DEVELOPING COUNTRIES AND PUBLIC TRANSPORT: ISSUES AND CHALLENGES

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Abstract

Today motorization happens quite fast even faster in many cities in the world. The number of motor vehicles in the world is expected to reach about 1.3 billion by 2020, more than double the current number. In the case of Indonesia, in the past three decades, motorization and urbanization has become a trend in many cities - metropolitan city. Unlike developed countries, most developing countries do not have a mass transit system that adequate to suppress the increase in motorization in urban areas. This research try mapping issues and challenges of public transport plan, implementation and operation in developing countries by literature study's methodology. Finding of this study, at least, there are 5 (five) issues in the relation with public transport in developing countries i.e. sustainability impact issues, multi-faceted actor in the public transport implementation (organization and institutional issues), need of public transport appraisal in strategic level issues, funding (budget constraint) issues, and competition and regulation issues. Then, there are some challenges of public transport implementation such as problem of political organization, problem of integrated transport planning, continuing need to develop appropriate pricing and charging devices and financing instruments, the matter of industrial structure, the issue of competitive system design, the perceived problem of affordability and problem of strategic choice, particularly in urban areas.

Key word: *public transport, developing countries, issues, challenges*

Abstrak

Tingkat motorisasi akhir – akhir ini terjadi sangat pesat di banyak kota di dunia. Jumlah kendaraan bermotor di dunia diperkirakan mencapai 1,3 milyar pada tahun 2020, yang berarti 2 kali dari jumlah saat ini. Dalam kasus Indonesia, dalam tiga decade terakhir, motorisasi dan urbanisasi menjadi di banyak kota khususnya di kota – kota metropolitan. Berbeda dengan Negara maju, kebanyakan Negara berkembang tidak memiliki system transportasi massal yang memadai dalam upaya menekan motorisasi di wilayah perkotaan. Penelitian ini mencoba memetakan berbagai isu dan tantangan dari suatu rencana, implementasi dan pelaksanaan system transportasi massal di negara – Negara berkembang dengan menggunakan pendekatan kajian literatur. Temuan dari studi ini adalah paling tidak terdapat 5 (lima) isu terkait implementasi system transportasi massal di Negara berkembang yaitu isu dampak terhadap konsep pembangunan berkelanjutan, adan ya banyak actor yang terlibat dalam implementasi transportasi massal (isu system organisasi dan institusi), isu kebutuhan suatu appraisal dalam tingkatan strategis, isu pendanaan (keterbatasan anggaran) serta isu kompetisi dan regulasi. Selanjutnya, terdapat beberapa tantangan meliputi masalah poliktik, masalah keterpaduan system transportasi massal, masalah intrumen pembiayaan yang sesuai, masalah perancangan system operasi yang kompetitif serta masalah penentuan pilihan – pilihan strategis, khususnya di wilayah perkotaan.

Kata kunci *:angkutanmassal, negaraberkembang, isu, tantangan*

INTRODUCTION

Today motorization happens quite fast even faster in many cities in the world. The number of motor vehicles in the world is expected to reach about 1.3 billion by 2020, more than double the current number. In the case of Indonesia, in the past three decades, motorization and urbanization has become a trend in many cities - metropolitan city. Lack of employment opportunities and public facilities outside major cities has led to rapid urbanization. In Indonesia , the urban population has increased significantly from 22.3 % in 1980 to 42 % in 20001, and it is estimated that by 2020 the urban population will reach 50 % -60 % of the national population (Kusbiantoro, BS, 1998) cited in (Susilo et al, 2007). In 2006, the population density in the Indonesian capital, Jakarta, is 13,526 people/km2, which is comparable to several other major cities in the world, such as Tokyo and New York with 13,333 and 10,292 people/km2. (Susilo et al, 2007)

This research tries to map issues and challenges of public transport plan, implementation and operation in developing countries by some literature reviews.

Unlike developed countries, most developing countries do not have a mass transit system that adequate to suppress the increase in motorization in urban areas. The need for movement and limited public transport services resulting in a middle-class motorists react with buying a car as fast as they could. (Sperling , 2002).

