

**A FINANCIAL ANALYSIS
OF A PROPOSED
NEW TRANSPORTATION SYSTEM
AND
PRIVATIZATION OF THE
PUBLIC TRANSPORTATION COMPANY
AMMAN, JORDAN**

**A
Working Paper
Submitted to
The Center of Privatization
by
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Transportation Financial Analysis

A Financial Analysis Of the Proposed New Transportation System Amman, Jordan

As has been pointed out previously, the total private transportation operation is substantially improved with the establishment of a Transportation Authority that will overhaul the route system, oversee the conversion of the servis operation to a profitable minibus system, and enhance the private bus operation with a more profitable route system. Until these programs are committed to by legislative and Council authority, the PTC as presently operated is not a sellable entity. Any attempt to privatize should be within the context of a comprehensive program to improve all segments of the transportation system.

The Private Bus Operations

As can be seen by the financial projections, the present private bus operators have the opportunity to improve their operating profits with the same numbers of large and small buses, which presently total 137. The profit projection improves by 70%; from an estimated JD 761,000 to JD 1,296,000. The improvement is primarily the result of longer and more efficient routes. Most of the routes are in tandem with the PTC routes. Less passengers are carried daily (68 versus 60.6 thousand passengers) but for longer distances (48 versus 54 thousand kilometers per day). Revenues are projected at 3 million, compared to 2.1 million under the present route structure. Fixed operating costs remain at approximately the same level except for new licensing fees of JD 147,000. Variable cost increases with the additional distances the buses run. While there is always a resistance to change, the improved routes should be well received by the present operators once they are shown to be more profitable.

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PRIVATE BUS OPERATORS ANNUAL OPERATING RESULTS (Amounts in JD)

	<u>PROPOSED</u>	<u>PRESENT</u>
No. of Vehicles	69 buses 68 small buses	69 buses 68 small buses
No. of Passengers/Daily	60,600	68,007
	<u>JD '000'</u>	<u>JD '000'</u>
Revenues	<u>2,993</u>	<u>2,164</u>
Personnel	569	565
Administration	91	57
Fees/Licensing	147	---
Insurance	<u>13</u>	<u>20</u>
Fixed Costs	820	642
Fuel	389	355
Tires, Tubes	56	79
Servicing, Repairs	112	107
Depreciation	<u>324</u>	<u>219</u>
Variable Costs	881	761
Total Operating Costs	<u>1,696</u>	<u>1,403</u>
Net Operating Profits	1,297	761
Management/Incentive Costs	<u>182</u>	<u>---</u>
Net Profit Before Taxes	1,115	761

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Minibus versus Servis

The suggested changes in servis operation is radical, but offers a much better service to the Amman population as well as greater profit potential to the operator after providing greater incomes to the drivers.

The basic concept is to replace the 5-passenger auto with a 14-seat minibus that will operate on a longer bus route as opposed to the "fill up and leave" stations. These routes will operate the internal routes as at present, but with greater numbers of passengers and lower operating costs. The number of minibuses required is 867, or a total of 950 after deducting the down time required. This compares to the 2,780 servis now operating with over 4,500 total vehicles.

Some of the present servis market is taken over by the longer bus routes. Total passengers is estimated to be 346,000 per day as compared to 488,000 at present. The number of kilometers covered per day reduces from 594 thousand to 223 thousand with the addition of the larger vehicles. Revenues decrease from JD 13.7 million to JD 9.3 million. Operating with the less costly diesels, fuel costs decrease from JD 4.5 million to JD .8 million, and other servicing and maintenance costs also decrease. The net operating results show an improvement with the new minibus operating profits totaling JD 4.1 million as compared to an estimated JD 2.8 million for the present servis.

With over 4,500 servis vehicles now owned by operators, the acceptance of the new minibus system will require a significant organizational effort by the new Transportation Authority. While the force of law can be used to end the servis routes, the move to the minibus operations will require the conviction that more income is provided and that a financing mechanism is available to allow both the single operator as well as the larger ones to purchase new minibuses. These, no doubt, have very

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little cash resources available to purchase a JD 6,500 minibus. It will be necessary, therefore, to set up a liberal financing program to finance the vehicles with little downpayment. Lending terms will need to be extended up to five years. The sale of the servis should produce the funds for the downpayment. Either a lease-purchase or an installment purchase would be an acceptable mechanism. It appears that ample income will be generated to amortize the loans. The main problems will be measuring the dependability of the borrower and setting up a collection mechanism.

The monthly payment for 60 months at 9% interest is JD 135, or JD 1,620 annually. The projected average profit is over JD 4,000 per annum, which is ample coverage even after allowing for lower volumes or higher expenses.

The financing will need to be arranged either by the seller or by the Authority with the assistance of the Government. A special program will no doubt be needed, since this type of financing is not ordinarily available from the banks in Jordan.

A well organized financing mechanism, geared to the small operator would enhance the program and give a much greater opportunity to expand the number of small enterprises.

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COMPARATIVE OPERATING PROFILE MINIBUS VS SERVIS

(AMOUNTS IN JD)

	<u>PROPOSED MINIBUS (14 SEATS)</u>	<u>PRESENT SERVIS</u>
No. of Vehicles	867	2,878
No. of Passengers/Daily	346,900	448,000
Annual	114,477,000	147,169,000
No. of Kilometers/Daily	223,412	593,753
Annual	73,725,000	195,883,000
	<u>JD '000'</u>	<u>JD '000'</u>
Revenues	9,323	13,694
Personnel	2,851	3,209
Administration/Overhead	143	48
Licensing/Fees	428	47
Insurance	<u>29</u>	<u>76</u>
Fixed Costs	3,451	3,380
Fuel	829	4,556
Tires, Maintenance	161	1,214
Servicing, Repairs	114	960
Depreciation	<u>633</u>	<u>721</u>
Variable Costs	1,737	7,451
Total Operating Costs	<u>5,188</u>	<u>10,831</u>
Total Operating Profits	4,135	2,863
Financing Costs	<u>353</u>	<u>---</u>
Net Profits Before Taxes	3,782	2,863

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The PTC

Based on an acceptance of the plan by the Government of Jordan to reshape the route network and the assignment of the proposed routes to the PTC, the operating potential of the PTC will improve significantly. The potential revenues are conservatively estimated to increase to approximately JD 8.7 million from the present JD 3.9 million. Passengers carried per day will increase to 192 thousand from the present 123 thousand. Revenues per passenger increase from fils 96 to fils 136. The increase is a result of longer rides per passenger, not an increase in fares. The fare for the short rides remains at the basic fils 60. Operating efficiencies increase with a greater number of occupied seats per trip. The new routes produce 4,420 passengers per seat per annum, as compared to the present 1,842 passengers per seat.

The operating plan calls for the use of 250 M.A.N. buses with 227 available daily. The older Mercedes buses will be phased out, except for a few for reserve. Additional buses required for the routes will be filled with 24-seat small buses for the longer routes and 14-seat minibuses for the routes covering narrow, hilly streets. It will be necessary to purchase seventy-one small buses and 101 minibuses, based on the planned route network for the PTC. The smaller seat vehicles operate with lower operating costs and more efficiency and as a result achieve a much greater return on capital employed than the larger 50-seat buses.

It is suggested that a licensing fee be instated to compensate governmental services and infrastructure investment which the operators will be using. Based on JD 4.5 for buses, JD 2.0 for small buses, and JD 1.5 for minibuses per day, revenues to the Authority total JD 428,000 per year.

The combination of greater revenues and lower costs produces a profitable operation. Annual operating profits are projected to reach JD 2.8

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million, as compared to a present loss of JD 555 thousand.

After interest costs and taxes, profits are projected to be approximately JD 1.8 million, compared to the present loss of JD 1 million. With the achievement of this level of profits, the PTC can become a viable candidate for privatization.

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PTC ANNUAL OPERATING RESULTS

(AMMOUNT IN JD)

	<u>PROPOSED OPERATION</u>	<u>PRESENT PTC</u>
No. of Vehicles	227 buses 71 small buses 101 minibuses	269 buses
No. of Passengers/Daily	192,000	123,362
Annual	63,360,000	40,709,460
Kilometers/Daily	144,500	75,115
Annual	47,625,000	24,787,950
	<u>JD '000</u>	<u>JD '000'</u>
Revenues	8,675	3,962
Personnel	2,400	2,182
Administration	290	357
Fees/Licensing	434	---
Insurance	<u>64</u>	<u>35</u>
Fixed Costs	3,188	2,574
Fuel	1,081	838
Tires/Tubes	147	99
Servicing/Repairs	348	330
Depreciation	<u>1,017</u>	<u>675</u>
Variable Costs	2,593	1,943
Total Operating Costs	<u>5,781</u>	<u>4,517</u>
Net Operating Income	2,894	(555)
Interest Cost	151	403
Taxes	<u>960</u>	<u>463</u>
	1,783	(1,018)

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PTC ANNUAL OPERATING PROJECTIONS--PROPOSED OPERATIONS

Passengers	Day: 192,000	Annual: 63,360,000
Kilometers	Day: 144,500	Annual: 47,685,000

<u>Vehicles</u>	<u>Pass/Day</u>	<u>KM/Day</u>
Buses 227	140,900	75,000
Small Buses 71	23,700	31,300
Minibuses 101	27,400	38,200
<u>279</u>	<u>192,000</u>	<u>144,500</u>

	<u>227 Buses</u>	<u>91 Small Buses</u>	<u>101 Minibuses</u>	<u>Overhead</u>	<u>Total</u>
Total Revenues	6,149	1,215	1,311		8,675
Costs:					
Personnel	1,566	351	333	150	2,400
Administration	187	35	17	50	290
Fee/Licensing	337	47	50		434
Insurance	30	5	4	25	64
Fuel	794	145	142		1,081
Tires/Tubes	92	28	27		147
Service/Repairs	312	16	20		348
Depreciation	621	134	82	180	1,017
Interest				151	151
Total Costs:	3,939	761	675	556	5,932
Operating Income:	2,210	454	636	(536)	2,743
Taxes:					960
Net Profits:					1,783

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Privatization of the PTC

It has been stated previously that the timing of the privatization is crucial to obtaining a reasonable price for the system. The purchasers will have to have the assurance that the new route network, which will take 6 months to a year to accomplish, will occur. The new system, however, will require a substantial investment in new equipment as well as a reorganization of the operations of the PTC. The Government would no doubt like this to be undertaken by the new owners. The investment of JD 1.6 million will be required for new equipment, plus continued working capital of approximately JD 500 thousand during the transition period, making a total of JD 2.1 million.

