Institutional structure
Design and implementation of an organized bus system incorporates overlapping topics from three sides:

- Technical
  - Financing and infrastructure, equipment and operation
    - Credits multilateral banks, government, private participation
    - Defining user fare
  - Agencies and Current regulation mechanisms
  - Role of public and private stakeholders
  - Participation of existent providers
  - “Businessization” of the sector

- Economic
  - User-oriented organization
  - Similar cost than that of traditional offer
    - With substantial improvements in service quality (time, comfort, safety)

- Institutional
  - Selection of adequate technologies
    - Infrastructure (roads, stations, terminals, depots)
    - Vehicles
    - Fare collection
    - Central control

Key topics

Slides developed originally by Dario Hidalgo
The central challenge is to ensure that system benefits the system brings are distributed among system users.

**“Traditional” System**

- Low entrance barriers
- over-supply
- ineffectiveness / overcosts
  - Losses
  - Incapacity to invest
- Low prices
  - Bad service
  - Travel times
  - Safety

**Structured model**

- Competition for the market
- Regulated supply
- Efficient operation
- Objective level of service
- Rentability
- Low prices

Slides developed originally by Dario Hidalgo.
In the institutional aspect, the challenge is to generate capacity to work effectively upon a non-regulated market

- Design good contracting instruments
  - Align economic incentives with city’s objectives
  - Build balanced relationships between public and private agents
- Build institutions
  - Assign responsibilities minimizing risks or conflicts of interest
  - Develop capacity in public institutions to comply with their tasks
- “Businessize” the sector
  - Promote the search of operative efficiencies
  - Facilitate access to capital sources (and reduce capital cost)
Institutional Level of public involvement

Levels of private involvement

- **Fare**
  - Free
  - Controlled

100% private

La Paz
Lima
Colombia
Santiago
Buenos Aires
Sao Paulo
Lima
SITMs
Curitiba
Quito
(Cosac 1)

Traditional models in developing countries

Decentralized control (Routes)

Central control (Corridors)

Slides developed originally by Dario Hidalgo
Assignment of financial responsibility between Public and Private Sectors

<table>
<thead>
<tr>
<th></th>
<th>Curitiba URBS</th>
<th>Bogota TransMilenio</th>
<th>Santiago TransSantiago</th>
<th>TransJakarta</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bus Procurement</td>
<td>Private</td>
<td>Private</td>
<td>Private</td>
<td>Public (Phase I)</td>
</tr>
<tr>
<td>Bus Operations</td>
<td>Private</td>
<td>Private</td>
<td>Private</td>
<td>Private</td>
</tr>
<tr>
<td>Fare Collection</td>
<td>Public</td>
<td>Private</td>
<td>Private</td>
<td>Private</td>
</tr>
<tr>
<td>Trust Fund</td>
<td>Public</td>
<td>Private</td>
<td>Private</td>
<td>Public (gen.govt revenue)</td>
</tr>
<tr>
<td>Control Center</td>
<td>Public</td>
<td>Public</td>
<td>Private</td>
<td>Public</td>
</tr>
<tr>
<td>Operational Planning</td>
<td>Public</td>
<td>Public</td>
<td>Private</td>
<td>Private (?)</td>
</tr>
<tr>
<td>Setting the Fare</td>
<td>Public</td>
<td>Public</td>
<td>Public</td>
<td>Public</td>
</tr>
<tr>
<td>System Design</td>
<td>Public</td>
<td>Public</td>
<td>Public</td>
<td>Public</td>
</tr>
<tr>
<td>Service Standards</td>
<td>Public</td>
<td>Public</td>
<td>Public</td>
<td>(none)</td>
</tr>
</tbody>
</table>
### Institutional: Define economic compensation schemes and penalties

