

# Improving Urban Public Transport



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“ We continue to make good strides in our efforts to enhance the country’s public transport system and to increase the ridership percentage. The road ahead may be a long and winding one, but we are pleased with our achievements thus far. We stand firmly committed to draw more people in to use public transport and to ease the congestion within our cities. ”

**Dato Seri Kong Cho Ha**  
**Minister of Transport**



*Courtesy of Info Centre, Menara Star, Star Publications (Malaysia) Bhd*

## SNAPSHOT OF 2010'S ACHIEVEMENTS

### Towards a World-class Public Transport System

Malaysia has a pressing need for a world-class urban public transportation system. With a large portion of the population migrating to urban areas and rapid development taking place, there is a dire need to set in place an integrated, comprehensive, affordable and comfortable “people-mover” to facilitate travel within towns, in particular Kuala Lumpur.

The implementation of such a system would help ease traffic congestion; lead to cleaner air once traffic congestion is reduced; and help reduce the city’s population density as more people opt to live in the suburbs and commute daily to work. The Urban Public Transport or UPT NKRA was conceived to address these aspects of public transportation, starting with the Klang Valley.

Throughout 2010, we achieved several successes under the UPT NKRA:

### Big Wins

- The construction and completion of the Bandar Tasik Selatan Integrated Transport Terminal (also known as Terminal Bersepadu Selatan)



*Courtesy of Info Centre, Menara Star, Star Publications (Malaysia) Bhd*

- The introduction of Five Bus Expressway Transit (BET) services, with the primary aim of reducing bus journey time using underutilised highways
- 634 bus stops refurbished in 2010 in the Sepang, Shah Alam, Subang Jaya, Klang, Selayang, Ampang Jaya and Kajang areas
- 22 new four-car sets introduced at the LRT Kelana Jaya Line which singularly carried 2.43 million more passengers over 12 months in 2010

These are early wins and as more initiatives of the NKRA are rolled out in 2011 and 2012, we are confident of achieving new wins in the future.



## GENERAL OVERVIEW

### Improving Public Transport for the People

In the mid-1990s, Malaysia invested heavily in public transport infrastructure with three major rail systems completed in the Klang Valley i.e. the Kelana Jaya Line, the Ampang Line and the Monorail system. However, despite these developments, the public transport modal share dropped from 34% in 1985 to 20% in 1997 according to the Japan International Co-operation Agency Study (also known as the 1999 Study on Integrated Urban Transport Strategies for Environmental Improvement). In 2008, it fell down to between 10% and 12% simply because the public transport infrastructure could not cope with the increase in the Klang Valley's population.

As more Malaysians move towards becoming global citizens and the nation begins focusing on transforming itself into a high-income economy by 2020, the need for an efficient transport network becomes all the more urgent. The Ministry of Transport, the key driver for the UPT NKRA is committed to finding solutions to the issues faced by the rakyat. The main problems it has identified are high congestion during peak periods, unreliable service with cancellations and/or frequent delays and poor access to public transport services/network.

Today, high congestion during peak periods is resulting in commuters having to put up with the discomfort and frustration of overcrowding on the Kelana Jaya LRT and KTM trains that are running at 180% and 140% capacity respectively.



Aside from congestion, there is also unreliable service with frequent delays and cancellations with trains and buses simply not adhering to their schedules. The unpredictable movements of these modes of transportation make it difficult for people to plan their journeys effectively. With our cities coming under tremendous pressure from continuing population growth, there is an urgent need to put an effective and efficient urban public transport in place as soon as possible.

### Early Restructuring Initiatives

In 2003, the Government began to restructure the Klang Valley transport industry by consolidating the majority of rail and bus systems under a single company, namely Syarikat Prasarana Negara Berhad (Prasarana). With approximately 60% of the market share, Prasarana is today the largest public transport operator in the Klang Valley.

### 2010 URBAN PUBLIC TRANSPORT NKRA OBJECTIVES

At the launch of the UPT NKRA lab in October 2009, the Prime Minister also set a national priority of delivering a 25% modal share of public transport in the Klang Valley by 2012 over the peak morning period (7.00 am to 9.00 am). While the initial focus will be on the Klang Valley, there are also plans to subsequently adapt and apply successful initiatives in Penang and Johor Bahru.

### 2010 NKPIs

In 2010, the following NKPI targets were set under the UPT NKRA:

Table 1: Overall NKPIs for the UPT NKRA				
Focus Area	NKPI	System	Baseline	2010
Public Transport usage	• Modal share	Overall	10%	15% <sup>1</sup>
	• Ridership of Overall public transport	Overall	226,184 <sup>2</sup>	251,184 <sup>2</sup>

<sup>1</sup> The initial target for 2010 was 13%. However, the target was modified as the government felt it was necessary to set a more challenging target.

