

## **PARTICIPATORY PLANNING TOWARD AN INTEGRATED TRANSPORTATION MASTERPLAN FOR JABODETABEK**

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**Abstract:** In 1999, the Government of Indonesia passed legislation effectively transferring control of many central government activities to regional level government who can now independently of each other planning and developing their own strategic transport infrastructure facility and capability. The question now arise as to how to coordinate and strengthen the capacity of regional level government to formulate transport policy, undertake sectoral development planning, formulate budget based on development needs and monitor sectoral performance and development problem. Because provincial and local government have considerable autonomy, conflicts are likely to arise. Therefore, it is essential that a mechanism be established to resolve any development conflicts efforts.

In response to the request for appropriate planning approach in the new era of decentralization and regional autonomy in Indonesia. Participatory planning activity had been chiefly carried out at sub-regional or Kota/Kabupaten's local government level through a series of stakeholder meetings. Major objective of the stakeholder meeting was to identify problems and examine problem-solving measures through participation of various stakeholders in order to build sense of ownership of and commitment to transportation planning.

**Keywords;** Participatory Planning, Masterplan, Jabodetabek

### **1. INTRODUCTION**

Jabodetabek, a large-scale metropolitan area with a population of 21 million, consists of Daerah Khusus Ibukota/DKI (Capital Special Region) Jakarta, as the capital city of Indonesia, which is the center of politics, economy and social activities, and 7 local governments in the surrounding areas covering Kota (city district) Bogor, Kabupaten (rural district) Bogor, Kota Depok, Kota Bekasi, Kabupaten Bekasi, Kota Tangerang, and Kabupaten Tangerang. Its gross regional domestic product amounted to Rp. 351,000 billion in 2002, or 22% of the national gross domestic product; thus Jabodetabek is strategically the most important region of the nation.

The current condition of the urban structure and some previous studies give some lessons in identifying how to solve the transportation problems in the Jabodetabek region by explaining not only how the physical development of the transportation network should evolve but also how to ensure the required funds. Many studies have also already explored some issues such sharing of responsibility, regulatory reform, institutional rearrangement, and consensus building among the stakeholders. As a result, participatory planning approach has been

preferred as one approach to establish and accompany an Integrated Urban Transportation Master plan for Jabodetabek region.

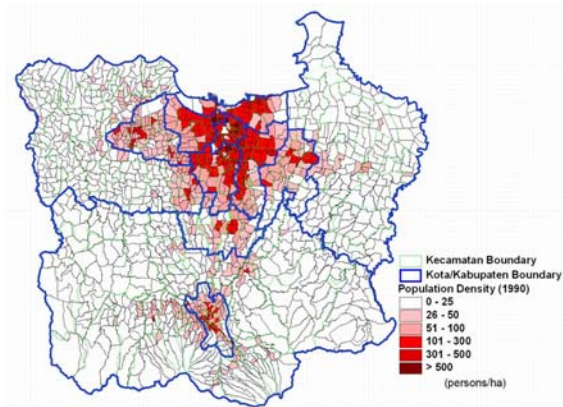
The objective of this paper will explore the lessons learnt from activities during developing integrated transportation master plan for Jabodetabek and reveal some problems and obstacles based on the latest information and previous studies. The paper will identify characteristic of the existing urban structure, (ii) urban transportation problems and the effects of those on the Jabodetabek region. This paper will also elaborate the role of participatory planning approach during discussion on (iii) anticipation of future urban growth and urban structure alternatives, and (iv) the implementation mechanism that is also of great importance in order to establish the transportation master plan because mere preparation of the master plan would not solve problems.