<table>
<thead>
<tr>
<th>Stakeholder payment</th>
<th>Curitiba: Integrated transport network</th>
<th>Bogotá: Transmilenio</th>
<th>Santiago: Transantiago</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Buses</strong></td>
<td>Per traveled kilometer</td>
<td>Proportional to traveled kilometer</td>
<td>Per passenger</td>
</tr>
<tr>
<td><strong>Fare collection</strong></td>
<td>Charged to the manager’s participation</td>
<td>Per passenger</td>
<td>Percentage of revenue</td>
</tr>
<tr>
<td><strong>Control Center</strong></td>
<td>Charged to the manager’s participation</td>
<td>Charged to the manager’s participation</td>
<td>Per passenger</td>
</tr>
<tr>
<td><strong>Finance management</strong></td>
<td>Charged to the manager’s participation URBS</td>
<td>Contracted fiduciary with payment proportional to revenue</td>
<td>Charged to the fare collection operator AFT</td>
</tr>
</tbody>
</table>
Institutional Organization…

- Clear definition of the roles of private and public parts
- Mission and Responsibilities of the parts
- Links among parts
- Public and Private parts limits
The most successful experiences have created and structured a decentralized public entity to manage the BRT system.

**New public entity characteristics:**

- It provides the public transportation service by mixed operation – public / private
- It has the following responsibilities:
  - Plans
  - Regulates
  - Controls
  - Sanctions
- It will operate using state of the art technology
The new public entity will be responsible for 7 basic processes:

- Determination of Policies, Plans and Programs
- Management of contracts with operators
- Supervision
- Evaluation of the operation
- Regulation
- Internal programs and administration
- Solution of Controversies
Advantages of creating a decentralized public entity for the management of the BRT system

- **Legal autonomy**
- **It manages its own budget**
- **Financial sustainability**

**Public Entity**
- Manages
- Plans
- Controls
- Supervises

**Financial Institutions**
- Financing the system
- Managing the trust fund

**Concessionaires - Operators**
- Owners of the equipment
- Operate the equipment
- Fleet operators – get paid by km
- Fare collection operators – paid by % of fare

**Users**
- Users
Considerations when deciding administrative control

- Does an existing Agency have the technical capacity to handle it
- Can they quickly hire and fire qualified staff and consultants
- Is there a conflict of interest (does the agency make revenue from current route allocation?)
- Legal simplicity: How hard is it to create a new independent agency?

TransMilenio was an office under the Mayor that became a powerful independent entity. It intentionally bypassed Dept. of Transportation due to conflict of interest and corruption problems.

TransJakarta is under the power of the Department of Transport. PT TransJakarta has very limited powers. (No independent source of revenue, no planning authority. Technical problems and transparency problems resulted.
An institutional model is defined in which the “rules” are defined for multiple participants in the system.

<table>
<thead>
<tr>
<th>Agent categories</th>
<th>Main cost factors</th>
<th>Main function</th>
<th>Suggested payment and calculated monthly</th>
<th>Incentives</th>
<th>Economic offer</th>
<th>Implementation risk mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bus operators</td>
<td>Number of buses</td>
<td>Achieve operation tables</td>
<td>f (kilometers traveled)</td>
<td>Penalties / bonuses to the best (% to fare stabilization fund)</td>
<td>$/Km.</td>
<td>Easiness of payment offered by the authority due to delay of infrastructure</td>
</tr>
<tr>
<td></td>
<td>Number of Km</td>
<td>Abide fare limit</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fare collection</td>
<td>Number of stations</td>
<td>Sell payment means Validate entrance-exit</td>
<td>f (number of passengers + number of fixed and mobile stations)</td>
<td>index of user satisfaction (penalty fund is applied to stabilization applies to fare stabilization)</td>
<td>$ per passenger</td>
<td>Compliance document To beneficiaries and other members of consortium</td>
</tr>
<tr>
<td></td>
<td>(Bus equipment) number of passengers</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Control</td>
<td>Number of buses</td>
<td>Program operation f (demand, number of buses, number of Km) dispatch and supervise</td>
<td>f (passengers)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Number of Km</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Slides developed originally by Dario Hidalgo
An institutional model is defined in which the “rules” are defined for multiple participants in the system.