REVIEW OF PUBLIC TRANSPORT CONDITIONS

Here are presented the results of the study of literature to various conditions of public transport in many developing countries, namely:

South East Asia Regions

Urban transport in the newly industrialized countries in East Asia is dominated by the problems of the primate cities. The main ones – Seoul, Bangkok, Manila, Jakarta, Kuala Lumpur all have historically been dominated by road transport. Most have already engaged in programs of urban expressway construction. But all still have heavy congestion and poor environmental conditions. All pin their hopes for relief on the development of an urban rail transport system. The urban rail systems in these cities vary greatly both in their state of development, their commercial and economic viability, and their distribution between private and public sector. With the exception of the Korean cities, suburban railways are usually poorly operated by the national rail company and make little contribution to the urban transport network. For metros and LRTs, where cheap inter-governmental funding has been available construction has tended to be undertaken in the public sector (Pusan, Manila LRT2, the proposed Jakarta MRT), although even then the operations may be separately concessional to the private sector (Bangkok Blue Line). Where that is not the case, there has been a much greater reliance on private sector funding under BOT schemes (Manila LRT3, Bangkok BTS, KL STAR and PUTRA), usually with considerable government contribution or risk underwriting. (Gwilliam, Ken, 2000)

Manila, Philippines

Adopted from (Tiglao and Patdu, Jr, 2007) that the urban population of Metro Manila continues to expand along with high rates of suburbanization at adjoining municipalities. The public transportation system of Mega Manila is complicated with the sheer number of players in the public transport industry. For road-based public transport, the system consists of more than 600 public utility bus (PUB) operators maintaining about 5,000 units

plying some 70 routes and around 58,000 units of public utility jeepney (PUJ) plying some 600 routes. The rail-based public transport system consists of the network of LRT 1, LRT 2, MRT 3 and the PNR Commuter Line.

However, the existing system is far from optimal and adequate. The need for additional capacity and higher-level public transport service is reflected by the high demand for emerging modes, particularly AUV Express of FX (AUV). Presently, there are about 90,000 such units plying Mega Manila. The last extensive study on public transport system for Metro Manila was done in 1981 through the Metro Manila Urban Transport Improvement Project (MMUTIP), which was conducted by the then Ministry of Transportation and Communications (MOTC). The most recent comprehensive study, the Metro Manila Urban Transport Integration Study (MMUTIS), conducted in 1996 proposed several major improvements in road infrastructure and rail network system as part of its Master Plan for 2015. However, the situation regarding supply and demand of public transportation has changed dramatically in 10 years due to the rapid increase of population and the number of registered vehicles in Mega Manila. (Tiglao and Patdu, Jr, 2007)

Kuala Lumpur, Malaysia

Public transportation in Kuala Lumpur consists of buses, LRT (Light Rail Transit), monorail, airport express rail link, and commuter rail. The most serious issue concerning the public transportation system in Kuala Lumpur is a lack of focus and coordination at all levels throughout the system. (Schwarcz, Stacey, 2003)

According to (Das, M.A, et al, 2013) cited in (Schwarcz, Stacey, 2003), Kuala Lumpur Monorail was constructed in 1997, started with the construction of building facilities and runway depot building a monorail above ground (elevated) along the 8.6 km. Consisting of eleven station stops extending from the first station KL in Central Brickfields which is across the golden triangle and ends up TitiWangsa is eleventh station in TunRazak Street. Project transportation spends of RM 1,180 million and started operating on August 31, 2003 by the KL Infrastructure Group Company which holds the concession for 40 years operating monorail from the royal government of Malaysia. On May 15, 2007 with the financial crisis in the company, KL Monorail was taken over by Syarikat Prasarana Negara Berhad (SPBN), a Government Company under the Ministry of Finance. And subsequent operation carried out by KL Star Rail Sdn Bhd.

As a consequence of the lack of coordination at the government level there is a lack of integration at the system level between the various modes and within each mode. Infrastructure projects such as the LRT systems and the monorail were built without serious consideration of their role in the larger system. There are multiple bus companies but they do not serve as efficient feeder services to the light rail systems, nor do they coordinate with each other. Often there are multiple bus companies serving a single area and thus competing with each other, while other areas may have no service at all. Recently, due to these debts the government has been consolidating the company assets of several of these companies (including those of both LRT systems and at least one of the primary bus companies) under one company SPNB (Syarikat Prasarana Negara Berhad), which is a subsidiary of the Ministry of Finance. However, this company has been created for the express purpose of managing the assets and the infrastructure, and has not been charged with overseeing operations or the coordination of the system. There is talk of a coordination effort of some sort, but currently none exists, and it is unclear whether one will be implemented anytime in the near future. (Schwarcz, Stacey, 2003)

Jakarta, Indonesia

Jakarta is the most populous urban center in Indonesia. Home to approximately 3.9 million people in 1970, Jakarta's population had increase to 7.6 million in 1990 and is projected to grow to 17.2 million by the year 2015, making it one of the most populous cities in the world. A dramatic rise in urban migration over the past twenty years is the primary cause of Jakarta's rapidly growing population. The number of population was expected to grow continuously due to natural growth as well as migration for better expectation of economy and employment in the city. The significant increase in mobility of person and goods movement, number of motorized vehicle, and traffic volume would evolve in a way of such spatial distribution of population (Mochtar and Hino, 2006).

