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No. 107

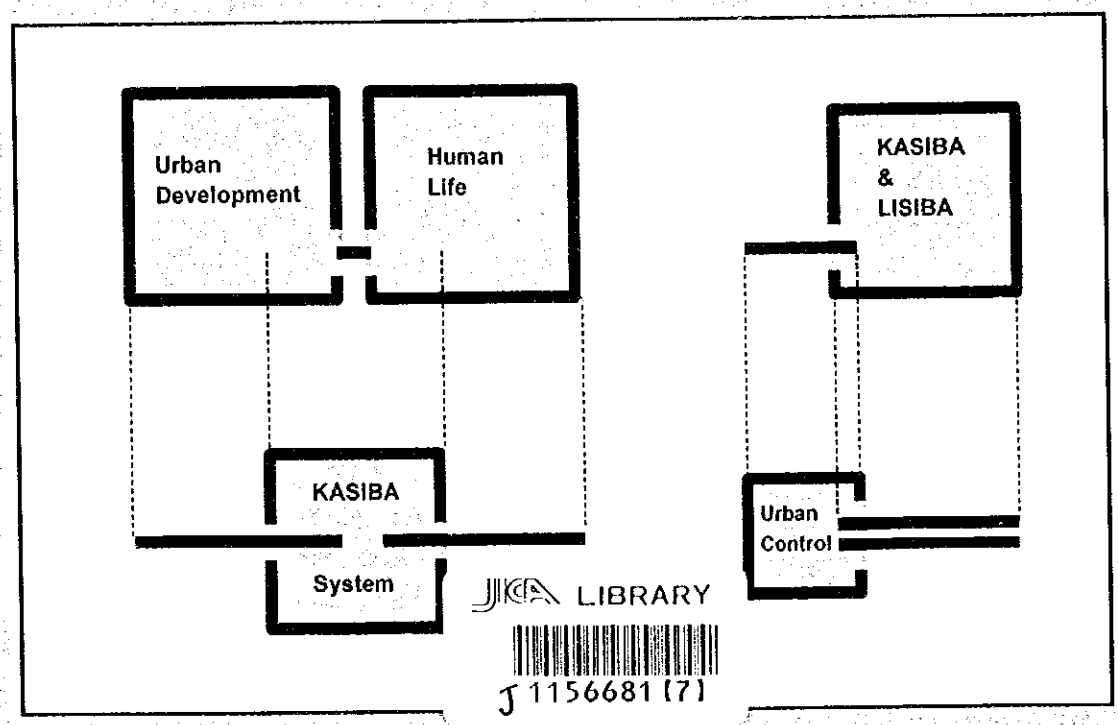
THE STUDY ON LAND PROVISION FOR HOUSING AND SETTLEMENTS DEVELOPMENT THROUGH KASIBA AND LAND CONSOLIDATION IN JAKARTA METROPOLITAN AREA IN THE REPUBLIC OF INDONESIA

KASIBA DEVELOPMENT

KASIBA Project Guidelines & Manual for Practical Procedures

Guidelines : [What should KASIBA project be]
Manual : [How is KASIBA project prepared and implemented]

● January 2000



Prepared by JICA Study Team in cooperation with MENPERKIM

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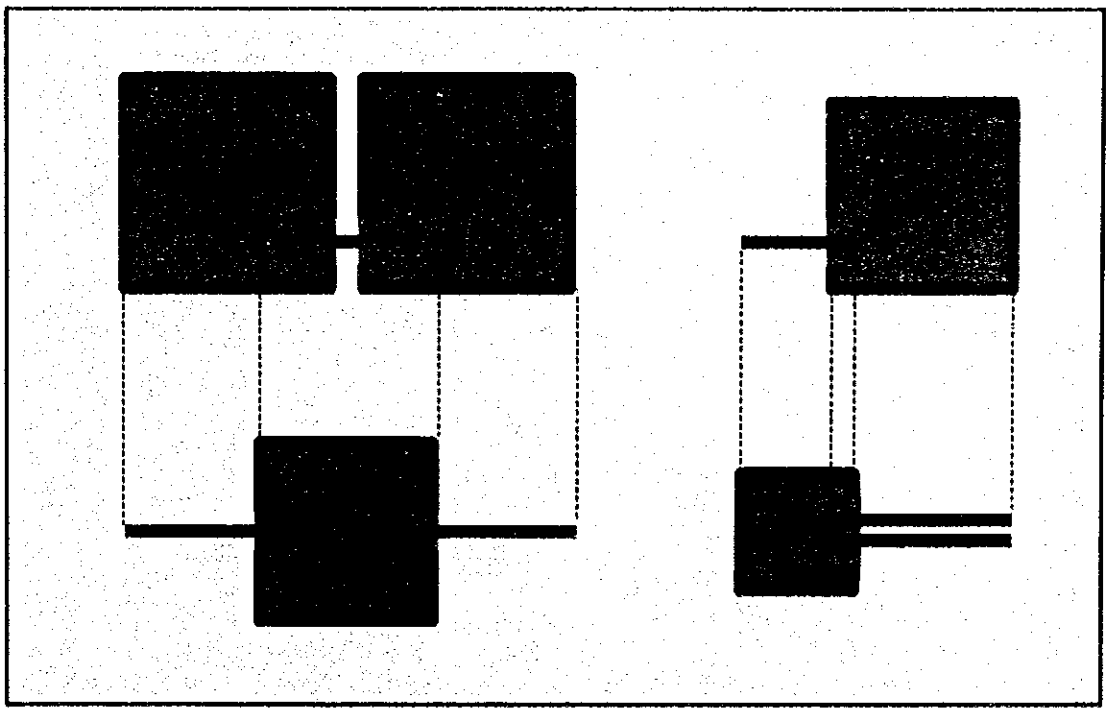

