

CHAPTER 04

REVIEWING OF RESULTS OF DATA COLLECTED BY THE THREE SURVEYS

4:1 Ranking of quality factors.

This section contains findings from statistical analysis, based on the survey which has been done to identify and to list quality factors. However Table 4.1 shows the important level of each quality factor of long distance bus transport service, and it has divided the factors into three groups as “very strong quality attributes”, “strong quality attributes” and “comparatively less important quality attributes”. Passenger interview survey was conducted to recognize what quality factors should be considered on priority basis, and the quality factors have been ranked by using mean value by using SPSS software.

This survey was done with 8 enumerators at Kurunegala, Kandy and Bastian Mawatha bus stands

Response from passengers and selecting completed survey forms.

Data Collection :03, 04 December 2011				
Number of interviewed passengers	Number of passengers rejected to answer	Number of passengers participated to answer	Number of uncompleted survey forms	Number of completed survey forms
644	36	608	21	587

Only 500 of completed survey forms were selected to make the analysis.

Table 4.1: Ranking of quality attributes of long distance bus service in Sri Lanka

Quality Factor	Important level to the quality of service (Mean Value)									
	All service types	Rank	Normal service	Rank	Semi Luxury	Rank	Luxury	Rank	Super Luxury	Rank
Loading level of buses	0.97	1	0.97	1	0.99	1	0.97	1	0.91	3
Safety when traveling by buses	0.95	2	0.95	2	0.96	2	0.94	2	0.95	2
Reliability of bus that come on scheduled time	0.91	3	0.91	3	0.89	4	0.92	4	0.99	1
Service Frequency	0.90	4	0.89	4	0.92	3	0.93	3	0.95	2
Behavior of bus crews	0.80	5	0.81	5	0.74	5	0.81	5	0.80	4
Cost affordability (Reasonable Bus fare)	0.65	6	0.67	6	0.59	6	0.64	7	0.55	7
Environmental protection (operating environmental friendly buses)	0.54	8	0.52	9	0.52	9	0.61	8	0.70	5
Physical conditions of bus terminals and bus halts	0.37	13	0.37	13	0.38	11	0.36	12	0.40	9
Cleanliness of buses	0.62	7	0.57	8	0.59	7	0.75	6	0.65	6
Availability of Bus Terminals and Bus Halts	0.38	12	0.39	12	0.35	12	0.35	13	0.45	8
Refreshment Places to have facilities	0.48	10	0.46	11	0.56	8	0.51	9	0.45	8
Availability of service information	0.50	9	0.61	7	0.27	13	0.37	11	0.20	11
Availability of information regarding bus service	0.46	11	0.47	10	0.48	10	0.45	10	0.03	10

The above Table 4:1 shows that what quality attributes should be considered, and how priority should be given on each quality attribute. The most important quality attribute of the long distance private bus service in Sri Lanka is “loading level of buses”, and policies of new franchising system should mostly address it, and the results of this survey provides a good path to focus quality of the service with practical environment of the long distance bus industry of the country. But it doesn't mean that less important quality attributes are not important for a quality bus service, and this survey does only ranking of quality factors to do the study. This survey has pointed out that important level of quality factors and Figure 4.1 shows how they are behave with passenger's opinion.

