



# SSATP AGM - DAR ES SALAAM BRT SYSTEM IMPLEMENTATION OVERVIEW & CHALLENGES

Transport

Global Practice  
Smart Connections for All

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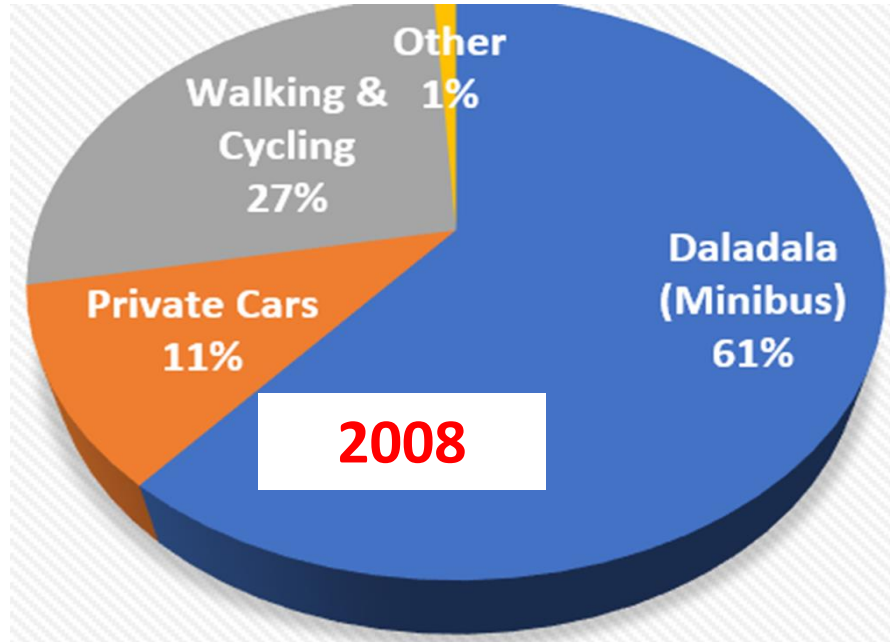
# Dar es Salaam



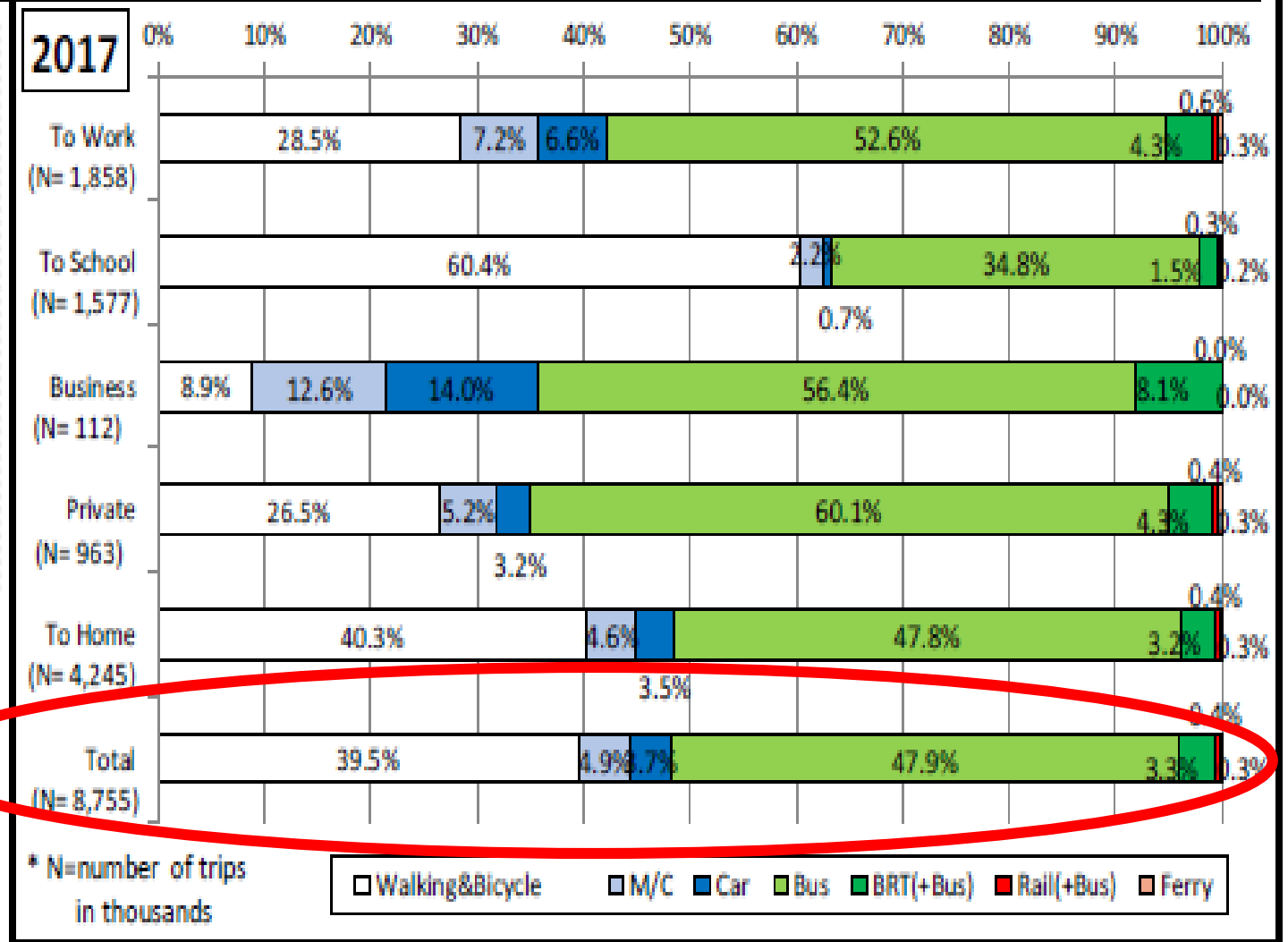
- 3rd Most Rapidly Urbanizing City in Africa
- Uncontrollable Horizontal Growth
- Massive Traffic Congestion
- Low Vehicle Ownership (33vehs/1000pers)