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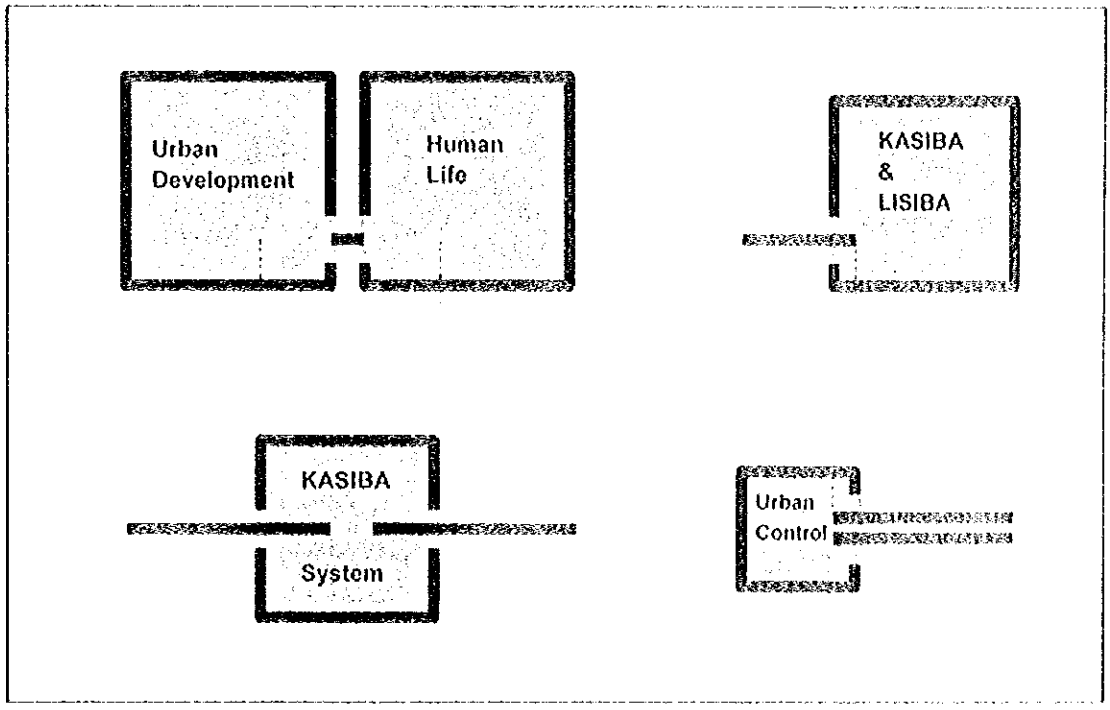

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FINAL REPORT COMPOSITION

The Final Report is composed of the following reports:

1. SUMMARY REPORT
2. MAIN REPORT
3. KASIBA Project Guidelines & Manual for Practical Procedure
4. Basic L/C Guidelines & L/C Project Implementation Manual

This Report is the KASIBA Project Guidelines & Manual for Practical Procedure.

KASIBA DEVELOPMENT

KASIBA Project Guidelines

[What should KASIBA project be]

- January 2000

Prepared by JICA Study Team in Cooperation with MENPERKIM

Contents

KASIBA Project Guidelines for Transfer of Technology

These guidelines attempt to show how to effectively use the KASIBA system for urban and housing development of regions/municipalities, and accordingly what the KASIBA project should be for that sake and purpose. In the current reformation era, special attention must be given to the decentralization policies in preparing the guidelines for the KASIBA project.

With enlarging authorities and increasing responsibilities of local governments in proceeding with the decentralization process, the local government becomes the sole responsible organization for urban and housing development in its jurisdictional territory. In this situation, the local government must be a first responsible organization and, initiator and promoter/implementing agency of the KASIBA project. The local government initiative and motivation, and implementing capability becomes very essential for the KASIBA project.

Then local governments or mayors may simply question themselves as follows:

- What problems facing the local government can KASIBA solve and what improvement can KASIBA achieve in their localities?
- What benefits can KASIBA yield to the constituencies of the municipality
- How useful can KASIBA be in urban and housing development in their localities?
- Is KASIBA the best way for urban and housing development in their localities? Are there no alternatives other than KASIBA? And so on.

Further more it must be stated that the government administrative bases and systems on which urban development is formulated and implemented, have been changing to new ones, as a result of decentralization, which has not yet shown its total picture though. The success of decentralization policy relies heavily on the improvement and strengthening of the administrative and managerial capacity of the local government. It may also be true to the KASIBA project, since it cannot be supposed that it will be carried out based on the past and existing administrative and social system.

- How can the local administration be improved so as to be capable of executing urban and housing development projects like KASIBA and L/C is the other question of the local government.

The guidelines are to present some suggestions and proposals on the specific important aspects of KASIBA, which the local government may have to take into consideration in developing KASIBA projects in their jurisdictional territories, on the condition that the local government is already knowledgeable about the outlines of KASIBA.

1. Development (Planning) Guidelines

1. The KASIBA project is implemented to promote **public purposes/interests** in each of municipality. This distinguishes KASIBA from other traditional housing estate developments.
2. The KASIBA is tasked with two public purposes, one is urban control preventing urban sprawls, while the other is housing provision to the general public in the municipality.
3. **Good quality housing provision can be made possible only in city planning and development toward sound urban growth** of municipalities. Therefore, KASIBA, as one of the urban control measures in city planning leads urban growth, on one hand, just along which sustainable housing provision can be achieved by KASIBA as a housing provision system on the other hand.

Reference

Purposes and necessity of the KASIBA project for promoting public interest must be clearly and firmly defined in city planning, housing and infrastructure development policy of the municipality. This public purposes/interest forms the sole legal base for justifying KASIBA exercising strong government powers on real estate developers (prohibiting development outside KASIBA area- Article 23 Law No. 4/1992), landowners (release land to KASIBA project-Land purchase permit) as well as LISIBA developer (LISIBA private sector development to be regulated by the KMB).

1-1 Development Purposes and Necessity of KASIBA

1-1-1 City Planning Policy and KASIBA

KASIBA's city planning policy is of great significance to socially justify each KASIBA project in terms of development purposes, concept and plan of KASIBA, which secures the public interest of KASIBA. It must be stated that the KASIBA project is so important that it may direct the future urbanization growth of municipalities by means of prohibiting urban development by developers in other areas outside KASIBA as well as executing large scale urban development projects influencing the urbanization and geographical investment pattern of the municipality.

(1) Development purposes of each KASIBA project

In KASIBA project-formation, development purposes of each KASIBA project, which enhance public interests/purposes must be clearly defined and declared to the public. Answer must be prepared to the question as to why urban development projects must be concentrated in the designated KASIBA area and prohibited outside it, from the viewpoint of city planning, especially urban growth management.

Development purposes of each KASIBA to promote public interests of municipalities (social and economic benefit to municipalities) are illustrated as follows:
Ex.