<sup>2</sup> The initial baseline was 240,000. Originally, the baseline was calculated based on the average daily ridership during the AM peak hour in one month in 2009 that had the highest number of working days. However, this was modified to reflect the actual average daily AM peak ridership throughout 2009.

**Table 2: Expected Outcomes in 2010 for Urban Public Transport NKRA (Klang Valley)**

Categories	Expected Outcomes in 2010
Bus	<ul style="list-style-type: none"> <li>• 200 new buses</li> <li>• 4 new bus expressway transit corridors</li> <li>• 800 upgraded bus stops</li> </ul>
Rail	<ul style="list-style-type: none"> <li>• 26 new four-car trains for Kelana Jaya line</li> </ul>
Integration	<ul style="list-style-type: none"> <li>• New integrated transport terminal in Bandar Tasik Selatan</li> <li>• All operators adopt a cashless system and offer discounted fares for cashless tickets</li> <li>• 4,000 new parking spaces at rail stations</li> </ul>
Network	<ul style="list-style-type: none"> <li>• Road tax renewal refusal for drivers with outstanding summonses</li> <li>• Heavy vehicle restriction in central business district during peak hours</li> </ul>

Under the UPT NKRA, we set an ambitious target of increasing public transport modal share in the Klang Valley to 15% in 2010 and to 25% by end 2012 during the daily peak morning period. In 2010, the primary objective was to reach a 15% target share and to increase the number of daily peak hour commuters to 251,184 from 226,184 commuters in the preceding year.



*Courtesy of Info Centre, Menara Star, Star Publications (Malaysia) Bhd*

Aside from these targets, eight NKPIs were set in order to measure reliability and journey time, comfort and convenience, accessibility and connectivity, as well as availability and capacity. These are outlined in Table 3 below:

<b>Table 3: 2010 NKPIs for the UPT NKRA</b>			
<b>No.</b>	<b>NKPI</b>	<b>2010 Target</b>	<b>2010 Actual (As of Dec 2010)</b>
1.	% of 1-way trips within 60 minutes during AM peak	45%	Not applicable <sup>1</sup>
2.	% population within 400 meters of public transport route	66%	63%
3.	Customer satisfaction survey	48%	48%
4.	Bus peak hour load factor	50%	44%
5.	KTM Komuter load factor	135%	130%
6.	Rapid KL Kelana Jaya line load factor	125%	80%
7.	AM peak public transport ridership	251,184	236,412
8.	Public transport modal share	15%	17%

<sup>1</sup> The NKPI of % of 1-way trips within 60 minutes during the AM peak hour does not depict the actual journey time taken by public transport users as it does not take into account factors such as distance and zoning. The KPI has been modified to reflect the ratio of public transport journey time vs. private transport journey time and is being employed from 2011 onwards.



## KEY PARTICIPANTS

October and November 2009 saw GTP labs for the NKRA targets and objectives take place. Following these labs, the Delivery Management Office (DMO) was set up within the Ministry of Transport to monitor, review and resolve any issues that may arise. Detailed budget proposals were submitted by the implementing agencies to the relevant Federal ministries and agencies including the Economic Planning Unit and the Ministry of Finance. Detailed implementation plans were submitted to the DMO and PEMANDU for them to monitor and track the progress of each initiative.