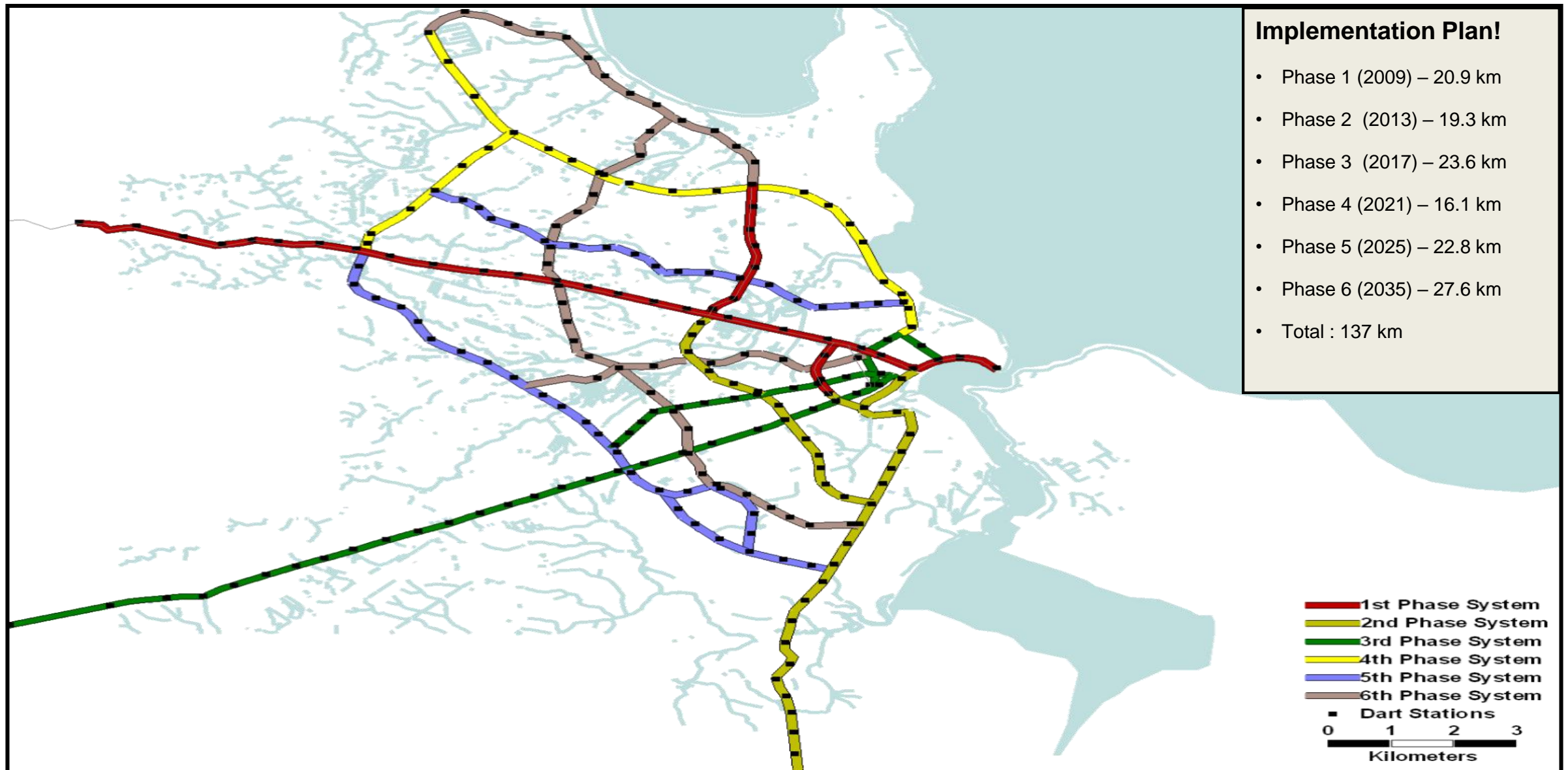
# A Case for Exclusive Public Transport Infra: Modal Split!