1. To control urbanization leading to future effective/efficient urban structure and environment. (Preventing urban sprawl cuts down municipalities' social costs in terms of resource use of land and infrastructure investment of government and etc. How large the social cost will be if individual land and housing are scattered throughout the municipality without KASIBA?).
2. To decentralize or de-densify existing over crowded built-up areas.
3. To stimulate socio-economic growth of municipalities. (Construction, increase man-power for industries, increase consumption yielding economic effects in municipality).

(2) Development goals and concepts of each KASIBA project

In order to achieve the development purposes manifested, development goals and concepts of each KASIBA project must be achieved.

Ex.

1. Self-reliant new towns.
2. Regional/sub-regional and urban centers.
3. Expansion of urban structure and urban areas in a planned and integrated manner.
4. Others.

(3) Major development contents of each KASIBA project

Major development contents/components to realize the development goals and concepts of each KASIBA project are elaborated and duly justified from the standpoint of city planning. KASIBA is implemented, being properly positioned in long-term urban area development plan/programs and integrated urban infrastructure plan/programs. (Areas to be developed, development scale, land and land-use development, major infrastructures).

1-1-2 Municipalities' Housing Policy

Housing provision is the local government's task mandated by the public of municipalities. The local government's housing policies are targeted at the following goals.

Ex.

1. Increasing housing stocks to meet the increasing need of municipalities.
2. Stabilizing price of housing in real estate market in municipalities.
3. Increasing quality of housing stock including environment in municipalities.

The KASIBA project, which provides houses with high quality environment at a reasonable cost to the general public in the municipalities, is tasked to help the local government implement the housing policies with those goals. This forms the basic public interest, which KASIBA must attain.

The KASIBA system may be one of the urban and housing development systems-self-built housing, lend house provision, real estate housing development, public housing development (Perum Perumnas), and others. It must be clearly justified why the KASIBA system is selected and applied form among other alternatives for housing provisions in the municipality.

Municipalities should formulate and authorize comprehensive housing development plan/programs (projected numbers of needed housing units by types, quota between private and public sectors and etc.) Roles and share of KASIBA housing provision in those housing plan/programs of municipalities must be clearly defined, thus securing public interest of municipalities.

1-1-3 Infrastructure Policy of Municipalities

KASIBA is one of ways and measures to provide infrastructure services to the local peoples in such a manner that they are moved and accommodated for new housing in KASIBA, which provide adequate infrastructure services. This is a common city planning practice to provide more effective infrastructure rather than to provide to the scattered households over broader areas. Furthermore, construction of main urban infrastructure being used by the general public (not specific areas and beneficiaries) is one of the local government's tasks for public benefit. The government takes the chance of constructing such an important infrastructure in/around the KASIBA area by either government funding or cost sharing with KASIBA. In this way KASIBA helps local government expanding municipalities' infrastructure. This is also classified as one of the public interests, which KASIBA can promote.

In conclusion the KASIBA project is implemented based on public interest in city planning, housing and infrastructure development of municipalities where KASIBA projects are located. On these bases, the legal authority endowed to the KMB is socially justified. In this respect, the KASIBA development plan, implementation plan, development area and implementing are carefully elaborated and strictly controlled by government so as to secure public interest of each KASIBA project.

1-2 Appropriateness of Urban Development Systems

There are three (3) measures for urban control and promotion in municipalities.

1. **Area control of urbanization (KASIBA system-1)**
   Urbanization area is designated, out of which any urbanization is prohibited.
2. **Infrastructure provision (KASIBA system-2)**
   Infrastructure is provided by government to promote and guide urban development in the urbanization area as defined.
3. **Land provision (KASIBA system-3)**
   Land in addition to infrastructure is provided by government to further facilitate urban development in the urbanization area.

These measures indicate the government's degree of involvement/intervention into urban and housing development. It is natural that the more direct control by government on urban development to realize its policies and goals becomes possible in accordance with the order of number above, while urban development becomes easier due to the provision of infrastructure and land by government with a greater financial burden. Moreover the government's tasks in city planning, housing and infrastructure as stated in the preceding section can be more directly achieved as government envisions.

In addition of item 1, which is effective to control urban development preventing urban sprawl, KASIBA targets at item 3 of land provision with the following purposes, among others:

1. **To integrate more directly urban development projects, otherwise disorderly and inefficient urban areas will emerge in the designated urbanization area and realize more directly peoples' aspiration in housing provision quality and quantity (local government's housing policy as stated before), otherwise it cannot be materialized as envisioned.**

2. **To promote more directly the private sector to mobilize its financial, technical, practical and other resources to realize peoples' aspiration in housing provision.**

However, careful consideration must be given to the other aspect accompanying this KASIBA system: imposing restrictions on landowners' property rights – Land purchase right (permit) granted to the KASIBA Management Body. It is commonly admitted that such restrictions on property rights can be justified only when public purpose (interest) takes precedence over private right. As shown in the BPN's decision that no right on land cannot be granted to location permit holders, land purchase rights will be one of the major issues in urban and housing development projects.

2. Organizational Guidelines

1. Local government shall set up the Special Task organization-KASIBA Management Body (KMB), which is a public-oriented and none profit-making organization (public entity) as the implementing arm of the local government mandated by the people to promote **public interest** as defined in the KASIBA development plan.
2. **The overall organizational framework for urban and housing development** shall be developed and strengthened in the regional/municipal administration.

Reference

Successful implementation of KASIBA greatly relies on the administrative capability of the local government for city planning and urban development, because KASIBA is implemented under the local government's initiative and responsibility. Therefore, the organizational improvement for KASIBA development should include the improvement

and strengthening of local government's capability. KASIBA will be only the one of urban and housing projects to be implemented by the local government in future. It is important that the administrative and implementing capability of the local government must be generally improved and strengthened for city planning and urban development in their municipalities since capacity building is not limited to KASIBA. For capacity building of local government, it is important to improve both of the administrative and implementing capacity of local city planning and development.
Accordingly the following organizational improvement and development will be needed:

1. Improvement of general government administration in city planning.
2. Development of implementing organization with practical skills and techniques, to be tasked with the special mission of project implementation.