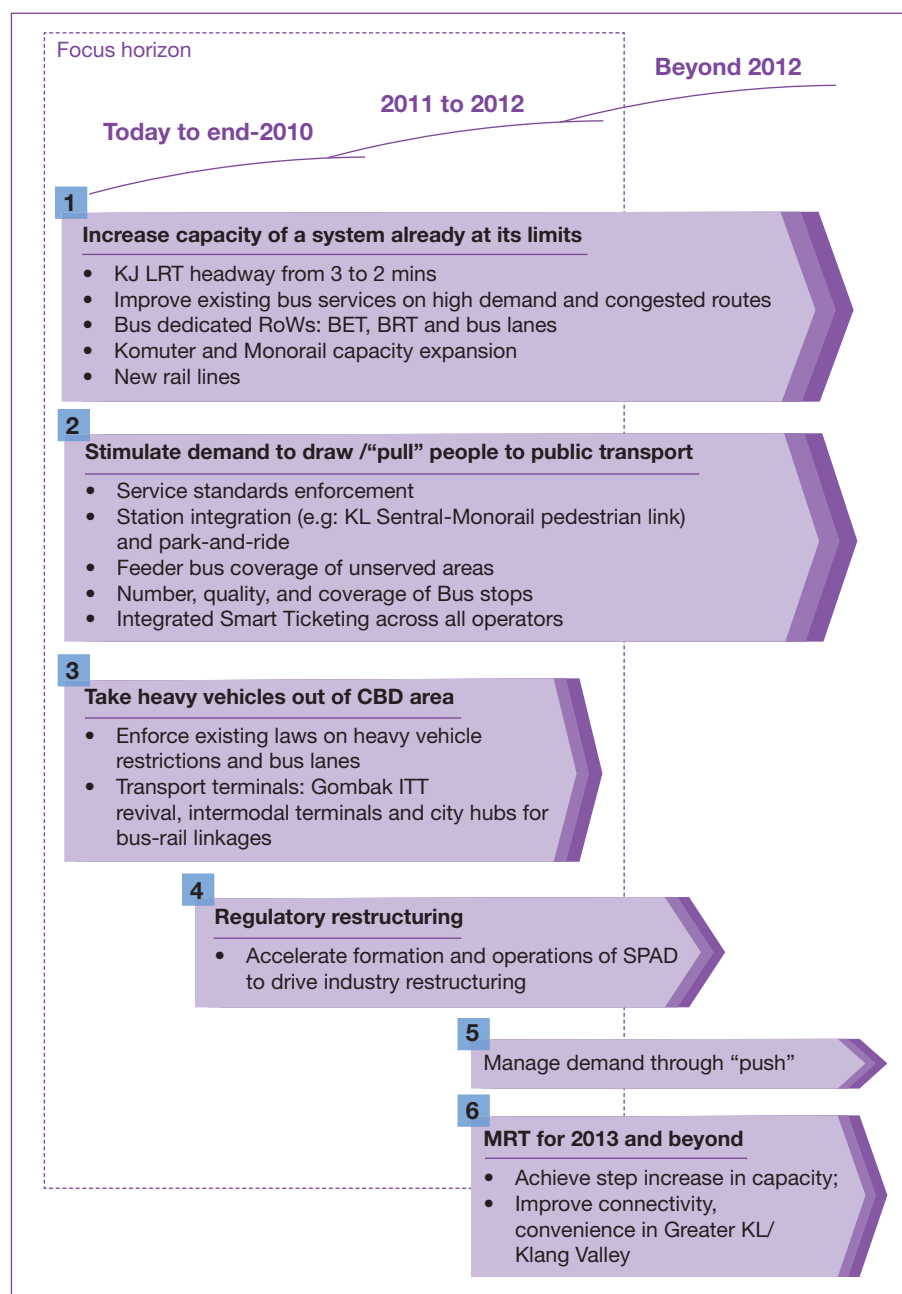
Over the course of the year, progress reviews and reports were presented at meetings at various levels. These included weekly meetings at the DMO/PEMANDU, bi-monthly Problem Solving Meetings (PSM) with Dato' Seri Idris Jala and Delivery Task Force (DTF) meetings (initially chaired by the Prime Minister and subsequently by the Deputy Prime Minister). All relevant key stakeholders including the Police Force, Road Transport Department, local authorities and the Land Public Transport Commission were required to attend these meetings as and when necessary.



## INITIATIVES

In order to achieve the primary objective of 25% modal share during daily peak hours by 2012, several measures were identified:

**Table 4: Six Principal Levers to Increase Public Transport Usage**



**Increase the Capacity of a System that has already Reached its Limits**

By 2012, we will increase passenger capacity by more than double on the KTM Komuter and LRT lines. In addition to this, dedicated rights-of-way for buses across 12 major corridors in the Klang Valley will be introduced gradually, subject to detailed engineering and planning feasibility studies. These 12 corridors could possibly carry 6% to 9% of total public transport ridership, or 35,000 to 55,000 passengers during the morning peak hours by 2012.

The existing bus fleet size too will be increased by 850 buses, doubling the number of buses currently being operated by RapidKL. This will improve services on current routes in addition to providing services to 53 new routes that are currently underserved and add more feeder buses to LRT stations.