It would appear that the most advantageous privatization for both the Government and the public as a whole is to offer the Government equity position to a broad ownership of small Jordanian investors. This would require a public issue and underwriting by an investment bank. The underwriting, however, could be on a "best efforts" basis as opposed to a pure underwriting. The main issue in the sale will be the potential operating profits, which should be demonstrated before the underwriting takes place.

The question is how to have the private sector manage the transition and wait until the operations show results before going to the public market. The answer may lie in a two-step arrangement.

The first step would be to offer to sell a portion of the company to an entity that would provide the JD 2.1 million in funds and experienced management. The new investors would acquire 33% to 40% of the ownership. Once the new system became operational, a second step would take place: the sale to the public.

The public issue would no doubt command a much greater price per

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share than the first sale. The new owners would sell some of their stock ownership. This would give a profit as a reward for the restructuring of the company and producing a successful operation. It would also reduce owner concentration and make the company more responsive to its public owners.

The first stage new owners would probably require a repurchase agreement if the second step did not take place for some reason.

Privatization Financial Projections

While the financial projections at this stage are very preliminary, some quantification can be made to illustrate a possible privatization transaction. There are other workable plans.

The present asset value of the company on a liquidation basis appears to be around JD 4.5 million. The operating assets in round numbers are estimated as follows, subject to verification:

250 M.A.N. Buses	JD 3,000,000
108 Mercedes Buses	JD 250,000
Spare Parts	JD 500,000
Equipment	JD 750,000
	JD 4,500,000

Not included are the buildings and land whose ownership is assumed to be retained by the Government. The PTC has debt which also is excluded and would be repaid from the proceeds of the stock issue.

A new company would be formed with these assets plus an additional JD 500,000 in cash. The capitalization would be JD 2 million and notes would be issued for JD 3 million payable in 5 years out of profits. The Government would seek out potential operating companies who would be interested in becoming a partner in the new company. The partner would be required to put in JD 500,000 in cash and provide the financing for the new buses, totaling JD 1.6 million. The partner, which would also provide management, would receive between 33% to 40% of the capital ownership.

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The new company would set up the new route operations and hire the required personnel from the PTC. As has been indicated, the profit potential of the new PTC is approximately JD 1.8 million after taxes.

It would appear that the public issue could be sold after two years of operations for 5 times the future operating profit, if those profits appeared realizable. Based on a conservative after tax profit potential of JD 1.5 million, the worth of the company in the market place would be JD 7.5 million. If 80% of the stock were sold in a public issue (20% remains with the partner) the proceeds would be JD 6 million, or a net of JD 5.7 million after expenses. Thus the Government would receive JD 4.7 million from the issue and the partners JD 1.0 million. The net result is that the Government would have liquidated its interest in the PTC and received JD 7.7 million in total with JD 4.7 million in cash and the remaining JD 3.0 million note over a 5-year period.

In addition, the Government through the Authority would receive approximately JD 1 million per year for licensing fees and income taxes of at least JD 1 million for the new company and other operators.

The new transportation system will be privatized, competitive and profitable, in addition to providing better services to the public.

A CHRONOLOGY OF ACTIONS AND FINANCIAL IMPLICATIONS

I. PTC sets up subsidiary as separate corporation. (New PTC)

a. Injects assets in Corporation

1. Cash:	JD	500,000
2. Buses:	JD	3,250,000
3. Spare Parts & Equipment:	JD	<u>1,250,000</u>
Total:	JD	<u>5,000,000</u>

b. Receives:

1. Capital Stock:	JD	2,000,000
2. Note (5 years):	JD	<u>3,000,000</u>
Total:	JD	<u>5,000,000</u>

II. Private Operating Company Investment in new PTC

a. Injects:

1. Cash:	JD	500,000
2. New Buses	JD	1,600,000 (financed for equal amount)

b. Receives:

33% of total capital stock

III. New PTC Managed by New Partners

Proforma Balance Sheet			
Assets	(JD)	Liabilities	(JD)
Cash	500,000	Note to PTC	3,000,000
Old Buses	3,250,000	Note on New	
New Buses	1,600,000	New Buses	1,600,000
Equipment &		Total Debt	4,600,000
Spare Parts	<u>1,500,000</u>	Capital	2,500,000
	6,850,000	Operating	
		Surplus	(250,000)
			<u>6,850,000</u>

IV. After 18 to 24 Months, 80% of Capital Stock is Sold to Public through Underwriting

a. Sells stocks for	JD	6,000,000
1. Costs of Underwriting	JD	<u>300,000</u>
2. Net Proceeds	JD	5,700,000

V. PTC Receives Proceeds

a. Cash from Underwriting	JD	4,700,000
b. Note Proceeds	JD	<u>3,000,000</u>
	JD	<u>7,700,000</u>

VI. Private Operating Company Receives Proceeds and Retains 20% of Company

a. Cash from Underwriting	JD 1,000,000
b. Owns 20% of Company at Public Issue Value	JD <u>2,500,000</u>
	JD <u>3,500,000</u>

VII. Jordanian Government through Transit Authority Receives Annual
Licensing Fees and Income Taxes

a. Estimated Fees	JD 1,000,000
b. Income Taxes from All Sources	JD <u>1,000,000</u>
	JD <u>2,000,000</u>

COMBINED PUBLIC TRANSPORT ROUTE
NETWORK FOR GREATER AMMAN

SUBMITTED TO

THE MINISTRY OF TRANSPORT
HASHEMITE KINGDOM OF JORDAN

AND

U.S.A.I.D., AMMAN MISSION OFFICE

PREPARED BY

THE CENTER OF PRIVATIZATION

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MARCH 25, 1987

G R E A T E R A M M A N

COMBINED PUBLIC TRANSPORT ROUTE NETWORK

CONTENTS

1. Summary of Proposals and Effects
2. Plan of External and Cross Routes
3. Plan of Internal Routes
4. Individual Route Descriptions - Operational Performance
5. Individual Routes - Financial Performance

G R E A T E R A M M A N

REVISED ROUTE NETWORK FOR ALL PUBLIC TRANSPORT

1. Supporting Documents

The methods used to prepare the new route-network are described in the paper 'Route Revision' submitted before the work started. This and other data collated or synthesized are in the attached volume of Working Memoranda.

2. Description of Routes

The whole of Greater Amman is now covered by 28 routes. There are 2 plans, one showing External Cross-Routes and the other Internal Routes. Four Town-to-Town Routes are also included on the external plan.

Routes are described in sufficient detail for the public to understand where they run. Street names are kept to a minimum except those few which are in common use. Downtown segments show either a through route or, in a few cases, the remaining street terminal points. (eg Khayam St., Basman St., Italian St., Waqidi St.)

3. Continuous Running

The revised network assumes that the present system of buses and servis queuing in streets and in terminals to fill up and move off is eliminated. All vehicles will run continuously stopping only to pick up passengers at stops (and at the kerbside in areas where this is practical). Any rest periods (layovers) will be taken

at the outer end of the routes.

4. Downtown Circulation

The new network demands priority for public transport in the Downtown and the abolition of kerbside parking for other vehicles except under strict control and in designated places.

5. Stops

The External Cross Routes will use predominantly large buses and operate from fixed stops marked as now with route numbers. The internal routes will all be equipped with minibuses which would replace the servis and stop on demand or at existing bus stops. The exception is Downtown where stops will be fixed and numbered and no random pick-up allowed.

6. Interchange

The system does not require complex off-street interchange stations. On the contrary any such arrangements will kill continuous running. At certain places where routes converge or intersect bus-stops will simply be placed close together so that passengers can change in a few steps from one route to another.

Such places include Sports City, Suweileh, Third Circle, Second Circle, First Circle, Abdali Station, Middle East Circle, Firas Square, Al Bashir Hospital etc. These have to be discussed and agreed with the Municipality's professional staff.

7. Servis Upgrading

The new network will not work with the existing Servis fleet. Amongst other major changes implied, there is a need to permit servis operators to exchange their present vehicles probably for 14 seat minibuses. The vehicle specified must be very little larger than the servis, a purpose-built minibus which can negotiate the hills and bends of Amman. About 1,100 of these minibuses would be required to replace the servis and equip the new network of routes.

Each minibus would be operated on a 2-shift basis round the year and require 3 drivers a vehicle. Considering that the existing servis fleet of 4,200 cars is operated only 60% of the year on a one-shift basis, the loss of jobs, if any, will be negligible and profit much higher.