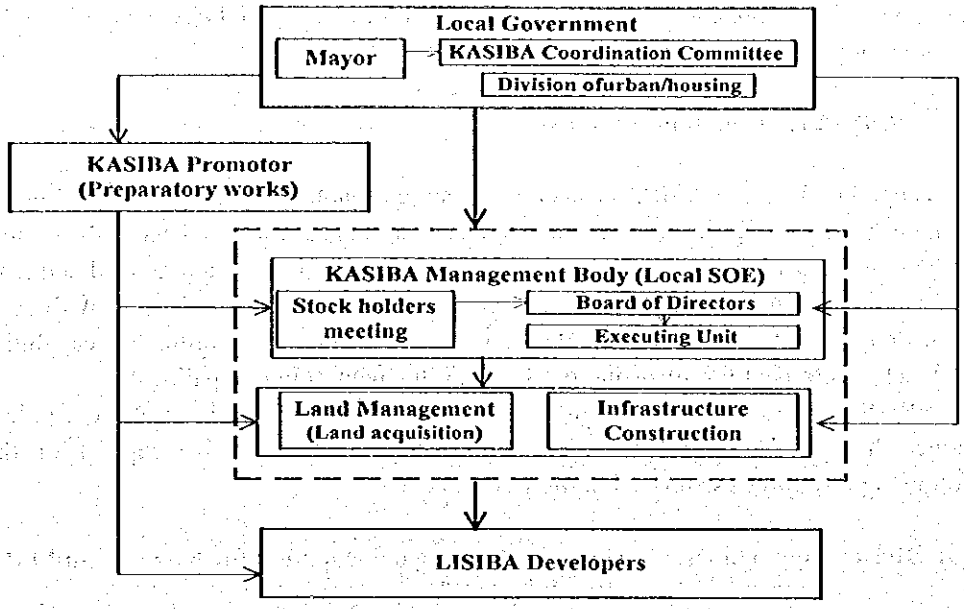
KASIBA should be promoted and implemented along with this direction of capacity building of the local government. The first improvement is geared toward establishing and improving the overall organizational framework of city planning and development including KASIBA in the local government administration structure (from political decision to administration), while second one is the establishment of special task units, separated from the general administration works, concentrating on effectively and efficiently implementing urban development projects. One of them shall be the KASIBA Management Body.

2-1 KASIBA Management Body (KMB)

In order to fulfil the government's tasks with the above-mentioned purposes, the government needs an organization, which is specialized to carry out effectively and efficiently the none-administrative works of government for these public purposes. Provided with strong government authorities, the KASIBA management body, which is in a position to control the private sector should be strictly limited to the government task of implementing housing policies that government set up. In this regard the KMB must be a public-oriented and none profit making organization. The KMB is managed in a **target/purpose-oriented manner for public interest.**

2-2 Overall Organizational Framework of Urban and Housing Development in Regional Administration

The organizational framework is set up for the coordination and implementation of the KASIBA in consideration of **improving/strengthening city planning and development systems and practices** in municipalities in future.



Organizational Framework of KASIBA Implementation

Basic responsibilities of participating agencies.

1. The local government, which is in charge of city planning and housing, is solely responsible for the KASIBA development plan and sites, which are formulated and decided in consideration of government policies/goals of city planning, housing provision and infrastructure of municipalities.
2. The KASIBA management body mandated with legal authorities to implement KASIBA projects is fully responsible for achieving the targets/purposes the government imposes in terms of quality, quantity and time.
3. LISIBA developers are responsible for implementing projects (LISIBAs) by mobilizing their resources so that the KMB can achieve the targets/purposes of the government.

Local government capacity building

(1) Head of Region (or secretary of municipality) and DPRD

The success of the KASIBA project in terms of project implementation as well as achievement of policy goals depends on the political will of regional house of peoples' representatives (DPRD), which represents local peoples and intention/capability of the Head of Region who is elected by the DPRD. It is anticipated that housing and environment are becoming more and more impending issues for not only the poor class group of society but also the emerging middle class in parallel with the advancement of urbanization and increasing consciousness of peoples' right to live in healthy and sound environment and social/government reformation stressing individual rights and interest. In this regard it is hoped that the head of regions and political leaders become more knowledgeable and conscious about urban and housing development, which KASIBA tries to challenge. As outcry of the constituencies for housing and environment improvement is growing larger,

political and social attention will be given more to KASIBA. In this regard educational campaign to the public as well as political leaders for housing and environment will be of great importance for a successful KASIBA project.

(2) KASIBA coordination committee

It is apparent that the KASIBA project in its nature cannot be successfully implemented without orchestrating and coordinating all the government agencies related to the project including those who are responsible for various sectors of infrastructure, land and land use matters, financing, social welfare, economic development, and others. (KASIBA as a new challenge to local government seems to be checking such coordination capability of local government for urban and housing development of municipalities).
The KASIBA coordination committee assists the head of region to implement policy target through the KASIBA project with technical/administrative support of the following task force established in the government.

(3) Division/department of urban and housing development (or KASIBA and L/C)

In parallel with advancement of decentralization, local government improves and strengthens its capability of formulating, promoting and managing city planning, housing and infrastructure development projects. The local government prepares and fosters an organizational system for urban development in its administration body, taking the opportunity of KASIBA project implementation. The division of urban and housing development assists the head of region and KASIBA coordination committee in such a way that it carries away studies and planning for proposing KASIBA development plan and area, documentation for legal authorization, monitoring/supervising KASIBA project implementation, etc. The experiences of the project implementation lead to the capacity building of the local government for urban and housing development.

(4) KASIBA Management Body

The establishment and operation of public corporation like the KMB is one of the effective ways to strengthen local government's implementation capacity of for urban and housing development.

1) Stockholders of the KMB

Since the KMB is established to achieve local government's policies/goals in city planning, housing and infrastructure in order to meet peoples' aspiration and needs, the local government is a decisive stockholder to control and manage KASIBA projects.

2) Board of directors

Under the directions and policies decided in the stockholders meeting, the board of directors of the KMB is responsible to guide and supervise the KASIBA project implementation by the executing unit.

3) Executing unit

Tasks of the executing unit are mainly classified into land acquisition and provision, infrastructure construction, and LISIBA development promotion and control. Besides administration, treasury/accounting, public relations, legal procedures must be carried out in association with the 3 main tasks. The works of the executing unit are voluminous, to cite only some examples as follows:

Planning/coordination	Formulation of KASIBA implementation plan/program, documentation and application for government approval/permit, coordination/negotiation with agencies concerned and others
Treasury/accounting	Procurement of funds, disbursement, accounting reports and others.
Land acquisition	Cadastral survey, identification of land and land right, meeting and negotiation with landowners, contract for land transaction, application for registration and others.
Infra. construction	Survey, design and engineering, cost estimation, permit for construction, tender documentation and tendering, evaluation, contract, supervision, and others.
Development control	Works for selecting LISIBA developers (documentation, invitation to developers, pre-qualification, evaluation and selection of LISIBA developers, negotiation and contract), monitoring and supervision, and others
Administration	Office management/maintenance, Staff recruit, personnel affairs, contact with agencies concerned.

