

# RTD Framework

Theme: **“Public Transport Reforms in Transition: Policy Lessons and Prospects on Competition, Consolidation and Contracting for the Philippine Road-based Public Transport Sector”**



Transportation Science Society of the Philippines  
in cooperation with the Philippine Institute of Civil Engineers  
and the UP National Center for Transportation Studies

**27<sup>th</sup> Annual Conference of the Transportation Science Society of the Philippines**  
*“Imagineering a Post-Covid Transportation Landscape”*

# Objectives of the TSSP Policy RTD

- This roundtable discussion brings together **thought leaders** in the transportation field for the purpose of illuminating the way forward, either through proposed changes and improvements on the on-going initiatives and point the way for much needed **focused research**
- Identify **key lessons** from past reform efforts towards informing evidence-based policy making
- **Critical examination** of public transport reforms in the country can greatly benefit from an application of key analytical frameworks borne out from the Thredbo conference series, e.g. STO Framework. Trusting partnerships, regulatory cycles

# Policy Focus: Public Utility Vehicle Modernization Program (PUVMP)

- Designed as a transformative program that seeks to modify the entire sector and modernize the vehicle fleet. Its implementation involves more than twenty local and international partner agencies.
- It seeks to revamp the practices, policies, business models, and cultural meanings of the existing public transport system in the country (Sunio, et al., 2019)
- The program has ten components:
  - Regulatory reform;
  - Local public transport route planning for local government Units;
  - Route rationalization;
  - Fleet modernization;
  - Industry consolidation;
  - Financing;
  - Vehicle useful life program;
  - Pilot implementation;
  - Stakeholder support mechanisms; and
  - Communication



Source: Sunio, V., Gaspay, S., Guillen, M. D., Mariano, P., & Mora, R. (2019). Analysis of the public transport modernization via system reconfiguration: The ongoing case in the Philippines. *Transportation Research Part A: Policy and Practice*, 130, 1-19. <https://doi.org/10.1016/j.tra.2019.09.004>

# Early Assessment of the PUVMP

- The Congressional Policy and Budget Research Department (CPBRD) of the House of Representatives has assessed that the PUVMP has focused too much on vehicle replacement
- Sequencing of activities is very critical - it could have started with regulatory reform, LPTRP formulation and submission, and route rationalization first before embarking on fleet modernization
- This would give stakeholders better appreciation of the program and additional grace period and more time for the operators/drivers to prepare
- Unless properly implemented, the benefits to be gained from the program may not be fully realized

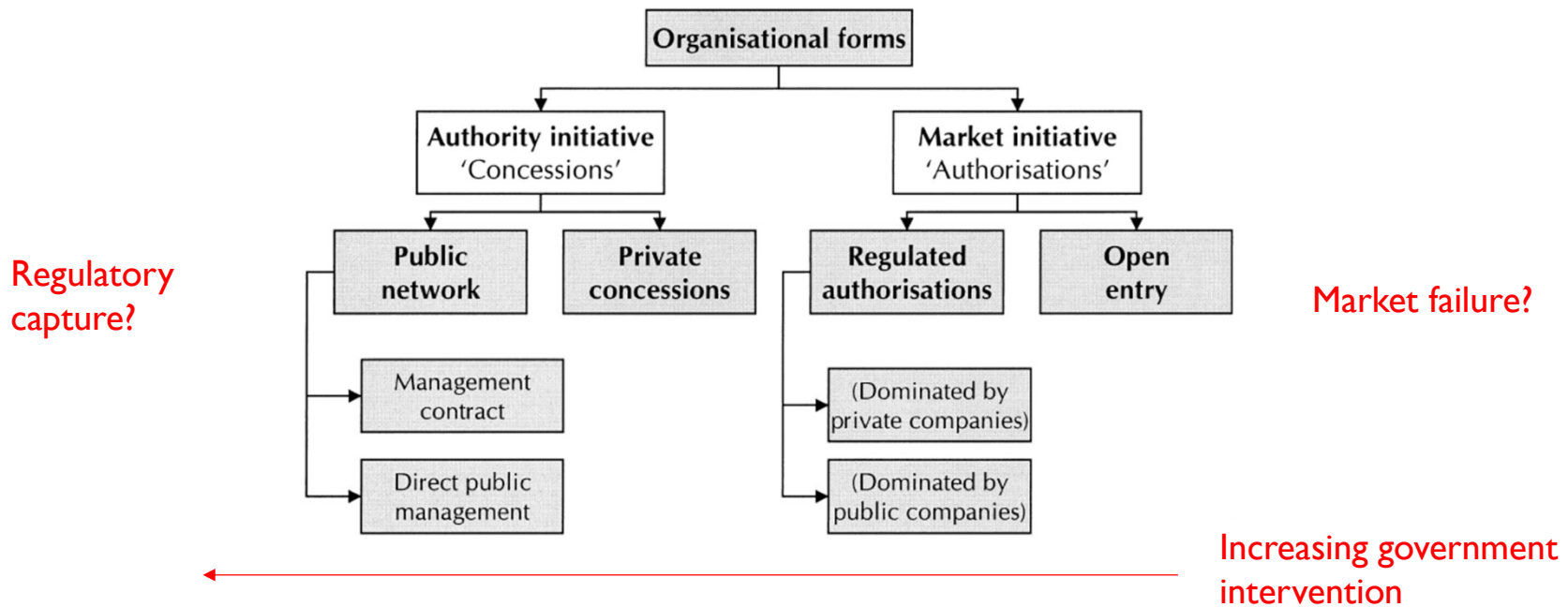
# The STO Framework

- **Strategic:** Formulation of general aims and the determination in broad terms of the means that can be used to attain these
  - General aims and service characteristics, the definition of main target groups and the positioning of services in relation to substitutes and complements (intermodality), 'entrepreneur' takes the initiative for the creation and supply of services, risk considerations
- **Tactical:** Translates the aims into detailed service characteristics.
  - 'actual' design of the services; traditional parameters of public transport such the definition of routes, timetable, vehicles and fares but also 'softer' aspects such as image of the services and the provision of additional services to the passengers
- **Operational:** Translation of the tactical aspects into day-to-day practice
  - Includes the management of the sales staff, the drivers, of the vehicles and of the infrastructure to ensure the realization of services according to the tactical planning