## 2. JABODETABEK URBAN STRUCTURE

### 2.1 Population Growth and Urbanization

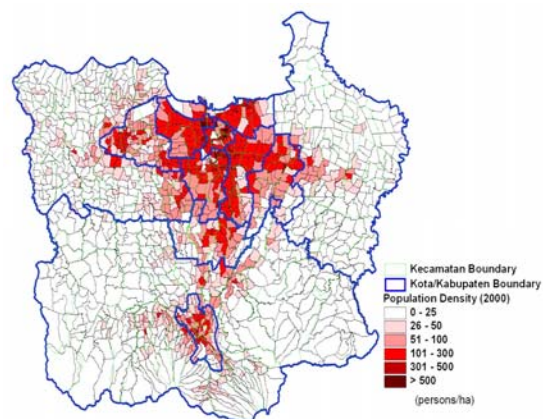
The total population size in Jakarta-Bogor-Depok-Tangerang-Bekasi (Jabodetabek) Metropolitan area amounted in 2000 to round 21 million people. The population size in Jakarta and Bogor-Depok-Tangerang-Bekasi (Bodetabek) was recorded at 8.4 million and 12 million people respectively, while average household sizes in DKI Jakarta and in Bodetabek were calculated at 3.74 and 3.84 respectively. Urbanization in Bodetabek between 1990 to 2000 was 3.7 percent per annum while the growth in Jakarta was merely 0.2 percent per annum, where the distribution of population density is shown by following Figures.

**Figure 1. Population Density 1990**



Source : SITRAMP 2004

**Figure 2. Population Density 2000**



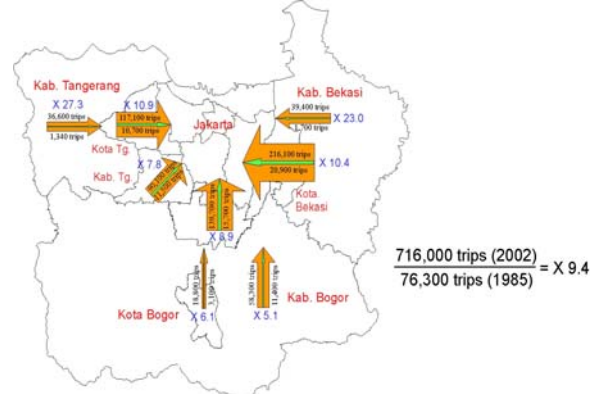
Source SITRAMP 2004

This implies that suburbanization has rapidly preceded and population has spread out in Bodetabek area to seek better life quality, housing circumstance and environment and/or look for cheaper place of housing due to increasing land price in DKI Jakarta. The population movement toward suburban area has generated longer trips between residence and workplace and given much burden on existing transport infrastructure and environment. Based on the latest population census, University of Indonesia provides the latest population projection of about 26 million in the region in the year 2020.

## 2.2 Concentration of Economic Activities in Jakarta

The development of urban centers in Bodetabek has been emphasized for a long time. Although the populations in Kotas and Kabupatens have been increasing rapidly, the functions of urban centers are still limited to merely serving the neighborhood population. The centers provide neither sufficient job opportunities nor urban services for the residents. On any given day, around 700,000 people are on the road from Bodetabek to Jakarta shown by Figure 3. If this trend of relying on Jakarta continues, coupled with an increase in private car use, road development will not be able to catch up with the increasing traffic demand.

**Figure 3. Increase of Commuting Trips to Jakarta from Surrounding Areas: 1985-2002**



Source : SITRAMP 2004

The rapid population, economic growth and subsequent growth of travel demand in Jabodetabek have inevitably brought about various urban transport problems, which have become increasingly serious over the last few decades. As the consequences, the needs for transportation facilities in Jabodetabek have increased tremendously. Transportation issues are very complex because various social, economic and cultural aspects are involved and inconsistency between transportation plan and land-use plan also creates more problems to the transportations in Jabodetabek. Meanwhile, the government seems fall short to catch up with the demands.

## 2.3 Past Plans and Studies Related To Jabodetabek Transportation System Development

During the last few decades, a variety of plans and studies related to the Jabotabek transportation system have been carried out. In the 1970s, it was recognized that urban planning within a limited administrative boundary could not effectively cope with urban problems, particularly in DKI Jakarta. Therefore, Presidential Instruction No. 13/1976 was issued to establish a comprehensive Jabotabek Metropolitan Development Plan (JMDP) 2005, that begun with the preparation of the Jabotabek Regional Planning in 1975 which was revised several times before the final version was completed in 1985. Development directions and strategies proposed by the JMDP are reflected in a broad sense in the structure plan of DKI Jakarta. However, structure plans prepared by the local governments of Botabek are inconsistent not only among themselves but also with the JMDP's land use and development zoning

## 2.4 Needs for Planning Coordination

In order to foster coordination on infrastructure development in the Jabotabek region, BKSP (Development Coordination Agency) Jabotabek was established in 1976 by the joint decree of two governors, DKI Jakarta and West Java when the first Jabotabek Metropolitan Development Plan was prepared. Later, it was reinforced by Ministerial Decree of Ministry of Home Affairs No. 29/1980 and then State Ministry of National Development Planning Agency No.125/1984. BKSP's main task is to prepare and determine a cooperation policy and an implementation plan and to support the realization of integrated regional development.