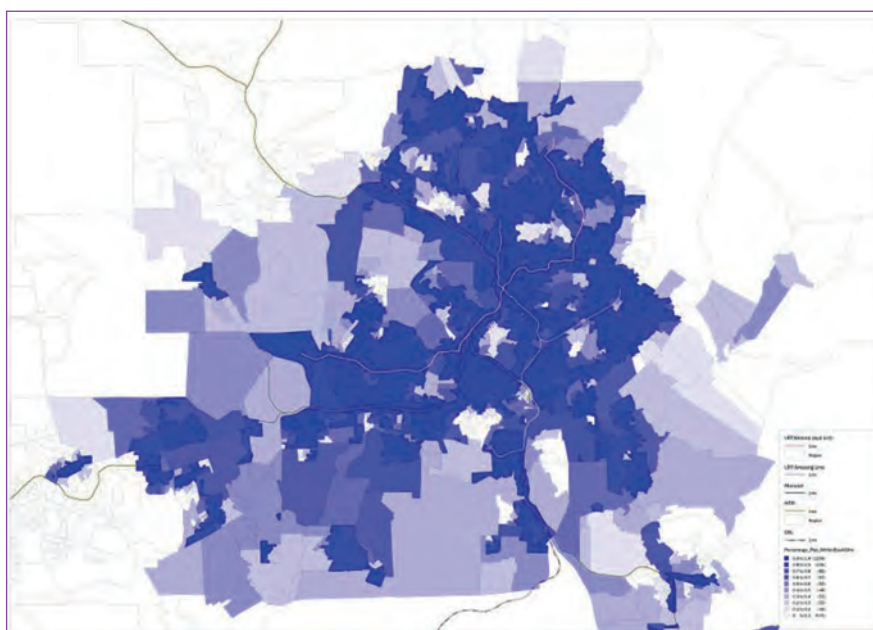


**Nor Syahamah Shahrum**  
21-year-old  
Customer Service Officer

“I take the public transport sometimes. I would say there is an improvement in the LRT now but I feel there are some things that can be improved. The government should increase the frequencies of the trains. Announcements over the speakers in the trains should be clearer so that the commuters can understand what is being announced.”

**Figure 1: Areas of Underserved Demand in the Klang Valley**

**Areas of Underserved Demand in the Klang Valley where there is Limited Access to Bus Services (White and Light-Coloured Areas)**  
RAPID KL coverage



Source: Sensus 2000 data, operator data

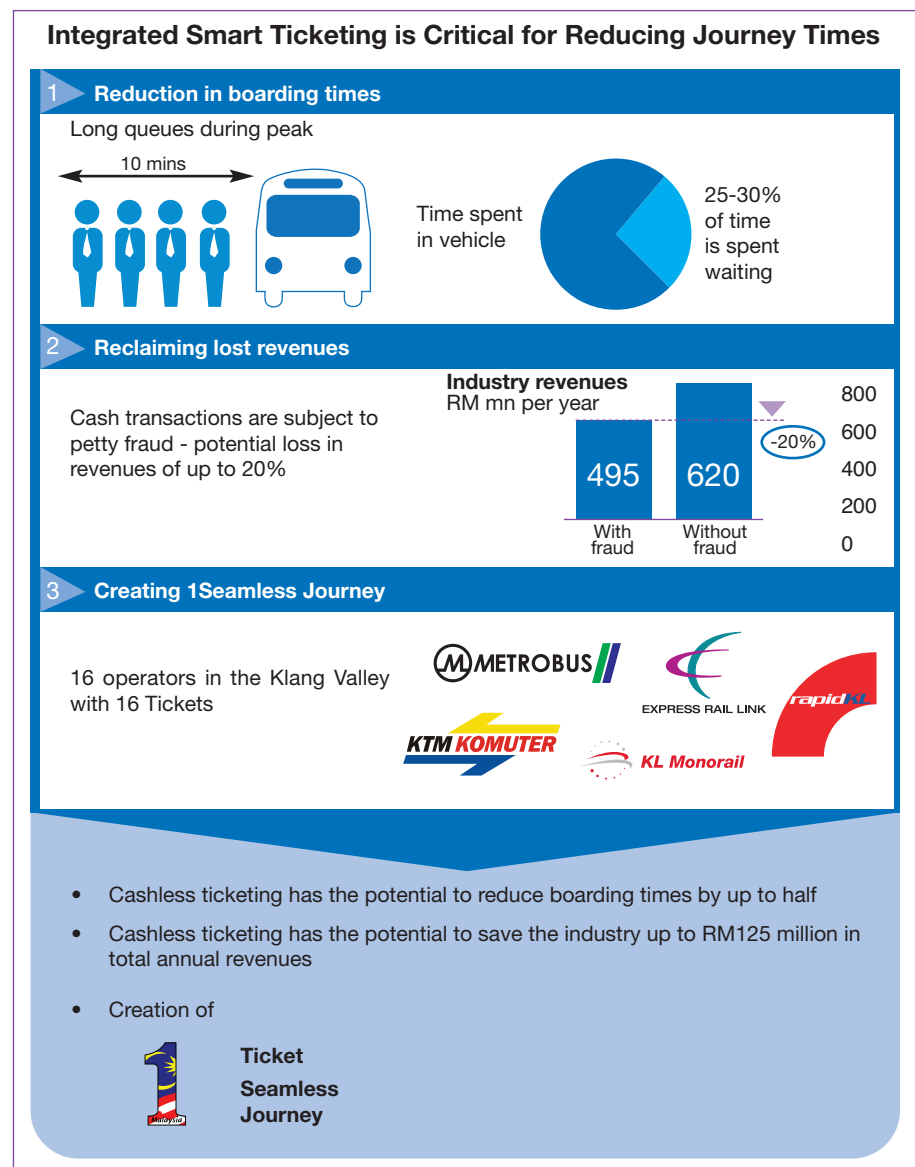
INCREASE PASSENGER CAPACITY BY  
**2** TIMES  
ON THE KTM KOMUTER AND LRT LINES BY 2012

