

Dialogue-oriented Policy Making Process

- In the Process of Seoul Bus System Reform -

Presented by Sun Gu Jeong

Director-General of Transportation
Seoul Metropolitan Government

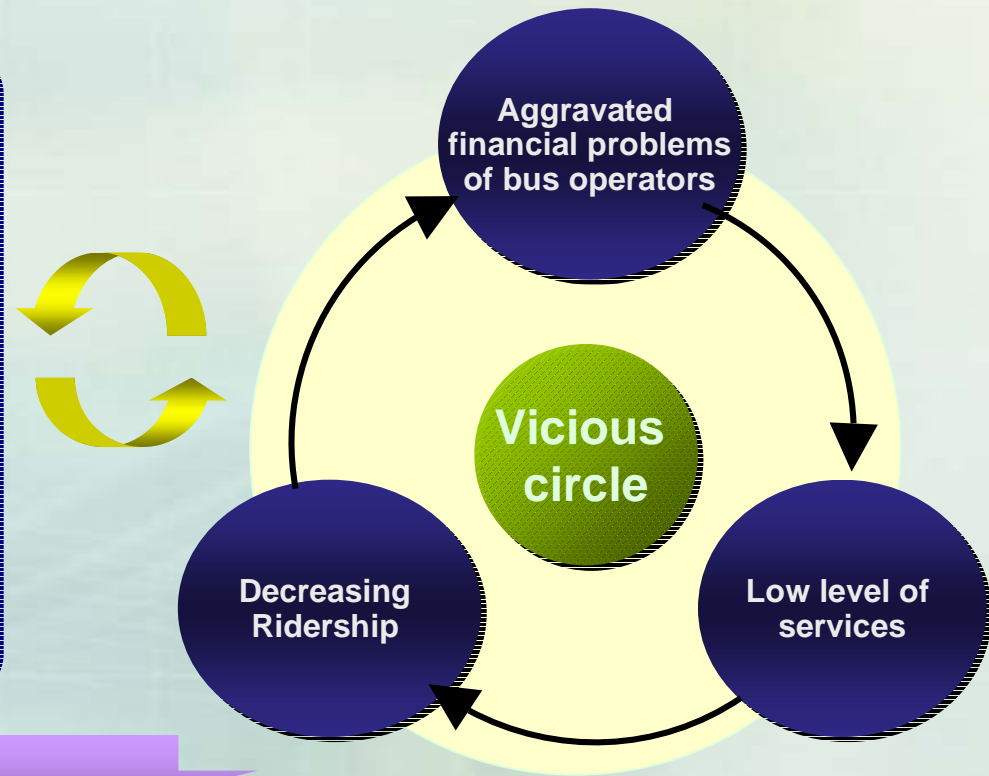
Contents

- Background
- Bus System Reform
- Role of Stakeholders
- Citizens' Committee for Bus System Reform
- What we have learned

Background

Problems in Old Bus System

- Circuitous & overlapping routes
- Unprofitable bus operations and low level of service
- Careless driving and illegal operations



2004.7.1
Seoul Bus System Reform

Bus System Reform

- Introduction of “quasi-public bus system”
 - **Public control over routes and schedules**
 - **Guaranteeing proper revenues to bus companies**
- Reorganization of bus service lines
 - **Reorganized into trunk and feeder lines**
 - ▶ **Four types : Trunk (Blue), Feeder (Green), Circular (Yellow), Inter-regional (Red)**
- Scientific bus operation management through IT
 - **Single unified distance-based fare system by smart card technology**
 - **Bus Managements System(BMS) with Global Positioning System**
- Traffic Infrastructure Rebuilding
 - **Expansion of exclusive bus lanes → Improving reliability and punctuality**
 - **Public bus depot and transfer centers → Efficient bus operations**

Role of Stakeholders

1. Conflicts of interest

Pro

- Seoul Metropolitan Government
- Bus Industry
 - Unprofitable operators
(70% of all operators)
- Non-governmental organizations
- Transportation experts



Con

- Labor union
 - Worrying about unemployment
- Bus industry
 - Profitable operators
(30% of all operators)
- Citizens who drive passenger cars

Role of Stakeholders

2. Toward consensus`



- Agreement on Seoul Bus System Reform
 - ▶ On February 2004, the city government and representatives of bus operators had agreed on the “Seoul Bus System Reform”
- Aggressive mediation by the Citizens’ Committee for Seoul Bus System Reform
 - ▶ Drawing consensus among bus operators, labor unions, citizens and the city government

