecting to MyCiTi feeder to Big Bay) - PM Hotel Session 2: UCT Herrie Schalekamp – Key lessons from BRT, costs, moderation and operator structure.
Wed. 15 June	<ul style="list-style-type: none"> - AM Site visit to MyCiTi Phase 2 (intermediate) Route D01 /D02 to Khayelitsha - PM Hotel Session 3: Transport System Planning & Modelling Manager – Planning of Feeder routes and intermediate phase 2 routes
Thurs. 16 June	<ul style="list-style-type: none"> - AM Hotel Session 4: Findings, Applicability and adaptability to Dar es Salaam - PM Trip to Camp Bay, Houts Bay (end of My Citi line) and Simonstown
Fri. 17 June	<ul style="list-style-type: none"> - AM Hotel Session 5: BRT financial performance, subsidy issues, fare collection, engagement with daladala for public transport improvement. - Streetwise Parking Solutions: Overview of parking management technology used in Cape Town - PM Hotel Session 6: The prospect of hybrid transport systems – experience in Africa, current research projects.



Way Forward

- ITC accomplished as scheduled and to be continued.
- In order to role-out ITC to increase institutional capacity rather than individual capacity, following measures to be taken during the course of the project.
 - **Upgrade to ERB registered course**
 - **GIS and transport data to be open (Open Data)**
 - **Urban Transport Planning Guideline and Survey Manual**



**4th Joint Coordinating Committee Meeting
for Capacity Development Project for Improvement of
Dar es Salaam Transport (CUPID Phase-2)**

Date: Monday, 23rd October, 2017

Time: 8:30 – 12:00

Venue: Harborview Suites (9th Floor, J-Mall, Samora Avenue)

Agenda

1. Registration (8:30 – 9:00)
2. Self-introduction (9:00 – 9:10)
3. Opening Remarks by PS-PO-RALG (9:10 – 9:20)
4. Welcome Remarks by Chief Representative of JICA (9:20 – 9:30)
5. Confirmation of MM of 3rd JCC and Matters arising and actions taken (9:30 – 9:50)

- Tea Break -

6. Progress Report on Project Activities (10:20 – 11:00)
 - Exit Strategy of DUTA – *Expert Team*
 - PDCA cycle through pilot projects
 - PROJECT 1: Samora Avenue Renovation – *Ilala*
 - PROJECT 2: Improve Parking Control and Policy – *DCC*
 - PROJECT 3: Daladala and Bus Service Improvement – *SUMATRA*
 - PROJECT 4/5: CBD Traffic and Terminus Improvements – *Ilala*
 - Training for Urban Transport Planning – *NIT/Ardhi*
7. Project Completion Report (11:00 – 11:20) – *Expert Team*
 - Achievement of Project Output
 - Suggestions for enhancement of coordination mechanism
8. Discussion and Agreement (11:20 – 11:40)
9. Any Other Business (11:40 – 11:50)
10. Closing Remarks by PS-PO-RALG (11:50 – 12:00)

- Lunch -

**MINUTES OF THE 4TH JOINT COORDINATING COMMITTEE/STEERING
COMMITTEE MEETING**

OF

CAPACITY DEVELOPMENT PROJECT

FOR

THE IMPROVEMENT OF DAR ES SALAAM TRANSPORT (PHASE-2)

Based on the Record of Discussions signed on 30th May, 2014 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, entitled ‘Capacity Development Project for the Improvement of Dar es Salaam Transport’ (hereinafter referred to as ‘the Project’) was initiated on 28th October, 2014.

During the course of the Project, a team of Experts and counterparts are engaged in enhancement of a coordination mechanism among concerned Ministries/Agencies in the urban transport sector through (i) establishment of Dar es Salaam Urban Transport Authority (DUTA), (ii) implementation of the pilot projects and (iii) provision of OJT and training courses for urban transport planning and implementation.

The 4th Joint Coordinating Committee/Steering Committee meeting was held on 23rd October, 2017, at Harbour View Suites, involving the Steering Committee and Secretariat members of the Project, and it was confirmed and agreed among all the members as referred to in the documents attached hereto.

Dar es Salaam, 23rd October, 2017

Mr. Gilliard Ngewe
Director General
SUMATRA

Mr. Toshio Nagase
Chief Representative
JICA Tanzania

Mr. Michael Ole-Mungaya
Regional Administrative Secretary
Dar es Salaam Region

Mr. Kiminari Takahashi
Chief Advisor
JICA Expert Team

1. List of Attendances

TANZANIAN SIDE

1. Mr. Gilliard Ngewe	SUMATRA	Chairperson
2. Mr. Michael Ole-Mungaya	DSM-RS	Secretary
3. Mr. Charles Malik	PO-RALG	Member
4. Mr. Aloyce Subira	PO-RALG	Member
5. Prof. Evaristo Liwa	ARU	Member
6. Gloria Rweyendela	RFB	Member
7. Immaculata Senje	MLHHS	Member
8. Sekidia Riziki	DART	Member
9. Eng. John Shauri	DART	Member
10. Evelyne A. Maerere	MOHA	Member
11. Dr. Henjewele Patricia	KMC	Member
12. Reuben Elisante	DCC	Member
13. Tabu F. Shaibu	IMC	Member
14. Sauda Mbwire	IMC	Member
15. Eng. A. Masha	MOWTC	Member
16. Aunyisa Meena	MOWTC	Member
17. Bibiana P. Kawishe	UBC	Member
18. Iddi AbdAlla	TAZARA	Member
19. Aisha Kuwa	SUMATRA	Invited Secretariat
20. Eng. Allan Shula	IMC	Invited Secretariat
21. Servant Mulungu	KMC	Invited Secretariat
22. Rahma Mwinyi	MOWTC	Invited Secretariat
23. Josphehat Shehemba	DSM-RS	Invited Secretariat
24. Prosper Nyaki	NIT	Invited Secretariat
25. Lucas Edward	NIT	Invited Secretariat
26. Dr. Emmanuel Mchome	ARU	Invited Secretariat
27. Nzori Kinero	MLHHS	Invited Secretariat

JAPANESE SIDE

1. Toshio Nagase	JICA Tanzania Office	Co-chairperson
2. Teruaki Fuji	JICA Tanzania Office	Member
3. Lilian Masalu	JICA Tanzania Office	Member
4. Kiminari Takahashi	JICA Expert Team	Member
5. Faizer J. Mbage	JICA Expert Team	Member
6. Emmy Kasembe	JICA Expert Team	Member
7. Yumitko Takeda	JICA M/P Team	Member
8. Wataru Ohzono	JICA M/P Team	Member
9. Takao Ninomiya	JICA M/P Team	Member
10. Jackline Momburi	JICA M/P Team	Member
11. Mortone Leo	JICA M/P Team	Member

2. Confirmation of Agenda

The prepared agenda of the meeting was confirmed by the members as follows:

- a. Registration
- b. Self-introduction
- c. Opening Remarks by DG-SUMATRA
- d. Welcome Remarks by Chief Representative of JICA
- e. Confirmation of Minutes of 3rd JCC/ SC Meeting and Matters arising and Actions taken.
- f. Progress Report on Project Activities
 - Establishment of DUTA
 - PDCA cycle through pilot projects
 - PROJECT 1: Samora Avenue Renovation
 - PROJECT 2: Improve Parking Control and Policy
 - PROJECT 3: Daladala and Bus Service Improvement
 - PROJECT 4: CBD Terminus Improvements
- g. Project Monitoring Report
 - Achievement of Project Output
 - Suggestions for enhancement of coordination mechanism
- h. Discussion and Agreement
 - Way forward for legislating DUTA
 - Upscaling of the pilot project after completion of CUPID Phase 2
- i. Any Other Business
- j. Closing Remarks by Chief Representative of JICA

2.1 Registration

The registration began from 8:30 hours at the entrance of Harbour View Hotel (JMall) in which the guests registered their names and institutions that they represent.

2.2 Self-introduction

The Chairperson – Mr. Gilliard Ngewe arrived 09:40 hours. Before he gave opening remarks, members and distinguished guests had an opportunity to introduce themselves.

2.3 Opening of the Meeting

The Chairperson – Mr. Gilliard Ngewe, Director General of SUMATRA, called the meeting to order at **9.40 hours** after making few remarks regarding background information of the Project. The chairman opened the speech by briefing the audience on the traffic issues in Dar es Salaam. He thanked JICA for the continuous support for the improvement of the urban transport in Dar es Salaam and mentioned on-going Government’s challenges to the urban transport sector to calm chronic traffic congestion as the most critical issue in Tanzania.

2.4 Welcome Remarks from JICA

The Co-chairperson – Mr. Toshio Nagase, Chief Representative of JICA Tanzania Office, made remarks, by expressing sincere appreciation for the support extended for the Project for Capacity Development for the improvement of Dar es Salaam Transport Phase 2 (CUPID 2). He emphasized importance of the coordination among different ministries and agencies and stressed counterparts to continue by adopting urban transport policy and strategic plan/investment plan which will be drafted through on-going JICA’s Urban Transport Master Plan Review.

2.5 Submission of the Project Completion Report

Prior to the meeting, 45 copies of the Project Completion Report, together with the meeting agenda, and minutes of the 3rd JCC/SC meeting, were delivered to the JCC/SC and Secretariat members.

2.6 Confirmation of minutes of 3rd JCC/ SC Meeting and Matters arising and Actions taken.

The minutes of the 3rd JCC/SC meeting was confirmed without any corrections.

3. Progress Report and Project activities Presentation

A series of presentations made by JICA Experts and Secretariat members, following the meeting agenda.

3.1 An Exit Strategy of DUTA

Mr. Takahashi (JICA Expert) presented on the progress of DUTA, highlighting two optional exit strategies of DUTA: (i) Absorbing a coordination function into the existing RRB and (ii) Setting up a Steering Committee which functions as a coordination body.

3.2 Discussion on Exit Strategy of DUTA

A number of discussion points were made on the following issues:

- Mr. Meena (MOWTC) briefed the sub-component of WB's Dar Urban Transport Improvement Project, allocating 2 M USD for capacity development of MOWTC.
- He requested clarification indicating establishment of DUTA was supposed to be completed by JICA while operation of DUTA be supported by the WB.
- He also suggested Steering Committee option would be preferred and expressed that the MOWTC is ready to set up Steering Committee, chaired by PS to function as a coordination body to replicate or replace the DUTA function.
- Eng. Aloyce (PO-RALG) requested clarification on the ownership of DUTA.

Answers were provided by JICA Expert, stating that:

- Mr. Takahashi answered that during the Transport Sector Donor Coordination Meeting, held in May 2017, JICA Expert briefed the progress of DUTA, explaining JICA project to finalize the documents necessary to legislate the DUTA but cannot legislate the DUTA due to the political headwinds and shift of the ownership as well as time constraints. Following the presentation made by JICA, WB stated that WB emphasizes importance of setting up a coordination mechanism and would take an initiative to establish and operate the DUTA through the forthcoming Dar Urban Transport Improvement Project.
- Mr. Takahashi appreciated the commitment expressed by the MOWTC, setting up the Steering Committee and continuing a coordination function under the ministry. He also urged the necessity of legislating the DUTA which ensures sustainability of the coordination mechanism, through giving the power to generate its own fund and obligation to report internally and externally to ensure its performance which Steering Committee is not required for.
- Mr. Takahashi also expressed two options of the exit strategy of DUTA were not contradictory since Steering Committee under the ministry could function to coordinate at policy and strategic planning level while existing RRB could function as a coordination body at the project and program implementation level.
- Mr. Takahashi answered the ownership of DUTA currently placing in the MOWTC. He explained while DUTA initially suggested be placed in the PO-RALG, the PS of PO-RALG, during the 3rd JCC meeting, urged to shift the ownership of DUTA to the MOWTC due to the limited authority and responsibilities of PO-RALG in the urban transport sector.

3.3 PDCA Cycle through Pilot Projects

Selected secretariat members explained the pilot projects were planned as trial measures to test performance as well as provide lessons for full scale implementations. Various presenters outlined progress of the following pilot projects:

Project 1: Parking and Footpath Renovation on Samora Avenue

Project 2: Improve parking control and price policy

Project 3: Daladala & Bus Service Improvements

Project 4: CBD Terminus Improvements

Project 5: CBD Traffic Treatments and NMT

Project 6: Optimize & synchronize traffic

Project 7: Fringe Park & Ride with shuttle bus services

3.4 Discussion on Pilot Projects

A number of discussion points were made on the following issues:

- The Chairperson and members expressed appreciation for efforts made by JICA Expert and counterparts to complete selected pilot projects and performance derived from implementation of the pilot projects.
- The Chairperson requested all implementing agencies to complete the planned pilot projects (particularly, Pilot Project 6 and 7) and roll out the pilot project to accomplish the overall goal to improve the urban traffic.
- Mr. Aloyce (PO-RALG) requested clarification if the Design Guide considers NMT.
- Mr. Meena (MOWTC) requested JICA to consider extending the CUPID Project and implementing CUPID Phase 3.

Answers were provided by secretariat members and JICA Expert, stating that:

- Regarding Project 1, Eng. Allan (IMC) responded that IMC took the matter to Municipal Director to set aside the fund to improve the remaining section (between Morogoro Street and Askari Monument). However, IMC faced difficulties in allocating funds due to a transitional period of TARURA. Thus, IMC took the actions to invite private sector (advertisement company) to complete the project through PPP scheme. IMC also mentioned that the CUPID Project developed Design Guide which would be utilized in order to roll out the project.
- Regarding Project 6, Mr. Takahashi responded that a baseline survey was carried out by NIT to measure the traffic volume at selected intersections and which was analyzed to determine the optimum phase/timing of the traffic signal. However, this

project was not moved forward under the CUPID project due to the recent initiatives on installation/replacement of traffic signals by BRT projects and TANROADS.

- Regarding Project 7, Mr. Takahashi also responded this project was not moved forward under the CUPID project due to the initiatives made under the DMDP and forthcoming Dar Urban Transport Improvement Project by WB.
- Mr. Aloyce (PO-RALG) suggested that Park and Ride system should be designed at outskirts area of the CBD.
- Regarding the Design Guide, Mr. Takahashi responded that the Guide was prepared considering NMT.

3.5 Trainings for Urban Transport Planning

Mr. Nyaki (NIT) presented the outline and performance of the trainings carried out during the course of the project, highlighting (i) the set-targets (70-90% of secretariat members acquire practical and advanced skills for transport planning) were met through a series of technical training courses and (ii) these courses were absorbed in the academic courses and part of courses were registered by ERB and course materials were published as a guide book.

3.6 Project Completion Report

Mr. Takahashi, JICA Expert, presented the Project Completion Report, highlighting the achievement of the set target and suggestions for enhancement of coordinated transport projects/programs.

- Enhancement of a coordination mechanism is partially achieved with the following reasoning: (i) 36 secretariat meetings were held in total where planning and design of the projects/programs discussed and these progresses were monitored, (ii) DUTA concept note/operation plan and establishment bill prepared through a series of stakeholder meetings. However, this activity was not completed since the DUTA was not legislated but the exercise would continue through WB project (for legislation and operation of DUTA) and Steering Committee as well as RRB.
- Establishment of PDCA cycle through pilot projects is mostly achieved since more than 70% of the selected projects were designed and implemented and these design works were carried out and progress/performance were monitored through a series of secretariat meetings.
- Capacity development of secretariat members in urban transport planning was fully achieved, since nearly 90% of trainees gained skills improved to very competent or competent level to analyze and address the urban transport issues.

Mr. Takahashi also emphasized that development of unified urban transport policy and strategic plan/investment plan is indispensable for enhancement of a coordination mechanism among different agencies, which enables the line ministry to assign the proposed plan(s) stipulated in the policy to implementing agencies.

He proposed Plan of Operation and monitoring plan to institutionalize these urban transport policy and strategic plan/investment plan, indicating tasks, responsible agency and time-frame of these tasks, as summarized in the following table.

Tasks	Responsible agency	Expected Completion Date	Means of Verification
1. Development of Draft Urban Transport Policy	MOWTC/PO-RALG	3 rd Quarter 2018	Draft Urban Transport Policy
2. Development of Unified Urban Transport Strategic Plan/Investment Plan	MOWTC/PO-RALG/EAs	3 rd Quarter 2018	Draft Mid-term Investment Plan
3. Approval of Policy/ Strategic Plan/Investment Plan	MOWTC/PO-RALG	1 st Quarter 2020	Approved Urban Transport Policy and Mid-term Investment Plan
4. Setting up institutional framework (e.g., Steering Committee/RRB)	MOWTC/PO-RALG/RS-Office	4 th Quarter 2018	
5. Joint Sector Review	MOWTC/PO-RALG	1 st Quarter 2019 – Onward (Twice a year)	Sector Review Report Minutes of Meetings
6. Internal/External Audit (e.g., RRB, Council/Ministerial Report)	RS-Office/EAs	1 st Quarter 2019 – Onward	Progress Report (RRB) Annual Budget Plan (EAs) Council/Ministerial Report (EAs)
7. Legislation of DUTA	MOWTC/PO-RALG	4 th Quarter 2019	Approved Concept Note/Operation Plan Approved Establishment Bill Approved Cabinet Paper

3.7 Discussion on Project Completion Report

A number of discussion points were made on the following issues:

- Mr. Meena (MOWTC) shared the current status of the National Transport Policy, mentioning that National Transport Policy is under review work as instructed by President's Office and will soon be endorsed by the Minister once President's Office approves.
- He also explained the Transport Sector Review organized annually to jointly review the performance and achievement of the policy and strategic plan among all stakeholders in the transport sector.
- He suggested that DCC to take a coordination role, rolling out the project activities and being the owner of the Master Plan.

- Mr. Aloyce (PO-RALG) suggested to prepare the operational cost to complete the tasks proposed by JICA Expert.
- The Chairperson emphasized the importance of data center and research center for urban transport planning, referring to JICA supported project such as National Center for Transport Study in Manila.

Answers were provided by Chairperson and JICA Expert, stating that:

- The Chairperson emphasized to ensure continuity and sustainability of the project, following the tasks/plans proposed by JICA Expert Team.
- Mr. Takahashi urged that DCC has a limited capacity as a coordination body and as Completion Report suggested, the coordination mechanism should continue by RC (RRB) at the project/program level and the ministry at the policy level.
- Mr. Ole-Mungaya (Acting RAS) confirmed RS-Office being in charge of coordination to accelerate the plans/projects proposed under the project.
- The Chairperson instructed secretariat members to prepare the cost estimate to complete the tasks proposed by JICA Expert Team.

After all, JCC and secretariat members agreed that the counterpart agencies will continue and complete to work for the tasks suggested by Expert Team to enhance a coordination mechanism, including an exit strategy of DUTA and pilot project.

3.8 Any Other Business

In the AOB, Ms. Takeda (JICA M/P Team) provided information; regarding the progress of master plan review study, the date for the JCC meeting be held between 9th – 18th November 2017 and milestone of the master plan toward the completion by May 2017.

4. Closing Remarks by Chairperson

Before closing the meeting the Chairperson thanked all the members for their active participation and constructive comments during the meeting. During his closing remarks, the Chairperson requested the stakeholders and JICA to assist in establishing the National Center for Transport Study in East Africa. After his closing remarks, the meeting was closed at **13:00 hours**.

List of Abbreviations

ARU	Ardhi University
CUPID	Consensus for Urban Transport and Policy Improvement in Dar es Salaam
DART	Dar Rapid Transit Agency
DCC	Dar es Salaam City Council
DLGAs	Dar es Salaam Local Government Authorities
DUTA	Dar es Salaam Urban Transport Authority
IMC	Ilala Municipal Council
JCC	Joint Coordinating Committee
JICA	Japan International Cooperation Agency
KMC	Kinondoni Municipal Council
LGAs	Local Government Authorities
MLHSD	Ministry of Lands, Housing and Human Settlements Development
MOT	Ministry of Transport (Former)
MOW	Ministry of Works (Former)
MOWTC	Ministry of Works, Transport and Communications
M/P	Master Plan
NIT	National Institute of Transport
PO-RALG	President's Office- Regional Administration and Local Government
PMO-RALG	Prime Minister's Office- Regional Administration and Local Government (Former)
PS	Permanent Secretary
RAHCO	Reli Assets Holding Company
RAS	Regional Administrative Secretary
RS- DSM	Regional Secretary – Dar es Salaam
SC	Steering Committee
SUMATRA	Surface and Marine Transport Regulatory Authority
OJT	On the Job Training
TANROADS	Tanzania National Roads Agency
TAZARA	Tanzania Zambia Railway Authority
TMC	Temeke Municipal Council
UTA	Urban Transport Authority
ZTO	Zonal Traffic Office

MINUTES OF THE MEETING
ON
ENHANCEMENT OF A COODINATION MECHANISM AMONG TRANSPORT AGENCIES
FOR
THE CAPACITY DEVELOPMENT PROJECT FOR IMPROVEMENT OF DAR ES SALAAM
TRANSPORT (PHASE-2)
IN
THE UNITED REPUBLIC OF TANZANIA

In October 2014, the Japan International Cooperation Agency (hereinafter referred to as “JICA”) dispatched the JICA Expert Team for the implementation of the Capacity Development Project for Improvement of Dar es Salaam Transport (Phase-2) (hereinafter referred to as “the CUPID Project”) in order to enhance a coordination mechanism among relevant organizations in planning and implementation of the urban transport programs/projects.

Presently multiple agencies have various responsibilities for transport but there is little or no coordination between them, and there is no coherent or unified urban transport policy. A disconnect between policy and implementation, fragmented decision-making, unclear responsibility and ad-hoc planning and funding underlines the need for institutional body to improve management of the transport sector.

The Dar es Salaam Transport Authority (hereinafter referred to as “DUTA”) was first proposed in the 2008 JICA Transport Master Plan to provide the institutional framework for improved coordination of the transport sector. As part of the CUPID Project, JICA Expert Team together with selected Secretariat members were engaged in preparation of Concept Note for DUTA and drafting establishment bill of DUTA through a series of consultations among multiple agencies.

In order to facilitate establishment of DUTA and then improve the coordination mechanism among different agencies, the Ministry of Works, Transport and Communications (hereinafter referred to as “MOWTC”), President’s Office- Regional Administration and Local Government (hereinafter referred to as “PO-RALG”) and JICA confirmed and agreed with the items described in the attached sheets.

Dar es Salaam, , 2017

Dr. Leonard Chamuriho
Permanent Secretary
Ministry of Works, Transport
and Communications

Eng. Mussa Iyombe
Permanent Secretary
President’s Office - Regional
Administration and Local
Government

Toshio Nagase
Chief Representative
JICA Tanzania Office

1. List of Attendants

2. Confirmation of Agenda of the meeting

The agenda of the meeting was confirmed by the members as listed below.

1. Registration
2. Opening remarks
3. Discussion on the Steering Committee under the ministry (Objectives, functions, membership and meetings to be organized) and the draft Minutes of Meeting
4. AOB
5. Closing remarks

3. Opening remarks

4. Discussion on the Steering Committee under the ministry

Members of the stakeholder meeting discussed and agreed with the items below for enhancement of coordination mechanism among the urban transport agencies in the city of Dar es Salaam.

1. All parties acknowledged MOWTC will take the initiatives for establishment of DUTA/UTA and MOWTC will make every necessary action and coordination among different agencies to finalize, obtain approvals for, and enact establishment bill for DUTA/UTA.
2. All parties acknowledged the World Bank emphasizes the critical importance of having a lead institution like DUTA/UTA for developing an integrated and comprehensive urban transport systems and committed to supporting for operation of DUTA/UTA under forthcoming Dar es Salaam Urban Transport Improvement Project.
3. All parties agreed that while awaiting for establishment of DUTA/UTA, MOWTC will take an initiative to set up a steering committee, involving all urban transport related agencies, to establish a coordination mechanism among them.
4. All parties agreed that the functions of steering committee include but not limiting to:
 - a. Function as a strategic policy, planning and coordinating body, developing the vision and appropriate policy for the urban transport and city development, to achieve set goals.
 - b. Conducting long range planning and analysis, with prioritization of long range infrastructure investments
 - c. Agree on standards and regulatory guidelines and contract out specific service delivery where required
 - d. Monitor performance and outcomes
 - e. Plan and manage the overall transport network to ensure service coverage & service levels
 - f. Delegate implementation to the implementing agencies
 - g. Liaison, communications and stakeholder management

- h. Data collection, oversight and performance measurement
5. JICA agreed that a strategic policy with a vision and appropriate policy for the urban transport and city development for the city of Dar es Salaam will be developed and drafted by JICA's on-going urban transport master plan revision study and will be shared among steering committee members.
6. JICA agreed that a long-range planning and analysis, with prioritization of long range infrastructure investments will be developed and drafted by JICA's on-going urban transport master plan revision study and will be shared among steering committee members.
7. All parties agreed that MOWTC will take the initiatives to host a steering committee and organize regularly on quarterly basis and a steering committee will report the progress to the relevant ministries and steering committee members.
8. All parties also agreed that MOWTC will assign a secretariat(s) for a steering committee and will assist a secretariat(s) to be engaged in accomplishing functions a. to h. listed above.

5. Closing remarks

ANNEX -1: Proposed list of steering committee members

ANNEX -2: Draft Final Concept Note for the Dar es Salaam Urban Transport Authority (DUTA)
(Revision 10.1)

ANNEX -3: Draft Act for the Urban Transport Authority (UTA)

ANNEX -4: Summary of DUTA Stakeholder Meetings

ANNEX -1: Proposed list of steering committee members

1. MOWTC (Chaired by PS-Transport)
2. PO-RALG
3. MOF&P
4. MOLHSD
5. RFB
6. SUMATRA
7. DART
8. RAHCO
9. TAZARA
10. DSM-RS
11. TANROADS Dar es Salaam
12. TARURA Dar es Salaam
13. Dar es Salaam City Council
14. Ilala Municipal Council
15. Kinondoni Municipal Council
16. Temeke Municipal Council
17. Ubungo Municipal Council
18. Kigamboni Municipal Council
19. Zonal Traffic Police Dar es Salaam

MEMORANDUM OF UNDERSTANDING
BETWEEN
REGIONAL COMMISSIONER DAR ES SALAAM
AND
JAPAN INTERNATIONAL COOPERATION AGENCY
ON
ENHANCEMENT OF A COODINATION MECHANISM AMONG TRANSPORT AGENCIES
FOR
THE CAPACITY DEVELOPMENT PROJECT FOR IMPROVEMENT OF DAR ES SALAAM
TRANSPORT (PHASE-2)
IN
THE UNITED REPUBLIC OF TANZANIA

In October 2014, the Japan International Cooperation Agency (hereinafter referred to as “JICA”) dispatched the JICA Expert Team for the implementation of the Capacity Development Project for Improvement of Dar es Salaam Transport (Phase-2) (hereinafter referred to as “the CUPID Project”) in order to enhance a coordination mechanism among relevant organizations in planning and implementation of the urban transport programs/projects.

Presently multiple agencies have various responsibilities for transport but there is little or no coordination between them, and there is no coherent or unified urban transport policy. A disconnect between policy and implementation, fragmented decision-making, unclear responsibility and ad-hoc planning and funding underlines the need for institutional body to improve management of the transport sector.

The Dar es Salaam Transport Authority (hereinafter referred to as “DUTA”) was first proposed in the 2008 JICA Transport Master Plan to provide the institutional framework for improved coordination of the transport sector. As part of the CUPID Project, JICA Expert Team together with selected Secretariat members were engaged in preparation of Concept Note for DUTA and drafting establishment bill of DUTA through a series of consultations among multiple agencies.

In order to facilitate establishment of DUTA and then improve the coordination mechanism among different agencies, both Regional Commissioner Dar es Salaam (hereinafter referred to as “RC”) and JICA confirmed and agreed with the items described in the attached sheets.

Dar es Salaam, _____, 2017

Paul Makonda
Regional Commissioner
Dar es Salaam Region

Toshio Nagase
Chief Representative
JICA Tanzania Office

(Witnessed by)

Dr. Leonard Chamuriho
Permanent Secretary
Ministry of Works, Transport
and Communications

Eng. Mussa Iyombe
Permanent Secretary
President’s Office - Regional
Administration and Local
Government

ATTACHMENT

1. All parties acknowledged Ministry (e.g., Ministry of Works, Transport and Communications) will take the responsibility for establishment of DUTA/UTA, finalizing, obtaining approvals for, and enacting establishment bill for DUTA/UTA.
2. All parties acknowledged the World Bank emphasizes the critical importance of having a lead institution like DUTA/UTA for developing an integrated and comprehensive urban transport systems and committed to supporting for operation of DUTA/UTA under forthcoming Dar es Salaam Urban Transport Improvement Project.
3. RC agreed that while awaiting the establishment of DUTA/UTA, RC will continue to host Regional Road Board, involving all urban transport related agencies, to improve a coordination mechanism among them.
4. RC agreed that the following functions will be absorbed to the Regional Road Board (but not limited to):
 - a. Advise on establishing the functions of a strategic policy, planning and coordinating body, which develops the vision and appropriate policy for the urban transport and city development, and to achieve set goals;
 - b. Advise on conducting long range planning and analysis, with prioritization of long range infrastructure investments;
 - c. Monitor performance and outcomes;
 - d. Advise to plan and manage the overall transport network to ensure service coverage & service levels;
 - e. To delegate implementation to the implementing agencies;
 - f. Conduct liaison, communications and stakeholder management;
5. JICA agreed that a strategic policy with a vision and appropriate policy for the urban transport and city development for the city of Dar es Salaam will be developed and drafted by JICA's on-going urban transport master plan revision study and will be shared among Regional Road Board members.
6. JICA agreed that a long-range planning and analysis, with prioritization of long range infrastructure investments will be developed and drafted by JICA's on-going urban transport master plan revision study and will be shared among Regional Road Board members.
7. RC agreed that members of Regional Road Board will be extended but not limited to the members listed in Annex 1.
8. RC agreed that RC will host Regional Road Board and organize regularly, say on quarterly basis, as stipulated in the Regional Road Board Act and Regional Road Board will report the progress to the members.
9. RC also agreed that RC will assign a under secretariat(s) for a secretariat of Regional Road Board (Regional Administrative Secretary) and will assist a under secretariat(s) to be engaged in accomplishing functions a. to f. listed above.

ANNEX -1: Proposed list of RRB members

ANNEX -1: Proposed list of RRB members (only public agencies are listed below)

1. DSM-RS (RC as Chair and RAS as Secretariat)
2. MOWTC *
3. MOLHSD *
4. RFB *
5. SUMATRA
6. DART
7. RAHCO
8. TAZARA
9. TANROADS Dar es Salaam
10. TARURA Dar es Salaam
11. Dar es Salaam City Council
12. Ilala Municipal Council
13. Kinondoni Municipal Council
14. Temeke Municipal Council
15. Ubungo Municipal Council
16. Kigamboni Municipal Council
17. Zonal Traffic Police Dar es Salaam

* Proposed as observers

DRAFT



Capacity Development Project for the Improvement of Dar es Salaam Transport (Phase-2)

Project Completion Report

23rd October 2017

Expert Team and Secretariat



Contents of the Presentation

1. Project outline - Project Design Matrix
2. Project implementation structure
3. Major progress of each activity
4. Issues arising/actions taken
5. **Achievement of Project Output**
6. **Suggestions for enhancement of coordination mechanism**



1. Project outline - Project Design Matrix

Project title:

The Capacity Development Project for Improvement of Dar es Salaam Transport (Phase-2)

Project period:

3 years (Oct 2014 to Oct 2017)

Target area:

Dar es Salaam

Target group:

Secretariat and Steering Committee established under the Project

1. Project outline - Project Design Matrix

Overall Goal:

Traffic conditions in Dar es Salaam are improved.

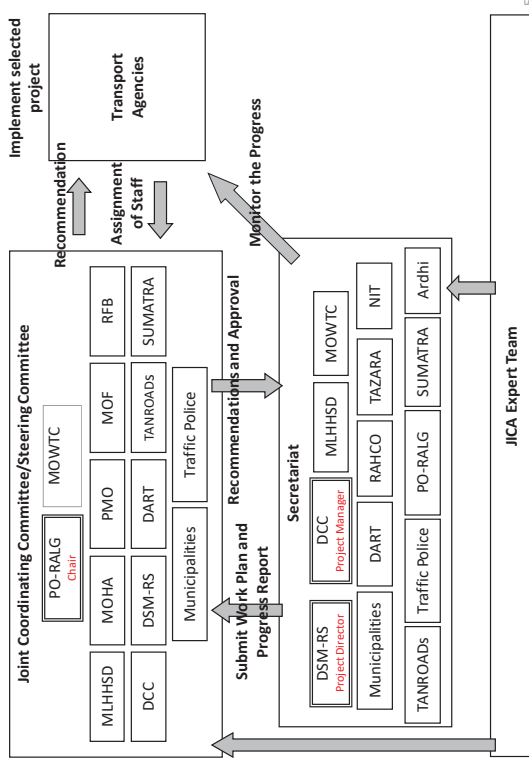
Project Purpose:

A coordination mechanism in related organizations is well-functioning which ensures coordination in planning and implementation of selected project(s)

Project Outputs:

1. A coordination mechanism among the relevant agencies is enhanced towards establishment of DUTA.
2. Organizational capacity on planning, implementation, monitoring and evaluation (PDCA) of the relevant agencies is strengthened through selected project(s).
3. Technical capacities to address urban transport issues are improved through various training methods.

2. Project implementation structure



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3. Major progress of each activity

Activity 1: Establishment of DUTA

Major progress:

- 1) Concept paper on UTA drafted by PO-RALG by 2014.
- 2) Four stakeholder meetings held in Dec 2014, Aug 2015, Sep 2016 and Sep 2017 and a series of Secretariat meetings (36 meetings) held where comments on concept paper collected from various ministries/agencies.
- 3) Consultative meetings with WB mission held. WB committed to support establishment/operation of DUTA through Dar Urban Transport Improvement Project, setting aside 5 M USD.
- 4) Concept paper/operational plan and establishment bill on DUTA prepared.
- 5) Minutes of meeting (to be signed by PSs)/MOU (signed by RC) prepared and agreed as an exit strategy.

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3. Major progress of each activity

Activity 2: PDCA through pilot projects

Major Progress

- 1) Concept plan of 7 pilot projects discussed and agreed in 2nd JCC/SC in Aug, 2015.
- 2) Design/implementation of 5 pilot projects completed.
 - Project 1: Samora Ave. Renovation (Partially Completed)
 - Project 2: Improve parking control & price policy (Completed)
 - Project 3: Daladala & bus service improvements (Completed)
 - Project 4: CBD terminus improvements (Design completed)
 - Project 5: CBD traffic circulation project (Partially Completed)
- 3) Street design guide/discussion papers on pilot project plan prepared and discussed. Street design guide accepted and published.
- 4) Baseline and endline survey conducted to evaluate performance.

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3. Major progress of each activity

Activity 3: Training

Major Progress:

- 1) 9 intensive training sessions held to gain capacity for urban transport planning.
 - Session 1: Outline of GIS (July 2015)
 - Session 2: Transport Survey (Sep 2015)
 - Session 3: Situation Analysis by GIS (1) (Sep 2015)
 - Session 4: Demand Forecast (1) (Dec 2015)
 - Session 5: Data Editing by GIS (Dec 2015)
 - Session 6: Demand Forecast (2) (March 2016)
 - Session 7: Situation Analysis by GIS (2) (May 2016)
 - Session 8: Project Evaluation (July 2016)
 - Session 9: Demand Forecast (3) and Situation Analysis by GIS (3) (Dec 2016)
- 3) Study visit in Cape town (June 2016) and Jakarta (July 2017) conducted.
- 4) Intensive training registered by ERB in Jan 2017. Two ERB training courses conducted in Aug 2017.
- 5) Guide Book developed and published by NIT/Ardhi

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4. Issues arising/actions taken

Activity 1: Establishment of DUTA

Issues arising:

- Denial against Super Authority and consensus on coordination body.
- General election and organizational changes interfere
- Ownership of DUTA shifted from PO-RALG to MOWTC
- Time constraints for approval process and legislation

Actions taken:

- Donor coordination: WB to support establishment and operation of DUTA through Dar Urban Transport Improvement Project (BRT Phase 3/4)
- Exit strategy: Steering committee and RRB continue to function as coordination body. Minutes/MOU to be signed by PSS and RC.

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4. Issues arising/actions taken

Activity 2: PDCA through pilot projects

Issues arising:

- Mainstreaming and unified agenda
- Organizational changes interfere (e.g., Local roads from LGAs to TARURA)
- Role-out project activities

Actions taken:

- Planning in line with development agenda (e.g., Street Beautification)
- Preparation of tool kits (e.g., Street Design Guide, Draft PBC contract)
- Private sector involvement (Ticketing system suppliers, advertisement companies, daladala operators)

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4. Issues arising/actions taken

Activity 3: Training

Issues arising:

- Training limited to secretariat members
- Sustainability to maintain capacity acquired
- Role-out project activities

Actions taken:

- Academic institutions (e.g., Ardhi/NIT) engaged in training as trainer to role-out and ensure sustainability.
- Registration to ERB training course
- Publication of Guide Book for Urban Transport Planning

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5. Achievement of Project Output

Activity 1: Establishment of DUTA

Expected output:

- DUTA establishment bill developed during first year.
- Further actions towards establishment of DUTA taken during second/third year.

Achievement → Partially achieved

- DUTA concept paper/operation plan and establishment bill prepared through series of Stakeholder Meetings and secretariat meetings.
- These documents be reviewed and finalized and bill be enacted through WB project.
- Minutes/MOU prepared to continue coordination among different agencies

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5. Achievement of Project Output

Activity 2: PDCA through pilot projects

Expected Output:

- 70% of selected projects appear in budget plan/pipeline of concerned implementing agencies by end of the Project.
- All implementing agencies encompass PDCA by end of the Project

Achievement → **Mostly achieved**

- Among 7 selected pilot projects, 4 pilot projects fully or partially completed. One project designed and awaiting for implementation.
- Design of the project coordinated among respective agencies. Progress/performance monitored through series of secretariat meetings.

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5. Achievement of Project Output

Activity 3: Training

Expected output:

- 70-90% of Secretariat members acquire practical and advanced skills for urban transport planning.

Achievement → **Fully achieved**

- 9 technical trainings held. More than 70% of trainees answered their skills improved to 'competent level' for analysis and propose countermeasures to address urban transport issue.
- Two ERB registered trainings completed by Ardhi/NIT.

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6. Suggestions for enhancement of coordination mechanism

6 assumptions for successful coordinated urban transport project:

1. Urban transport policy endorsed and translated into strategic plan/investment plan
2. Policy/strategic plan unified
3. Plan/design of the project prepared in line with the policy
4. Policy/strategic plan/design of the project owned by the agency
5. Agency has obligation to report the performance of the project
6. Project involves wide range of stakeholders, including private sector

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Pre-conditions and performance of the pilot project (1/2)

	In line with Development Agenda	Owner of Planning/ Design	Obligation to Report	Wide stakeholder/ private Involvement	Result
1. Samora Avenue Renovation	N	Y (JICA/Ijala/ DCC)	N (JICA)	Y (JICA)	B (JICA section completed)
2. Parking Management Scheme	Y (Strategic Plan)	Y (DCC/JICA)	Y (Council, Internal audit, Board)	Y (Public/ Private)	A (Pilot completed by DCC)
3. Public Transport Improvement Program	Y (Strategic Plan)	Y (SUMATRA/ Private/JICA)	Y (Board, Internal audit, Report to PS)	Y (Private/ Daladala operators)	A (Pilot completed by SUMATRA)
4. Bus Terminus Improvement	N	Y (JICA)	N	Y (Private)	C (Only Planning)

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Pre-conditions and performance of the pilot project (2/2)

	In line with Development Agenda	Owner of Planning/ Design	Obligation to Report (Monitoring/ Evaluation)	Wide stakeholder/ private Involvement	Result
5. CBD Traffic Circulation Improvement Project	Y (Street Beautification by RC)	Y (Ilala)	N	N	B (Partially by Beautification Project)
6. Traffic Control	N	N	N	N	D (Not implemented due to on-going initiatives by Tanroads/DAR T)
7. Park and Ride	N	N	N	N	D (Not implemented)

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6. Suggestions for enhancement of coordination mechanism

For successful coordinated urban transport project/program :

Key tools: Refer to on-going JICA's Transport Master Plan Review

1. Urban transport policy
2. Unified strategic plan/investment plan

Key systems:

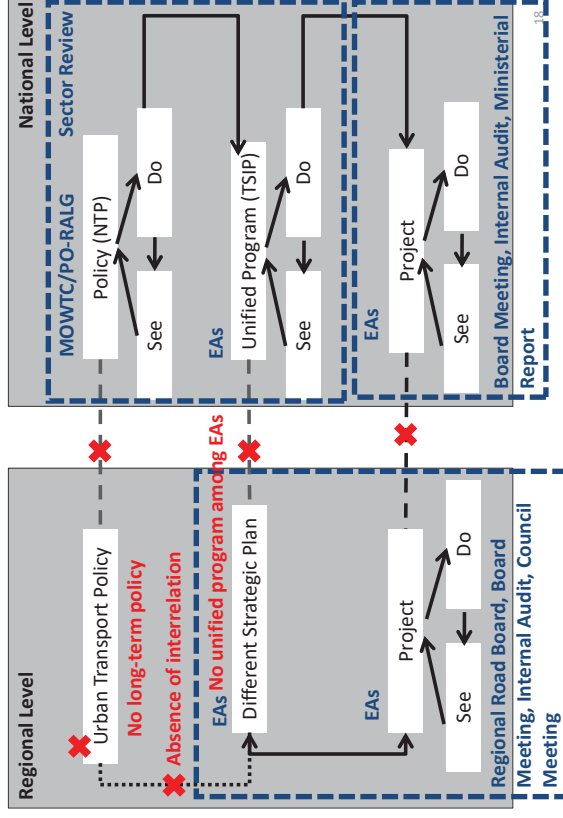
1. Sector review by Ministry/Region
2. Joint project/program monitoring by Region (e.g., RRB)
3. Internal/external audit within EAs

Key conditions:

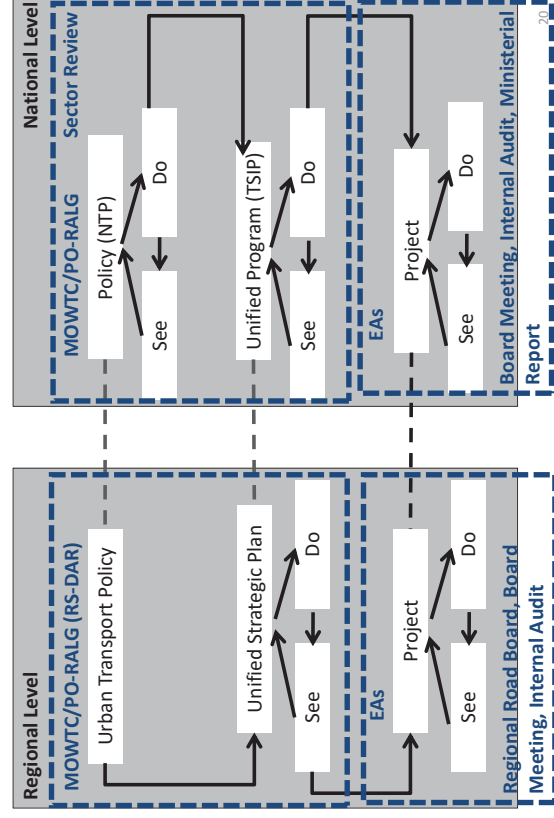
1. Coordination body (e.g., RRB, Steering committee, DUTA)
2. Ownership of policy/unified strategic plan (Ministry/Region/EAs)
3. Sustainable and diversified funding, including private investment

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Present Institutional Coordination Mechanism



Proposed Institutional Coordination Mechanism



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6. Suggestions for enhancement of coordination mechanism

Plan of Operation for Enhancement of Coordination Mechanism

	17 4 O	2018			2019			2020					
		1	2	3	4	1	2	3	4	1	2	3	4
1. Development of Draft Urban Transport Policy													
2. Development of Unified Urban Transport Strategic Plan/Investment Plan													
3. Approval of Policy/ Strategic Plan/Investment Plan													
4. Setting up institutional framework (e.g., Steering Committee/RRB)													
5. Joint Sector Review													
6. Internal/External Audit (e.g., RRB, Council/Ministerial Report)													
7. Legislation of DUTA													
(JICA Urban Transport Master Plan Review Study)													
(WB Dar Urban Transport Improvement Project)													

6. Suggestions for enhancement of coordination mechanism

Monitoring Plan for Enhancement of Coordination Mechanism

Tasks	Responsible agency	Expected Completion Date	Means of Verification
1. Development of Draft Urban Transport Policy	MOWTC/PO-RALG	3 rd Quarter 2018	Draft Urban Transport Policy
2. Development of Unified Urban Transport Strategic Plan/Investment Plan	MOWTC/PO-RALG/EAs	3 rd Quarter 2018	Draft Mid-term Investment Plan
3. Approval of Policy/ Strategic Plan/Investment Plan	MOWTC/PO-RALG	1 st Quarter 2020	Approved Urban Transport Policy and Mid-term Investment Plan
4. Setting up institutional framework (e.g., Steering Committee/RRB)	MOWTC/PO-RALG/RS-Office	4 th Quarter 2018	
5. Joint Sector Review	MOWTC/PO-RALG	1 st Quarter 2019 – Onward (Twice a year)	Sector Review Report Minutes of Meetings Progress Report (RRB)
6. Internal/External Audit (e.g., RRB, Council/Ministerial Report)	RS-Office/EAs	1 st Quarter 2019 – Onward	Annual Budget Plan (EAs) Council/Ministerial Report (EAs)
7. Legislation of DUTA	MOWTC/PO-RALG	4 th Quarter 2019	Approved Concept Note/Operation Plan Approved Establishment Bill Approved Cabinet Paper



Capacity Development Project for the Improvement of Dar es Salaam Transport (Phase-2)

Exit Strategy of DUTA

23rd October 2017

JICA Expert Team



2

Progress Report on DUTA

1. Outline of DUTA
2. DUTA at present
3. Exit Strategy of DUTA

1. Outline of DUTA

Extensive consultation and consensus to establish DUTA

- **2008:** Original concept proposed by JICA Urban Transport Master Plan.
- **2009:** EU carry out FS on DUTA
- **2015-2017:** Concept note prepared by JICA/PO-RALG/MOWTC through stakeholder meetings
- **2016:** Establishment of coordination mechanism in urban transport sector stated in Draft National Transport Policy

Time to establish DUTA

- DUTA to be an **owner of Urban Transport Master Plan** (JICA update in 2018)
- **Mega transport projects** awaiting: Commuter Rail/MRT (on-going study by RAHCO/JICA), Expressway (PPP study by TANROADS), etc.
- WB to support establishment/operation of DUTA through BRT Phase 3/4 Project, setting aside 5 M USD.