A possible bottleneck, if any, which may thwart the KASIBA project will be the weak capacity of the executing unit, except in a few metropolitan regions, to carry out those voluminous and time-consuming works effectively and efficiently.
There are three options for executing KASIBA implementation works as follows:

1. The right and responsibility of KASIBA management shall be delegated to the existing SOE, which has experiences in urban and housing development, being equipped with working organization, technical/seasoned personnel, and fund. In this case the existing SOE works as the KMB.
2. New SOE for the KMB shall be established to be devoted specially to KASIBA management through mobilization of new financial/human and other resources.
3. New SOE specialized for KASIBA management shall be established with the major implementing works being entrusted/contracted to the existing agencies, which are

qualified and competent to do those works, under the direct control of the KMB: Private developers, Perum Perumnas, local government (infrastructure construction), the BPN (land management), and others.

Among the three options, shall be selected any one which is applicable to the different situations of each municipality. Although the second option seems most ideal in terms of expertise and specialty in KASIBA management, which will be long assigned to urban and housing development in the municipality. The third option seems most practical and effective since it can allow the direct control on KASIBA and the KMB, making best of the existing competitive/experienced agencies in urban and housing development activities.

3. Management guidelines

1. Project management is done by a definitely established management system and method.
   The KASIBA project management is strictly controlled through the initial to terminating stages (approval of implementation plan and monitoring/supervising project implementation)
   so as to secure
   1. **Achievement of goals and purposes** (quantity, quality, time schedule and cost)
   2. **Effectiveness and efficiency of achievement**
   3. **Fairness and righteousness of project implementation**
2. **Comprehensive land management** shall be done for smoothening land acquisition
3. Private development management shall be done for **mobilizing private sector** at maximum within the limitation of public interest.

Reference

3-1 Project Management

Basic concept of SOEs (State Owned Enterprises) is to provide public services through financing from the revenue generated by SOEs' business. KASIBA shares the same ideas with the SOE concept. However, it must be stressed that the past experiences of SOEs in the world, both in socialistic and capitalistic countries, mostly resulted in inefficient public service performance with low productivity. It creates a vicious circle that the revenue tends to lessen the consciousness of the cost-effectiveness of public services, while subsidy for public service tends to lessen the consciousness of productivity and profitability of businesses.

KASIBA seems to be well designed so as to separate one from the other, dividing into 2 different activities or parties to pursue their own ultimate goals to the maximum as follows:

KASIBA Management Body	:	Public Service Obligation (PSO)
LISIBA Developers	:	Profit-making through competitive market

A key factor of success of KASIBA with public funds for PSO lies in earning trust/reputation on the project from the local populace. With this aim, the KMB always must be accountable to the government as well as the public in terms of the following points:

1. **Achievement of goals and purpose**
   (Provision of housing: quantity, quality, time schedule and cost)
2. **Cost effectiveness and efficiency of achievement**
3. **Fairness and righteousness of project implementation**

Project Management Method

The local government is responsible for guiding KASIBA to be implemented properly so as to achieve public interest. The checking points for securing the correctness of project implementation are the **achievement of goals and purposes, cost effectiveness and efficiency, and fairness and righteousness** of implementing activities, which are all examined through the administrative procedure of the government approval on KASIBA implementation plan/programs submitted by the KMB and monitoring/supervising to secure that the project is implemented exactly in compliance with the KASIBA implementation plan approved. In order to substantially exercise such objected-oriented management of the KASIBA development, some definite project management system and method must be introduced. **Project Cycle Management (PCM)** Method is recommendable as defined as follows:

PCM Method : A three-step method of Participatory Planning, Appraisal, Monitoring and Evaluation, which manages a project via identification, formulation, appraisal, implementation, monitoring and evaluation as outlined as follows:

Plan of operations : A plan format that details activities, time, period, budget, input, persons in charge, and serves as a base for monitoring and evaluating activities.

Input : The funds, personnel, materials, land/or building in order to produce outputs through project ***Outputs*** : The results that should be answered by the project as a consequence of its activities.

Monitoring : Continuous speculation or measurement during the implementation of the project to determine if the inputs, activities, outputs are proceeding according to the plan.

Evaluation : The work that compares or assesses the progress situation or results of goals, purposes, output. The evaluation is done by judging the differences between expectations and results.

Effectiveness : A measure of the extent to which a project is successful in achieving its objectives.

Efficiency : A measure of the productivity of the implementation process. A speed and degree of conversion from the *"inputs"* into *"outputs"*

Transparency and openness to the public

The other important aspect of project implementation is transparency or openness to the public through appropriate channel and systems such as public hearing, public announcement and others with the view of attaining public acceptance and consensus in the municipality.

3-2 Land Management

Smooth land acquisition is one of the vital conditions for the successful implementation of KASIBA.

The government (central/local) has much experience in land acquisition for infrastructure and public facilities in the past, either on a voluntary base or by comparison, but scarce experience for urban and housing development. Instead, SOE like Perum Perumnas has considerably long been involved in land transaction for housing developments. Real estate developers have been exposed to land purchase for many urban and housing development projects under location permits: land purchase permits. They themselves developed and devised their own technique and skills for negotiating with and persuading landowners for acquiring land for their purposes.

1. Local governments and Local SOEs have seldom experienced to acquire land, especially in such large scale as KASIBA. One of the conditions for the success of KASIBA is the building-up of the capability of land transaction and acquisition, whether under land purchase permit or in free market, or whether directly or indirectly through agencies.
2. Land transaction between local government, or the KMB as its proxy, and landowners may be different from that between developers and landowners. More direct intervention of local government into land transaction with landowners becomes possible.

In these situations, measures and method for land management of KASIBA are proposed as follows:

3-2-1 Comprehensive Land Management Measures

The following comprehensive land management measures shall be applied when/where necessary and possible.