The continuous operation of this proposed minibus fleet is the most important implication of the new network. It offers a massive improvement of service standards.

The specialists' draft specification for the recommended minibus type is part of the Working Memoranda. Minibus performance figures are calculated from this type for which good, detailed operating costs exist.

8. The PTC and Other Large Buses

The other major operational implication is the changed role of the PTC and other operators of large buses and 21-seat minibuses.

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Large buses are assigned entirely to long cross-city routes based on Zarqa/Ruseifa, Suweileh, Baq'aa, Wadi Al Sir, Na'ur and Sahab/Kuraybat. They provide not only the chance of long one-bus journeys which cannot now be performed but also very substantial cover of travel demand in Central Amman.

The removal of PTC buses to these routes greatly improves that company's operational and financial performance. Instead of 123,000 passengers a day the company will carry 192,000 over longer distances. In terms of profit the PTC moves from an annual operating deficit of JD 555,000 a year (1986) to a projected operating profit of JD 2,894,000.

The other privately owned buses and 24-seat mini-buses remain on external cross routes but their profitability increases because the cross-routes are more productive.

It is necessary for all cross-route buses to offer 3 fares so that they can attract long and short distance passengers.

It is assumed that the PTC will be under fully commercial management.

9. Town-to-Town Services

There are 4 routes which now exist and are preserved virtually without change. These are Baq'aa - Wadi Al Sir, University - Zarqa, Salt - Amman and Madaba - Amman.

10. Internal Routes

The same principles have been adopted as for external cross-routes. The multiplicity of PTC and Servis routes have been eliminated in favour of linked routes providing continuous circulation through Central Amman. In only a few cases (notably Hashmi and Nasr East) has it been necessary to preserve short routes with no through-linkage. Service to the public is better, operating costs lower and profits higher.

11. Eligibility and Competition

Neither the PTC nor any other operator or (in the case of servis/minibuses) group of operators should have an exclusive franchise on any one route. Eligibility to take up a route or part of a route is assumed to be confined to existing operators of buses or servis. A schematic allocation of large buses to external cross-routes has been prepared which preserves competition.

The unified agency which will control all public transport will doubtless insist upon the operators' ability to provide fully operational vehicles of the type required. Many PTC and some private buses will not meet the standard required. In that case the intending operators, including the PTC, will have to prove that they have ordered vehicles of a standard to meet their route commitment. The whole network is so profitable that there will be keen competition to obtain operating franchises.

The specialists' advice is that 50 seat buses are likely to be replaced at the end of their economic life with buses offering about 25 seats which are much faster and cheaper to run than large buses and which carry two-thirds of the large bus's passengers.

12. A Government Control Mechanism

Adopting the New Route-Network imposes upon Government the obligation to provide a unified controlling agency which is professionally capable of leasing or franchising parts of the network to different competitive operators. There is an opportunity for all operators to achieve high-quality public service and substantial profit. It is reasonable that some of that profit should be available to Government in return for the rights and advantages conveyed by the franchises. This could be in the form of a percentage levy on estimated gross takings. For present purposes the assumption is that operating costs include JD 4.5 a day for large buses, JD 2.0 a day for 24 seat buses and JD 1.5 a day for 14 seat minibuses. The product of these "fees" amounts to JD 1,009,000 over the network. Government will probably wish to extend this levy in view of the profit-margins achievable.

The specialists' preliminary advice on the nature, size and functions of a unified authority has already been given in the December 1986 Report on PTC Privatization.

13. Fares

A feature of the new network is that fares remain at about the present level. Adjustments of a minor nature have been made where new linked routes appear. The prediction of much higher operating profits stems above all from improved use of more suitable vehicles on longer routes.

14. Fat and Thin Areas

In certain cases new routes reflect "thin" areas of low demand linked to 'fat' areas where demand is high. In effect the Authority will offer access to the 'fat' area conditional upon acceptance of the 'thin' area. Tariq is a perfect example, linked to Al Hashmi and Jebel Webdeh/Downtown.

15. Conclusion

The new network is offered as a means of improving public transport overall. It gives passengers a much more demand-responsive system of travel. It gives operators a chance of more efficient and more profitable operation. It solves the problem of the PTC and also gives a useful additional source of revenue to Government.

The specialist advisors remain available for the next month to discuss and finalize the new route network. They will also prepare further advice on the servis-to-minibus conversion and on the working of a unified control agency.

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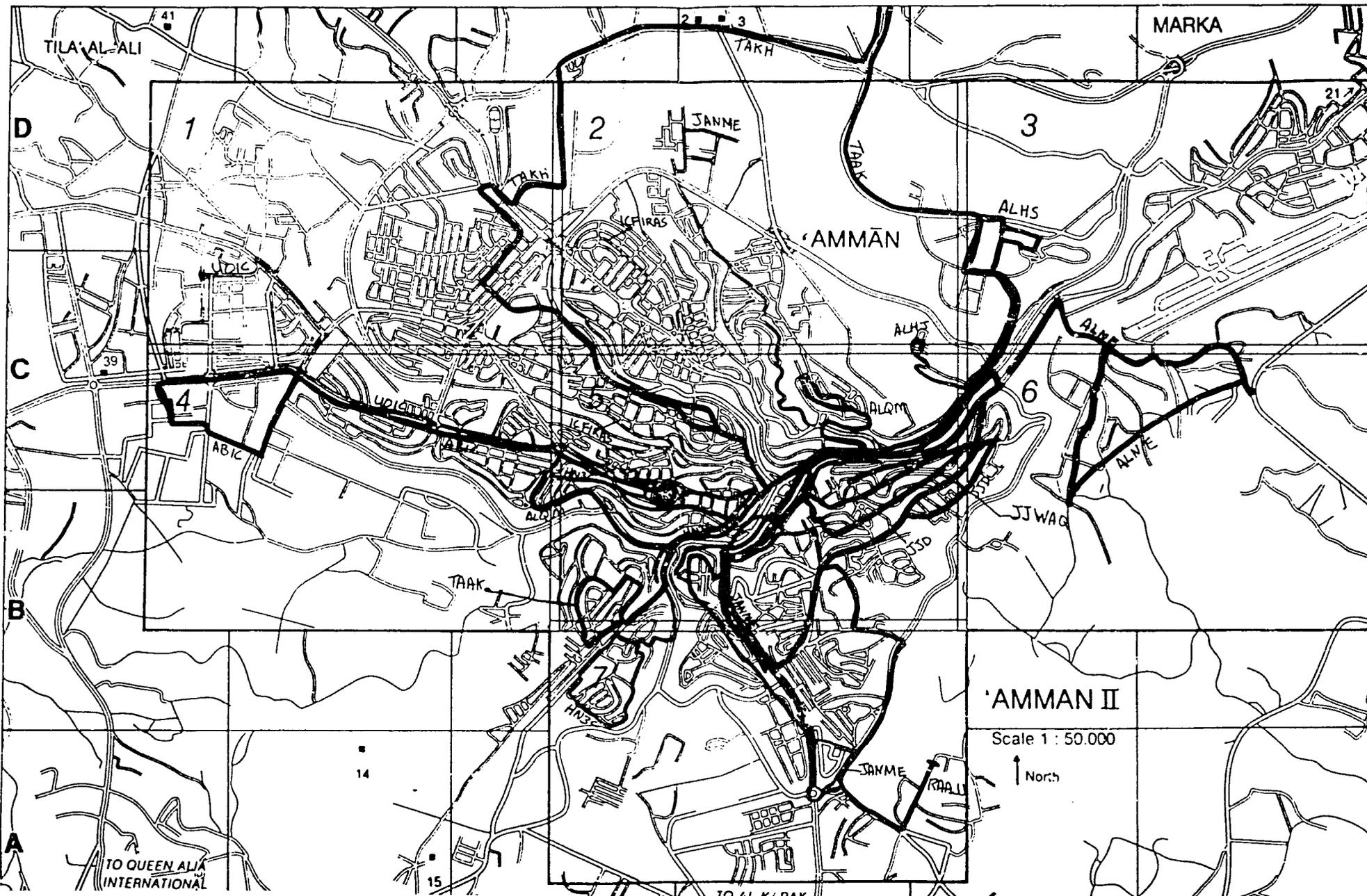
INTERNAL ROUTES

No.	Symbol	Description
1.	TaAK	Tariq Housing - Al Hashmi - Talal St. - Jerusalem Rd. - Ad Dustur St. - Jebel Al Akhdar - (Minibus Only) Core Route and subsidiary
2.	TaKh	Tariq Housing - Sports City - Alia St. (Shmeisani) - Abdali - Jebel Webdeh - Khayam St. (Downtown) Minibus Only, Core Route and subsidiary
3.	JANME	Jorm - Al Nuzha - Ragadhan - Talal St. - Wahdat - Middle East Circle (Minibus Only)
4.	AB1C	Abdoun and Housing 5 and 6 Circles - Zahran St. - 1st Circle
5.	U01C	Umm Othaina and Housing 5 and 6 Circles - Mecca Rd. - 4 Circle - Zahran St. - 1st Circle
6.	AlQ-M	Al Qsour - Downtown - Muhajreen - Akileh Hospital (Minibus Only)
7.	HN3C	Hai Nazzal - Jebel Al Akhdar - Basman St. - J. Amman - 3 Circle (Minibus Only)
8.	JJD	Jebel Joufeh - Al Taj St. - Mahatta - Downtown (2 way circular minibus only)
9.	RAAJJ	Ras Al Ain - Al Nadif - Al Zohour - Quesmeh (internal) - Yarmouk St. - Al Ashrafiye - Italian St. (2 way circular minibus only)