3

1. Outline of DUTA

Stakeholder consultations completed

Stakeholder consultations and submissions have been received from the following:

- TMC - Temeke Municipal Council
- KMC - Kinondoni Municipal Council
- IMC - Ilala Municipal Council
- DART - Dar Rapid Transit Agency
- TANROADS - Tanzania National Roads Agency
- NIT - National Institute of Transport
- MOWTC - Ministry of Works, Transport and Communications
- DCC - Dar es Salaam City Council
- PO-RALG - President's Office- Regional Administration and Local Government
- RFB - Road Fund Board
- TAZARA - Tanzania Zambia Railway Authority
- SUMATRA - Surface and Marine Transport Regulatory Authority
- ZTO - Zonal Traffic Officer Police
- RS DSM- Regional Secretary- Dar es Salaam
- MLHSD - Ministry Of Land Housing And Human Settlement Development
- RAHCO - Reli Assets Holding Company
- ARU - Ardhhi University

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1. Outline of DUTA

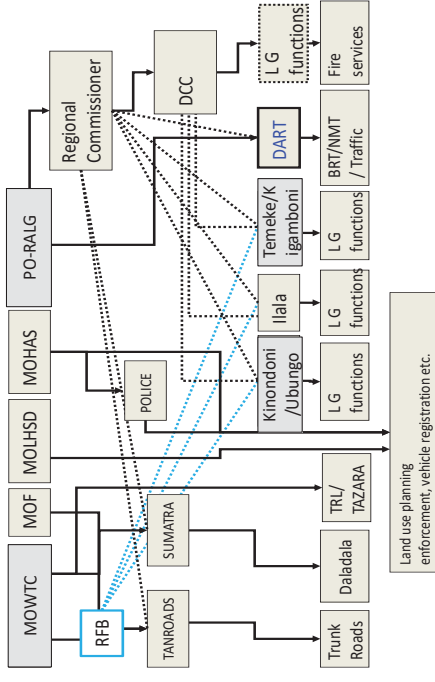
Proposed function of DUTA

- Function as a strategic policy, planning and coordinating body,** proposing the vision and appropriate policy to line ministry to achieve set goals.
- Conducting long range planning and analysis,** with prioritization of long range infrastructure investments
- Monitor performance and outcomes
- Plan and manage the overall transport network to ensure service coverage & service levels
- Delegate implementation to the implementing agencies**
- Liaison, communications and stakeholder management
- Data collection, oversight and performance measurement
- Power to levy charges, duties and taxes and raise its own revenue**

5

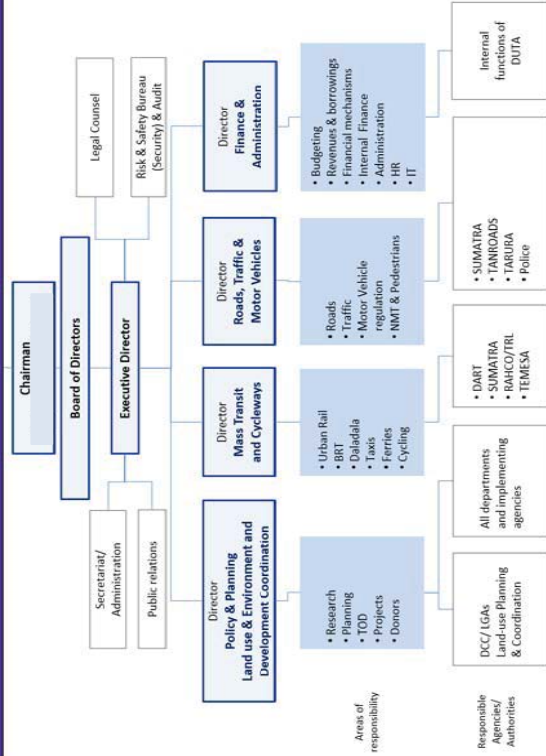
1. Outline of DUTA

Outline of Present Organisational Layout



6

DUTA Organisational Structure showing Function



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2. DUTA at present

Establishment of DUTA at risk

- Policy change:** there are political headwinds against the formation of new institutions under the current administration.
- Ownership:** Suggested to shift the owner of DUTA to MOWTC.
- Time constraint:** JICA CUPID project concludes in Oct 2017

Discussion on exit strategy of DUTA

- Secretariat discussed and appraised option of **RRB to absorb a coordination mechanism** as an exit and intermediate strategy
- Directors during 3rd stakeholder meeting suggested option of **Steering Committee** to function as a coordination body.

3. Exit Strategy – RRB to absorb DUTA function

Legislation of Regional Road Board:

- Regional Road Board established in 1967 by an Act to establish a Regional Road Board.
- The function is to **advise and make recommendations to the Minister** respecting construction, improvement, alternation, re-construction, maintenance and supervision of highways, ferries, air within the region.
- The Board consists of **(i) RC, (ii) MPs, (iii) DCs, (iv) Mayors/Councilors and (v) Directors/Technocrats of road/transport agencies.**
- **RAS serves as the Secretariat** of the Board
- The Board shall be held not less than once in every three months.

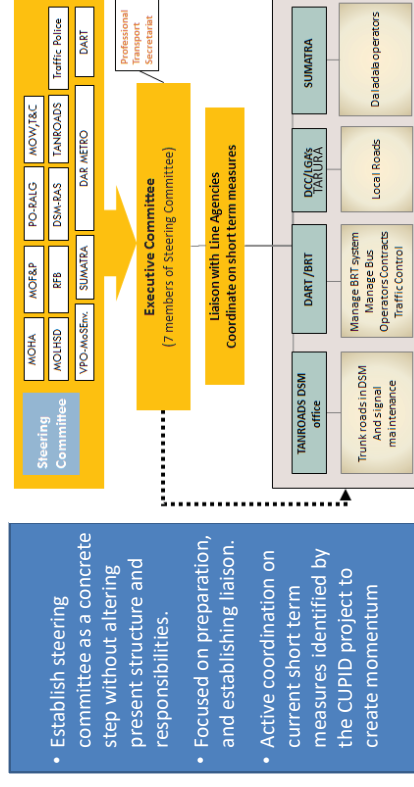
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Asante Sana



3. Exit Strategy – Steering Committee



- Establish steering committee as a concrete step without altering present structure and responsibilities.
- Focused on preparation, and establishing liaison.
- Active coordination on current short term measures identified by the CUPID project to create momentum

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Appendix: Possible financial sources for DUTA

1) DUTA's financial function and operational cost:

- Operational cost for DUTA at 1.5 to 2.0 MU\$D per year, including staffing, R&D, trainings.
- DUTA to have its own financial muscle (i.e., development funds).

2) Principle of taxation by DUTA:

- Taxation should be **fair and simple (easy to collect) and sizable (revenue covers collection expenses).**
- DUTA funds should be **special fund.**
- Most vehicle related tax/duties/charges/fees applied are special funds

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Appendix: Possible financial sources for DUTA

3) Possible financial sources of DUTA:

Type	Tax/duties/charges/fees	Method	Fair	Simple	Size
Use of car	Road user charge	Increase road user charge, Purchase permit sticker, tollgate	Y	N	Y/N
	Congestion charge	Purchase permit sticker, tollgate	Y	N	N
	Parking levy	Increase in parking fee, Purchase permit per parking space	Y	Y/N	N
Other	Urban development levy	Increase in property/land tax, Head/poll tax	Y/N	Y/N	Y
	Transport tax	Increase in individual income tax	N	N	Y

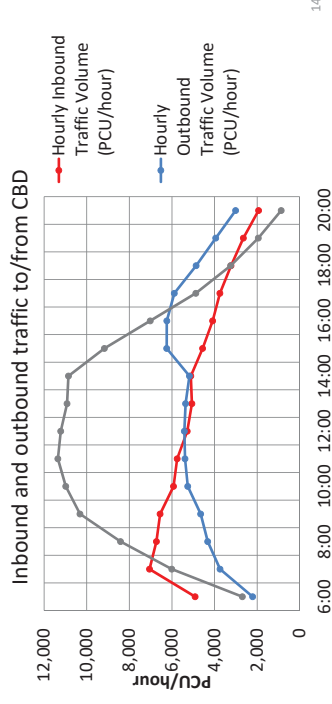
13

Appendix: Possible financial sources for DUTA

4) Preliminary study on DUTA funds:

Congestion charge: 1.7 M USD per annum

- Area: CBD, Kariakoo
- Assumption: 50,000 PCUs (morning peak) * 60% (private cars) * 50% (coverage) * 1,000 Tshs
- Method: Purchase annual levy sticker, Increase in parking charge



14

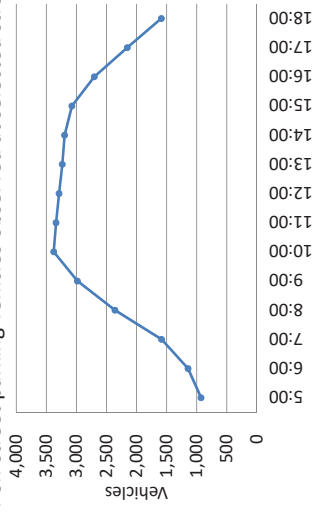
Appendix: Possible financial sources for DUTA

4) Preliminary study on DUTA funds:

Parking levy: 2.6 M USD per annum

- Area: CBD, Kariakoo
- Assumption: 12,000 vehicles * 4 hours (average parking hours)* 500 Tshs/hour
- Method: Increase in parking charge

No. of on-street parking vehicles observed at selected streets in CBD



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Appendix: Possible financial sources for DUTA

4) Preliminary study on DUTA funds:

Urban Transport Levy: 4.4 M USD per annum

- Assumption: 1.5% of vehicle import value
- Method: Increase road user charge

Urban Development Levy: 3.5 M USD per annum

- Assumption: 50% of property tax increase
- Method: Increase property tax

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Tip: Motor Vehicle Registration Taxes

- Annually, TRA collects around **800 Billion Tshs** (2015) for car registration/ road user charge.
- New Urban Transport Levy** (same to Railway Dev Levy) can be introduced and allocated to DUTA.

Source	Rate	Tax (in Bil Tshs)
Motor vehicle taxes		
1) Import Duty	10%-25%	188.27
2) Excise Duty	5%-10%	39.84
3) Excise Duty on Aged Vehicle	15%-30%	109.30
4) VAT	18%	270.99
5) Railway Dev Levy	1.5%	9.71
6) Customs Processing Fee	0.6%	8.00
7) Motor Vehicle Transfer Fee	Shs 50,000	10.11
8) Motor Vehicle Registration Fee Shs 45k to150k		42.66
9) Motor Vehicle Annual Fee Shs 50k to 250k		119.83
10) Personalized Plate Number Shs 5 M		0.17
Total		798.89

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Tip: Roads Fund Board

- RMF collects **722 Billion Tshs** in 2015/16.
- 10% of the RMF is allocated for administration cost for Ministry/PO-RALG to develop policy/projects and monitor its performance.
- 70% of total Roads Fund is allocated for TANROADS (Trunk and Regional roads) and 30% is for LGAs (District, Feeder and Urban roads).
- DUTA can **coordinate in funding disbursement among TANROADS and LGAs and monitor the performance, and part of administration cost be covered by RMF.**

Source	Tax (in Bil Tshs)
Roads Fund Board	
1) Fuel Levy	705.09
2) Transit Charges	9.43
3) Overloading Fees	8.05
Total	722.57

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Tip: Land and Property Tax

- LGAs in Dar generates nearly **15 Billion Tshs** per year from property tax. Since property valued by degree of transport access/service, DUTA can receive incremental revenue from property tax.

LGAs	Own Revenue by Source (Million Tshs)				Total in Dar
	Year	Ilala	Kinondoni	Temeke	
		2014	2014/15	2014/15	
Property Tax	9,539	3,390	1,879	14,808	
Business License Fees	4	2,015	1,375	3,394	
Service Levy	13,136	10,040	12,493	2,720	38,389
Billboards Permit Fees	4	1,446	1,074		2,524
Central Bus Stand Fee		273		1,547	1,820
Parking Fee	0	1	9	258	268
Taxi License Fee	0	0	2		2
Others	12,101	7,782	15,244	1,187	36,313
Total Revenue	36,800	26,960	32,076	5,712	101,548

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Tip: Current Transport-related Budget in Dar

- Currently, around **150 to 200 M USD** in total spent annually for improvement of transport infrastructure in Dar.
- DUTA to **function as a coordinator of existing funds allocation such as donor funds and road funds through agreed strategic planning and monitoring/evaluation by secretariat/board.**

2015 road-related budget by LGAs/TANROADS

Source	Budget (M Tshs)	(in M USD)
Donor Funds	169,073	79
Road Funds	68,695	32
LG Funds and Own Source	103,924	48
Total	341,692	159

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PDCA Cycle through Selected Pilot Projects

For 4th JCC Meeting
On 23rd October 2017

Thinking and Working Together for a Livable City

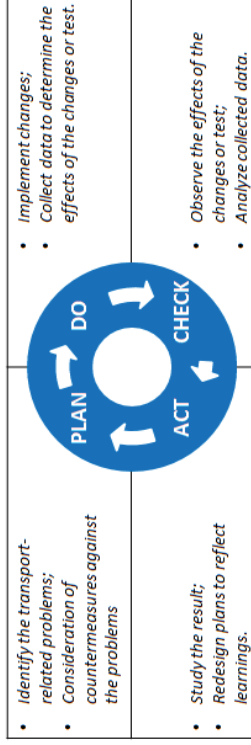
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1. Introduction

PDCA Cycle

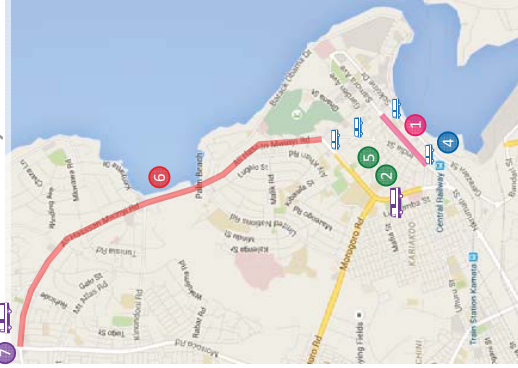
Pilot projects planned as trial measures to test performance as well as providing lessons for full scale implementation.



2. Planning for Pilot Projects

Selected Priority Short Term Projects

- Project 1: Parking and footpath renovation on Samora Ave.
- Project 2: Improve parking control & price policy
- Project 3: Daladala & bus service improvements
- Project 4: CBD Terminus improvements
- Project 5: CBD Traffic treatments
- Project 6: Optimise & synchronize traffic signals
- Project 7: Fringe Park & Ride with shuttle bus services



3. Progress of Pilot Projects

Project 1: Parking and Footpath Renovation on Samora Ave

Objective: To provide walkable space and smooth traffic flow

- Scope of works:**
- (1) Remove on-street parking cars (except dedicated parking lay-bys)
 - (2) Improve/renovate walkway
 - (3) Install lane markings
 - (4) Plant shade trees and vegetation

Ownership: Ilala Municipality (Financer: JICA)



3. Progress of Pilot Projects

Project 1: Parking and Footpath Renovation on Samara Ave

Overall Progress:

- Preparation of concept plan: to Nov 2015
- Preparation of preliminary design and cost estimate: Jan 2016 to March 2016
- Baseline traffic survey: April 2016
- Stakeholder meetings and project notification : July to August 2016
- MOU signed: Sep 2016
- Preparation of bidding document: Oct to Nov 2016
- Bidding: Dec 2016
- Construction and supervision: Jan to Aug 2017
- Handover ceremony: 16th Aug 2017
- Endline traffic survey and project evaluation: Sep 2017



Before and After (Clock Tower Roundabout – Aggrey Street)



Before and After (Clock Tower Roundabout – Aggrey Street)



Before and After (Clock Tower Roundabout – Aggrey Street)



3. Progress of Pilot Projects

Project 1: Parking and Footpath Renovation on Samora Ave

Major achievement/Way forward:

- Improved on-street parking and footpath and improved local perception
- Advised to role-out the project utilizing Urban Street Design Guide

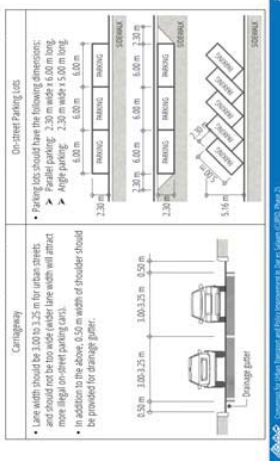
Monitoring Indicator	Unit	Before Project (Actual)	After Project (Actual)	After Project (Target)
Car Traffic	Vehicle/hr	825	Max 1,200-1,500	1,000
Pedestrian Traffic	Nos/hr	2,152	2,519	>2,150
% of Footpath Use	%	69%	99.9%	100%
Illegal/Non-legal Parking	Vehicle	54	0	0
On-street Parking	Vehicle	13	27	22
Satisfaction (Pedestrian)	%	58%	97%	70%
Satisfaction (Parking)	%	26%	66%	50%
Support to Project	%	87%	97%	95%

3. Progress of Pilot Projects

Project 1: Parking and Footpath Renovation on Samora Ave

3.3 Carriageway and On-street Parking

- Carriageway width of urban streets should be separately considered with the design standards for inter-city trunk roads.
- Provision of on-street parking space may be necessary to be considered depending on the necessity and availability of space.



3. Progress of Pilot Projects

Project 2: Improve parking control & price policy

Objective:

- To improve parking policy, management of parking revenue and manage on-street parking demand
- To substantially increase parking revenues by increasing revenue capture

Scope of works:

- Provide advice and guidance on new parking service agreements
- Establish electronic payment system (cashless)
- assist to implement new parking contracts

Ownership:

DCC



Overall Progress:

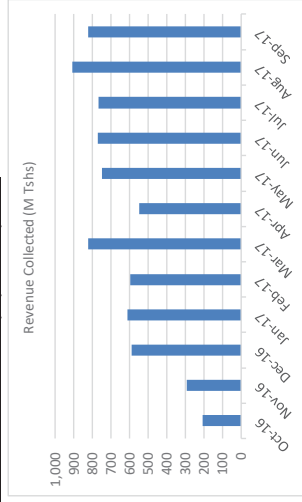
- DCC conducted parking study : Jan 2016
- Discussion of Parking Policy and Management Plan among Secretariat and presentation to DCC management: Regularly
- DCC prepared bidding document for parking revenue collection: July 2016
- DCC tendered parking operators: Sep 2016
- 4 parking operators commenced operation: Dec 2016
- 600 POS system procured and introduced
- Parking charge increased from 300 Tshs/30 min to 500 Tshs/30 min (To be increased 1000 Tshs/hour and area of on-street parking charged expanded

3. Progress of Pilot Projects

Project 2: Improve parking control & price policy

Major achievement/Way forward:

- Monthly revenue substantially increased from 200 million Tshs/month to nearly 1 billion Tshs/month
- Parking charge increased and considered to be increased
- Advised to change flat rate and introduce demand-based and area specific parking fare (functions as part of congestion charge)
- Advised to introduce cashless payment system



3. Progress of Pilot Projects

Project 3: Daladala & Bus Service Improvements

Objective:

- Improve the business model of the daladala (revenue collection and forming company/corporative)

Scope of works:

- (1) Implement centralized ticketing collection system
- (2) Develop operational plan & fare rules
- (3) Start from few daladala and expand across wider network

- (4) Form cooperatives for daladala operation
- (5) Implement bus priority traffic operation

Ownership:

SUMATRA as regulator
Private operators



3. Progress of Pilot Projects

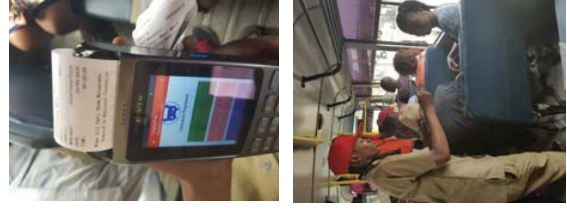
Project 3: Daladala & Bus Service Improvements

Overall Progress:

- Concept plan prepared and stakeholder meetings held involving SUMATRA, DARCOBOA and UWADDA: - June 2016
- Christiana (daladala operator) introduced POS and cashless ticketing system for 36 daladala: June 2016
- Christiana increased to 46 daladala, Samuel Apollo joined the system to 30 daladala:
- Christiana to increase to 70 daladala by Dec 2017
- SUMATRA regularly organized meetings, involving TRA and major intercity bus companies/associations/daladala operators to introduce electronic ticketing system and form corporate/company.

Major achievement/Way forward:

- SUMATRA to regulate forming company/ticketing system for designated routes
- TRA also to regulate to install ticketing system
- Advised to introduce cashless ticketing system



3. Progress of Pilot Projects

Project 4: CBD Terminus Improvements

Objective:

To improve efficiency of bus service by improving bus service infrastructure and facilities

Scope of works:

- (1) Review and finalize concept plan
- (2) Consultative meetings with advertisement companies
- (3) Draft and finalize bidding document and concession agreement
- (4) PPP to renovate and manage bus stop facilities

Ownership:

Ilala Municipality, engagement of PPP concessionaire



3. Progress of Pilot Projects

Project 4: CBD Terminus Improvements

Overall Progress:

- Consultative meetings with private advertisement companies regularly
- Draft PBC contract for improvement/maintenance of bus stop prepared and discussed with private companies
- Business plan/model prepared by private company and discussed with Directors

Major achievement/Way forward:

- Advised to fine-tune business plan/model and approval by stakeholders
- Advised for finalization of bidding documents and proceed for bidding



3. Progress of Pilot Projects

Project 5: CBD Traffic Treatments & NMT

Objective:

To improve traffic circulation in CBD and balance car traffic and Non-Motorized Traffic (NMT)

Scope of works:

- (1) Implement phased CBD traffic circulation and parking treatments
 - (2) Prioritize eco-friendly travel opportunities (e.g.: walking/cycling)
 - (3) Create pedestrian friendly road crossings
 - (4) Renovate/ redesign selected intersections
- Ilala Municipality

Ownership:

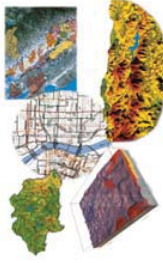
Major achievement/Way forward:

In line with Street Beautification Project initiated by RC

- Improvement of Askari Monument, removing islands and marking zebra
- Installation of road markings/street lights
- Advised to fully implement CBD traffic improvement plan through BRT projects



Training for Transport Planning



For 4th JCC Meeting
23rd October 2017

Thinking and Working Together for a Livable City

Methods of Training

- Training method consists of training of trainers (TOT), roundtable discussion (RTD), workshop/ intensive training course (ITC) and external training (ET).
- Ardhi Univ and NIT involved in TOT and provides all ITC during the project.
- Secretariat members engaged in RTD and ITC
- Selected Steering Committee and Secretariat members participated in ET in Cape Town and Jakarta
- Most secretariat members attended in JICA trainings in Japan



Outputs of Intensive Training

- 9 intensive training held as scheduled.
- Ardhi Univ and NIT involved as tutor/facilitator in all trainings.
- A total of 112 secretariat members attended

No	Contents	Trainer	Result	
			Date	Attendants
1	Basic Knowledge of GIS	Ardhi	9-10 July 2015	16
2	Master plan development and transport surveys training.	NIT	16-17 Sept 2015	15
3	Situation Analysis using GIS (1)	Ardhi	29-30 Sept 2015	11
4	Demand Forecast and Project Evaluation (1)	NIT	2-3 Dec. 2015	13
5	GIS data editing	Ardhi	14-15 Dec. 2015	11
6	Demand Forecast and Project Evaluation (2)	NIT	2-3 March 2016	11
7	Situation Analysis using GIS (2)	Ardhi	9-10 May 2016	11
8	Demand Forecast and Project Evaluation (3)	NIT	4-5 July 2016	14
9	GIS Analysis and Demand forecast model development	Ardhi/NIT	6-7 Dec 2016	10

Expected output agreed in PDM:

- 70-90% of Secretariat members acquire practical and advanced skills for urban transport planning.

Actual Achievement:

- The summary result of skill tests indicates 89% of trainees achieved technical level to 'very competent (57%)' or 'competent (32%)' to analyze and address urban transport issues.

No.	ITC	Score of Skill test (% of attendees)			No. of attendees
		Not good	Good	Very good	
1	Basic Knowledge of GIS	0	22	78	16
2	Master plan development and transport surveys training.	14	14	71	15
3	Situation Analysis using GIS (1)	0	50	50	11
4	Demand Forecast and Project Evaluation (1)	13	38	50	13
5	GIS data editing	0	25	25	11
6	Demand Forecast and Project Evaluation (2)	-	-	-	11
7	Situation Analysis using GIS (2)	0	17	83	11
8	Demand Forecast and Project Evaluation (3)	-	-	-	14
9	GIS Analysis and Demand forecast model development	0	60	40	10

External Training (ET): Cape Town and Jakarta Study Tour

- Cape Town selected as study site where 21 Steering Committee and secretariat members participated and learned BRT oriented public transport system.
- Jakarta where 6 Steering Committee members attended and learned limitation of BRT oriented system and development of mixed system such as commuter rail and MRT.

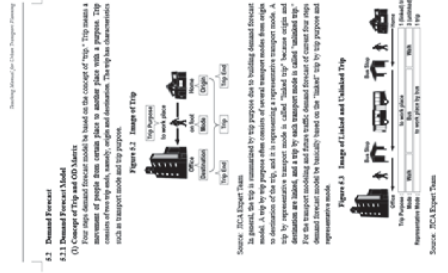


Date	Durati on	Venue	Where to visit	No of Participants
12 th – 19 th June, 2016	8 days	Cape Town, South Africa	MyCITI University of Cape Town Cape Town City On-street parking contractor	19 from SC and secretariat members (and 2 from Japanese side)
18 th – 29 th July, 2017	12 days	Jakarta Indonesia.	Jakarta Province Area Traffic Control Center Commuter Jabodetabek Trans Jakarta MRT Jakarta	6 from SC members (and 2 from Japanese side)



Role-out training for urban transport

- Guide Book for Urban Transport Planning prepared and published. The manual fully utilized for academic courses and ERB training course.



Role-out training for urban transport

- Intensive Training Courses registered by ERB (Engineers Registration Board) and both NIT and Ardhi University eligible to provide ERB training course where trainees obtain 6-12 Professional Development Units (PDUs).
- 2 ERB official training was carried out by NIT and Ardhi University in August 2017 where 13 trainees attended.



ANNEX 5: Monitoring Sheet

Annex 5-1: Monitoring Sheet 1

**To: Director, Infrastructure and Peacebuilding Department, JICA HQ
Chief Representative, JICA Tanzania Office**

PROJECT MONITORING SHEET

Project Title: Capacity Development Project for the Improvement of Dar es Salaam Transport (Phase-2)

Version of the Sheet: Ver. 1 (Term: Oct 2014 to Sep 2017)

Name: Eng. Swalehe M. Nyenye

Name: Christopher Japhet

Title: Full-time Secretariat for CUPID 2

Name: Kiminari Takahashi

Title: Chief Advisor

Submission Date: 25 May 2015

I. Summary

1 Progress

1-1 Progress of Inputs

Inputs have been provided by both Tanzanian and Japanese sides as planned. The summary of inputs provided up to now is as follows. The details are attached as ***Annex 5: Inputs Provided***. The list of working conditions of equipment provided is also attached as ***Annex 6: Working Conditions of Equipment Provided***.

<Tanzanian side>

Counterpart personnel	16 personnel in total (as Secretariat members)
Office space	Provided in DCC (Dar es Salaam City Council)
Equipment supply	Office space, furniture, water/electricity bill
Local cost	See Annex 5 Inputs Provided

<Japanese side>

Dispatch of experts	6 Experts: 1) Chief Advisor/Transport Administration and Planning 2) Public Transport Planning 3) Road Planning/Design/ Supervision 4) Traffic Demand Forecast 5) Database Management 6) Human Resource Development/ Project Coordination
Training of counterpart personnel in Japan	Nil as of now
Machinery and equipment	Computers, printer, stabilizer, internet modem, projector and photocopiers
Local cost	See Annex 5 Inputs Provided

1-2 Progress of Activities

The activities for Output 1 on establishment of DUTA are undergoing as planned. The progress of the project,

mainly that of Task 1-1 (review of institutional framework) and Task 1-2 (advice on proper set up of DUTA), is summarized below.

- 1) Prior to the project, PMO-RALG formed a task force, involving staffs from PMO-RALG, to legislate DUTA.
- 2) The task force of PMO-RALG prepared a Concept Paper and Draft Establishment Bill by Oct 2014 (See Concept Paper and Draft Establishment Bill in **Appendix-01**).
- 3) The Concept Paper on UTA was reviewed by Expert/Secretariat members through the 2nd to 4th Secretariat meetings held in Feb and March 2015.
- 4) Comments on the Concept Paper were submitted to PMO-RALG by selected concerned member ministries/agencies by end of April 2015 (See comments made as of end April in **Appendix -02**).

The activities for Output 2 for pilot projects are also undergoing as planned. The progress made related to this Output, mainly that of Task 2-1 (identification of congested locations) and Task 2-2 (planning preparation) is summarized below.

- 1) The progress of proposed plans during Phase-1 project (e.g., Road Improvement Plan, CBD traffic improvement plan) was reviewed and which found that Road Improvement Plan is to be implemented under on-going WB-funded DMDP and part of CBD traffic improvement plan (e.g., part of traffic circulation and on-street parking management) was implemented.
- 2) Information on ongoing/planned urban transport projects were collected from executive agencies (See ongoing/planned project list in **Appendix -03**).
- 3) The congested locations and on-going projects are mapped and location(s) of the pilot project(s) are proposed to include (i) Ali Hassan Mwini Road, (ii) CBD and (iii) Morogoro Road, where countermeasures are planned and/or no measures under the on-going projects are taken.
- 4) The concept design of potential pilot projects at these locations was discussed in 4th and 7th Secretariat meetings and potential pilot projects were identified. These projects as trial measures include (i) Optimization of Intersections, (ii) On-Street Parking Management, (iii) Improve Bus Terminus Facilities, (iv) Tidal Flow Lane and (v) Area Control with Plate Number (See the discussion paper on pilot project in **Appendix -04**).

The activities for Output 3 for Master Plan updates are undergoing as planned. The progress of the project, mainly Task 3-1 (training needs assessment) and Task 3-2 (develop training curriculums), is summarized below.

- 1) Training needs assessment was conducted, using a structured questionnaire survey form (See summary report of needs assessment in **Appendix -05**).
- 2) Using the result of needs assessment survey, preliminary training plan was prepared and discussed in the 3rd Secretariat meeting. (See draft training plan in **Appendix -06**)
- 3) Socio-economic data (e.g., 2002 and 2012 population census, GIS based enumeration area boundaries) was collected from NBS. Also, information of Dar Development Plan, including preliminary land use plan, was collected from MOLHSD.

- 4) As agreed by Secretariat members, both NIT and Ardhi Univ. were involved as potential trainers for a series of training programs and trainees will be mainly Secretariat members.

The detailed implementation status of each activity is shown in **Annex 2: Project Monitoring Sheet II**.

1-3 Achievement of Outputs

Though it is too early to evaluate what extent the project output can be attainable, Output 1 'A coordination mechanism among the relevant agencies is enhanced towards establishment of DUTA' is expected to be achieved as Activities for this Output is undergoing as planned. However, there is a utmost concern that the Concept Paper prepared by PMO-RALG suggested to legislate regional UTAs and proposed to set up a super authority (taking over all responsibilities/funds from existing agencies) rather than a coordination body proposed by the Expert Team during the Phase 1 project. Both discussions made during the Secretariat meetings and comments provided by selected institutions supported UTA/DUTA as a coordination body option and therefore, the Team/Secretariat should closely work with a task force to improve functions/structure/funding mechanism of UTA reflecting those comments.

Output 2 'Organizational capacity on PDCA of the relevant agencies is strengthened through selected project(s)' is also expected to be achieved as Activities for this Output is undergoing as planned. The experience from the Phase 1 project shows that all local executive agencies face financial constraints to implement the proposed project(s) due to limited amount of development funds or most of funds to be spent for their pipeline projects. Accordingly, the proposed pilot projects need to be implementable with small amount of funds required and/or these project should be implemented as trial measures in a selected pilot area(s) to test it feasibility. It is also found that donor funded project, like DMDP, requires a strategic planning work (i.e., Road Improvement Plan prepared in Phase 1) to provide justification on priority projects. The project therefore needs to develop the strategic plan to decongest the traffic in Dar and identify priority projects and maximize the synergy effect derived from these projects. This work will be accomplished using the result of preliminary trial measures of the selected pilot projects.

Output 3 'Technical capacities to address urban transport issues are improved through various training methods' is also expected to be achieved as Activities for this Output is undergoing as planned. It should be noted that JICA and WB are going to support to conduct a study to revise the previous Urban Transport Master Plan and hence the project should fully utilize outputs of this Master Plan Study (e.g., socio-economic analysis, traffic survey result, traffic analysis, draft master plan/investment plan, feasibility study) as training materials.

The detailed achievements of indicators of each Output are shown in **Annex 1: Project Monitoring Sheet I**.

1-4 Achievement of the Project Purpose

The achievement level of the project purpose 'A coordination mechanism in related organizations is well-functioning which ensures coordination in planning and implementation of selected project(s)' cannot be verified at the moment, since the budget plans of the executive agencies, as monitoring indicator of the project purpose, are under approval process in the Parliament and not yet available as of now. Considering the local budget cycle, the proposed projects should be appeared in the budget plan in the fiscal year of 2016/17 that will be available in July 2016.

1-5 Changes of Risks and Actions for Mitigation

Four important assumptions, as described in the PDM, were identified to achieve pre-determined outputs and project purpose. These assumptions remain effective and none of them affect the achievement level of outputs and project purpose as of now.

1-6 Progress of Environmental and Social Considerations (if applicable)

Not applicable as of now. When package/location of pilot project(s) are determined, the Team will consider environmental and social adverse impact derived from the pilot project(s) if any.

1-7 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if applicable)

Not applicable. When package/location of pilot project(s) are determined, the Team will consider gender and poverty reduction issues derived from the pilot project(s) if any.

1-8 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs etc.)

Not applicable.

2 Delay of Work Schedule and/or Problems (if any)**2-1 Summary**

The following bullet points are identified as major issues to be addressed in the project. The contents including challenges and actions to be taken of these issues are presented in **Annex 4: Major Issues, Challenges and Actions to be taken.**

- Development of local ownership/commitment to the project (for project objectives)
- Establishment of coordination mechanism among concerned ministries/agencies (for project objectives)
- Development of consensus on DUTA as coordination body (for output 1)
- Development of coordination/commitment to the policy/projects (for output 2)
- Development of sustainable training mechanism (for output 3)

2-2 Cause

The causes of the above issues are also presented in ***Annex 4: Major Issues, Challenges and Actions to be taken.***

2-3 Action to be taken

The actions to be taken by the end of as well as after the project in reaction to the above issues are also presented in ***Annex 4: Major Issues, Challenges and Actions to be taken.***

2-4 Roles of Responsible Persons/Organization (JICA, Gov. of Tanzania, etc.)

The particular expected actions to be taken by the Tanzanian side in reaction to the above issues are also presented in ***Annex 4: Major Issues, Challenges and Actions to be taken.***

3 Modification of the Project Implementation Plan

3-1 PDM

Not applicable.

3-2 Other modifications on detailed implementation plan

Not applicable.

4 Preparation of Gov. of Tanzania toward after completion of the Project

The preparation of Gov. of Tanzania toward after completion of the Project is also presented in ***Annex 4: Major Issues, Challenges and Actions to be taken.***

II. Attachment

- Annex 1 Project Monitoring Sheet I: PDM based on the Achievement and Remarks**
- Annex 2 Project Monitoring Sheet II: PO based on the Issues and Solutions**
- Annex 3 PDM (Version 1-2)**
- Annex 4 Major Issues, Challenges and Actions to be taken**
- Annex 5 Inputs Provided**
- Annex 6 Working Conditions of Equipment Provided**

Annex 1 Project Monitoring Sheet I: PDM based on the Achievement and Remarks

Project Title: The Capacity Development Project for Improvement of Dar es Salaam Transport (Phase-2)

Implementing Agency: PMO-RALG

Target Group: The Secretariat and Steering Committee established under the Project

Period of Project: 3 Years (Oct 2014-Sep 2017)

Project Site: Dar es Salaam Region

Model Site: Nii

Version 1.2

Dated 22/May/2015

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievements	Remarks																																	
<p>Overall Goal: Traffic conditions in Dar es Salaam are improved.</p>	<p>Travel date (e.g., travel speed, congestion, user satisfaction) is improved when compared to that in 2014.</p>	<ul style="list-style-type: none"> Traffic survey report(s) prepared by PMO-RALG and/or DUTA 	<p>Nil</p>																																			
<p>Project Purpose: A coordination mechanism in related organizations is well-functioning which ensures coordination in planning and implementation of selected project(s)*. * Selected project(s) mean that project(s) designed and approved through the Project.</p>	<p>70% of selected projects in line with the Urban Transport Investment Plan and Action Plan appear in the budget plan/pipeline of concerned implementing agencies by the end of the Project.</p>	<ul style="list-style-type: none"> Project Progress Report(s) 	<p>Urban transport projects approved by the coordination body (e.g., Dar es Salaam Urban Transport Authority: DUTA) are implemented continuously.</p>	<ul style="list-style-type: none"> One RS staff and two DCC staff nominated as permanent Secretariat at the inception stage of the project. Members of JCC/SC and Secretariat agreed in 1st JCC held on 5th Dec 2014. Project office set up in DCC during the inception phase. Budget for managing project discussed and agreed to share between PMO-RALG/LGAs in 1st JCC. So far, one Kick-off Meeting, one JCC/SC meeting and 8 Secretariat meetings are held. As summarized below table, 70-90% of good attendance for JCC/SC and Secretariat observed. 																																		
<p>No. of attendees/absentees for meetings (only Tanzanian side)</p>				<table border="1"> <thead> <tr> <th>Meeting (Date)</th> <th>No. of attendee</th> <th>No. of absentee</th> </tr> </thead> <tbody> <tr> <td>Kick off meeting (21/11/14)</td> <td>17</td> <td>1</td> </tr> <tr> <td>1st JCC/SC</td> <td>27</td> <td>4</td> </tr> <tr> <td>1st Secretariat</td> <td>11</td> <td>5</td> </tr> <tr> <td>2nd Secretariat</td> <td>16</td> <td>0</td> </tr> <tr> <td>3rd Secretariat</td> <td>11</td> <td>5</td> </tr> <tr> <td>4th Secretariat</td> <td>15</td> <td>1</td> </tr> <tr> <td>5th Secretariat</td> <td>11</td> <td>5</td> </tr> <tr> <td>6th Secretariat</td> <td>12</td> <td>4</td> </tr> <tr> <td>7th Secretariat</td> <td>8</td> <td>8</td> </tr> <tr> <td>8th Secretariat</td> <td>14</td> <td>2</td> </tr> </tbody> </table>		Meeting (Date)	No. of attendee	No. of absentee	Kick off meeting (21/11/14)	17	1	1 st JCC/SC	27	4	1 st Secretariat	11	5	2 nd Secretariat	16	0	3 rd Secretariat	11	5	4 th Secretariat	15	1	5 th Secretariat	11	5	6 th Secretariat	12	4	7 th Secretariat	8	8	8 th Secretariat	14	2
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Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievements	Remarks
<p>Outputs:</p> <p>1. A coordination mechanism among the relevant agencies is enhanced towards establishment of DUTA.</p>	<p>1-1 DUTA establishment bill is developed during the first year of the Project and further actions towards establishment of DUTA are taken during the second/third year of the Project.</p>	<ul style="list-style-type: none"> · Project Progress Report(s) · DUTA Establishment Bill/Act · Approved Urban Transport Investment Plan and Action Plan(s) 	<p>1. Policy for DUTA establishment in Tanzania remains effective</p>	<ul style="list-style-type: none"> - Prior to the project, PMO-RALG formed a task force, involving staffs from PMO-RALG, to legislate DUTA. - The task force of PMO-RALG prepared a Concept Paper and Draft Establishment Bill by Oct 2014. - The Concept Paper on UTA was reviewed by Expert/Secretariat members from the 2nd to 4th Secretariat meetings held in Feb and March 2015. Comments on the Concept Paper were submitted to PMO-RALG by selected concerned institutions by end of April 2015. 	<p>There is a utmost concern that the Concept Paper prepared by PMO-RALG suggested to legislate regional UTAs and proposed to set up a super authority (taking over all responsibilities/funds from existing agencies) rather than a coordination body proposed by the Expert Team during the Phase 1 project. Both discussions made during the Secretariat meetings and comments provided by selected institutions supported UTA/DUTA as a coordination body option and therefore, the Team should closely work with a task force to improve functions/structure/funding mechanism of UTA reflecting those comments.</p>
<p>2. Organizational capacity on planning, implementation, monitoring and evaluation (PDCA) of the relevant agencies is strengthened through selected project(s).</p>	<p>1-2 Action plan(s) in accordance to the Urban Transport Investment Plan is approved by the (provisional) board of management of DUTA in each fiscal year.</p> <p>2-1 All implementing agencies of Secretariat encompass PDCA project management cycle by the end of the Project.</p>	<ul style="list-style-type: none"> · Project Progress Report(s) · Results of baseline and endline traffic surveys 	<p>2. Adequate funds to implement the planned activities under the Project from Tanzania side are made available.</p>	<p>Nil</p> <ul style="list-style-type: none"> - The progress of proposed plans during Phase-1 project (e.g., Road Improvement Plan, CBD traffic improvement plan) was reviewed and which found that Road Improvement Plan is to be implemented under on-going WB-funded DMDP and part of CBD traffic improvement plan (e.g., part of traffic circulation and on-street parking management) was implemented. - Information on ongoing/planned urban transport projects were collected from executive agencies. The congested locations and on-going projects are mapped and location(s) of the pilot project(s) are proposed to include (i) Ali Hussein Mwini 	<p>The experience from the Phase 1 project shows that all local executive agencies face financial constraints to implement the proposed project(s) due to limited amount of development funds or most of funds to be spent for their pipeline projects. Accordingly, the proposed pilot projects need to be implementable with small amount of funds</p>

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievements	Remarks
				<p>Road, (ii) CBD and (iii) Mogororo Road, where no measures under the on-going projects are taken and/or a conceptual plan is available.</p> <ul style="list-style-type: none"> - The concept design of potential pilot projects at these locations was discussed in 4th and 7th Secretariat meetings and potential pilot projects were identified. These projects as trial measures include (i) Optimization of Intersections, (ii) On-Street Parking Management, (iii) Improve Bus Terminus Facilities, (iv) Tidal Flow Lane and (v) Area Control with Plate Number. 	<p>required and/or these project should be trial measures in a selected pilot area(s). It is also found that donor funded project, like DMDP, requires a strategic planning work (i.e., Road Improvement Plan prepared in Phase 1) to identify priority projects. The project therefore needs to develop the strategic plan to decongest the traffic in Dar and identify priority projects. This work will be accomplished using the result of preliminary trial measures of the selected pilot projects.</p>
<p>3. Technical capacities to address urban transport issues are improved through various training methods.</p>	<p>2-2 Travel data (e.g., travel speed, congestion, user satisfaction) in the pilot area(s) is improved when compared between baseline data and endline data.</p> <p>3-1 90% of Secretariat members acquire practical skills in planning, implementation and data analysis of traffic surveys by the end of the Project.</p> <p>3-2 80% of Secretariat members acquire advanced skills to conduct comprehensive demand forecast by the end of the Project.</p> <p>3-3 70% of Secretariat members acquire advanced knowledge in the network analysis and in planning</p>	<p>Project Progress Report(s)</p> <ul style="list-style-type: none"> Results of skill test(s) 	<p>3. Knowledge transfer mechanism is operational within agencies to which the trained trainees belong.</p>	<p>Nil</p> <ul style="list-style-type: none"> - Training needs assessment was conducted, using a structured questionnaire survey form. - Using the result of needs assessment survey, preliminary training plan was prepared and discussed in the 3rd Secretariat meeting. - Socio-economic data (e.g., 2002 and 2012 population census, GIS based enumeration area boundaries) was collected from NBS. Also, information of Dar Development Plan, including preliminary land use plan, was collected from MOLHSD. - As agreed by Secretariat members, both NIT and Ardhi Univ. were involved as potential trainers for a series of training programs and trainees will be mainly Secretariat members. 	<p>It should be noted that JICA and WB are going to support to conduct a study to revise the previous Urban Transport Master Plan and hence the project should fully utilize outputs of this Master Plan Study (e.g., socio-economic analysis, traffic survey result, traffic analysis, draft master plan/investment plan, feasibility study) as training materials.</p>

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievements	Remarks
	<p>optimum network improvement plan, identifying the priority corridor(s) by the end of the Project.</p> <p>3-4 70% of Secretariat members acquire advanced skills to conduct the feasibility study of the priority project by the end of the Project.</p>				

Annex 2 Project Monitoring Sheet I: PO based on the Achievement and Remarks

Version 1.2
Dated 22 May 2015

Project Title: Capacity Building Project for the Improvement of Dar es Salaam Transport Phase 2																	
Inputs	2014				2015				2016				2017		Remarks	Issue	Solution
	Plan	Actual	IV	Actual	I	II	III	IV	I	II	III	IV	I	II			
Expert																	
Team Leader/ Transport Administration	Plan																
	Actual																
Public Transport Planning	Plan																
	Actual																
Road Planning/ Design/ Supervision	Plan																
	Actual																
Traffic Demand Forecast	Plan																
	Actual																
Database Management	Plan																
	Actual																
Human Resource Development/ Project Coordinator	Plan																
	Actual																

Activities	2014		2015				2016				2017				Responsible Organization	Achievements	Issue & Countermeasures
	Plan	Actual	IV	Actual	I	II	III	IV	I	II	III	IV	I	II			
Sub-Activities																	
Output 1: A coordination mechanism among the relevant agencies is enhanced towards establishment of DUTA																	
1-1 Review existing institutional framework in the urban transport sector and capacity analysis of the existing transport agencies.	Plan																
	Actual																
1-2 Support towards proper set-up of DUTA, including	Plan																
- Establishment of a task force in the Secretariat	Actual																
-Draft and finalization of establishment bill	Plan																
	Actual																
-Organization of stakeholder meetings	Plan																
	Actual																
-Approval by the National Assembly	Plan																
	Actual																
1-3 Assist a (provisional) board of management of DUTA to formulate draft Urban Transport Investment Plan and Action Plan.	Plan																
	Actual																
1-4 Support the relevant agencies to absorb the Action Plan (prepared in Activities 1-3) into annual budget plan(s).	Plan																
	Actual																
1-5 Monitor and evaluate progress of the Action Plan.	Plan																
	Actual																
Output 2: Organizational capacity on planning, implementation, monitoring and evaluation (PDCA) of the relevant agencies is strengthened through selected projects)																	
2-1 Update the critically congested locations identified in Phase-1.	Plan																
	Actual																
2-2 Support relevant agencies* to prepare of improvement plan(s) including preliminary design and cost estimate.	Plan																
	Actual																
2-3 Assist the relevant agencies to organize stakeholder meeting(s), involving Project Affected People for smooth implementation of selected project(s).	Plan																
	Actual																
2-4 Support the relevant agencies to implement the selected project(s), including pilot project(s).	Plan																
	Actual																

See Annex 1: Project Monitoring Sheet I & Annex 4 Major Issues, Challenges and Actions to be taken

See Annex 1: Project Monitoring Sheet I

	Plan		Actual		2015		2016		2017		Remarks	Issue	Solution
	Plan	Actual	Plan	Actual	I	II	III	IV	I	II			
2-5 Monitor and evaluate the pilot project(s).													
Output 3: Technical Capacities to address urban transport issues are improved through update of urban transport master plan													
3-1 Conduct training needs assessment.	Plan	Actual											
3-2 Develop training curriculum and evaluation methods.	Plan	Actual											
3-3 Conduct training courses/OUT, e.g., relating to update of Urban Transport Master Plan 2008.	Plan	Actual											
3-4 Evaluate achievement level of trainees.	Plan	Actual											

* Relevant agencies mean the agencies that implement selected project(s).