Its other tasks include establishing development planning policies for all sectors within the Jabodetabek region, resolving economic, social and spatial development issues raised by one of the local governments and acting as facilitator to arbitrate disputes among local governments.

BKSP Jabotabek has not fully realized its function at present. The function of BKSP has remained almost unchanged and focuses on planning coordination among local governments, especially between DKI Jakarta and the West Java provinces. BKSP does not have enough planning personnel and most of the role of BKSP is that of a secretariat rather than a technical coordinator, with little capacity, authority and funds for planning and coordination. Nevertheless, BKSP contributes to providing opportunities, as required by the local governments concerned, to discuss, for instance, problems on mini-bus operation across administrative boundaries, and domestic and industrial waste disposals.

### **3. DECENTRALIZATION AND LOCAL GOVERNANCE**

Since its independence, Indonesia has had a highly centralized but multi-tiered unitary state, with the central government at the top of the hierarchy. Provincial governments belong in the second tier and local governments the third tier. Indonesia. Local governments consist of two categories: city districts (kota) and rural districts (kabupaten). Within them are sub-districts or (kecamatan), which are smaller administrative government units; these sub-districts are further divided into villages. Villages in rural areas, called desa, are referred to as kelurahan in urban areas. Apart from historical factors that led to the establishment of a unitary state, a centralized authority was considered necessary to unify the fourth most populous country in the world.

#### **3.1 The Regional Governance Law**

Indonesia is now undertaking what may be one of history's most sweeping and rapid decentralization efforts, powered by the regional political strength. Law 22/1999 on Regional Governance and Law 25/1999 on Fiscal Balance between the Central Government and the Regions (provinces and local governments) changed the organization of and relationship between central, provincial and local governments in Indonesia in several fundamental ways. Both laws are founded on the principles of democracy, community participation and empowerment, equity and justice, recognition of the potential and diversity within regions, and the need to strengthen local legislatures. When fully implemented, the two laws will transform intergovernmental relations in Indonesia.

The end of the hierarchical relationship between the provinces and the local governments has led local governments to position themselves as direct subordinates to the central government. As a result, provincial and district assemblies have issued conflicting and/or confusing local legislation and regulations on the same subject. There is a need for a clear set of guidelines outlining the relationship between various layers of government on functions, such as land, transport, communications, statistics, and family planning.

#### **3.2 Problem Rises in Regional Governance**

In 1999, the Government of Indonesia passed legislation effectively transferring control of many central government activities to regional level government who can now independently

of each other planning and developing their own strategic transport infrastructure and facility and capability the question now arise as to how to strengthen the capacity of regional level government to formulate transport policy, undertake sectoral development planning, formulate budget based on development needs and monitor sectoral performance and development problem. Because provincial and local government have considerable autonomy, conflicts are likely to arise. Therefore, it is essential that a mechanism be established to resolved any development conflicts efforts.

To do this, central level ministries should know reconsider the nature of their relationship with the provincial and kabupaten/kota government agencies especially when this regional government are developing their expenditure investment plan and program. In many cases the focus for development will extend across more that one administrative boundary. Because provincial and local government have considerable autonomy, conflicts are likely to arise. Therefore, it is essential that a mechanism be established to resolve any development conflicts efforts.

One of the problems now facing central government is fragmentation of the centralized coordinated planning process. Regions are able to act independently in their formulation and financing of their development strategies. Because there is currently no regional planning, consultation and coordination mechanism in place devolution of many of the central government responsibilities is likely to lead to an efficient allocation of resources both and between sectors. The likely outcome will be that infrastructure investment will not always be based on the needs of the user, but on other less efficient methods of resources allocation.