**Modal Split!**

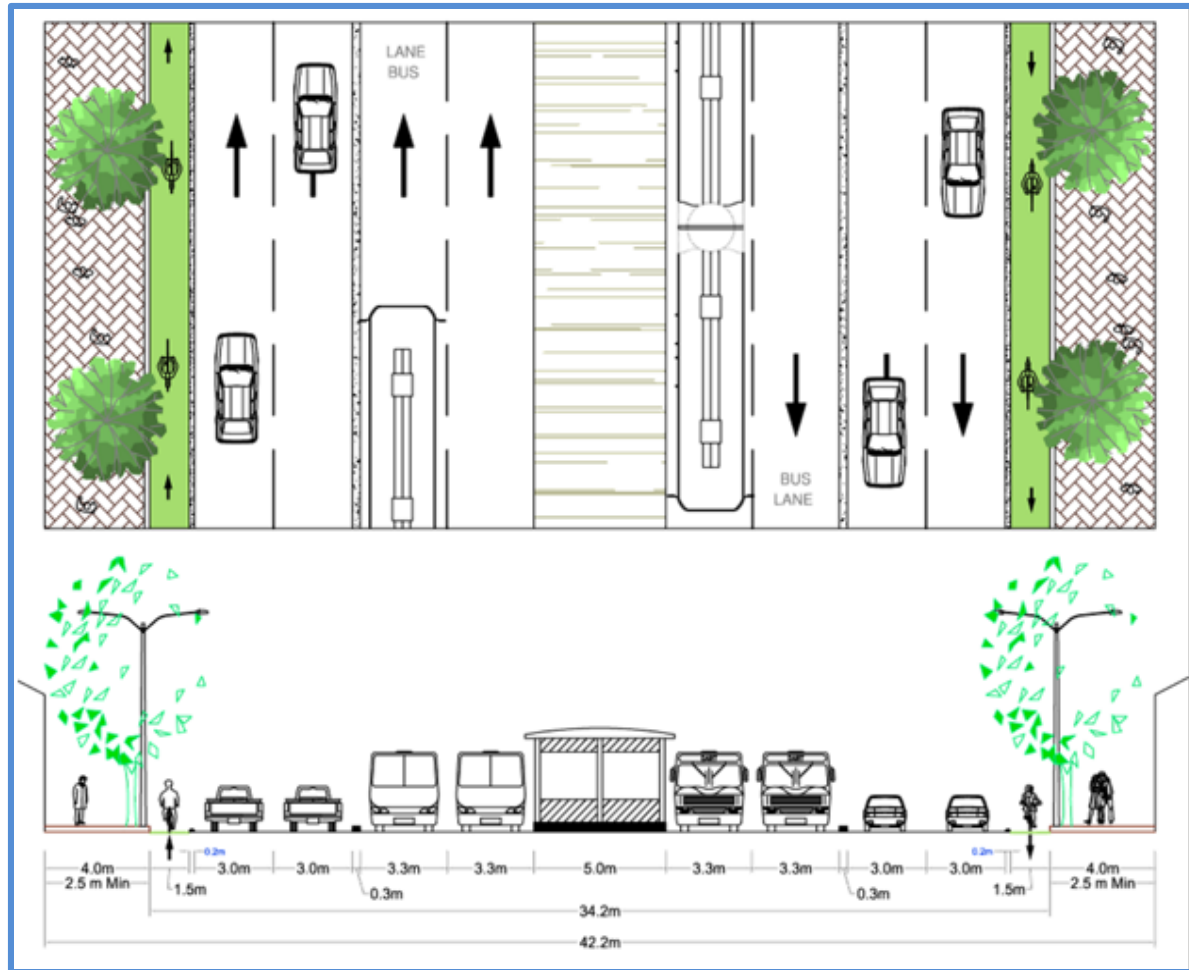


# Approved BRT Trunk Network (2007)

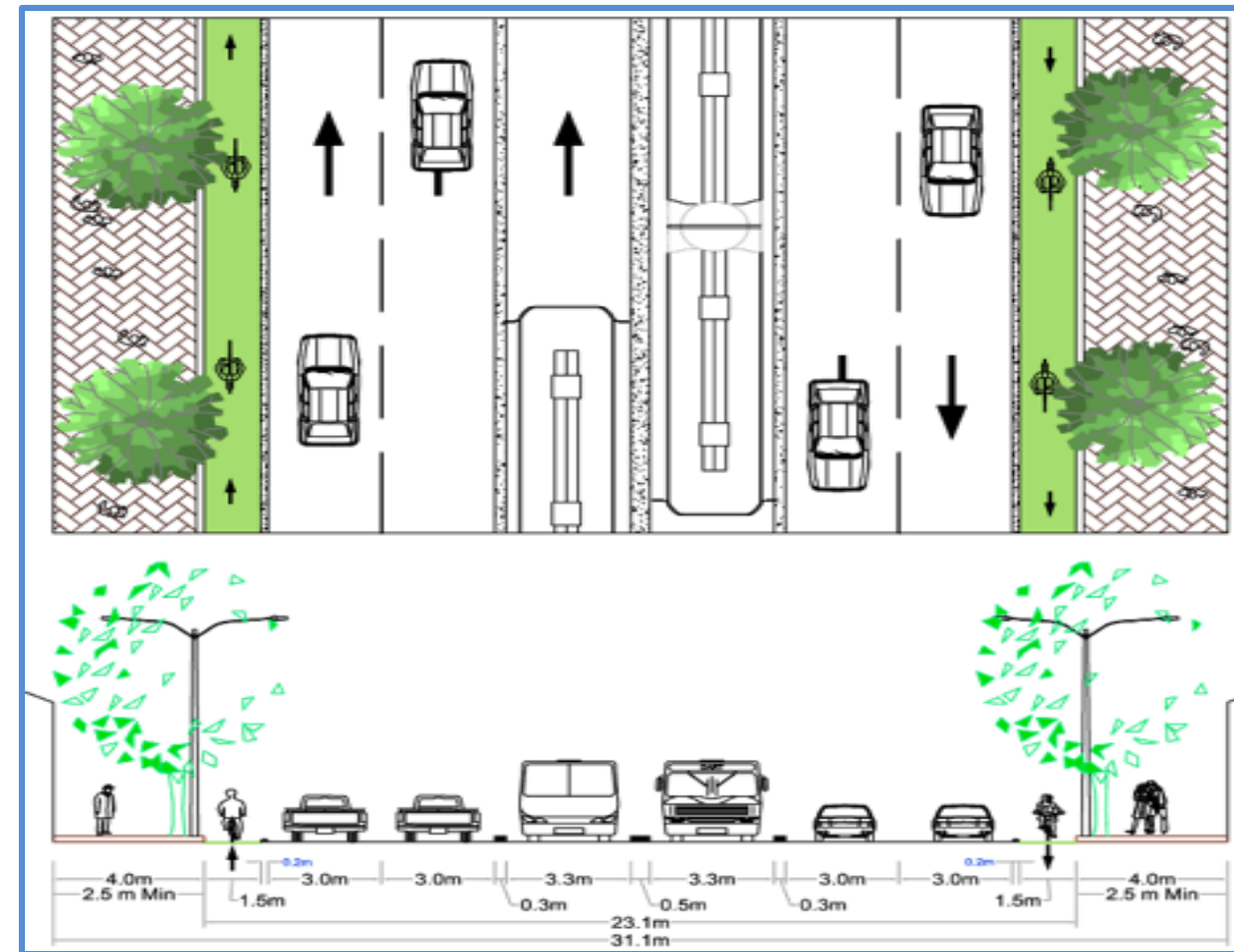


# BRT Phase 1: Infra Features

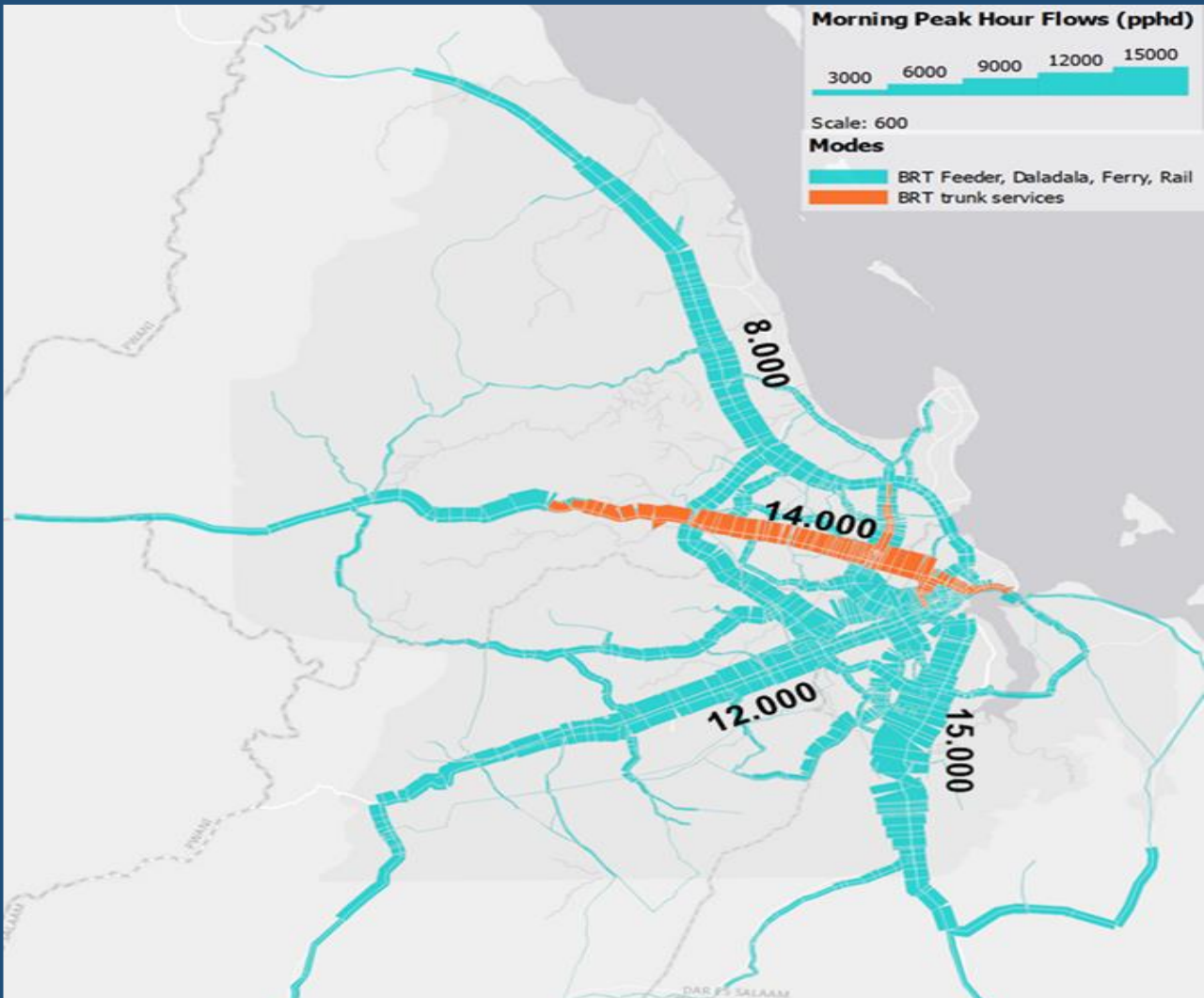
## X-Section at Stations



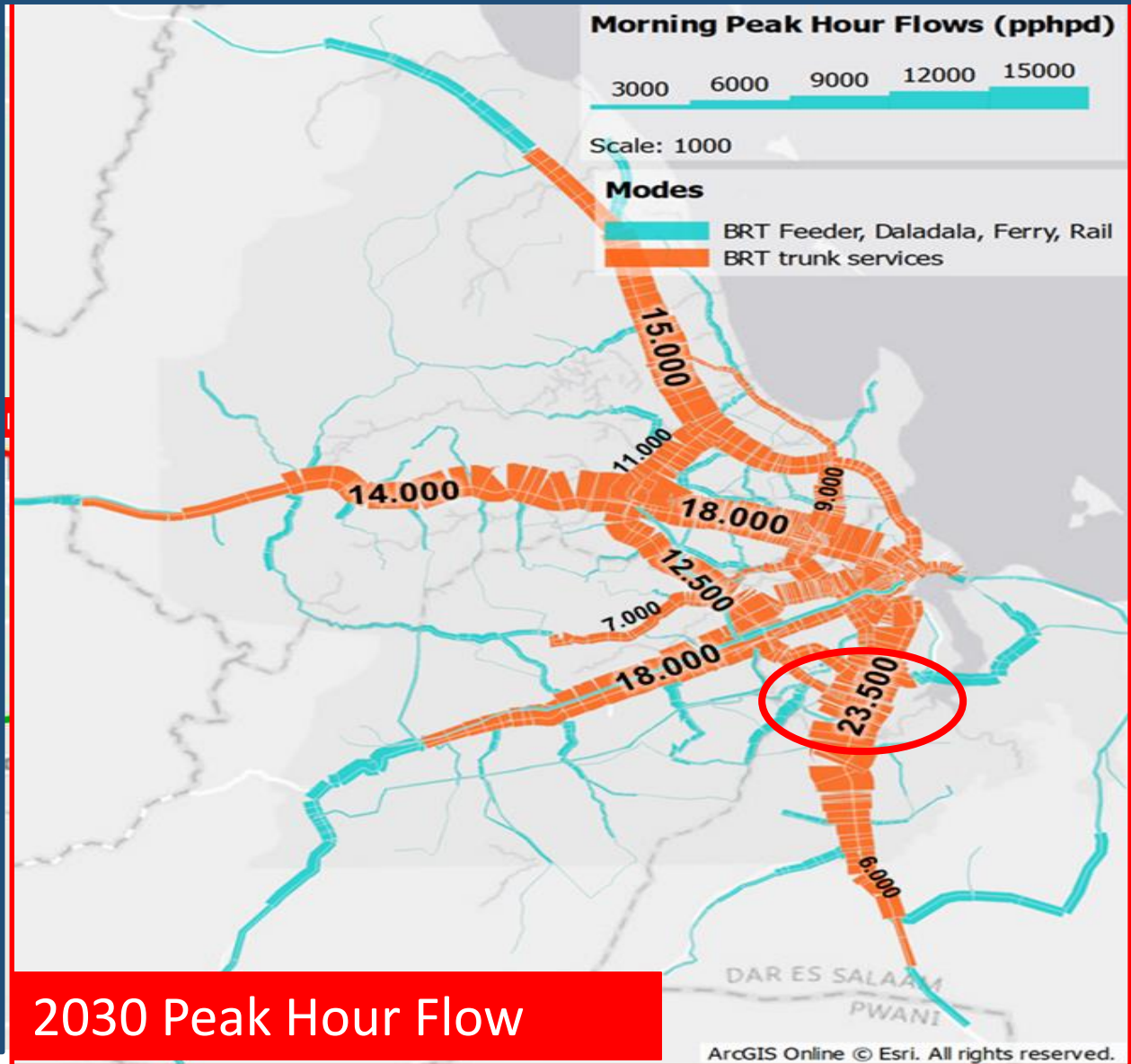