Duration / Phasing	Plan		Actual		2015		2016		2017		Remarks	Issue	Solution
	Plan	Actual	Plan	Actual	I	II	III	IV	I	II			
Monitoring Plan	Plan	Actual											
Monitoring	Actual	Actual											
Joint Coordinating Committee	Plan	Actual											
Secretariat Meeting	Plan	Actual											
Submission of Monitoring Sheet	Plan	Actual											
Reports/Documents	Actual	Actual											
Inception Report	Plan	Actual											
Work Plan	Plan	Actual											
Project Progress Report	Plan	Actual											
Project Completion Report	Plan	Actual											

See Annex 1: Project Monitoring Sheet I & Annex 4 Major Issues, Challenges and Actions to be taken

See Annex 1: Project Monitoring Sheet I

Project Design Matrix (PDM)

Project Title: The Capacity Development Project for Improvement of Dar es Salaam Transport (Phase-2) Project Period: 3 Years (Oct 2014-Sep 2017)

Target Area: Dar es Salaam

Date: Dec 5, 2014

Target Group: The Secretariat and Steering Committee established under the Project (Phase-1) Version: 1.2

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
OVERALL GOAL Traffic conditions in Dar es Salaam are improved.	Travel date (e.g., travel speed, congestion, user satisfaction) is improved when compared to that in 2014.	Traffic survey report(s) prepared by PMO-RALG and/or DUTA.	
PROJECT PURPOSE A coordination mechanism in related organizations is well-functioning which ensures coordination in planning and implementation of selected project(s)*. * Selected project(s) mean that project(s) designed and approved through the Project.	<ul style="list-style-type: none"> 70% of selected projects in line with the Urban Transport Investment Plan and Action Plan appear in the budget plan/pipeline of concerned implementing agencies by the end of the Project. 	Project Progress Report(s)	Urban transport projects approved by the coordination body (e.g., Dar es Salaam Urban Transport Authority: DUTA) are implemented continuously.
OUTPUTS 1. A coordination mechanism among the relevant agencies is enhanced towards establishment of DUTA.	<ul style="list-style-type: none"> DUTA establishment bill is developed during the first year of the Project and further actions towards establishment of DUTA are taken during the second/third year of the Project. Action plan(s) in accordance to the Urban Transport Investment Plan is approved by the (provisional) board of management of DUTA in each fiscal year. 	<ul style="list-style-type: none"> Project Progress Report(s) DUTA Establishment Bill/Act Approved Urban Transport Investment Plan and Action Plan(s) 	Policy for DUTA establishment in Tanzania remains effective.
2. Organizational capacity on planning, implementation, monitoring and evaluation (PDCA) of the relevant agencies is strengthened through selected project(s).	<ul style="list-style-type: none"> All implementing agencies of Secretariat encompass PDCA project management cycle by the end of the Project. Travel data (e.g., travel speed, congestion, user satisfaction) in the pilot area(s) is improved when compared between baseline data and endline data. 	<ul style="list-style-type: none"> Project Progress Report(s) Results of baseline and endline traffic surveys 	Adequate funds to implement the planned activities under the Project from Tanzania side are made available.
3. Technical capacities to address urban transport issues are improved through various training methods.	<ul style="list-style-type: none"> 90% of Secretariat members acquire practical skills in planning, implementation and data analysis of traffic surveys by the end of the Project. 80% of Secretariat members acquire advanced skills to conduct comprehensive demand forecast by the end of the Project. 70% of Secretariat members acquire advanced knowledge in the network analysis and in planning optimum network improvement plan, identifying the priority corridor(s) by the end of the Project. 70% of Secretariat members acquire advanced skills to conduct the feasibility study of the priority project by the end of the Project. 	<ul style="list-style-type: none"> Project Progress Report(s) Results of skill test(s) 	Knowledge transfer mechanism is operational within agencies to which the trained trainees belong.
ACTIVITIES 1-1 Review existing institutional framework in the urban transport sector and capacity analysis of the existing transport agencies. 1-2 Support towards proper set-up of DUTA, including establishment of a task force in the Secretariat, draft and finalization of establishment bill, organization of stakeholder meetings, approval by the National Assembly, etc. 1-3 Assist a (provisional) board of management of DUTA to formulate draft Urban Transport Investment Plan and Action Plan. 1-4 Support the relevant agencies to absorb the Action Plan (prepared in Activities 1-3) into annual budget plan(s). 1-5 Monitor and evaluate progress of the Action Plan. 2-1 Update the critically congested locations identified in Phase-1. 2-2 Support relevant agencies* to prepare of improvement plan(s) including preliminary design and cost estimate. 2-3 Assist the relevant agencies to organize stakeholder meeting(s), involving Project Affected People for smooth implementation of selected project(s). 2-4 Support the relevant agencies to implement the selected project(s), including pilot project(s).		INPUTS <Tanzanian Side> 1. Personnel 1) Project Director: DSM- RAS 2) Project Manager: City Director of DCC 3) Counterparts of Secretariat: (DSM-RS, DCC, Municipalities, MOT, MOW, SUMATRA, TANROADS, PMO-RALG, DART, Traffic Police, NIT, MOLHSD, RAHCO, TAZARA) 2. Others (e.g., Office space, travel costs/per diem including overtime fees for counterpart personnel, cost for holding meetings, and other local costs (e.g., office furniture, water, electricity bill, transportation) as needed. <Japanese Side> 1. Personnel 1) Team Leader/Transport Administration Expert 2) Public Transport Planner 3) Road Planner	

<p>2-5 Monitor and evaluate the pilot project(s).</p> <p>3-1 Conduct training needs assessment.</p> <p>3-2 Develop training curriculum and evaluation methods.</p> <p>3-3 Conduct training courses/OJT, e.g., relating to update of Urban Transport Master Plan 2008.</p> <p>3-4 Evaluate achievement level of trainees.</p> <p>* Relevant agencies mean the agencies that implement selected project(s).</p>	<p>4) Traffic Demand Forecast/Database Management Expert</p> <p>5) Project Coordinator/Human Resource Development Expert</p> <p>2. Overseas Trainings</p> <p>3. Cost for pilot project(s)</p> <p>4. Others</p> <p>IT equipment (e.g., PC and printer for the project office), and local costs as needed.</p> <p>PRECONDITIONS</p>
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Annex 4 Major Issues, Challenges and Actions to be taken

Areas	Issues, Challenges, and Current Status	Actions to be taken by Experts by next monitoring period	Actions taken by Tanzanian side by next monitoring period
1. Issues to achieve project goal/objectives	<p><u>Issue:</u></p> <ul style="list-style-type: none"> - Successful outcomes of the project, that include establishment of DUTA and implementation of pilot project(s), requires local ownership and commitment to the project, which also contributes to improving sustainability of the project. <p><u>Challenges:</u></p> <ol style="list-style-type: none"> (1) Local contribution to the project should be ensured. (2) Information sharing among SC and Secretariat members is also put an emphasis. (3) Stakeholder involvement at both management and staff levels. (4) Project activities should be in line with budget cycle. (5) Counterpart(s) should be involved to monitoring and evaluation of the project. (6) Donor's support to the project also contributes to realizing project outcome when local contribution is not timely available. <p><u>Current Status:</u></p> <ol style="list-style-type: none"> (1) The local O&M cost was agreed to be shared among PMO-RALG and LGAs during the 1st JCC/SC meeting. The O&M cost was estimated and submitted to RS Office by Dec, 2015. (2) 7-time Secretariat meetings were held as of now, accounting for one to two meetings per month. During the meeting, minutes of previous meeting and issues arising and action taken is confirmed by the members. (3) Both JCC/SC and Secretariat meetings were regularly organized as planned and in which a good attendance to the meetings and active participation were observed, except in the 7th Secretariat meeting which observe only 50% attendees. (4) JCC/SC meetings are scheduled to be organized in every December (when the EA starts to prepare budget plan) and August (when the budget is disbursed). The 1st JCC/SC meeting was organized in December 2014 as planned. (5) The 1st project monitoring and evaluation report is prepared jointly by the Expert and counterpart. The result of monitoring and evaluation of the project will be presented to Directors of PMO-RALG, RS Office and LGAs. (6) WB and JICA discussed and confirmed to provide technical assistance to update urban transport master plan. AfDB and JICA also discussed and confirmed AfDB is to conduct a detailed study on CBD traffic improvement plan, of which concept plan was developed under the Phase 1 project. 	<ol style="list-style-type: none"> (2) Secretariat and Expert Team to continue information sharing. (5) Secretariat and Expert Team to prepare 2nd monitoring and evaluation report and present it to Directors. (6) Expert Team through JICA to follow up with WB and AfDB. 	<ol style="list-style-type: none"> (1) PMO-RALG and LGAs to confirm the budget is secured for O&M of the project. PMO-RALG and LGAs to disburse it for O&M of the project. (2) Ditto (3) Secretariat to convene stakeholder involvement through JCC/SC. (4) Secretariat to organize next JCC/SC in August 2015. (5) Ditto

Areas	Issues, Challenges, and Current Status	Actions to be taken by Experts by next monitoring period	Actions taken by Tanzanian side by next monitoring period
	<p><u>Issue:</u></p> <ul style="list-style-type: none"> - As the project objectives of the project implies, a coordination mechanism among concerned departments need to be established and strengthened throughout the project period. <p><u>Challenges:</u></p> <ol style="list-style-type: none"> (1) A timely support/advice/coordination to/with PMO-RALG to legislate the DUTA and stakeholder involvement during preparation and finalization of the concept plan and establishment bill. (2) Development and authorization of urban transport policy and assignment of duties to each EA following policy recommendation. (3) Ensure full coordination during preparation and implementation of the pilot project(s) and create synergy effects by different pilot project(s) by different EAs. (4) Learning lessons from pilot project(s) and linking lessons to develop the strategic plan. <p><u>Current Status:</u></p> <ol style="list-style-type: none"> (1) Support/advice provided to fine tune the concept paper of UTA prepared by PMO-RALG and stakeholder meeting awaiting to gather comments from the Directors of concerned ministries/agencies. (2) Nil (3) Concept plan of trial measures for pilot projects discussed among Secretariat members and discussion paper on the same subject was prepared. (4) Nil 	<ol style="list-style-type: none"> (1) Support to organize a stakeholder meeting and prepare/finalize a concept paper and establishment bill (2) Draft strategic policy. (3) Finalize concept plan of the pilot project(s). (4) Amend strategic policy reflecting lessons learnt from the pilot project(s) 	<ol style="list-style-type: none"> (1) Involved in preparation and finalization of concept paper and establishment bill through Secretariat meeting(s). (2) Draft strategic policy and assign responsibilities to EAs. (3) Plan and implement part of pilot project(s). (4) Monitor and evaluate the effect of pilot project(s)
<p>2. Issues to accomplish project outcome/ activities</p>	<p><u>Issue:</u></p> <ul style="list-style-type: none"> - The Concept Paper prepared by PMO-RALG suggested to legislate regional UTAs and proposed to set up a super authority (taking over all responsibilities/funds from existing agencies) rather than a coordination body proposed by the Expert Team during the Phase 1 project. A consensus on DUTA as coordination body needs to be built among the concerned ministries/agencies. <p><u>Challenges:</u></p> <ol style="list-style-type: none"> (1) Contents of the concept paper well understood by a task force of PMO-RALG and secretariat members. (2) A consensus on function/structure/funding mechanism of UTAs needs to be built. <p><u>Current Status:</u></p> <ol style="list-style-type: none"> (1) Comparative analysis between a super authority and coordination body options was conducted and discussed in the Secretariat meetings. (2) Each concerned ministry/agency reviewed the concept paper on UTA and some ministries/agencies provided comments on UTA, which mainly suggested to establish a coordination body rather than super authority. (3) Secretariat members suggested PMO-RALG to organize a stakeholder meeting involving management level of each concerned ministry/agency. 	<ol style="list-style-type: none"> (3) Support to organizing a stakeholder meeting and finalizing concept paper and establishment bill. 	<ol style="list-style-type: none"> (3) Organize a stakeholder meeting and finalize concept paper and establishment bill. Also, submit the establishment bill for approval by the National Assembly.

Areas	Issues, Challenges, and Current Status	Actions to be taken by Experts by next monitoring period	Actions taken by Tanzanian side by next monitoring period
	<p><u>Issue:</u></p> <ul style="list-style-type: none"> - Implementation of policy implication and projects requires local contribution. Also, to maximize the benefits derived from the projects, coordination during planning and implementation of policy implication and projects is a must. <p><u>Challenges:</u></p> <ol style="list-style-type: none"> (1) Development and authorization of strategic policy. (2) Preparation of trail measure/pilot project plan in line with policy (3) Assign responsibility through establishment of TWG <p><u>Current Status:</u></p> <ol style="list-style-type: none"> (1) The draft urban transport policy prepared during Phase 1 project was reviewed and updated considering the current socio-economic and traffic conditions. (2) A concept plan of trial measure/pilot project was prepared and discussed in the Secretariat meetings. (3) Nil 	<ol style="list-style-type: none"> (1) Revised urban transport policy to be discussed and improved at Steering Committee. Assist PMO-RALG to authorize the policy. 	<ol style="list-style-type: none"> (2) Concerned EAs to prepare design, cost estimates and secure budget for implementation of pilot projects.
	<p><u>Issue:</u></p> <ul style="list-style-type: none"> - WB and JICA will conduct a study to revise 2008 Urban Transport Master Plan. This will provide a good opportunity (e.g., database, models) for Secretariat members to gain knowledge and skills to prepare a strategic plan and identify priority area of transport measures to decongest the traffic in Dar. A sustainable learning mechanism, using the result of revised Master Plan, should be established. <p><u>Challenges:</u></p> <ol style="list-style-type: none"> (1) Inclusion of academic institutions as a trainer (2) Development of planning guideline and its authorization (3) Linking to training and actual planning works <p><u>Current Status:</u></p> <ol style="list-style-type: none"> (1) NIT was confirmed to be a JCC/SC member as well as a Secretariat member during the 1st JCC/SC. Ardhi Univ. was involved as an observer of Secretariat as suggested and agreed by the Secretariat members. (2) Nil (3) Nil 	<ol style="list-style-type: none"> (1) Train trainers from NIT and Ardhi to enable to train Secretariat members. (2) Develop planning guideline, including traffic survey manual, demand forecast manual, etc. 	<ol style="list-style-type: none"> (3) Participate in training(s) and prepare/fine tune planning works (e.g., urban transport policy, investment plan, action plan)

Annex 5 Inputs Provided

5-1. Dispatch of Experts (as of 14th May, 2015)

FY	Name	Task	Duration of dispatch
2014/15	Kinamari Takahashi	Team Leader/Transport Administration/ Transport Planning	28 October – 12 December 2014 (46 days) 13 February – 11 March 2015 (27 days) 24 April – 25 May 2015 (32 days)
	Frits Olyslagers	Public Transport Planning	16 January – 1 st March, 2015 (45 days) 9 May – 29 June 2015 (52 days)
	Hiroyuki Morimoto	Road Planning/ Design/ Supervision	14 February – 8 March 2015 (27 days) 1 May – 31 May 2015 (31 days)
	Masayuki Ishiya	Traffic Demand Forecast	7 January – 28 February 2015 (53 days) 9 May – 7 June 2015 (30 days)
	Kayoko Miyao	Database Management	3 December – 26 December 2014 (24 days) 11 March – 21 April 2015 (42 days)
	Hafsa Hassan Chande	Human Resource Development/ Project Coordinator	18 November 2014 – 11 December 2014 (30 days) 15 January 2015 – 13 February 2015 (30 days)

5-2. List of Counterpart (as of 14th May, 2015)

FY	Name of C/P	Profession/Institution	Member	Name of experts	Duration of Engagem ent
2014/15	JUMANNE A. SAGINI	PMO-RALG	STEERING COMMITTEE	Nil	0.5 years
	THERESIA MMBANDO	RS-DSM	STEERING COMMITTEE		
	ENG.ELINA N.KAYANDA	PMO-RALG	STEERING COMMITTEE		
	JUMA SULEIMAN MAGURU	MINISTRY OF FINANCE	STEERING COMMITTEE		
	MANINGO NASSORO	PMO-RALG	STEERING COMMITTEE		
	ISAYA M. MNGURUMI	IMC	STEERING COMMITTEE		
	NDYAMU KAMA/JULIUS	TANROADS	STEERING COMMITTEE		
	TIGAHWA SERAPION	DART-AGENCY	STEERING COMMITTEE		
	PHOTIDAS A. KAGIMBO	TMC	STEERING COMMITTEE		
	ENG.NATTY M.B	KMC	STEERING COMMITTEE		
	SARAH YOHANA	DCC	STEERING COMMITTEE		
	LADISLAUS M. BIGAMBO	TANROADS	STEERING COMMITTEE		
	LEO J. NGOWI	SUMATRA	STEERING COMMITTEE		
	INSP. MUSSA MABULA	TRAFFIC POLICE	STEERING COMMITTEE		
ENG.KANYENYE HUMPHREY	TANROADS DSM	STEERING COMMITTEE			

FY	Name of C/P	Profession/Institution	Member	Name of experts	Duration of Engagem ent
2014/15	ENG.JACKSON MASAKA	PMO-RALG	SECRETARIAT	Nil	0.5 years
	JUSTIN LYATUU	PMO-RALG	SECRETARIAT		
	NASSORO MANINGO	PMO-RALG	SECRETARIAT		
	ENG. HASSAN MATIMBE	MOW	SECRETARIAT		
	ENG.FABIAN MASEMBO	MOW	SECRETARIAT		
	RAHMA MWINYI	MOW	SECRETARIAT		
	HUSSEIN MATIVILA	MOW	SECRETARIAT		
	PROSPER S. NYAKI	NIT	SECRETARIAT		
	LUCAS EDWARD	NIT	SECRETARIAT		
	ENG. MOHAMED KUGANDA	DART-AGENCY	SECRETARIAT		
	MOSES NYONI	DART-AGENCY	SECRETARIAT		
	ENG.SIJAJALI MAHILI	IMC	SECRETARIAT		
	ENG.JOSHUA CHACHA	IMC	SECRETARIAT		
	DANIEL MAHONA	IMC	SECRETARIAT		
	ENG. PHARLES NGELEJA	TMC	SECRETARIAT		
	YUSTER DOMINIC	TMC	SECRETARIAT		
	ENG. SHEHEMBA J	RS OFFICE	SECRETARIAT		
	ENG. NYENYE	DCC	SECRETARIAT		
	CHRISTOPHER JAPHET	DCC	SECRETARIAT		
	MARTHA MKUPASI	DCC	SECRETARIAT		
	PAUL LAISER	MOT	SECRETARIAT		
	LUCY KALINGA	MOT	SECRETARIAT		
	ENG.ISMAIL MAFITA	KMC	SECRETARIAT		
	AHMED O. WAMALA	KMC	SECRETARIAT		
	BEATRICE CHAO	SUMATRA	SECRETARIAT		
	PEARSON MPINA	SUMATRA	SECRETARIAT		
	ENG.RICHARD FESTO	TAZARA	SECRETARIAT		
	JAMES MWASHA	TAZARA	SECRETARIAT		
	ENG.MAIZO MGEDZI	RAHCO	SECRETARIAT		
	MASANJA MACHIBYA	RAHCO	SECRETARIAT		
NZORI KINERO	MLHSD	SECRETARIAT			
VERDIANA MASHINGIA	MLHSD	SECRETARIAT			

5-3. Equipment Provided (as of 14th May, 2015)

1) List of equipment

No.	Arrival	Name of equipment	Model	Maker	Price	No. Unit	Section	Place	Procurement	Purpose	Status/ Condition
FY 2014/15											
1	12 Dec. 2014	Printer	Canon ix6540 A3	CANON	@TZ 530,000	1		DCC	Local	Facilitate activities of JICA CUPID 2	Good
2	21 Jan. 2015	Photocopier	Canon digital photocopier r IR2530i	CANON	@TZ 8,898,305	1					Good
3	19 Jan. 2015	Projector	Epson EMP S18 TULK3Z00 007	EPSON	@US\$ 650	1					Good
4	24 Dec. 2014	Computer	Dell Inspiron	DELL	@TZ 1,200,000	1					Good
5	18 Dec. 2014	Chair	Low back office chair	THE OFFICE FURNITURE ZONE	@TZ 1,135,593	4					Good
6	18 Dec. 2014	Door book shelf	Door book shelf OZ- 785C	THE OFFICE FURNITURE ZONE	@TZ 453,389	1					Good
7	18 Dec. 2014	Office table with drawers	OZ- 763/788	THE OFFICE FURNITURE ZONE	@TZ 686,440	2					Good
8	18 Dec. 2014	Office table without drawers	OZ-763	THE OFFICE FURNITURE ZONE	@TZ 567,796	2					Good
9	18 Dec. 2014	Computer		DELL	@USD 800	1					Good
10	18 April. 2015	Computer		HP	@TZ 800	1					Good

5-4. Seminar/Training/Workshop/Meetings (as of 14th May, 2015)

FY	Course name	Date	Duration	No. of participants	Target	Remarks
2014/15	1 st secretariat meeting	10 th December, 2014	1 day	11	<ul style="list-style-type: none"> Confirmation of minutes of kick - off and 1st JCC/SC meetings. Briefing of on-going projects/planned projects (by each secretariat member). Briefing of 2014/15 budget plan and priority projects (By each member) Discussion of project implementation plan and structure, e.g. formation of task force. 	
	2 nd secretariat meeting	19 th February, 2015	1 day	16	<ul style="list-style-type: none"> Revisit PDM & define the planning & work processes. Progress of DUTA issues- discussion of options. Process to finalize DUTA. The way forward – letter to Permanent secretary. 	
	3 rd secretariat meeting	26 th February, 2015	1 day	11	<ul style="list-style-type: none"> Discussion and presentation: Approach and methodology for capacity development through revision of 2008 Urban Transport Master Plan. Objectives and structure of DUTA. 	
	4 th secretariat meeting	5 th March, 2015	1 day	15	<ul style="list-style-type: none"> Presentation on proposal on pilot projects. Discussion of the comments on the concept note for UTA. 	
	5 th secretariat meeting	9 th April, 2015	1 day	11	<ul style="list-style-type: none"> Comments on the concept note for UTA. Urban master plan revision (Capacity Assessment, comments on draft TOR) 	
	6 th secretariat meeting	30 th April, 2015	1 day	12	<ul style="list-style-type: none"> A discussion on the institutional comments on the concept note for UTA. A discussion on the comments on the draft TOR for DSM Master plan Update 	
	7 th secretariat meeting	14 th May, 2015	1 day	8	<ul style="list-style-type: none"> Follow up institutional comments on the concept note for UTA. Discussion on the revised TOR for UDSM Urban Transport Master Plan update. Discussion on candidate pilot project(s). 	

5-5. Local cost by Japanese/Tanzanian side (as of 14th May, 2015)

1) Bearing cost by Japanese side

FY	Item	Amount (US\$)
2014/15	3 Laptop computers and 1 desktop	See Equipment Provided
	Printers, stabilizer, wireless internet router, office furniture, electricity cables, office stationeries, water dispenser, office consumables	See Equipment Provided

2) Bearing cost by Tanzanian side

FY	Item	Amount (Tsh)
2014/15	1 st secretariat meeting (10 th December, 2014) 11 Participants	Tsh 1,250,000
	2 nd secretariat meeting (19 th February, 2015) 16 Participants	Tsh 1,750,000
	3 rd secretariat meeting (26 th February, 2015) 11 Participants	Tsh 1,250,000
	4 th secretariat meeting (5 th March, 2015) 15 Participants	Tsh 1,300,000
	5 th secretariat meeting (9 th April, 2015) 11 Participants	Tsh 1,250,000
	6 th secretariat meeting (30 th April, 2015) 12 Participants	Tsh 1,350,000
	7 th secretariat meeting (14 th May, 2015) 8 Participants	Tsh 950,000
	Other costs including office space, furniture, water, electricity, etc.	N/A

Annex 6 Working Conditions of Equipment Provided

No	Regions	S/No	Place	Equipment							Reasons	
				Internet Modem (Router)	Lap-top Computer	Laser Printer	Stabilizer	Photocopier	Office Furniture	Water Dispenser		Electricity Cables
1	DAR ES SALAAM	1	DCC	Working	Working	Working	Working	Working	Good condition	working	Working	

Annex 5-2: Monitoring Sheet 2

**To: Director, Infrastructure and Peacebuilding Department, JICA HQ
Chief Representative, JICA Tanzania Office**

PROJECT MONITORING SHEET

Project Title: Capacity Development Project for the Improvement of Dar es Salaam Transport (Phase-2)

Version of the Sheet: Ver. 1 (Term: Oct 2014 to Sep 2017)

Name: Eng. Swalehe M. Nyenye

Name: Christopher Japhet

Title: Full-time Secretariat for CUPID 2

Name: Kiminari Takahashi

Title: Chief Advisor

Submission Date: 11 December 2015

I. Summary

1 Progress	
1-1 Progress of Inputs	
Inputs have been provided by both Tanzanian and Japanese sides as planned. The summary of inputs provided up to now is as follows. The details are attached as <i>Annex 5: Inputs Provided</i> . The list of working conditions of equipment provided is also attached as <i>Annex 6: Working Conditions of Equipment Provided</i> .	
<Tanzanian side>	
Counterpart personnel	16 personnel in total (as Secretariat members)
Office space	Provided in DCC (Dar es Salaam City Council)
Equipment supply	Office space, furniture, water/electricity bill
Local cost	See Annex 5 Inputs Provided
<Japanese side>	
Dispatch of experts	6 Experts: 1) Chief Advisor/Transport Administration and Planning 2) Public Transport Planning 3) Road Planning/Design/ Supervision 4) Traffic Demand Forecast 5) Database Management 6) Human Resource Development/ Project Coordination 7)
Training of counterpart personnel in Japan	Two secretariat members are participated as of now (30 th Nov. 2015)
Machinery and equipment	Computers, printer, stabilizer, internet modem, projector and photocopiers
Local cost	See Annex 5 Inputs Provided

1-2 Progress of Activities

The activities for Output 1 on establishment of DUTA are undergoing. The progress of the project, mainly that of Task 1-1 (review of institutional framework) and Task 1-2 (advice on proper set up of DUTA), is summarized below.

- 1) Prior to the project, PMO-RALG formed a task force, involving staffs from PMO-RALG, to legislate DUTA.
- 2) The task force of PMO-RALG prepared a Concept Paper and Draft Establishment Bill by Oct 2014.
- 3) The Concept Paper on UTA was reviewed by Expert/Secretariat members from the 2nd to 4th Secretariat meetings held in Feb and March 2015.
- 4) Comments on the Concept Paper were submitted to PMO-RALG by selected concerned institutions by end of April 2015 and presented it in the 2nd JCC/SC on 21 August 2015. (*See Appendix 1: A Brief Report on the Work of Sorting Out Comments From Stakeholders on Establishment of DUTA/UTA*)
- 5) At the 2nd JCC/SC on 21 August 2015 the DUTA concept as promoted by PMO-RALG was discussed and it was agreed that PMO-RALG and the JICA CUPID would collaborate to revise the Concept Paper, which would be resubmitted to stakeholder by end 2015.
- 6) One meeting was held to set out areas of discussion.
- 7) The responsibility for DUTA discussions has recently been transferred to the Division of Urban Infrastructure development and new delegates will be appointed.
- 8) It is anticipated the next meeting will be held prior to mid-December.

The activities for Output 2 for pilot projects are also undergoing as planned. The progress made related to this Output, mainly that of Task 2-1 (identification of congested locations) and Task 2-2 (planning preparation) is summarized below.

- 1) The progress of proposed plans during Phase-1 project (e.g., Road Improvement Plan, CBD traffic improvement plan) was reviewed and which found that Road Improvement Plan is to be implemented under on-going WB-funded DMDP and part of CBD traffic improvement plan (e.g., part of traffic circulation and on-street parking management) was implemented.
- 2) Information on ongoing/planned urban transport projects were collected from executive agencies.
- 3) The congested locations and on-going projects are mapped and location(s) of the pilot project(s) are proposed to include (i) Ali Hassan Mwinyi Road, (ii) CBD and (iii) Morogoro Road, where no measures under the on-going projects are taken and/or a conceptual plan is available.
- 4) The concept design of potential pilot projects at these locations was discussed in 4th and 7th Secretariat meetings and potential pilot projects were identified. These projects as trial measures include (i) Optimization of Intersections, (ii) On-Street Parking Management, (iii) Improve Bus Terminus Facilities, (iv) Tidal Flow Lane and (v) Area Control with Plate Number.
- 5) Work has commenced on the first four pilot projects and technical working groups (TWG) appointed.
- 9) The TWG are encouraged to organized induction meetings to begin to support the projects. (*See Appendix 2: Outline of Short Term Projects*)

The activities for Output 3 for Master Plan updates are undergoing as planned. The progress of the project, mainly Task 3-1 (training needs assessment) and Task 3-2 (develop training curriculums), is summarized below.

- 1) Training needs assessment was conducted, using a structured questionnaire survey form.
- 2) Using the result of needs assessment survey, preliminary training plan was prepared and discussed in the 3rd Secretariat meeting.
- 3) -Based on Training needs survey, Training structure and methodologies are agreed on 9th Secretariat meeting.
- 4) Socio-economic data (e.g., 2002 and 2012 population census, GIS based enumeration area boundaries) was collected from NBS. Also, information of Dar Development Plan, including preliminary land use plan, was collected from MOLHSD.
- 5) As agreed by Secretariat members, both NIT and Ardhi Univ. were involved as potential trainers for a series of training programs and trainees will be mainly Secretariat members.
- 6) Training plan of this project was agreed on 9th Secretariat meeting which consists from TOT (training for Trainers), Round table discussion, Intensive training and External training (in Japan or Third country).
- 7) According to agreement with Secretariat members, three intensive trainings were implemented by the end of November 2015 (one training carried out in July 2015 and two trainings carried out in September 2015. **See Appendix 3,4,5: Evaluation reports on Intensive Trainings1,2,3).**

The detailed implementation status of each activity is shown in **Annex 2: Project Monitoring Sheet II.**

1-3 Achievement of Outputs

Though it is too early to evaluate what extent the project output can be attainable, Output 1 'A coordination mechanism among the relevant agencies is enhanced towards establishment of DUTA' is expected to be achieved as Activities for this Output is undergoing as planned. However, there is a utmost concern that the Concept Paper prepared by PMO-RALG suggested to legislate regional UTAs and proposed to set up a super authority (taking over all responsibilities/funds from existing agencies) rather than a coordination body proposed by the Expert Team during the Phase 1 project. Both discussions made during the Secretariat meetings and comments provided by selected institutions supported UTA/DUTA as a coordination body option and therefore, the Team/Secretariat should closely work with a task force to improve functions/structure/funding mechanism of UTA reflecting those comments.

Output 2 'Organizational capacity on PDCA of the relevant agencies is strengthened through selected project(s)' is also expected to be achieved as Activities for this Output is undergoing as planned. The experience from the Phase 1 project shows that all local executive agencies face financial constraints to implement the proposed project(s) due to limited amount of development funds or most of funds to be spent

for their pipeline projects. Accordingly, the proposed pilot projects need to be implementable with small amount of funds required and/or these project should be implemented as trial measures in a selected pilot area(s) to test it feasibility. It is also found that donor funded project, like DMDP, requires a strategic planning work (i.e., Road Improvement Plan prepared in Phase 1) to provide justification on priority projects. The project therefore needs to develop the strategic plan to decongest the traffic in Dar and identify priority projects and maximize the synergy effect derived from these projects. This work will be accomplished using the result of preliminary trial measures of the selected pilot projects.

Output 3 'Technical capacities to address urban transport issues are improved through various training methods' is also expected to be achieved as Activities for this Output is undergoing as planned. It should be noted that JICA and WB are going to support to conduct a study to revise the previous Urban Transport Master Plan and hence the project should fully utilize outputs of this Master Plan Study (e.g., socio-economic analysis, traffic survey result, traffic analysis, draft master plan/investment plan, feasibility study) as training materials.

The detailed achievements of indicators of each Output are shown in ***Annex 1: Project Monitoring Sheet I***.

1-4 Achievement of the Project Purpose

The achievement level of the project purpose 'A coordination mechanism in related organizations is well-functioning which ensures coordination in planning and implementation of selected project(s)' cannot be verified at the moment, since the budget plans of the executive agencies, as monitoring indicator of the project purpose, are under approval process in the Parliament and not yet available as of now. Considering the local budget cycle, the proposed projects should be appeared in the budget plan in the fiscal year of 2016/17 that will be available in July 2016.

1-5 Changes of Risks and Actions for Mitigation

Four important assumptions, as described in the PDM, were identified to achieve pre-determined outputs and project purpose. These assumptions remain effective and none of them affect the achievement level of outputs and project purpose as of now.

1-6 Progress of Environmental and Social Considerations (if applicable)

Not applicable as of now. When package/location of pilot project(s) are determined, the Team will consider environmental and social adverse impact derived from the pilot project(s) if any.

1-7 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if applicable)

Not applicable. When package/location of pilot project(s) are determined, the Team will consider gender and poverty reduction issues derived from the pilot project(s) if any.

1-8 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs etc.)

Not applicable.

2 Delay of Work Schedule and/or Problems (if any)

2-1 Summary

The following bullet points are identified as major issues to be addressed in the project. The contents including challenges and actions to be taken of these issues are presented in ***Annex 4: Major Issues, Challenges and Actions to be taken.***

- Development of local ownership/commitment to the project (for project objectives)
- Establishment of coordination mechanism among concerned ministries/agencies (for project objectives)
- Development of consensus on DUTA as coordination body (for output 1)
- Development of coordination/commitment to the policy/projects (for output 2)
- Development of sustainable training mechanism (for output 3)

2-2 Cause

The causes of the above issues are also presented in ***Annex 4: Major Issues, Challenges and Actions to be taken.***

2-3 Action to be taken

The actions to be taken by the end of as well as after the project in reaction to the above issues are also presented in ***Annex 4: Major Issues, Challenges and Actions to be taken.***

2-4 Roles of Responsible Persons/Organization (JICA, Gov. of Tanzania, etc.)

The particular expected actions to be taken by the Tanzanian side in reaction to the above issues are also presented in ***Annex 4: Major Issues, Challenges and Actions to be taken.***

3 Modification of the Project Implementation Plan

3-1 PDM

Not applicable.

3-2 Other modifications on detailed implementation plan

Not applicable.

4 Preparation of Gov. of Tanzania toward after completion of the Project

The preparation of Gov. of Tanzania toward after completion of the Project is also presented in ***Annex 4: Major***

Issues, Challenges and Actions to be taken.