### **3.3 Current Position of BKSP Jabodetabek**

After the decentralization embarked in 2001, the institution faces a new era of its existence and challenges in both administrative and technical ways. As the governmental decentralization progresses, the necessity of BKSP Jabotabek or its function is growing more importantly to coordinate urban and regional development plans that should be prepared across administrative boundaries. To make this organization function as expected, a strong power and mechanism that empowers BKSP to become a decisive and responsible leader would have to be legally established. Institutional and legal aspects on planning and project execution entity in such an area of inter-governmental jurisdictions should be examined more carefully. This issue is one of the most essential conditions to seek for the integrated transportation master plan in Jabodetabek.

Law No.22/1999 concerning Regional Administration states that, a joint agreement and/or an establishment of regional cooperation body involving more than two local governments must obtain an approval from respective local legislature (local assembly) first to ratify an agreement and/or corroborate with other local administrations. Concerning a current move on democratization and complex conflicts on interest groups, in particular, taking into account gaining powerful authority than ever after the dawn of decentralization, it is becoming more difficult and time consuming to reach a unanimous agreement at local assembly. Therefore, even after a few years elapsed already, a new joint agreement has not yet been endorsed by newly joined local governments, districts and municipalities.

BKSP has been attempting to expand its legal basis by incorporating seven local governments in its joint agreement due mainly to the effect of decentralization. At the same time, BKSP seeks more powerful legal basis on the presidential decree. The endorsement by the

presidential decree gives BKSP more rational and legal backbone to act as a cross-regional agency in the Jabodetabek region and enable it to impose a wide range of development policies and decisions.

### **3.4 Coordination among Government Agencies**

Urban transportation and land use development problems often spread beyond the boundaries of the Kota/Kabupaten into the neighboring local authorities. Therefore, transportation planning could not be confined only within the administrative boundary of a particular Kota or Kabupaten. Overlapping or unconnected transportation network plans are consequences of a too inward looking planning. Formal arrangements to coordinate the transportation development planning through the formation of conurbation planning coordination committees are therefore required. One way of doing so could be by empowering BKSP, which is currently suffering from lack of power and resources. Discrepancies between plans occur not only between neighboring local governments but also between plans initiated from central government and the local plans. Due considerations should be given to resolve the matter.

In order to strengthen the coordination function for region-wide planning, it is imperative to institute an organization that has a strong leadership supported by technical capability, authority and funds for planning up to the implementation. Under the decentralization policy and its relevant laws, the administrative hierarchy between Provincial and Kota/Kabupaten governments was diminished and leveled equally. Therefore, the coordination among these local governments became more difficult but is more importantly required to pursue the effective and equitable development of the Jabodetabek region. Even stronger power and capability will have to be delegated to a new coordination body, such as Jabodetabek Development Authority, that is under the direct jurisdiction of the Cabinet.

### **3.5 Coordination among Local Governments in Transportation System Development**

For a conurbation area like the Jabodetabek region, where various conflicts occur, there is a strong need to strengthen the transportation system through a coordinated manner. The development of transportation plan will involve many agencies at local and central government level and thus close cooperation will be required.

The Government of Indonesia is pursuing a policy of decentralization which will increase local governments' responsibilities with regard to land use and transportation policy matters. The guiding statutory documents for the urban plan in Jabodetabek area are the respective spatial plans established by each local government which define long-term land use and transportation plans. The crucial issue is how to ensure that the strategies and policies stipulated based on these individual spatial plans are mutually consistent and well coordinated at the metropolitan (i.e. Jabodetabek) level.

Almost all local governments in Jabodetabek have included some sort of toll road development in their transportation plan. Some of the plans are follow-up of the previous toll road network plan established by the Department of Public Works, but it is also of importance to note the emergence of new toll road plans from local governments which is not always consistent with the previous plans.

Little progress has been seen regarding the demarcation of the role of road development and management among the central, provincial and local governments. Four committees, however, were set up in Department of Public Works to expedite the progress of primary issues of road development and management, 1) road law and regulation as a whole, 2) regulation on specific topics, 3) toll roads and 4) road funds, respectively.

Considering the role sharing in road administration, the central government is mostly responsible for policymaking, the provision of technical standards (specifications) and guidelines, and evaluation of road administration and development, while local governments are responsible for road development, operation and maintenance in their jurisdiction. Department of Public Works, in particular, should take the initiative to comprehensively dialogue with local governments and to incorporate their aspirations and needs, in order to overcome their technical, financial and human resource constraints.