<table>
<thead>
<tr>
<th>Agent category</th>
<th>Main cost factors</th>
<th>Main function</th>
<th>Suggested payment and calculated monthly</th>
<th>Economic offer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial management</td>
<td>Fixed (% of total)</td>
<td>Administer payments</td>
<td>% income (curve)</td>
<td>%</td>
</tr>
<tr>
<td>Public entity</td>
<td>Fixed (size of the system, number of buses, number of stations)</td>
<td>Determine standards; Supervise contracts; plan system; Maintain infrastructure; clean stations; guard</td>
<td>% income</td>
<td></td>
</tr>
</tbody>
</table>

Slides developed originally by Dario Hidalgo.
Capacity to fix prices and risk distribution associated to these “rules” is key to the economic viability of the project.

### Reference costs of supplies

**Fare formula**

**Technical fare (automatic)**

### Fare to user

<table>
<thead>
<tr>
<th></th>
<th>Fixed by authority</th>
<th>Fixed automatically</th>
<th>Scheme of fare maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Risk to authority</strong></td>
<td>That the user fare doesn’t cover costs</td>
<td>The fare may be suboptimal - commercial risk</td>
<td>Risk to operators is transferred</td>
</tr>
<tr>
<td><strong>Private reception</strong></td>
<td>Risk of political capture</td>
<td>Low flexibility to compete with other operators</td>
<td>Potential difficulties to achieve consensus in the consortium - would end up in top</td>
</tr>
<tr>
<td><strong>Legal viability</strong></td>
<td>questionable</td>
<td>Clear</td>
<td>Clear</td>
</tr>
</tbody>
</table>

Slides developed originally by Dario Hidalgo
Another key element of institutional design: how to distribute system income

Advantages
- Agents work in solidarity to maximize total income and therefore their participation
- Facilitates getting credit for private agents
- Makes management of the authority independent
- Facilitates the creation of guarantees
General operation

Public Entity

- Plans
- Supervise and authorizes payments

Trust Fund – Fiduciary

Surveillance

Infrastructure
Maintenance

Fare collection operators

Fleet operators

Fleet financing payments
Relation with fleet operators

Public entity
- Plans operation
- Supervises operation
- Assures high performance
- Determines payments to fleet operators – bonuses - sanctions

Trust Fund
- Monthly payments

Fleet operators
- PPK – sanctions + bonuses

Source: Modelistica
Fare collection operators transparent

**Public entity**
- Supervises operation
- Assures performance
- Determines payments to fare collector

**Operadores de Recaudo**

**Trust fund**
- Authorizes payment to fare collection operators – sanctions for poor performance
- Payment: % of fare collection - sanctions
- Deposits money collected in the trust fund
Infrastructure maintenance

Public Entity

- Supervises operation
- Assures performance
- Determines payments

Trust Fund

- Monthly payments – sanctions

Infrastructure Maintenance

- Authorizes payments - sanctions
Trust fund - Fiduciary contracts

Public Entity

Contingency and Reserve Funds

Trust fund

Companies
Current Rea Vaya Structure

- Mayor
  - MMC for Transport
    - Johannesburg Roads Agency (JRA)
    - Transportation Department
    - Saha: IT Advisor and Interim Fare Collection
    - Questek Operational Control
    - Automatic Fare Collection
  - MMC for Development Planning and Urban Management
    - Johannesburg Development Agency (JDA)
    - Rea Vaya Project
    - Stations and road works
    - SPV/Bus Operating Company
  - MMC for Finance and Economic Development
    - Metropolitan Trading Company (MTC)
    - Facilities and Property Solutions
    - DCI
    - Mmaphaku Cleaning
Infrastructure (Public)
- Corridors
- Stations
- Garages
- Complementary Infrastructure

Fare (Private)
- Equipments
- Smart Cards
- Trust Fund

Operation (Private)
- Multiple Companies on each trunk line.
- Buses
- Employees
Estructura General de MEGABÚS