Comprehensive Land Management Measures

1 Rationalization of land transaction
(Land value evaluation and coordination committee)
2 Provision of opportunities to take part in the KASIBA project
(Investment of land, partnership)
3 Supplementary measures for land acquisition
1) Substitute land, Land exchange, relocation in/out the KASIBA area
2) Supporting restoration of livelihood
3) Consultation, employment and vocational training

The major problem hindering land purchase is the disputable land price: unscrupulous profits for speculators, brokers and developers through land transaction/development or windfall benefit generated by land price increase on one extremity and losses to landowners at the lowest land selling price on the other extremity. In order to facilitate land transaction through mitigating these problems, land market must be rationalized and established by a standardized land evaluation system. In this regard the **KASIBA land evaluation committee** should be established so as to present reasonable land prices to both parties of the transaction-buyers and sellers on a neutral position and coordinate to settle land transactions.

In addition, during the land acquisition negotiation process, alternatives shall be offered to undecided landowners as an attempt to settle land issues. Those shall include provision of opportunities for them to participate in the KASIBA project in such form as investment of their land, land trust and partnership, and supplementary measures such as provision of substitute land (land exchange, relocation in or outside the KASIBA area) and support to restoration of livelihood of the landowners, and affected persons (consultation, placement of employment and vocational training).

3-2-2 Land Procurement for KASIBA Development Projects

Land availability is crucial for KASIBA development projects. Land procurement methods assisted by the above-mentioned comprehensive land management measures are slated as follows; in real practice, these methods may be applied either separately or in combination.

Land Procurement Methods and Limitations

1. **Land already available or land easily acquired**
   Sites available are not always suitable for KASIBA development from the viewpoint of city planning and infra-development.
2. **In-advance land purchase or consent in according to the original KASIBA development plan**
   The original KASIBA Plan including site must be adjusted/revised in accordance with the result of land purchase.
3. **Land purchase permits**
   Land purchase rights will not always be applicable.

Limited to important public purposes or areas only.

4. **Land consolidation**

L/C has not been well developed. Partial application of L/C is possible.

3-3 Private Development Management

KASIBA is a mechanism to achieve public purposes/interests through the private sector's mobilization (motivation). It is a common practice that the private sector participation's is promoted to mobilize financial, technical resources to effectively and efficiently achieve public interest/purposes in city planning and housing development. KASIBA provides primary/secondary infrastructure and consolidated land (this sets is name as LISIBA) to attract private developers to invest and develop LISIBAs. This is facilitated by the restriction prohibiting development by developers outside of the KASIBA area.

Consideration must be made for private development management as follows:

1. **A reasonable profit-making mechanism** must be created for sustainable growth of real estate businesses in KASIBA, depending on their performance though, so that they can provide houses with high quality at low cost to the public. It must be recognized that disproportional fortune-making in real estate business can no longer be expected as before, especially in the past real estate boom. One of the purposes of KASIBA is to stabilize and normalize real estate business. To this end KASIBA is expected to prepare the stabilization measures including land provision at reasonable price, long-term low interest capitals, and others to LISIBA developers.
2. Nevertheless, in order to maximize the positive participation of the private sector, **freedom** is allowed on a competitive market economy basis, to the extent that the public purpose is not impeded. This intends to introduce a creativity, originality and vitality of the private sector in the KASIBA/LISIBA development. To this end, a proposal system (development ideas and financial offers) shall be introduced for nominating LISIBA developers.

4. Financial Guidelines

1. **"Development benefit capturing"** is the basic principle of the KASIBA financial system with **"proper cost sharing by beneficiaries"**: central/local government, the KMB and LISIBA developers.
2. Government must provide **subsidies** for the KMB to fulfill **"Public Service Obligation"**, which government request KMB.

Reference

4-1 General Financial Guidelines

Development Benefit Capturing

KASIBA's basic purpose is to provide the primary and secondary infrastructure for

promoting urban and housing development by the private sector in a planned manner.

Land acquisition is a measure for directly capturing the development benefit accrued from the construction of the primary and secondary infrastructures by the KMB. In the case of non-land acquisition, development charge on developers, special assessment tax, and others, are means for capturing benefits.

The land selling prices of LISIBA to developers, or development charges on LISIBA developers are set so as to cover the development cost as follows:

Selling price of LISIBA = Total cost = Σ Ci
Ci :
C1 = Land cost
C2 = Infrastructure cost
C3 = Administrative cost
C4 = Capital cost

As emphasized in the development guidelines, the basic principle of KASIBA is "Selling price = Total cost": e.g. non-profit making organization, tasked only with enhancing land provision to developers for massive housing provision to the general public in the municipality. If the selling price of LISIBA > total cost, KASIBA is viewed as a profit-making business not representing public interest, and more something like undue government's infringement on private activities. On the contrary if the selling price of LISIBA < Total cost, KASIBA unduly benefits specific developers of LISIBA using government authority and public budget.

LISIBA developers are expected to maximize the mobilization of their technical, financial, practical and human resources to provide the products-housing in response to the public's housing demand.

Cost sharing by beneficiary for infrastructure construction
Development benefit capturing is put in practice through proper cost sharing by beneficiaries for infrastructure construction.

The infrastructure is classified into 3 categories as follows:

1. National and municipal infrastructure in/around KASIBA. Area (i.e. National road and urban arterial road open to the general public) being used by the general public, or peoples outside KASIBA (this infrastructure is constructed to cover a broader area, including the KASIBA area in the municipalities).

2. KASIBA primary and secondary infrastructure being mainly used within the KASIBA area, or access to the above-classified infrastructure.
3. LISIBA infrastructure being used only in LISIBA areas.

This infrastructure construction is financed by the national/municipal government, the

KMB and LISIBA developers respectively. C2 = Infrastructure cost indicated in the formula mentioned above includes item 2 only.

4-2 Specific Financial Guidelines for Public Services

Government Fund for "Public Service Obligation"

In addition to the general financial guidelines pursuant to the basic purpose of KASIBA of general provision of land and housing to general public, specific financial guidelines responding to special purposes-public service if/when necessary in every municipality will need to be established in the KASIBA financial system. To cite an example, the special purposes expected to be achieved through KASIBA from the standpoints of social, economic, cultural and other policies of the government, depending on the needs of each municipality is shown as follows:

1. To provide specific housing units for specific social strata.
   1. Low-cost housing for low-income groups - Social welfare and social safety net policies.
   2. Medium-class housing for the middle-class groups including employees. Middle-class group of society is the leading power for the next socio-economic growth of either the region or the nation, it should be one of the housing policies of the government to enabling those groups to buy good quality houses at a reasonable cost within their financial affordability. The Housing and Urban Development Corporation in Japan targeted at these social mass groups in housing policies.
   3. Others

2. To intervene into the housing market with the aim to stabilize or rationalize the housing prices at a reasonable price through providing relative less expensive housing in large scale, so that the general public can reach the housing market, especially in the time of very tight supply of housing.