## X-Section off-Station



# Public Transport Ridership Forecast (2030)

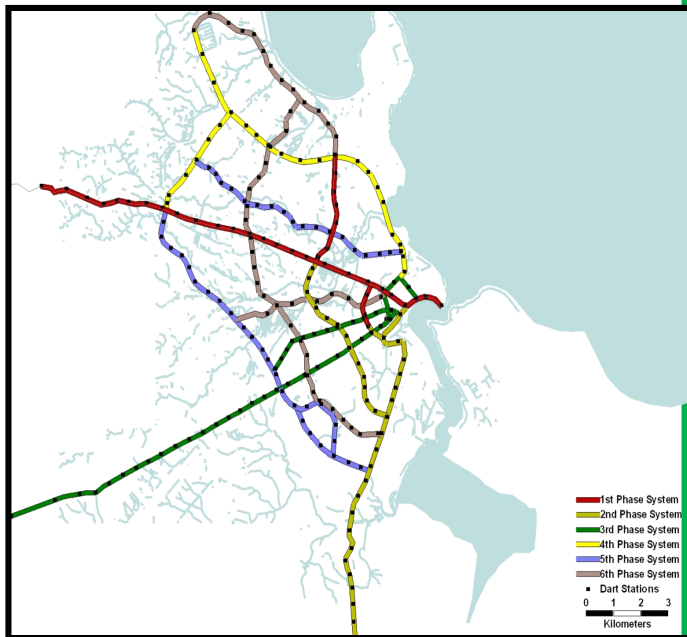


2018 Peak Hour Psgrs Flow

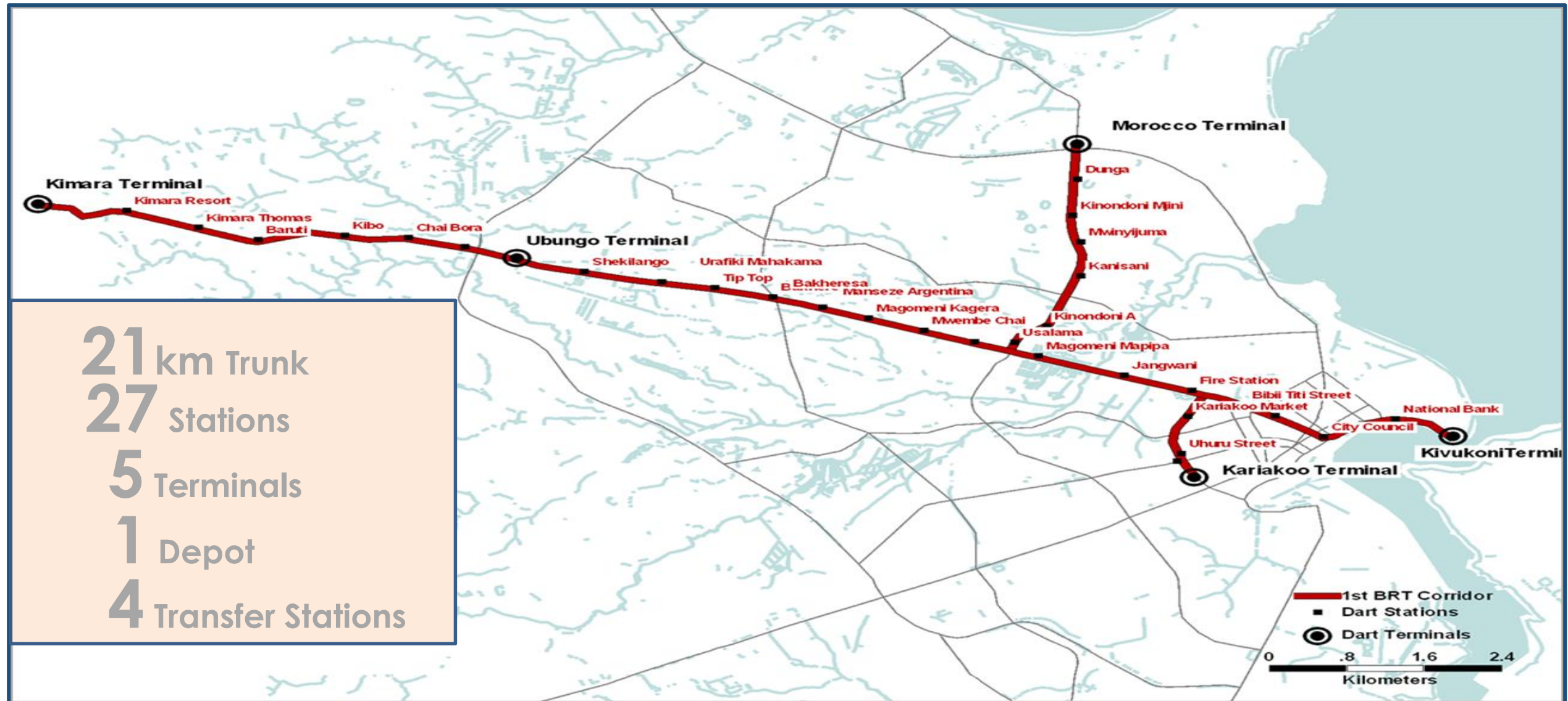


2030 Peak Hour Flow

# Updated Trunk system (2019)



# BRT Phase 1: 2008 - 2016



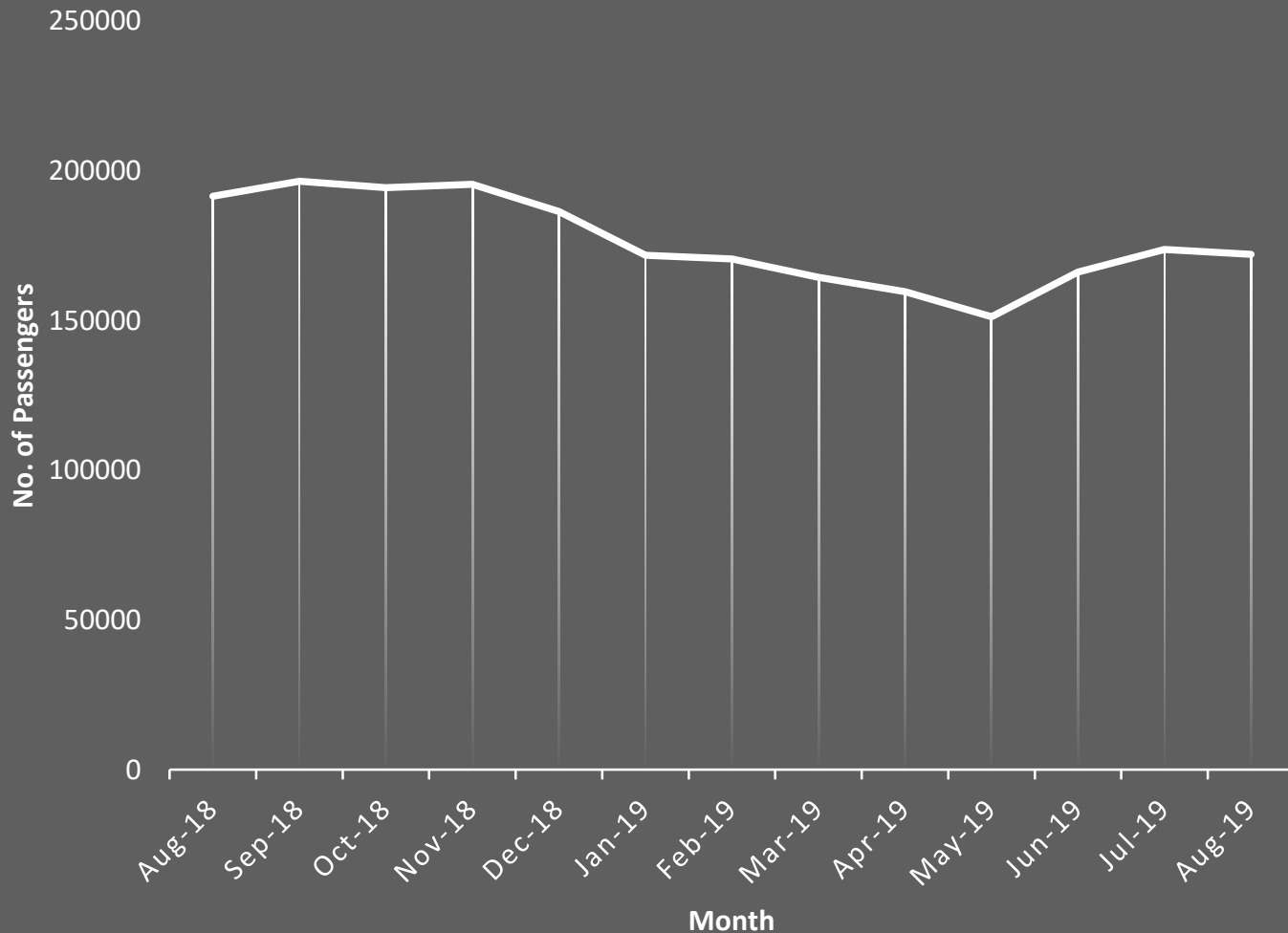