With regard to the institutional aspect of transportation management in the Jabodetabek region, it is anticipated to clearly define the rationale of the establishment and conceptual structure of a transportation authority in accordance with the forthcoming need of metropolitan-wide transportation management to deal with an integrated transportation master plan to be recommended by the Study Team. There are various alternatives to set up such institutions, such as 1) strengthening an existing institution, 2) establishing a metropolitan-wide transportation authority and 3) establishing a metropolitan region transportation planning commission. The first alternative is to strengthen an existing institution to encompass the function and authority to take the responsibility to oversee transportation management. At present, the leading institution might be the BKSP. The second alternative is to establish a new institution, namely, a Jabodetabek metropolitan transportation authority embracing all local governments, to manage transportation as a whole, including policymaking, fund raising, physical infrastructure development, operation & maintenance and transportation management. In such case, various transportation policies could be executed metropolitan-wide, such as road pricing, an earmarked fuel tax and reciprocal transportation system. The third alternative is to establish a metropolitan-wide transportation planning commission, whose main functions are to expedite metropolitan transportation planning, i.e. planning, research and coordination consisting of the central and local governments, academic institutes, transportation society, etc.

#### **4. PUBLIC INVOLVEMENT AND PARTICIPATORY PLANNING**

The idea of participatory planning activity initially was in response to the request of technical and steering committee of SITRAMP for appropriate planning approach in the new era of decentralization and regional autonomy. In the SITRAMP, participatory planning activity had been experimented at sub-regional level, namely, at the level of Kabupaten/Kota's local government. Major tool of the activity was stakeholder meeting. In addition, inter-sub-regional workshop was held to share the outcome of stakeholder meetings and to encourage dialogue on the common issues of transportation planning among local governments.

However, it seemed that some local governments did not show positive interest in this activity. It is not easy to establish participatory approach in planning process of local governments. Lessons learnt from the participatory planning activity of SITRAMP revealed some problems and obstacles that restrict local government full implementation of participatory planning. These findings are summarized below followed by recommendation for further practice.

#### **4.1 Public Involvement**

The role of the regional “community” in the planning process is taking on an ever more national governments reform their public sector organization and adopt democracy decision making process. The empowerment of the community or stakeholders in the planning process has the effect of ensuring that the interest of individuals, communities, and organization that may benefit or be adversely affected by an investment decision are recognized and dealt with in an equitable manner in the planning process. Empowerment of stakeholders can be achieved through open community participation mechanism. A consultative process would ensure that affected communities or their representatives are fully involved in the project planning and decision making process.

When participatory planning activity had started, JICA Study Team and local facilitators encouraged local governments to involve non-governmental stakeholders into the activity. However, local government officials were reluctant to do so although they realize that the public is well aware of their right and claims transparency and accountability from the government much more than before. It seems to be simply because local governments are not yet prepared themselves to accept public involvement in institutional, financial and mental terms.

At the level of local transportation issue, in fact, public involvement is, to some extent, already put into practice. For instance, from this year, Kabupaten Bogor government started to hold public consultation meeting when implementing development project such as road construction and improvement. Meeting participants include representative of village committee, village chief, sub-district chief, NGO, and informal public leaders. The government side explains project plan and participants promise commitment to the project after discussion and consensus building. Kota Bogor also had carried out wider public involvement practice recently with assistance of UNDP. Various activities from grass-roots to city-wide including stakeholder meetings at community level and open public forum were executed. As a result, it seems, public awareness had grown faster and larger than capacity and preparedness of the local government.

#### **4.2 Institutionalization and Legitimization**

Each local government was expected to form backup team, which was supposed to consist of officials from concerned agencies, for sub-regional transportation planning. The key role of the team would be to undertake stakeholder meeting and incorporate its result into sub-regional transportation planning. Instead of forming backup team, some local governments, such as Kota Depok and Kota Tangerang preferred to empower existing Bakorlantas (Badan Koordinasi Lalu Lintas: Traffic coordinating board). At present, Bakorlantas is place to bring about inter-agency coordination to handle particular traffic problems at certain time and spot or to consider short-term solution to transport problems. However, empowerment of existing Bakorlantas seems reasonable in terms of efficient resource use because forming new taskforce such as backup team must accompany with additional resource mobilization.

