منتدى دبي العالمي لإدارة المشاريع
DUBAI INTERNATIONAL PROJECT MANAGEMENT FORUM
11TH EDITION
الدورة الحادية عشرة

Priority Transport Demand Management Policies (TDM)

Content
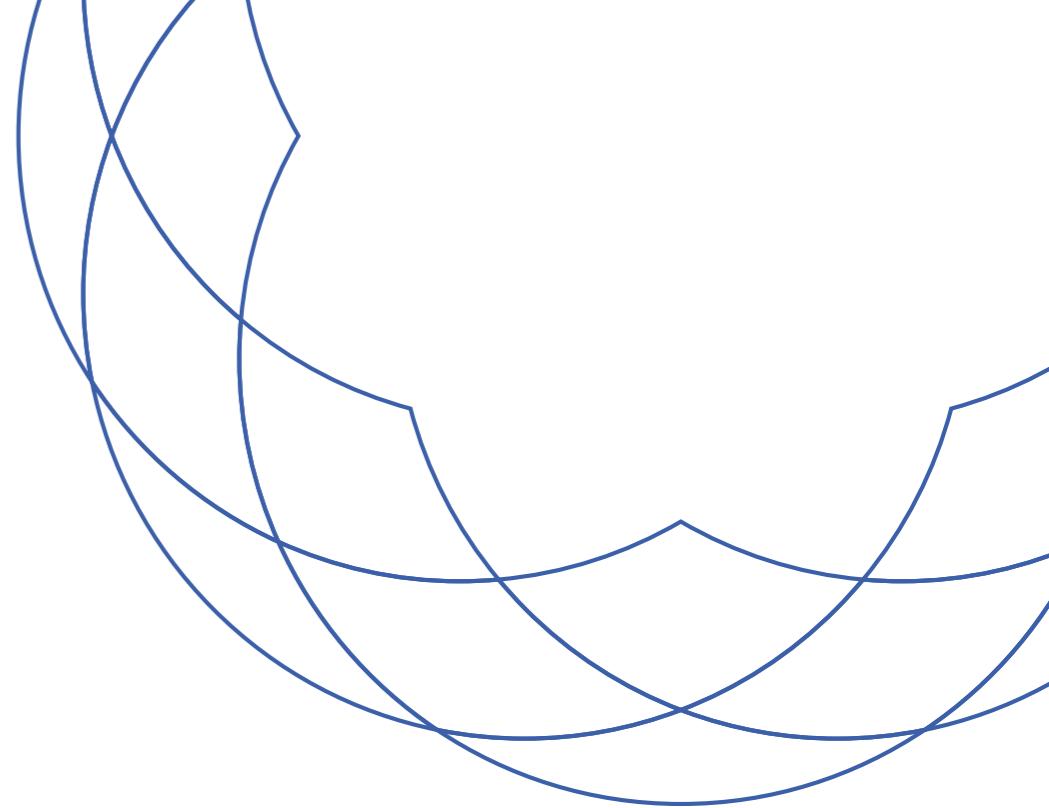
1.0 About RTA
Organisational Structure

Director General, Chairman of the Board of Executive Directors

Board of Executive Directors

Director General, Chairman of the Board of Executive Directors Office

Executive Affairs

Internal Audit

CEO Office

Quality, Health, Safety and Sustainability Office

Security and Monitoring

Development and Corporate Transformation Department

Legal Affairs

Leadership Affairs

Quality of Life Affairs

Infrastructure and Urban Planning Affairs

Strategy and Corporate Governance

CEO Office

Quality, Health, Safety and Sustainability Office

- Strategic Planning
- Commercial and Investment
- Safety and Risk Regulation and Planning
- Assets Management
- Innovation and Pioneering
- Enterprise Command and Control

Corporate Administrative Support Services

CEO Office

Quality, Health, Safety and Sustainability Office

- Human Resources and Development
- Administration Services
- Customer Happiness
- Finance
- Marketing and Corporate Communication
- Procurement
- Buildings and Facilities

Corporate Technology Support Services

CEO Office

Quality, Health, Safety and Sustainability Office

Centre for Artificial Intelligence and Data Science

Project Management Office

- Technology Strategy and Governance
- Information Technology
- Digital Services
- Automated Collection Systems

Public Transport Agency

CEO Office

Quality, Health, Safety and Sustainability Office

Project Management Office

- Planning and Business Development
- Passengers Transport Activities Monitoring
- Buses
- Transportation Systems
- Maintenance and Services
- Marine

Traffic and Roads Agency

CEO Office

Quality, Health, Safety and Sustainability Office

Project Management Office

- Roads
- Roads and Facilities Maintenance
- Traffic
- Parking
- Intelligent Traffic Systems
- Right of Way

Rail Agency

CEO Office

Quality, Health, Safety and Sustainability Office

Project Management Office

- Rail Planning and Projects Development
- Rail Operations
- Rail Maintenance
- Rail Right of Way

Licensing Agency

CEO Office

Quality, Health, Safety and Sustainability Office

- Licensing Activities Monitoring
- Commercial Transport Activities
- Vehicles Licensing
- Drivers Licensing
- Licensing Systems

Overview

The Roads and Transport Authority (RTA) is the leading governmental body responsible for the planning, development, and maintenance of Dubai's transportation infrastructure.