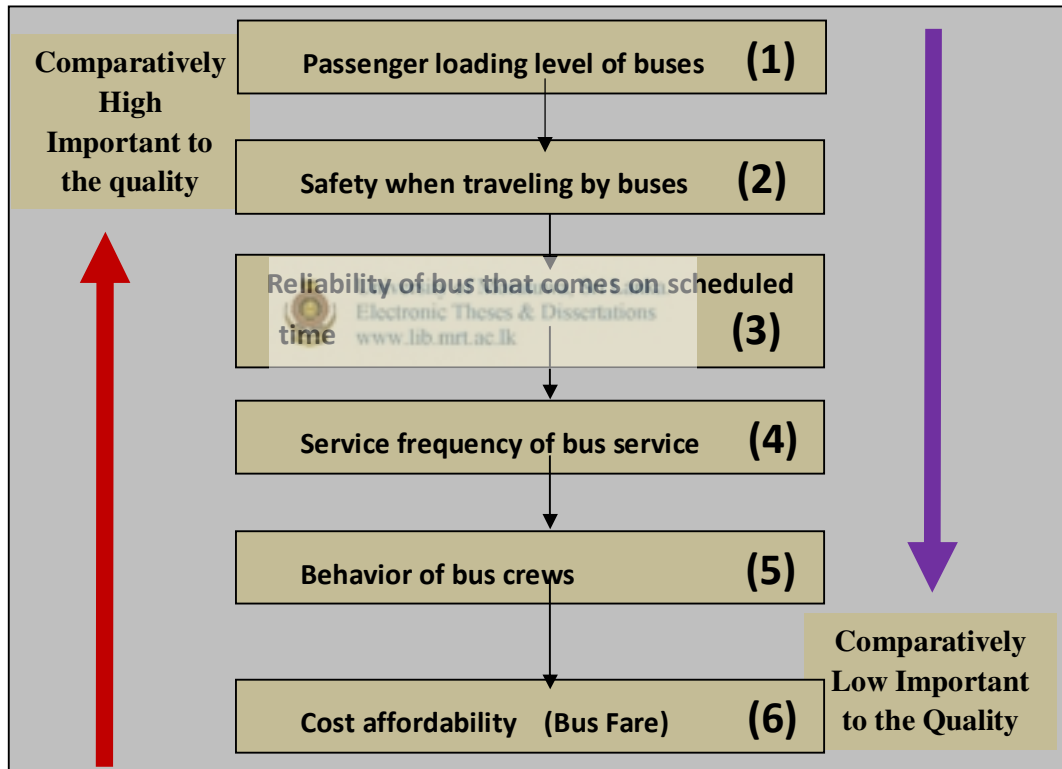


Figure 4.1: Influence pattern of quality factors based on passengers' expectations (for all types of services)

The first service quality attribute that is highly related to the overall quality of the service is loading level of buses. This situation shows that the passenger prefers to travel with comfort environment. Usually exceeding of load factor of 01 is making uncomfortable for the passenger, and it causes to increase stress level and to reduce ventilation to inside the bus. Overcrowded bus is perceived as uncomfortable, and the passenger expects to enjoy their travel experience as comfortable as using his own vehicle. But in our country competition on the road among bus operators has led to the industry to get more and more passengers to the ongoing buses without considering comfort level of buses. However this situation shows that the franchising system which is going to be proposed should mainly consider to control unacceptable loading level of buses, and it should be able to tackle this situation properly.

The second service quality attribute that is related to overall quality is safety when traveling by buses, and the existing competition on the road among bus operators has created very dangerous situations which have caused to meet accidents on the road when operating buses targeting maximum number of passengers. Under this situation passengers of the country have a fear to travel by buses due to their feeling of unsafe when traveling. Passengers think that most of bus drivers are low skilled young men who involved in the job without having proper training to drive passenger transport vehicles. On the other hand feeling unsafe while traveling at night and waiting for buses should also be considered in our country. Security at transit stops and bus terminals are also very important for passengers, and they may feel more comfortable when passengers are around. The proposing franchising system should consider these situations broadly.

The third service quality attribute that is related to overall quality is reliability of bus that comes on scheduled time. This shows that passengers of Sri Lanka consider the ability to perform the promised service dependably and accurately, and they pay attention on-time performance and regularity of headways between successive operating buses. But reliability depends on factors like traffic conditions of the country, vehicle and maintenance quality, vehicle and staff availability, schedule achievability, operation control strategies and etc. Under this situation these broad areas have to be considered when proposing a suitable franchising system.

The fourth service quality attribute that is related to overall quality is service frequency of bus service, and this shows that passengers need bus service when and

where they need to have the service. The fifth service quality attribute that is related to overall quality is behavior of bus crews, and passengers in Sri Lanka need to have courteous bus crews specially bus drivers, conductors and time keepers who work at bus terminals in the country. This situation printout that the new franchising system should be able to develop attitude of bus crews towards a quality bus service. The sixth service quality attribute that is related to overall quality is cost affordability. Although passengers of Sri Lanka consider bus fare, they have not given the first priority for it. However this situation shows that the new franchising system should address to make cost affordability to save passengers who have low income level too.

4.1.1 Important level of quality factors regarding different service types.

As shown in Table 4.1, important level of quality factors for normal and semi luxury bus users are somewhat same. These four types of service users consider that loading level, safety, reliability, service frequency and behavior of bus crews are as very important quality factors, and further more loading level could be recognized as the most powerful and important factor that is able to make the highest influence for normal, semi luxury and luxury bus services. But the most powerful factor which is able to make the highest influence for super luxury bus service, is reliability, and it is extremely very important (See the Figure 4.2) to super luxury bus users, and they consider that availability of bus terminals, refreshment places, service information and availability of information , are as somewhat important quality factors. On the other hand super luxury bus users have recognized environmental protection as nearly very important factor ,and other service users have consider it as an important quality factor .Cost affordability has not been a very important quality factor , and it has appeared as an important factor.