- NACIÓN
  - Convenio Municipios
    - Para construir Infraestructura

- AMCO
  - Convenio Interadministrativo

- MEGABÚS
  - INFRAESTRUCTURA
    - Corredores Troncales
    - Vías para Alimentadoras
    - Intercambiadores
    - Estaciones

  - OPERACIÓN
    - INTEGRA
      - CUENCA DQS
    - PROMASIVO
      - CUENCA CUBA
      - Servicio
        - Buses Articulados
        - Buses Alimentadores
        - Chatarrización
        - Construcción de patios

  - RECAUDO
    - RECISA
      - Recaudo de Dinero de Pasajes
      - Plataforma tecnológica
      - Tarjetas sin contacto
      - Cámaras de T.V
      - Equipos de Control
Institutional Structure

The project is fully privately operated, under control and oversight by the special purpose agency Megabús S.A. incorporated by the Municipalities of Pereira and Dosquebradas. The decision was to tender bus operations, with preferences given to the existing companies in the awarding mechanism. Existing concessionaires formed an association (Asemtur) to negotiate with the authority, under fear of being displaced or otherwise affected. Late in the tendering process, an opportunity was given for groups of vehicle owners, to enter the competition.

One important aspect was the delegation of the transport authority to AMCO, which required a approval of the Ministry of Transport. Normally, this type of delegation to a regional body is difficult in the municipal structure of Colombia, where each municipality has the authority to manage transport and traffic within its jurisdiction. AMCO was the leader during early planning and feasibility studies of the project, and the team formed there later became the basis of the Megabús S.A. staff. Moreover, some professionals of AMCO later worked with the consultants and the operators on the preparation of the project.
Concesionario del SIUR
Concesionario de Patios y Talleres
Fiducia
Entidad Gestora Metro Cali S.A.

GIT Masivo 25%
B&N Masivo 22%
ETM 20%
UNIMETRO 18%
5 Concesión 15%

Gestión y Control de la Operación
Recaudo
Redes de Comunicaciones
Seguridad del Sistema
Información al Cliente

Sistemas Complementarios:
• Camperos.
• Sistema de Cable
• Otros.
Planning, control and supervision

System planning, control and supervision were assigned to a new autonomous agency created under the Secretary of Transport and Mobility. Metrobús was created in March 16th, 2006 and then mainly staffed with members of the implementation team and professionals from RTP. Control is centralized, using automatic vehicle location. Operational planning is performed with advanced tools. The operation of the corridor is simple with only two circuits (one long 40 km circuit and one short 20 km circuit in the northern section). There seems to be little interest for experimentation with flexible operations to increase capacity and level of service without necessarily increasing the bus fleet (Interviews, 2006).

Technical aspects were discussed thoughtfully: type of busway, stations, buses; level of demand, required supply; technical details of the busway; pavement structure, and physical design of stations and terminals. The retained consultants and the implementation team were, however, not very experienced in high capacity bus operations (Interviews, 2006). Decision making was eased with the participation of internationally experienced professionals that provided technical advice (from Brazil and Colombia). Some details still need improvement (see following sections), but the key elements are in place to provide high capacity operations.
Institutional Issues

The Mexico City arrangement with mixed operators (public, private) and public oversight is very challenging, bringing opportunities and risks. The participation of a large public company with operational “know-how” has been helpful, as it has helped the newly created CISA with training and a point of comparison (Interviews, 2006). It has also provided operational experience to Metrobús, with key staff coming from RTP. Nevertheless, being of distinct type may cause differential treatment between the two operators. Moreover, both companies (RTP and Metrobús) are part of the government structure of the Federal District and both hierarchically depend of the Head of Government.

The private operator CISA is a mixed entity. It works as a cooperative, where the shareholders distribute revenues from the system on a month-by-month basis, and not yet as company, where shareholders distribute net revenues after a whole year. They are in the process of organizing themselves with the purpose of becoming operators of other corridors (some shareholders have concessions on other routes), or at least, provide advise and know-how to other operators.
Estructura empresarial atomizada del sistema antes de Transantiago.