Urban Structure in Jakarta has two faces. First is the urban face located near with main roads and second the village face which located behind the urban face the variety of public transport in Jakarta. There are at least 3 (three) kind of mass transit system that planed will be developed in Jakarta (PT. LAPI ITB, 2013), i.e :

1. Bus Rapid Transit
   TransJakarta is a bus rapid transit (BRT) system in Jakarta, Indonesia. It was the first BRT system in Southern and Southeast Asia. The TransJakarta system began operations on January 25, 2004. As of February 14, 2013 the 12th corridor was added officially, with 3 more currently corridors in progress.
2. Jakarta MRT
   Since 1980 more than twenty-five general and special subject studies have been conducted related to possible Mass Rapid Transit (MRT) systems in Jakarta. One of the major reasons for the delays in tackling the problem was the economic and political crises of 1997-99.
3. The Jakarta Monorail
   Jakarta Monorail is a planned 29 km (18 mi) two-line monorail system in Jakarta, Indonesia that is under construction and planned will open in 2015. The project was revived in February 2013 after earlier construction had started in 2004 but was abandoned in 2008 due to financial problems and legal disputes. The original monorail was planned to be two main lines. The whole system would have had the total of 29 km. The system was due to have an initial capacity of 10,000 passengers per hour per direction (pphpd) expandable to 30,000 pphpd. In the opening year, the Jakarta Monorail was planned to carry on average 274,000 people per day with plans to scale up capacity size quickly as the design capacity is set to carry 35,000 passengers per hour per direction.
   However, various problems related to issues of budget constraints, political and institutional problems, and cause until now the construction of the MRT and monorail in particular becomes quite difficult to implement.

Africa Regions

Adopted from (Gwilliam, Ken, 2000) there is much in common in the story of passenger transport in many most post-colonial African countries. With the exception of South Africa all are dependent on road based modes. In most cases the traditional bus companies were nationalized in the process of decolonialization. This usually involved direct political control of fares. Initially they continued to operate without subsidy, but increasingly fell into deficit which was met by government on an open-ended basis.

Eventually governments ceased to be able to meet the deficits and the companies became unable to maintain vehicles with a consequential decline, first in quality and eventually in quantity of service. Eventually most of the public companies failed and were disbanded. In Sub-Saharan Africa outside South Africa, only three of the traditional public sector operators remain (SOTRAC in Dakar, SOTRA in Abidjan and ZUPCO in Harare) and all are slated for privatization. (Bultynck P, 1998) cited in (Gwilliam, Ken, 2000). Furthermore, (Gwilliam, Ken, 2000) describes that in North Africa, more traditional systems have survived, with public sector operation of buses in major cities such as Algiers and Tunis. In Cairo, the sole megacity in the region, the Cairo Transport Authority plans bus and minibus services throughout the Cairo region, and through its wholly owned subsidiary Greater Cairo Bus Company operates 1900 buses and 750 minibuses. In addition there are two publicly owned metro lines and a small light rail system. Between them these systems carry over 75% of public transport passengers. The remainder are carried by about 65,000 private sector microbuses (less than 17 seats), only 8,000 of which have route licenses, and only 60% of the drivers of which have licenses to drive their vehicles. The basic fare is frozen at a level which implies that a working poor family might spend between 15% and 20% of its income on travel. But the regime is not sustainable. Service frequency is low and waiting times long. Minibus fares are already three times the basic fare, and GCBC is being forced to increase the proportion of premium services (air-conditioned, express, etc.) on which the basic fare constraint does not apply. The rapid increase in the microbus market highlights the poor quality of the public services.