Through activities in SITRAMP, it was noticed that ad hoc taskforce would not function sufficiently. Backup team, in the end, could not evolve as a sustainable inter-agency committee to work on transportation planning and implementation with holistic and medium/long-term perspective. Therefore, committee or working group exclusively



responsible for participatory planning should be institutionalized and legitimized on routine basis at Kabupaten/Kota level.

#### **4.3 Institutional Coordination**

Coordination includes two meanings: inter-agency coordination within Kota/Kabupaten and inter-regional coordination within Jabodetabek area. First, wider stakeholder involvement and inter-agency coordination is required within Kota/Kabupaten. In the stakeholder meetings, for example, some local governments invited agencies which were not directly responsible for transportation issues. They were Dinas Tata Kota (Spatial Planning Agency), Dinas Pemukiman (Settlement Agency), Dinas Cipta Karya dan Lingkungan Hidup (Public Works and Environmental Agency) and others. In fact, transportation issues are very complex because various social, economic and cultural aspects are involved and inconsistency between land use plan and transportation plan is also one of the problem causes. Therefore, the stakeholder meeting provided good opportunity for various agencies to discuss together. According to some local officials, there have ever been many opportunities for different agencies to exchange opinions and information (in general, such opportunities are frequently stated as “coordination”). However, strictly speaking, these opportunities have never produced practical actions toward holistic planning and implementation.

Second, most of local governments are aware of necessity of coordination and cooperation among relevant Kota/Kabupaten, provincial and central government for planning, implementation and monitoring process. In the inter-sub-regional workshop, participants from each Kota/Kabupaten’s backup team, relevant agencies of provincial and central government raised several issues required coordination: management of intercity bus, development of toll road and railway network, and new seaport, and development of inter-regional bus terminal. In order to promote such coordination, one suggestion was brought from the group discussion in the workshop that was assigned to examine institutional issues for transportation planning. It was named, for the time being, “Jabodetabek Transport Forum”. According to the proposal, it would be a communication forum among Kota/Kabupatens in Jabodetabek area and DKI Jakarta with regular meeting, rotating host, and financed on cost-sharing basis. Right now, first Jabodetabek Transport Forum is under preparation hosted by DKI Jakarta with technical assistance of Center for Transport Studies, University of Indonesia.

#### **4.4 Top-Down vs. Bottom-up Approach**

In most local governments, backup team was formally established and supposed to play a key role to encourage active participation of stakeholders and coordination of relevant agencies in order to grow sense of ownership of planning process. In fact, only a few of backup team members took part in the activities. Some of local government stakeholders seemed to feel that this participatory planning activity was based on top-down initiative.

Meanwhile, the local governments appreciated that they invited officials represented of sub-district or Kecamatan to the stakeholder meetings. It was, to some extent, bottom-up approach to involve local level stakeholders who have direct interests in day-to-day transportation problems. However, this approach had also weakness. Some local government officials expressed that stakeholder meeting was good tool to exchange various opinions from different stakeholders but not so effective to examine sub-regional transportation system and network because sub-district representatives only concerned their own problems limited to their own area.

#### **4.5 Supporting Resources**

Participatory planning in sub-regional level requires support of local resource such as human resources, financial, and legal support. Commitment of top decision makers to mobilize their resources – in particular budget – to support the planning process is an important point. However, budget allocation will depend on related fiscal year, so necessary budget should be included in the local budget plan prior to the certain fiscal year. In the case of SITRAMP, some of Kota/Kabupaten cannot provide enough budgets to support the participatory planning activity since the budgets were already fixed for on-going fiscal year. Finance is one of the important factors in determining success and failure of the activities since mobilization of local human resources, supporting facilities for stakeholder meeting, necessary data collection, consultations, and coordination among related agencies will surely generate expenses.

#### **4.6 Planning and Development Management Challenges**

Planning responsibilities among the three tiers of government (central, provincial, and kota/kabupaten) in Jabodetabek are still not clearly defined. The involvement of two different provinces and seven kotas/kabupatens and with their (still) different regional perspectives, the role played by national agencies, the diverse range and scope of development programs, and the limitations of the existing programming and budgeting procedures all hamper the planning and implementation of concerted development efforts.