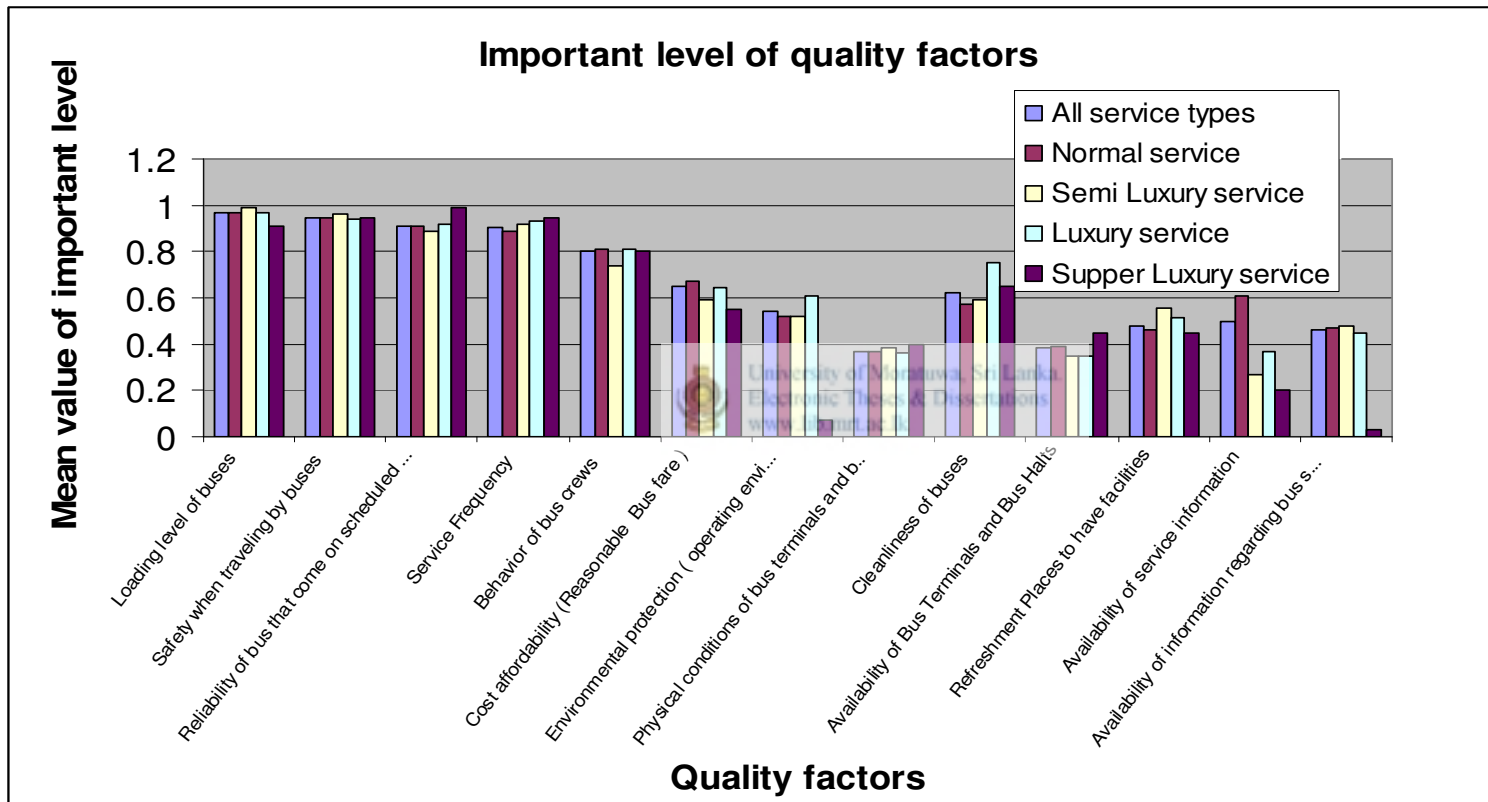


Figure 4.2: Important level of quality factors regarding each type of bus service (normal, semi luxury, luxury, super luxury).

4:2 Experts' opinions on effectiveness of each franchising model to improve behavior of five selected quality factors, and six of existing problems of the regulator

These two surveys were done with 06 enumerators, and 16 transport sector experts were interviewed, and it has taken approximately two hours to get opinions from one expert for the two surveys.

Limitations of selecting transport sector experts.

Transport sector experts (especially public transport sector) were selected by considering the following criteria in order to get correct information as much as possible.