3. Others

When the government would like to achieve the public purposes/services through KASIBA, the KMB must be provided government funds to execute its **"Public service obligation"** imposed by the government. For instance, when the government would like to provide low-cost housing through KASIBA, it must provide subsidy to KASIBA in order to reduce the land-selling price of LISIBA to such level that LISIBA development for low-cost housing can be made financially feasible.

5. Environmental Guidelines

1. **"Environment-Friendly Town"** is a basic principle KASIBA pursues.
2. Neighboring communities are integrated in KASIBA for urban environment improvement as much as possible.

Reference
Although KASIBA is a public project, it is subject to the procedure of Environmental Impact Assessment for housing development projects: AMDAL/EIA,
and environmental mitigation measures must be incorporated in the project implementation plan.

To substantiate environmental protection and improvement, the **Environment Management System (Plan)** in the project implementation procedure must be set up, including the organization and staff for environment management, management of land acquisition and resettlement, environmental surveillance of construction works, environment education and environment monitoring (traffic, ground water, hydrological situation and post resettlement survey).

Environment and socially-friendly town
KASIBA was originated to improve the living environment in urban areas, preventing the emergence of environmentally deteriorated built-up areas huddled with small-scale housing estates with infrastructure less than the minimum standard. They are accommodated into large-scale urban complexes (KASIBA) in an integrated manner. It is certain that large-scale development can provide higher quality environment than in the piling-up of small-scale housing and individual self-building developments. It tells that KASIBA must take not only environmental preventive/mitigating measures, as defined in Environmental Impact Assessment, but more importantly **up-grading measures** for living environment in/around the KASIBA area, making best use of the advantages of large-scale development (scale merit). The large-scale development makes technically and financially possible wastewater treatment plan, solid waste disposal system, and other sanitary facilities in the development area. KASIBA should aim at building an **"Environment-friendly town or Eco-town"** as one of the goals of KASIBA. This will be more and more appreciated by the public in accordance with the increasing consciousness regarding the importance of the living environment. KASIBA is expected to work as a model for urban environment improvement projects, which shall be replicated here and there leading eventually to boosting the environmental conditions of the municipality.

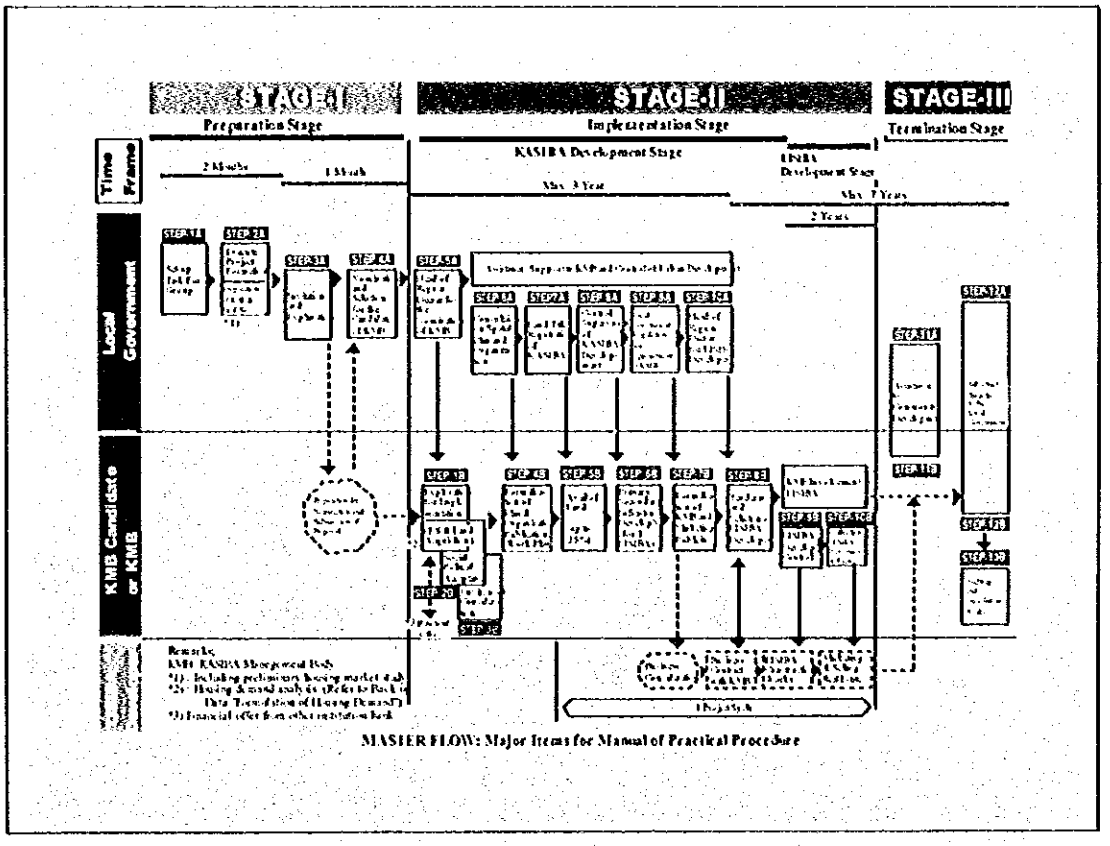
Integrated urban environment improvement (physically and socially) including the neighboring communities
Taking into consideration the possible good and bad impacts of KASIBA over the neighboring communities, they are integrated into the urban environment improvement program of KASIBA as much as possible.