INTRODUCTION OF INTEGRATED TICKETING SYSTEM  
**+6,800**  
 NEW PARKING SPACES

**Stimulate Demand to Encourage People to Utilise Public Transport**

In order to stimulate demand, we have taken measures to introduce an integrated ticketing platform and fare structure, as well as embarked on plans to add 6,800 new parking spaces across all 14 key rail stations outside the urban core by 2012. Feeder services into rail stations and upgrading high traffic stations and terminals will also be put in place.

**Figure 2: Benefits of the Integrated Smart Ticketing System**



In order to stimulate demand, enforcement and monitoring will be critical to ensure that all operators comply with minimum service and operational standards. To this end, we will integrate IT systems and launch on-the-ground enforcement efforts across all major enforcement agencies.

### **Take Heavy Vehicles out of Central Business District Area**

This will be achieved by the creation of three major integrated transport terminals (ITT) outside the city core. The southern ITT, Bandar Tasik Selatan was opened in January 2011. The year 2012 will also see ITT Gombak diverting more than 700 express buses daily from the north (temporary until the northern ITT is ready) and east from the city core. The third ITT will potentially be in Sungai Buloh to serve the northern express buses beyond 2012, subject to government approval.

Meanwhile, intra-city terminal hubs at Hentian Putra, Pudu, Pasarama Kota and Jalan Pekeliling will facilitate the flow of traffic from the suburbs into the city. A total of 12 Hentian Akhir Bandars (HABs) will also facilitate the movement of passengers and public transport vehicles within the city centre to enhance convenience and accessibility.

### **Undertake Regulatory Restructuring of the Various Agencies Involved in Public Transport**

The Land Public Transport Commission (LPTC) has been operational since early 2011. Parliament passed all relevant Acts between May and December 2010 and at the time of writing we are waiting for these to be gazetted. This will ensure there is a single point of accountability for policy planning and regulatory oversight. Prior to that, there were 12 various Ministries and agencies involved in different aspects of public transport with no single authority to streamline all efforts.

### **Manage Demand through Push**








This will come into effect once the public transport modal share is above 25% and the public transport system has been improved. Once the public transport system is reliable, comfortable and accessible with greater connectivity, we will accelerate initiatives to enhance the attractiveness of utilising public transportation as opposed to utilising private vehicles. This may take the form of congestion pricing akin to the measures successfully implemented in London and Singapore.



## SUCCESSSES AND ACHIEVEMENTS

The overall results of the NKPI targets set for 2010 are shown in the table below.

**Table 5: Overall NKPI Results for the UPT NKRA**

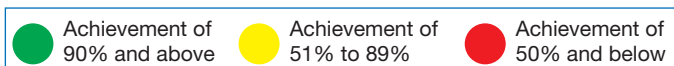
No.	NKPIs	2010 Target	Actual Results	Traffic Lights
1.	Public transport modal share	15%	17% <sup>1</sup>	
2.	% population within 400 metres of public transport route	66%	63%	
3.	Customer satisfaction survey	48%	48% <sup>2</sup>	
4.	Bus peak hour load factor	50%	44%	
5.	KTM Komuter load factor	135%	130%	
6.	Rapid KL Kelana Jaya line load factor	125%	80%	
7.	AM peak public transport ridership	251,184	236,412 <sup>3</sup>	
8.	% of 1-way trips within 60 minutes during AM peak	45%	Not applicable <sup>4</sup>	Not rated

<sup>1</sup> based on a study undertaken by independent traffic consultant

<sup>2</sup> reflects the views of public transport users across all modes in an independent survey

<sup>3</sup> The ridership number provided by the public transport operators is subject to verification by independent traffic study.

<sup>4</sup> The NKPI of % of 1-way trips within 60 minutes during the AM peak hour does not depict the actual journey time taken by public transport users as it does not take into account factors such as distance and zoning. The KPI was then modified to reflect the ratio of public transport journey time vs. private transport journey time and is being employed from 2011 onwards.