# STO Template (Adopted from van de Velde, 1999)

|                  | Actors  | Planning Authority | Regulatory Authority | Local Government | Operators | Commuters | Other Partners |
|------------------|---|--------------------|----------------------|------------------|-----------|-----------|----------------|
| Level            | Relationship  |                    |                      |                  |           |           |                |
| Transport Policy | Strategic level<br><i>What do we want to achieve?</i>         |                    |                      |                  |           |           |                |
| System Planning  | Tactical<br><i>What product can help to achieve the aims?</i> |                    |                      |                  |           |           |                |
| Service Delivery | Operational<br><i>How do we produce that product?</i>         |                    |                      |                  |           |           |                |

# Organization forms in public transport (Adopted from van de Velde, 1999)



What is the right level of government intervention in the market?  
How should we design the optimal legal, regulatory and organizational framework?

# Key Questions

1. How were the policy elements defined under the Strategic, Tactical and Operational levels? What are gaps in the process and areas for improvement?
2. What “software” and “hardware”-related decisions were made? How were risks incorporated in such decisions?
3. What key relationships were crucial in the implementation? What organizational forms can be explored in the future to ensure policy success?
4. How can we improve transport governance and what sustainable information technologies for decision support can be pursued?



# Possible Contributions

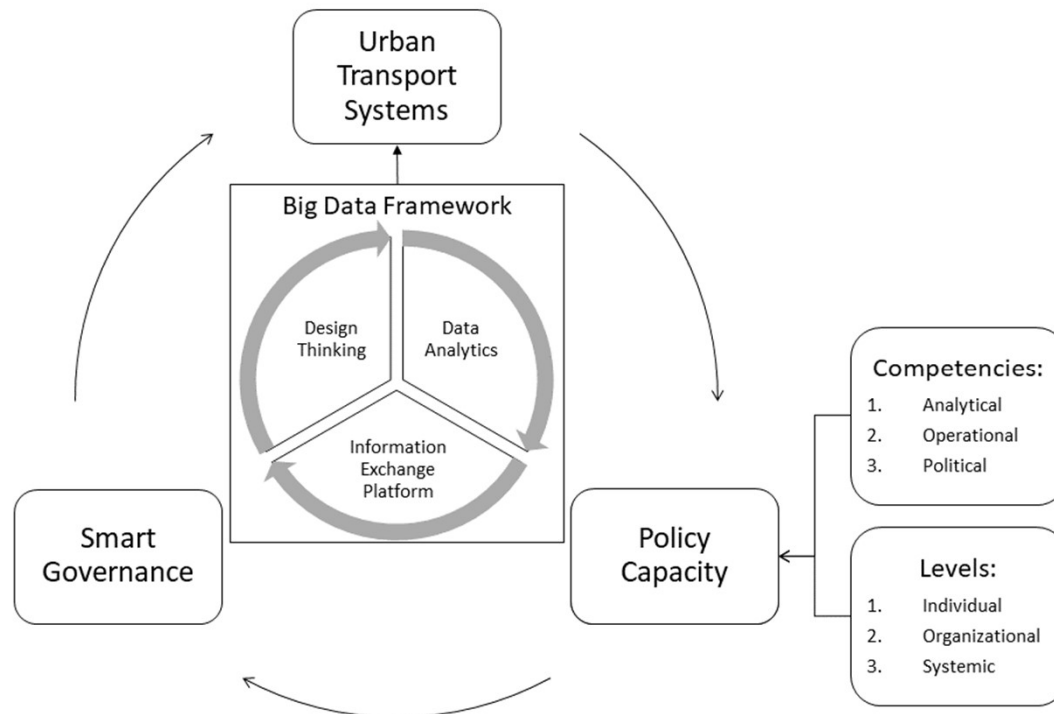
- Firstly, there is a need to identify and assess **policy gaps** in the PUVMP implementation as there may be underlying structural constraints and bottlenecks in the policy environment.
- Secondly, there is a need to evaluate the **institutional capacity** of concerned national and local government agencies involved in the roll-out of the PUMVP.
- Lastly, there is a need to take stock of the **responses** from public transport operations and the commuters at large with respect to the policy performance of the PUVMP.
- Overall, there is a need to explore a **multi-stakeholder approach** in terms of sense-making as well as evaluating the present state of the public transport system in the country.

# Silver Linings

- Symbiosis of public transport theory and practice; Greater role of academic partners
- Governance is not government alone
- Catalytic role of Collaborative Governance and Digital Transformation; Big data
- Potential of Bottom-up Approaches (community-level interventions, Co-design, Co-production, Co-delivery, Crowdsourcing)
- Policy failures can be explained and therefore can be addressed (research on policy capacity)

# Enhancing Public Transport Governance

## Governance and Public Transport Virtuous Cycle



End