II. Attachment

- Annex 1 Project Monitoring Sheet I: PDM based on the Achievement and Remarks**
- Annex 2 Project Monitoring Sheet II: PO based on the Issues and Solutions**
- Annex 3 PDM (Version 1-2)**
- Annex 4 Major Issues, Challenges and Actions to be taken**
- Annex 5 Inputs Provided**
- Annex 6 Working Conditions of Equipment Provided**

Annex 1 Project Monitoring Sheet I: PDM based on the Achievement and Remarks

Version 1.2
Dated 30/Nov/2015

Project Title: The Capacity Development Project for Improvement of Dar es Salaam Transport (Phase-2)

Implementing Agency: PMO-RALG

Target Group: The Secretariat and Steering Committee established under the Project

Period of Project: 3 Years (Oct 2014-Sep 2017)

Project Site: Dar es Salaam Region

Model Site: Nil

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievements	Remarks																												
<p>Overall Goal: Traffic conditions in Dar es Salaam are improved.</p>	<p>Travel date (e.g., travel speed, congestion, user satisfaction) is improved when compared to that in 2014.</p>	<p>· Traffic survey report(s) prepared by PMO-RALG and/or DUTA</p>	<p>Nil</p>																														
<p>Project Purpose: A coordination mechanism in related organizations is well-functioning which ensures coordination in planning and implementation of selected project(s)*. * Selected project(s) mean that project(s) designed and approved through the Project.</p>	<p>70% of selected projects in line with the Urban Transport Investment Plan and Action Plan appear in the budget plan/pipeline of concerned implementing agencies by the end of the Project.</p>	<p>· Project Progress Report(s)</p>	<p>Urban transport projects approved by the coordination body (e.g., Dar es Salaam Urban Transport Authority: DUTA) are implemented continuously.</p>	<ul style="list-style-type: none"> - One RS staff and two DCC staff nominated as permanent Secretariat at the inception stage of the project. - Members of JCC/SC and Secretariat agreed in 1st JCC held on 5th Dec 2014. - Project office set up in DCC during the inception phase. - Budget for managing project discussed and agreed to share between PMO-RALG/LGAs in 1st JCC. - So far, one Kick-off Meeting, two JCC/SC meeting and 14 Secretariat meetings are held. - As summarized below table, 70-90% of good attendance for JCC/SC and Secretariat observed. <p><No. of attendees/absentees for meetings (only Tanzanian side)></p> <table border="1" data-bbox="1145 421 1375 992"> <thead> <tr> <th>Meeting</th> <th>Date</th> <th>No. of attendee</th> <th>No. of absentee</th> </tr> </thead> <tbody> <tr> <td>Kick off meeting</td> <td>2014/11/21</td> <td>17</td> <td>1</td> </tr> <tr> <td>1st JCC/SC</td> <td>2014/12/5</td> <td>27</td> <td>4</td> </tr> <tr> <td>1st Secretariat</td> <td>2014/12/10</td> <td>11</td> <td>5</td> </tr> <tr> <td>2nd Secretariat</td> <td>2015/2/19</td> <td>16</td> <td>0</td> </tr> <tr> <td>3rd Secretariat</td> <td>2015/2/26</td> <td>11</td> <td>5</td> </tr> <tr> <td>4th Secretariat</td> <td>2015/3/5</td> <td>15</td> <td>1</td> </tr> </tbody> </table>	Meeting	Date	No. of attendee	No. of absentee	Kick off meeting	2014/11/21	17	1	1 st JCC/SC	2014/12/5	27	4	1 st Secretariat	2014/12/10	11	5	2 nd Secretariat	2015/2/19	16	0	3 rd Secretariat	2015/2/26	11	5	4 th Secretariat	2015/3/5	15	1	
Meeting	Date	No. of attendee	No. of absentee																														
Kick off meeting	2014/11/21	17	1																														
1 st JCC/SC	2014/12/5	27	4																														
1 st Secretariat	2014/12/10	11	5																														
2 nd Secretariat	2015/2/19	16	0																														
3 rd Secretariat	2015/2/26	11	5																														
4 th Secretariat	2015/3/5	15	1																														

Narrative Summary		Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievements		Remarks
					15 th Secretariat 2015/4/9 11 5 6 th Secretariat 2015/4/30 12 4 7 th Secretariat 2015/5/14 8 8 8 th Secretariat 2015/5/21 14 2 9 th Secretariat 2015/5/28 13 3 10 th Secretariat 2015/6/11 9 7 11 th Secretariat 2015/6/25 10 6 12 th Secretariat 2015/7/30 11 5 13 th Secretariat 2015/8/13 12 4 2 nd JCC/SC 2015/8/21 41 1 14 th Secretariat 2015/8/31 15 1		
<p>Outputs:</p> <p>1. A coordination mechanism among the relevant agencies is enhanced towards establishment of DUTA.</p>		<p>1-1 DUTA establishment bill is developed during the first year of the Project and further actions towards establishment of DUTA are taken during the second/third year of the Project.</p>	<ul style="list-style-type: none"> · Project Progress Report(s) · DUTA Establishment Bill/Act · Approved Urban Transport Investment Plan and Action Plan(s) 	<p>1. Policy for DUTA establishment in Tanzania remains effective</p>	<p>- Prior to the project, PMO-RALG formed a task force, involving staffs from PMO-RALG, to legislate DUTA.</p> <p>- The task force of PMO-RALG prepared a Concept Paper and Draft Establishment Bill by Oct 2014.</p> <p>- The Concept Paper on UTA was reviewed by Expert/Secretariat members from the 2nd to 4th Secretariat meetings held in Feb and March 2015. Comments on the Concept Paper were submitted to PMO-RALG by selected concerned institutions by end of April 2015.</p> <p>- Comments on the Concept Paper were submitted to PMO-RALG by selected concerned institutions by end of April 2015 and presented it in the 2nd JCC/SC on 21 August 2015.</p> <p>- At the 2nd JCC/SC on 21 August 2015 the DUTA concept as promoted by PMO-RALG was discussed and it was agreed that PMO-RALG and the JICA CUPID would collaborate to revise the Concept Paper, which would be resubmitted to stakeholder by end 2015.</p> <p>- One meeting was held to set out areas of discussion.</p> <p>- The responsibility for DUTA discussions has recently been transferred to the Division of Urban Infrastructure development and new delegates will be appointed.</p> <p>- It is anticipated the next meeting will be held prior</p>	<p>There is a upmost concern that the Concept Paper prepared by PMO-RALG suggested to legislate regional UTAs and proposed to set up a super authority (taking over all responsibilities/funds from existing agencies) rather than a coordination body proposed by the Expert Team during the Phase 1 project. Both discussions made during the Secretariat meetings and comments provided by selected institutions supported UTA/DUTA as a coordination body option and therefore, the Team should closely work with a task force to improve functions/s/structure/fundi</p>	

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievements	Remarks
	<p>1-2 Action plan(s) in accordance to the Urban Transport Investment Plan is approved by the (provisional) board of management of DUTA in each fiscal year.</p>			<p>to mid-December.</p>	<p>ng mechanism of UTA reflecting those comments.</p>
<p>2. Organizational capacity on planning, implementation, monitoring and evaluation (PDCA) of the relevant agencies is strengthened through selected project(s).</p>	<p>2-1 All implementing agencies of Secretariat encompass PDCA project management cycle by the end of the Project.</p>	<ul style="list-style-type: none"> · Project Progress Report(s) · Results of baseline and endline traffic surveys 	<p>2. Adequate funds to implement the planned activities under the Project from Tanzania side are made available.</p>	<p>- The progress of proposed plans during Phase-1 project (e.g., Road Improvement Plan, CBD traffic improvement plan) was reviewed and which found that Road Improvement Plan is to be implemented under on-going WB-funded DMDP and part of CBD traffic improvement plan (e.g., part of traffic circulation and on-street parking management) was implemented.</p> <p>- Information on ongoing/planned urban transport projects were collected from executive agencies.</p> <p>- The congested locations and on-going projects are mapped and location(s) of the pilot project(s) are proposed to include (i) Ali Hassan Mwinyi Road, (ii) CBD and (iii) Mogororo Road, where no measures under the on-going projects are taken and/or a conceptual plan is available.</p> <p>- The concept design of potential pilot projects at these locations was discussed in 4th and 7th Secretariat meetings and potential pilot projects were identified. These projects as trial measures include (i) Optimization of Intersections, (ii) On-Street Parking Management, (iii) Improve Bus Terminus Facilities, (iv) Tidal Flow Lane and (v) Area Control with Plate Number.</p> <p>- Work has commenced on the first four pilot projects and technical working groups (TWG) appointed.</p> <p>- The TWG are encouraged to organised induction meetings to begin to support the projects.</p> <p>-</p>	<p>The experience from the Phase 1 project shows that all local executive agencies face financial constraints to implement the proposed project(s) due to limited amount of development funds or most of funds to be spent for their pipeline projects. Accordingly, the proposed pilot projects need to be implemented with small amount of funds required and/or these projects should be trial measures in a selected pilot area(s). It is also found that donor funded project, like DMDP, requires a strategic planning work (i.e., Road Improvement Plan prepared in Phase 1) to identify priority projects. The project therefore needs to develop the strategic plan to decongest the</p>

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievements	Remarks
	2-2 Travel data (e.g., travel speed, congestion, user satisfaction) in the pilot area(s) is improved when compared between baseline data and endline data.			Nil	traffic in Dar and identify priority projects. This work will be accomplished using the result of preliminary trial measures of the selected pilot projects.
<p>3. Technical capacities to address urban transport issues are improved through various training methods.</p>	<p>3-1 90% of Secretariat members acquire practical skills in planning, implementation and data analysis of traffic surveys by the end of the Project.</p> <p>3-2 80% of Secretariat members acquire advanced skills to conduct comprehensive demand forecast by the end of the Project.</p> <p>3-3 70% of Secretariat members acquire advanced knowledge in the network analysis and in planning optimum network improvement plan, identifying the priority corridor(s) by the end of the Project.</p> <p>3-4 70% of Secretariat</p>	<p>· Project Progress Report(s)</p> <p>· Results of skill test(s)</p>	<p>3. Knowledge transfer mechanism is operational within agencies to which the trained trainees belong.</p>	<ul style="list-style-type: none"> - Training needs assessment was conducted, using a structured questionnaire survey form. - Using the result of needs assessment survey, preliminary training plan was prepared and discussed in the 3rd Secretariat meeting. - Based on Training needs survey, Training structure and methodologies are agreed on 9th Secretariat meeting. - Socio-economic data (e.g., 2002 and 2012 population census, GIS based enumeration area boundaries) was collected from NBS. Also, information of Dar Development Plan, including preliminary land use plan, was collected from MOLHSD. - As agreed by Secretariat members, both NIT and Ardhi Univ. were involved as potential trainers for a series of training programs and trainees will be mainly Secretariat members. - Training plan of this project was agreed on 9th Secretariat meeting which consists from TOT (training for Trainers), Round table discussion, Intensive training and External training (in Japan or Third country). - According to agreement with Secretariat members, 3 intensive trainings were implemented by the end of November 2015. 	<p>It should be noted that JICA and WB are going to support to conduct a study to revise the previous Urban Transport Master Plan and hence the project should fully utilize outputs of this Master Plan Study (e.g., socio-economic analysis, traffic survey result, traffic analysis, draft master plan/investment plan, feasibility study) as training materials.</p>

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievements	Remarks																													
	<p>members acquire advanced skills to conduct the feasibility study of the priority project by the end of the Project.</p>			<p><No. of attendees of Intensive Training in Tanzania></p> <table border="1" data-bbox="304 439 652 990"> <thead> <tr> <th>Training in Tanzania</th> <th>Date</th> <th>Score of Skill test</th> <th>No. of attendees</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td>0 - 60 - 80 - 59 79 100</td> <td></td> </tr> <tr> <td>Basic GIS</td> <td>9-10 Jul. 2015 (2 days)</td> <td>0 22 78</td> <td>16</td> </tr> <tr> <td>IMP Development & Transport Survey</td> <td>16-17 Sep. 2015 (2 days)</td> <td>0</td> <td>15</td> </tr> <tr> <td>Situation Analysis by GIS</td> <td>29-30 Sep. 2015 (2 days)</td> <td>0 50 50</td> <td>11</td> </tr> </tbody> </table> <p><List of Training which Secretariat member participated in Japan></p> <table border="1" data-bbox="737 421 930 990"> <thead> <tr> <th>Title of Training in Japan</th> <th>Date</th> <th>No. of Participants</th> </tr> </thead> <tbody> <tr> <td>Development of Urban road network</td> <td>27 Jul. - 5 Sep. 2015 (60 days) (PMO-RALG)</td> <td>1</td> </tr> <tr> <td>Knowledge co-creation programme on comprehensive urban transportation planning</td> <td>12 Oct. - 12 Dec. 2015 (60 days) (TANROADS)</td> <td>1</td> </tr> </tbody> </table>	Training in Tanzania	Date	Score of Skill test	No. of attendees			0 - 60 - 80 - 59 79 100		Basic GIS	9-10 Jul. 2015 (2 days)	0 22 78	16	IMP Development & Transport Survey	16-17 Sep. 2015 (2 days)	0	15	Situation Analysis by GIS	29-30 Sep. 2015 (2 days)	0 50 50	11	Title of Training in Japan	Date	No. of Participants	Development of Urban road network	27 Jul. - 5 Sep. 2015 (60 days) (PMO-RALG)	1	Knowledge co-creation programme on comprehensive urban transportation planning	12 Oct. - 12 Dec. 2015 (60 days) (TANROADS)	1	
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Annex 2 Project Monitoring Sheet I: PO based on the Achievement and Remarks

Version 1.3

Dated 30 Nov 2015

Project Title: Capacity Building Project for the improvement of Dar es Salaam Transport Phase 2

Inputs	Monitoring												Issue	Solution		
	2014		2015			2016			2017						Remarks	
Expert	Plan	Actual	IV	I	II	III	IV	I	II	III	IV	I	II	III		IV
Team Leader/ Transport Administration	Plan	Actual														
Public Transport Planning	Plan	Actual														
Road Planning/ Design/ Supervision	Plan	Actual														
Traffic Demand Forecast	Plan	Actual														
Database Management	Plan	Actual														
Human Resource Development/ Project Coordinator	Plan	Actual														

Activities	2015												2016				2017				Responsible Organization	Achievements	Issue & Countermeasures
	2014		2015			2016			2017			2017				Japan	Tanzania						
Sub-Activities	Plan	Actual	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV				
Output 1: A coordination mechanism among the relevant agencies is enhanced towards establishment of DUTA																							
1-1 Review existing institutional framework in the urban transport sector and capacity analysis of the existing transport agencies.	Plan	Actual																					
1-2 Support towards proper set-up of DUTA, including - Establishment of a task force in the Secretariat	Plan	Actual																					
-Draft and finalization of establishment bill	Plan	Actual																					
-Organization of stakeholder meetings	Plan	Actual																					
-Approval by the National Assembly	Plan	Actual																					
1-3 Assist a (provisional) board of management of DUTA to formulate draft Urban Transport Investment Plan and Action Plan.	Plan	Actual																					
1-4 Support the relevant agencies to absorb the Action Plan (prepared in Activities 1-3) into annual budget plan(s).	Plan	Actual																					
1-5 Monitor and evaluate progress of the Action Plan.	Plan	Actual																					
Output 2: Organizational capacity on planning, implementation, monitoring and evaluation (PDCA) of the relevant agencies is strengthened through selected projects)																							
2-1 Update the critically congested locations identified in Phase-1.	Plan	Actual																					
2-2 Support relevant agencies* to prepare of improvement plan(s) including preliminary design and cost estimate.	Plan	Actual																					
2-3 Assist the relevant agencies to organize stakeholder meeting(s), involving Project Affected People for smooth implementation of selected project(s).	Plan	Actual																					
2-4 Support the relevant agencies to implement the selected project(s), including pilot project(s).	Plan	Actual																					

See Annex 1: Project Monitoring Sheet I & Annex 4 Major Issues, Challenges and Actions to be taken

See Annex 1: Project Monitoring Sheet I

	Plan		2014		2015			2016			2017			Remarks	Issue	Solution
	Plan	Actual	IV	I	II	III	IV	I	II	III	IV	I	II			
2-5 Monitor and evaluate the pilot project(s).																
Output 3: Technical Capacities to address urban transport issues are improved through update of urban transport master plan																
3-1 Conduct training needs assessment.	Plan															
	Actual															
3-2 Develop training curriculum and evaluation methods.	Plan															
	Actual															
3-3 Conduct training courses/OJT, e.g., relating to update of Urban Transport Master Plan 2008.	Plan															
	Actual															
3-4 Evaluate achievement level of trainees.	Plan															
	Actual															

* Relevant agencies mean the agencies that implement selected project(s).

Duration / Phasing	Plan		2014		2015			2016			2017			Remarks	Issue	Solution
	Plan	Actual	IV	I	II	III	IV	I	II	III	IV	I	II			
Monitoring Plan																
Monitoring	Plan															
	Actual															
Joint Coordinating Committee	Plan															
	Actual															
Secretariat Meeting	Plan															
	Actual															
Submission of Monitoring Sheet	Plan															
	Actual															
Reports/Documents	Plan															
	Actual															
Inception Report	Plan															
	Actual															
Work Plan	Plan															
	Actual															
Project Progress Report	Plan															
	Actual															
Project Completion Report	Plan															
	Actual															

See Annex 1: Project Monitoring Sheet I & Annex 4 Major Issues, Challenges and Actions to be taken

See Annex 1: Project Monitoring Sheet I

Project Design Matrix (PDM)
 Project Title: The Capacity Development Project for Improvement of Dar es Salaam Transport (Phase-2) Project Period: 3 Years (Oct 2014-Sep 2017)
 Target Area: Dar es Salaam Date: Dec 5, 2014
 Target Group: The Secretariat and Steering Committee established under the Project (Phase-1) Version: 1.2

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
OVERALL GOAL Traffic conditions in Dar es Salaam are improved.	Travel date (e.g., travel speed, congestion, user satisfaction) is improved when compared to that in 2014.	Traffic survey report(s) prepared by PMO-RALG and/or DUTA.	
PROJECT PURPOSE A coordination mechanism in related organizations is well-functioning which ensures coordination in planning and implementation of selected project(s)*. * Selected project(s) mean that project(s) designed and approved through the Project.	<ul style="list-style-type: none"> 70% of selected projects in line with the Urban Transport Investment Plan and Action Plan appear in the budget plan/pipeline of concerned implementing agencies by the end of the Project. 	Project Progress Report(s)	Urban transport projects approved by the coordination body (e.g., Dar es Salaam Urban Transport Authority: DUTA) are implemented continuously.
OUTPUTS 1. A coordination mechanism among the relevant agencies is enhanced towards establishment of DUTA.	<ul style="list-style-type: none"> DUTA establishment bill is developed during the first year of the Project and further actions towards establishment of DUTA are taken during the second/third year of the Project. Action plan(s) in accordance to the Urban Transport Investment Plan is approved by the (provisional) board of management of DUTA in each fiscal year. 	<ul style="list-style-type: none"> Project Progress Report(s) DUTA Establishment Bill/Act Approved Urban Transport Investment Plan and Action Plan(s) 	Policy for DUTA establishment in Tanzania remains effective.
2. Organizational capacity on planning, implementation, monitoring and evaluation (PDCA) of the relevant agencies is strengthened through selected project(s).	<ul style="list-style-type: none"> All implementing agencies of Secretariat encompass PDCA project management cycle by the end of the Project. Travel data (e.g., travel speed, congestion, user satisfaction) in the pilot area(s) is improved when compared between baseline data and endline data. 	<ul style="list-style-type: none"> Project Progress Report(s) Results of baseline and endline traffic surveys 	Adequate funds to implement the planned activities under the Project from Tanzania side are made available.
3. Technical capacities to address urban transport issues are improved through various training methods.	<ul style="list-style-type: none"> 90% of Secretariat members acquire practical skills in planning, implementation and data analysis of traffic surveys by the end of the Project. 80% of Secretariat members acquire advanced skills to conduct comprehensive demand forecast by the end of the Project. 70% of Secretariat members acquire advanced knowledge in the network analysis and in planning optimum network improvement plan, identifying the priority corridor(s) by the end of the Project. 70% of Secretariat members acquire advanced skills to conduct the feasibility study of the priority project by the end of the Project. 	<ul style="list-style-type: none"> Project Progress Report(s) Results of skill test(s) 	Knowledge transfer mechanism is operational within agencies to which the trained trainees belong.
ACTIVITIES 1-1 Review existing institutional framework in the urban transport sector and capacity analysis of the existing transport agencies. 1-2 Support towards proper set-up of DUTA, including establishment of a task force in the Secretariat, draft and finalization of establishment bill, organization of stakeholder meetings, approval by the National Assembly, etc. 1-3 Assist a (provisional) board of management of DUTA to formulate draft Urban Transport Investment Plan and Action Plan. 1-4 Support the relevant agencies to absorb the Action Plan (prepared in Activities 1-3) into annual budget plan(s). 1-5 Monitor and evaluate progress of the Action Plan. 2-1 Update the critically congested locations identified in Phase-1. 2-2 Support relevant agencies* to prepare of improvement plan(s) including preliminary design and cost estimate. 2-3 Assist the relevant agencies to organize stakeholder meeting(s), involving Project Affected People for smooth implementation of selected project(s). 2-4 Support the relevant agencies to implement the selected project(s), including pilot project(s).		INPUTS <Tanzanian Side> 1. Personnel 1) Project Director: DSM- RAS 2) Project Manager: City Director of DCC 3) Counterparts of Secretariat: (DSM-RS, DCC, Municipalities, MOT, MOW, SUMATRA, TANROADS, PMO-RALG, DART, Traffic Police, NIT, MOLHSD, RAHCO, TAZARA) 2. Others (e.g., Office space, travel costs/per diem including overtime fees for counterpart personnel, cost for holding meetings, and other local costs (e.g., office furniture, water, electricity bill, transportation) as needed. <Japanese Side> 1. Personnel 1) Team Leader/Transport Administration Expert 2) Public Transport Planner 3) Road Planner	

<p>2-5 Monitor and evaluate the pilot project(s).</p> <p>3-1 Conduct training needs assessment.</p> <p>3-2 Develop training curriculum and evaluation methods.</p> <p>3-3 Conduct training courses/OJT, e.g., relating to update of Urban Transport Master Plan 2008.</p> <p>3-4 Evaluate achievement level of trainees.</p> <p>* Relevant agencies mean the agencies that implement selected project(s).</p>	<p>4) Traffic Demand Forecast/Database Management Expert</p> <p>5) Project Coordinator/Human Resource Development Expert</p> <p>2. Overseas Trainings</p> <p>3. Cost for pilot project(s)</p> <p>4. Others</p> <p>IT equipment (e.g., PC and printer for the project office), and local costs as needed.</p> <p>PRECONDITIONS</p>
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Annex 4 Major Issues, Challenges and Actions to be taken

Areas	Issues, Challenges, and Current Status	Actions to be taken by Experts by next monitoring period	Actions taken by Tanzanian side by next monitoring period
1. Issues to achieve project goal/objectives	<p><u>Issue:</u></p> <ul style="list-style-type: none"> - Successful outcomes of the project, that include establishment of DUTA and implementation of pilot project(s), requires local ownership and commitment to the project, which also contributes to improving sustainability of the project. <p><u>Challenges:</u></p> <ol style="list-style-type: none"> (1) Local contribution to the project should be ensured. (2) Information sharing among SC and Secretariat members is also put an emphasis. (3) Stakeholder involvement at both management and staff levels. (4) Project activities should be in line with budget cycle. (5) Counterpart(s) should be involved to monitoring and evaluation of the project. (6) Donor's support to the project also contributes to realizing project outcome when local contribution is not timely available. <p><u>Current Status:</u></p> <ol style="list-style-type: none"> (1) The local O&M cost was agreed to be shared among PMO-RALG and LGAs during the 1st JCC/SC meeting. The O&M cost was estimated and submitted to RS Office by Dec, 2015. (2) 15-time Secretariat meetings were held as of now, During the meeting, minutes of previous meeting and issues arising and action taken is confirmed by the members. (3) Both JCC/SC and Secretariat meetings were regularly organized as planned and in which a good attendance to the meetings and active participation were observed, except in the 7th Secretariat meeting which observe only 50% attendees. (4) JCC/SC meetings are scheduled to be organized in every December (when the EA starts to prepare budget plan) and August (when the budget is disbursed). The 1st JCC/SC meeting was organized in December 2014 as planned and 2nd JCC/SC was held on August 2015.. (5) The 1st and 2nd project monitoring and evaluation report is prepared jointly by the Expert and counterpart. The result of monitoring and evaluation of the project will be presented to Directors of PMO-RALG, RS Office and LGAs. (6) WB and JICA discussed and confirmed to provide technical assistance to update urban transport master plan. AfDB and JICA also discussed and confirmed AfDB is to conduct a detailed study on CBD traffic improvement plan, of which concept plan was developed under the Phase 1 project. 	<ol style="list-style-type: none"> (2) Secretariat and Expert Team to continue information sharing. (5) Secretariat and Expert Team to prepare 2nd monitoring and evaluation report and present it to Directors. (6) Expert Team through JICA to follow up with WB and AfDB. 	<ol style="list-style-type: none"> (1) PMO-RALG and LGAs to confirm the budget is secured for O&M of the project. PMO-RALG and LGAs to disburse it for O&M of the project. (2) Ditto (3) Secretariat to convene stakeholder involvement through JCC/SC. (4) Secretariat to organize next JCC/SC in Jan./Feb. 2016. (5) Ditto

Areas	Issues, Challenges, and Current Status	Actions to be taken by Experts by next monitoring period	Actions taken by Tanzanian side by next monitoring period
	<p><u>Issue:</u></p> <ul style="list-style-type: none"> - As the project objectives of the project implies, a coordination mechanism among concerned departments need to be established and strengthened throughout the project period. <p><u>Challenges:</u></p> <ol style="list-style-type: none"> (1) A timely support/advice/coordination to/with PMO-RALG to legislate the DUTA and stakeholder involvement during preparation and finalization of the concept plan and establishment bill. (2) Development and authorization of urban transport policy and assignment of duties to each EA following policy recommendation. (3) Ensure full coordination during preparation and implementation of the pilot project(s) and create synergy effects by different pilot project(s) by different EAs. (4) Learning lessons from pilot project(s) and linking lessons to develop the strategic plan. <p><u>Current Status:</u></p> <ol style="list-style-type: none"> (1) Support/advice provided to fine tune the concept paper of UTA prepared by PMO-RALG and stakeholder meeting awaiting to gather comments from the Directors of concerned ministries/agencies. (2) Nil (3) Concept plan of trial measures for pilot projects discussed among Secretariat members and discussion paper on the same subject was prepared. (4) Nil 	<ol style="list-style-type: none"> (1) Support to organize a stakeholder meeting and prepare/finalize a concept paper and establishment bill (2) Draft strategic policy. (3) Finalize concept plan of the pilot project(s). (4) Amend strategic policy reflecting lessons learnt from the pilot project(s) 	<ol style="list-style-type: none"> (1) Involved in preparation and finalization of concept paper and establishment bill through Secretariat meeting(s). (2) Draft strategic policy and assign responsibilities to EAs. (3) Plan and implement part of pilot project(s). (4) Monitor and evaluate the effect of pilot project(s)
<p>2. Issues to accomplish project outcome/ activities</p>	<p><u>Issue:</u></p> <ul style="list-style-type: none"> - The Concept Paper prepared by PMO-RALG suggested to legislate regional UTAs and proposed to set up a super authority (taking over all responsibilities/funds from existing agencies) rather than a coordination body proposed by the Expert Team during the Phase 1 project. A consensus on DUTA as coordination body needs to be built among the concerned ministries/agencies. <p><u>Challenges:</u></p> <ol style="list-style-type: none"> (1) Contents of the concept paper well understood by a task force of PMO-RALG and secretariat members. (2) A consensus on function/structure/funding mechanism of UTAs needs to be built. <p><u>Current Status:</u></p> <ol style="list-style-type: none"> (1) Comparative analysis between a super authority and coordination body options was conducted and discussed in the Secretariat meetings. (2) Each concerned ministry/agency reviewed the concept paper on UTA and some ministries/agencies provided comments on UTA, which mainly suggested to establish a coordination body rather than super authority. (3) Secretariat members suggested PMO-RALG to organize a stakeholder meeting involving management level of each concerned ministry/agency. 	<ol style="list-style-type: none"> (3) Support to organizing a stakeholder meeting and finalizing concept paper and establishment bill. 	<ol style="list-style-type: none"> (3) Organize a stakeholder meeting and finalize concept paper and establishment bill. Also, submit the establishment bill for approval by the National Assembly.

Areas	Issues, Challenges, and Current Status	Actions to be taken by Experts by next monitoring period	Actions taken by Tanzanian side by next monitoring period
	<p><u>Issue:</u></p> <ul style="list-style-type: none"> - Implementation of policy implication and projects requires local contribution. Also, to maximize the benefits derived from the projects, coordination during planning and implementation of policy implication and projects is a must. <p><u>Challenges:</u></p> <ol style="list-style-type: none"> (1) Development and authorization of strategic policy. (2) Preparation of trail measure/pilot project plan in line with policy (3) Assign responsibility through establishment of TWG <p><u>Current Status:</u></p> <ol style="list-style-type: none"> (1) The draft urban transport policy prepared during Phase 1 project was reviewed and updated considering the current socio-economic and traffic conditions. (2) A concept plan of trial measure/pilot project was prepared and discussed in the Secretariat meetings. (3) Nil 	<ol style="list-style-type: none"> (1) Revised urban transport policy to be discussed and improved at Steering Committee. Assist PMO-RALG to authorize the policy. 	<ol style="list-style-type: none"> (2) Concerned EAs to prepare design, cost estimates and secure budget for implementation of pilot projects.
	<p><u>Issue:</u></p> <ul style="list-style-type: none"> - WB and JICA will conduct a study to revise 2008 Urban Transport Master Plan. This will provide a good opportunity (e.g., database, models) for Secretariat members to gain knowledge and skills to prepare a strategic plan and identify priority area of transport measures to decongest the traffic in Dar. A sustainable learning mechanism, using the result of revised Master Plan, should be established. <p><u>Challenges:</u></p> <ol style="list-style-type: none"> (1) Inclusion of academic institutions as a trainer (2) Development of planning guideline and its authorization (3) Linking to training and actual planning works <p><u>Current Status:</u></p> <ol style="list-style-type: none"> (1) NIT was confirmed to be a JCC/SC member as well as a Secretariat member during the 1st JCC/SC. Ardhi Univ. was involved as an observer of Secretariat as suggested and agreed by the Secretariat members. (2) Nil (3) Nil 	<ol style="list-style-type: none"> (1) Continuous training for trainers from NIT and Ardhi to enable to train Secretariat members. (2) Develop planning guideline, including traffic survey manual, demand forecast manual, etc. 	<ol style="list-style-type: none"> (3) Participate in training(s) and prepare/fine tune planning works (e.g., urban transport policy, investment plan, action plan)

Annex 5 Inputs Provided

5-1. Dispatch of Experts (as of 30th November, 2015)

FY	Name	Task	Duration of dispatch
2014/15	Kinamari Takahashi	Team Leader/Transport Administration/ Transport Planning	28 October – 12 December 2014 (46 days) 13 February – 11 March 2015 (27 days) 24 April – 25 May 2015 (32 days) 24 July – 25 August (33 days) 13 September – 15 October (33 days)
	Frits Olyslagers	Public Transport Planning	16 January – 1 st March, 2015 (45 days) 8 May – 30 June 2015 (46 days) 9 August – 2 September (25 days) 25 November – 18 December (25 days)
	Hiroyuki Morimoto	Road Planning/ Design/ Supervision	14 February – 8 March 2015 (23 days) 1 May – 31 May 2015 (31 days) 1 August – 17 August (17 days)
	Masayuki Ishiya	Traffic Demand Forecast	7 January – 28 February 2015 (53 days) 9 May – 9 June 2015 (32 days) 17 August – 21 September (36 days) 9 November – 8 December (30 days)
	Kayoko Miyao	Database Management	3 December – 26 December 2014 (24 days) 11 March – 21 April 2015 (42 days) 13 June – 13 July (30 days) 25 August – 3 October (40 days) 20 November – 19 December (30 days)
	Hafsa Hassan Chande	Human Resource Development/ Project Coordinator	18 November 2014 – 31 December 2014 (44 days) 1 January 2015 – 31 October 2015 (215 days)

5-2. List of Counterpart (as of 30th November, 2015)

FY	Name of C/P Current members	Profession/Institution	Member	Name of experts	Duration of Engagement
2014/15	JUMANNE A. SAGINI	PMO-RALG	STEERING COMMITTEE	Nil	1 year
	THERESIA MMBANDO	RS-DSM	STEERING COMMITTEE		
	ENG.ELINA N.KAYANDA	PMO-RALG	STEERING COMMITTEE		
	JUMA SULEIMAN MAGURU	MINISTRY OF FINANCE	STEERING COMMITTEE		
	MANINGO NASSORO	PMO-RALG	STEERING COMMITTEE		
	ISAYA M. MNGURUMI	IMC	STEERING COMMITTEE		
	NDYAMU KAMA/JULIUS	TANROADS	STEERING COMMITTEE		
	TIGAHWA SERAPION	DART-AGENCY	STEERING COMMITTEE		
	PHOTIDAS A. KAGIMBO	TMC	STEERING COMMITTEE		
	ENG.NATTY M.B	KMC	STEERING COMMITTEE		
	SARAH YOHANA	DCC	STEERING COMMITTEE		
	LADISLAUS M. BIGAMBO	TANROADS	STEERING COMMITTEE		
	LEO J. NGOWI	SUMATRA	STEERING COMMITTEE		
	INSP. MUSSA MABULA	TRAFFIC POLICE	STEERING COMMITTEE		
	ENG.KANYENYE HUMPHREY	TANROADS DSM	STEERING COMMITTEE		

FY	Name of C/P Current members	Profession/Institution	Member	Name of experts	Duration of Engagem ent
2014/15	JUSTIN LYATUU	PMO-RALG		Nil	1 year
	ENG.FABIAN MASEMBO	MOW	SECRETARIAT		
	RAHMA MWINYI	MOW	SECRETARIAT		
	HUSSEIN MATIVILA	MOW	SECRETARIAT		
	PROSPER S. NYAKI	NIT	SECRETARIAT		
	LUCAS EDWARD	NIT	SECRETARIAT		
	ENG. MOHAMED KUGANDA	DART-AGENCY	SECRETARIAT		
	MOSES NYONI	DART-AGENCY	SECRETARIAT		
	ENG.SIYAJALI MAHILI	IMC	SECRETARIAT		
	ENG.JOSHUA CHACHA	IMC	SECRETARIAT		
	DANIEL MAHONA	IMC	SECRETARIAT		
	ENG.ALLAN SHULA	IMC	SECRETARIAT		
	ENG.BENJAMIN MAZIKU	TMC			
	YUSTER DOMINIC	TMC	SECRETARIAT		
	ENG. SHEHEMBA J	RS OFFICE	SECRETARIAT		
	ENG. NYENYE	DCC	SECRETARIAT		
	CHRISTOPHER JAPHET				
	PAUL LAISER	DCC	SECRETARIAT		
	LUCY KALINGA	MOT	SECRETARIAT		
	ENG.ISMAIL MAFITA	MOT	SECRETARIAT		
	AHMED O. WAMALA	KMC	SECRETARIAT		
	BEATRICE CHAO	KMC	SECRETARIAT		
	PEARSON MPINA	SUMATRA	SECRETARIAT		
	ENG.RICHARD FESTO	SUMATRA	SECRETARIAT		
	JAMES MWASHA	TAZARA	SECRETARIAT		
	ENG.MAIZO MGEDZI	TAZARA	SECRETARIAT		
	MASANJA MACHIBYA	RAHCO	SECRETARIAT		
	NZORI KINERO	RAHCO	SECRETARIAT		
	AIDAN MHONDA	MLHSD	SECRETARIAT		
	HAPPINESS MLULA	ARU	SECRETARIAT		
	DR.EMMANUEL MCHOME	ARU	SECRETARIAT		
	ENG.HAMPHREY KANYENYE	ARU	SECRETARIAT		
INSP.MUSSA MABULA	TANROADS	SECRETARIAT			
	ZTO	SECRETARIAT			

List of Counterpart were Replaced (as of 30th November, 2015)

FY	Name of C/P	Profession/Institution	Member	Name of experts	Duration of Engagement (Up to)
2014/15	ENG.JACKSONMASAKA	PMORALG	SECRETARIAT	Nil	August, 2015
	NASSORO MANINGO	PMORALG	SECRETARIAT		August, 2015
	ENG. HASSAN MATIMBE	MOW	SECRETARIAT		August, 2015
	ENG. PHARLES NGELEJA	TMC	SECRETARIAT		August, 2015
	MARTHA MKUPASI	DCC	SECRETARIAT		April, 2015

5-3. Equipment Provided (as of 30th November, 2015)

1) List of equipment

No.	Arrival	Name of equipment	Model	Maker	Price	No. Unit	Section	Place	Procurement	Purpose	Status/Condition
FY 2014/15											
1	12 Dec. 2014	Printer	Canon ix6540 A3	CANON	@TZ 530,000	1		DCC	Local	Facilitate activities of JICA CUPID 2	Good
2	21 Jan. 2015	Photocopier	Canon digital photocopier r IR2530i	CANON	@TZ 8,898,305	1					Good
3	19 Jan. 2015	Projector	Epson EMP S18 TULK3Z00 007	EPSON	@US\$ 650	1					Good
4	24 Dec. 2014	Computer	Dell Inspiron	DELL	@TZ 1,200,000	1					Good
5	18 Dec. 2014	Chair	Low back office chair	THE OFFICE FURNITURE ZONE	@TZ 1,135,593	4					Good
6	18 Dec. 2014	Door book shelf	Door book shelf OZ- 785C	THE OFFICE FURNITURE ZONE	@TZ 453,389	1					Good
7	18 Dec. 2014	Office table with drawers	OZ- 763/788	THE OFFICE FURNITURE ZONE	@TZ 686,440	2					Good
8	18 Dec. 2014	Office table without drawers	OZ-763	THE OFFICE FURNITURE ZONE	@TZ 567,796	2					Good
9	18 Dec. 2014	Computer		DELL	@USD 800	1					Good
10	18 April. 2015	Computer		HP	@TZ 800	1					Good

5-4. Seminar/Training/Workshop/Meetings (as of 30th November, 2015)

FY	Course name	Date	Duration	No. of participants	Target	Remarks
2014/15	1 st secretariat meeting	10 th December, 2014	1 day	11	<ul style="list-style-type: none"> Confirmation of minutes of kick - off and 1st JCC/SC meetings. Briefing of on-going projects/planned projects (by each secretariat member). Briefing of 2014/15 budget plan and priority projects (By each member) Discussion of project implementation plan and structure, e.g. formation of task force. 	
	2 nd secretariat meeting	19 th February, 2015	1 day	16	<ul style="list-style-type: none"> Revisit PDM & define the planning & work processes. Progress of DUTA issues- discussion of options. Process to finalize DUTA. The way forward – letter to Permanent secretary. 	
	3 rd secretariat meeting	26 th February, 2015	1 day	11	<ul style="list-style-type: none"> Discussion and presentation: Approach and methodology for capacity development through revision of 2008 Urban Transport Master Plan. Objectives and structure of DUTA. 	
	4 th secretariat meeting	5 th March, 2015	1 day	15	<ul style="list-style-type: none"> Presentation on proposal on pilot projects. Discussion of the comments on the concept note for UTA. 	
	5 th secretariat meeting	9 th April, 2015	1 day	11	<ul style="list-style-type: none"> Comments on the concept note for UTA. Urban master plan revision (Capacity Assessment, comments on draft TOR) 	
	6 th secretariat meeting	30 th April, 2015	1 day	12	<ul style="list-style-type: none"> A discussion on the institutional comments on the concept note for UTA. A discussion on the comments on the draft TOR for DSM Master plan Update 	
	7 th secretariat meeting	14 th May, 2015	1 day	8	<ul style="list-style-type: none"> Follow up institutional comments on the concept note for UTA. Discussion on the revised TOR for UDSM Urban Transport Master Plan update. Discussion on candidate pilot project(s). 	

FY	Course name	Date	Duration	No. of participants	Target	Remarks
2014/15	8 th secretariat meeting	21 st May, 2015	1 day	15	<ul style="list-style-type: none"> Follow up on institutional comments on the Concept Note for UTA Discussion on trial measures and candidate pilot project. 	
	9 th secretariat meeting	28 th May, 2015	1 day	13	<ul style="list-style-type: none"> Follow up institutional comments on the Concept Note for UTA Discussion on training plan/program (Tanzania/Japan) under CUPID 2 	
	10 th secretariat meeting	11 th June, 2015	1 day	9	<ul style="list-style-type: none"> Discussion on the next step for the structure and role of DUTA and approval of the process. Approval of the Draft TOR for M/P update (received comments) Discussion on the next steps for Transportation Survey for the 1st term training 	
	11 th secretariat meeting	25 th June, 2015	1 day	10	<ul style="list-style-type: none"> Discussion on the next step for the structure and role of DUTA and approval of the process. Approval of the Draft TOR for M/P update (received comments) Discussion on Short Term Projects and Samora Avenue Parking measures and street renovation. Discussion on the Schedule for GIS Training. 	
	12 th secretariat meeting	30 th July, 2015	1 day	11	<ul style="list-style-type: none"> Draft agenda of the 2nd Joint Coordination Committee/Steering Committee Meeting and discussion and approvals to be made. Summary evaluation report on GIS training LGAs stakeholder meeting for DUTA, Pilot projects and contribution by JICA 	

FY	Course name	Date	Duration	No. of participants	Target	Remarks
	13 th secretariat meeting	13 th August, 2015	1 day	12	<ul style="list-style-type: none"> • Discussion on pilot project - Samora Avenue Street Renovation • Report on LGAs Stakeholder Meeting on UTA. • Preparation for 2nd Steering Committee Meeting 	
	14 th secretariat meeting	2 nd September, 2015	1 day	15	<ul style="list-style-type: none"> • Discussion on pilot projects • Discussion on UTA. • Preparation for Transport Survey Master Plan Development. 	

5-5. Local cost by Japanese/Tanzanian side (as of 30th November, 2015)

1) Bearing cost by Japanese side

FY	Item	Amount (US\$)
2014/15	3 Laptop computers and 1 desktop	See Equipment Provided
	Printers, stabilizer, wireless internet router, office furniture, electricity cables, office stationeries, water dispenser, office consumables	See Equipment Provided

2) Bearing cost by Tanzanian side

FY	Item	Amount (Tsh)
2014/15	1 st secretariat meeting (10 th December, 2014) 11 Participants	Tsh 1,250,000
	2 nd secretariat meeting (19 th February, 2015) 16 Participants	Tsh 1,750,000
	3 rd secretariat meeting (26 th February, 2015) 11 Participants	Tsh 1,250,000
	4 th secretariat meeting (5 th March, 2015) 15 Participants	Tsh 1,300,000
	5 th secretariat meeting (9 th April, 2015) 11 Participants	Tsh 1,250,000
	6 th secretariat meeting (30 th April, 2015) 12 Participants	Tsh 1,350,000
	7 th secretariat meeting (14 th May, 2015) 8 Participants	Tsh 950,000
	8 th secretariat meeting (21 st May, 2015) 15 Participants	
	9 th secretariat meeting (28 th May, 2015) 13 Participants	
	10 th secretariat meeting (11 th June, 2015) 9 Participants	
	11 th secretariat meeting (25 th June, 2015) 10 Participants	
	12 th secretariat meeting (30 th July, 2015) 11 Participants	
	13 th secretariat meeting (13 th August, 2015) 12 Participants	
	14 th secretariat meeting (31 st August, 2015)15 Participants	
	Other costs including office space, furniture, water, electricity, etc.	N/A

5-6.Training in Japan (as of 30th November, 2015)

Name	Institution	Training course	Duration	Date
Eng.Jackson Masaka	PMORALG	Development of urban road networks(Centre JICA-Kansai)	60 days	27 th July, 2015 to 5 th September, 2015.
Eng.Humphrey Kanyenye	TANROADS	Knowledge co-creation programme on comprehensive urban Transportation planning	60 days	12 th October, 2015 to 12 th December, 2015.

5-7.Training in Tanzania (as of 30th November, 2015)

Date	Duration	Training course	No.of participants
9 th & 10 th July,2015	2 days	GIS Training 1 (Basic GIS)	16
16 th & 17 th September,2015	2 days	Master plan development and transport surveys training.	15
29 th & 30 th September,2015	2 days	GIS Training 2 (Situation Analysis)	11

Annex 6 Working Conditions of Equipment Provided

No	Regions	S/No	Place	Equipment							Reasons	
				Internet Modem (Router)	Lap-top Computer	Laser Printer	Stabilizer	Photocopier	Office Furniture	Water Dispenser		Electricity Cables
1	DAR ES SALAAM	1	DCC	Working	Working	Working	Working	Working	Good condition	working	Working	

Annex 5-3: Monitoring Sheet 3

**To: Director, Infrastructure and Peacebuilding Department, JICA HQ
Chief Representative, JICA Tanzania Office**

PROJECT MONITORING SHEET

Project Title: Capacity Development Project for the Improvement of Dar es Salaam Transport (Phase-2)

Version of the Sheet: Ver. 3 (Term: Oct 2014 to Sep 2017)

Name: Eng. Swalehe M. Nyenye

Title: Full-time Secretariat for CUPID 2

Name: Kiminari Takahashi

Title: Chief Advisor

Submission Date: September 2016

I. Summary

1 Progress

1-1 Progress of Inputs

Inputs have been provided by both Tanzanian and Japanese sides as planned. The summary of inputs provided up to now is as follows. The details are attached as ***Annex 5: Inputs Provided***. The list of working conditions of equipment provided is also attached as ***Annex 6: Working Conditions of Equipment Provided***.

<Tanzanian side>

Counterpart personnel	17 personnel in total (as Secretariat members)
Office space	Provided in DCC (Dar es Salaam City Council)
Equipment supply	Office space, furniture, water/electricity bill
Local cost	See Annex 5 Inputs Provided

<Japanese side>

Dispatch of experts	6 Experts: 1) Chief Advisor/Transport Administration and Planning 2) Public Transport Planning 3) Road Planning/Design/ Supervision 4) Traffic Demand Forecast 5) Database Management 6) Human Resource Development/ Project Coordination
Training of counterpart personnel in Japan	two secretariat members participated in JICA's sector training course as of 30 th Sep. 2016
Machinery and equipment	Computers (4), inkjet printer, stabilizer, internet modem, projector and photocopiers
Local cost	See Annex 5 Inputs Provided

1-2 Progress of Activities

The activities for Output 1 on establishment of DUTA are undergoing. The progress of the project, mainly that of Task 1-1 (review of institutional framework) and Task 1-2 (advice on proper set up of DUTA), is summarized below.

- 1) Prior to the project, PMO-RALG formed a task force, involving staffs from PMO-RALG, to legislate DUTA.
- 2) The task force of PMO-RALG prepared a Concept Paper and Draft Establishment Bill by Oct 2014.
- 3) The Concept Paper on UTA was reviewed by Expert/Secretariat members from the 2nd to 4th Secretariat meetings held in Feb and March 2015.
- 4) Comments on the Concept Paper were submitted to PMO-RALG by selected concerned institutions by end of April 2015 and presented and discussed in the 2nd JCC/SC on 21 August 2015. (***See Appendix 1: A Brief Report on Comments for DUTA/UTA Concept Paper***)
- 5) At the 2nd JCC/SC (as the first stakeholder meeting), the DUTA concept developed by PMO-RALG was critically reviewed and JCC members basically agreed with necessity of establishment of DUTA to enhance coordination among concerned agencies but most opposed to (i) establishment of a nation-wide UTA and (ii) absorption of duties/responsibilities of existing authority/agency into DUTA.
- 6) During the same meeting, it was agreed that PMO-RALG and the Expert Team would collaborate to revise the Concept Paper, and resubmit to stakeholders by end of 2015.
- 7) The comments were reviewed and the revised Concept Paper was drafted by December 2015, reflecting comments made during 2nd JCC/SC meeting. During the revision of Concept Paper, several meetings were held between Expert Team and PMO-RALG. (***See Appendix 2: A Draft Revised Concept Note on DUTA***)
- 8) The draft Concept Paper is under revision by PMO-RALG and is expected to be finalized and re-submitted to stakeholders in Jan 2016, which will be followed by the second stakeholder meeting.

The activities for Output 2 for pilot projects are also undergoing as planned. The progress made related to this Output, mainly that of Task 2-1 (identification of congested locations) and Task 2-2 (planning preparation) is summarized below.

- 1) The progress of proposed plans during Phase-1 project (e.g., Road Improvement Plan, CBD traffic improvement plan) was reviewed and which found that Road Improvement Plan is to be implemented under on-going WB-funded DMDP and part of CBD traffic improvement plan (e.g., part of traffic circulation and on-street parking management) was implemented.
- 2) Information on ongoing/planned urban transport projects were collected from executive agencies.
- 3) The congested locations and on-going projects are mapped and location(s) of the pilot project(s) are proposed to include (i) Ali Hassan Mwinyi Road and (ii) CBD, where no measures under the on-going projects are taken and/or a conceptual plan is available.
- 4) The concept design of potential pilot projects at these locations was discussed in 4th and 7th Secretariat meetings and potential pilot projects were identified. These projects as trial measures include (i) Optimization of Intersections, (ii) On-Street Parking Management, (iii) Improve Bus Terminus Facilities, (iv)

Tidal Flow Lane and (v) Area Control with Plate Number. (*See Appendix 3: Outline of Short Term Projects*)

5) The progress made by each pilot project (as of December 2015) is summarized below.

(Project 1) Parking and Footpath Renovation on Samora Avenue: A concept plan was prepared through discussion with selected counterparts and discussed in 10th to 15th Secretariat meetings. Project implementation structure (establishment of Technical Working Group for specific project) and schedule were agreed among the Secretariat. JICA HQ provided comments in Nov 2015, implying necessity of further justification of Pilot 1 (route cause of traffic issues - countermeasures – numerical project effects). Following JICA's comments made, tasks for implantation of Project 1 and its implementation schedule were revised, allowing 6 months delay in implantation of Project 1.