South Asia Regions

In South Asia low incomes and high population densities might be expected to support a viable transit service. In practice, that has not been the case, with failures of public policy having serious adverse effects in most countries. Most commonly, the failure has initially taken the form of unrealistic fare regulation of conventional public sector bus services, and subsequently been compounded by inappropriate regulation of the emerging private sector. (Gwilliam, Ken, 2000)

India

The best statistics for public transport in India are for suburban rail, because it is centrally owned and operated by Indian Railways. As shown in Figure 1, suburban rail usage has sharply increased over the past five decades, with a 14-fold growth in passenger km of travel (Indian Railways 2001)cited in (Pucher, John et al, 2004). There are no comprehensive national statistics on bus service supply, let alone the number of riders, but the fragmented statistics for individual cities suggest substantial growth. For example, in the 10 years from 1990 to 2000, there was an 86 percent increase in the size of Mumbai's bus fleet, and a 54 percent increase in Chennai's bus fleet. While the size of Delhi's public bus fleet actually fell, the number of private buses rose by almost twice as much, yielding a net 28 percent increase (Association of State Road Transport Undertakings 2002) cited in (Pucher, John et al, 2004).

On peak-hour trains, many passengers are forced to hang out doors and windows or to ride between train cars or even hang on the outsides of cars. Suburban trains and stations seem hopelessly overcrowded and desperately need expanded capacity. Buses in Indian cities are doubly disadvantaged by congested conditions. Buses themselves are seriously overcrowded, with some passengers forced to ride on the outsides of vehicles. In addition, however, buses must negotiate extremely congested, narrow streets, with no separate

rights-of-way at all, having to fight with a mixed array of animal-drawn carts, minivans, cars, taxis, motorized two-wheelers, auto rickshaws, pedestrians, cyclists, and street vendors. Severe roadway congestion has slowed down most buses to a crawl during much of the day—as slow as 6 to 10 km per hour in many large cities (Gakenheimer and Zegras 2003) cited in (Pucher, John et al, 2004).

Pakistan

According (Imran, Muhammad, 2009), lack of capacity among public transport organizations, negligence in the development of high-capacity public transport, and failure to utilize existing land use patterns for the development of reliable and efficient public transport have been identified as major factors. The essence of the historical review is that once a policy path for road-based public transport and the involvement of private sector had been taken, subsequent policies and institutional arrangements supported the adopted policies and obstructed changes in policy. Overall, our discussion concludes the importance of governance, capacity-building including investment, and urban planning to provide adequate, efficient, and effective public transport in Pakistan.

The following section (Imran, Muhammad, 2009) attempts to list some recommendations with regard to the question, how can public transport planning and policies be made more successful in Pakistan. While the recommendations are very general, they offer insights for future public transport policy directions for Pakistan.

1. The review of public transport in Pakistan clearly showed that public transport planning became unsuccessful due to inadequacies in an overall governance structure. Therefore, all policies to run public transport through the public sector, the semi-public sector (corporations), the deregulated private sector (privatization with fare regulation), the public-private-community sector, and franchised private sector organizations (privatization with fare deregulation) were failed over time.
2. The presence of mixed land use, high population and employment density, and growing needs of motorized transport use in Pakistani cities shows a potential to establish a multimodal transport system at metropolitan level.
3. Transport investment approaches adopted in Pakistan combine road projects with public transport and non-motorized projects. Therefore, strong economic controls to curb personal motor vehicle ownership and use by means of high taxes, parking costs, and traffic restraints would be required in Pakistani cities.

Latin America Regions

Urban public transport in Latin America and the Caribbean is also predominantly road based. A similar separated road based trunk system has been adopted in Quito, Ecuador. But the full scale of the Curitiba planning approach cannot easily be retrofitted to many cities. Nevertheless, one aspect of the Curitiba approach, the segregated busway is still being pursued, with new busways being introduced in Sao Paulo, and planned in cities like Bogota and Lima. Attempts are now being made in Brazil to develop these on a BOT basis, but so far with little success. Whether maximum peak direction peak hour flows of over 20,000 passengers can be sustained is now beginning to be challenged, however. (Gwilliam, Ken, 2000) and (Filho, et al, 2007)

Brazil

According to (Lindau, et al, 2007), by the end of the 1970's, Brazil was leading the implementation of high-flow bus priority schemes. Busways were introduced in cities like

São Paulo, Curitiba, Porto Alegre, Belo Horizonte and Goiânia under the coordination of a Federal agency.