- Master degree level educational qualifications with 2 years transport sector experience, and holding grade 01 (Director) staff level position.
- Master degree level educational qualifications with 5 years transport sector experience and holding executive level position if the transport sector experience is less than 15 years.
- First degree educational qualification with 10 years experience in the transport sector if no master level degree.
- Advanced level educational qualification with 20 years experience in the transport sector.

According to the above criteria 15 of experts were selected as follows.

Institute	Number of selected experts (Transport sector)
National Transport Commission	10
Road Passenger Transport Authorities	03
Sri Lanka Transport Board	02
Total	15

Justification of selecting 10 of the 15 experts from a single organization.

In accordance with the above criterion which was considered to select 15 experts, there was a limitation when selecting 10 of the 15 experts from a single organization. Although 10 experts have been selected from the National Transport Commission, it bias data doesn't make due to higher educational qualifications and experience of them regarding public transport sector. Usually well educated and experienced experts recognize their social responsibility properly, when participating this type of surveys. On the other hand there are 05 of the 15 experts from other two institutes where have entirely involved in public bus transport sector in the country. Under this situation it has not been an unacceptable effect on data of these two surveys when selecting 10 of the 15 experts from the National Transport Commission. Furthermore the NTC Officers have more experience on public transport management models than the others who are involving in the transport sector. Under this situation selecting 10 of the 15 experts could be justified when considering awareness and experience of the 10 experts on franchising of bus services in the country.

Response of experts.



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Usually it was difficult to contact these experts, and they were very busy in any work related to their profession. But all the experts who were interviewed have responded with great care and enthusiasm in order to drive the survey on correct direction. The experts have provided additional details on regulatory structure of public bus transport sector in Sri Lanka. The considerable situation was that the experts strongly described that as the main regulatory body, if the NTC is not able to play its role independently, any type of franchising system may not be successful. Under this situation the experts have given their opinion for these two surveys, based on the assumption on the NTC is upgraded and independent regulatory body where is able to drive franchisees on successful correct path.

Although it has planned to get opinion from 15 of experts, it had to find one more expert because one of selected expert rejected to give his opinion for these two surveys .But this expert reviewed which features should be there when proposing a suitable franchising system, and what are the policies should be adopted to the new franchising system.

Reviewing results of the two surveys (surveys to get experts' opinions)

Mean value is used to recognize effectiveness level of each model. Mean values regarding effectiveness level of each model are calculated by using marked effectiveness level on the survey forms by 15 experts. According to the given rates (given rates for effectiveness level), Effectiveness level of each selected model to solve each selected problem of the passenger and the regulator are varying between “01” and “0” .When the mean value is moving towards “01”, it means that the selected model is more effective, and the mean value is closer to “0”, it shows that effectiveness level of the model is less effective. Under this situation mean value regarding effectiveness level of each model could be measured as follows.

Effectiveness level to solve problems of the passenger and the regulator	Mean Value regarding effectiveness level
Not effective	Between “0” and “0.24”
Somewhat effective	Between “0.25” and “0.49”
Effective	Between “0.50” and “0.74”
Very effective	Between “0.75” and “0.99”
Extremely very effective	“01”

Based on this method, effectiveness level of each management model to improve behavior of selected quality factors could be shown as Table 4.2.

Table 4.2: Effectiveness level of each management model to improve behavior of quality factors.

Public transport management models	Mean value regarding effectiveness level to improve behavior of quality factors				
	Acceptable loading level	Safety when traveling by bus	Reliability of bus service	Service frequency of bus service	Behavior of bus crews
Management contract between the regulator and the company	0.35	0.33	0.33	0.36	0.45
Negotiated contract between the regulator and the operator	0.43	0.43	0.43	0.40	0.45
Term Limited licenses for operating buses	0.40	0.36	0.36	0.38	0.43
Net Cost Contract between the regulator and the operator	0.40	0.41	0.41	0.41	0.41
Creating Bus Operating Companies	0.53	0.56	0.56	0.56	0.61

Table 4.2 shows that creating omnibus operating companies has been the most effective management model to improve behavior of the selected five quality factors. Mean values of effective levels of creating omnibus operating companies to behave quality factors, are varying between 0.53 and 0.61, and this value reviews that creating omnibus operating companies is an effective market model, and it doesn't mean that it is very effective or extremely very effective. But this management model has been the best option among the others to behave quality factors of long distance private bus services in Sri Lanka. Effectiveness levels of other options to improve behavior of quality factors are varying between 0.33 and 0.45, and this situation shows that the other options are also somewhat effective.