# Overtaking Lanes at Stations and Off Peak Parking Lane at Terminals – Critical for Operation Efficiency



# Interim Operations (from May 2016)

AVERAGE PASSENGER RIDERSHIP DURING WEEKDAYS AUGUST 2018-19



## OPERATIONS

**140** Bus Fleet

**39** Articulated Trunk Buses (18m)

**101** Rigid Buses (12m)

**70 to 185 kppd**  
Ridership Growth

**200 Million**  
Cumulative Passenger Trips



**SUCCESS STORY: Dar es Salaam secured ITDP Sustainable Transport Award 2018**  
**First African City to be awarded**  
**(Mobilize Conf. June 26-29, 2018)**

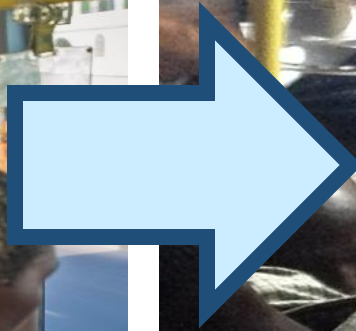
# PPP Structure for Full BRT Operations

- Bus Operator(s)
  - Trunk: 177 Articulated 18-m buses (@150psgr capacity)
  - Feeder: 128 Rigid 12-m buses (@80psgr capacity)
- Automated Fare Collection system (AFCS)
  - Cancelled bid
- Fund Manager:
  - **Contracted**