BRT systems, as opposed to rail-based technologies, have the ability to deliver a high-quality mass transit system within the budgets of even the low income municipalities. It is estimated that only the Brazilian cities with more than 1 million inhabitants present a potential for implementing 590 km of bus corridors. Most of the already existing busway corridors in Brazil need renovation and BRT systems offer the opportunity of increasing transit productivity while overcoming the problems generated by the irrationality of multiple superimposed radial routes converging to terminals located at the city centers. These include the concept of an urban operation – a legally defined set of interventions and projects to be carried out within a specific area – and the issue of tradable certificates of additional building rights in the area. In combination, these mechanisms allow the anticipation of the financial resources required to execute the proposed projects needed to raise property values in the region. (Lindau, et al, 2007)

Bogota, Columbia

Bogotá is undergoing an interesting transformation in the provision of bus-based public transport that makes it appropriate for the purposes of the study. Prior to 1998, bus service was low quality due, among others, to an inadequate institutional arrangement. In this arrangement, bus companies obtained route concessions from the government, but the government did not require the companies to own buses. Individual investors, instead, owned the buses. Bus companies rented out to bus owners the right to operate on the companies' routes. The situation began to change in 1998 when Enrique Peñalosa took office as the city's elected mayor. Peñalosa had plans for transforming the main transportation corridors in the city with a bus rapid transit system known as Transmilenio. (Ardila, Arturo, 2005)

The Transmilenio system seems to be able to offer the quality of service people are looking for.Lleras (2001) cited in (Ardila, Arturo, 2005).

Nonetheless, the Transmilenio system is facing problems as well:

1. The main problem is the high cost of building the new busways. The construction cost of Transmilenio's first phase was close to US$ 5.5 million—excluding the buses. Cost went up for Phase two to close to US$ 17 million. Estimates for phase 3 are higher. The finances of the city government while in good condition are not buoyant enough to afford an increasingly expensive network.
2. One reason why Transmilenio'sbusways cost so much is the current approach in which together with the exclusive lanes for buses the city government undertakes major highway and sidewalk expansion. Indeed, the typical Transmilenio corridor in Phase 2 consists of renewed sidewalks, three or more lanes for general traffic, two exclusive lanes for buses, and the station on the median, after which a symmetric pattern follows.
3. Another problem for Transmilenio is the conflict with the non-Transmilenio bus system. While Transmilenio has reasonable political support, non-Transmilenio actors are gathering power to slowdown or even halt Transmilenio's expansion.
4. Related to the previous point is the lack of sound regulatory framework that will allow STT and Transmilenio Co. to know the responsibility and scope of each agency. Currently, there is an institutional conflict between the two agencies because both can regulate public transportation, both strive for organizational survival, and both have support from their operators. (Ardila, Arturo, 2005)

ISSUES

Sustainability Impact Issues

Development of transport infrastructure such as mass transit systems will affect all elements and components of the development of such regions, the environment, the community and others whether in the form of positive or negative impact. Study on sustainable development in developing countries requires in-depth focus because it has different characteristics from developed countries. For example, in developing countries focus on social aspects, for example focused on efforts to reduce poverty, improve the well-being of communities, improve the regional value, improving accessibility and the cumulative expected to reduce social inequalities, whereas in developed countries focus more on improving safety and public health.

Multi-Faceted Actor In The Public Transport Implementation (Organization And Institutional Issues)

Institutional readiness problem is one of the central issues. How relevant institutional response to global responsibility - transportation and environmental issues that arise knows no bounds - but apply them appropriately in accordance with local issues. Participation of all groups of interest (stakeholders) - government, research institutes and academia, community institutions, law enforcement, the public , professionals and practitioners - need to be improved in the decision-making process. (Sjafruddin,2011)

Some of the actor involved in the organization of mass transportation include :

1. Multi - Actor which is the number of components involved and / or interested in the operation of the transport system such as: users, operators (and/or investor) and the government (regulator)
2. Multi-Level of Authority, that there are some components that have the institutional authority of the executive authority and administrative area, especially in the era of regional autonomy, namely: Central Government, Provincial Government and Regency/City.
3. Multi-Purpose, i.e. every component involved in the implementation of the public transport system has different criteria and objectives - different, so often collide. A comprehensive effort is needed to translate these objectives within the same framework.