- 8400 buses
- Promedio de 1,5 buses por empresario.
- Renta presunta.
- Pago conductor por boleto cortado.

Coordinador Transantiago
Autoridad designada por el ministro y ratificada por la Presidenta de la República a cargo de coordinar a todas las entidades públicas y privadas

Unidades asesoras de apoyo transversal
En las áreas jurídica, financiera, de desarrollo organizacional y comunicacional

Coordinación Técnica
Unidades responsables de diseñar los recorridos, establecer las paradas, informarlas al usuario y velar por la tecnología y la calidad de servicio

Coordinación de Contratos
Unidades administradoras de los contratos a cargo e la comunicación oficial con los operadores cuya tarea es el mejoramiento permanente de los contratos.

Coordinación de Recursos
Unidades a cargo de abastecer a la organización de recursos financieros, humanos y tecnológicos.
Guayaquil - Metrovía

<table>
<thead>
<tr>
<th>Rama Operativa</th>
<th>Descripción</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fiscalización de la Operación</td>
<td>Operador de la distribución de pagos</td>
</tr>
<tr>
<td>Integrador Tecnológico y Operador del Sistema de Recaudo (ITOR)</td>
<td>Operator del Servicio (Transportes)</td>
</tr>
<tr>
<td>Mantenimiento y seguridad</td>
<td>Publicidad</td>
</tr>
<tr>
<td>Limpieza</td>
<td></td>
</tr>
</tbody>
</table>
Institutional Structure

The project is fully privately operated, under control and oversight by the special purpose agency “Fundación Municipal de Transporte Masivo Urbano de Guayaquil”. This foundation is a public entity, but operates under private sector rules. Members of the “Fundación” Board are the Municipality, the Civic Board of Guayaquil, the Traffic Commission of Guayas, the Chambers of Commerce, Industry and Construction, the Universities, the Private Banks Association, the City Council and the Urban Transport Federation.

The purpose of such an agency, with strong participation of private sector representatives in the Board of Directors, is to assure independence, efficiency and sustainability of the transport system over the years. The political tradition of constant changes in the National Government and the fear of changes in political leadership in the city, were the main drivers to create the “Fundación”.

This type of agency has a good tradition in the city of Guayaquil in the last decade, where the most relevant projects have been managed through this type of arrangement: the Guayas Leevy (Mallecon 2000), regeneration of the city center (Siglo XXI), the long distance bus terminal (Terminal Terrestre), the international airport terminal (Autoridad Aeroportuaria), the civil registrar (Registro Civil) and the citizens safety program (Corporación para la Seguridad Ciudadana).

Another institutional decision was the type of contract. At the beginning a concession was discussed, but the decision was to bid the project operation under service provision contracts to allow for maximum participation of existing operators. Existing service providers formed two blocks to interact with the municipality (delegated to Mayor’s Adviser Federico von Buchwald). Under the leadership of the Mayor himself, the two groups joined to present a single proposal to the city. At the end, there was no competition in the bidding process.
FUNDACION MUNICIPAL DE TRANSPORTE MASIVO URBANO DE GUAYAQUIL-METROVIA

- ENTE ENCARGADO DE REGULAR, CONTROLAR, Y SUPERVISAR TODA LA OPERACIÓN DEL SISTEMA. CONTRATA LA OPERACIÓN DE TODOS LOS SERVICIOS, OPERACIÓN DE TRANSPORTE, ITOR (INTEGRADOR TECNOLOGICO-OPERADOR DE RECAUDO, FIDEICOMISO, AUDITORIA (FISCALIZACION), SEGURIDAD, LIMPIEZA