No.	Symbol	Description
10.	AlHJ	Municipality Building - Al Hashmi Jenubi
11.	AlHS	Municipality Building - Al Hashmi Shemali
12.	AlNE	Municipality Building - Al Nasr East
13.	JJ-WAQ	Jebel Johfeh (internal) from Waqidi St. (Minibus Only)
14.	1C-FIRAS	1st Circle - 2nd Circle - Amman Tower - J. Webdeh - Abdali Station - Tabiha - Firas Square (Minibus Only)

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INTERNAL ROUTE PLAN



EXTERNAL CROSS ROUTES

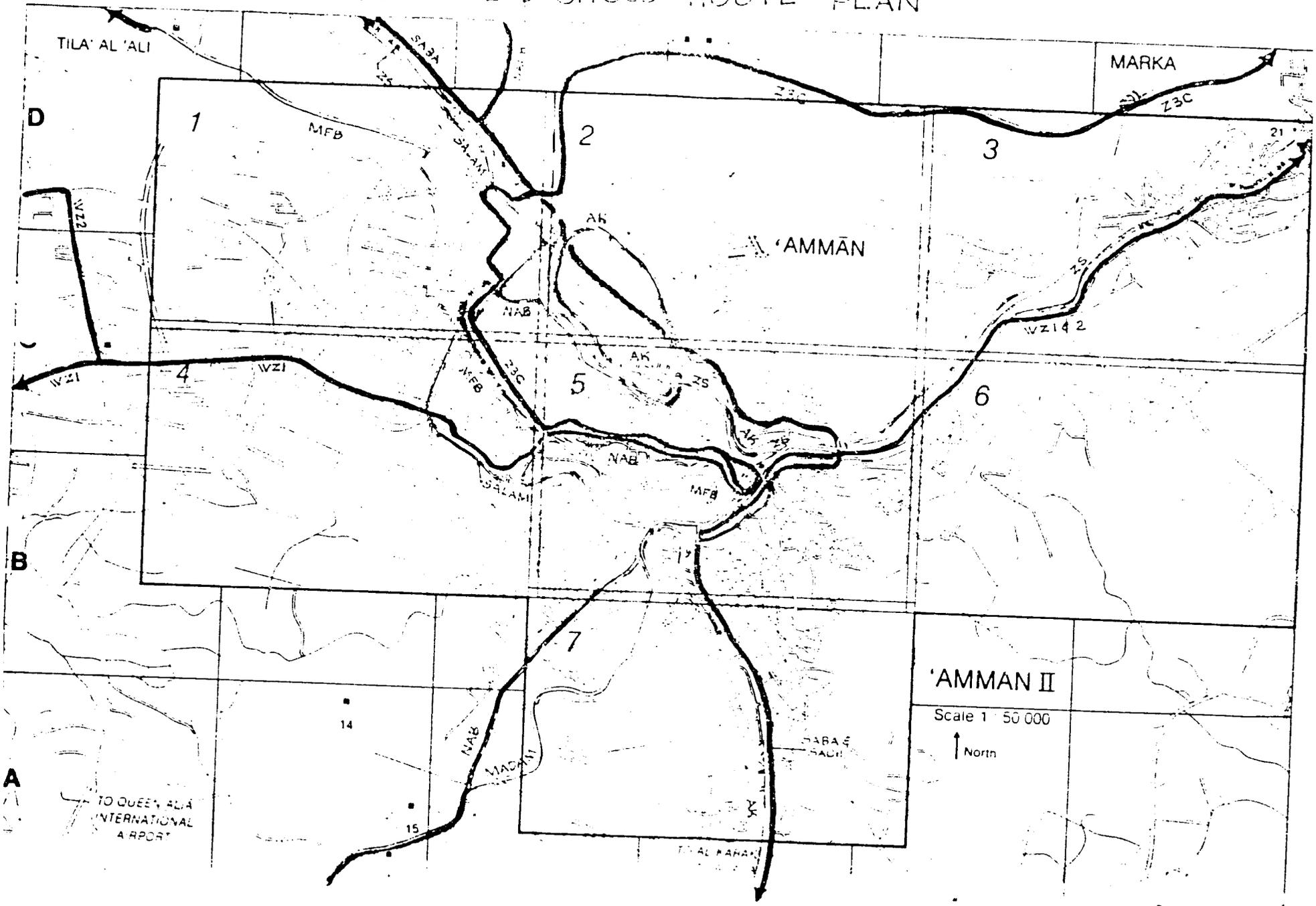
No.	Symbol	Description
1.	Z3C	Zarqa, Ruseifa, Ring Road, 3 Circle, Downtown, (excluding Marka)
2.	ZS	Zarqa, Downtown, Jebel Hussein, Suweileh (including Marka)
3.	WZ1	Wadi Al Sir, 3 Circle, Downtown, Marka, Ruseifa, Zarqa
4.	WZ2	As for WZ1 but terminates at Umm Al Summaq
5.	NAb	Na'ur, Marj, Hai Nazzal, Jerusalem St., Basman St., Mutasem, 3 Circle, Shmeisani, Abdali Minibuses Only
6.	SABA	Sahab, Abu-Alanda, Quesmeh, Downtown, Hussein St., Sports City, Jubeyha, Suweileh, Baq'aa
7.	SAUH	As for SaSl but to University Housing not Suweileh Minibuses Only
8.	AKs	Abdali, Hussein Camp, Wahdat, Kraybat Suq Minibuses Only
9.	MFB	Mahes, Fuheis, Tla Al Ali, Shmeisani, 3 Circle, Jebel Amman, Rainbow St., Mutraan St., Basman Minibuses Only

TOWN-TO-TOWN ROUTES
(not shown on plan)

1.	Madaba - Amman - Saqf El Seil
2.	Salt - Suweileh - University - 4 Circle - Ras Al Ain - Saqf El Seil
3.	University - Yajouz Rd. - Zarqa
4.	Baq'aa - Wadi Al Sir

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EXTERNAL CROSS ROUTE PLAN



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ROUTE INFORMATION

ROUTE SYMBOL TaAk

ROUTE DESCRIPTION

Tariq Housing - Al Hashmi - Talal Street - Jerusalem
Road - Al Dustur Street - Jebel Al Akhdar

EXPLANATORY COMMENT

Core route from Jebel Al Akhdar - Al Hashmi N.E.
subsidiary from Al Hashmi to Tariq. Minibus Only

ESTIMATED PASSENGERS PER DAY (PPD) WHOLE ROUTE 35,000 PPD

REQUIREMENT:	LARGE BUSES	FREQUENCY		
	MINIBUSES (14 SEATS)	.87	FREQUENCY	every 40 secs. Core Route		
			FREQUENCY	every 6 mins. Subsidiary		
ROUTE LENGTH:	1 WAY	..9....	KMS	2 WAY	..18....	KMS (Core)
	1 WAY	..7....	KMS	2 WAY	..14....	KMS (Subsid.)

AVERAGE OVERALL RUNNING SPEED

A)	LARGE BUS	KM/HR
B)	MINIBUS	..24...	KM/HR Core
		..30...	KM/HR Subsidiary

INCLUSIVE ROUTE RUNNING TIME 2-WAY

A)	LARGE BUS	MINUTES
B)	SMALL BUS	..54...	MINUTES Core
		..29...	MINUTES Subsidiary

ROUND TRIPS PER DAY	LARGE BUS	..16...	MINIBUS	Core
			..30...	MINIBUS	Subsidiary
LARGE BUS PPD	LARGE BUS	KMS PER DAY	
MINIBUS PPD	..400..	MINIBUS	..288..	KMS PER DAY	Core
			..420..	KMS PER DAY	Subsid.
FARES	1	2	3	
	70	110	
		FILES	FILES	FILES	

24

ROUTE INFORMATION

ROUTE SYMBOL TaKh

ROUTE DESCRIPTION

Tariq Housing - Sports City - Alia Street (Shmeisani)
- Abdali - Jebel Webdeh - Khayam Street (Downtown)

EXPLANATORY COMMENT

Core route from Khayam Street to Sports City.
Subsidiary route from Sports City to Tariq
Housing. Minibus Only

ESTIMATED PASSENGERS PER DAY (PPD) WHOLE ROUTE 20,000 PPD

REQUIREMENT: LARGE BUSES FREQUENCY

MINIBUSES (14 SEATS) .50. FREQUENCY every 50 secs.
Core
FREQUENCY every 6 mins.
Subsidiary

ROUTE LENGTH: 1 WAY ...6... KMS 2 WAY 12... KMS Core
1 WAY 7 KMS 2 WAY 14 KMS Subsid.

AVERAGE OVERALL RUNNING SPEED

A) LARGE BUS KM/HR

B) MINIBUS ..18... KM/HR Core
30 KM/HR Subsidiary

INCLUSIVE ROUTE RUNNING TIME 2-WAY

A) LARGE BUS MINUTES

B) SMALL BUS ..40... MINUTES Core
28 MINUTES Subsidiary

ROUND TRIPS PER DAY LARGE BUS ..21... MINIBUS Core
30 MINIBUS Subsid.

LARGE BUS PPD LARGE BUS KMS PER DAY

MINIBUS PPD ..400... MINIBUS ..254... KMS PER DAY Core
420 KMS PER DAY Subsid.