As the primary authority overseeing transportation systems in the city, RTA plays a pivotal role in ensuring the efficiency, sustainability, and advancement of Dubai's transport networks amidst its rapid urban expansion.

With a steadfast commitment to innovation and the provision of top-notch services, RTA envisions itself as "The World's Leader in Seamless and Sustainable Mobility." Through a wide range of initiatives and projects, including the expansion of the Dubai Metro, enhancement of the bus network, deployment of smart technologies for traffic management, and integration of diverse transportation modes, RTA is dedicated to creating a seamless and efficient transportation framework.

Moreover, RTA focuses on fostering sustainable transportation options and environmental initiatives, promoting public transport usage, cycling, and walking, and driving efforts to mitigate emissions and improve air quality. RTA's endeavors are paramount in supporting Dubai's global prominence and elevating the living standards for residents and visitors alike.

Strategic Planning Department

The Strategic Planning Department at RTA is responsible for shaping Dubai's long-term transportation vision by developing forward-looking policies, managing the Authority's strategic project portfolio, and ensuring alignment with the emirate's broader strategies such as Dubai 2040 and the D33 Economic Agenda.

Its mandate covers transport policy preparation and evaluation, project portfolio management through EPPM systems, demand forecasting, and coordination with government and private stakeholders, while also embedding sustainability, innovation, and performance management into all initiatives to ensure measurable impact on mobility, economy, and quality of life.

2.0 Introduction

The project concept was initiated after COVID, when Dubai's economic and population growth began to grow at a rapid pace. During this period, traffic volumes and congestion were expected to rise, especially in high-impact zones such as Dubai World Trade Centre and City Walk during major events.

At the time, Dubai's Strategic Transport Plan 2040 was still under development and expected to take several years to finalise before any major improvements could materialise.

Due to limited available budget and high demand to enhance infrastructure in Dubai to prepare for EXPO 2020, transportation policies were considered a low budget and quick win way to achieve the said objectives whilst minimising traffic.

To manage these pressures, RTA initiated this project to focus on congestion relief, with particular emphasis on Transport Demand Management (TDM) measures policies.

Background and Purpose

This project involves studying multiple scenarios of several travel demand management policies (6 prioritised TDMs) that aim primarily to reduce congestion and daily travel demand:

On busy roads and in critical areas in Dubai by using variable toll charges and increasing/managing parking fees.

During major events at Trade Centre (within DIFC) and City Walk areas.

By reducing/banning heavy vehicles during peak hours of the day.

By increasing the percentage of students using school buses.

By expanding flexible working hours policies.

3.0 Transport Demand Management (TDM) Policies

Variable Toll and Parking Pricing

Variable Toll and Parking Pricing Policy adjusts tolls and parking fees based on time, location and demand. Higher prices during peak hours discourage unnecessary trips and encourage public transport use. It helps balance traffic volumes, improve road efficiency, and generate funds for sustainable mobility projects and infrastructure maintenance.

Special Pricing during Large Events

Special pricing during large events, temporary adjustments to tolls or parking prices help manage increased travel demand. This policy reduces congestion near event venues, encourages public transport, and ensures smoother traffic flow. It is a flexible, short-term measure that supports both safety and efficiency in high-demand periods.

Dedicated Bus Lane

Dedicated bus lanes reserve specific road space for public buses to ensure faster and more reliable service. This policy improves bus punctuality, reduces travel times, and attracts more users to public transit. It also decreases private car dependency and contributes to reducing congestion and emissions.
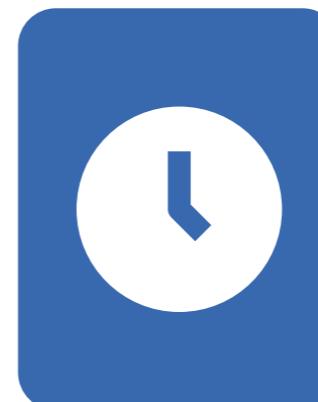
Flexible Working Hours

Flexible working hours allow employees to start and finish work at different times, reducing peak-hour travel. This policy helps distribute traffic more evenly throughout the day, lowers stress for commuters, and supports a better work-life balance. It complements other TDM strategies for reducing road congestion.

Truck Ban

Truck bans restrict heavy goods vehicles during peak hours or on specific corridors to reduce traffic congestion and improve road efficiency. By limiting truck movements at critical times, this policy helps smooth traffic flow, enhance safety, and support more reliable public transport operations, while also reducing emissions in high-demand areas.

School Transport

School transport systems Management policies provide safe, reliable travel for students while reducing the number of private cars on the road. This policy helps decrease morning congestion, ensures punctuality, and promotes shared mobility. It also enhances road safety and supports environmental sustainability through fewer vehicle emissions.