DIRECTORIO

- LA FUNDACION ESTA CONSTITUIDA POR UN DIRECTORIO (8 MIEMBROS):
- PRESIDENTE DE LA FUNDACION (DELEGADO DEL ALCALDE)
- DELEGADO DE LA JUNTA CIVICA DE GUAYAQUIL
- DELEGADO DE LA COMISION DE TRANSITO DEL GUAYAS
- DELEGADO DE LAS CAMARA DE COMERCIO, INDUSTRIA Y CONSTRUCCION DE GUAYAQUIL
- DELEGADO DE UNIVERSIDADES DEL GUAYAQUIL
- DELEGADO DE ASOCIACION DE BANCOS PRIVADOS DE GUAYAQUIL
- DELEGADO DE FEDERACION DE TRANSPORTISTAS URBANOS DE GUAYAQUIL
- DELEGADO DEL CONCEJO CANTONAL

- EL TOTAL DE FUNCIONARIOS QUE TRABAJAN EN LA METROVIA SON 12
Leon, Mexico (from Hidalgo)

**Institutional Structure**

The project is fully privately operated, under control and oversight by the municipality. The decision was to keep existing concessionaries, under a transformed structure, as operators of the reorganized system. Existing concessionaries formed a block to interact with the authority, under fear of being displaced or negatively affected. It was necessary to create a local public institution for planning, regulation and control: the Directorate of Transport.
Ahmedabad - Institutional Framework

- The Ahmedabad Municipal Corporation is the lead implementing agency of the project.
  - Public Transport is a discretionary function of the municipal corporation
  - Ahmedabad Municipal Transport Service (AMTS) - offering public transport service since six decades
  - BRT services will be offered as coordinated service with the existing AMTS services.

- Special Purpose Vehicle (SPV):
  - The SPV includes AMC, AUDA, State Departments and Central Government Ministry and subject experts and institutions with expertise in the field.
  - planning of services, selection of operators, monitoring of service quality, fare revisions, coordination with relevant departments and future BRTS system expansion plan.

- Bus Procurement and Operations: Bus procurement will be through private participation. Operations on Kilometer Scheme/Wet Lease is considered.

- Ticketing System: Off-board, Integrated, Use of Smart Cards, Through Contracts

- Maintenance of Bus Facilities: Through Contracts

- Fare Revision: Regulator proposed by the State

- Service Monitoring: Periodic demand assessment, Services planning and Service quality monitoring will be obtained from CEPT/Gujarat Urban Institute, IIM and such other institutions.
Regulatory powers of the SPV in relation to AMTS

- Power to define the bus routes within the BRTS system
- Power to relocate AMTS-registered buses in the BRTS zone of influence
- Issue contracts to private operators and penalize them
- Parking along the corridors?
- Enforcement of the exclusivity of the bus corridor? Enforcement camera on bus?
Indore SPV

Chairperson - Mayor of Indore City
Vice Chairperson – Chairperson of IDA
Exec. Director - Collector of Indore
Municipal Commissioner
CEO IDA
Joint Collector Indore as Chief Executive Officer
ICTSL

ICTSL
Board of Directors
Executive Director

Bus Operators
- Bus Operation
- Maintenance

Service Providers
- Passes
- Advertisement
- GPS/PIS

ICTSL Support
- Transport Infrastructure
- Bus Depot
Planning, Management, Control and Monitoring (Public)

- Fixation of fares/tariff
- Monitoring quality of service
- Setting standards
- Ensuring adherence to Standards
- Ensuring adherence to environmental standards
- Network and route design
- Identification of demand
- Franchising/route allocation
- Planning and provisioning of services
- Contract monitoring

Infrastructure (Public)

- Passenger Information System
- Data collection and management
- Dispute resolution
- Management of common infrastructure
- Public relations
- Security services
- Management of common ticketing facilities
- Management of revenue sharing arrangement between operators

Vendors

- Pass
- Advertisement
- GPS/PIS
- Maintenance

Bus Operator

Operation (Private)

- Operators with multiple routes
- Buses, Employees

Fare Collection (Private)