Suggestions of the experts are very important, and majority of them explained that recruiting of well educated and trained staff is a basic requirement to the successfulness of creating omnibus operating companies. On the other hand managerial and technical skills of the management staff of omnibus operating companies should also be improved for a sustainable franchising system.

It is noteworthy that the experts very strongly explained that all these five models are better than the existing individual bus operating system, and effectiveness of each model to improve the quality of the service will definitely depend on strengthen and independency of the National Transport commission. If the NTC will fail to get strengthen itself with managerial skills, global knowledge on public transport services, monitoring and performance measures of the industry, it will be declined seriously by making poor institutional framework.

Table 4.3: Effectiveness level of each management model to solve regulators’ problems

Public transport management models	Mean value of effectiveness level to solve regulators’ problems					
	Efficient competition	Efficient administration framework	Responsibility for bus service	Minimize unnecessary political intervention	Minimizing illegal bus operations	Upgrade social level of bus operators
Management contract between the regulator and the	0.41	0.46	0.45	.045	0.43	0.43
Negotiated contract between the regulator and the operator	0.46	0.45	0.48	0.45	0.41	0.46
Term Limited licenses for operating buses	0.41	0.40	0.40	.040	0.38	0.40
Net Cost Contract between the regulator and the operator	0.38	0.36	0.38	0.36	0.40	0.36
Creating Bus Operating Companies	0.56	0.58	0.55	0.61	0.60	0.63

Table 4.3 shows that the most effective management model is creating omnibus operating companies in order to solve existing problems of the regulator. This management model could be recognized as the model which is comparatively effective for solving existing problems. Mean values of effectiveness level of creating omnibus operating companies, are varying between 0.55 and 0.63, and this data doesn't show that creating omnibus operating companies is very effective or extremely very effective, and it means that this management model is an effective one among the others. On the other hand experts explained that this market model has to be improved by making proper legal foundation to increase practicability of it. The other models could hardly be established in the country due to a very little availability of competitive companies where are able to operate buses to satisfy existing passenger demand. Under this circumstance experts have paid their attention on applicable models which could be established without disappointing the existing individual bus operators.

However, creating omnibus operating companies could be recognized as the best alternative among the others, and these companies provide practical and applicable approach to enter into a franchising system. The other models are somewhat effective, but the problem is that they are not applicable for our country due to reasons like neglecting of existing bus operators, and no economic and social environment to establish them. Under this situations creating of omnibus operating companies could be recognized as the most applicable and the most effective franchising system where is able to improve the quality of the service by addressing existing problems of both the passenger and the regulator. On the other hand this system protects the existing bus operators. The suitable franchising system could be shown as Figure 4.1. The NTC creates omnibus operating companies for each route, and initially the Commission provides financial and managerial supports to the company. On the other hand performance of the company is measured by the NTC.