FARES 1 2 3
...70... FILS ...110... FILS ... FILS 70

ROUTE INFORMATION

ROUTE SYMBOL JANME

ROUTE DESCRIPTION

Al Jorm - Al Nuzha - Ragadan - Talal Street -
Wahdat - Middle East Circle

EXPLANATORY COMMENT

Cross town route linking Al Jorm, Al Nuzha with
Wahdat Camp. Minibus Only

ESTIMATED PASSENGERS PER DAY (PPD) WHOLE ROUTE 60,000 PPD

REQUIREMENT: LARGE BUSES FREQUENCY
MINIBUSES (14 SEATS) 133. FREQUENCY every 30 secs.

ROUTE LENGTH: 1 WAY ...9... KMS 2 WAY ..18... KMS

AVERAGE OVERALL RUNNING SPEED

- A) LARGE BUS KM/HR
- B) MINIBUS ..15... KM/HR

INCLUSIVE ROUTE RUNNING TIME 2-WAY

- A) LARGE BUS MINUTES
- B) SMALL BUS ..70... MINUTES

ROUND TRIPS PER DAY LARGE BUS ..12... MINIBUS

LARGE BUS PPD LARGE BUS KMS PER DAY

MINIBUS PPD ..450.. MINIBUS ..216.. KMS PER DAY

	1		2		3
FARES	...70...	FILS	FILS FILS

31

ROUTE INFORMATION

ROUTE SYMBOL AB1C

ROUTE DESCRIPTION

Abdoun - 5 and 6 Circles - Zahran Street - 1st Circle

EXPLANATORY COMMENT

Straight line route to Abdoun and neighbouring estates south of 5th and 6th Circles, then travel alone Zahran Street to 1st Circle. Minibus Only.

ESTIMATED PASSENGERS PER DAY (PPD) WHOLE ROUTE 5,000 PPD

REQUIREMENT: LARGE BUSES FREQUENCY
MINIBUSES (14 SEATS) 12. FREQUENCY every 3 mins.

ROUTE LENGTH: 1 WAY ...7... KMS 2 WAY ..14... KMS

AVERAGE OVERALL RUNNING SPEED

A) LARGE BUS KM/HR

B) MINIBUS ..24... KM/HR

INCLUSIVE ROUTE RUNNING TIME 2-WAY

A) LARGE BUS MINUTES

B) SMALL BUS ..35... MINUTES

ROUND TRIPS PER DAY LARGE BUS ..24... MINIBUS

LARGE BUS PPD LARGE BUS KMS PER DAY

MINIBUS PPD ..420.. MINIBUS ..336.. KMS PER DAY

FARES 1 2 3
..100... FLS FLS FLS

32

ROUTE INFORMATION

ROUTE SYMBOL U01C

ROUTE DESCRIPTION

Umm Othaina (5th and 6th Circles) - Mecca Road, 4th Circle - Zahran Street - 1st Circle

EXPLANATORY COMMENT

Serves housing estates north of 5th and 6th Circles, counterpart of Abdoun route. Minibus Only

ESTIMATED PASSENGERS PER DAY (PPD) WHOLE ROUTE 5,000 PPD

REQUIREMENT: LARGE BUSES FREQUENCY
 MINIBUSES (14 SEATS) 12. FREQUENCY every 3 mins.

ROUTE LENGTH: 1 WAY ...7... KMS 2 WAY ...14... KMS

AVERAGE OVERALL RUNNING SPEED

- A) LARGE BUS KM/HR
- B) MINIBUS ...24.. KM/HR

INCLUSIVE ROUTE RUNNING TIME 2-WAY

- A) LARGE BUS MINUTES
- B) SMALL BUS ...35.. MINUTES

ROUND TRIPS PER DAY LARGE BUS ...24.. MINIBUS

LARGE BUS PPD LARGE BUS KMS PER DAY

MINIBUS PPD ..420.. MINIBUS ..336.. KMS PER DAY

	1	2	3
FARES	... <u>100</u> .. FLS FLS FLS

33

ROUTE INFORMATION

ROUTE SYMBOL ALQ-M

ROUTE DESCRIPTION

Al Qsour - Downtown - Muhajreen - Akileh Hospital

EXPLANATORY COMMENT

Minibus Only

ESTIMATED PASSENGERS PER DAY (PPD) WHOLE ROUTE 18,000 PPD

REQUIREMENT: LARGE BUSES FREQUENCY
MINIBUSES (14 SEATS) .45. FREQUENCY every 60 secs.

ROUTE LENGTH: 1 WAY ...8... KMS 2 WAY ...16... KMS

AVERAGE OVERALL RUNNING SPEED

A) LARGE BUS KM/HR

B) MINIBUS ..20... KM/HR

INCLUSIVE ROUTE RUNNING TIME 2-WAY

A) LARGE BUS MINUTES

B) SMALL BUS ..48... MINUTES

ROUND TRIPS PER DAY LARGE BUS ..17... MINIBUS

LARGE BUS PPD LARGE BUS KMS PER DAY

MINIBUS PPD ..400... MINIBUS ..272... KMS PER DAY

FARES 1 2 3
.....70..... FILS FILS FILS

34'

ROUTE INFORMATION

ROUTE SYMBOL HN3C

ROUTE DESCRIPTION

Hai Nazzal - Jebel Al Akhdar - Basman Street -
Jebel Amman - 3rd Circle

EXPLANATORY COMMENT

Crosstown internal route linking Hai Nazzal to
Jebel Amman. Minibus Only

ESTIMATED PASSENGERS PER DAY (PPD) WHOLE ROUTE 34,000 PPD

REQUIREMENT: LARGE BUSES FREQUENCY
MINIBUSES (14 SEATS) .90. FREQUENCY every 2 mins.

ROUTE LENGTH: 1 WAY ...8... KMS 2 WAY ...16... KMS

AVERAGE OVERALL RUNNING SPEED

A) LARGE BUS KM/HR

B) MINIBUS ..18... KM/HR

INCLUSIVE ROUTE RUNNING TIME 2-WAY

A) LARGE BUS MINUTES

B) SMALL BUS ..53... MINUTES

ROUND TRIPS PER DAY LARGE BUS ..15... MINIBUS

LARGE BUS PPD LARGE BUS KMS PER DAY

MINIBUS PPD ..380... MINIBUS ..240... KMS PER DAY

FARES 1 2 3
 ..60... FILS ..100... FILS FILS

45

ROUTE INFORMATION

ROUTE SYMBOL **ALIJ**

ROUTE DESCRIPTION

 Municipality Building - Al Hashmi Jenubi

EXPLANATORY COMMENT

 Single Area Route

ESTIMATED PASSENGERS PER DAY (PPD) WHOLE ROUTE 1,800 PPD

REQUIREMENT: LARGE BUSES FREQUENCY
 MINIBUSES (14 SEATS) .4.. FREQUENCY every .5.mins.

ROUTE LENGTH: 1 WAY ...3... KMS 2 WAY ...6... KMS

AVERAGE OVERALL RUNNING SPEED

 A) LARGE BUS KM/HR

 B) MINIBUS ...18.. KM/HR

INCLUSIVE ROUTE RUNNING TIME 2-WAY

 A) LARGE BUS MINUTES

 B) SMALL BUS ...20.. MINUTES

ROUND TRIPS PER DAY LARGE BUS ..40... MINIBUS

LARGE BUS PPD LARGE BUS KMS PER DAY

MINIBUS PPD ..450.. MINIBUS ..240.. KMS PER DAY

	1	2	3
FARES	...60.. FILS FILS FILS

18

ROUTE INFORMATION

ROUTE SYMBOL ALNE

ROUTE DESCRIPTION

Municipality Building - Al Nasr East

EXPLANATORY COMMENT

This route collects from Marka/South, Hai Prince Hussein and Manara.

ESTIMATED PASSENGERS PER DAY (PPD) WHOLE ROUTE 18,000 PPD

REQUIREMENT: LARGE BUSES FREQUENCY
MINIBUSES (14 SEATS) .45. FREQUENCY .every.66 secs.

ROUTE LENGTH: 1 WAY .7:5... KMS 2 WAY ..15... KMS

AVERAGE OVERALL RUNNING SPEED

A) LARGE BUS KM/HR

B) MINIBUS ..18... KM/HR

INCLUSIVE ROUTE RUNNING TIME 2-WAY

A) LARGE BUS MINUTES

B) SMALL BUS ...50.. MINUTES

ROUND TRIPS PER DAY LARGE BUS ..16... MINIBUS

LARGE BUS PPD LARGE BUS KMS PER DAY

MINIBUS PPD ..400... MINIBUS ..240.. KMS PER DAY

FARES 1 2 3
.....70... FILS FILS FILS

ROUTE INFORMATION

ROUTE SYMBOL JJWAQ

ROUTE DESCRIPTION

Jebel Joufeh (internal) from Waqidi Street

EXPLANATORY COMMENT

Minibus Only

ESTIMATED PASSENGERS PER DAY (PPD) WHOLE ROUTE 8,500 PPD

REQUIREMENT: LARGE BUSES FREQUENCY
MINIBUSES (14 SEATS) 19. FREQUENCY every 80 secs.