(Project 2) Improve Parking Control & Policy : The parking strategy and planning for short-term measures are under preparation by DCC. DCC sub-contracted a parking survey to DIT (Dar es Salaam Institute of Technology) in Oct 2015 and the result to be shared with Secretariat members for review. Separately, JICA Expert and selected counterparts discussed the concept plan on e-ticketing system for parking and parking fare strategy as part of short-term measures with DCC board of management in Sep and Oct 2015. (*See Appendix 4: Draft Concept Plan on E-ticketing System for Parking Fare Collection*)

(Project 3) Daladala & Bus Service Improvements (business model & bus priority) : Through discussions among selected secretariat, SUMATRA management and Expert Team, SUMATRA is currently working to introduce e-ticketing system for fare collection as a pilot project. During the stakeholder meeting (where DARCOBOA, DART and other bus operators association participated) held in Dec 2015, it was agreed that e-ticketing system to be tested by 50 selected Dala dala and system to be supplied by a private system provider, Bololo (South Africa based private system supplier). (*See Appendix 5: Draft Pilot Project Plan on E-ticketing System for Daladala Fare Collection*)

(Project 4) CBD terminus improvements/ pedestrian works & enforce bus bay rules : During the Secretariat meetings held in Nov/Dec 2015, the members discussed possibility for PPP for improvement of bus terminus in CBD area as part of the pilot project. Ilala Municipality was requested to review the discussion paper on the subject, prepared during Phase 1 project and seek for implementation of the project as a pilot project. (*See Appendix 6: Discussion Paper on PPP for Bus Terminus Improvement*)

The activities for Output 3 for Master Plan updates are undergoing as planned. The progress of the project, mainly Task 3-1 (training needs assessment), Task 3-2 (develop training curriculums), Task 3-3 (Conduct training courses/OJT, e.g., relating to update of Urban Transport Master Plan 2008) and Task 3-4 (Evaluate achievement level of trainees) is summarized below.

- 1) Training needs assessment was conducted, using a structured questionnaire survey form.
- 2) Using the result of needs assessment survey, preliminary training plan was prepared and discussed in the 3rd Secretariat meeting.
- 3) Based on training needs survey, training structure and methodologies were discussed and agreed on 9th

Secretariat meeting. During the same meeting, a training plan was agreed, including training methodology which consists of TOT (training of trainers), round table discussion, intensive training and external training (in Japan or third country).

- 4) Socio-economic data (e.g., 2002 and 2012 population census, GIS based enumeration area boundaries) was collected from NBS. Also, information of Dar Development Plan, including preliminary land use plan, was collected from MOLHSD.
- 5) As agreed by Secretariat members, both NIT and Ardhi Univ. were involved as potential trainers for a series of training programs and trainees will be mainly Secretariat members.
- 6) Following the training plan, three intensive trainings (Introductory GIS Training, Traffic Survey Training, and Practical GIS Training) were carried out as of November 2015. Training evaluation and skill tests were carried out in order to monitor and evaluate skill/knowledge of counterparts involved in a series of training courses. (*See Appendix 7, 8, 9: Evaluation Reports on Intensive Trainings*).

The detailed implementation status of each activity is shown in **Annex 2: Project Monitoring Sheet II**.

1-3 Achievement of Outputs

Though it is too early to evaluate the extent to which the project output can be attainable, Output 1 'A coordination mechanism among the relevant agencies is enhanced towards establishment of DUTA' is expected to be achieved as Activities for this Output is undergoing as planned. There was a utmost concern that the Concept Paper prepared by PMO-RALG suggested to legislate nation-wide UTA and proposed to set up a super authority (taking over all responsibilities/funds from existing agencies) rather than a coordination body proposed by the Expert Team during the Phase 1 project. Both discussions made during the Secretariat meetings and comments provided by selected institutions supported UTA/DUTA as a coordination body option. Also, during the 2nd JCC meeting, JCC members basically agreed with necessity of establishment of DUTA to enhance coordination among concerned agencies but most members opposed to (i) establishment of a nation-wide UTA and (ii) absorption of duties/responsibilities of existing authority/agency into DUTA. Therefore, the Team/Secretariat should closely work with a task force to improve functions/structure/funding mechanism of UTA reflecting those comments.

Output 2 'Organizational capacity on PDCA of the relevant agencies is strengthened through selected project(s)' is also expected to be achieved as Activities for this Output is undergoing, although a significant delay is observed in implementation of part of pilot project. The experience from the Phase 1 project shows that all local executive agencies face financial constraints to implement the proposed project(s) due to limited amount of development funds or most of funds to be spent for their pipeline projects. Accordingly, Expert Team and TWG for selected pilot projects seek for other financial sources, such as donor funding, PPP and private funding. Accordingly, part of the pilot projects would be implemented using PPP initiative (e-ticketing system by foreign system provider(s) and terminus improvement by local advertising company).

It is also found that donor funded project, like DMDP, requires a strategic planning work (i.e., Road Improvement Plan prepared in Phase 1) to provide justification on priority projects. The project therefore needs to develop the strategic plan to decongest the traffic in Dar and identify priority projects and maximize the synergy effect derived from these projects. This work will be accomplished using the result of preliminary trial measures of the selected pilot projects.

Output 3 'Technical capacities to address urban transport issues are improved through various training methods' is expected to be achieved as Activities for this Output is undergoing as planned. So far, three intensive trainings (Introductory GIS Training, Traffic Survey Training, and Practical GIS Training) were carried out and training evaluation and skill tests were carried out in order to monitor and evaluate skill/knowledge of counterparts involved in a series of training courses.

It should be noted that JICA and WB are going to support to conduct a study to revise the previous Urban Transport Master Plan and hence the project should fully utilize outputs of this Master Plan Study (e.g., socio-economic analysis, traffic survey result, traffic analysis, draft master plan/investment plan, feasibility study) as training materials.

The detailed achievements of indicators of each Output are shown in ***Annex 1: Project Monitoring Sheet I***.

1-4 Achievement of the Project Purpose

The achievement level of the project purpose 'A coordination mechanism in related organizations is well-functioning which ensures coordination in planning and implementation of selected project(s)' cannot be verified at the moment, since the budget plans of the executive agencies, as monitoring indicator of the project purpose, are under preparation by each implementing agency and not yet available as of now. Considering the local budget cycle, the proposed projects should be appeared in the budget plan in the fiscal year of 2016/17 that will be available in July 2016.

1-5 Changes of Risks and Actions for Mitigation

Four important assumptions, as described in the PDM, were identified to achieve pre-determined outputs and project purpose. These assumptions remain effective and none of them affect the achievement level of outputs and project purpose as of now.

1-6 Progress of Environmental and Social Considerations (if applicable)

On-going pilot projects (Street Renovation, Parking Improvement, Public Transport Improvement and Terminus Improvement) have no or minor environmental and social safeguard impact during and after implementation of the pilot projects. Having said so, during the implementation of the projects, a stakeholder meeting(s) will be held to identify unforeseen negative environmental and social impacts as well as to confirm willingness for realization of the projects. Also, when other package of pilot project(s) are to be implemented, the Team will

consider environmental and social adverse impact derived from the pilot project(s) if any.

1-7 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if applicable)

As described above, on-going pilot projects (Street Renovation, Parking Improvement, Public Transport Improvement and Terminus Improvement) have no or minor gender/peace building/poverty issues during and after implementation of the pilot projects. In order to ensure it, during the implementation of the projects, a stakeholder meeting(s) will be held to identify unforeseen negative impacts derived from the projects.

1-8 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs etc.)

Not applicable.

2 Delay of Work Schedule and/or Problems (if any)

2-1 Summary

Significant delay is observed for Activities related to Output 2 (Organizational capacity on PDCA of the relevant agencies is strengthened through selected project(s)) due to time required for finalization of the concept plan on selected pilot project (i.e., Project 1: Parking and Footpath Renovation on Samora Avenue). However, other pilot projects (i.e., Improve Parking Control & Policy (Project 2) and Daladala & Bus Service Improvements (Project 3)) are under preparation works by concerned agencies as scheduled (implementation in 2016).

Another significant delay is observed for Activities related to Output 1 (A coordination mechanism among the relevant agencies is enhanced towards establishment of DUTA) due to time required for consensus building on the concept of DUTA.

Other than these delays in Activities, the following bullet points are identified as major issues to be addressed during the project. The contents including challenges and actions to be taken of these issues are presented in

Annex 4: Major Issues, Challenges and Actions to be taken.

- Development of local ownership/commitment to the project (for project objectives)
- Establishment of coordination mechanism among concerned ministries/agencies (for project objectives)
- Development of consensus on DUTA as coordination body (for output 1)
- Development of coordination/commitment to the policy/projects (for output 2)
- Development of sustainable training mechanism (for output 3)

2-2 Cause

The most significant contributor to delay of the project, as described earlier, is National Election, held in October, 2015. During the election period (in a few months before the National Election), most counterparts were engaged in preparation of the election and both project activities and decision making process for the project is progressed behind the schedule.

Also, part of delay in Activities related to Output 1 is caused by loss of Eng. Nassoro, most actively engaged in

preparation of Concept Note and Establishment Bill for DUTA. Eng. Nassoro passed away in mid September 2015 and PMO-RALG nominated a person in charge in December 2015 and there is a little progress made during these transition period.

A delay in Activities related to Output 2, particularly that of Project 1: Parking and Footpath Renovation on Samora Avenue, is also caused by internal project approval process in JICA HQ. During negotiation of the contract amendment between JICA and Expert Team, JICA HQ provided comments from Nov 2015 to July 2016, implying necessity of further justification of Pilot 1 (route cause of traffic issues - countermeasures – numerical project effects).

Other causes of the above mentioned issues are also presented in ***Annex 4: Major Issues, Challenges and Actions to be taken.***

2-3 Action to be taken

Since a counterpart in charge of DUTA is newly nominated by PMO-RALG, Expert Team and counterpart(s) in charge will closely work to (i) revise Concept Note of DUAT/draft Establishment Bill, and (ii) organize a stakeholder meeting(s) as scheduled in PO of PDM (Annex 3) and Project Monitoring Sheet I: PO based on the Achievement and Remarks (Annex 2).

A continuous discussion made among JICA/ Expert Team/ Secretariat members, and it was basically agreed that a supplemental traffic survey would be conducted in Jan/Feb 2016 to reveal route cause of traffic issues - countermeasures – numerical project effects for Project 1: Parking and Footpath Renovation on Samora Avenue. Accordingly, tasks for implantation of Project 1 and its implementation schedule were revised, allowing 6 months delay in implantation of Project 1.

Secretariat members and Expert Team will work to review PO and Project Monitoring Sheet I and suggest JCC members to revise the project implementation schedule if necessary. Also, Secretariat members and Expert Team will work to revise project-based detailed implementation schedule, especially for the on-going pilot projects.

The actions to be taken by the end of as well as after the project in reaction to the above issues are also presented in ***Annex 4: Major Issues, Challenges and Actions to be taken.***

2-4 Roles of Responsible Persons/Organization (JICA, Gov. of Tanzania, etc.)

There is no significant changes in roles/responsibilities of the persons/organizations related to the project. The particular expected actions to be taken by the Tanzanian side in reaction to the above issues are also presented in ***Annex 4: Major Issues, Challenges and Actions to be taken.***

3 Modification of the Project Implementation Plan

3-1 PDM

Not applicable.

3-2 Other modifications on detailed implementation plan

There is no specific modifications in detailed implementation schedule, except detailed implementation schedule for specific pilot project (Project 1: Parking and Footpath Renovation on Samora Avenue).

4 Preparation of Gov. of Tanzania toward after completion of the Project

Not applicable.

II. Attachment

- Annex 1 Project Monitoring Sheet I: PDM based on the Achievement and Remarks**
- Annex 2 Project Monitoring Sheet II: PO based on the Issues and Solutions**
- Annex 3 PDM (Version 1-2)**
- Annex 4 Major Issues, Challenges and Actions to be taken**
- Annex 5 Inputs Provided**
- Annex 6 Working Conditions of Equipment Provided**

Annex 1 Project Monitoring Sheet I: PDM based on the Achievement and Remarks

Version 1.3
Dated 30/Nov/2015

Project Title: The Capacity Development Project for Improvement of Dar es Salaam Transport (Phase-2)

Implementing Agency: PMO-RALG

Target Group: The Secretariat and Steering Committee established under the Project

Period of Project: 3 Years (Oct 2014-Sep 2017)

Project Site: Dar es Salaam Region

Model Site: Nil

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievements	Remarks																												
<p>Overall Goal: Traffic conditions in Dar es Salaam are improved.</p>	<p>Travel date (e.g., travel speed, congestion, user satisfaction) is improved when compared to that in 2014.</p>	<ul style="list-style-type: none"> Traffic survey report(s) prepared by PMO-RALG and/or DUTA 	<p>Nil</p>																														
<p>Project Purpose: A coordination mechanism in related organizations is well-functioning which ensures coordination in planning and implementation of selected project(s)*. * Selected project(s) mean that project(s) designed and approved through the Project.</p>	<p>70% of selected projects in line with the Urban Transport Investment Plan and Action Plan appear in the budget plan/pipeline of concerned implementing agencies by the end of the Project.</p>	<ul style="list-style-type: none"> Project Progress Report(s) 	<p>Urban transport projects approved by the coordination body (e.g., Dar es Salaam Urban Transport Authority: DUTA) are implemented continuously.</p>	<ul style="list-style-type: none"> One RS staff and two DCC staff nominated as permanent Secretariat at the inception stage of the project. Members of JCC/SC and Secretariat agreed in 1st JCC held on 5th Dec 2014. Project office set up in DCC during the inception phase. Budget for managing project discussed and agreed to share between PMO-RALG/LGAs in 1st JCC. So far, one Kick-off Meeting, two JCC/SC meeting and 25 Secretariat meetings are held. As summarized below table, most of meetings are 70-90% of good attendance for JCC/SC and Secretariat observed. 																													
				<p><No. of attendees/absentees for meetings (only Tanzanian side)></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th>Meeting</th> <th>Date</th> <th>No. of attendee</th> <th>No. of absentee</th> </tr> </thead> <tbody> <tr> <td>Kick off meeting</td> <td>2014/11/21</td> <td>17</td> <td>1</td> </tr> <tr> <td>1st JCC/SC</td> <td>2014/12/5</td> <td>27</td> <td>4</td> </tr> <tr> <td>1st Secretariat</td> <td>2014/12/10</td> <td>11</td> <td>6</td> </tr> <tr> <td>2nd Secretariat</td> <td>2015/2/19</td> <td>16</td> <td>1</td> </tr> <tr> <td>3rd Secretariat</td> <td>2015/2/26</td> <td>11</td> <td>6</td> </tr> <tr> <td>4th Secretariat</td> <td>2015/3/5</td> <td>15</td> <td>2</td> </tr> </tbody> </table>		Meeting	Date	No. of attendee	No. of absentee	Kick off meeting	2014/11/21	17	1	1 st JCC/SC	2014/12/5	27	4	1 st Secretariat	2014/12/10	11	6	2 nd Secretariat	2015/2/19	16	1	3 rd Secretariat	2015/2/26	11	6	4 th Secretariat	2015/3/5	15	2
Meeting	Date	No. of attendee	No. of absentee																														
Kick off meeting	2014/11/21	17	1																														
1 st JCC/SC	2014/12/5	27	4																														
1 st Secretariat	2014/12/10	11	6																														
2 nd Secretariat	2015/2/19	16	1																														
3 rd Secretariat	2015/2/26	11	6																														
4 th Secretariat	2015/3/5	15	2																														

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievements	Remarks
				5 th Secretariat 2015/4/9 11 6 6 th Secretariat 2015/4/30 12 5 7 th Secretariat 2015/5/14 8 9 8 th Secretariat 2015/5/21 14 2 9 th Secretariat 2015/5/28 13 4 10 th Secretariat 2015/6/11 9 8 11 th Secretariat 2015/6/25 10 7 12 th Secretariat 2015/7/30 11 6 13 th Secretariat 2015/8/13 12 5 2 nd JCC/SC 2015/8/21 41 3 14 th Secretariat 2015/8/31 15 2 15 th Secretariat 2015/12/4 7 10 16 th Secretariat 2015/12/17 10 7 17 th Secretariat 2016/1/14 12 5 18 th Secretariat 2016/2/4 11 6 19 th Secretariat 2016/2/18 11 6 20 th Secretariat 2016/3/31 11 6 21 st Secretariat 2016/4/14 9 8 22 nd Secretariat 2016/4/28 7 10 23 rd Secretariat 2016/5/18 11 6 24 th Secretariat 2016/6/30 12 5 25 th Secretariat 2016/9/15	
<p>Outputs:</p> <p>1. A coordination mechanism among the relevant agencies is enhanced towards establishment of DUTA.</p>	<p>1-1 DUTA establishment bill is developed during the first year of the Project and further actions towards establishment of DUTA are taken during the second/third year of the Project.</p>	<ul style="list-style-type: none"> • Project Progress Report(s) • DUTA Establishment Bill/Act • Approved Urban Transport Investment Plan and Action Plan(s) 	<p>1. Policy for DUTA establishment in Tanzania remains effective</p>	<ul style="list-style-type: none"> - Prior to the project, PMO-RALG formed a task force, involving staffs from PMO-RALG, to legislate DUTA. - The task force of PMO-RALG prepared a Concept Paper and Draft Establishment Bill by Oct 2014. - The Concept Paper on UTA was reviewed by Expert/Secretariat members from the 2nd to 4th Secretariat meetings held in Feb and March 2015. - Comments on the Concept Paper were submitted to PMO-RALG by selected concerned institutions by end of April 2015 and presented and discussed in the 2nd JCC/SC on 21 August 2015. - At the 2nd JCC/SC (as the first stakeholder meeting), the DUTA concept developed by PMO-RALG was critically reviewed and JCC members basically agreed with necessity of establishment of DUTA to enhance coordination among concerned agencies but most opposed to (i) establishment of a nation-wide UTA and (ii) 	<p>There was a utmost concern that the Concept Paper prepared by PMO-RALG suggested to legislate nation-wide UTA and proposed to set up a super authority (taking over all responsibilities/funds from existing agencies) rather than a coordination body proposed by the Expert Team during the Phase 1 project. Both discussions made during the Secretariat meetings and</p>

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievements	Remarks
				<ul style="list-style-type: none"> - absorption of duties/responsibilities of existing authority/agency into DUTA. - During the same meeting, it was agreed that PMO-RALG and the Expert Team would collaborate to revise the Concept Paper, and resubmit to stakeholders by end of 2015. - The comments were reviewed and the revised Concept Paper was drafted by December 2015, reflecting comments made during 2nd JCC/SC meeting. During the revision of Concept Paper, several meetings were held between Expert Team and PMO-RALG. - The draft Concept Paper is under revision by PMO-RALG and is expected to be finalized and re-submitted to stakeholders in Jan 2016, which will be followed by the second stakeholder meeting. 	<p>comments provided by selected institutions supported UTA/DUTA as a coordination body option. Also, during the 2nd JCC meeting, JCC members basically agreed with necessity of establishment of DUTA to enhance coordination among concerned agencies but most members opposed to (i) establishment of a nation-wide UTA and (ii) absorption of duties/responsibilities of existing authority/agency into DUTA.</p>
<p>2. Organizational capacity on planning, implementation, monitoring and evaluation (PDCA) of the relevant agencies is strengthened through selected project(s).</p>	<p>1-2 Action plan(s) in accordance to the Urban Transport Investment Plan is approved by the (provisional) board of management of DUTA in each fiscal year.</p> <p>2-1 All implementing agencies of Secretariat encompass PDCA project management cycle by the end of the Project.</p>	<ul style="list-style-type: none"> • Project Progress Report(s) • Results of baseline and endline traffic surveys 	<p>2. Adequate funds to implement the planned activities under the Project from Tanzania side are made available.</p>	<p>The progress of proposed plans during Phase-1 project (e.g., Road Improvement Plan, CBD traffic improvement plan) was reviewed and which found that Road Improvement Plan is to be implemented under on-going WB-funded DMDP and part of CBD traffic improvement plan (e.g., part of traffic circulation and on-street parking management) was implemented.</p> <ul style="list-style-type: none"> - Information on ongoing/planned urban transport projects were collected from executive agencies. - The congested locations and on-going projects are mapped and location(s) of the pilot project(s) are proposed to include (i) Ali Hassan Mwinyi 	<p>The experience from the Phase 1 project shows that all local executive agencies face financial constraints to implement the proposed project(s) due to limited amount of development funds or most of funds to be spent for their pipeline projects. Accordingly, part of the pilot projects would be</p>
	<p>Nil</p>				

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievements	Remarks
				<p>Road and (ii) CBD, where no measures under the on-going projects are taken and/or a conceptual plan is available.</p> <p>- The concept design of potential pilot projects at these locations was discussed in 4th and 7th Secretariat meetings and potential pilot projects were identified. These projects as trial measures include (i) Optimization of Intersections, (ii) On-Street Parking Management, (iii) Improve Bus Terminus Facilities, (iv) Tidal Flow Lane and (v) Area Control with Plate Number.</p> <p>- The progress made by each pilot project (as of December 2015) is summarized in Form 3-1 (Monitoring Sheet Summary).</p>	<p>implemented using PPP initiative (e-ticketing system by foreign terminus improvement by local advertising company). It is also found that donor funded project, like DMDP, requires a strategic planning work (i.e., Road Improvement Plan prepared in Phase 1) to provide justification on priority projects. The project therefore needs to develop the strategic plan to decongest the traffic in Dar and identify priority projects and maximize the synergy effect derived from these projects.</p>
<p>3. Technical capacities to address urban transport issues are improved through various training methods.</p>	<p>2-2 Travel data (e.g., travel speed, congestion, user satisfaction) in the pilot area(s) is improved when compared between baseline data and endline data.</p> <p>3-1 90% of Secretariat members acquire practical skills in planning, implementation and data analysis of traffic surveys by the end of the Project.</p> <p>3-2 80% of Secretariat members acquire</p>	<p>• Project Progress Report(s) • Results of skill test(s)</p>	<p>3. Knowledge transfer mechanism is operational within agencies to which the trained trainees belong.</p>	<p>Nil</p> <p>- Training needs assessment was conducted, using a structured questionnaire survey form. - Using the result of needs assessment survey, preliminary training plan was prepared and discussed in the 3rd Secretariat meeting. - Based on training needs survey, training structure and methodologies were discussed and agreed on 9th Secretariat meeting. During the same meeting, a training plan was agreed, including training methodology which consists of</p>	<p>It should be noted that JICA and WB are going to support to conduct a study to revise the previous Urban Transport Master Plan and hence the project should fully utilize outputs of this Master Plan Study (e.g.,</p>

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievements	Remarks																					
	<p>advanced skills to conduct comprehensive demand forecast by the end of the Project.</p> <p>3-3 70% of Secretariat members acquire advanced knowledge in the network analysis and in planning optimum network improvement plan, identifying the priority corridor(s) by the end of the Project.</p> <p>3-4 70% of Secretariat members acquire advanced skills to conduct the feasibility study of the priority project by the end of the Project.</p>			<p>TOT (training of trainers), round table discussion, intensive training and external training (in Japan or third country).</p> <p>- Socio-economic data (e.g., 2002 and 2012 population census, GIS based enumeration area boundaries) was collected from NBS. Also, information of Dar Development Plan, including preliminary land use plan, was collected from MOLHSD.</p> <p>- As agreed by Secretariat members, both NIT and Ardhi Univ. were involved as potential trainers for a series of training programs and trainees will be mainly Secretariat members.</p> <p>- Following the training plan, eight intensive trainings were carried out as of September 2016. Training evaluation and skill tests were also carried out in order to monitor and evaluate skill/knowledge of counterparts involved in a series of training courses.</p> <p>- Third country training was carried out in June 2016 at Cape Town, South Africa to learn/ share post-introduction experiences of BRT system and possible solutions for urban transport related issues. In total nineteen counterparts are participated in the study tour together with two CUPID experts.</p>	<p>socio-economic analysis, traffic survey result, traffic analysis, draft master plan/investment plan, feasibility study) as training materials.</p>																					
<p><No. of attendees of Intensive Training in Tanzania></p>																										
		<table border="1"> <thead> <tr> <th rowspan="2">ITC</th> <th rowspan="2">Date</th> <th colspan="3">Score of Skill test (% of attendees)</th> <th rowspan="2">No. of attendees</th> </tr> <tr> <th>Not good</th> <th>Good</th> <th>Very good</th> </tr> </thead> <tbody> <tr> <td>Basic Knowledge of GIS</td> <td>9-10 Jul. 2015 (2 days)</td> <td>0</td> <td>22</td> <td>78</td> <td>16</td> </tr> <tr> <td>Master plan development and transport surveys training.</td> <td>16-17 Sep. 2015 (2 days)</td> <td>14</td> <td>14</td> <td>71</td> <td>15</td> </tr> </tbody> </table>	ITC	Date	Score of Skill test (% of attendees)			No. of attendees	Not good	Good	Very good	Basic Knowledge of GIS	9-10 Jul. 2015 (2 days)	0	22	78	16	Master plan development and transport surveys training.	16-17 Sep. 2015 (2 days)	14	14	71	15			
ITC	Date	Score of Skill test (% of attendees)			No. of attendees																					
		Not good	Good	Very good																						
Basic Knowledge of GIS	9-10 Jul. 2015 (2 days)	0	22	78	16																					
Master plan development and transport surveys training.	16-17 Sep. 2015 (2 days)	14	14	71	15																					

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievements						Remarks	
				Situation Analysis using GIS (1)	Demand Forecast and Project Evaluation (1)	GIS data editing	Demand Forecast and Project Evaluation (2)	Situation Analysis using GIS (2)	Demand Forecast and Project Evaluation (3)		
				29-30 Sep. 2015 (2 days)	0	50	11				
				2-3 Dec. 2015 (2 days)	13	38	50	13			
				14-15 Dec. 2015 (2days)	0	25	25	11			
				2-3 Mar. 2016 (2days)	-	-	-	11			
				9-10 May 2016 (2days)	0	17	83	11			
				4-5 Jul. 2016 (2days)	-	-	-	14			

Note: Very good (score: over 70%), good (over 60%) and not good (less than 60%) for GIS training and very good (over 80%), good (over 60%) and not good (less than 60%) for Transport Survey training.

<List of Training which Secretariat member participated in Japan>

Title of Training in Japan	Date	No. of Participants
Development of Urban road network	27 Jul. – 5 Sep. 2015 (60 days)	1 (PMO-RAL G)
Knowledge co-creation programme on comprehensive urban transportation planning	12 Oct. – 12 Dec. 2015 (60 days)	1 (TANROAD S)

Annex 2 Project Monitoring Sheet I: PO based on the Achievement and Remarks

Version 1.3
Dated 30 Nov 2015

Project Title: Capacity Building Project for the Improvement of Dar es Salaam Transport Phase 2

Inputs	Monitoring																		
	2014				2015				2016				2017				Remarks	Issue	Solution
	Plan	Actual	IV	Actual	I	II	III	IV	I	II	III	IV	I	II	III	IV			
Expert																			
Team Leader/ Transport Administration																			
Public Transport Planning																			
Road Planning/ Design/ Supervision																			
Traffic Demand Forecast																			
Database Management																			
Human Resource Development/ Project Coordinator																			

Activities	2014												2015												2016												2017												Responsible Organization	Achievements	Issue & Countermeasures
	Plan				Actual				IV				Actual				I				II				III				IV				I				II				III				IV						
	Plan	Actual	IV	Actual	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	I	II	III	IV	Japan	Tanzania													
Sub-Activities																																																			
Output 1: A coordination mechanism among the relevant agencies is enhanced towards establishment of DUTA																																																			
1-1 Review existing institutional framework in the urban transport sector and capacity analysis of the existing transport agencies.																																																			
1-2 Support towards proper set-up of DUTA, including - Establishment of a task force in the Secretariat																																																			
-Draft and finalization of establishment bill																																																			
-Organization of stakeholder meetings																																																			
-Finalize draft Concept Note																																																			
-Consensus on Concept Note by Secretariat members																																																			
-Finalize Concept Note with feedback of all stakeholders																																																			
-Approval on Finalized Concept Note by PS of PO-RALG																																																			
-Draft Establishment Bill, following the concept agreed, by PO-RALG																																																			
-Present Concept Note and draft Bill to Inter-ministerial PS Meeting																																																			
-Submit draft Bill to National Assembly																																																			
-Official opening of DUTA																																																			
1-3 Assist a (provisional) board of management of DUTA to formulate draft Urban Transport Investment Plan and Action Plan.																																																			

See Annex 1: Project Monitoring Sheet I & Annex 4 Major Issues, Challenges

and Actions to be taken	Plan		Actual		2014		2015		2016		2017	
	Plan	Actual	Plan	Actual	I	II	III	IV	I	II	III	IV
1-4 Support the relevant agencies to absorb the Action Plan (prepared in Activities 1-3) into annual budget plan(s).												
1-5 Monitor and evaluate progress of the Action Plan.												
Output 2: Organizational capacity on planning, implementation, monitoring and evaluation (PDCA) of the relevant agencies is strengthened through selected project(s)												
2-1 Update the critically congested locations identified in Phase-1.												
2-2 Support relevant agencies* to prepare of improvement plan(s) including preliminary design and cost estimate.												
2-3 Assist the relevant agencies to organize stakeholder meeting(s), involving Project Affected People for smooth implementation of selected project(s).												
2-4 Support the relevant agencies to implement the selected project(s), including pilot project(s).												
2-5 Monitor and evaluate the pilot project(s).												
Output 3: Technical Capacities to address urban transport issues are improved through update of urban transport master plan												
3-1 Conduct training needs assessment.												
3-2 Develop training curriculum and evaluation methods.												
3-3 Conduct training courses/OJT, e.g., relating to update of Urban Transport Master Plan 2008.												
3-4 Evaluate achievement level of trainees.												

* Relevant agencies mean the agencies that implement selected project(s).

Duration / Phasing	Plan		Actual		2014		2015		2016		2017		Remarks	Issue	Solution
	Plan	Actual	Plan	Actual	IV	I	II	III	IV	I	II	III			
Monitoring Plan															
Monitoring															
Joint Coordinating Committee															
Secretariat Meeting															
Submission of Monitoring Sheet															
Reports/Documents															
Inception Report															
Work Plan															
Project Progress Report															
Project Completion Report															

See Annex 1: Project Monitoring Sheet I & Annex 4 Major Issues, Challenges and Actions to be taken

See Annex 1: Project Monitoring Sheet I

Project Design Matrix (PDM)

Project Title: The Capacity Development Project for Improvement of Dar es Salaam Transport (Phase-2) Project Period: 3 Years (Oct 2014-Sep 2017)

Target Area: Dar es Salaam

Date: Dec 5, 2014

Target Group: The Secretariat and Steering Committee established under the Project (Phase-1) Version: 1.2

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
OVERALL GOAL Traffic conditions in Dar es Salaam are improved.	Travel date (e.g., travel speed, congestion, user satisfaction) is improved when compared to that in 2014.	Traffic survey report(s) prepared by PMO-RALG and/or DUTA.	
PROJECT PURPOSE A coordination mechanism in related organizations is well-functioning which ensures coordination in planning and implementation of selected project(s)*. * Selected project(s) mean that project(s) designed and approved through the Project.	<ul style="list-style-type: none"> 70% of selected projects in line with the Urban Transport Investment Plan and Action Plan appear in the budget plan/pipeline of concerned implementing agencies by the end of the Project. 	Project Progress Report(s)	Urban transport projects approved by the coordination body (e.g., Dar es Salaam Urban Transport Authority: DUTA) are implemented continuously.
OUTPUTS 1. A coordination mechanism among the relevant agencies is enhanced towards establishment of DUTA.	<ul style="list-style-type: none"> DUTA establishment bill is developed during the first year of the Project and further actions towards establishment of DUTA are taken during the second/third year of the Project. Action plan(s) in accordance to the Urban Transport Investment Plan is approved by the (provisional) board of management of DUTA in each fiscal year. 	<ul style="list-style-type: none"> Project Progress Report(s) DUTA Establishment Bill/Act Approved Urban Transport Investment Plan and Action Plan(s) 	Policy for DUTA establishment in Tanzania remains effective.
2. Organizational capacity on planning, implementation, monitoring and evaluation (PDCA) of the relevant agencies is strengthened through selected project(s).	<ul style="list-style-type: none"> All implementing agencies of Secretariat encompass PDCA project management cycle by the end of the Project. Travel data (e.g., travel speed, congestion, user satisfaction) in the pilot area(s) is improved when compared between baseline data and endline data. 	<ul style="list-style-type: none"> Project Progress Report(s) Results of baseline and endline traffic surveys 	Adequate funds to implement the planned activities under the Project from Tanzania side are made available.
3. Technical capacities to address urban transport issues are improved through various training methods.	<ul style="list-style-type: none"> 90% of Secretariat members acquire practical skills in planning, implementation and data analysis of traffic surveys by the end of the Project. 80% of Secretariat members acquire advanced skills to conduct comprehensive demand forecast by the end of the Project. 70% of Secretariat members acquire advanced knowledge in the network analysis and in planning optimum network improvement plan, identifying the priority corridor(s) by the end of the Project. 70% of Secretariat members acquire advanced skills to conduct the feasibility study of the priority project by the end of the Project. 	<ul style="list-style-type: none"> Project Progress Report(s) Results of skill test(s) 	Knowledge transfer mechanism is operational within agencies to which the trained trainees belong.
ACTIVITIES 1-1 Review existing institutional framework in the urban transport sector and capacity analysis of the existing transport agencies. 1-2 Support towards proper set-up of DUTA, including establishment of a task force in the Secretariat, draft and finalization of establishment bill, organization of stakeholder meetings, approval by the National Assembly, etc. 1-3 Assist a (provisional) board of management of DUTA to formulate draft Urban Transport Investment Plan and Action Plan. 1-4 Support the relevant agencies to absorb the Action Plan (prepared in Activities 1-3) into annual budget plan(s). 1-5 Monitor and evaluate progress of the Action Plan. 2-1 Update the critically congested locations identified in Phase-1. 2-2 Support relevant agencies* to prepare of improvement plan(s) including preliminary design and cost estimate. 2-3 Assist the relevant agencies to organize stakeholder meeting(s), involving Project Affected People for smooth implementation of selected project(s). 2-4 Support the relevant agencies to implement the selected project(s), including pilot project(s).		INPUTS <Tanzanian Side> 1. Personnel 1) Project Director: DSM- RAS 2) Project Manager: City Director of DCC 3) Counterparts of Secretariat: (DSM-RS, DCC, Municipalities, MOT, MOW, SUMATRA, TANROADS, PMO-RALG, DART, Traffic Police, NIT, MOLHSD, RAHCO, TAZARA) 2. Others (e.g., Office space, travel costs/per diem including overtime fees for counterpart personnel, cost for holding meetings, and other local costs (e.g., office furniture, water, electricity bill, transportation) as needed. <Japanese Side> 1. Personnel 1) Team Leader/Transport Administration Expert 2) Public Transport Planner 3) Road Planner	

<p>2-5 Monitor and evaluate the pilot project(s).</p> <p>3-1 Conduct training needs assessment.</p> <p>3-2 Develop training curriculum and evaluation methods.</p> <p>3-3 Conduct training courses/OJT, e.g., relating to update of Urban Transport Master Plan 2008.</p> <p>3-4 Evaluate achievement level of trainees.</p> <p>* Relevant agencies mean the agencies that implement selected project(s).</p>	<p>4) Traffic Demand Forecast/Database Management Expert</p> <p>5) Project Coordinator/Human Resource Development Expert</p> <p>2. Overseas Trainings</p> <p>3. Cost for pilot project(s)</p> <p>4. Others</p> <p>IT equipment (e.g., PC and printer for the project office), and local costs as needed.</p> <p>PRECONDITIONS</p>
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Annex 4 Major Issues, Challenges and Actions to be taken

Areas	Issues, Challenges, and Current Status	Actions to be taken by Experts by next monitoring period	Actions taken by Tanzanian side by next monitoring period
1. Issues to achieve project goal/objectives	<p><u>Issue:</u></p> <ul style="list-style-type: none"> - Successful outcomes of the project, that include establishment of DUTA and implementation of pilot project(s), requires local ownership and commitment to the project, which also contributes to improving sustainability of the project. <p><u>Challenges:</u></p> <ul style="list-style-type: none"> (1) Local contribution to the project should be ensured. (2) Information sharing among SC and Secretariat members is also put an emphasis. (3) Stakeholder involvement at both management and staff levels. (4) Project activities should be in line with budget cycle. (5) Counterpart(s) should be involved to monitoring and evaluation of the project. (6) Donor's support to the project also contributes to realizing project outcome when local contribution is not timely available. <p><u>Current Status:</u></p> <ul style="list-style-type: none"> (1) The local O&M cost was agreed to be shared among PMO-RALG and LGAs during the 1st JCC/SC meeting. The budget for O&M cost was approved by each LGA and PMO-RALG and secured by Dec, 2015. (2) 15-time Secretariat meetings were held as of now, During the meeting, minutes of previous meeting and issues arising and action taken is confirmed by the members. Also, a monthly report of the project is shared by electronic file among Secretariat members and by hard copy among selected SC members. (3) Both JCC/SC and Secretariat meetings were regularly organized as planned and in which a good attendance to the meetings and active participation were observed. (4) JCC/SC meetings are scheduled to be organized in every December (when the EA starts to prepare budget plan) and August (when the budget is disbursed). The 1st JCC/SC meeting was organized in December 2014 as planned and 2nd JCC/SC was held on August 2015. (5) The 1st and 2nd project monitoring and evaluation reports are prepared jointly by the Expert and selected counterparts. The result of monitoring and evaluation of the project was presented to JCC/SC members. (6) Experts occasionally exchange project information with WB, AfDB and Korea EXIM Bank funded projects to seek for coordination in implementation of the urban transport project(s). 	<ul style="list-style-type: none"> (2) Secretariat and Expert Team to continue information sharing. (5) Secretariat and Expert Team to prepare 2nd monitoring and evaluation report and present it to Directors. (6) Expert Team through JICA to follow up with WB, AfDB and other bilateral financed projects. 	<ul style="list-style-type: none"> (1) PMO-RALG and LGAs to disburse it for O&M of the project. (2) Ditto (3) Secretariat to convene stakeholder involvement through JCC/SC. (4) 3rd JCC/SC to be held in Jan/Feb 2016. (5) Ditto

Areas	Issues, Challenges, and Current Status	Actions to be taken by Experts by next monitoring period	Actions taken by Tanzanian side by next monitoring period
	<p><u>Issue:</u></p> <ul style="list-style-type: none"> - As the project objectives of the project implies, a coordination mechanism among concerned departments need to be established and strengthened throughout the project period. <p><u>Challenges:</u></p> <ol style="list-style-type: none"> (1) A timely support/advice/coordination to/with PMO-RALG to legislate the DUTA and stakeholder involvement during preparation and finalization of the concept plan and establishment bill. (2) Development and authorization of urban transport policy and assignment of duties to each EA following policy recommendation. (3) Ensure full coordination during preparation and implementation of the pilot project(s) and create synergy effects by different pilot project(s) by different EAs. (4) Learning lessons from pilot project(s) and linking lessons to develop the strategic plan. <p><u>Current Status:</u></p> <ol style="list-style-type: none"> (1) The Concept Note was critically reviewed during the 2nd JCC/SC meeting and Expert Team and PMO-RALG revised Concept Note, following comments made during the meeting. (2) Nil (3) Concept plan of trial measures for pilot projects discussed among Secretariat members and discussion paper on the same subject was prepared and discussed in the 2nd JCC/SC meeting. JCC/SC members agreed with the concept plan on selected pilot projects and requested each EA to secure funding and implement them as scheduled. (4) Nil 	<ol style="list-style-type: none"> (1) Support to organize a stakeholder meeting and finalize a concept paper and establishment bill (2) Support to draft strategic policy. (3) Support implementation of pilot project(s). (4) Amend strategic policy reflecting lessons learnt from pilot project(s) 	<ol style="list-style-type: none"> (1) Involved in finalization of concept paper and establishment bill through Stakeholder meeting(s). (2) Draft strategic policy and assign responsibilities to EAs. (3) Plan and implement selected pilot project(s). (4) Monitor and evaluate the effect of pilot project(s)
2. Issues to accomplish project outcome/ project activities	<p><u>Issue:</u></p> <ul style="list-style-type: none"> - The Concept Paper prepared by PMO-RALG suggested to legislate regional UTAs and proposed to set up a super authority (taking over all responsibilities/funds from existing agencies) rather than a coordination body proposed by the Expert Team during the Phase 1 project. A consensus on DUTA as coordination body needs to be built among the concerned ministries/agencies. <p><u>Challenges:</u></p> <ol style="list-style-type: none"> (1) Contents of the concept paper well understood by a task force of PMO-RALG and secretariat members. (2) A consensus on function/structure/funding mechanism of UTAs needs to be built. <p><u>Current Status:</u></p> <ol style="list-style-type: none"> (1) Both discussions made during the Secretariat meetings and comments provided by selected institutions supported UTA/DUTA as a coordination body option. (2) During the 2nd JCC meeting, JCC members basically agreed with necessity of establishment of DUTA to enhance coordination among concerned agencies but most members opposed to (i) establishment of a nation-wide UTA and (ii) absorption of duties/responsibilities of existing authority/agency into DUTA. 	<ol style="list-style-type: none"> (2) Support to organizing a stakeholder meeting and finalizing concept paper and establishment bill. 	<ol style="list-style-type: none"> (2) Organize a stakeholder meeting and finalize concept paper and establishment bill. Also, submit the establishment bill for approval by the National Assembly.

Areas	Issues, Challenges, and Current Status	Actions to be taken by Experts by next monitoring period	Actions taken by Tanzanian side by next monitoring period
	<p><u>Issue:</u></p> <ul style="list-style-type: none"> - Implementation of policy implication and projects requires local contribution. Also, to maximize the benefits derived from the projects, coordination during planning and implementation of policy implication and projects is a must. <p><u>Challenges:</u></p> <ol style="list-style-type: none"> (1) Development and authorization of strategic policy. (2) Preparation of trail measure/pilot project plan in line with policy (3) Assign responsibility through establishment of TWG <p><u>Current Status:</u></p> <ol style="list-style-type: none"> (1) The draft urban transport policy prepared during Phase 1 project was reviewed and updated considering the current socio-economic and traffic conditions. (2) A concept plan of trial measure/pilot project was prepared and discussed in the Secretariat meetings. During the 2nd JCC/SC meeting, the concept plan was discussed and agreed and each EA was requested to secure budget and implement as scheduled. (3) Through discussion among Secretariat members, members of TWG are confirmed. 	<ol style="list-style-type: none"> (1) Revised urban transport policy to be discussed and improved at Steering Committee. Assist PMO-RALG to authorize the policy. 	<ol style="list-style-type: none"> (2) Concerned EAs to prepare design, cost estimates and secure budget for implementation of pilot projects.