**Ridership GOAL:**

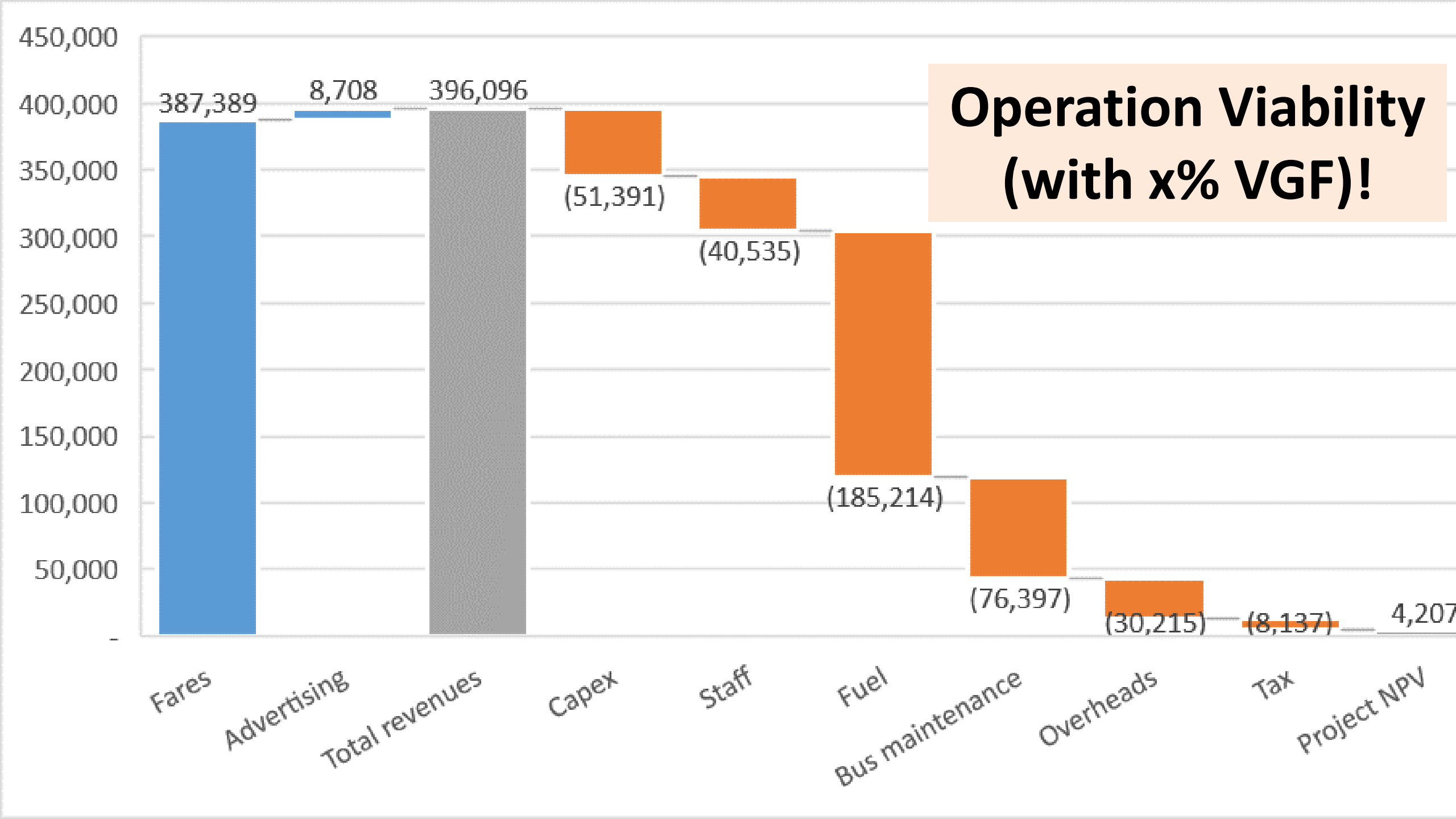
**Over 400,000 psgrs per day!!**

# (1) Operations Challenge: Victim of Own Success!?



## (2) PPP Challenges

- Bus Operator(s)
  - 2018 Bidding for 2<sup>nd</sup> Operator Failed (**Unsustainable Risk Allocation**)
- Updating Operations PPP Feasibility Studies in 2019
  - Fare: **Low Fare levels & Adjustment challenges (Political and Income) Operators' Remuneration ('Access Fees' versus 'Per-km')**
  - **Govt Support Critical <-> Viability Gap Funding (VGF)**
- Automated Fare Collection system (AFCS)
  - **Govt developing own AFCS system <-> due diligence!**



**Operation Viability  
(with x% VGF)!**

# (3) Flooding Disaster Management!

## Response:

- **Emergency Response Management & Protocols**
- **Rerouting of BRT Buses & Minibus Bridge**
- **Msimbazi Opportunity Plan (MOP) – Transport & Urban Development Interventions**





# (4) Minibus Transformation Puzzle

## BRT1 Quick Solution (??)

AGREEMENT  
FOR  
COLLABORATION IN THE  
RUNNING DART PROJECT PHASE 1

\_\_\_\_\_

BETWEEN

SHIRIKA LA USAFIRI DAR ES SALAAM LIMITED (UDA)

\_\_\_\_\_

AND

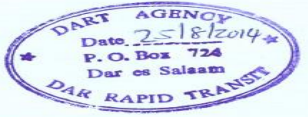
DAR ES SALAAM COMMUTER BUS OWNERS ASSOCIATION  
(DARCOBOA)

AND

UMOJA WA WASAFIRISHAJI ABIRIA DAR ES SALAAM (UWADAR)

\_\_\_\_\_

AUGUST, 2014



*[Handwritten signatures and initials at the bottom of the document]*

## Systematic Strategy for Next Phases!

b) operator professionalisation process

5. operating entities

collective fleet management

all vehicles in cluster under single management for efficiency; remove unnecessary capacity

collective fare collection

to fairly allocate revenue to owners; requires labour agreements and daily reconciliation

collective fleet ownership

to enable right-sizing and efficiency; vehicles must be under collective ownership as one fleet

fleet renewal and resizing

renew vehicle fleet for cost-effectiveness; size new fleet to suit passenger demand profiles

service agreement

rearrange agreement between entity and authority; area licensing or contracting

# (5) Institutional Issues

- Dar BRT Conceived by Dar City Council – Champion Mayor
- DART Created by PORALG under Executive agencies act (solid reporting line to Central Govt)
- DART semi-autonomy <-> Ministry Decides
- HR Issues:
  - Not able to attract right skills from market
  - Staff Turnover – staff incentive and retention?
  - Accountability (staff decisions not directly under DART)
  - Compensation and benefit issues
- Autonomy & stronger ties with LGAs critical for (i) streamlining decision making and (ii) collaboration in Land-Use Planning (TODs etc)

# Ongoing Impact Evaluation studies (Data 2016 to date):

- Impact of BRT to Poverty: Rental and Fare subsidy to Poor
- BRT Impact on GBV
- BRT Impact on Road safety

A map of Dar es Salaam, Tanzania, showing the BRT routes. The routes are marked with a grey line and circular stops. The stops are labeled with names such as Morocco, Kinondoni B, Studio, Mkwajuni, Ufungo Terminal, Shekilango, Urafiki, TipTop, Bakhresa, Argentina, Kagera, Mwembechai, Hanisani, Magomeni, Usakana, Magomeni Mapipa, Jangwani, Fire, DIT, Kisutu, Posta ya Zamani, and Kivukoni Te. The map also shows various streets and landmarks in the city.

**We are not yet there!**  
**THANK YOU!!**