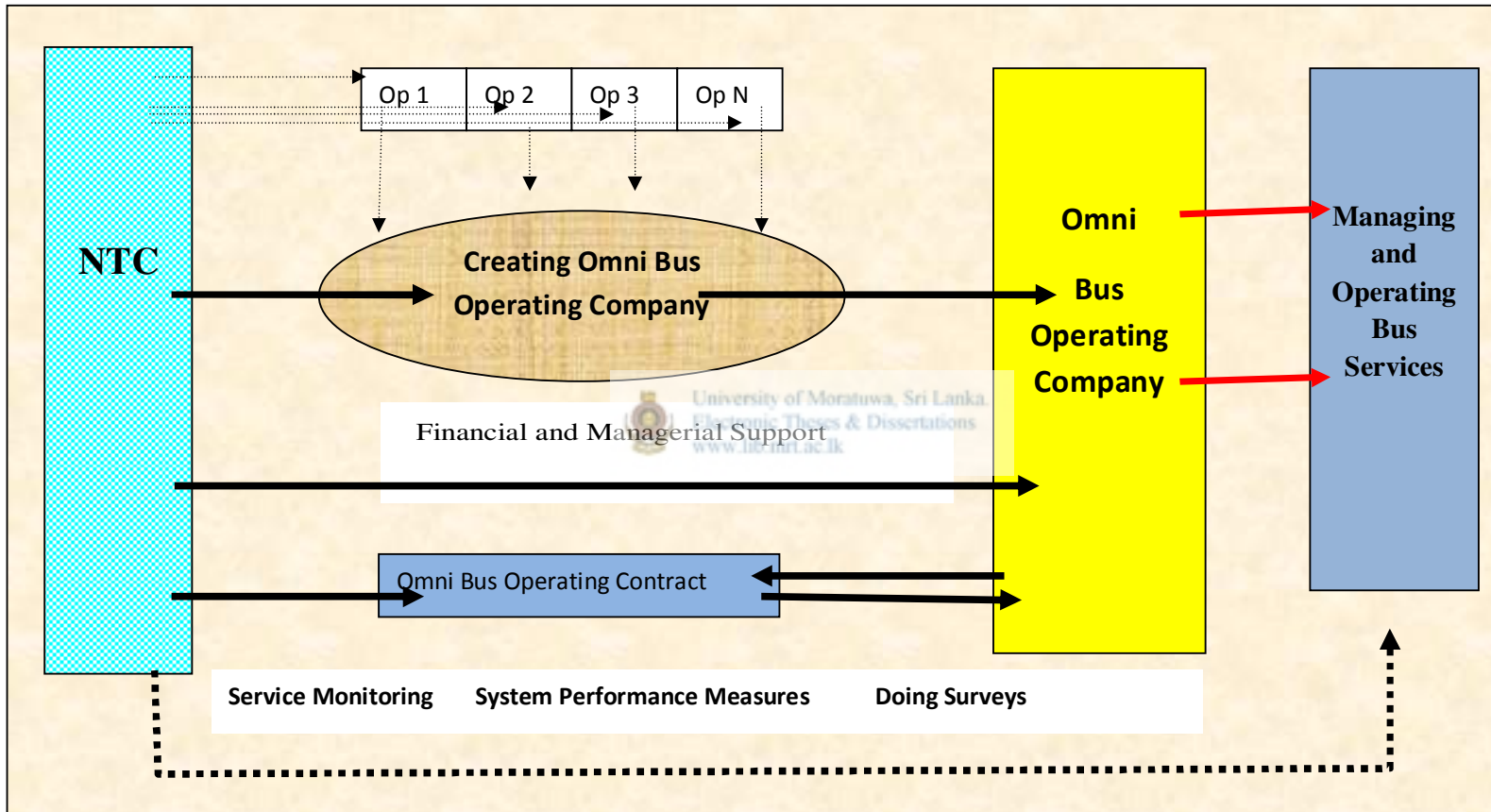


Figure 4.3: Suitable franchising system to improve the quality of the service of long distance bus service.

4:3 Discussions of suggestions of experts' participated to give opinions.

Independency of the National Transport Commission is also a major requirement to make effectiveness of any type of franchising model, and policies should be made independently without making any bias that is caused to break smooth function of the industry. On the other hand political intervention for functions of the NTC should also be taken place when it is necessary to solve problems of stakeholders of public bus transport sector, and decisions should also be made based on analysis of actual data regarding demand and supply. The experts mainly reviewed that it could hardly discuss on effectiveness of each franchising model without considering independency and strengthen of the NTC, and effectiveness is very dependable situation. However based on these situations summarizing of experts' suggestions creates a good path for an applicable franchising system.

The experts mainly consider the social, economic, cultural and industrial situations of Sri Lanka, and they have paid their attention on availability of bus operating companies presently, and it is clear that it is hardly found bus operating companies in our country .It should be mentioned that discussions with experts was mainly done on suitable franchising system and effectiveness of each model to Sri Lanka..

The experts reviewed that if the NTC is not an independent and strengthen regulatory body, even one of these franchising models could not be established, and it was hardly understood effectiveness of each model to address the problems of the passenger and the regulator. Under this situation the above assumption on the NTC is independent, has to be made to precede the study.

It is hardly found transport companies (in Sri Lanka) where are able to supply bus transport facilities on a bus corridor or a bus route. Under this situation the National Transport Commission has to create omnibus Operating Companies by providing financial, managerial, institutional and entrepreneurial resources in order to establish a suitable franchising system for long distance bus service. Already the NTC is playing this role, and continuing of this process is needed for the franchising system, or otherwise it will have to find out possible ways of seeking alternatives to find bus operating companies. Under this situation financial cost of the National Transport Commission for creating omnibus operating companies could easily be justified with comparing long term social and economic benefits which will be created by the new

franchising system. But in developed countries have competitive transport companies to be selected to give permission to manage bus operations. Under this condition the existing situation where the regulator formalizing omnibus operating companies may be the best solution to convert the “competition on the road” into “competition for the market”. Otherwise the regulator will have to invite to foreign transport companies to manage long distance bus operations in Sri Lanka.

Inefficient competition between government sector (SLTB bus operations) and private sector bus operations has to be stopped. The SLTB also plays a good role in operating buses as long distance and short distance services, and this situation is also considered, and coordinated time table system between private operators and SLTB operations will have to be continued in order to minimize conflict between the two parties. On the other hand this competition could be used to improve the quality of the service by making a good path for an efficient and effective competition between the government bus operator and the private sector operators.