**Table 6: Outcomes in 2010 for UPT NKRA (Klang Valley)**

Categories	Expected Outcomes in 2010	Remarks
Bus	200 new buses	These buses will be delivered in stages together with an additional 270 buses until September 2011
	4 new Bus Expressway Transit (BET) corridors	5 BET services were launched in 2010
	800 upgraded bus stops	634 bus stops were upgraded in 2010. The remaining 166 bus stops will be completed together with an additional 440 to be refurbished
Rail	26 new four car trains for Kelana Jaya line	22 four-car trains were delivered in 2010. The remaining 4 trains will be delivered together with the 9 trains scheduled to be delivered in stages until mid 2011.
Integration	New integrated transport terminal in Bandar Tasik Selatan	The integrated transport terminal in Bandar Tasik Selatan began operations on 1 January 2011
	All operators adopt a cashless system and offer discounted fares for cashless ticket	RapidKL will first adopt the cashless system by mid-2011, and further discussion with other operators will be held
	4,000 new parking spaces at rail stations	Gombak LRT station will have 1200 new car park bays by September 2011 and the rest of 2800 parking bays are at different stages of planning & tendering process
Network	Road tax renewal refusal for drivers with outstanding summonses	The government has decided to defer the blacklisting exercise to 10 March 2011
	Heavy vehicle restriction in central business district during peak hours	The review of implementation plans with key agencies will take place in 2011

COMPLETION OF  
**RM570 million**  
 INTEGRATED TRANSPORT  
 TERMINAL (ITT) BANDAR  
 TASIK SELATAN (ALSO  
 KNOWN AS TERMINAL  
 BERSEPADU SELATAN)

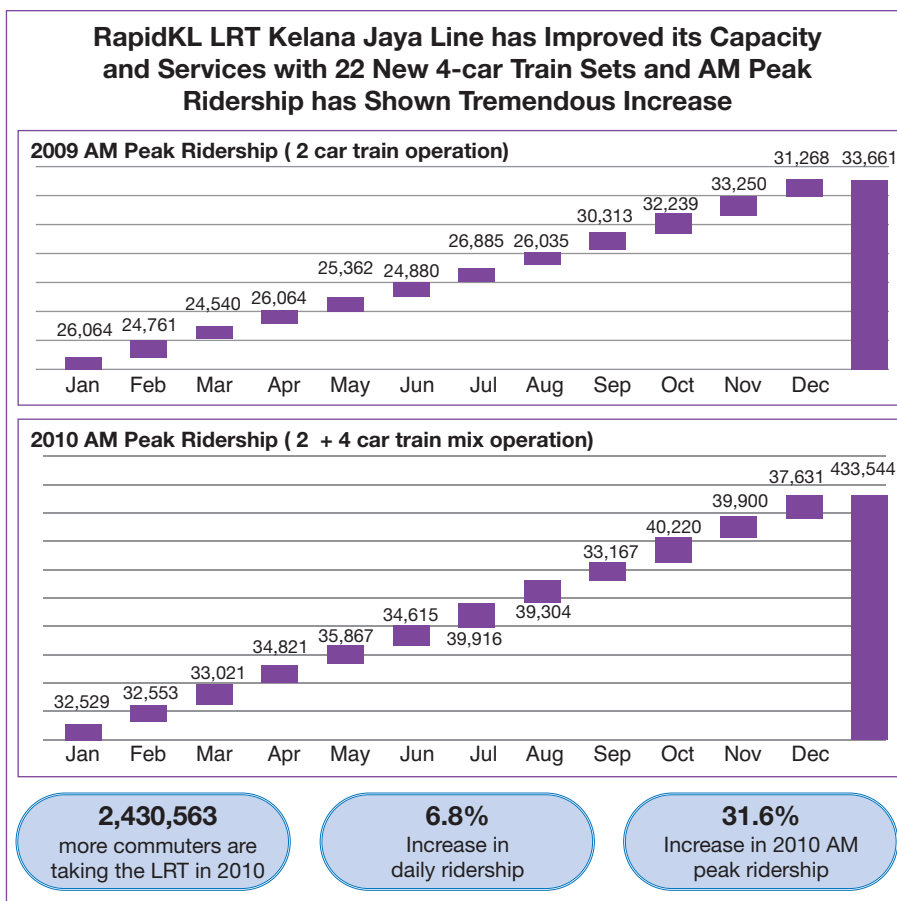
### Completion of ITT Bandar Tasik Selatan

Among the many milestones achieved in 2010 were the construction and completion of the ITT Bandar Tasik Selatan, also known as Terminal Bersepadu Selatan. The RM570 million terminal is equipped with modern facilities and was opened to the public in January 2011. Today, southbound long distance express buses operating at Puduraya are operating from this new, sophisticated terminal. This is helping to decongest the city centre by some 500 buses on a daily basis.

Despite initial difficulties, LPTC and other agencies are co-operating with various stakeholders to ensure all bus operators move to the new terminal by 1st March 2011.

### Improvements through New Four-car Train Sets

The RapidKL LRT Kelana Jaya line has improved its services and capacity with its new four-car train sets. In 2010, an additional 2.4 million more commuters took the LRT. To date, 22 sets of four-car trains are operational.