There is a clear need for improved channels of communication, for more clearly stated development policies, principles, and criteria, and for an overall, coordinating perspective on the region's development planning. A single agency is needed that is capable of (a) providing a forum for the joint preparation of programs by the national, provincial, and local agencies involved, (b) undertaking independent and objective evaluations of alternative development options, and (c) maintaining and translating an overall development strategy into basic guiding policies, principles, and criteria for sector development. That agency should be charged with the coordination of all infrastructure development planning in Jabodetabek as a whole and empowered to make choices between alternative sectors. One key to improving the coordination and integration of plans and efforts in Jabodetabek lies mainly in strengthening institutional arrangements for planning and programming.

The inevitable and foremost imperative institutional issue in the transportation sector is insignificant coordination and communications among central ministries, the former Ministry of Settlement and Regional Infrastructure (Kimpraswil), Ministry of Communication (MoC), National Development Planning Agency (Bappenas), Ministry of Home Affairs (MoHA), and local government agencies. Not only vertical discrepancy but also a lack of consensus on regional planning across each local government's jurisdiction makes it more difficult to formulate an integrated transportation system development plan in the region. The existing Development Coordination Agency (BKSP) for Jabodetabek should be the main player to coordinate among local administrations; however, insufficient resources and overlapping responsibilities with central and provincial agencies make it difficult for BKSP to perform its duties with proficiency. Taking into account its current legal ground and functions, a legally and administratively independent and more flexible new institution should be considered.

Establishment of a new agency, Jabodetabek Transportation Authority, is strongly recommended to make consistent a metropolitan-wide transportation system development plan and to manage transportation demand in the region. However, if it needs time to

establish such a new agency, a planning commission is to be established to pursue the tasks in short term. Therefore SITRAMP recommends to establish a transportation authority for the region in early stage of the master plan period and to envisage the next step to be an establishment of an urban development authority.

(a) Jabodetabek Transportation Planning Commission

The Jabodetabek Transportation Planning Commission is set up under the direction of the central ministries, consisting of transport-related personnel from sub-national governments. This executive body shall consist of heads of respective provincial and local governments, as well as representatives from the ministries, such as Kimpraswil, MoC, MoHA and Bappenas. Its main functions are to: 1) coordinate respective transportation planning at local governments into an incorporated regional transportation plan, 2) conduct research and survey for transportation planning, 3) coordinate studies in the region to be utilized for an integrated transportation planning, and 4) manage the data collected through the Study particularly the surveys to be used for academic research, planning purpose, and so on. A permanent secretariat is established to support the commission and carry out daily operations. Funding for the commission and secretariat shall in the form of contribution by the commission members.

(b) Jabodetabek Transportation Authority

The Jabodetabek Transportation Authority (JTA) is established as an independent public corporation, which has main accountability to the public, not only to the central or sub-national governments. The authority would be endorsed by either presidential decree or government law to stand as an independent public corporation. It oversees all land transportation issues and has main responsibilities to: 1) formulate regional transportation policy, 2) formulate integrated transportation planning, including road network development, railway (MRT, LRT and subway) development, traffic management and public transportation system management, 3) implement the integrated transportation planning and programs, 4) issue licenses and control public transportation with bus route license, public transport business license, bus terminal development permission, and so on, 5) regulate public transport services, such as trunk bus, MRT, LRT and so on, 6) support development of inter-Kota or inter-Kabupaten highway network, and 7) carry out traffic management measures, such as road pricing, park and ride, and park and bus ride.

The authority would be operated by the revenue from road pricing and surcharge on fuel tax and financial contribution or subsidy from DKI Jakarta and the relevant local governments. As an independent corporation, however, its primary task is to be financially sovereign and it should be underlined that a disclosure of financial status is one of the most important aspects to secure its position as a public corporation offering public services to users in the region. As a public corporation, it could also raise fund from the capital market by issuing corporate bond.

## 5. CONCLUSION

The current condition of the urban structure and some previous studies give some lesson in identifying how to solve the transportation problems in the Jabodetabek region by explaining

not only how the physical development of the transportation network should evolve but also how to ensure the required funds including sharing of responsibility, regulatory reform, institutional rearrangement, and consensus building among the stakeholders. It also indicates failures in planning coordination in a region-wide context and what should be done now to make the master plan materialize. Therefore, establishment of a new agency or organization with a strong power for authorization of region-wide plans that covers multiple local governments, supported by sufficient technical staff and funds, is strongly recommended to make consistent a metropolitan-wide transportation system development plan and to manage transportation demand in the region.

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