Institutional problems also exist in many other countries. Jurisdictional conflicts have bedeviled attempts to develop public transport in multi-municipality city regions like Manila and Caracas, while the fragmentation of responsibility has long been seen to lie at the heart of Bangkok's problems. In many Latin American countries, such as Argentina, Peru and Chile, the Mayor of the capital city is often the second most important political figure in the country, and jurisdictional issues are incidentally the battleground for a wider political conflict. (Gwilliam Ken, 2000)

Need of Public Transport Appraisal in Strategic Level

In developing countries, a fundamental problem in the assessment process not only at the project level, but furthermore that will the needs assessment process at the strategic level of decision making (strategic decision making) which is at the level of programs, plans and policies (program, plan and policy) is especially difficult " to measure and assess the " decision-making at the policy level. Mass transit system study located at a strategic level

because it includes an extensive review, multi- sector and in general may affect the structure of the city as a whole. For the assessment on a strategic level and has become important study which the parameters, criteria and indicators that are different from the assessment at the project level.

The lack of an institutional focus for comprehensive urban transport planning has a number of adverse effects. At the very simplest level there have been quite severe physical conflicts between systems in Bangkok in such matters as providing for traffic to pass from one toll way operator to another or designing grade separations when systems cross. Ad hoc approval of private promoters' schemes has also imposed significant contingent liabilities on governments for interchange and distribution facilities in cities like Manila and Kuala Lumpur. In Kuala Lumpur, for example, the construction of an expressway paralleling the route of the STAR light rail line will further diminish the potential of an already unsuccessful development. (Gwilliam Ken, 2000)

Funding (Budget Constraint) Issues

In many developing countries the need for infrastructure development in public transport infrastructure in particular is very large, but the ability to provide government funding is very limited. Financial and budget constraints in developing countries are huge, that's way priority examination to infrastructure development is urgent and very important.

However, in many developing countries the ability of funding available to meet the needs of transport infrastructure development (as the lead) in accelerating the development is very little. In this case, the implementation of transport policies wherever possible can provide many benefits for both short term and long term as well and have a positive impact for the development of the country as a whole . Of course , the economic principle that the minimum budget expected to get maximum results become the most important principles for the implementation of transport policy in developing countries, especially the lower middle-income (low-middle income countries).

Competition And Regulation Issues

That highlights the fact that many governments still need to be convinced that stability and reliability in public transport service can be achieved in a competitive regime. For that reason, which may not be entirely good, competitively tendered franchising systems, accompanied by the development of associations of independent, informal sector operators into legal associations offer an attractive form of private sector participation for many formerly socialist regimes.

Strategically, the quality of service can be improved and fares reduced through competitive tendering of some routes operated by smaller vehicles may be an important element in convincing governments of the merits of competition. (Gwilliam, Ken, 2000)

CHALLENGES

Adopted from (Gwilliam, Ken, 2000) and from the analysis, there are some challenges in public transport planning and implementation particularly in developing countries:

1. Challenge to reform the political organization. A critical failure of most developing country cities is the absence of adequate mechanisms for achieving spatial co-ordination.

2. Challenge to reform the integrated transport planning. The need to find institutional structures within which a more holistic view can be taken in urban transport planning is critical. Partly that is a matter of ensuring that investment planning takes place within an explicit strategic framework.
3. Challenge for continuing need to develop appropriate pricing and charging devices and financing instruments. That includes the encouragement of road pricing or surrogates such as fuel and vehicle taxation or traffic restraint instruments. It also includes the development of means of handling inter-operator transfer of revenues in predominantly privately supplied sectors.
4. Challenge to connect the matter of industrial structure. Many governments still do not understand, or fully accept, that it is not necessary, and indeed may be positively harmful, to rely on a parasternal supplier as the instrument for the achievement of social objectives in the transport sector.
5. Challenge for competitiveness system design. The danger is that transitional governments suffering from fiscal incapability accept competition only by default, and in its most controlled form of tendered franchising.
6. Challenge to perceive problem of affordability. It has been argued earlier that one of the main reasons for the disastrous declines in public transport has been a failure to recognize some inescapable economic facts about the necessary balance between the costs and revenues of service provision.
7. Challenge to reform the strategic tool for strategic choice, particularly in urban areas. To declare an approach to urban public transport projects/plans as strategic investments requiring a more strategic evaluation is to state the problem, not the solution. As (Newman and Kenworthy, 1999) proposed that must having an adequate appraisal instrument to encompass the long term structural effects of alternative structures, and hence to identify the real opportunity costs of the strategic decisions.

CONCLUTION

Development of mass transportation system is one of the logical things needed in tackling problems of urban transport, especially in metropolitan areas in many developing countries. However, it is not easy and has a lot of without constraints, developing countries encounter many problems. So, implementation of mass transit systems in developing countries requires strong political will and hard work to overcome all the problems and realize sustainable development. This is ultimately expected to improve people's welfare.

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