### Increase of Ridership with BET

In addition, five Bus Expressway Transit (BET) services, with the primary aim of reducing bus journey by leveraging underutilised highways have been introduced to the public. These include:

- 1 BET 1 – Kota Damansara – Pasar Seni
- 2 BET 2 – Bandar Baru Sungai Long – Pasar Seni
- 3 BET 3 – Subang Mewah – Pasar Seni
- 4 BET 4 – Taman Seri Muda – Pasar Seni
- 5 BET 5 – Rawang – Pasar Seni



The first four BETs are currently being operated by RapidKL, while BET 5 is operated by Setara Jaya. BET1 to BET4 were introduced in January 2010 and have shown a tremendous improvement (192%) in ridership since the first day of operations. BET 5 was introduced in October 2010 and there is a lot more to be done to promote the service to the community in Rawang.



**Muhammad Muhaizam Musa**  
29-year-old  
Lecturer

“I have been using the LRT for the past three years. The obvious change I can see is the addition of the carriages in LRT (four car trains). I find the LRT better compared with KTM Komuter and Monorail, which I occasionally take as well. The service has improved over the years due to the expansion plans.

“However, I feel any development plan should be integrated because any town development involves many parties, especially the developing company and the government. There should not be an overlap in the planning and it should be done in a way where it doesn't disrupt the public.”

### Refurbishment of Bus Stops

Since the implementation of the UPT NKRA initiatives, 634 bus stops in Sepang, Shah Alam, Subang Jaya, Klang, Selayang, Ampang Jaya and Kajang areas have been refurbished to enhance comfort for users.



### Enforcement

In terms of enforcing regulations, the authorities continue to ensure summonses are collected. Of the summonses issued between 2000 and 2010, a total of RM643 million or 19.03% of the total summonses issued, have been collected to date.

**Table 7: Summons Issued between 2000 to 2010 and Collected in 2010**

Agency	No. of Summonses Issued	RM	Summonses Settled to Date		
			No.	RM	%
PDRM	21,121,920	3,954,042,429	3,407,072	608,208,441	16.13%
JPJ	1,698,645	254,796,750	223,695	29,083,499	13.17%
DBKL	2,477,441	247,744,100	99,684	5,684,386	4.02%
<b>TOTAL</b>	<b>25,298,006</b>	<b>4,456,583,279</b>	<b>4,456,583,279</b>	<b>642,976,326</b>	<b>19.03%</b>



### Purchase of KTM EMUs

To alleviate the severe congestion on KTMB commuter trains and improve headway, the government purchased 38 sets of six-car Electric Multiple Units (EMUs) in July 2010. This initiative is set to more than double KTMB's current capacity and will enable approximately 30,000 passengers to travel in comfort during the AM peak hour. We also expect that by 2012, headway will be reduced to 7.5 minutes from the current headway of 15 minutes during the AM peak hour. The first four sets of EMUs will be operational in December 2011 and the remaining 34 sets will be delivered in stages by mid-2012.

## CHALLENGES

### SHORTCOMINGS

The UPT NKRA fell short of six specific areas in 2010:

#### The Delay and Long Time Required for Internal Approval Processes

Due to being overstretched with various timelines other than those under the UPT NKRA, some departments found it difficult to prioritise the processing of the necessary approvals and documentations, which in turn, affected the NKRA delivery timeline.

#### Internal Structure and Bureaucracy

Bureaucracy issues among government agencies resulted in a lack of coordination hampering the effectiveness of project delivery.

#### Delay in Land Public Transportation Commission (LPTC) Mobilisation

The delay in the full mobilisation of the LPTC (between June 2010 and end January 2011 due to the delay in acquiring Parliamentary approval) affected the initiative to measure and manage industry performance. One of the LPTC's objectives is to ensure a proper monitoring and reporting of performance by all rail and bus operators. It is also to absorb the roles of both the Commercial Vehicle Licensing Board (CVLB) and Department of Rail (DoR) that regulate public transport operators.



**Serena Ho**  
27-year-old  
Banker

"I have been taking the public transport for over three years now. However, the KTM service is still something left to be desired as it affects a lot of people outside the LRT line who depends on the KTM to get to work. I also think there should be additional cars to the monorail. The public transport station should also be more connected to each other, like the concept in Singapore."

**Wong Chi Hao,**  
22-year-old  
College Student

"I have benefited much from the improvement in train capacity especially on the Kelana Jaya line.

"The four-car light rail transit trains, which can carry more passengers than the old trains, began operating along the Kelana Jaya LRT route at the end of last year.

"The four trains have really helped to ease the daily grind of sitting in overcrowded trains.

"I look forward to the full implementation of bigger capacity trains servicing commuters at greater frequencies."