ROUTE LENGTH: 1 WAY ..3.5... KMS 2 WAY ...7... KMS

AVERAGE OVERALL RUNNING SPEED

A) LARGE BUS KM/HR

B) MINIBUS ...18... KM/HR

INCLUSIVE ROUTE RUNNING TIME 2-WAY

A) LARGE BUS MINUTES

B) SMALL BUS ...23... MINUTES

ROUND TRIPS PER DAY LARGE BUS ..36... MINIBUS

LARGE BUS PPD LARGE BUS KMS PER DAY

MINIBUS PPD ..450... MINIBUS ..252... KMS PER DAY

FARES 1 2 3
...60... FILS FILS FILS

41

ROUTE INFORMATION

ROUTE SYMBOL Z3CH

ROUTE DESCRIPTION

Zarqa - Ruseifa - Ring Road - 3rd Circle - Mutasem Street - Downtown

EXPLANATORY COMMENT

Semi-Express Service to Zarqa

ESTIMATED PASSENGERS PER DAY (PPD) WHOLE ROUTE 25,000 PPD

REQUIREMENT: LARGE BUSES ...50... FREQUENCY every 2.6 mins.

MINIBUSES (14 SEATS).... FREQUENCY

ROUTE LENGTH: 1 WAY ...33... KMS 2 WAY ...66... KMS

AVERAGE OVERALL RUNNING SPEED

A) LARGE BUS ..30... KM/HR

B) MINIBUS

INCLUSIVE ROUTE RUNNING TIME 2-WAY

A) LARGE BUS ..132... MINUTES

B) SMALL BUS

ROUND TRIPS PER DAY ...6... LARGE BUS

LARGE BUS PPD ..500... LARGE BUS ..396... PPS PER DAY

MINIBUS PPD

FARES 1 2 3
 ...200... FILS ...150... FILS ...100... FILS

43

ROUTE INFORMATION

ROUTE SYMBOL ZS

ROUTE DESCRIPTION

Zarqa - Suweileh Via Jebel Hussein - Ruseifa
Marka

EXPLANATORY COMMENT

ESTIMATED PASSENGERS PER DAY (PPD) WHOLE ROUTE 60,000 PPD

REQUIREMENT: LARGE BUSES ...100. FREQUENCY every 2 mins.
 MINIBUSES (14 SEATS) 200. FREQUENCY every 48 secs.

ROUTE LENGTH: 1 WAY ..40... KMS 2 WAY ..80... KMS

AVERAGE OVERALL RUNNING SPEED

A) LARGE BUS ..24... KM/HR

B) MINIBUS ..30... KM/HR

INCLUSIVE ROUTE RUNNING TIME 2-WAY

A) LARGE BUS ..200.. MINUTES

B) SMALL BUS ..160.. MINUTES

ROUND TRIPS PER DAY ...4... LARGE BUS ...5... MINIBUS

LARGE BUS PPD ..600.. LARGE BUS ..320.. KMS PER DAY

MINIBUS PPD ..300.. MINIBUS ..400.. KMS PER DAY

FARES 1 2 3
 ..180.. FILS ..120.. FILS 70 FILS

44

ROUTE INFORMATION

ROUTE SYMBOL WZ1

ROUTE DESCRIPTION

Wadi Al Sir - 3rd Circle - Downtown - Marka
Ruseifa - Zarqa

EXPLANATORY COMMENT

ESTIMATED PASSENGERS PER DAY (PPD) WHOLE ROUTE 30,800 PPD

REQUIREMENT: LARGE BUSES 50..... FREQUENCY every 3.3 mins.
 MINIBUSES (14 SEATS) 120..... FREQUENCY every 1.3 mins.

ROUTE LENGTH: 1 WAY ..38... KMS 2 WAY ...76... KMS

AVERAGE OVERALL RUNNING SPEED

A) LARGE BUS ..24... KM/HR

B) MINIBUS ..30... KM/HR

INCLUSIVE ROUTE RUNNING TIME 2-WAY

A) LARGE BUS ..95... MINUTES

B) SMALL BUS ..76... MINUTES

ROUND TRIPS PER DAY ...4... LARGE BUS ...5... MINIBUS
LARGE BUS PPD ..600... LARGE BUS ..304... KMS PER DAY
MINIBUS PPD ..260... MINIBUS ..380... KMS PER DAY

FARES 1 2 3
 ...180... FILS ...120... FILS ...70... FILS

45

ROUTE INFORMATION

ROUTE SYMBOL WZ2

ROUTE DESCRIPTION

Umm Summaq - 7th Circle Estates - 3rd Circle
Downtown - Marka - Ruseifa - Zarqa

EXPLANATORY COMMENT

Better suited for minibuses.

ESTIMATED PASSENGERS PER DAY (PPD) WHOLE ROUTE 18,000 PPD

REQUIREMENT: LARGE BUSES 30.. FREQUENCY every 6.3 mins.
MINIBUSES (14 SEATS) ..72.. FREQUENCY every 2.1 mins.

ROUTE LENGTH: 1 WAY ...38... KMS 2 WAY ...76... KMS

AVERAGE OVERALL RUNNING SPEED

- A) LARGE BUS ..24... KM/HR
- B) MINIBUS ..30... KM/HR

INCLUSIVE ROUTE RUNNING TIME 2-WAY

- A) LARGE BUS ..95... MINUTES
- B) SMALL BUS ..76... MINUTES

ROUND TRIPS PER DAY ...4... LARGE BUS ...5... MINIBUS
 LARGE BUS PPD ..600.. LARGE BUS ..304.. KMS PER DAY
 MINIBUS PPD ..260.. MINIBUS ..380.. KMS PER DAY

	1		2		3
FARES	..180..	FILS	..120..	FILS	...70... FILS

4/6

ROUTE INFORMATION

ROUTE SYMBOL SAUH

ROUTE DESCRIPTION

Sahab - Abu Alanda - Quesmeh - Wahdat - Downtown
Hussein Street - Abdali - Shmeisani - Al Rashid
Housing - University Housing

EXPLANATORY COMMENT

Minibus Only

ESTIMATED PASSENGERS PER DAY (PPD) WHOLE ROUTE 9,500 PPD

REQUIREMENT: LARGE BUSES FREQUENCY
MINIBUSES (14 SEATS) .31. FREQUENCY every .5.6 mins.

ROUTE LENGTH: 1 WAY ...29... KMS 2 WAY ..58... KMS

AVERAGE OVERALL RUNNING SPEED

A) LARGE BUS KM/HR

B) MINIBUS ..26... KM/HR

INCLUSIVE ROUTE RUNNING TIME 2-WAY

A) LARGE BUS MINUTES

B) SMALL BUS ..134.. MINUTES

ROUND TRIPS PER DAY LARGE BUS ...6... MINIBUS

LARGE BUS PPD LARGE BUS KMS PER DAY

MINIBUS PPD ..300.. MINIBUS ..348.. KMS PER DAY

FARES 1 2 3
..180.. FILS ..120.. FILS ..70... FILS

49

ROUTE INFORMATION

ROUTE SYMBOL SALAM

ROUTE DESCRIPTION

Salt - Suweileh - University - 4th Circle - Ras Al
Ain Road - Muhajreen - Saqf El Seil

EXPLANATORY COMMENT

ESTIMATED PASSENGERS PER DAY (PPD) WHOLE ROUTE 10,000 PPD

REQUIREMENT: LARGE BUSES20. FREQUENCY every 6,7 mins.
MINIBUSES (14 SEATS).40. FREQUENCY every 3,4 mins.

ROUTE LENGTH: 1 WAY ...30... KMS 2 WAY ..60... KMS

AVERAGE OVERALL RUNNING SPEED

A) LARGE BUS ..26... KM/HR

B) MINIBUS ..34... KM/HR

INCLUSIVE ROUTE RUNNING TIME 2-WAY

A) LARGE BUS ..140... MINUTES

B) SMALL BUS ..106... MINUTES

ROUND TRIPS PER DAY ...6... LARGE BUS ...8... MINIBUS
LARGE BUS PPD ...500... LARGE BUS ..360... KMS PER DAY
MINIBUS PPD ...250... MINIBUS ..480... KMS PER DAY

FARES 1 2 3
...200... FLS 130 FLS 80

52

ROUTE INFORMATION

ROUTE SYMBOL MADAM

ROUTE DESCRIPTION

Madaba to Amman Via Na'ur and Marj Al Hammam -
Jerusalem Road to Saqf El Seil

EXPLANATORY COMMENT

ESTIMATED PASSENGERS PER DAY (PPD) WHOLE ROUTE 12,600 PPD

REQUIREMENT: LARGE BUSES 25. FREQUENCY every .5 mins.
 MINIBUSES (14 SEATS).50. FREQUENCY every .2.5 mins.

ROUTE LENGTH: 1 WAY ..33... KMS 2 WAY ..66... KMS

AVERAGE OVERALL RUNNING SPEED

A) LARGE BUS ..30... KM/HR

B) MINIBUS ..40... KM/HR

INCLUSIVE ROUTE RUNNING TIME 2-WAY

A) LARGE BUS ..132.. MINUTES

B) SMALL BUS ...99.. MINUTES

ROUND TRIPS PER DAY ..5.5.. LARGE BUS ...8... MINIBUS

LARGE BUS PPD ..500.. LARGE BUS ..363.. KMS PER DAY

MINIBUS PPD ..250.. MINIBUS ..524.. KMS PER DAY

FARES 1 2 3

 ..200... FILS ..140... FILS ...80... FILS

53

ROUTE INFORMATION

ROUTE SYMBOL BCWAS

ROUTE DESCRIPTION

Baq'aa Camp to Wadi Al Sir

EXPLANATORY COMMENT

Continues present minibus routed operated by 21 seat minibuses.

ESTIMATED PASSENGERS PER DAY (PPD) WHOLE ROUTE 1,750 PPD

REQUIREMENT: LARGE BUSES FREQUENCY
MINIBUSES (21 SEATS) .5.. FREQUENCY every .14.mins.