Roles of Stakeholders

3. Roles and positions

● Mayor's leadership

- Recruiting experts from private sectors
- Steadfast stance toward the bus reform

● Researchers and experts

- Valuable consulting of professional experts in public transport fields
- Theoretical and technical supports from research groups in private sectors

● Operators and labor unions

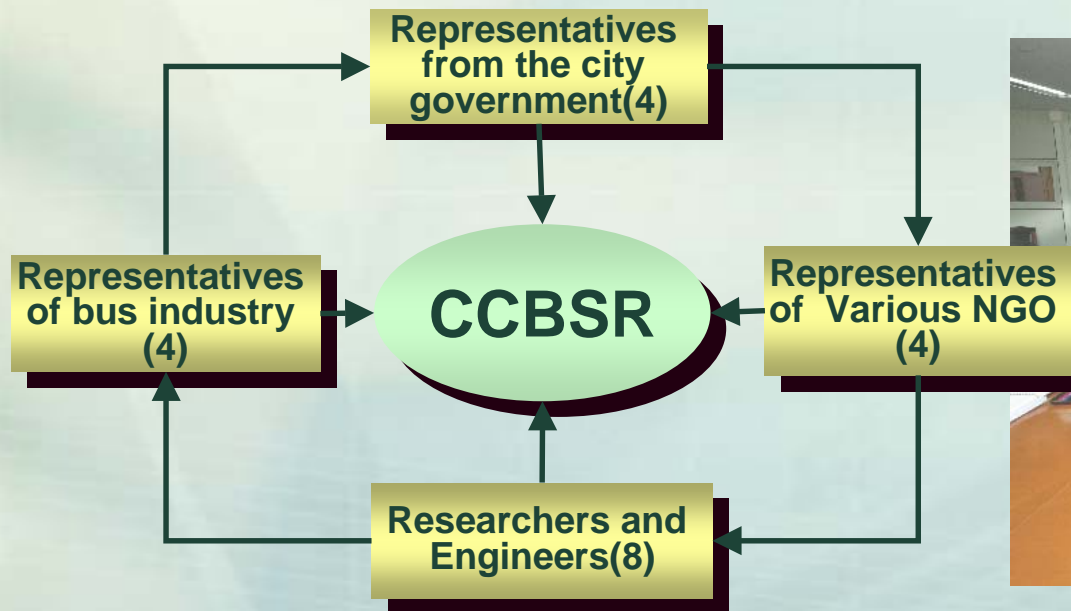
- Getting a guarantee for proper revenues
- Expecting better working conditions

● Citizens as consumers

- At the earliest stage, worrying about socio-economic loss
- Favorable acceptance of the bus system reform

Citizens' Committee for Bus System Reform(CCBSR)

Organization



- Non-governmental organization for Seoul Bus System Reform only
- Consists of 20 representatives from NGO, experts, bus industry, labor union and the City Government

Citizens' Committee for Bus System Reform

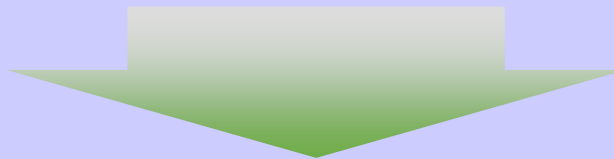
Decision Making Process

- Dialog-oriented decision making
 - ▶ **Top-down process** ➡ **Dialog-oriented process**
- Consensus-based decision making
 - ▶ **Decision through majority vote** ➡ **Consensus-based decision**
- Active participation of related parties
 - ▶ **Passive participation** ➡ **Active participation of stakeholders**

Citizens' Committee for Bus System Reform

Major Roles

- Networking and harmonizing stakeholders and related parties
- Locating bus reform issues and agendas
- Reviewing bus system reform programs and menus
- Continuous monitoring over the bus reform process



Propulsive engine for Seoul Bus System Reform

What we have learned

- Consensus through Urban governance system
 - ➡ The citizen's committee as a mediator in conflicts of interests

- Enhancing the efficiency of city management through information technology
 - ➡ Smart and transparent management through information technology

- Pro-reform leadership of the Mayor of Seoul
 - ➡ Steadfast stance during the whole process of the reform`