### **Inability to Reign in Difficult Bus Operators**

The initiative to ensure a fairer distribution of bus routes and better services by bus operators was delayed as the CVLB was unable to get private bus operators to come to an agreement. The LPTC, which will absorb the CVLB in 2011, is now left with the task of identifying solutions and getting the support of stakeholders.

### **Lack of Capable Local Contractors**

Several projects to refurbish the existing KTMB EMUs were not successfully completed due to the lack of capable local contractors. This delayed the award for refurbishment of the 15 sets that were originally targeted to start in 2010.

### **Complexity of ITT Gombak Development**

Based on the traffic impact assessment, road widening for MRR2 from three lanes to five lanes will be required to alleviate traffic congestion and ease bus accessibility. This has affected the delivery timeline of ITT Gombak.

## **LESSONS LEARNT**

In rolling out the UPT NKRA, we have learnt that it is best to identify symptoms early and take corrective actions in order to avoid any delay in the delivery schedule. PEMANDU and the DMO may be required to facilitate a comprehensive planning/implementation programme to ensure all internal parties work together effectively.

There is also a need to cultivate a strong discipline in the way of validating the progress of projects (via site visits) rather than receiving feedback through secondary sources. To ensure the integrity of projects, the UPT NKRA team have gone to the ground to carry out spot checks on some NKRA-related projects in order to validate the progress and quality of these projects.

A key approach to tackling the various problems is to work closely with the various government agencies, especially those that need additional support in meeting timelines. With PEMANDU and the DMO pushing the envelope by facilitating problem solving sessions, managing stakeholders better as well as managing internal bureaucracy, this gives all parties involved a greater sense of urgency and a resolve to move quickly on the actions required.

## PUBLIC PERCEPTION

Despite the many successes achieved in 2010, overall public transport user satisfaction is still relatively low. According to a survey conducted by Urusbudi Transplan Sdn Bhd in August 2010, only 48% of users out of the 10,000 respondents were satisfied with the current services in Klang Valley.

In the way of bus services, only 38% of respondents were of the opinion that the existing bus services in the Klang Valley were good, while most of the respondents were concerned about the overall elements of a good bus service i.e. accessibility to service, punctuality, waiting and travel time, bus conditions, transfer convenience and drivers' attitudes. It is understandable that public perception of bus services is still relatively poor as most of the initiatives for buses will only fully materialise from 2011 onwards. These measures include the planned introduction of 470 new buses, construction of new bus stops and refurbishment of existing bus stops, bus lanes as well as bus network reorganisation.



Meanwhile, in terms of LRT services, 63% of users perceive the LRT services as being reliable. As a result of the new four-car LRT trains, commuters now have a better travelling experience as they do not have to squeeze into the train and can now enjoy comfortable ride as the trains are no longer jam-packed.

However, only 28% of KTM Komuter users are satisfied with the current services. The first four sets of six-car EMUs set will be operational come December 2011 and are expected to bring gradual improvement in terms of KTM Komuter service reliability.

**Salwani Muhammad,**  
24-year-old  
Chambering Student

"I have been taking the LRT for the past two years and I think the services are okay but it depends on the timing. The additional four-car trains are very good and they are comfortable - not as crowded or packed as they used to be.

"I hope the government can increase the frequency of the trains. More people take the public transport to avoid jams on the road these days, so if there are more trains added to the current service, it would be good."

## GOING FORWARD INTO 2011

### 2011 NKPI TARGETS

2011 will prove to be another challenging but exciting year for us. Our primary target is to increase the public transport modal share to 21% from 17% currently. The NPKIs for 2011 are set out as follows:

NKPI	2011 Proposed Target
Ratio of Public Transport Journey Time vs. Private Transport Journey Time	1.7:1 <sup>1</sup>
% population within 400 metres of public transport route	70%
Customer satisfaction survey	50%
Bus peak hour load factor	56%
KTM Komuter load factor	125%
Rapid KL Kelana Jaya line load factor	80%
AM peak public transport ridership	346,184
Public transport modal share	21%
Road Safety Index (road fatalities/ 10,000 registered vehicles) <sup>2</sup>	3.12

<sup>1</sup> An independent traffic study conducted in Q4 2010 showed that the ratio of public transport journey time vs. private vehicle journey time was 1.86:1 .

<sup>2</sup> In 2011, the Road Safety Index will be included into the UPT NKPIs as part of the efforts by the government to inculcate a road safety culture in Malaysia. The Road Safety Index baseline in 2010 was 3.32.

2011 will see the urban public transportation initiatives being taken to an even higher level. We are excited with our achievements in 2010 and are positively motivated to bring more convenience to the rakyat. As we commit to providing a higher level of efficient and effective service in order to increase the number of people utilising public transportation, especially within the cities, we are confident of making strong inroads in the way of improving urban public transport.