Lack of experience of bus operators on “competition for the market” by proving quality of the service may be imaged as a problem. It is hardly found bus operators who have idea of maximizing profits by making “competition for the market” with quality service, and the majority of them try to gain benefits by making unacceptable behavior. Attitude of individual bus operators have to be changed because they always try to pick up more and more passengers and collecting fares without considering safety, speed of buses, comfort of the bus, and travel time of the journey.

Although long distance bus operations are regulated by the National Transport Commission, administration of long distance bus operations at bus terminals is made by bus crews of Road Passenger Transport Authorities of Sri Lanka. Issuing of log sheets, setting off buses by following time tables, giving permission to enter the terminal and etc., are done by bus crews of Road Passenger Transport Authorities. Under this situation the NTC has to create suitable and efficient relationships between bus companies and bus crews of Road Passenger Transport Authorities. This situation gives a hint that Road Passenger Transport Authorities have a shadow and hidden power to control long distance bus services, and as the regulator, the National

Transport Commission has only paid a very little attention on this problem, and this has been a serious issue to the long distance bus services.

The considerable situation of this franchising model is that the regulator creates companies, and it bears the risk of spending government funds, and on the other hand gathering of route-based individual bus operators into a one bus operating company is also done by the regulator. Under this situation the regulator has to play very important role.

The most sensitive six of quality factors were selected by using the results of analysis of the survey done to rank quality factors. These quality factors were ranked based on the important level of them to the passenger. Furthermore the highest sensitive six quality factors were selected to recognize the most effective management model to behave these factors properly. Although creating omnibus operating companies has been the most effective one comparatively, the experts explained that these quality factors may not behave properly even within the franchising system. Under this situation the experts explained possibility to behave the factors improperly, and further the experts expressed their opinion on suitable policies and activities should be adapted to the franchising system in order to behave these factors properly.

The following problems for the passenger and the regulator were selected from the introduction chapter (1.2 Background of bus transport industry in Sri Lanka , 1.4 Long distance bus service in Sri Lanka) ,and they have been case to reduce quality of the service . According to the experts' opinion, if suitable policies and activities are not adopted, these issues may be continued even within the franchising system. Further the experts explained policies and activities which should be taken to overcome these problems. Table 4.4, 4.5, 4.6 show problems and suitable policies and activities regarding the passenger, and Table 4.7, 4.8, 4.9 describe problems and suitable policies and activities regarding the regulator.


Table 4.4: Continue of problems and suitable policies should be adapted.

Selected Existing Problems of Individual Bus Operating System	Possibility to remain the problem even within the proposed franchising system	Policies and activities which should be taken by the National Transport Commission to overcome the problem
Unacceptable loading level of bus services.	The company may operate a minimum number of buses to reduce operating cost, and they may not consider overloading, and they may pick up more and more passengers to increase its revenue.	Establishing of strong monitoring system, and making awareness of bus companies on how to reduce cost and on how to increase revenue without exploiting passengers.
Operating buses without considering safety of passengers.	Reckless driving may be existed, and drivers' quality may not be improved, and attitude of bus drivers may not be driven towards safe driving.	Determination of minimum educational qualifications for bus drivers on the agreement, and providing special training for them. Improving attitude of drivers by making awareness of drivers on different between responsibility of passenger transport and goods transport. Making policies to upgrade quality of drivers towards professional driving.

Table 4.5: Continue of problems and suitable policies should be adapted cont...

Selected Existing Problems of Individual Bus Operating System.	Possibility to remain the problem even within the proposed franchising system.	Policies and activities which should be taken by the National Transport Commission to overcome the problem.
Failing to maintain required service frequency.	<p>The company may not be encouraged to operate buses in times where passenger demand is low, and late night, and early morning bus services due to maintaining a higher per km income.</p> <p>The company may use minimum number of buses to facilitate passengers by increasing load factor, and this will result longer headways, and the passenger's waiting time may be increased.</p>	<p>It should recognized actual passenger demand during the day and optimal level of supply should be arranged .Encouraging of companies to use small buses in times where demand is low.</p> <p>Making strong monitoring system and dispatching frequency should be determined by the commission.</p>
Poor reliability of service.	<p>The company may not consider vehicle standard and quality of them, and regularity of headways.</p> <p>The company may not make arrangement to save passenger when the service is broken down due to faults of them.</p>	<p>Determination of vehicle standard, and providing enough infrastructure, and strong monitoring system.</p> <p>It should improve good information system to facilitate passengers to arrange their trips.</p>

Table 4.6: Continue of problems and suitable policies should be adapted cont...