ROUTE LENGTH: 1 WAY ..20... KMS 2 WAY ..40... KMS

AVERAGE OVERALL RUNNING SPEED

A) LARGE BUS KM/HR

B) MINIBUS ..34... KM/HR

INCLUSIVE ROUTE RUNNING TIME 2-WAY

A) LARGE BUS MINUTES

B) SMALL BUS ..70... MINUTES

ROUND TRIPS PER DAY LARGE BUS ...10.. MINIBUS

LARGE BUS PPD LARGE BUS KMS PER DAY

MINIBUS PPD ..350.. MINIBUS ..400.. KMS PER DAY

FARES 1 2 3
 ..150... FILS FILS FILS

59

ROUTE FINANCIAL PERFORMANCE

Route Symbol TAAK

Tariq Housing/Al Hashmi/Jebel Al Akhdar

Type of Vehicle

87 minibuses

Type of Operator

Route Length: One Way 16 km

Round Trip 32 km

No. of Round Trips Per Day 16

No. of Kilometers Per Day 2

No. of Passengers Per Day

34,800

Average Passenger Per Trip

Passengers Kilometers Per Day 364,000

Average Fare Per Passenger 90 f

Revenues Per Vehicle
Route

36.2 Daily 11,948
3,150.0 Total 1,039,000

Annual
Total

Operating Costs Per Vehicle
Route

19 Daily 6,270
1,653 Total 545,000

Annual
Total

Operating Profits Per Vehicle
Route

17.2 Daily 5,678
1,497.0 Total 494,000

Annual
Total

ROUTE FINANCIAL PERFORMANCE

Route Symbol TAKh

Tariq Housing/Webdeh/Khayam Street

Type of Vehicle

Type of Operator

50 minibuses

Route Length: One Way 13 km

Round Trip 26 km

No. of Round Trips Per Day 21

No. of Kilometers Per Day 254

No. of Passengers Per Day

Average Passenger Per Trip

20,000

Passengers Kilometers Per Day 61,200

Average Fare Per Passenger 86 f

Revenues Per Vehicle
Route

34.4
1.720.0

Daily
Total

11,352
567,000

Annual
Total

Operating Costs Per Vehicle
Route

10
900

Daily
Total

5,940
297,000

Annual
Total

Operating Profits Per Vehicle
Route

16.4
820.0

Daily
Total

5,412
270,000

Annual
Total

51

ROUTE FINANCIAL PERFORMANCE

Route Symbol

U01C

Umm Othaina/1st Circle

Type of Vehicle

12 minibuses

Type of Operator

Route Length: One Way 7 km

Round Trip 14 km

No. of Round Trips Per Day 24

No. of Kilometers Per Day 336

No. of Passengers Per Day

5,000

Average Passenger Per Trip

Passengers Kilometers Per Day 22,750

Average Fare Per Passenger 100 f

Revenues Per Vehicle
Route

41.6 Daily 13,749
500.0 Total 165,000

Annual
Total

Operating Costs Per Vehicle
Route

21.5 Daily 7,095
258.0 Total 85,000

Annual
Total

Operating Profits Per Vehicle
Route

20.1 Daily 6,654
242.0 Total 80,000

Annual
Total

ROUTE FINANCIAL PERFORMANCE

Route Symbol HN3C

Hai Nazzal/3rd Circle

Type of Vehicle
90 minibuses

Type of Operator

Route Length: One Way 8 km

Round Trip 16 km

No. of Round Trips Per Day 15

No. of Kilometers Per Day 240

No. of Passengers Per Day

Average Passenger Per Trip

34,200

Passengers Kilometers Per Day 163,200

Average Fare Per Passenger 70 f

Revenues Per Vehicle	27.3	Daily	9,000	Annual
Route	2,455.0	Total	808,000	Total

Operating Costs Per Vehicle	17.4	Daily	5,742	Annual
Route	1,562.0	Total	515,000	Total

Operating Profits Per Vehicle	9.9	Daily	3,258	Annual
Route	893.0	Total	293,000	Total

62

ROUTE FINANCIAL PERFORMANCE

Route Symbol

AlHJ

Al Hashmi Jenubi

Type of Vehicle

4 minibuses

Type of Operator

Route Length: One Way 3 km

Round Trip 6 km

No. of Round Trips Per Day 40

No. of Kilometers Per Day 240

No. of Passengers Per Day

1,800

Average Passenger Per Trip

Passengers Kilometers Per Day 3,780

Average Fare Per Passenger 60 f

Revenues Per Vehicle	JD 27.00	Daily	JD 8,910	Annual
Route	JD 108.00	Total	JD 35,640	Total

Operating Costs Per Vehicle	17.2	Daily	JD 5,676	Annual
Route	68.8	Total	JD 22,704	Total

Operating Profits Per Vehicle	9.8	Daily	JD 3,234	Annual
Route	39.2	Total	JD 12,936	Total

ROUTE FINANCIAL PERFORMANCE

Route Symbol

AlHS

Al Hashmi Shemali

Type of Vehicle

29 minibuses

Type of Operator

Route Length: One Way 6 km

Round Trip 12 km

No. of Round Trips Per Day 25

No. of Kilometers Per Day 300

No. of Passengers Per Day

11,600

Average Passenger Per Trip

Passengers Kilometers Per Day 48,720

Average Fare Per Passenger 70 f

Revenues Per Vehicle	JD 32.48 Daily	JD 10,718 Annual
Route	812.00 Total	267,960 Total

Operating Costs Per Vehicle	18.50 Daily	6,105 Annual
Route	538.00 Total	178,000 Total

Operating Profits Per Vehicle	13.98 Daily	4,613 Annual
Route	274.00 Total	89,960 Total

1/16

ROUTE FINANCIAL PERFORMANCE

Route Symbol

ALNE

Al Nasr East

Type of Vehicle

45 minibuses

Type of Operator

Route Length: One Way 7.5 km

Round Trip 15 km

No. of Round Trips Per Day 16

No. of Kilometers Per Day 240

No. of Passengers Per Day

Average Passenger Per Trip

18,000

Passengers Kilometers Per Day 81,000

Average Fare Per Passenger 70 f

Revenues Per Vehicle	JD 28	Daily	JD 9,240	Annual
Route	1,260	Total	415,800	Total

Operating Costs Per Vehicle	17.3	Daily	5,709	Annual
Route	777.0	Total	256,000	Total

Operating Profits Per Vehicle	10.7	Daily	3,538	Annual
Route	483.0	Total	160,000	Total

ROUTE FINANCIAL PERFORMANCE

Route Symbol 1C FIRAS

1st Circle/Firas Square

Type of Vehicle
15 minibuses

Type of Operator

Route Length: One Way 6 km

Round Trip 12 km

No. of Round Trips Per Day 21

No. of Kilometers Per Day 252

No. of Passengers Per Day

Average Passenger Per Trip

6,000

Passengers Kilometers Per Day 21,600

Average Fare Per Passenger 70 f

Revenues Per Vehicle	28	Daily	9,240	Annual
Route	420	Total	138,600	Total

Operating Costs Per Vehicle	17.5	Daily	5,775	Annual
Route	262.5	Total	86,625	Total

Operating Profits Per Vehicle	10.5	Daily	3,465	Annual
Route	157.5	Total	51,975	Total

ROUTE FINANCIAL PERFORMANCE

Route Symbol Z3CH

Type of Vehicle			Type of Operator		
38 buses			PTC 31	Private 7	
18 minibuses (24)			PTC 12	Private 6	
Route Length: One Way			Round Trip		
33 km			66 km		
No. of Round Trips Per Day			No. of Kilometers Per Day		
buses - 6			buses 396		
minibuses - 7			minibuse 462		
No. of Passengers Per Day			Average Passenger Per Trip		
25,000					
Passengers Kilometers Per Day					
412,500					
Average Fare Per Passenger					
165 f					
Revenues Per Vehicle	Bus	Min	Bus	Min	
Route	80	Daily 53.3	26,400	Annual 17,600	
	3,040	Total 960.0	1,003,000	Total 316,800	
Operating Costs Per Vehicle	57.4	Daily 33.1	18,942	Annual 10,923	
Route	2,181.0	Total 596.0	719,700	Total 196,700	
Operating Profits Per Vehicle	22.6	Daily 20.0	7,458	Annual 6,677	
Route	859.0	Total 364.0	283,500	Total 120,100	

Total Profits 403,600

ROUTE FINANCIAL PERFORMANCE

Route Symbol ZS

Type of Vehicle
100 large buses

Type of Operator
PTC 81 Private 19

Route Length: One Way
40 km

Round Trip
80 km

No. of Round Trips Per Day
4

No. of Kilometers Per Day
320

No. of Passengers Per Day
60,000

Average Passenger Per Trip

Passengers Kilometers Per Day
1,320,000

Average Fare Per Passenger
151 f

Revenues Per Vehicle	90.6 Daily	29,900	Annual
Route	9,060.0 Total	2,989,000	Total

Operating Costs Per Vehicle	51.8 Daily	17,094	Annual
Route	5,180.0 Total	1,709,000	Total

Operating Profits Per Vehicle	38.8 Daily	12,804	Annual
Route	3,880.0 Total	1,280,000	Total

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ROUTE FINANCIAL PERFORMANCE

Route Symbol WZ1

Type of Vehicle

38 large buses
18 small buses

Route Length: One Way

38 km

Type of Operator

PTC 31 Private 7
PTC 12 Private 6

Round Trip

72 km

No. of Round Trips Per Day

4 L.B.
5 S.B.

No. of Kilometers Per Day

304
380

No. of Passengers Per Day

30,800

Average Passenger Per Trip

Passengers Kilometers Per Day

643,720

Average Fare Per Passenger

112 f

Revenues Per Vehicle
Route

	L.B	S.B
	69.0	Daily 46.0
	2,620.0	Total 828.0

	L.B	S.B
	22,760	Annual 15,173
	865,000	Total 273,000

Operating Costs Per Vehicle
Route

	50.6	Daily 30.6
	1,923.0	Total 551.0

	16,698	Annual 10,088
	635,000	Total 182,000

Operating Profits Per Vehicle
Route

	18.4	Daily 15.4
	697.0	Total 277.0

	6,002	Annual 5,082
	230,000	Total 91,000

Total 321,000

Note: Difference in needed equip.