Annex 5 Inputs Provided

5-1. Dispatch of Experts (as of 8th September, 2016)

FY	Name	Task	Duration of dispatch
2014/15	Kiminari Takahashi	Team Leader/Transport Administration/ Transport Planning	28 October – 12 December 2014 (46 days) 13 February – 11 March 2015 (27 days) 24 April – 25 May 2015 (32 days) 24 July – 25 August (33 days) 13 September – 15 October (33 days)
	Frits Olyslagers	Public Transport Planning	16 January – 1 st March, 2015 (45 days) 8 May – 30 June 2015 (46 days) 9 August – 2 September (25 days) 25 November – 18 December (25 days)
	Hiroyuki Morimoto	Road Planning/ Design/ Supervision	14 February – 8 March 2015 (23 days) 1 May – 31 May 2015 (31 days) 1 August – 17 August (17 days)
	Masayuki Ishiya	Traffic Demand Forecast	7 January – 28 February 2015 (53 days) 9 May – 9 June 2015 (32 days) 17 August – 21 September (36 days) 9 November – 8 December (30 days)
	Kayoko Miyao	Database Management	3 December – 26 December 2014 (24 days) 11 March – 21 April 2015 (42 days) 13 June – 13 July (30 days) 25 August – 3 October (40 days) 20 November – 19 December (30 days)
	Hafsa Hassan Chande	Human Resource Development/ Project Coordinator	18 November 2014 – 17 December 2014 (30 days) 10 January 2015 – 9 February 2015 (30 days) 1 August 2015 – 30 August 2015 (30 days)
FY	Name	Task	Duration of dispatch
2015/16	Kiminari Takahashi	Team Leader/Transport Administration/ Transport Planning	9 February – 9 March 2016 (25 days) 6 May – 4 th March 2016 (30 days) 30 August – 28 September 2016 (30 days)
	Frits Olyslagers	Public Transport Planning	24 January – 11 February, 2016 (19 days) 21 March – 30 April, 2016, (41 days) 10 June- 10 July, 2016 (31 days) 19 September – 18 October, 2016 (30 days)
	Hiroyuki Morimoto	Road Planning/ Design/ Supervision	4 January – 29 January, 2016 (26 days) 29 February – 23 April, 2016 (55 days) 23 May – 8 July, 2016 (46 days) 26 September – 30 September, 2016 (5 days)
	Masayuki Ishiya	Traffic Demand Forecast	8 February – 6 March, 2016 (31 days) 14 June – 11 July, 2016 (31 days) 12 September – 30 September, 2016 (19 days)
	Kayoko Miyao	Database Management	13 April - 13 May, 2016 (31 days) 29 August – 27 September, 2016 (30 days)

5-2. List of Counterpart (as of 8th September, 2016)

FY	Name of C/P Current members	Profession/Institution	Member	Name of experts	Duration of Engage ment
2014/15	JUMANNE A. SAGINI THERESIA MMBANDO ENG.ELINA N.KAYANDA JUMA SULEIMAN MAGURU MANINGO NASSORO ISAYA M. MNGURUMI NDYAMU KAMA/JULIUS TIGAHWA SERAPION PHOTIDAS A. KAGIMBO ENG.NATTY M.B SARAH YOHANA LADISLAUS M. BIGAMBO LEO J. NGOWI INSP. MUSSA MABULA ENG.KANYENYE HUMPHREY	PMO-RALG RS-DSM PMO-RALG MINISTRY OF FINANCE PMO-RALG IMC TANROADS DART-AGENCY TMC KMC DCC TANROADS SUMATRA TRAFFIC POLICE TANROADS DSM	STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE	Nil	1 year

FY	Name of C/P Current members	Profession/Institution	Member	Name of experts	Duration of Engagem ent
2014/15	JUSTIN LYATUU	PMO-RALG	SECRETARIAT	Nil	1 year
	ENG.FABIAN MASEMBO	MOW	SECRETARIAT		
	RAHMA MWINYI	MOW	SECRETARIAT		
	HUSSEIN MATIVILA	MOW	SECRETARIAT		
	PROSPER S. NYAKI	NIT	SECRETARIAT		
	LUCAS EDWARD	NIT	SECRETARIAT		
	ENG. MOHAMED KUGANDA	DART-AGENCY	SECRETARIAT		
	MOSES NYONI	DART-AGENCY	SECRETARIAT		
	ENG.SIYAJALI MAHILI	IMC	SECRETARIAT		
	ENG.JOSHUA CHACHA	IMC	SECRETARIAT		
	DANIEL MAHONA	IMC	SECRETARIAT		
	ENG.ALLAN SHULA	IMC	SECRETARIAT		
	ENG.BENJAMIN MAZIKU	TMC			
	YUSTER DOMINIC	TMC	SECRETARIAT		
	ENG. SHEHEMBA J	RS OFFICE	SECRETARIAT		
	ENG. SWALEHE NYENYE	DCC	SECRETARIAT		
	CHRISTOPHER JAPHET				
	PAUL LAISER	DCC	SECRETARIAT		
	LUCY KALINGA	MOT	SECRETARIAT		
	ENG.ISMAIL MAFITA	MOT	SECRETARIAT		
	AHMED O. WAMALA	KMC	SECRETARIAT		
	BEATRICE CHAO	KMC	SECRETARIAT		
	PEARSON MPINA	SUMATRA	SECRETARIAT		
	ENG.RICHARD FESTO	SUMATRA	SECRETARIAT		
	JAMES MWASHA	TAZARA	SECRETARIAT		
	ENG.MAIZO MGEDZI	TAZARA	SECRETARIAT		
	MASANJA MACHIBYA	RAHCO	SECRETARIAT		
	NZORI KINERO	RAHCO	SECRETARIAT		
		MLHSD			
	AIDAN MHONDA	ARU	SECRETARIAT		
	HAPPINESS MLULA	ARU	SECRETARIAT		
	DR.EMMANUEL MCHOME	ARU	SECRETARIAT		
ENG.HAMPHREY KANYENYE	TANROADS	SECRETARIAT			
INSP.MUSSA MABULA	ZTO	SECRETARIAT			

2015/16	JUSTIN LYATUU ENG.EMMANUEL NDYAMUKAMA	PO-RALG PO-RALG	SECRETARIAT SECRETARIAT		
	ENG.FABIAN MASEMBO RAHMA MWINYI HUSSEIN MATIVILA	MOW MOW MOW	SECRETARIAT SECRETARIAT SECRETARIAT		
	PROSPER S. NYAKI LUCAS EDWARD	NIT NIT	SECRETARIAT SECRETARIAT		
	ENG. MOHAMED KUGANDA MOSES NYONI	DART-AGENCY DART-AGENCY	SECRETARIAT SECRETARIAT		
	ENG.SIJAJALI MAHILI ENG.JOSHUA CHACHA DANIEL MAHONA ENG..ALLAN SHULA	IMC IMC IMC IMC	SECRETARIAT SECRETARIAT SECRETARIAT SECRETARIAT		
	ENG.BENJAMIN MAZIKU YUSTER DOMINIC PROTAS KAWISHE	TMC TMC TMC	SECRETARIAT SECRETARIAT SECRETARIAT		
	ENG. SHEHEMBA JOSEPHAT	RS OFFICE	SECRETARIAT		
	ENG. SWALEHE NYENYE CHRISTOPHER JAPHET	DCC DCC	SECRETARIAT SECRETARIAT		
	PAUL LAISER LUCY KALINGA	MOT MOT	SECRETARIAT SECRETARIAT		
	ENG.ISMAIL MAFITA AHMED O. WAMALA	KMC KMC	SECRETARIAT SECRETARIAT		
	BEATRICE CHAO PEARSON MPINA AISHA KUWA	SUMATRA SUMATRA SUMATRA	SECRETARIAT SECRETARIAT SECRETARIAT		
	ENG.RICHARD FESTO JAMES MWASHA IDDI ABDALLAH	TAZARA TAZARA TAZARA	SECRETARIAT SECRETARIAT SECRETARIAT		
	ENG.MAIZO MGEDZI MASANJA MACHIBYA ADONIA MMWAYWA	RAHCO RAHCO RAHCO	SECRETARIAT SECRETARIAT SECRETARIAT		
	NZORI KINERO	MLHSD	SECRETARIAT		
	AIDAN MHONDA HAPPINESS MLULA DR.EMMANUEL MCHOME	ARU ARU ARU	SECRETARIAT SECRETARIAT SECRETARIAT		
	ENG.HAMPHREY KANYENYE	TANROADS	SECRETARIAT		
	INSP.MUSSA MABULA	ZTO	SECRETARIAT		

List of Counterpart were Replaced (as of 8th September, 2016)

FY	Name of C/P	Profession/Institution	Member	Name of experts	Duration of Engagement (Up to)
2014/15	ENG.JACKSON MASAKA	PMORALG	SECRETARIAT	Nil	August, 2015
	NASSORO MANINGO	PMORALG	SECRETARIAT		August, 2015
	ENG. HASSAN MATIMBE	MOW	SECRETARIAT		August, 2015
	ENG. PHARLES NGELEJA	TMC	SECRETARIAT		August, 2015
	MARTHA MKUPASI	DCC	SECRETARIAT		April, 2015
2015/16	CHRISTOPHER JAPHET	DCC	SECRETARIAT		July, 2016

5-3. Equipment Provided (as of 8th September, 2016)

1) List of equipment

No.	Arrival	Name of equipment	Model	Maker	Price	No. Unit	Section	Place	Procurement	Purpose	Status/ Condition
FY 2014/15											
1	12 Dec. 2014	Inkjet Printer	HP7500A A3	CANON	@TZ 530,000	1		DCC	Local	Facilitate activities of JICA CUPID 2	Good
2	21 Jan. 2015	Photocopier	Canon digital photocopier r. IR2530i	CANON	@TZ 8,898,305	1					Good
3	19 Jan. 2015	Projector	Epson EMP S18 TULK3Z00 007	EPSON	@US\$ 650	1					Good
4	24 Dec. 2014	Computer	Dell Inspiron	DELL	@TZ 1,200,000	1					Good
5	18 Dec. 2014	Chair	Low back office chair	THE OFFICE FURNITURE ZONE	@TZ 1,135,593	4					Good
6	18 Dec. 2014	Door book shelf	Door book shelf OZ-785C	THE OFFICE FURNITURE ZONE	@TZ 453,389	1					Good
7	18 Dec. 2014	Office table with drawers	OZ-763/788	THE OFFICE FURNITURE ZONE	@TZ 686,440	2					Good
8	18 Dec. 2014	Office table without drawers	OZ-763	THE OFFICE FURNITURE ZONE	@TZ 567,796	2					Good
9	18 Dec. 2014	Computer	Dell latitude	DELL	@USD 800	1					Good
10	18 April. 2015	Computer	HP Pro book 440 G2	HP	@USD 1020	1					Good
11	9 March 2016	Computer	HP Pro book 440 G2	HP	@TZ 2,725,800	1					Good

5-4. Seminar/Training/Workshop/Meetings (as of 8th September, 2016)

FY	Course name	Date	Duration	No. of participants	Target	Remarks
2014/15	1 st secretariat meeting	10 th December, 2014	1 day	11	<ul style="list-style-type: none"> Confirmation of minutes of kick - off and 1st JCC/SC meetings. Briefing of on-going projects/planned projects (by each secretariat member). Briefing of 2014/15 budget plan and priority projects (By each member) Discussion of project implementation plan and structure, e.g. formation of task force. 	
	2 nd secretariat meeting	19 th February, 2015	1 day	16	<ul style="list-style-type: none"> Revisit PDM & define the planning & work processes. Progress of DUTA issues- discussion of options. Process to finalize DUTA. The way forward – letter to Permanent secretary. 	
	3 rd secretariat meeting	26 th February, 2015	1 day	11	<ul style="list-style-type: none"> Discussion and presentation: Approach and methodology for capacity development through revision of 2008 Urban Transport Master Plan. Objectives and structure of DUTA. 	
	4 th secretariat meeting	5 th March, 2015	1 day	15	<ul style="list-style-type: none"> Presentation on proposal on pilot projects. Discussion of the comments on the concept note for UTA. 	
	5 th secretariat meeting	9 th April, 2015	1 day	11	<ul style="list-style-type: none"> Comments on the concept note for UTA. Urban master plan revision (Capacity Assessment, comments on draft TOR) 	
	6 th secretariat meeting	30 th April, 2015	1 day	12	<ul style="list-style-type: none"> A discussion on the institutional comments on the concept note for UTA. A discussion on the comments on the draft TOR for DSM Master Plan Update 	
	7 th secretariat meeting	14 th May, 2015	1 day	8	<ul style="list-style-type: none"> Follow up institutional comments on the concept note for UTA. Discussion on the revised TOR for UDSM Urban Transport Master Plan update. Discussion on candidate pilot project(s). 	

FY	Course name	Date	Duration	No. of participants	Target	Remarks
2014/15	8 th secretariat meeting	21 th May, 2015	1 day	15	<ul style="list-style-type: none"> Follow up on institutional comments on the Concept Note for UTA Discussion on trial measures and candidate pilot project. 	
	9 th secretariat meeting	28 th May, 2015	1 day	13	<ul style="list-style-type: none"> Follow up institutional comments on the Concept Note for UTA Discussion on training plan/program (Tanzania/Japan) under CUPID 2 	
	10 th secretariat meeting	11 th June, 2015	1 day	9	<ul style="list-style-type: none"> Discussion on the next step for the structure and role of DUTA and approval of the process. Approval of the Draft TOR for M/P update (received comments) Discussion on the next steps for Transportation Survey for the 1st term training 	
	11 th secretariat meeting	25 th June, 2015	1 day	10	<ul style="list-style-type: none"> Discussion on the next step for the structure and role of DUTA and approval of the process. Approval of the Draft TOR for M/P update (received comments) Discussion on Short Term Projects and Samora Avenue Parking measures and street renovation. Discussion on the Schedule for GIS Training. 	
	12 th secretariat meeting	30 th July, 2015	1 day	11	<ul style="list-style-type: none"> Draft agenda of the 2nd Joint Coordination Committee/Steering Committee Meeting and discussion and approvals to be made. Summary evaluation report on GIS training LGAs stakeholder meeting for DUTA, Pilot projects and contribution by JICA 	

FY	Course name	Date	Duration	No. of participants	Target	Remarks
	13 th secretariat meeting	13 th August, 2015	1 day	12	<ul style="list-style-type: none"> • Discussion on pilot project - Samora Avenue Street Renovation • Report on LGAs Stakeholder Meeting on UTA. • Preparation for 2nd Steering Committee Meeting 	
	14 th secretariat meeting	2 nd September, 2015	1 day	15	<ul style="list-style-type: none"> • Discussion on pilot projects • Discussion on UTA • Preparation for Transport Survey Master Plan Development 	
	15 th secretariat meeting	4 th December, 2015	1 day	7	<ul style="list-style-type: none"> • Update on revision of DUTA concept note/stakeholder meeting • Discussion on progress of Pilot projects • Evaluation report on intensive trainings • Preparation of project monitoring sheet 	
	16 th secretariat meeting	17 th December, 2015	1 day	10	<ul style="list-style-type: none"> • Progress on DUTA and next steps • Progress of Pilot Projects • Suggestions to improve operation of the secretariat, in light of progress made after 1st year 	
	17 th secretariat meeting	14 th January, 2016	1 day	12	<ul style="list-style-type: none"> • Discussion on progress of Pilot project- Samora Avenue (scope of work and traffic survey) 	
015/2016	18 th secretariat meeting	4 th February, 2016	1 day	11	<ul style="list-style-type: none"> • Update on Pilot projects • Update on DUTA revised concept note • Study tour to Cape Town 	

FY	Course name	Date	Duration	No. of participants	Target	Remarks
	19 th secretariat meeting	18 th February, 2016	1 day	11	<ul style="list-style-type: none"> • DUTA- Feedback on revised concept note from secretariat members • Pilot Project- scoping of Samora Avenue renovation (briefing discussion with JICA HQ and matter arising), Outline traffic survey as baseline survey for Samora Avenue renovation • Training- intensive training (demand forecast) on 3rd and 4th March, study tour in Cape Town • Re- arrangement of Cape Town study tour • Progress report on DUTA • Progress reports of Pilot projects • Discussion of Corridor options for mass transit 	
	20 th secretariat meeting	31 st March, 2016	1 day	11	<ul style="list-style-type: none"> • Update on Cape Town study tour preparation • Discussion on project 1 parking and footpath renovation on Samora Avenue – project detail • Presentation on project 2 DCC parking measures and policy approach • Update on project 3 Daladala Pilot of mobile payments system • Next steps MRT Concept for Dar es salaam • Update on progress con DUTA 	
	21 st secretariat meeting	14 th April, 2016	1 day	9	<ul style="list-style-type: none"> • Update on Cape Town study tour preparation • Discussion on project 1 parking and footpath renovation on Samora Avenue – project detail • Presentation on project 2 DCC parking measures and policy approach • Update on project 3 Daladala Pilot of mobile payments system • Next steps MRT Concept for Dar es salaam • Update on progress con DUTA 	
	22 nd secretariat meeting	28 th April, 2016	1 day	7	<ul style="list-style-type: none"> • Update on Cape Town study tour preparation • GIS Training update • Report on JICA Mission TOR for update of Urban Transport Master Plan • Update on DUTA establishment and explanations on relationship with proposed Dar Metropolitan • Update on short term projects and pending actions to make progress • DMDP funding allocations/ application to short term projects • Next steps for MRT Concept 	

FY	Course name	Date	Duration	No. of participants	Target	Remarks
2015/2016	23 rd secretariat meeting	18 th May, 2016	1 day	11	<ul style="list-style-type: none"> • Update on DUTA establishment • Update on WB funded Dar Urban Transport Improvement Project-Support for establishment and operation of DUTA • Update on short term project and pending actions make progress • Update on MRT Project • Update on Cape Town study tour preparation • GIS Training evaluation report 	
	24 th secretariat meeting	30 th June, 2016	1 day	12	<ul style="list-style-type: none"> • Update on short term project and pending actions to make progress • Discussion on RAHCO rail proposal • Feedback from Cape Town study tour • Training updates 	
	25 th secretariat meeting	15 th September, 2016	1 day	14	<ul style="list-style-type: none"> • Preparation of 3rd JCC/SC • Confirmation for the Minutes of 2nd JCC/ SC • Discussion on the agenda of 3rd JCC/ SC • Confirmation of presenter for 3rd JCC/SC 	

FY	Course name	Date	Duration	No. of participants	Target	Remarks
2014/15	1 st Joint Coordinating Committee/Steering Committee Meeting	5 th December, 2014	1 day	28	<ul style="list-style-type: none"> a) Confirmation of Minutes of 1st JCC/ SC Meeting and Matters arising and Actions taken. b) Project Monitoring Report c) Progress Report on Project Activities <ul style="list-style-type: none"> • PDCA Cycle through pilot projects • Training for M/P update 	
	2 nd Joint Coordinating Committee/Steering Committee Meeting	21 st August 2015	1 day	45	<ul style="list-style-type: none"> a) Presentation of the Work Plan <ul style="list-style-type: none"> • Project background – Revisit of Phase 1 Project • Approach and methodology of Phase 2 Project • Project outline - Draft Project Design Matrix • Project implementation plan – staffing, schedule, deliverables b) Confirmation of Agreements in Record of Discussion <ul style="list-style-type: none"> • Members of Steering Committee/Secretariat • TOR for Steering Committee/Secretariat • Undertakings by Tanzania/Japanese sides c) Progress Report on Project Activities <ul style="list-style-type: none"> • Establishment of DUTA 	

5-5. Local cost by Japanese/Tanzanian side (as of 8th September, 2016)

1) Bearing cost by Japanese side

FY	Item	Amount (US\$)
2014/15	3 Laptop computers	See Equipment Provided
	Printers, stabilizer, wireless internet router, office furniture, electricity cables, office stationeries, water dispenser, office consumables	See Equipment Provided
2015/16	1 Laptop computers	See Equipment Provided
	Office consumables, Office stationaries, electricity cables,	See Equipment Provided

2) Bearing cost by Tanzanian side

FY	Item	Amount (Tsh)
2014/15	1 st secretariat meeting (10 th December, 2014) 11 Participants	Tsh 1,250,000
	2 nd secretariat meeting (19 th February, 2015) 16 Participants	Tsh 1,750,000
	3 rd secretariat meeting (26 th February, 2015) 11 Participants	Tsh 1,250,000
	4 th secretariat meeting (5 th March, 2015) 15 Participants	Tsh 1,300,000
	5 th secretariat meeting (9 th April, 2015) 11 Participants	Tsh 1,250,000
	6 th secretariat meeting (30 th April, 2015) 12 Participants	Tsh 1,350,000
	7 th secretariat meeting (14 th May, 2015) 8 Participants	Tsh 950,000
	8 th secretariat meeting (21 st May, 2015) 15 Participants	-
	9 th secretariat meeting (28 th May, 2015) 13 Participants	-
	10 th secretariat meeting (11 th June, 2015) 9 Participants	-
	11 th secretariat meeting (25 th June, 2015) 10 Participants	-
	12 th secretariat meeting (30 th July, 2015) 11 Participants	-
	13 th secretariat meeting (13 th August, 2015) 12 Participants	-
	14 th secretariat meeting (31 st August, 2015) 15 Participants	-
	15 th secretariat meeting (4 th December, 2015) 7 Participants	-
	16 th secretariat meeting (17 th December, 2015) 10 Participants	-
2015/16	17 th secretariat meeting (14 th January, 2016) 12 Participants	-
	18 th secretariat meeting (4 th February, 2016) 11 Participants	-
	19 th secretariat meeting (18 th February, 2016) 11 Participants	-
	20 th secretariat meeting (31 st March, 2016) 11 Participants	-
	21 st secretariat meeting (14 th April 2016) 9 Participants	-
	22 nd secretariat meeting (28 th April, 2016) 7 Participants	-
	23 rd secretariat meeting (18 th May, 2016) 11 Participants	-
	24 th secretariat meeting (30 th June, 2016) 12 Participants	-
	Other costs including office space, furniture, water, electricity, etc.	N/A

5-6. Training in Japan (as of 15 September, 2016)

Name	Institution	Training course	Duration	Date
Eng.Jackson Masaka	PMORALG	Development of urban road networks(Centre JICA-Kansai)	60 days	27 th July, 2015 to 5 th September, 2015.
Eng.Humphrey Kanyenye	TANROADS	Knowledge co-creation programme on comprehensive urban Transportation planning	60 days	12 th October, 2015 to 12 th December, 2015.

5-7. Training in Tanzania (as of 15 September, 2016)

ITC No.	Date	Duration	Training course	No. of participants
1	9 th & 10 th July 2015	2 days	Basic Knowledge of GIS	16
2	16 th & 17 th September 2015	2 days	Master plan development and transport surveys training.	15
3	29 th & 30 th September 2015	2 days	Situation Analysis using GIS (1)	11
4	2 nd & 3 rd December, 2015	2 days	Theory on Demand Forecasting, Traffic Demand and Project Evaluation	8
5	14 th & 15 th December, 2015	2 days	GIS data editing	11
6	2 nd & 3 rd March, 2016	2 days	Demand Forecast and Project Evaluation Training (1)	11
7	9 th & 10 th May, 2016	2 days	Situation Analysis using GIS (2)	11
8	4 th & 5 th July, 2016	2 days	Demand Forecast and Project Evaluation Training (2)	14

5-8. Training in 3rd Country (as of 15 Sep. 2016)

Date	Duration	Training	No of Participants
12 th – 19 th June, 2016	8 days	Study Tour in Cape Town, South Africa	21 (19 from Tanzania side, 2 from Japanese side)

Annex 6 Working Conditions of Equipment Provided

No	Regions	S/No	Place	Equipment							Reasons		
				Internet Modem (Router)	Lap-top Computer	Inkjet Printer	Stabilizer	Photocopier	Office Furniture	Water Dispenser		Electricity Cables	
1	DAR ES SALAAM	1	DCC	Working	Working (4-PC in total)	Working	Working	Working	Working	Good condition	working	Working	

Annex 5-4: Monitoring Sheet 4

**To: Director, Infrastructure and Peacebuilding Department, JICA HQ
Chief Representative, JICA Tanzania Office**

PROJECT MONITORING SHEET

Project Title: Capacity Development Project for the Improvement of Dar es Salaam Transport (Phase-2)

Version of the Sheet: Ver. 4 (Term: Oct 2014 to Sep 2017)

Name: Eng. Swalehe M. Nyenye

Title: Full-time Secretariat for CUPID 2

Name: Kiminari Takahashi

Title: Chief Advisor

Submission Date: 1 February 2017

I. Summary

1 Progress

1-1 Progress of Inputs

Inputs have been provided by both Tanzanian and Japanese sides as planned. The summary of inputs provided up to now is as follows. The details are attached as ***Annex 5: Inputs Provided***. The list of working conditions of equipment provided is also attached as ***Annex 6: Working Conditions of Equipment Provided***.

<Tanzanian side>

Counterpart personnel	17 personnel in total (as Secretariat members)
Office space	Provided in DCC (Dar es Salaam City Council)
Equipment supply	Office space, furniture, water/electricity bill
Local cost	See Annex 5 Inputs Provided

<Japanese side>

Dispatch of experts	6 Experts: 1) Chief Advisor/Transport Administration and Planning 2) Public Transport Planning 3) Road Planning/Design/ Supervision 4) Traffic Demand Forecast 5) Database Management 6) Human Resource Development/ Project Coordination
Training of counterpart personnel in Japan	Three secretariat members participated in JICA's sector training course as of 31 st Jan, 2017
Machinery and equipment	Computers (4), inkjet printer, stabilizer, internet modem, projector and photocopiers
Local cost	See Annex 5 Inputs Provided

1-2 Progress of Activities

The activities for Output 1 on establishment of DUTA are undergoing. The progress of the project is summarized below.

- 1) 28 Secretariat meetings and 3 Steering Committee meetings held as of 31st Jan, 2017
- 2) Concept paper on DUTA was prepared by PO-RALG by 2014.
- 3) Two stakeholder meetings were held in Dec 2014 and Aug 2015 and a series of Secretariat meetings were held where comments on concept paper collected from various ministries/agencies.
- 4) Consultative meetings with WB mission held in April 2016. WB to support establishment cost of DUTA through Dar Urban Transport Improvement Project (part of the project includes implementation of BRT Phase 3).
- 5) Presentation to management of PO-RALG held in April 2016 and RFB in June 2016.
- 6) PO-RALG and Expert Team revised and fine-tuned concept paper by Sep 2016.
- 7) The third Steering Committee held in Sep 2016 to discuss ownership of DUTA. A chairperson from PO-RALG suggested ownership shift from PO-RALG to MOWTC.
- 8) In Oct, 2016, meetings held involving 3 PSs from PO-RALG, MOWTC (both for transport and for works)
- 9) In Nov, 2016, Transport Sector Review held, where Minister for WTC chaired and establishment of DUTA reconfirmed among participants.
- 10) In Dec, 2016, Minister for WTC confirmed MOWTC to be a champion of DUTA during a courtesy call made by JICA board member. (**See Appendix 1: A Revised Concept Note on DUTA and Ministerial Briefing Note**)
- 11) In Dec, 2016, 28th Secretariat meeting held to discuss an operational plan with possible financial sources and exit strategy of DUTA (Secretariat and Steering Committee functions to be absorbed into Regional Road Board under RS-Office).

Potential financial sources for DUTA

Type	Tax/duties/charges/fees	Timing	Source
Ownership of car	Import tax (from 25%) Excise duty (subject to age and CC) Railway development levy (1.5%) Custom Processing Fee (0.6%) VAT (18%)	At once	General General MOT MOF General
Use of car	Motor vehicle licence Motor vehicle inspection fee Commercial vehicle registration Motorcycle permit fee Parking charge Fuel levy Overloading charge Transit charge	Annual	General MOHA SUMATRA DCC DCC RFB RFB RFB

The activities for Output 2 for pilot projects are also undergoing as planned. The progress made related to this Output is summarized below.

- 1) In the inception stage of the Project, a list of on-going and planned projects collected from different transport agencies.
- 2) A long-list of the project prepared by March 2015 and updated by Sep 2015.
- 3) OD matrix was updated in Dec 2015.
- 4) Data for traffic assignment and network analysis updated in March 2016. (Utilized for Output 3: Technical Training)
- 5) Concept plan of 8 pilot projects was discussed and agreed in 2nd JCC/SC in Aug 2015.
- 6) Implementation of 6 pilot projects are in progress. (**See Appendix 2: Progress Report on Short-term Projects**)
 - Project 1: Parking and footpath renovation on Samora Ave.
 - Project 2: Improve parking control & price policy
 - Project 3: Daladala & bus service improvements
 - Project 4: CBD Terminus improvements
 - Project 5: CBD Traffic and Parking Treatments
 - Project 6: Optimize & synchronize traffic signals
- 7) During 3rd JCC (on 27th Sep 2016), it was agreed that Project 8 (Area control with number plate & promote ride share) be omitted since severe traffic congestion is calmed due to completion and operation of BRT Phase-1. (**See Appendix 3: Meeting materials for 3rd JCC**)



- Project 1:** Parking and footpath renovation on Samora Ave.
- Project 2:** Improve parking control & price policy
- Project 3:** Daladala & bus service improvements
- Project 4:** CBD Terminus improvements
- Project 5:** CBD Traffic treatments & cycle ways/ walking streets
- Project 6:** Optimise & synchronize traffic signals & tidal flow along Ali Hassan Mwinyi (with bus priority)
- Project 7:** Fringe Park & Ride with shuttle bus services
- Project 8:** Area control with number plate & promote ride share

Selected priority measures for pilot projects

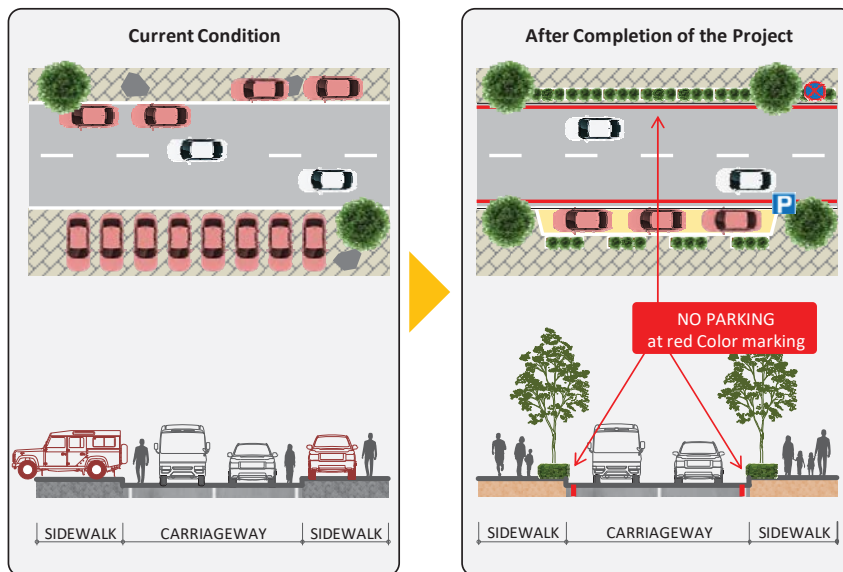
(Project 1) Parking and Footpath Renovation on Samora Avenue:

Following tasks were completed.

- i. Establishment of TWG (Ilala, DCC, RAS, DART, TANROADS Dar): Nov 2015
- ii. Preparation of concept plan: Sep 2015 to Nov 2015
- iii. Preparation of preliminary design and cost estimate: Jan 2016 to March 2016
- iv. Baseline traffic survey: April 2016
- v. Consensus building to the Project: July 2016 to August 2016
- vi. Joint site visit with utility owners/service providers: Sep 2016
- vii. MOU signed: Sep 2016
- ix. Preparation of detailed design and bidding documents: Nov 2016
- x. Bidding and signing contract: Dec 2016
- xi. Press conference held: Jan 2017

Preparation of concept plan and preliminary design:

- Design concept and standard developed, enabling to provide pedestrian walkway throughout Samora and designated on-street parking space/physical barriers to restrict illegal parking.



Conceptual design of Samora Ave. Renovation

- Based on traffic survey result and budget available, section between Clock Tower and Morogoro Street selected as pilot project section.

Building Project Consensus:

- Ilala and CUPID individually met all property owners (8 land owners/ building owners) along the project road and obtained signed MOU for agreement and consent to the project.
- On 15th July, Ilala, DCC and CUPID organized a stakeholder meeting, involving tenants along the project road.

- Meetings result no objection to the project.



Stakeholder Meeting on 15th July



Meeting with NHC on 5th July

Joint site visit with utility owners/service providers

- On 16th Sep, Ilala and CUPID organized site visit with participation of DAWASCO, TANESCO and TTCL.
- Site visit found (i) location/owner of overhead/underground utilities and (ii) other telco service providers might be affected by the project.
- On 28th Sep, another site visit by telco service providers scheduled.



Joint Site Visit on 16th Sep



Joint Site Visit on 16th Sep

Preparation and agreement of MOU:

MOU prepared and discussed among Secretariat members.

- MOU signed by PO-RALG, RAS, Ilala, DCC, JICA and CUPID and agreed with; (i) Scope of work/cost to be borne by JICA, (ii) Public consent to the Project, (iii) Proper maintenance (including restoration after any utility works) and operation of the Project, (iv) Implementation of other pilot projects by concerned institutes.

Bidding and signing contract

- Bid open ceremony held on 16th Dec and contract signed on 23rd Dec after contract negotiation. (See

Appendix 4: Contract Document for Samora Renovation)*Baseline and expected endline indicators for Samora Ave. Renovation*

Monitoring Indicator	Unit	Before Project (Actual)	After Project (Target)	Note
Car Traffic	Vehicle/hr	825	1,000	
Pedestrian Traffic	Nos/hr	2,152	>2,150	
% of Footpath Use	%	69%	100%	
Illegal/Non-legal Parking	Vehicle	54	0	
On-street Parking	Vehicle	13	22	
Satisfaction (Pedestrian)	%	58%	70%	% of answers with 'moderate', 'good' and 'very good'
Satisfaction (Parking)	%	26%	50%	Ditto
Support to Project	%	87%	95%	

(Project 2) Improve Parking Control & Policy :

Following tasks were completed.

- i. Establishment of TWG (DCC and other LGAs): Nov 2015
- ii. DCC conducted parking study : Jan 2016
- iii. Discussion of Parking Policy and Management Plan among Secretariat/TWG: Feb to May 2016
- iv. Presentation to DCC management: May 2016
- v. DCC prepared bidding document for parking revenue collection: July 2016
- vi. DCC procured 4 parking operators: Dec 2016
- vii. DCC increased parking charge from 300 Tshs to 500 Tshs/hour: Dec 2016

Parking Study and recommendations:

- Major findings and recommendation of the DCC Study allowed scoping of the parking requirements and an overview of the present situation
- Supplementary recommendations provides by CUPID as well as draft service agreements and structure of parking contracts
- Recommendations for cashless revenue collection

Implement new parking service agreements:

- Based on the parking study and draft Parking Policy and Management Plan, DCC creates 4 service areas (City Center, Kariakoo, Temeke and Kinondoni)
- DCC procuring parking operators
- DCC procured 800 POS units for collection of parking charge enabling DCC to monitor actual revenue and parking patterns



POS units for parking charge

- DCC to conduct pilot parking charge for a certain period to understand actual revenue from the parking charge, which enables to control revenue collection.

(Project 3) Daladala & Bus Service Improvements (business model & bus priority) :

Following tasks were completed.

- i. Establishment of TWG (SUMATRA): Nov 2015
- ii. Discussion of e-ticket system and daladala cooperatives: Feb to June 2016
- iii. Presentation to SUMATRA management: Feb, May, July
- iv. SUMATRA/Christiana/Business Connexion started e-ticket system for 10 selected daladala (is expanded to 32 daladalas as of now): April 2016



E-ticket system for Daladala

- v. SUMATRA organized dissemination meetings involving bus associations: May, July 2016
- vi. SUMATRA/Christiana/Business Connexion organized demonstration seminar, involving Secretariat

members: Sep 2016

vii. Concept plan for the bus business model discussed with SUMATRA management, encouraging daladala owners to form a corporative or company: Sep 2016

vii. Press conference held: Jan 2017

(Project 4) CBD terminus improvements/ pedestrian works & enforce bus bay rules :

Following tasks were competed.

- i. Establishment of TWG (Ilala and other LGAs): Nov 2015
- ii. Discussion of concept plan and draft performance based contract for concession: Aug 2016
- iii. Consultative meetings with advertisement companies (A1, Continental, Alliance) : Sep 2016
- iv. Site visits with Ilala/advertisement companies: Sep 2016
- v. Presentation of PPP models by advertisement companies: Nov 2016
- vi. Preparation of business plan and concession agreement by Ilala/ advertisement companies: On-going

Consultative meetings with advertisement companies:

- In Aug/Sept, Ilala and CUPID met several advertisement companies to understand their interest in the project. All showed strong interest. Some companies have experiences to similar projects in foreign countries. Suggested to include other facilities such as self cleaning public toilet together with bus shelter. Suggested to expand other pilot project (such as Samora Avenue Renovation) as part of concession project



Current daladala stop and PPP based shelter and public toilet in other countries

(Project 5) CBD Traffic and Parking Treatments :

Following tasks were competed.

- i. Establishment of TWG (Ilala, Dart, Traffic Police): Nov 2015
- ii. Site survey in CBD area: March 2016
- iii. Preparation and discussions on the Draft Design Guideline: March 2016– on-going
- iv: Implementation of traffic treatments (including improvement of roundabout (e.g., Askari Monument), installation of lane markings/street lights) by Ilala: June – Oct 2016

(Project 6) Optimize & synchronize traffic signals:

Following tasks were completed.

- i. Establishment of TWG (TANROADs, Traffic Police): Nov 2015
- ii. Preparation and discussion of TOR for baseline survey: Nov 2016 (**See Appendix 5: TOR for Traffic Count Survey**)
- iii. Baseline Survey by NIT/Ardhi: Dec 2016

The activities for Output 3 for Master Plan updates are undergoing as planned. The progress of the project is summarized below.

- 1) Training needs assessment conducted and training plan developed.
- 2) 9 intensive training sessions held to gain capacity for urban transport planning. (**See Appendix 6: Training Material: Session 9**)

Session 1: Outline of GIS (July 2015)

Session 2: Transport Survey (Sep 2015)

Session 3: Situation Analysis by GIS (1) (Sep 2015)

Session 4: Demand Forecast (1) (Dec 2015)

Session 5: Data Editing by GIS (Dec 2015)

Session 6: Demand Forecast (2) (March 2016)

Session 7: Situation Analysis by GIS (2) (May 2016)

Session 8: Project Evaluation (July 2016)

Session 9: Situation Analysis and Project Evaluation (2) (Dec. 2016)

- 3) Ardhi/NIT engaged in training as trainer. Each session evaluated by skill test and self-evaluation
- 4) Third country training held in Cape Town in June 2016, where 19 secretariat members participated.

BRT let public transport system developed in Cape Town, current issues/measures to address, and draw lessons learned from the experiences in public transport management in Cape Town. The following policy directions which Dar es Salaam should adopt were discussed and agreed among participants. (**See Appendix 7: Summary Report on Cape Town Study Tour**)

- **Consider intermediate-type BRT services**, especially on future MRT corridors (moderate designs)
- **Partner with existing operators** to develop the network and develop capacity of daladala sector to provide feeder services (change DART Policy on implementing Gross Cost contracts for Feeders)
- **Develop the BRT network with integrated ticketing**, physical connections and low cost trunk extensions
- **Implement bus priority** as a key part of developing sustainable business and improving service delivery
- **Raise profile of MRT Concept** in light of passenger forecasts – design BRT accordingly. Engage with key stakeholders to change investment approach
- **DART to operate on commercial business principles**
- **Understanding the market**, to provide service people use willingly and be car competitive with a network.
- **Fixing a market-based and equitable fare policy**

- **Secure funding sources** to be developed to support public transport
- **New Business model for parking** to give DCC policy control- led by central revenue (cashless) collection and new technology for managing parking spaces under new O&M contracts. Parking costs as a price mechanism to influence demand & behaviour.

5) NIT/Ardhi submitted application to ERB (Engineers' Registration Board) to register a transport training course as ERB certified course. ERB approved as a certified course and provided 7-14 credits per course (Engineers need to collect 90 credits in 3 years to maintain his/her engineers status) (**See Appendix 8: Documents for Registration of ERB certified Course**)

6) Expert drafted Urban Transport Planning Guideline and discussed and submitted to Secretariat members for their review (**See Appendix 9: Draft Urban Transport Planning Guideline**)

The detailed implementation status of each activity is shown in **Annex 2: Project Monitoring Sheet II**.

1-3 Achievement of Outputs/Project Purpose

1) Expected output and achievement of DUTA establishment:

Expected output:

- DUTA establishment bill developed during first year.
- Further actions towards establishment of DUTA taken during second/third year.

Achievement:

- DUTA concept paper revised and fine-tuned through various stakeholder meetings.
- Three stakeholder meetings (Steering Committee meetings) held to discuss a concept paper and provide recommendations/suggestions.
- An operational plan of DUTA prepared and through a tripartite meeting, WB confirmed financial assistance for operation of DUTA during inception phase.
- MOWTC confirmed as a champion of DUTA.

2) Expected output and achievement of Project Purpose/pilot project:

Expected output:

- 70% of selected projects appear in budget plan/pipeline of concerned implementing agencies by end of the Project.
- All implementing agencies encompass PDCA by end of the Project

Achievement:

- Among 7 selected pilot projects, 6 pilot projects in process. Remaining 1 pilot project to be planned and await for implementation.
- Project 1 (Parking and Footpath Renovation on Samora Avenue) is funded by JICA. Project 2 (Improve Parking Control & Policy) is funded and under implementation by DCC. Project 3 (Daladala & Bus Service Improvements) is funded by private sector. Project 4 (CBD terminus improvements/ pedestrian works & enforce bus bay rules) is awaiting for private funding. Project 5 (CBD Traffic and Parking Treatments) is funded by Ilala through street beautification project. Project 6 (Optimize & synchronize traffic signals) is awaiting

funding by TANROADS. Project 7 (Park and Ride) is awaiting funding by Ilala.

- Through implementation, (i) establishment of TWG, (ii) baseline survey/concept plan/detailed plan, (iii) information sharing/consensus building, (iv) stakeholder meeting, (v) PPP and engagement of private sector, all contribute to PDCA and better coordination for implementation.

- Part of pilot projects moves forward to 'check and action' stages. For instance, Project 2 (Improve Parking Control & Policy) is initiated by DCC and performance of the parking fee collection contractor was reviewed and one contractor was terminated its service contract due to poor performance and DCC currently collects fee using directly assigned staffs. Project 3 (Daladala & Bus Service Improvements) is now under review of performance of the e-ticket system suppliers.

Time schedule of pilot project

No.	Project	EA	2015/16				2016/17				
			1Q	2Q	3Q	4Q	1Q	2Q	3Q	4Q	
Project 1	Parking and footpath renovation on Samora Ave.	Ilala			Plan			Do		Check	
Project 2	Improve parking control & price policy	DCC			Plan			Do		Check	
Project 3	Daladala & bus service improvements (business model & bus Priority)	SUMATRA			Plan		Do	Do	Do		
Project 4	CBD Terminus improvements/ pedestrian works & enforce bus bay rules	Ilala			Plan			Do			
Project 5	CBD Traffic treatments & cycle ways/ walking streets	Ilala					Plan		Do		
Project 6	Optimise & synchronize traffic signals & tidal flow along Ali Hassan Mwinyi	Tanroads					Plan		Do		
Project 7	Fringe Park & Ride with shuttle bus services	Kinondoni / Ilala					Plan		Do		
Project 8	Area control with number plate & promote ride share	RSDar									

3) Expected output of training:

Expected output:

- 70-90% of Secretariat members acquire practical and advanced skills for urban transport planning.

Achievement

- 9 technical trainings held. More than 70% of trainees answered their skills improved to 'capable with assistance' for planning. **(Appendix 10: Summary of skill test and training evaluation of technical trainings)**

- Technical achievement of Cape Town Study Tour is evaluated to help participants of the study tour acquire practical skills through a series of lectures and workshops. Each participant provided a feedback to incorporate lessons learnt from the study tour into his/her duties/responsibilities. As a result, following policy directions discussed and agreed during Cape Town Study Tour now in practice as part of pilot projects.

- **Consider intermediate-type BRT services:** RAHCO conducting FS and design of MRT. Secretariat members engaged in as a working group and providing comments on it.

- **Raise profile of MRT Concept:** Ditto

- **Partner with existing operators:** SUMATRA working to form a cooperative involving individual daladala owners.
 - **Develop the BRT network with integrated ticketing:** SUMATRA/DART working to introduce e-ticketing system for BRT and daladala. Part of which tested through CUPID pilot project.
 - **Implement bus priority:** WB/AfDB/PO-RALG/DART to expand BRT network (Phase-2 and Phase-3)
 - **DART to operate on commercial business principles:** Ditto
 - Understanding the market, to provide service people use willingly and be car competitive with a network.
 - **Fixing a market-based and equitable fare policy:**
 - **Secure funding sources:** Operational plan including development budget for DUTA under preparation. Specific funding source to be identified.
 - **New Business model for parking:** DCC re-designed parking operation contract and increased parking charge.
- The detailed achievements of indicators of each Output are shown in **Annex 1: Project Monitoring Sheet I**.

1-4 Planned Activities in Next Term

(1) Establishment of DUTA

- i. Establishment of DUTA Work Group
- ii. Review and finalization of DUTA documents (DUTA concept note, DUTA operational plan, Draft DUTA establishment bill)
- iii. Discussion and confirmation of exit strategy (Presentation at RRB, Discussion and approval by RC, Signing MOU by RC)
- iv. DUTA legislation proceed (Confirmation of champion of DUTA, preparation of Draft Cabinet Paper, MOWTC management meeting, Approval of Draft Cabinet Paper by PS)

(2) PDCA through pilot projects

(Project 1) Parking and Footpath Renovation on Samora Avenue

- i. Assistance to DD and CS
- ii. Evaluation of performance

(Project 2) Improve Parking Control & Policy

- i. Preparation of Draft parking strategy
- ii. Performance evaluation

(Project 3) Daladala & Bus Service Improvements (business model & bus priority)

- i. Assistance to establishment of Daladala corporative/company
- ii. Performance evaluation

(Project 4) CBD terminus improvements/ pedestrian works & enforce bus bay rules

- i. Review of business plan
- ii. Preparation of concession agreement contract
- iii. Performance evaluation

(Project 5) CBD Traffic and Parking Treatments

- i. Preparation of Draft Street Guideline
- i. Performance evaluation

(Project 6) Optimize & synchronize traffic signals

- i. Analysis of traffic survey and design of optimum signal operation
- ii. Implementation of optimum signal operation
- iii. Performance evaluation

(Project 7) Park and ride

- i. Preparation of park and ride policy and design
- ii. Performance evaluation

(3) Master plan update

- i. Assistance to ERB training course
- ii. Finalization of Urban Transport Planning Guideline
- iii. Endline survey

1-5 Changes of Risks and Actions for Mitigation

Not applicable.

1-6 Progress of Environmental and Social Considerations (if applicable)

In the course of pilot project implementation (Project 1: Parking and footpath renovation on Samora Ave), several tasks for environment and social consideration were accomplished: (i) consensus building to land and building owners, (ii) stakeholder meeting for tenants, (iii) joint site visit with utility owners and service providers.

1-7 Progress of Considerations on Gender/Peace Building/Poverty Reduction (if applicable)

Not applicable.