Selected Existing Problems of Individual Bus Operating System.	Possibility to remain the problem even within the proposed franchising system.	Policies and activities which should be taken by the National Transport Commission to overcome the problem.
Undisciplined bus crews specially conductors and drivers.	<p>The existing conductors and drivers have to be entered to the company, and they may continue their undisciplined behavior.</p> 	<p>The conductors and drivers should be trained, and frequent training programs are necessary to change their attitude towards quality transit services.</p> <p>Proper recruitment policy should be made for new drivers and conductors.</p> <p>Keeping conductors and drivers on permanent basis, and providing EPF, ETF for them, increasing their social recognition.</p>
Price policy (fare) may not be used to make efficient transit system.	The company may not consider fare policy to attract different social segment	<p>The NTC should create a suitable fare policy to attract different social segment for different layers of the society.</p> <p>Price discrimination as different prices for different services (normal, semi luxury, luxury, supper luxury, city liner and etc.).</p>

Experts have clearly mentioned that existing problems for the regulator may be remained even the situation where within any type of franchising system, and bus operations are managed by omnibus operating companies, and the National Transport Commission has to find on possible ways of making suitable policies to overcome these issues as Table 4.7 , 4.8 and 4.9 .

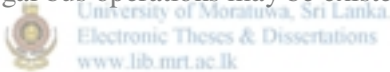
Table 4.7: Continue of problems and suitable policies should be adapted.

Selected Existing Problems for the regulator.	Possibility to remain the problem even within the proposed franchising system.	Policies and activities which should be taken by the National Transport Commission to overcome the problem.
Inefficient competition between individual operators.	Unhealthy competition may be existed because one company operates buses on one route, and this may lead to a monopoly for the route.	Making policies to make healthy competition by increasing completion with the SLTB. The existing share of the time table (Private bus operations - 60%, SLTB bus operations 40%) must be continued by encouraging both SLTB and private company. Rotation time table should also be continued to distribute benefits uniformly. These policies will lead companies to make competition by minimizing cost and by improving service quality.
Difficult for administrating bus operations.	Ownership share of the bus owners of the company depends on ownership of number of passenger transport permits, and bus owners who have large number of buses may try to grab other buses of the route ,and they may control the company against the NTC by violating rules ,regulations and neglecting conditions of the operating contract.	Making a strong and strict regulation method to control powerful bus owners, and giving incentives to protect less powerful bus owners, and getting higher amount payments to transfer ownership of passenger transport permits.

Table 4.8: Continue of problems and suitable policies should be adapted cont...

<p>Selected Existing Problems for the regulator.</p>	<p>Possibility to remain the problem even within the proposed franchising system.</p>	<p>Policies and activities which should be taken by the National Transport Commission to overcome the problem.</p>
<p>No responsible when it has negative effect for bus services and to the passenger.</p>	<p>The company may not appear as the responsible body at the situations where broken down the service like buses are operating against the time table, slow speed and high speed, meting accidents and etc.</p>	<p>Responsibilities of the company should properly be described. Introducing ongoing monitoring system such as GPS. Providing good infrastructure facilities such as exclusive lane , signal priority ,introducing good conditioned buses for bus operations. Making integration system among institutes (RDA,CTB,NTC, Police) where are responsible for land transport.</p>
<p>Unnecessary Political Intervention</p>	<p>In the context of our country majority of businessman has involved with political activities to get powerful background for their business. They may make pressure to control policies of the company and the NTC also.</p>	<p>The NTC should play its role independently, and it should make more clear understanding of social responsibility of public transit, and showing macro level benefits which are made for the society, and explaining the benefits of sustainability of public transit. Taking determination based on actual data regarding bus transit.</p>

Table 4.9: Continue of problems and suitable policies should be adapted cont...

<p>Selected Existing Problems for the regulator.</p>	<p>Possibility to remain the problem even within the proposed franchising system.</p>	<p>Policies and activities which should be taken by the National Transport Commission to overcome the problem.</p>
<p>Illegal bus operations.</p>	<p>Illegal bus operations may be existed.</p> 	<p>Making awareness of passengers on recognition of illegal buses, dangerous situations (no insurance policy, higher risk level, no responsible for the journey and etc.) when traveling by illegal buses.</p>
<p>Fail to upgrade social level of bus owners.</p>	<p>Bus owners may not change their attitude towards formal and well organized businesses.</p>	<p>Changing attitude of bus owners towards professional business knowledge, and making awareness of them on benefits in addition other than collecting daily income from the bus.</p>