4.0 Project Team Structure

Project Manager

1. Project Manager and Technical Director of the project
2. Lead on Salik and parking policies
3. Review all modelling and analysis work done by the consultant

Transport Modelling and Analytics Lead

1. Analyse all the conducted surveys regarding flexible working policies and school transport
2. Generate the GIS layers needed for presentations
3. Lead on truck-ban policy

Transport Economics Lead

1. Guide and review all the transport economics-related impacts

Senior Engineer

1. Stakeholder engagement
2. Coordination with KHDA
3. Support in data collection

Policy and Strategy Lead

1. Lead on school transport policy
2. Lead on conducting surveys

Data Collection and Surveys Lead

1. Data collection
2. Stakeholder engagement
3. Dealing with all contractual matters

5.0 Project Stakeholders

CASS
Corporate Administrative Support Services Sector
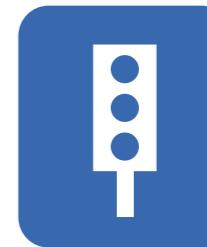
TRA
Traffic and Roads Agency

PTA
Public Transport Agency

EAS
Executive Affairs

Project External Stakeholders

Government and Private Stakeholders

Project Manager and Technical Director of the project.
Lead on Salik and Parking policies.
Review all modelling and analysis work done by the consultant.

Dubai Municipality

DUBAI Economy and Tourism

DUBAI Knowledge

DWC DUBAI WORLD CENTRAL

DUBAI CHAMBER COMMERCE

DUBAI FINANCE

parkin

DUBAI GOVERNMENT HUMAN RESOURCES DEPARTMENT

DP WORLD

DUBAI AIRPORTS Connecting the World

DUBAI WORLD TRADE CENTRE

Salik

Public Stakeholders

The following public stakeholders were thoroughly engaged throughout the project and surveys were conducted to assess current conditions in addition to ensuring their concerns and feedback were taken into consideration:

262 Schools
Private Schools

29,239 individuals
Legal Guardians and Parents

640+ companies
with 320,000 employees
Private Sector Firms

12,000 responses
from 4,000 employees from different companies
Private Sector Employees

6.0 Challenges

The main challenge was to deliver all policies within a limited time window allowed for the study (4 months), a significantly shorter period than the usual timeframe. Each policy typically requires around 3 months of study, meaning that overall duration of such project would normally extend up to 1.5 years.

This compressed schedule created a substantial challenge in coordinating multiple streams of work simultaneously while ensuring no compromises on quality, accuracy, or cost efficiency. The team had to manage overlapping policy studies, complex stakeholder inputs, and the timely validation of findings – all under a tight timeline.

7.0 Solution Approach

Implement a hybrid approach that combines traditional and agile project management practices, applied as follows:

Limited Time

01. **Proper planning:** To optimise project progress, the sequence of tasks was selected based on multiple factors, including the availability of required data and the complexity of the studied policies. The most complex policies were scheduled towards the end to allow time for data collection and model development.

02. **A committee with five RTA CEOs was formed** to ensure proper engagement (inside and outside RTA) and to accelerate the data collection process.

03. **Agile approach:** Although the project scope and deliverables were defined early, each policy was studied as a three week sprint involving the entire team.

04. **Continuous engagement with senior management** and key stakeholders led to almost zero abortive work. The Project Manager provided weekly progress updates covering the before, during, and after stages of each policy analysis.

Cost Efficiency

01. **Direct awarding:** Due to time and budget constraints, the project team utilised existing contracts and consultants with relevant expertise.

The project was awarded as a variation order instead of through the standard tendering process, which typically requires 3–4 months to prepare documents and obtain budget approvals. Direct awarding reduced this timeframe to two weeks.

Quality & Accuracy

01. **Tasks were assigned to team members with the most suitable expertise.** Policy leads and sub task owners were selected based on their strengths and capabilities.

02. **Smart selection of studied scenarios:** Although the number of possible scenarios for each policy was unlimited, a multi criteria assessment was conducted to identify the most effective and feasible scenarios.

03. **Smart quality checks:** Special functions and relationships between the impacts of different policies on the city were developed to validate outcomes and detect any illogical results. This enabled early identification of analytical defects.

8.0 Key Achievements

Reduced project execution time by over 75%

Reduced project execution time by over 75%
Reduced project cost by 85%, as many of the standard project scope items were done in house,resulting in a project cost of AED 1.5 million instead of the standard required budget of AED 7–10 million.
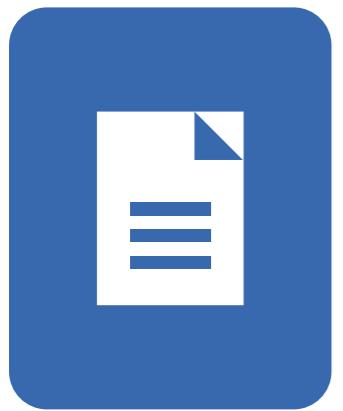
All the studied 6 TDM policies were approved by the Executive Council

Four of the studied policies were implemented in less than a year from completion date