1-8 Other remarkable/considerable issues related/affect to the project (such as other JICA's projects, activities of counterparts, other donors, private sectors, NGOs etc.)

Not applicable.

2 Delay of Work Schedule and/or Problems (if any)

2-1 Summary

1) Issues arising/action taken for DUTA establishment:

Issues arising:

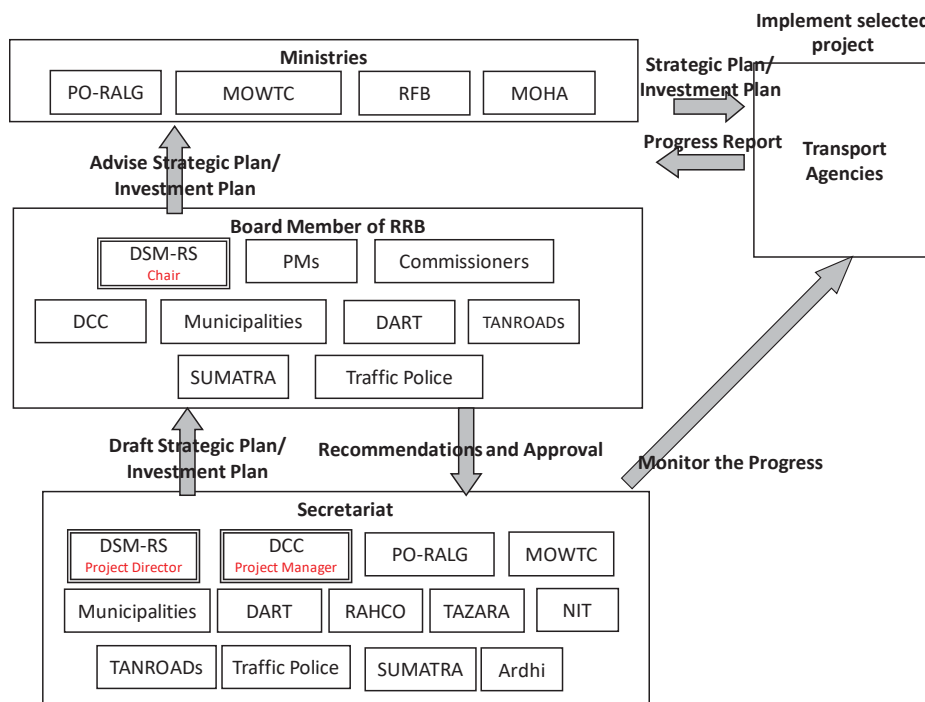
- General election and organizational changes interfere establishment of DUTA. Limited time/inputs by Expert Team during remaining project period (up to Sep 2017).

Action taken:

- Donor coordination. WB to support establishment cost of DUTA (4.3 million USD for 5 years after DUTA establishment) through Dar Urban Transport Improvement Project (part of the project includes implementation of BRT Phase 3) (**Appendix 11: Draft Budget Estimates for DUTA**)

- Confirmation of a champion of DUTA through both upward/downward consultations

- Discussion and confirmation of exit strategy: Absorbing Steering Committee and Secretariat function into Regional Board under RS-Office



Proposed structure of Regional Road Board

2) Issues arising/action taken for pilot project:

Issues arising:

- General election and institutional changes interfere implementation of pilot projects. Also, scarce budget available for pilot projects.

- On the contrary, political commitment (such as 'street beautification') accelerates implementation. B2G, B2B+G in investment and service provision as supplemental funds.

Action taken:

- Pilot project in line with street beautification (lane marking, lighting, modification of roundabouts)
- PPP-based pilot project with engagement of advertisement/fintech companies

Issues arising:

- Role-out pilot projects to other areas

Action taken:

- Preparation of Design Guideline
- Donor coordination: AfDB to prepare Detailed Design of CBD Traffic Improvement Plan through BRT Phase 2 project. Expert Team to confirm the design based on CBD Traffic Improvement Plan drafted by CUPID Phase 1.

Issues arising:

- Mitigation of social safeguard issues derived from selected projects

Action taken:

- Stakeholder management and basic consent to the project

Issues arising:

- Ensure proper operation and management of the project after completion of the selected projects

Action taken:

- Signing of MOU by local counterparts
- Monitoring performance of pilot project

3) Issues arising/action taken for training:

Issues arising:

- Training limited to secretariat members

Action taken:

- Ardhi/NIT engaged in training as trainer to role-out and ensure sustainability.
- Upgrade to ERB registered course
- Urban Transport Planning Guideline
- Open source of GIS and traffic data (planned)

Issues arising:

- JICA to formulate an urban transport master plan

Action taken:

- Close collaboration with MP Team
- Expert to assist MP team to confirm a champion of MP who are expected to coordinate implementation of various transport plan/program and monitor the performance.

The details are described in **Annex 4: Major Issues, Challenges and Actions to be taken.**

2-2 Cause

See above 2-1 Summary

2-3 Action to be taken

See above 2-1 Summary

2-4 Roles of Responsible Persons/Organization (JICA, Gov. of Tanzania, etc.)

See above 2-1 Summary

3 Modification of the Project Implementation Plan

3-1 PDM

Not applicable.

3-2 Other modifications on detailed implementation plan

Not applicable.

4 Preparation of Gov. of Tanzania toward after completion of the Project

Not applicable.

II. Attachment

- Annex 1 Project Monitoring Sheet I: PDM based on the Achievement and Remarks**
- Annex 2 Project Monitoring Sheet II: PO based on the Issues and Solutions**
- Annex 3 PDM (Version 1-2)**
- Annex 4 Major Issues, Challenges and Actions to be taken**
- Annex 5 Inputs Provided**
- Annex 6 Working Conditions of Equipment Provided**

III. Appendices

- Appendix 1: A Revised Concept Note on DUTA and Ministerial Briefing Note**
- Appendix 2: Progress Report on Short-term Projects**
- Appendix 3: Meeting materials for 3rd JCC**
- Appendix 4: Contract Document for Samora Renovation**
- Appendix 5: TOR for Traffic Count Survey**
- Appendix 6: Training Material: Session 9**
- Appendix 7: Summary Report on Cape Town Study Tour**
- Appendix 8: Documents for Registration of ERB certified Course**
- Appendix 9: Draft Urban Transport Planning Guideline**
- Appendix 10: Summary of skill test and training evaluation of technical trainings**
- Appendix 11: Draft Budget Estimates for DUTA**
- Appendix 12: Work Flow**
- Appendix 13: Assignment Schedule and Actual Inputs**
- Appendix 14: Secretariat Meeting Materials (26th – 28th Meeting)**

Annex 1 Project Monitoring Sheet I: PDM based on the Achievement and Remarks

Project Title: The Capacity Development Project for Improvement of Dar es Salaam Transport (Phase-2)
Implementing Agency: PMO-RALG
Target Group: The Secretariat and Steering Committee established under the Project
Period of Project: 3 Years (Oct 2014-Sep 2017)
Project Site: Dar es Salaam Region

Version 1.3
Dated 8/Jan./2017

Model Site: Nil

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievements	Remarks																																																																				
<p>Overall Goal: Traffic conditions in Dar es Salaam are improved.</p>	<p>Travel date (e.g., travel speed, congestion, user satisfaction) is improved when compared to that in 2014.</p>	<ul style="list-style-type: none"> Traffic survey report(s) prepared by PMO-RALG and/or DUTA 	<p>Nil</p>																																																																						
<p>Project Purpose: A coordination mechanism in related organizations is well-functioning which ensures coordination in planning and implementation of selected project(s)*. * Selected project(s) mean that project(s) designed and approved through the Project.</p>	<p>70% of selected projects in line with the Urban Transport Investment Plan and Action Plan appear in the budget plan/pipeline of concerned implementing agencies by the end of the Project.</p>	<ul style="list-style-type: none"> Project Progress Report(s) 	<p>Urban transport projects approved by the coordination body (e.g., Dar es Salaam Urban Transport Authority: DUTA) are implemented continuously.</p>	<p>1. One Kick-off Meeting, three JCC/SC meeting and 28 Secretariat meetings are held. 2. As summarized below table, most of meetings are good attendance for JCC/SC and Secretariat observed.</p> <p><No. of attendees/absentees for meetings (only Tanzanian side)></p> <table border="1" data-bbox="898 432 1377 990"> <thead> <tr> <th>Meeting</th> <th>Date</th> <th>No. of attendee</th> <th>No. of absentee</th> </tr> </thead> <tbody> <tr> <td>Kick off meeting</td> <td>2014/11/21</td> <td>17</td> <td>1</td> </tr> <tr> <td>1st JCC/SC</td> <td>2014/12/5</td> <td>27</td> <td>4</td> </tr> <tr> <td>1st Secretariat</td> <td>2014/12/10</td> <td>11</td> <td>6</td> </tr> <tr> <td>2nd Secretariat</td> <td>2015/2/19</td> <td>16</td> <td>1</td> </tr> <tr> <td>3rd Secretariat</td> <td>2015/2/26</td> <td>11</td> <td>6</td> </tr> <tr> <td>4th Secretariat</td> <td>2015/3/5</td> <td>15</td> <td>2</td> </tr> <tr> <td>5th Secretariat</td> <td>2015/4/9</td> <td>11</td> <td>6</td> </tr> <tr> <td>6th Secretariat</td> <td>2015/4/30</td> <td>12</td> <td>5</td> </tr> <tr> <td>7th Secretariat</td> <td>2015/5/14</td> <td>8</td> <td>9</td> </tr> <tr> <td>8th Secretariat</td> <td>2015/5/21</td> <td>14</td> <td>2</td> </tr> <tr> <td>9th Secretariat</td> <td>2015/5/28</td> <td>13</td> <td>4</td> </tr> <tr> <td>10th Secretariat</td> <td>2015/6/11</td> <td>9</td> <td>8</td> </tr> <tr> <td>11th Secretariat</td> <td>2015/6/25</td> <td>10</td> <td>7</td> </tr> <tr> <td>12th Secretariat</td> <td>2015/7/30</td> <td>11</td> <td>6</td> </tr> <tr> <td>13th Secretariat</td> <td>2015/8/13</td> <td>12</td> <td>5</td> </tr> <tr> <td>2nd JCC/SC</td> <td>2015/8/21</td> <td>41</td> <td>3</td> </tr> </tbody> </table>	Meeting	Date	No. of attendee	No. of absentee	Kick off meeting	2014/11/21	17	1	1 st JCC/SC	2014/12/5	27	4	1 st Secretariat	2014/12/10	11	6	2 nd Secretariat	2015/2/19	16	1	3 rd Secretariat	2015/2/26	11	6	4 th Secretariat	2015/3/5	15	2	5 th Secretariat	2015/4/9	11	6	6 th Secretariat	2015/4/30	12	5	7 th Secretariat	2015/5/14	8	9	8 th Secretariat	2015/5/21	14	2	9 th Secretariat	2015/5/28	13	4	10 th Secretariat	2015/6/11	9	8	11 th Secretariat	2015/6/25	10	7	12 th Secretariat	2015/7/30	11	6	13 th Secretariat	2015/8/13	12	5	2 nd JCC/SC	2015/8/21	41	3	
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			<p>1. Policy for DUTA establishment in Tanzania remains effective</p>	<ol style="list-style-type: none"> 1. Concept paper on DUTA was prepared by PO-RALG by 2014. 2. Two stakeholder meetings were held in Dec 2014 and Aug 2015 and a series of Secretariat meetings were held where comments on concept paper collected from various ministries/agencies. Consultative meetings with WB mission held in April 2016. WB to support establishment cost of DUTA through Dar Urban Transport Improvement Project (BRT Phase 3). 3. Presentation to management of PO-RALG held in April 2016 and RFB in June 2016. 4. PO-RALG and Expert Team revised and fine-tuned concept paper by Sep 2016. 5. The third Steering Committee held in Sep 2017 to discuss ownership of DUTA. A chairperson from PO-RALG suggested ownership shift from PO-RALG to MOWTC. 6. In Oct, 2016, meetings held involving 3 PSs from PO-RALG, MOWTC (both for transport and for works) 7. In Nov, 2016, Transport Sector Review held, where Minister for WTC chaired and establishment of DUTA reconfirmed among 																																																																	

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievements	Remarks
	<p>1-2 Action plan(s) in accordance to the Urban Transport Investment Plan is approved by the (provisional) board of management of DUTA in each fiscal year.</p>			<p>9. In Dec, 2016, Minister for WTC confirmed MOWTC to be a champion of DUTA during a courtesy call made by JICA board member. 10. In Dec, 2016, 28th Secretariat meeting held to discuss an operational plan with possible financial sources and exit strategy of DUTA</p>	
<p>2. Organizational capacity on planning, implementation, monitoring and evaluation (PDCA) of the relevant agencies is strengthened through selected project(s).</p>	<p>2-1 All implementing agencies of Secretariat encompass PDCA project management cycle by the end of the Project.</p>	<p>• Project Progress Report(s) • Results of baseline and endline traffic surveys</p>	<p>2. Adequate funds to implement the planned activities under the Project from Tanzania side are made available.</p>	<p>1. A long-list of the project prepared by March 2015 and updated by Sep 2015. 2. OD matrix was updated in Dec 2015. 3. Data for traffic assignment and network analysis updated in March 2016. (Utilized for Output 3: Technical Training) 4. Concept plan of 8 pilot projects was discussed and agreed in 2nd JCC/SC in Aug 2015. 5. Implementation of 6 pilot projects are in progress. (See Appendix 11: Progress Report on Short-term Projects) Project 1: Parking and footpath renovation on Samora Ave. Project 2: Improve parking control & price policy Project 3: Daladala & bus service improvements Project 4: CBD Terminus improvements Project 5: CBD Traffic and Parking Treatments Project 6: Optimize & synchronize traffic signals 6. During 3rd JCC (on 27th Sep 2016), it was agreed that Project 8 (Area control with number plate & promote ride share) be omitted since severe traffic congestion is calmed due to completion and operation of BRT Phase-1.</p>	
	<p>2-2 Travel data (e.g., travel speed, congestion, user satisfaction) in the</p>		<p>1. Traffic survey carried out to obtain baseline data for Project 1: Parking and footpath renovation on Samora Ave and Project 6: Optimize &</p>		

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievements	Remarks
<p>7. Technical capacities to address urban transport issues are improved through various training methods.</p>	<p>pilot area(s) is improved when compared between baseline data and endline data.</p> <p>3-1 90% of Secretariat members acquire practical skills in planning, implementation and data analysis of traffic surveys by the end of the Project.</p> <p>3-2 80% of Secretariat members acquire advanced skills to conduct comprehensive demand forecast by the end of the Project.</p> <p>3-3 70% of Secretariat members acquire advanced knowledge in the network analysis and in planning optimum network improvement plan, identifying the priority corridor(s) by the end of the Project.</p> <p>3-4 70% of Secretariat members acquire advanced skills to conduct the feasibility study of the priority project by the end of the Project.</p>	<p>• Project Progress Report(s)</p> <p>• Results of skill test(s)</p>	<p>3. Knowledge transfer mechanism is operational within agencies to which the trained trainees belong.</p>	<p>synchronize traffic signals</p>	
				<ol style="list-style-type: none"> 1. Training needs assessment conducted and training plan developed. 2. 9 intensive training sessions held to gain capacity for urban transport planning. (See Appendix 8: Training Material: Session 9) Session 1: Outline of GIS (July 2015) Session 2: Transport Survey (Sep 2015) Session 3: Situation Analysis by GIS (1) (Sep 2015) Session 4: Demand Forecast (1) (Dec 2015) Session 5: Data Editing by GIS (Dec 2015) Session 6: Demand Forecast (2) (March 2016) Session 7: Situation Analysis by GIS (2) (May 2016) Session 8: Project Evaluation (July 2016) Session 9: Situation Analysis and Project Evaluation (2) (Dec. 2016) 3. Ardh/NIT engaged in training as trainer. Each session evaluated by skill test and self-evaluation 4. Third country training held in Cape Town in June 2016, where 19 secretariat members participated. 5. BRT let public transport system developed in Cape Town, current issues/measures to address, and draw lessons learned from the experiences in public transport management in Cape Town. The following policy directions which Dar es Salaam should adopt were discussed and agreed among participants.. 	

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievements				Remarks	
				<No. of attendees of Intensive Training in Tanzania>					
				ITC	Date	Score of Skill test (% of attendees)			No. of attendees
						Not good	Good	Very good	
				Basic Knowledge of GIS	9-10 Jul. 2015 (2 days)	0	22	78	16
				Master plan development and transport surveys training.	16-17 Sep. 2015 (2 days)	14	14	71	15
				Situation Analysis using GIS (1)	29-30 Sep. 2015 (2 days)	0	50	50	11
				Demand Forecast and Project Evaluation (1)	2-3 Dec. 2015 (2 days)	13	38	50	13
				GIS data editing	14-15 Dec. 2015 (2days)	0	25	25	11
				Demand Forecast and Project Evaluation (2)	2-3 Mar. 2016 (2days)	-	-	-	11
				Situation Analysis using GIS (2)	9-10 May 2016 (2days)	0	17	83	11
				Demand Forecast and Project Evaluation (3)	4-5 Jul. 2016 (2days)	-	-	-	14
				GIS Analysis and Demand forecast model development	6-7 Dec 2016 (2days)	0	60	40	10
<p>Note: Very good (score: over 70%), good (over 60%) and not good (less than 60%) for GIS training and very good (over 80%), good (over 60%) and not good (less than 60%) for Transport Survey training.</p>									

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumptions	Achievements	Remarks																					
				<p><List of Training which Secretariat member participated in Japan></p> <table border="1"> <thead> <tr> <th>Title of Training in Japan</th> <th>Date</th> <th>No. of Participants</th> </tr> </thead> <tbody> <tr> <td>Development of Urban road network</td> <td>27 Jul. – 5 Sep. 2015 (60 days)</td> <td>1 (PMO-RAL G)</td> </tr> <tr> <td>Knowledge co-creation programme on comprehensive urban transportation planning</td> <td>12 Oct. – 12 Dec. 2015 (60 days)</td> <td>1 (TANROAD S)</td> </tr> <tr> <td>Knowledge co-creation programme on environmentally sustainable urban Transport planning</td> <td>5th October 2016 to 19th November 2016 (45 days)</td> <td>1 (SUMATRA)</td> </tr> <tr> <td>Knowledge co-creation programme on comprehensive urban Transport planning</td> <td>10th October 2016 to 10th December 2016 (60 days)</td> <td>1 (IMC)</td> </tr> </tbody> </table> <p><List of Training in 3rd Country></p> <table border="1"> <thead> <tr> <th>Title of Training</th> <th>Date</th> <th>No. of Participants</th> </tr> </thead> <tbody> <tr> <td>Cape Town Study Tour, in South Africa</td> <td>12-19 July, 2016 (8 days)</td> <td>19 (Secretariat members)</td> </tr> </tbody> </table>	Title of Training in Japan	Date	No. of Participants	Development of Urban road network	27 Jul. – 5 Sep. 2015 (60 days)	1 (PMO-RAL G)	Knowledge co-creation programme on comprehensive urban transportation planning	12 Oct. – 12 Dec. 2015 (60 days)	1 (TANROAD S)	Knowledge co-creation programme on environmentally sustainable urban Transport planning	5th October 2016 to 19th November 2016 (45 days)	1 (SUMATRA)	Knowledge co-creation programme on comprehensive urban Transport planning	10th October 2016 to 10th December 2016 (60 days)	1 (IMC)	Title of Training	Date	No. of Participants	Cape Town Study Tour, in South Africa	12-19 July, 2016 (8 days)	19 (Secretariat members)	
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	Actual		2015		2016		2017		Monitoring Sheet I	Annex 4 Major Issues, Challenges and Actions to be taken
	Plan	Actual	I	II	III	IV	I	II		
Transport Investment Plan and Action Plan.										
1-4 Support the relevant agencies to absorb the Action Plan (prepared in Activities 1-3) into annual budget plan(s).										
1-5 Monitor and evaluate progress of the Action Plan.										
Output 2: Organizational capacity on planning, implementation, monitoring and evaluation (PDCA) of the relevant agencies is strengthened through selected project(s)										
2-1 Update the critically congested locations identified in Phase-1.										
2-2 Support relevant agencies* to prepare of improvement plan(s) including preliminary design and cost estimate.										
2-3 Assist the relevant agencies to organize stakeholder meeting(s), involving Project Affected People for smooth implementation of selected project(s).										
2-4 Support the relevant agencies to implement the selected project(s), including pilot project(s).										
2-5 Monitor and evaluate the pilot project(s).										
Output 3: Technical Capacities to address urban transport issues are improved through update of urban transport master plan										
3-1 Conduct training needs assessment.										
3-2 Develop training curriculum and evaluation methods.										
3-3 Conduct training courses(OUT, e.g., relating to update of Urban Transport Master Plan 2008.										
3-4 Evaluate achievement level of trainees.										

* Relevant agencies mean the agencies that implement selected project(s).

Duration / Phasing	Plan		2015		2016		2017		Issue	Solution
	Actual	Plan	I	II	III	IV	I	II		
Monitoring Plan										
Monitoring										
Joint Coordinating Committee										
Secretariat Meeting										
Submission of Monitoring Sheet										
Reports/Documents										
Inception Report										
Work Plan										
Project Progress Report										
Project Completion Report										

See Annex 1: Project Monitoring Sheet I & Annex 4 Major Issues, Challenges and Actions to be taken

Project Design Matrix (PDM)

Project Title: The Capacity Development Project for Improvement of Dar es Salaam Transport (Phase-2) Project Period: 3 Years (Oct 2014-Sep 2017)

Target Area: Dar es Salaam

Date: Dec 5, 2014

Target Group: The Secretariat and Steering Committee established under the Project (Phase-1) Version: 1.2

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
OVERALL GOAL Traffic conditions in Dar es Salaam are improved.	Travel date (e.g., travel speed, congestion, user satisfaction) is improved when compared to that in 2014.	Traffic survey report(s) prepared by PMO-RALG and/or DUTA.	
PROJECT PURPOSE A coordination mechanism in related organizations is well-functioning which ensures coordination in planning and implementation of selected project(s)*. * Selected project(s) mean that project(s) designed and approved through the Project.	<ul style="list-style-type: none"> 70% of selected projects in line with the Urban Transport Investment Plan and Action Plan appear in the budget plan/pipeline of concerned implementing agencies by the end of the Project. 	Project Progress Report(s)	Urban transport projects approved by the coordination body (e.g., Dar es Salaam Urban Transport Authority: DUTA) are implemented continuously.
OUTPUTS 1. A coordination mechanism among the relevant agencies is enhanced towards establishment of DUTA.	<ul style="list-style-type: none"> DUTA establishment bill is developed during the first year of the Project and further actions towards establishment of DUTA are taken during the second/third year of the Project. Action plan(s) in accordance to the Urban Transport Investment Plan is approved by the (provisional) board of management of DUTA in each fiscal year. 	<ul style="list-style-type: none"> Project Progress Report(s) DUTA Establishment Bill/Act Approved Urban Transport Investment Plan and Action Plan(s) 	Policy for DUTA establishment in Tanzania remains effective.
2. Organizational capacity on planning, implementation, monitoring and evaluation (PDCA) of the relevant agencies is strengthened through selected project(s).	<ul style="list-style-type: none"> All implementing agencies of Secretariat encompass PDCA project management cycle by the end of the Project. Travel data (e.g., travel speed, congestion, user satisfaction) in the pilot area(s) is improved when compared between baseline data and endline data. 	<ul style="list-style-type: none"> Project Progress Report(s) Results of baseline and endline traffic surveys 	Adequate funds to implement the planned activities under the Project from Tanzania side are made available.
3. Technical capacities to address urban transport issues are improved through various training methods.	<ul style="list-style-type: none"> 90% of Secretariat members acquire practical skills in planning, implementation and data analysis of traffic surveys by the end of the Project. 80% of Secretariat members acquire advanced skills to conduct comprehensive demand forecast by the end of the Project. 70% of Secretariat members acquire advanced knowledge in the network analysis and in planning optimum network improvement plan, identifying the priority corridor(s) by the end of the Project. 70% of Secretariat members acquire advanced skills to conduct the feasibility study of the priority project by the end of the Project. 	<ul style="list-style-type: none"> Project Progress Report(s) Results of skill test(s) 	Knowledge transfer mechanism is operational within agencies to which the trained trainees belong.
ACTIVITIES 1-1 Review existing institutional framework in the urban transport sector and capacity analysis of the existing transport agencies. 1-2 Support towards proper set-up of DUTA, including establishment of a task force in the Secretariat, draft and finalization of establishment bill, organization of stakeholder meetings, approval by the National Assembly, etc. 1-3 Assist a (provisional) board of management of DUTA to formulate draft Urban Transport Investment Plan and Action Plan. 1-4 Support the relevant agencies to absorb the Action Plan (prepared in Activities 1-3) into annual budget plan(s). 1-5 Monitor and evaluate progress of the Action Plan. 2-1 Update the critically congested locations identified in Phase-1. 2-2 Support relevant agencies* to prepare of improvement plan(s) including preliminary design and cost estimate. 2-3 Assist the relevant agencies to organize stakeholder meeting(s), involving Project Affected People for smooth implementation of selected project(s). 2-4 Support the relevant agencies to implement the selected project(s), including pilot project(s).		INPUTS <Tanzanian Side> 1. Personnel 1) Project Director: DSM- RAS 2) Project Manager: City Director of DCC 3) Counterparts of Secretariat: (DSM-RS, DCC, Municipalities, MOT, MOW, SUMATRA, TANROADS, PMO-RALG, DART, Traffic Police, NIT, MOLHSD, RAHCO, TAZARA) 2. Others (e.g., Office space, travel costs/per diem including overtime fees for counterpart personnel, cost for holding meetings, and other local costs (e.g., office furniture, water, electricity bill, transportation) as needed. <Japanese Side> 1. Personnel 1) Team Leader/Transport Administration Expert 2) Public Transport Planner 3) Road Planner	

<p>2-5 Monitor and evaluate the pilot project(s).</p> <p>3-1 Conduct training needs assessment.</p> <p>3-2 Develop training curriculum and evaluation methods.</p> <p>3-3 Conduct training courses/OJT, e.g., relating to update of Urban Transport Master Plan 2008.</p> <p>3-4 Evaluate achievement level of trainees.</p> <p>* Relevant agencies mean the agencies that implement selected project(s).</p>	<p>4) Traffic Demand Forecast/Database Management Expert</p> <p>5) Project Coordinator/Human Resource Development Expert</p> <p>2. Overseas Trainings</p> <p>3. Cost for pilot project(s)</p> <p>4. Others</p> <p>IT equipment (e.g., PC and printer for the project office), and local costs as needed.</p> <p>PRECONDITIONS</p>

Annex 4 Major Issues, Challenges and Actions to be taken

Areas	Issues, Challenges, and Current Status	Actions to be taken by Experts by next monitoring period	Actions taken by Tanzanian side by next monitoring period
Issues to accomplish project outcome/ activities	<p>DUTA Establishment</p> <p><u>Issue:</u></p> <ul style="list-style-type: none"> - General election and organizational changes interfere establishment of DUTA. Limited time/inputs by Expert Team during remaining project period (up to Sep 2017). <p><u>Challenges and Current Status:</u></p> <ul style="list-style-type: none"> - Donor coordination. WB to support establishment cost of DUTA through Dar Urban Transport Improvement Project (BRT Phase 3) - Confirmation of a champion of DUTA through both upward/downward consultations - Discussion and confirmation of exit strategy: Absorbing Steering Committee and Secretariat function into Regional Board under RS-Office 	<ul style="list-style-type: none"> - Set-up of DUTA working group under MOWTC - Update of DUTA operational plan - MOWTC management meeting - PS's approval on concept plan - Inter-ministerial PS meeting - Exit strategy absorbing SC/Secretariat into RRB 	<p>Ditto</p>
	<p>PDCA through pilot projects</p> <p><u>Issue:</u></p> <ul style="list-style-type: none"> - General election and institutional changes interfere implementation of pilot projects. Also, scarce budget available for pilot projects. - On the contrary, political commitment (such as 'street beautification') accelerates implementation. B2G, B2B+G in investment and service provision as supplemental funds. - Role-out pilot projects to other areas - Mitigation of social safeguard issues derived from selected projects - Ensure proper operation and management of the project after completion of the selected projects <p><u>Challenges and Current Status:</u></p> <ul style="list-style-type: none"> - Pilot project in line with street beautification (lane marking, lighting, modification of roundabouts) - PPP-based pilot project with engagement of advertisement/fintech companies - Preparation of Design Guideline - Stakeholder management and basic consent to the project - Signing of MOU by local counterparts 	<ul style="list-style-type: none"> - Plan, implementation and monitoring/evaluation of selected project(s) - Urban Street Design Guideline 	<p>Ditto</p>

Areas	Issues, Challenges, and Current Status	Actions to be taken by Experts by next monitoring period	Actions taken by Tanzanian side by next monitoring period
	<p>Training for transport planning</p> <p><u>Issue:</u></p> <ul style="list-style-type: none"> - Training limited to secretariat members - JICA to formulate an urban transport master plan <p><u>Challenges and Current Status:</u></p> <ul style="list-style-type: none"> - Ardhi/NIT engaged in training as trainer to role-out and ensure sustainability. - Upgrade to ERB registered course - Urban Transport Planning Guideline - Open source of GIS and traffic data (planned) - Close collaboration with MP Team. 	<p>ERB certified training course.</p> <p>Urban Transport Planning Guideline</p> <p>Collection and analysis of endline traffic data.</p>	<p>Ditto</p>

Annex 5 Inputs Provided

5-1. Dispatch of Experts (as of 29th November, 2016)

FY	Name	Task	Duration of dispatch
2014/15	Kiminari Takahashi	Team Leader/Transport Administration/ Transport Planning	28 October – 12 December 2014 (46 days) 13 February – 11 March 2015 (27 days) 24 April – 25 May 2015 (32 days) 24 July – 25 August (33 days) 13 September – 15 October (33 days)
	Frits Olyslagers	Public Transport Planning	16 January – 1 st March, 2015 (45 days) 8 May – 30 June 2015 (46 days) 9 August – 2 September (25 days) 25 November – 18 December (25 days)
	Hiroyuki Morimoto	Road Planning/ Design/ Supervision	14 February – 8 March 2015 (23 days) 1 May – 31 May 2015 (31 days) 1 August – 17 August (17 days)
	Masayuki Ishiya	Traffic Demand Forecast	7 January – 28 February 2015 (53 days) 9 May – 9 June 2015 (32 days) 17 August – 21 September (36 days) 9 November – 8 December (30 days)
	Kayoko Miyao	Database Management	3 December – 26 December 2014 (24 days) 11 March – 21 April 2015 (42 days) 13 June – 13 July (30 days) 25 August – 3 October (40 days) 20 November – 19 December (30 days)
	Hafsa Hassan Chande	Human Resource Development/ Project Coordinator	18 November 2014 – 17 December 2014 (30 days) 10 January 2015 – 9 February 2015 (30 days) 1 August 2015 – 30 August 2015 (30 days)
FY	Name	Task	Duration of dispatch
2015/16	Kiminari Takahashi	Team Leader/Transport Administration/ Transport Planning	9 February – 9 March 2016 (25 days) 6 May – 4 th March 2016 (30 days) 30 August – 28 September 2016 (30 days) 21 November – 17 December (27 days)
	Frits Olyslagers	Public Transport Planning	24 January – 11 February, 2016 (19 days) 21 March – 30 April, 2016, (41 days) 10 June- 10 July, 2016 (31 days) 19 September – 18 October, 2016 (30 days)
	Hiroyuki Morimoto	Road Planning/ Design/ Supervision	4 January – 29 January, 2016 (26 days) 29 February – 23 April, 2016 (55 days) 23 May – 8 July, 2016 (46 days) 26 September – 30 September, 2016 (5 days) 7 November – 9 December (33 days)
	Masayuki Ishiya	Traffic Demand Forecast	8 February – 6 March, 2016 (31 days) 14 June – 11 July, 2016 (31 days) 12 September – 30 September, 2016 (19 days) 14 November – 11 ,December, 2016 (28 days)
	Kayoko Miyao	Database Management	13 April - 13 May, 2016 (31 days) 29 August – 27 September, 2016 (30 days) 24 November – 18 December, 2016 (25 days)

Hafsa Hassan Chande Faizer Juma Mbang	Human Resource Development/ Project Coordinator	
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5-2. List of Counterpart (as of 29th November, 2016)

FY	Name of C/P Current members	Profession/Institution	Member	Name of experts	Duration of Engage ment
2014/15	JUMANNE A. SAGINI THERESIA MMBANDO ENG.ELINA N.KAYANDA JUMA SULEIMAN MAGURU MANINGO NASSORO ISAYA M. MNGURUMI NDYAMU KAMA/JULIUS TIGAHWA SERAPION PHOTIDAS A. KAGIMBO ENG.NATTY M.B SARAH YOHANA LADISLAUS M. BIGAMBO LEO J. NGOWI INSP. MUSSA MABULA ENG.KANYENYE HUMPHREY	PMO-RALG RS-DSM PMO-RALG MINISTRY OF FINANCE PMO-RALG IMC TANROADS DART-AGENCY TMC KMC DCC TANROADS SUMATRA TRAFFIC POLICE TANROADS DSM	STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE STEERING COMMITTEE	Nil	1 year

FY	Name of C/P Current members	Profession/Institution	Member	Name of experts	Duration of Engagem ent
2014/15	JUSTIN LYATUU	PMO-RALG	SECRETARIAT	Nil	1 year
	ENG.FABIAN MASEMBO	MOW	SECRETARIAT		
	RAHMA MWINYI	MOW	SECRETARIAT		
	HUSSEIN MATIVILA	MOW	SECRETARIAT		
	PROSPER S. NYAKI	NIT	SECRETARIAT		
	LUCAS EDWARD	NIT	SECRETARIAT		
	ENG. MOHAMED KUGANDA	DART-AGENCY	SECRETARIAT		
	MOSES NYONI	DART-AGENCY	SECRETARIAT		
	ENG.SIYAJALI MAHILI	IMC	SECRETARIAT		
	ENG.JOSHUA CHACHA	IMC	SECRETARIAT		
	DANIEL MAHONA	IMC	SECRETARIAT		
	ENG.ALLAN SHULA	IMC	SECRETARIAT		
	ENG.BENJAMIN MAZIKU	TMC			
	YUSTER DOMINIC	TMC	SECRETARIAT		
	ENG. SHEHEMBA J	RS OFFICE	SECRETARIAT		
	ENG. SWALEHE NYENYE	DCC	SECRETARIAT		
	CHRISTOPHER JAPHET	DCC			
	PAUL LAISER	MOT	SECRETARIAT		
	LUCY KALINGA	MOT	SECRETARIAT		
	ENG.ISMAIL MAFITA	KMC	SECRETARIAT		
	AHMED O. WAMALA	KMC	SECRETARIAT		
	BEATRICE CHAO	SUMATRA	SECRETARIAT		
	PEARSON MPINA	SUMATRA	SECRETARIAT		
	ENG.RICHARD FESTO	TAZARA	SECRETARIAT		
	JAMES MWASHA	TAZARA	SECRETARIAT		
	ENG.MAIZO MGEDZI	RAHCO	SECRETARIAT		
	MASANJA MACHIBYA	RAHCO	SECRETARIAT		
	NZORI KINERO	MLHSD			
	AIDAN MHONDA	ARU	SECRETARIAT		
	HAPPINESS MLULA	ARU	SECRETARIAT		
	DR.EMMANUEL MCHOME	ARU	SECRETARIAT		
	ENG.HAMPHREY KANYENYE	TANROADS	SECRETARIAT		
INSP.MUSSA MABULA	ZTO	SECRETARIAT			

FY	Name of C/P Current members	Profession/Institution	Member	Name of experts	Duration of Engagem ent
2015/16	JUSTIN LYATUU ENG.EMMANUEL NDYAMUKAMA	PO-RALG PO-RALG	SECRETARIAT SECRETARIAT		
	ENG.FABIAN MASEMBO RAHMA MWINYI HUSSEIN MATIVILA	MOW MOW MOW	SECRETARIAT SECRETARIAT SECRETARIAT		
	PROSPER S. NYAKI LUCAS EDWARD	NIT NIT	SECRETARIAT SECRETARIAT		
	ENG. MOHAMED KUGANDA MOSES NYONI ENG. CHARLES OGARE	DART-AGENCY DART-AGENCY DART-AGENCY	SECRETARIAT SECRETARIAT SECRETARIAT		
	ENG.SIYAJALI MAHILI ENG.JOSHUA CHACHA DANIEL MAHONA ENG..ALLAN SHULA	IMC IMC IMC IMC	SECRETARIAT SECRETARIAT SECRETARIAT SECRETARIAT		
	ENG.BENJAMIN MAZIKU YUSTER DOMINIC PROTAS KAWISHE	TMC TMC TMC	SECRETARIAT SECRETARIAT SECRETARIAT		
	ENG. SHEHEMBA JOSEPHAT	RS OFFICE	SECRETARIAT		
	ENG. SWALEHE NYENYE CHRISTOPHER JAPHET GRACE E MBENA	DCC DCC DCC	SECRETARIAT SECRETARIAT SECRETARIAT		
	PAUL LAISER LUCY KALINGA	MOT MOT	SECRETARIAT SECRETARIAT		
	ENG.ISMAIL MAFITA AHMED O. WAMALA ELIEZA MAYENGO	KMC KMC KMC	SECRETARIAT SECRETARIAT SECRETARIAT		
	BEATRICE CHAO PEARSON MPINA AISHA KUWA	SUMATRA SUMATRA SUMATRA	SECRETARIAT SECRETARIAT SECRETARIAT		
	ENG.RICHARD FESTO JAMES MWASHA IDDI ABDALLAH	TAZARA TAZARA TAZARA	SECRETARIAT SECRETARIAT SECRETARIAT		
	ENG.MAIZO MGEDZI MASANJA MACHIBYA ADONIA MMWAYWA	RAHCO RAHCO RAHCO	SECRETARIAT SECRETARIAT SECRETARIAT		
	NZORI KINERO	MLHSD	SECRETARIAT		
	AIDAN MHONDA HAPPINESS MLULA DR.EMMANUEL MCHOME	ARU ARU ARU	SECRETARIAT SECRETARIAT SECRETARIAT		
	ENG.HAMPHREY KANYENYE	TANROADS	SECRETARIAT		
	INSP.MUSSA MABULA	ZTO	SECRETARIAT		

List of Counterpart were Replaced (as of 29th November, 2016)

FY	Name of C/P	Profession/Institution	Member	Name of experts	Duration of Engagement (Up to)
2014/15	ENG.JACKSON MASAHA	PMORALG	SECRETARIAT	Nil	August, 2015
	NASSORO MANINGO	PMORALG	SECRETARIAT		August, 2015
	ENG. HASSAN MATIMBE	MOW	SECRETARIAT		August, 2015
	ENG. PHARLES NGELEJA	TMC	SECRETARIAT		August, 2015
	MARTHA MKUPASI	DCC	SECRETARIAT		April, 2015
2015/16	CHRISTOPHER JAPHET	DCC	SECRETARIAT		July, 2016
	ENG MOHAMED KUGANDA	DART	SECRETARIAT		Sept, 2016
	ENG AHMED WAMALA	KMC	SECRETARIAT		Sept, 2016

5-3. Equipment Provided (as of 29th November, 2016)

1) List of equipment

No.	Arrival	Name of equipment	Model	Maker	Price	No. Unit	Section	Place	Procurement	Purpose	Status/Condition
FY 2014/15											
1	12 Dec. 2014	Inkjet Printer	HP7500A A3	CANON	@TZ 530,000	1		DCC	Local	Facilitate activities of JICA CUPID 2	Good
2	21 Jan. 2015	Photocopier	Canon digital photocopier r IR2530i	CANON	@TZ 8,898,305	1					Good
3	19 Jan. 2015	Projector	Epson EMP S18 TULK3Z00 007	EPSON	@US\$ 650	1					Good
4	24 Dec. 2014	Computer	Dell Inspiron	DELL	@TZ 1,200,000	1					Good
5	18 Dec. 2014	Chair	Low back office chair	THE OFFICE FURNITURE ZONE	@TZ 1,135,593	4					Good
6	18 Dec. 2014	Door book shelf	Door book shelf OZ-785C	THE OFFICE FURNITURE ZONE	@TZ 453,389	1					Good
7	18 Dec. 2014	Office table with drawers	OZ-763/788	THE OFFICE FURNITURE ZONE	@TZ 686,440	2					Good
8	18 Dec. 2014	Office table without drawers	OZ-763	THE OFFICE FURNITURE ZONE	@TZ 567,796	2					Good
9	18 Dec. 2014	Computer	Dell latitude	DELL	@USD 800	1					Good
10	18 April. 2015	Computer	HP Pro book 440 G2	HP	@USD 1020	1					Good
11	9 March 2016	Computer	HP Pro book 440 G2	HP	@TZ 2,725,800	1					Good

5-4. Seminar/Training/Workshop/Meetings (as of 29th November, 2016)

FY	Course name	Date	Duration	No. of participants	Target	Remarks
2014/15	1 st secretariat meeting	10 th December, 2014	1 day	11	<ul style="list-style-type: none"> Confirmation of minutes of kick - off and 1st JCC/SC meetings. Briefing of on-going projects/planned projects (by each secretariat member). Briefing of 2014/15 budget plan and priority projects (By each member) Discussion of project implementation plan and structure, e.g. formation of task force. 	
	2 nd secretariat meeting	19 th February, 2015	1 day	16	<ul style="list-style-type: none"> Revisit PDM & define the planning & work processes. Progress of DUTA issues- discussion of options. Process to finalize DUTA. The way forward – letter to Permanent secretary. 	
	3 rd secretariat meeting	26 th February, 2015	1 day	11	<ul style="list-style-type: none"> Discussion and presentation: Approach and methodology for capacity development through revision of 2008 Urban Transport Master Plan. Objectives and structure of DUTA. 	
	4 th secretariat meeting	5 th March, 2015	1 day	15	<ul style="list-style-type: none"> Presentation on proposal on pilot projects. Discussion of the comments on the concept note for UTA. 	
	5 th secretariat meeting	9 th April, 2015	1 day	11	<ul style="list-style-type: none"> Comments on the concept note for UTA. Urban master plan revision (Capacity Assessment, comments on draft TOR) 	
	6 th secretariat meeting	30 th April, 2015	1 day	12	<ul style="list-style-type: none"> A discussion on the institutional comments on the concept note for UTA. A discussion on the comments on the draft TOR for DSM Master Plan Update 	
	7 th secretariat meeting	14 th May, 2015	1 day	8	<ul style="list-style-type: none"> Follow up institutional comments on the concept note for UTA. Discussion on the revised TOR for UDSM Urban Transport Master Plan update. Discussion on candidate pilot project(s). 	