ROUTE FINANCIAL PERFORMANCE

Route Symbol WZ2

Type of Vehicle	Type of Operator			
21 large buses	PTC 15		Private 6	
13 small buses	PTC 7		Private 6	
Route Length: One Way	Round Trip			
38 km	72 km			
No. of Round Trips Per Day	No. of Kilometers Per Day			
LB 5	LB 304		SB 380	
SB 4	Average Passenger Per Trip			
No. of Passengers Per Day	18,000			
Passengers Kilometers Per Day	376,200			
Average Fare Per Passenger	112 f			
Revenues Per Vehicle	LB	SB	LB	SB
Route	67.2 Daily	46.4	22,176 Annual	15,300
	1,411.0 Total	603.0	466,000 Total	199,000
Operating Costs Per Vehicle	50.6 Daily	30.6	16,698 Annual	10,101
Route	1,063.0 Total	398.0	351,000 Total	131,000
Operating Profits Per Vehicle	16.6 Daily	15.8	5,478 Annual	5,199
Route	348.0 Total	205.0	115,000 Total	68,000

Total 273,000

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ROUTE FINANCIAL PERFORMANCE

Route Symbol NAB

. Type of Vehicle

88 minibuses

Type of Operator

PTC 66 Private 22

Route Length: One Way 24 km

Round Trip 48 km

No. of Round Trips Per Day 8

No. of Kilometers Per Day 384

No. of Passengers Per Day

22,000

Average Passenger Per Trip

Passengers Kilometers Per Day

396,000

Average Fare Per Passenger

138 f

Revenues Per Vehicle

Route

43.4 Daily
3,819.0 Total

14,322
1,260,000

Annual
Total

Operating Costs Per Vehicle

Route

20.4 Daily
1,795.0 Total

6,732
592,000

Annual
Total

Operating Profits Per Vehicle

Route

23 Daily
2,024 Total

7,590
668,000

Annual
Total

Note: Different assumption in financial analysis.
Take out PTC put in private operators.

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ROUTE FINANCIAL PERFORMANCE

Route Symbol SABA

Type of Vehicle					Type of Operator
63 large buses					PTC 51 Private 12
34 small buses					PTC 17 Private 17
Route Length: One Way					Round Trip
40 km					80 km
No. of Round Trips Per Day					No. of Kilometers Per Day
4 L.B.					320 L.B.
5 S.B.					400 S.B.
No. of Passengers Per Day					Average Passenger Per Trip
60,000					700 L.B.
Passengers Kilometers Per Day					350 S.B.
1,320,000					
Average Fare Per Passenger					
	120f	L.B	S.B	L.B	S.B
Revenues Per Vehicle		83.7 Daily	56.6	27,627 Annual	18,683
Route		5,273.0 Total	1,924	1,740,000 Total	635,000
Operating Costs Per Vehicle		51.4 Daily	31.2	16,962 Annual	10,288
Route		3,238 Total	1,060	1,068,000 Total	350,000
Operating Profits Per Vehicle		32.3 Daily	25.4	26,559 Annual	8,382
Route		2,035 Total	864.0	672,000 Total	285,000
				Total	957,000

Note: Changes in trips per day

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ROUTE FINANCIAL PERFORMANCE

Route Symbol

SAUH

Sahab/University Housing

Type of Vehicle

31 minibuses

Type of Operator

PTC 20 Private 11

Route Length: One Way 29 km

Round Trip 58 km

No. of Round Trips Per Day 6

No. of Kilometers Per Day 348

No. of Passengers Per Day

9,500

Average Passenger Per Trip

Passengers Kilometers Per Day 151,525

Average Fare Per Passenger 110 f

Revenues Per Vehicle
Route

33.4 Daily 11,017
968.6 Total 319,638

Annual
Total

Operating Costs Per Vehicle
Route

20.8 Daily 6,864
645.0 Total 212,850

Annual
Total

Operating Profits Per Vehicle
Route

12.6 Daily 4,153
323.6 Total 106,788

Annual
Total

16

ROUTE FINANCIAL PERFORMANCE

Route Symbol MFB

Mahes, Fuheis, Basman Street

Type of Vehicle

25 minibuses

Type of Operator

PTC 15 Private 10

Route Length: One Way 24.5 km

Round Trip 49 km

No. of Round Trips Per Day 8

No. of Kilometers Per Day 392

No. of Passengers Per Day

8,000

Average Passenger Per Trip

Passengers Kilometers Per Day 147,000

Average Fare Per Passenger 100 f

Revenues Per Vehicle	32	Daily	10,560	Annual
Route	800	Total	264,000	Total

Operating Costs Per Vehicle	20.5	Daily	6,765	Annual
Route	513.0	Total	169,000	Total

Operating Profits Per Vehicle	11.5	Daily	3,795	Annual
Route	287.0	Total	94,710	Total

ROUTE FINANCIAL PERFORMANCE

Route Symbol MADAM

Madaba/Amman

Type of Vehicle

13 large buses
18 small buses

Route Length: One Way

33 km

No. of Round Trips Per Day

5.5 LB
8 SB

No. of Passengers Per Day

12,600

Passengers Kilometers Per Day

311,850

Average Fare Per Passenger

173 f

Revenues Per Vehicle
Route

	LB	SB	LB	SB
	87.2 Daily	58.1	28,760 Annual	19,166
	1,132.0 Total	1045.0	374,000 Total	1345,000

Operating Costs Per Vehicle
Route

	55 Daily	35.1	18,150 Annual	11,586
	715 Total	632.0	236,000 Total	209,000

Operating Profits Per Vehicle
Route

	32.2 Daily	5.2	10,610 Annual	7,580
	417.0 Total	413.0	138,000 Total	136,000

Total 274,000

ROUTE FINANCIAL PERFORMANCE

Route Symbol SALAM

Type of Vehicle					Type of Operator
10 large buses					PTC 5 Private 5
15 small buses					PTC 9 Private 6
Route Length: One Way					Round Trip
27 km					54 km
No. of Round Trips Per Day					No. of Kilometers Per Day
6 LB					360 LB
8 SB					480 SB
No. of Passengers Per Day					Average Passenger Per Trip
10,000					
Passengers Kilometers Per Day					
225,000					
Average Fare Per Passenger					
200 f					
Revenues Per Vehicle	LB	SB	LB	SB	
Route	85.7 Daily	57.2	28,300 Annual	18,867	
	857.0 Total	857.0	283,000 Total	283,000	
Operating Costs Per Vehicle	LB	SB	LB	SB	
Route	56.1 Daily	33.7	18,513 Annual	11,133	
	561.0 Total	505.0	185,000 Total	167,000	
Operating Profits Per Vehicle	LB	SB	LB	SB	
Route	29.1 Daily	23.5	9,787 Annual	7,755	
	296.0 Total	352.0	98,000 Total	116,000	

ROUTE FINANCIAL PERFORMANCE

Route Symbol UZAR

Type of Vehicle	Type of Operator			
13 large buses	PTC 6	Private 7		
18 small buses	PTC 8	Private 10		
Route Length: One Way	Round Trip			
27 km	54 km			
No. of Round Trips Per Day	No. of Kilometers Per Day			
7 LB	378 LB			
10 SB	540 SB			
No. of Passengers Per Day	Average Passenger Per Trip			
9,900				
Passengers Kilometers Per Day				
200,475				
Average Fare Per Passenger				
150 f				
Revenues Per Vehicle	LB	SB	LB	SB
Route	79.2 Daily	52.8	19,800	Annual 13,200
	1,029.0 Total	950.0	257,000	Total 238,000
Operating Costs Per Vehicle	56.1 Daily	35.6	14,025	Annual 8,900
Route	729.0 Total	640.0	182,000	Total 160,000
Operating Profits Per Vehicle	23.1 Daily	17.2	5,775	Annual 4,300
Route	300.0 Total	310.0	75,000	Total 78,000
			Total	153,000

Note: Operating 250 days/year

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ROUTE FINANCIAL PERFORMANCE

<u>Route Symbol</u>	BCWAS			
Type of Vehicle	5 small buses	Type of Operator	Private	
Route Length: One Way	20 km	Round Trip	40 km	
No. of Round Trips Per Day	10	No. of Kilometers Per Day	400	
No. of Passengers Per Day	1,750	Average Passenger Per Trip		
Passengers Kilometers Per Day	26,250			
Average Fare Per Passenger	150 f			
Revenues Per Vehicle Route	52.7 Daily 264.0 Total	17,400 87,000	Annual Total	
Operating Costs Per Vehicle Route	28.8 Daily 144.0 Total	9,609 48,000	Annual Total	
Operating Profits Per Vehicle Route	23.9 Daily 120.0 Total	7,800 40,000	Annual Total	