

# Workshop 2a. Bus/coach and general public transport - Competitive tendering and other forms of contracting-out: institutional and contract design and performance measurement

**Chair:** [Professor Rico Merkert](#)

**Rapporteur:** [Maria Melkersson](#)

This workshop builds on Workshop 2 of Thredbo 14 and several previous workshops looking at the introduction of, and continued use of, competitive tendering and other types of contracting-out as a way to introduce more competition in public transport services.

In several countries, the significant efficiency-gains of tendering are things of the past, with authorities and operators facing the challenge of keeping a tendered regime meaningful in the long run in mature markets. Understanding both which factors make procurement successful, and which make them fail are subjects of this workshop. These factors include choices and practices in contract design, performance measures and indicators (KPIs), incentive and penalty regimes, benchmarking and the distribution of risks of operation.

The relation between the authority and the operator is of particular interest, including how to implement strong public transport in weak institutional frameworks. Some focus should be given to regulating, managing and developing the informal and paratransit sector; including guiding it to improved service, safety and organization. Developing appropriate means of procurement, contracts and payment structures in context of inexperienced transport agencies and uncertain finances is of interest.

Further, the potential and experiences of hybrid regimes, for example applying both tendering and direct award, other types of performance-based contract regimes, and deconstructing the governance elements and their effects on performance are also relevant, as well as the costs of tendering in terms of switching operators or transaction costs of the tendering process.

The workshop encourages papers on all these topics both from mature and new markets and representing different institutional settings.

## Workshop 2a. Plan

The presenting author is shown in underlined font. The number in square brackets [0] refers to the number of the electronic paper file.

\*Author assigned to another workshop, attending this session only.

Monday 14 August		
Workshop session I		Joint session (Workshops 2a and 2b)
13:30	Introduction: Forms of contracting-out including hybrid models; Refining the contracting-out process; Relations between stakeholders; The dynamics of competitive tendering; The peculiarities of different modes.  <b>Introductory Papers:</b>	
14:00	Stephanie Lotshaw, Paul Lewis, David Bragdon and <u>Zachary Accuardi</u>	Competitive tendering to improve transit service quality: comparative case studies in Europe and North America [5]
	<u>Christoph Schaaffkamp</u>	Do direct awards lead to a better public transport? [100]
	<u>Fabio Hirschhorn</u> , Wijnand Veeneman and Didier van de Velde	Experts' inventory and rating of core performance indicators and organisational features in public transport: a global Delphi survey [154]
15:00	<i>Afternoon tea</i>	
Workshop session II		
15:30	Jørgen Aarhaug, Nils Fearnley, <u>Fredrik Alexander Gregersen</u> and Robert Bjørnøy Norseng	Looking back at 20 years of competitive tendering in the Norwegian bus industry – explaining cost increases and reduced competition [83]
	<u>Helene Lidestam</u> , <u>Carolina Camén</u> and Björn Lidestam	Evaluation of costs drivers within public bus transports in Sweden [84]
	* <u>Andreas Vigen</u>	How many want to drive the bus? Analyzing number of bids in public transport bus tenders [93]
	<u>Roger Pyddoke</u> and Hanna Lindgren	Outcomes from new contracts with “strong” incentives for increasing patronage in bus transport in Stockholm [185]
16:50	<i>Short break</i>	
Workshop session III		
17:00	<u>Ian MacDonald</u>	Public transport - an essential service? [3]
	<u>Caroline Fabianski</u>	Partnering for quality and performance: a standpoint for enhanced services [112]
	<u>Rico Merkert</u> , Corinne Mulley and Md Mahbulul Hakim	Trade-offs between transaction cost, operation cost and innovation in the context of procurement and asset specificity – the example of the BRT bus industry [73]
18:00	<i>Close</i>	
Tuesday 15 August		
Workshop session IV		
09:00	<u>Philipp Wegelin</u>	Is the mere threat enough? An empirical analysis about competitive tendering as a threat and cost efficiency in public bus transportation [117]
	<u>Jackie Walters</u>	The potential cost implications of public transport contract risks: the views of bus operators in South Africa [39]

	Sebastián Tamblay, <u>Marina Dragicevic</u> , Antonio Gschwender and Juan Carlos Munoz	Urban bus contract risks, an analysis based on Transantiago's latest and upcoming reforms [33]
10:30	<i>Morning tea</i>	
<b>Workshop session V</b>		
11:00	<u>Jordi Rosell</u>	Urban bus contractual regimes in small- and medium-sized municipalities: competitive tendering or negotiation? [12]
	<u>Mathetha Mokonyama</u> and Christo Venter	Financial implications of specifying service quality in public transport service contracts with a large captive user base – the case of South Africa [57]
	Puay San Goh and <u>Swee Alison</u>	Singapore's experience with transition to bus contracting model [19]
12:30	<i>Lunch</i>	
<b>Workshop session VI</b>		
13:30	<u>Tatenda Mbara</u> and Smart Dumba	An analysis on institutional preparedness to bus route tendering in the context of a fragmented liberalized market: case study of Harare, Zimbabwe [15]
	<u>Alexander Ryzhkov</u>	Local public transport in Russia: regulation, ownership and competition [11]
	<u>Malin Aldenius</u>	Introducing renewable fuel in public bus transport – challenges and opportunities [165]
15:00	<i>Afternoon tea</i>	
<b>Workshop session VII</b>		
15:30	Discussion – Bus (Theory)	
16:50	<i>Short break</i>	
<b>Workshop session VIII</b>		
17:00	Discussion – Bus (Practice)	
18:00	<i>Close</i>	
<b>Wednesday 16 August</b>		
<b>Workshop session IX</b>		
09:00	Discussion – Workshop Report and Presentation	
10:30	<i>Morning tea</i>	
<b>Workshop session X</b>		<b>Joint session (Workshops 2a and 2b)</b>
11:00	Discussion – Workshop Report and Presentation	
12:30	<i>Lunch (end of workshop sessions)</i>	