FY	Course name	Date	Duration	No. of participants	Target	Remarks
2014/15	8 th secretariat meeting	21 st May, 2015	1 day	15	<ul style="list-style-type: none"> Follow up on institutional comments on the Concept Note for UTA Discussion on trial measures and candidate pilot project. 	
	9 th secretariat meeting	28 th May, 2015	1 day	13	<ul style="list-style-type: none"> Follow up institutional comments on the Concept Note for UTA Discussion on training plan/program (Tanzania/Japan) under CUPID 2 	
	10 th secretariat meeting	11 th June, 2015	1 day	9	<ul style="list-style-type: none"> Discussion on the next step for the structure and role of DUTA and approval of the process. Approval of the Draft TOR for M/P update (received comments) Discussion on the next steps for Transportation Survey for the 1st term training 	
	11 th secretariat meeting	25 th June, 2015	1 day	10	<ul style="list-style-type: none"> Discussion on the next step for the structure and role of DUTA and approval of the process. Approval of the Draft TOR for M/P update (received comments) Discussion on Short Term Projects and Samora Avenue Parking measures and street renovation. Discussion on the Schedule for GIS Training. 	
	12 th secretariat meeting	30 th July, 2015	1 day	11	<ul style="list-style-type: none"> Draft agenda of the 2nd Joint Coordination Committee/Steering Committee Meeting and discussion and approvals to be made. Summary evaluation report on GIS training LGAs stakeholder meeting for DUTA, Pilot projects and contribution by JICA 	

FY	Course name	Date	Duration	No. of participants	Target	Remarks
	13 th secretariat meeting	13 th August, 2015	1 day	12	<ul style="list-style-type: none"> • Discussion on pilot project - Samora Avenue Street Renovation • Report on LGAs Stakeholder Meeting on UTA. • Preparation for 2nd Steering Committee Meeting 	
	14 th secretariat meeting	2 nd September, 2015	1 day	15	<ul style="list-style-type: none"> • Discussion on pilot projects • Discussion on UTA • Preparation for Transport Survey Master Plan Development 	
	15 th secretariat meeting	4 th December, 2015	1 day	7	<ul style="list-style-type: none"> • Update on revision of DUTA concept note/stakeholder meeting • Discussion on progress of Pilot projects • Evaluation report on intensive trainings • Preparation of project monitoring sheet 	
	16 th secretariat meeting	17 th December, 2015	1 day	10	<ul style="list-style-type: none"> • Progress on DUTA and next steps • Progress of Pilot Projects • Suggestions to improve operation of the secretariat, in light of progress made after 1st year 	
	17 th secretariat meeting	14 th January, 2016	1 day	12	<ul style="list-style-type: none"> • Discussion on progress of Pilot project- Samora Avenue (scope of work and traffic survey) 	
015/2016	18 th secretariat meeting	4 th February, 2016	1 day	11	<ul style="list-style-type: none"> • Update on Pilot projects • Update on DUTA revised concept note • Study tour to Cape Town 	

FY	Course name	Date	Duration	No. of participants	Target	Remarks
	19 th secretariat meeting	18 th February, 2016	1 day	11	<ul style="list-style-type: none"> • DUTA- Feedback on revised concept note from secretariat members • Pilot Project- scoping of Samora Avenue renovation (briefing discussion with JICA HQ and matter arising), Outline traffic survey as baseline survey for Samora Avenue renovation • Training- intensive training (demand forecast) on 3rd and 4th March, study tour in Cape Town • Re- arrangement of Cape Town study tour • Progress report on DUTA • Progress reports of Pilot projects • Discussion of Corridor options for mass transit 	
	20 th secretariat meeting	31 st March, 2016	1 day	11	<ul style="list-style-type: none"> • Update on Cape Town study tour preparation • Discussion on project 1 parking and footpath renovation on Samora Avenue – project detail • Presentation on project 2 DCC parking measures and policy approach • Update on project 3 Daladala Pilot of mobile payments system • Next steps MRT Concept for Dar es salaam • Update on progress con DUTA 	
	21 st secretariat meeting	14 th April, 2016	1 day	9	<ul style="list-style-type: none"> • Update on Cape Town study tour preparation • Discussion on project 1 parking and footpath renovation on Samora Avenue – project detail • Presentation on project 2 DCC parking measures and policy approach • Update on project 3 Daladala Pilot of mobile payments system • Next steps MRT Concept for Dar es salaam • Update on progress con DUTA 	
	22 nd secretariat meeting	28 th April, 2016	1 day	7	<ul style="list-style-type: none"> • Update on Cape Town study tour preparation • GIS Training update • Report on JICA Mission TOR for update of Urban Transport Master Plan • Update on DUTA establishment and explanations on relationship with proposed Dar Metropolitan • Update on short term projects and pending actions to make progress • DMDP funding allocations/ application to short term projects • Next steps for MRT Concept 	

FY	Course name	Date	Duration	No. of participants	Target	Remarks
2015/2016	23 rd secretariat meeting	18 th May, 2016	1 day	11	<ul style="list-style-type: none"> • Update on DUTA establishment • Update on WB funded Dar Urban Transport Improvement Project-Support for establishment and operation of DUTA • Update on short term project and pending actions make progress • Update on MRT Project • Update on Cape Town study tour preparation • GIS Training evaluation report 	
	24 th secretariat meeting	30 th June, 2016	1 day	12	<ul style="list-style-type: none"> • Update on short term project and pending actions to make progress • Discussion on RAHCO rail proposal • Feedback from Cape Town study tour • Training updates 	
	25 th secretariat meeting	15 th September, 2016	1 day	8	<ul style="list-style-type: none"> • Preparation of 3rd JCC/SC • Confirmation for the Minutes of 2nd JCC/ SC • Discussion on the agenda of 3rd JCC/ SC • Confirmation of presenter for 3rd JCC/SC 	
	26 th secretariat meeting	6 th October, 2016	1 day	10	<ul style="list-style-type: none"> • Update on DUTA and way forward • Update on short term pilot projects • Planning for Short term Project 5: CBD Traffic and Parking Treatments & Cycle way/ Walking Streets • Planning for Short term Project 6: Optimize & synchronize traffic signals & Tidal Flow along Ali Hassan Mwinyi (with bus priority) • Planning for Short term Project 7: Fringe Park & Ride Shuttle Bus Services. • Update on RAHCO Rail Corridor study 	
	27 th secretariat meeting	18 th October, 2016	1 day	11	<ul style="list-style-type: none"> • DUTA Update and way forward • Update on short term pilot projects <ul style="list-style-type: none"> ❖ Samora Avenue Renovation-Parking Policy ❖ Daladala Business model /Pilot project ❖ CBD circulation plans ❖ Northern corridor traffic treatments/surveys (involvement of MLIT project from Japan) 	

FY	Course name	Date	Duration	No. of participants	Target	Remarks
	28 th secretariat meeting	15 th Dec. 2016	1 day	9	<ul style="list-style-type: none"> Update on DUTA establishment Possible exit strategy on DUTA Update on short term projects and pending actions to make progress: Samora Avenue – Progress in bidding DCC parking /parking zone plans – Result of bidding/implementation plan Daladala fare collection PPP for renovation/ development of bus terminus Signal optimization – TOR for Traffic survey 9th Technical Training & ERB registration Discussion on press release on pilot project 	

FY	Course name	Date	Duration	No. of participants	Target	Remarks
2014/15	1 st Joint Coordinating Committee/Steering Committee Meeting	5 th December, 2014	1 day	28	<p>Presentation of the Work Plan</p> <p>Confirmation of Agreements in Record of Discussion</p>	
	2 nd Joint Coordinating Committee/Steering Committee Meeting	21 st August 2015	1 day	45	<p>Presentation of the Project Monitoring Report</p> <p>Progress Report on Project Activities</p> <ul style="list-style-type: none"> Establishment of DUTA PDCA Cycle through pilot projects Training for M/P update <p>Stakeholder Meeting for Establishment of DUTA</p>	
2015/16	3 rd Joint Coordinating Committee/Steering Committee Meeting	27 th September 2016	1 day	39	<p>Project Monitoring Report</p> <ul style="list-style-type: none"> On-going institutional changes and project implementation structure Project implementation in line with JICA's Urban Transport Master Plan Update <p>Progress Report on Project Activities</p> <ul style="list-style-type: none"> Establishment of DUTA PDCA cycle through pilot projects Training for Transport Planning <p>Consent to DUTA Concept Note and way forward for legislating DUTA</p> <p>Way forward for implementation of pilot project 2016/17</p>	

5-5. Local cost by Japanese/Tanzanian side (as of 8th September, 2016)

1) Bearing cost by Japanese side

FY	Item	Amount (US\$)
2014/15	3 Laptop computers	See Equipment Provided
	Printers, stabilizer, wireless internet router, office furniture, electricity cables, office stationeries, water dispenser, office consumables	See Equipment Provided
2015/16	1 Laptop computers	See Equipment Provided
	Office consumables, Office stationaries, electricity cables,	See Equipment Provided

2) Bearing cost by Tanzanian side

FY	Item	Amount (Tsh)
2014/15	1 st secretariat meeting (10 th December, 2014) 11 Participants	Tsh 1,250,000
	2 nd secretariat meeting (19 th February, 2015) 16 Participants	Tsh 1,750,000
	3 rd secretariat meeting (26 th February, 2015) 11 Participants	Tsh 1,250,000
	4 th secretariat meeting (5 th March, 2015) 15 Participants	Tsh 1,300,000
	5 th secretariat meeting (9 th April, 2015) 11 Participants	Tsh 1,250,000
	6 th secretariat meeting (30 th April, 2015) 12 Participants	Tsh 1,350,000
	7 th secretariat meeting (14 th May, 2015) 8 Participants	Tsh 950,000
	8 th secretariat meeting (21 st May, 2015) 15 Participants	-
	9 th secretariat meeting (28 th May, 2015) 13 Participants	-
	10 th secretariat meeting (11 th June, 2015) 9 Participants	-
	11 th secretariat meeting (25 th June, 2015) 10 Participants	-
	12 th secretariat meeting (30 th July, 2015) 11 Participants	-
	13 th secretariat meeting (13 th August, 2015) 12 Participants	-
	14 th secretariat meeting (31 st August, 2015) 15 Participants	-
	15 th secretariat meeting (4 th December, 2015) 7 Participants	-
	16 th secretariat meeting (17 th December, 2015) 10 Participants	-
2015/16	17 th secretariat meeting (14 th January, 2016) 12 Participants	-
	18 th secretariat meeting (4 th February, 2016) 11 Participants	-
	19 th secretariat meeting (18 th February, 2016) 11 Participants	-
	20 th secretariat meeting (31 st March, 2016) 11 Participants	-
	21 st secretariat meeting (14 th April 2016) 9 Participants	-
	22 nd secretariat meeting (28 th April, 2016) 7 Participants	-
	23 rd secretariat meeting (18 th May, 2016) 11 Participants	-

FY	Item	Amount (Tsh)
	24 th secretariat meeting (30 th June, 2016)12 Participants	-
	25 th secretariat meeting (15 th September, 2016)8 Participants	
	26 th secretariat meeting (6 th October, 2016)10 Participants	
	27 th secretariat meeting (18 th October, 2016)11 Participants	
	28 th secretariat meeting (15 th December, 2016) 9 Participants	
	Other costs including office space, furniture, water, electricity, etc.	N/A

5-6. Training in Japan (as of 29 November, 2016)

Name	Institution	Training course	Duration	Date
Eng. Jackson Masaka	PMORALG	Development of urban road networks(Centre JICA-Kansai)	60 days	27 th July, 2015 to 5 th September, 2015.
Eng.Humphrey Kanyenye	TANROADS	Knowledge co-creation programme on comprehensive urban Transportation planning	60 days	12 th October, 2015 to 12 th December, 2015.
MS. Aisha Kuwa	SUMATRA	Knowledge co-creation programme on environmentally sustainable urban Transport planning	45 days	5th October 2016 to 19th November 2016
Eng. Alan Shula	IMC	Knowledge co-creation programme on comprehensive urban Transport planning	60 days	10th October 2016 to 10th December 2016

5-7. Training in Tanzania (as of 29 November, 2016)

ITC No.	Date	Duration	Training course	No. of participants
1	9 th & 10 th July 2015	2 days	Basic Knowledge of GIS	16
2	16 th & 17 th September 2015	2 days	Master plan development and transport surveys training.	15
3	29 th & 30 th September 2015	2 days	Situation Analysis using GIS (1)	11
4	2nd & 3rd December, 2015	2 days	Theory on Demand Forecasting, Traffic Demand and Project Evaluation	8
5	14 th & 15 th December, 2015	2 days	GIS data editing	11
6	2 nd & 3 rd March, 2016	2 days	Demand Forecast and Project Evaluation Training (1)	11

7	9 th & 10 th May, 2016	2 days	Situation Analysis using GIS (2)	11
8	4 th & 5 th July, 2016	2 days	Demand Forecast and Project Evaluation Training (2)	14
9	6 th & 7 th December, 2016	2 days	GIS Analysis and Demand forecast model development	10

5-8. Training in 3rd Country (as of 29 Nov. 2016)

Date	Duration	Training	No of Participants
12 th – 19 th June, 2016	8 days	Study Tour in Cape Town, South Africa	21 (19 from Tanzania side, 2 from Japanese side)

Annex 6 Working Conditions of Equipment Provided

No	Regions	S/No	Place	Equipment							Reasons		
				Internet Modem (Router)	Lap-top Computer	Inkjet Printer	Stabilizer	Photocopier	Office Furniture	Water Dispenser		Electricity Cables	
1	DAR ES SALAAM	1	DCC	Working	Working (4-PC in total)	Working	Working	Working	Working	Good condition	working	Working	

ANNEX 6: Inputs Provided

Annex 6 Inputs Provided

6-1. Dispatch of Experts

	Name	Task	Duration of dispatch
1	Kiminari Takahashi	Team Leader/Transport Administration/ Transport Planning	28 Oct. – 12 Dec. 2014 (46 days) 13 Feb. – 11 Mar. 2015 (27 days) 24 Apr. – 25 May. 2015 (32 days) 24 Jul. – 25 Aug. 2015 (33 days) 9 Feb.- 9 Mar. 2016 (30 days) 6 May – 4 Jun. 2016 (30 days) 25 Jun. – 21 Jul. 2016 (27 days) 30 Aug. – 29 Sep. 2016 (31 days) 22 Nov. – 16 Dec. 2016 (25 days) 17 Feb. – 13 Mar. 2017 (25 days) 17 Apr. – 26 Apr. 2017 (10 days) 18 May. – 2 May. 2017 (10 days) 10 Aug. – 18 Aug. 2017 (9 days) 26 Sep. – 28 Oct. 2017 (33 days)
2	Frits Olyslagers	Public Transport Planning	16 Jan. – 1 Mar. 2015 (45 days) 9 May – 29 Jun. 2015 (exclude 24/5-30) (45 days) 10 Aug. – 2 Sep. (24 days) 19 Nov. – 18 Dec. (exclude 21-23) (27 days) 24 Jan. 11 Feb. 2016 (19 days) 21 Mar. – 30 Ar. 2016 (41 days) 10 Jun. – 10 Jul. 2016 (31 days) 18 Sep. – 21 Oct. 2016 (34 days) 26 Feb. – 26 Mar. 2017 (29 days) 19 Jul. – 28 Jul. 2017 (10 days, Jakarta) 9 Aug. – 29 Sep. 2017 (52 days)
3	Hiroyuki Morimoto	Road Planning/ Design/ Supervision	14 Feb. – 8 Mar. 2015 (23 days) 1 May – 31 May 2015 (31 days) 1 Aug. – 17 Aug. (17 days) 4 Jan. – 29 Jan. 2016 (26 days) 29 Feb. – 23 Apr. 2016 (55 days) 23 May – 8 Jul. 2016 (47 days) 26 Sep. – 16 Oct. 2016 (exclude 1-9 Oct.)(12 days) 7 Nov. – 10 Dec. 2016 (34 days) 16 Jan. – 9 Feb. 2017 (25 days) 26 Mar. 16 Apr. 2017 (22 days) 29 May – 23 Jun. 2017 (exclude 4 – 17 Jun.)(12 days) 1 Aug. – 6 Aug. 2017 (6 days)
4	Masayuki Ishiya	Traffic Demand Forecast	7 Jan. – 28 Feb. 2015 (53 days) 9 May – 9 Jun. 2015 (32 days) 17 Aug. – 21 Sep. 2015 (36 days) 9 Nov. – 8 Dec. 2015 (30 days) 8 Feb. – 6 Mar. 2016 (28 days) 14 Jun. – 11 Jul. 2016 (28 days) 12 Sep. – 9 Oct. 2016 (28 days) 14 Nov. – 11 Dec. 2016 (28 days) 24 Jul. – 14 Aug. 2017 (22 days)
5	Kayoko Miyao	Database Management	3 Dec. – 26 Dec. 2014 (24 days) 11 Mar. – 21 Apr. 2015 (42 days) 13 Jun. – 13 Jul. 2015 (31 days) 25 Aug. – 3 Oct. 2015 (40 days) 20 Nov. – 17 Dec. 2015 (28 days) 14 Apr. – 12 May 2016 (29 days) 29 Aug. 27 Sep. 2016 (30 days) 24 Nov. – 18 Dec. 2016 (25 days) 30 Jul. – 28 Aug. 2017 (30 days)
6	Hafsa Hassan Chande/ Faizer Juma Mbange	Human Resource Development/ Project Coordinator	18 November 2014 – 17 December 2014 (30 days) 10 January 2015 – 9 February 2015 (30 days) 1 August 2015 – 30 August 2015 (30 days) 21 Nov. – 20 Dec. 2016 (30 days) 2 Jan. – 31 Jan. 2017 (30 days)
7	Kayoko MIYAO	Training Planner	16 Jul. – 29 Jul. 2017 (14 days, Jakarta)

ANNEX 6-2. List of Counterpart**6-2 (a): JCC/ SC Members**

FY	Name of C/P Current members	Profession/Institution	Member
2014/15	JUMANNE A. SAGINI	PMO-RALG	STEERING COMMITTEE
	THERESIA MMBANDO	RS-DSM	STEERING COMMITTEE
	ENG.ELINA N. KAYANDA	PMO-RALG	STEERING COMMITTEE
	JUMA SULEIMAN MAGURU	MINISTRY OF FINANCE	STEERING COMMITTEE
	MANINGO NASSORO	PMO-RALG	STEERING COMMITTEE
	ISAYA M. MNGURUMI	IMC	STEERING COMMITTEE
	NDYAMU KAMA/JULIUS	TANROADS	STEERING COMMITTEE
	TIGAHWA SERAPION	DART-AGENCY	STEERING COMMITTEE
	PHOTIDAS A. KAGIMBO	TMC	STEERING COMMITTEE
	ENG.NATTY M.B	KMC	STEERING COMMITTEE
	SARAH YOHANA	DCC	STEERING COMMITTEE
	LADISLAUS M. BIGAMBO	TANROADS	STEERING COMMITTEE
	LEO J. NGOWI	SUMATRA	STEERING COMMITTEE
	INSP. MUSSA MABULA	TRAFFIC POLICE	STEERING COMMITTEE
ENG.KANYENYE HUMPHREY	TANROADS DSM	STEERING COMMITTEE	

6-2 (b): Secretariat Members

FY	Name of C/P Current members	Profession/Institution	Member
2014/15	JUSTIN LYATUU	PMO-RALG	SECRETARIAT
	ENG.FABIAN MASEMBO	MOW	SECRETARIAT
	RAHMA MWINYI	MOW	SECRETARIAT
	HUSSEIN MATIVILA	MOW	SECRETARIAT
	PROSPER S. NYAKI	NIT	SECRETARIAT
	LUCAS EDWARD	NIT	SECRETARIAT
	ENG. MOHAMED KUGANDA	DART-AGENCY	SECRETARIAT
	MOSES NYONI	DART-AGENCY	SECRETARIAT
	ENG.SIYAJALI MAHILI	IMC	SECRETARIAT
	ENG.JOSHUA CHACHA	IMC	SECRETARIAT
	DANIEL MAHONA	IMC	SECRETARIAT
	ENG.ALLAN SHULA	IMC	SECRETARIAT
	ENG.BENJAMIN MAZIKU	TMC	SECRETARIAT
	YUSTER DOMINIC	TMC	SECRETARIAT
	ENG. SHEHEMBA J	RS OFFICE	SECRETARIAT
	ENG. SWALEHE NYENYE	DCC	SECRETARIAT
	CHRISTOPHER JAPHET	DCC	SECRETARIAT
	PAUL LAISER	MOT	SECRETARIAT
	LUCY KALINGA	MOT	SECRETARIAT
	ENG.ISMAIL MAFITA	KMC	SECRETARIAT
	AHMED O. WAMALA	KMC	SECRETARIAT
	BEATRICE CHAO	SUMATRA	SECRETARIAT
	PEARSON MPINA	SUMATRA	SECRETARIAT
	ENG.RICHARD FESTO	TAZARA	SECRETARIAT
	JAMES MWASHA	TAZARA	SECRETARIAT
	ENG.MAIZO MGEDZI	RAHCO	SECRETARIAT
	MASANJA MACHIBYA	RAHCO	SECRETARIAT
	NZORI KINERO	MLHSD	SECRETARIAT
	AIDAN MHONDA	ARU	SECRETARIAT
	HAPPINESS MLULA	ARU	SECRETARIAT
	DR. EMMANUEL MCHOME	ARU	SECRETARIAT
	ENG.HAMPHREY KANYENYE	TANROADS	SECRETARIAT
	INSP.MUSSA MABULA	ZTO	SECRETARIAT

FY	Name of C/P Current members	Profession/Institution	Member
2015 - 2017	JUSTIN LYATUU	PO-RALG	SECRETARIAT
	ENG.EMMANUEL NDYAMUKAMA	PO-RALG	SECRETARIAT
	ENG.FABIAN MASEMBO	MOW	SECRETARIAT
	RAHMA MWINYI	MOW	SECRETARIAT
	HUSSEIN MATIVILA	MOW	SECRETARIAT
	PROSPER S. NYAKI	NIT	SECRETARIAT
	LUCAS EDWARD	NIT	SECRETARIAT
	ENG. MOHAMED KUGANDA	DART-AGENCY	SECRETARIAT
	MOSES NYONI	DART-AGENCY	SECRETARIAT
	ENG. CHARLES OGARE	DART-AGENCY	SECRETARIAT
	ENG.SIYAJALI MAHILI	IMC	SECRETARIAT
	ENG.JOSHUA CHACHA	IMC	SECRETARIAT
	DANIEL MAHONA	IMC	SECRETARIAT
	ENG.ALLAN SHULA	IMC	SECRETARIAT
	ENG.BENJAMIN MAZIKU	TMC	SECRETARIAT
	YUSTER DOMINIC	TMC	SECRETARIAT
	PROTAS KAWISHE	TMC	SECRETARIAT
	ENG. SHEHEMBA JOSEPHAT	RS OFFICE	SECRETARIAT
	ENG. SWALEHE NYENYE	DCC	SECRETARIAT
	CHRISTOPHER JAPHET	DCC	SECRETARIAT
GRACE E MBENA	DCC	SECRETARIAT	
PAUL LAISER	MOT	SECRETARIAT	
LUCY KALINGA	MOT	SECRETARIAT	
ENG.ISMAIL MAFITA	KMC	SECRETARIAT	
AHMED O. WAMALA	KMC	SECRETARIAT	
ELIEZA MAYENGO	KMC	SECRETARIAT	
BEATRICE CHAO	SUMATRA	SECRETARIAT	
PEARSON MPINA	SUMATRA	SECRETARIAT	
AISHA KUWA	SUMATRA	SECRETARIAT	
ENG.RICHARD FESTO	TAZARA	SECRETARIAT	
JAMES MWASHA	TAZARA	SECRETARIAT	
IDDI ABDALLAH	TAZARA	SECRETARIAT	
ENG.MAIZO MGEDZI	RAHCO	SECRETARIAT	
MASANJA MACHIBYA	RAHCO	SECRETARIAT	
ADONIA MMWAYWA	RAHCO	SECRETARIAT	
NZORI KINERO	MLHHS	SECRETARIAT	
AIDAN MHONDA	ARU	SECRETARIAT	
HAPPINESS MLULA	ARU	SECRETARIAT	
DR. EMMANUEL MCHOME	ARU	SECRETARIAT	
ENG.HAMPHREY KANYENYE	TANROADS	SECRETARIAT	
INSP.MUSSA MABULA	ZTO	SECRETARIAT	

List of Counterpart were Replaced

FY	Name of C/P	Profession/Institution	Member	Duration of Engagement (Up to)
2014/15	ENG.JACKSON MASAKA NASSORO MANINGO ENG. HASSAN MATIMBE ENG. PHARLES NGELEJA MARTHA MKUPASI	PMORALG PMORALG MOW TMC DCC	SECRETARIAT SECRETARIAT SECRETARIAT SECRETARIAT SECRETARIAT	August, 2015 August, 2015 August, 2015 August, 2015 April, 2015
2015/16	CHRISTOPHER JAPHET ENG MOHAMED KUGANDA ENG AHMED WAMALA	DCC DART KMC	SECRETARIAT SECRETARIAT SECRETARIAT	Jul. 2016 Sep. 2016 Sep. 2016
2017	ENG. FIKIRI KATINGA BIBIANA P. KAWISHE	KGMC UMC	SECRETARIAT SECRETARIAT	JAN. 2017 JAN. 2017

ANNEX6: 6-3 Equipment Provided

1) List of equipment

No.	Arrival	Name of equipment	Model	Maker	Price	No. Unit	Section	Place	Procurement	Purpose	Status/Condition
1	12 Dec. 2014	Inkjet Printer	HP7500A A3	CANON	@TZ 530,000	1		DCC	Local	Facilitate activities of JICA CUPID 2	Good
2	21 Jan. 2015	Photocopier	Canon digital photocopier iR2530i	CANON	@TZ 8,898,305	1					Good
3	19 Jan. 2015	Projector	Epson EMP S18 TULK3Z00 007	EPSON	@US\$ 650	1					Good
4	24 Dec. 2014	Computer	Dell Inspiron	DELL	@TZ 1,200,000	1					Good
5	18 Dec. 2014	Chair	Low back office chair	THE OFFICE FURNITURE ZONE	@TZ 1,135,593	4					Good
6	18 Dec. 2014	Door book shelf	Door book shelf OZ-785C	THE OFFICE FURNITURE ZONE	@TZ 453,389	1					Good
7	18 Dec. 2014	Office table with drawers	OZ-763/788	THE OFFICE FURNITURE ZONE	@TZ 686,440	2					Good
8	18 Dec. 2014	Office table without drawers	OZ-763	THE OFFICE FURNITURE ZONE	@TZ 567,796	2					Good
9	18 Dec. 2014	Computer	Dell latitude	DELL	@USD 800	1					Good
10	18 April. 2015	Computer	HP Pro book 440 G2	HP	@USD 1020	1					Good
11	9 March 2016	Computer	HP Pro book 440 G2	HP	@TZ 2,725,800	1					Good

ANNEX 6: 6-4 Seminar/Training/Workshop/Meetings**6-4 (a): Secretariat Meetings**

Name	Date	Duration	No. of participants	Target	Remarks
1 st secretariat meeting	10 th December, 2014	1 day	11	<ul style="list-style-type: none"> Confirmation of minutes of kick - off and 1st JCC/SC meetings. Briefing of on-going projects/planned projects (by each secretariat member). Briefing of 2014/15 budget plan and priority projects (By each member) Discussion of project implementation plan and structure, e.g. formation of task force. 	
2 nd secretariat meeting	19 th February, 2015	1 day	16	<ul style="list-style-type: none"> Revisit PDM & define the planning & work processes. Progress of DUTA issues- discussion of options. Process to finalize DUTA. The way forward – letter to Permanent secretary. 	
3 rd secretariat meeting	26 th February, 2015	1 day	11	<ul style="list-style-type: none"> Discussion and presentation: Approach and methodology for capacity development through revision of 2008 Urban Transport Master Plan. Objectives and structure of DUTA. 	
4 th secretariat meeting	5 th March, 2015	1 day	15	<ul style="list-style-type: none"> Presentation on proposal on pilot projects. Discussion of the comments on the concept note for UTA. 	
5 th secretariat meeting	9 th April, 2015	1 day	11	<ul style="list-style-type: none"> Comments on the concept note for UTA. Urban master plan revision (Capacity Assessment, comments on draft TOR) 	
6 th secretariat meeting	30 th April, 2015	1 day	12	<ul style="list-style-type: none"> A discussion on the institutional comments on the concept note for UTA. A discussion on the comments on the draft TOR for DSM Master Plan Update 	
7 th secretariat meeting	14 th May, 2015	1 day	8	<ul style="list-style-type: none"> Follow up institutional comments on the concept note for UTA. Discussion on the revised TOR for UDSM Urban Transport Master Plan update. Discussion on candidate pilot project(s). 	

Name	Date	Duration	No. of participants	Target	Remarks
8 th secretariat meeting	21 st May, 2015	1 day	15	<ul style="list-style-type: none"> Follow up on institutional comments on the Concept Note for UTA Discussion on trial measures and candidate pilot project. 	
9 th secretariat meeting	28 th May, 2015	1 day	13	<ul style="list-style-type: none"> Follow up institutional comments on the Concept Note for UTA Discussion on training plan/program (Tanzania/Japan) under CUPID 2 	
10 th secretariat meeting	11 th June, 2015	1 day	9	<ul style="list-style-type: none"> Discussion on the next step for the structure and role of DUTA and approval of the process. Approval of the Draft TOR for M/P update (received comments) Discussion on the next steps for Transportation Survey for the 1st term training 	
11 th secretariat meeting	25 th June, 2015	1 day	10	<ul style="list-style-type: none"> Discussion on the next step for the structure and role of DUTA and approval of the process. Approval of the Draft TOR for M/P update (received comments) Discussion on Short Term Projects and Samora Avenue Parking measures and street renovation. Discussion on the Schedule for GIS Training. 	
12 th secretariat meeting	30 th July, 2015	1 day	11	<ul style="list-style-type: none"> Draft agenda of the 2nd Joint Coordination Committee/Steering Committee Meeting and discussion and approvals to be made. Summary evaluation report on GIS training LGAs stakeholder meeting for DUTA, Pilot projects and contribution by JICA 	

ANNEX 6: Input Provided

Name	Date	Duration	No. of participants	Target	Remarks
13 th secretariat meeting	13 th August, 2015	1 day	12	<ul style="list-style-type: none"> • Discussion on pilot project - Samora Avenue Street Renovation • Report on LGAs Stakeholder Meeting on UTA. • Preparation for 2nd Steering Committee Meeting 	
14 th secretariat meeting	2 nd September, 2015	1 day	15	<ul style="list-style-type: none"> • Discussion on pilot projects • Discussion on UTA • Preparation for Transport Survey Master Plan Development 	
15 th secretariat meeting	4 th December, 2015	1 day	7	<ul style="list-style-type: none"> • Update on revision of DUTA concept note/stakeholder meeting • Discussion on progress of Pilot projects • Evaluation report on intensive trainings • Preparation of project monitoring sheet 	
16 th secretariat meeting	17 th December, 2015	1 day	10	<ul style="list-style-type: none"> • Progress on DUTA and next steps • Progress of Pilot Projects • Suggestions to improve operation of the secretariat, in light of progress made after 1st year 	
17 th secretariat meeting	14 th January, 2016	1 day	12	<ul style="list-style-type: none"> • Discussion on progress of Pilot project-Samora Avenue (scope of work and traffic survey) 	
18 th secretariat meeting	4 th February, 2016	1 day	11	<ul style="list-style-type: none"> • Update on Pilot projects • Update on DUTA revised concept note • Study tour to Cape Town 	

ANNEX 6: Input Provided

Name	Date	Duration	No. of participants	Target	Remarks
19 th secretariat meeting	18 th February, 2016	1 day	11	<ul style="list-style-type: none"> DUTA- Feedback on revised concept note from secretariat members Pilot Project- scoping of Samora Avenue renovation (briefing discussion with JICA HQ and matter arising), Outline traffic survey as baseline survey for Samora Avenue renovation Training- intensive training (demand forecast) on 3rd and 4th March, study tour in Cape Town Re- arrangement of Cape Town study tour Progress report on DUTA Progress reports of Pilot projects Discussion of Corridor options for mass transit 	
20 th secretariat meeting	31 st March, 2016	1 day	11	<ul style="list-style-type: none"> Update on Cape Town study tour preparation Discussion on project 1 parking and footpath renovation on Samora Avenue – project detail Presentation on project 2 DCC parking measures and policy approach Update on project 3 Daladala Pilot of mobile payments system Next steps MRT Concept for Dar es salaam Update on progress con DUTA 	
21 st secretariat meeting	14 th April, 2016	1 day	9	<ul style="list-style-type: none"> Update on Cape Town study tour preparation Discussion on project 1 parking and footpath renovation on Samora Avenue – project detail Presentation on project 2 DCC parking measures and policy approach Update on project 3 Daladala Pilot of mobile payments system Next steps MRT Concept for Dar es salaam Update on progress con DUTA 	
22 nd secretariat meeting	28 th April, 2016	1 day	7	<ul style="list-style-type: none"> Update on Cape Town study tour preparation GIS Training update Report on JICA Mission TOR for update of Urban Transport Master Plan Update on DUTA establishment and explanations on relationship with proposed Dar Metropolitan Update on short term projects and pending actions to make progress DMDP funding allocations/ application to short term projects Next steps for MRT Concept 	

ANNEX 6: Input Provided

Name	Date	Duration	No. of participants	Target	Remarks
23 rd secretariat meeting	18 th May, 2016	1 day	11	<ul style="list-style-type: none"> Update on DUTA establishment Update on WB funded Dar Urban Transport Improvement Project-Support for establishment an operation of DUTA Update on short term project and pending actions make progress Update on MRT Project Update on Cape Town study tour preparation GIS Training evaluation report 	
24 th secretariat meeting	30 th June, 2016	1 day	12	<ul style="list-style-type: none"> Update on short term project and pending actions to make progress Discussion on RAHCO rail proposal Feedback from Cape Town study tour Training updates 	
25 th secretariat meeting	15 th September, 2016	1 day	8	<ul style="list-style-type: none"> Preparation of 3rd JCC/SC Confirmation for the Minutes of 2nd JCC/ SC Discussion on the agenda of 3rd JCC/ SC Confirmation of presenter for 3rd JCC/SC 	
26 th secretariat meeting	6 th October, 2016	1 day	10	<ul style="list-style-type: none"> Update on DUTA and way forward Update on short term pilot projects Planning for Short term Project 5: CBD Traffic and Parking Treatments & Cycle way/ Walking Streets Planning for Short term Project 6: Optimize & synchronize traffic signals & Tidal Flow along Ali Hassan Mwinyi (with bus priority) Planning for Short term Project 7: Fringe Park & Ride Shuttle Bus Services. Update on RAHCO Rail Corridor study 	
27 th secretariat meeting	18 th October, 2016	1 day	11	<ul style="list-style-type: none"> DUTA Update and way forward Update on short term pilot projects Samora Avenue Renovation-Parking Policy Daladala Business model /Pilot project CBD circulation plans Northern corridor traffic treatments/surveys (involvement of MLIT project from Japan) 	

ANNEX 6: Input Provided

Name	Date	Duration	No. of participants	Target	Remarks
28 th secretariat meeting	15 th Dec. 2016	1 day	9	<ul style="list-style-type: none"> • Update on DUTA establishment • Possible exit strategy on DUTA • Update on short term projects and pending actions to make progress: • Samora Avenue – Progress in bidding • DCC parking /parking zone plans – Result of bidding/implementation plan • Daladala fare collection • PPP for renovation/ development of bus terminus • Signal optimization – TOR for Traffic survey • 9th Technical Training & ERB registration • Discussion on press release on pilot project 	
29 th secretariat meeting	21 st Feb. 2017	1 day	10	<ul style="list-style-type: none"> • Update on DUTA establishment • Financial Plan on DUTA • Update on short term projects and pending actions to make progress: • Samora Avenue – Progress in progress • DCC parking /parking zone plans – Result of bidding/implementation plan • Daladala fare collection • PPP for renovation/ development of bus terminus • Signal optimization – Summary result of baseline survey • ERB registration • External training in Indonesia. 	

ANNEX 6: Input Provided

Name	Date	Duration	No. of participants	Target	Remarks
30 th secretariat meeting	9 th march 2017	1 day	9	<ul style="list-style-type: none"> • Update on DUTA establishment • Financial Plan on DUTA • Update on short term projects and pending actions to make progress: • Samora Avenue – Progress in progress • DCC parking /parking zone plans – Result of bidding/implementation plan • Daladala fare collection • PPP for renovation/ development of bus terminus • Signal optimization – Summary result of baseline survey • ERB registration • External training in Indonesia 	
31 th secretariat meeting	23 th March 2017	1 day	6	<ul style="list-style-type: none"> • Update on DUTA establishment • Financial Plan on DUTA • Update on short term projects and pending actions to make progress: • Samora Avenue – Progress in progress • DCC parking /parking zone plans – Result of bidding/implementation plan • Daladala fare collection • PPP for renovation/ development of bus terminus • Signal optimization – Summary result of baseline survey • Assessment of remaining short-term projects up to end f project. • External training in Indonesia 	

ANNEX 6: Input Provided

Name	Date	Duration	No. of participants	Target	Remarks
32th secretariat meeting	13 th April 2017	1 day	11	<ul style="list-style-type: none"> • Update on DUTA establishment • Financial Plan on DUTA • Update on short term projects and pending actions to make progress: • Samora Avenue – Progress in progress • DCC parking /parking zone plans – Result of bidding/implementation plan • Daladala fare collection • PPP for renovation/ development of bus terminus • Signal optimization – Summary result of baseline survey • Discussion on Urban Street Design guide • Updates on study Tour (Letters) 	
33th secretariat meeting	25 th May	1 day	10	<ul style="list-style-type: none"> • Update on DUTA establishment • Financial Plan on DUTA • Update on short term projects and pending actions to make progress: • Samora Avenue – work in progress • DCC parking /parking zone plans – Result of bidding/implementation plan • Daladala fare collection • PPP for renovation/ development of bus terminus • Signal optimization – Summary result of baseline survey • Discussion on Urban Street Design guide • Updates on study Tour (Letters) 	

ANNEX 6: Input Provided

Name	Date	Duration	No. of participants	Target	Remarks
34 th secretariat meeting	21 th June, 2017	1 day	10	<ul style="list-style-type: none"> • Update on DUTA establishment • Financial Plan on DUTA • Update on short term projects and pending actions to make progress: • Samora Avenue – work in progress • DCC parking /parking zone plans – Result of bidding/implementation plan • Daladala fare collection • PPP for renovation/ development of bus terminus • Signal optimization – Summary result of baseline survey • Discussion on Urban Street Design guide • Updates on study Tour (Letters) 	
35 th secretariat meeting	17 th August, 2017	1 day	7	<ul style="list-style-type: none"> • Update on DUTA establishment • Financial Plan on DUTA • Update on short term projects and pending actions to make progress: • Samora Avenue – work in progress • DCC parking /parking zone plans – Result of bidding/implementation plan • Daladala fare collection • PPP for renovation/ development of bus terminus • Signal optimization – Summary result of baseline survey • Discussion on Urban Street Design guide • Updates on study Tour. 	
36 th secretariat meeting				<ul style="list-style-type: none"> • 	

6-4 (b): JCC/Steering Committee Meetings

Name	Date	Duration	No. of participants	Contents	Remarks
1 st Joint Coordinating Committee/Steering Committee Meeting	5 th December, 2014	1 day	28	Presentation of the Work Plan Confirmation of Agreements in Record of Discussion	
2 nd Joint Coordinating Committee/Steering Committee Meeting	21 st August 2015	1 day	45	Presentation of the Project Monitoring Report Progress Report on Project Activities <ul style="list-style-type: none"> - Establishment of DUTA - PDCA Cycle through pilot projects - Training for M/P update Stakeholder Meeting for Establishment of DUTA	
3 rd Joint Coordinating Committee/Steering Committee Meeting	27 th September 2016	1 day	39	Project Monitoring Report <ul style="list-style-type: none"> - On-going institutional changes and project implementation structure - Project implementation in line with JICA's Urban Transport Master Plan Update Progress Report on Project Activities <ul style="list-style-type: none"> - Establishment of DUTA - PDCA cycle through pilot projects - Training for Transport Planning Consent to DUTA Concept Note and way forward for legislating DUTA Way forward for implementation of pilot project 2016/17	
4 th Joint Coordinating Committee/Steering Committee Meeting	23 rd October, 2017	1 day		Progress Report on Project Activities <ul style="list-style-type: none"> - Establishment of DUTA – Expert Team - PDCA cycle through pilot projects PROJECT 1: Samora Avenue Renovation – Ilala PROJECT 2: Improve Parking Control and Policy – DCC PROJECT 3: Daladala and Bus Service Improvement – SUMATRA PROJECT 4/5: CBD Traffic and Terminus Improvements – Ilala - Training for Transport Planning –	

ANNEX 6: Input Provided

Name	Date	Duration	No. of participants	Contents	Remarks
				NIT/Ardhi Project Completion Report - Evaluation of performance of the Project - Lessons learnt from the Project and recommendations for sustainable coordination mechanism	

6-4 (c): Trainings

No.	Types of training	Title of Training	Date	No. of attendees	Target Personnel
1	ITC (Intensive Training Course)	Basic Knowledge of GIS	9-10 Jul. 2015 (2 days)	16	Secretariat members
2	ITC	Master plan development and transport surveys training.	16-17 Sep. 2015 (2 days)	15	Secretariat members
3	ITC	Situation Analysis using GIS (1)	29-30 Sep. 2015 (2 days)	11	Secretariat members
4	ITC	Demand Forecast and Project Evaluation (1)	2-3 Dec. 2015 (2 days)	13	Secretariat members
5	ITC	GIS data editing	14-15 Dec. 2015 (2days)	11	Secretariat members
6	ITC	Demand Forecast and Project Evaluation (2)	2-3 Mar. 2016 (2days)	11	Secretariat members
7	ITC	Situation Analysis using GIS (2)	9-10 May 2016 (2days)	11	Secretariat members
8	ITC	Demand Forecast and Project Evaluation (3)	4-5 Jul. 2016 (2days)	14	Secretariat members
9	ITC	GIS Analysis and Demand forecast model development	6-7 Dec 2016 (2days)	10	Secretariat members
10	Group Training in 3 rd Country	Study Tour in Cape Town, South Africa	12-19 July, 2016 (8 days)	19	Secretariat members
11	Group Training in 3 rd Country	Study Tour in Jakarta, Indonesia	18 – 28 th Jul. 2017	6	JCC/ SC members
12	Other Training	ERB certified training GIS for Transport Planning	1 – 4 Aug. 2017 (4 days)	7	Open training for public
13	Other Training	ERB certified training Transport Analysis and Demand Forecast	9 – 12 Aug. 2017 (4 days)	7	Open training for public
14	Other Training	Building capacity of management of BRT system Session 1 The Role and Functions of the DART	13 Sep. 2017 (1 day)	CEO+15 staff	DART (management)

		Agency			
15	Other Training	Building capacity of management of BRT system Session 2 Bus Scheduling Overview	14 Sep. 2017 (1 day)	CEO ; 18 staff	DART (management)
16	Other Training	Building capacity of management of BRT system Session 3. Intensive training: Detailed scheduling processes for daily bus assignments	19 Sep. 2017 (1 day)	5	DART (technical)
17	Other Training	Building capacity of management of BRT system Session 4. Intensive training: Detailed scheduling processes and weekly roster planning	25 Sep. 2017 (1 day)	5	DART (technical)

ANNEX 6: 6-5. Local cost by Japanese/Tanzanian side

1) Bearing cost by Japanese side

Item	Amount (US\$)
3 Laptop computers	See Equipment Provided
Printers, stabilizer, wireless internet router, office furniture, electricity cables, office stationeries, water dispenser, office consumables	See Equipment Provided
1 Laptop computers	See Equipment Provided
Office consumables, Office stationeries, electricity cables,	See Equipment Provided

2) Bearing cost by Tanzanian side

FY	Item	Amount (Tsh)
2014/15	1 st secretariat meeting (10 th December, 2014) 11 Participants	Tsh 1,250,000
	2 nd secretariat meeting (19 th February, 2015) 16 Participants	Tsh 1,750,000
	3 rd secretariat meeting (26 th February, 2015) 11 Participants	Tsh 1,250,000
	4 th secretariat meeting (5 th March, 2015) 15 Participants	Tsh 1,300,000
	5 th secretariat meeting (9 th April, 2015) 11 Participants	Tsh 1,250,000
	6 th secretariat meeting (30 th April, 2015) 12 Participants	Tsh 1,350,000
	7 th secretariat meeting (14 th May, 2015) 8 Participants	Tsh 950,000
	8 th secretariat meeting (21 st May, 2015) 15 Participants	Tsh 106,400
	9 th secretariat meeting (28 th May, 2015) 13 Participants	Tsh 117,600
	10 th secretariat meeting (11 th June, 2015) 9 Participants	Tsh 118,000
	11 th secretariat meeting (25 th June, 2015) 10 Participants	Tsh
	12 th secretariat meeting (30 th July, 2015) 11 Participants	Tsh 135,000
	13 th secretariat meeting (13 th August, 2015) 12 Participants	Tsh 140,000
	14 th secretariat meeting (31 st August, 2015) 15 Participants	Tsh 147,000
2015/16	15 th secretariat meeting (4 th December, 2015) 7 Participants	Tsh
	16 th secretariat meeting (17 th December, 2015) 10 Participants	Tsh 86,400
	17 th secretariat meeting (14 th January, 2016) 12 Participants	Tsh 81,000

	18 th secretariat meeting (4 th February, 2016) 11 Participants	Tsh 72,000
	19 th secretariat meeting (18 th February, 2016) 11 Participants	Tsh 84,000
	20 th secretariat meeting (31 st March, 2016)11 Participants	Tsh 75,000
	21 st secretariat meeting (14 th April 2016) 9 Participants	Tsh 72,000
	22 nd secretariat meeting (28 th April, 2016) 7 Participants	Tsh 85,500
	23 rd secretariat meeting (18 th May, 2016) 11 Participants	Tsh 90,000
	24 th secretariat meeting (30 th June, 2016)12 Participants	Tsh 115,000
	25 th secretariat meeting (15 th September, 2016)8 Participants	Tsh 100,000
	26 th secretariat meeting (6 th October, 2016)10 Participants	Tsh 102,000
	27 th secretariat meeting (18 th October, 2016)11 Participants	Tsh 90,000
	28 th secretariat meeting (15 th December, 2016) 9 Participants	Tsh 84,000
	Other costs including office space, furniture, water, electricity, etc.	N/A
2016/17	29 th secretariat meeting (21 February, 2017)10 participants	Tsh 100,000
	30 th secretariat meeting (9 March, 2017)9 participants	Tsh 100,000
	31 th secretariat meeting (23 March, 2017)6 participants	Tsh 85,000
	32 th secretariat meeting 13 April, 2017)11 participants	Tsh 115,000
	33 th secretariat meeting (25 May, 2017)10 participants	Tsh 100,000
	34 th secretariat meeting (21 June, 2017)10 participants	Tsh 120,000
	35 th secretariat meeting (17 August, 2017)7 participants	Tsh 71,500