- Equipments (ETM)
- Smart Cards

Indore - Responsibility sharing
Madhya Pradesh SPV

Government of Madhya Pradesh

Chairperson - Mayor of City
Vice Chairperson – Chairperson of Development Authority
Exec. Director - Collector
Municipal Commissioner
CEO of Development Authority
Joint Collector or other officer of same rank as CEO of SPV

Board of Directors

Chief Executive Officer

Bus Operators

Bus Operation
Maintenance

Service Providers

Passes
Advertisement
GPS/PIS

SPV Support

Transport Infrastructure
Bus Depot
Shanghai

LEVEL

STRATEGIC DIRECTION

Vice Mayor

PLANNING & POLICY

Planning Administration Bureau (PAB)
Public Security (PSB)
Urban and Suburban Construction (CAC)
Transport Planning / Operations / Regulation (UTAB)

EXECUTIVE DEPARTMENTS

Traffic Police
Traffic Aids & Control
Vehicle & Driver Licensing
Roads & Traffic Infrastructure Agency (RAB)
Planning & Regulatory Departments
Road PT
Ferry
Metro
Trucks
Taxis

TECHNICAL SUPPORT

Planning (SCCTPI)
Traffic Engineering Design (SMEDI)
<table>
<thead>
<tr>
<th>City</th>
<th>Name of Authority</th>
<th>Governing Body</th>
<th>Constituent Local Government Units</th>
<th>Public Transport Functions</th>
<th>Infrastructure</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Planning</td>
<td>Regulation</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>London</td>
<td>Transport for London</td>
<td>Appointed Expert Governing Board</td>
<td>Boroughs</td>
<td>☑️</td>
<td>☑️</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>☑️</td>
<td>☑️</td>
</tr>
<tr>
<td>Manchester</td>
<td>Greater Manchester Passenger Transport Authority</td>
<td>Elected Representatives of constituent Councils</td>
<td>10 District Councils</td>
<td>☑️</td>
<td>☑️</td>
</tr>
<tr>
<td>Paris region</td>
<td>Syndicat des Transports d’Ile de France</td>
<td>Council of representatives of central, department and region govt.</td>
<td>Departments and Region</td>
<td>☑️</td>
<td>☑️</td>
</tr>
<tr>
<td>Lyon (French provincial model)</td>
<td>Urban Transport Perimeter (PTI)</td>
<td>Association of constituent town councils</td>
<td>25 town councils</td>
<td>☑️</td>
<td>☑️</td>
</tr>
<tr>
<td>Frankfurt</td>
<td>Rhein-Main-Verkehrsverband GmbH</td>
<td>Supervisory Board Representatives of constituent cities districts and state</td>
<td>11 cities, 15 districts, State of Hessen</td>
<td>☑️</td>
<td>☑️</td>
</tr>
<tr>
<td>Singapore</td>
<td>Singapore Land Transport Authority</td>
<td>Appointed Board of Directors</td>
<td>No local governments</td>
<td>☑️</td>
<td>☑️</td>
</tr>
<tr>
<td>Metro Manila</td>
<td>Metro Manila Development Authority</td>
<td>Metro Manila Council of constituent Mayors</td>
<td>13 cities, 4 municipalities</td>
<td>☑️</td>
<td>☑️</td>
</tr>
<tr>
<td>Hong Kong</td>
<td>Transport Bureau and Transport Department</td>
<td>Appointed Transport Advisory Committee</td>
<td>No local governments</td>
<td>☑️</td>
<td>☑️</td>
</tr>
</tbody>
</table>
Members of the RMV
(The Rhine Main Transport Association)

27 partners constitute the RMV Supervisory Board, thereof

- 15 rural districts
- 4 large cities (e.g. Frankfurt)
- 7 medium-sized towns
- the federal state of Hesse
  - 368 Local authority districts within the RMV area
  - 153 Transport companies
  - 112 tariff systems harmonised and integrated

*PTA = Public Transport Authority*
The members of the RMV Supervisory Board decide on the following matters:

- tariff offers and ticket prices
- the quality and extent of regional services
- the business plan of the RMV