KASIBA DEVELOPMENT

Manual for Practical Procedures

[How is KASIBA project prepared and implemented]

- January 2000



Prepared by JICA Study Team in Cooperation with MENPERKIM

General Work Flow for the Manual of KASIBA

Task for Local Government	Task for KMB Candidate or KMB

Preparation Stage

Remark: Indicated article number is based on the Draft KASIBA Regulation on June 28, 1999

1. Set-up of Task Force for KASIBA in Local Government

   (Accelerate project in early stage)
   (Assisted by in-house consultants)

2. Executing Project Formation

   (Preparation of TOR for nomination of KMB and Pre-feasibility study)

3. Nomination and Selection Among Promoters of the KMB Candidate

   (Invitation, Registration, Nomination, Evaluation of Promoters) (Article 4(1d))

Implementation Stage

4. Authorization of KMB Candidate & Formation of Task Force for KMB (Based on Decision of Head of Region on nomination of KMB Candidate) (Article 3-5, 9(1))

[Control of Urban Development and Assistance/Support KMB]

5. KASIBA Development Control

   (Consultation to the Spatial Plan and organization) (Article 37)

6. Land Titling and Registration

   (Land title registration assisted by BPN) (Article 26(7))

7. Supervision of KASIBA Development

   (Evaluate KASIBA development and inspection on site) (Article 38)

[Task for KMB Candidate]

1. Exploration of Implementation

   (Feasibility study, Social/Political acceptance, Financial arrangement, Environmental consideration) (Article 29-31)

2. Formalization of Project

   (Formalization of Development area, Plan, Organization and Socialization) (Article 32)

3. Land Acquisition

   (Avail of land : basic infrastructure serving over 25% of the area) (Artice 12-27)

4. Primary / Secondary Infrastructure Development

   (Up to 25%) (Article 9, 33(6))

5. Formalization of KMB (Article 9(3))

Gov't Regulation on Appointment of KMB

Head of Region Decree on Appointment of LISIBA Developer

[Task for KMB]

6. Selection of LISIBA Developer and Control/Manage of Development (Article 6(4))

Termination Stage

[redacted] (Article 53)

7. Infrastructure Transfer to Local Government and Auditing/Dissolution (Article 53)

General Work Flow for the Manual of KASIBA

Task for Local Government	Task for KMB Candidate or KMB

Preparation Stage

1. Set-up of Task Force for KASIBA in Local Government
(Accelerate project in early stage)
(Assisted by in-house consultants)

2. Executing Project Formation
(Preparation of TOR for nomination of KMB and Pre-feasibility study)

3. Nomination and Selection Among Promoters of the KMB Candidate
(Invitation, Explanation, Nomination, Evaluation & Selection) (Article 6(1d))

Remark: Indicated article number is based on the Draft KASIBA Regulation on June 28, 1999

Implementation Stage

4. Authorization of KMB Candidate & Permision of Land Provision (up to 25%)
(Head of Region Decree for the nomination of KMB and Land) (Article 3-5 9(1))

[Control of Urban Development and Assistance Support KMB]

5. KASIBA Development Control
(Consultation on the Spatial Plan and organization) (Article 37)

6. Land Titling and Registration
(Land title registration assisted by BPN) (Article 26(2))

7. Supervision of KASIBA / LISIBA Development
(Evaluate KMB's progress and inspection on site) (Article 38)

Gov't Regulation on Appointment of KMB

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[Task for KMB Candidate]

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[Task for KMB]

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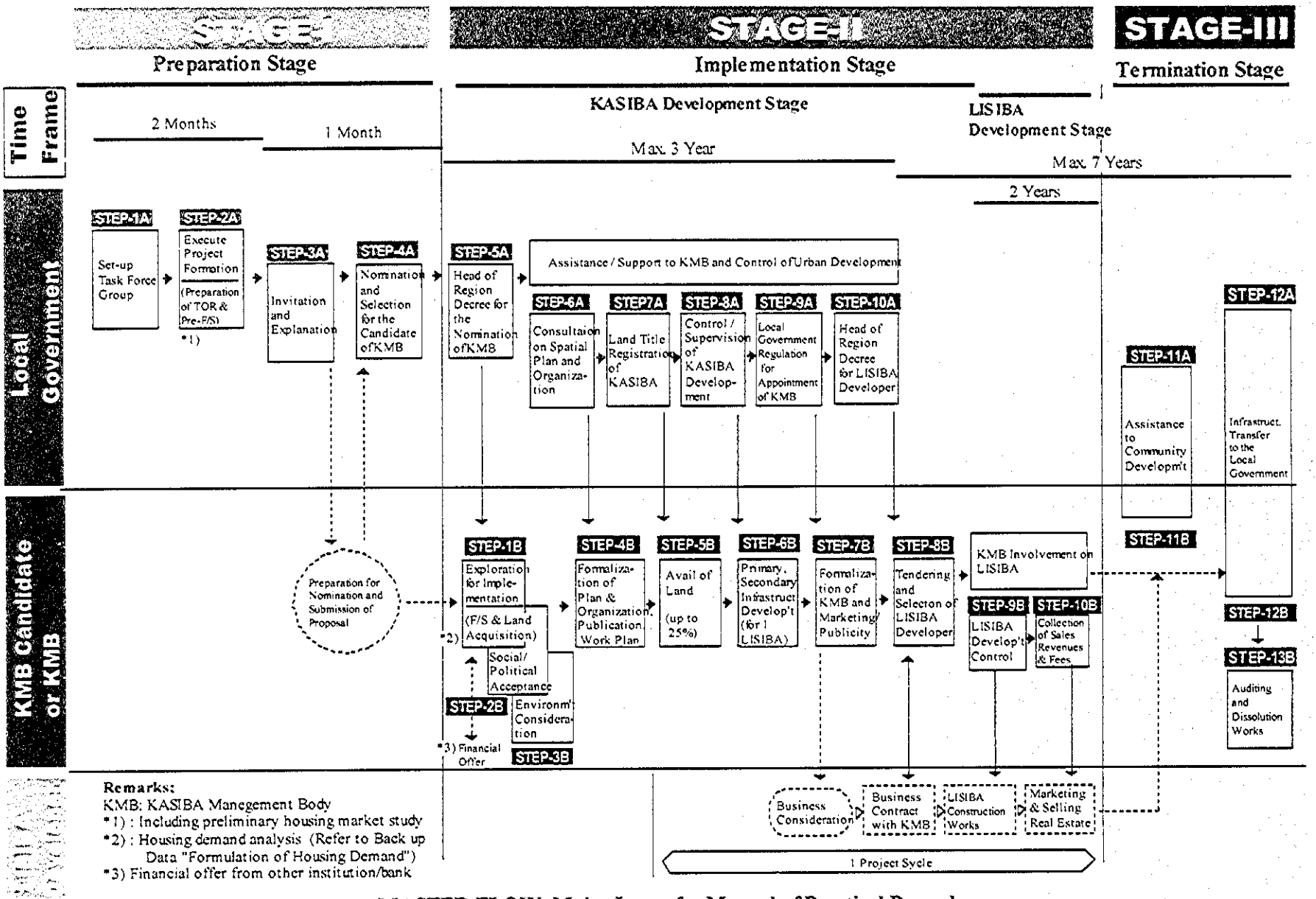
Termination Stage

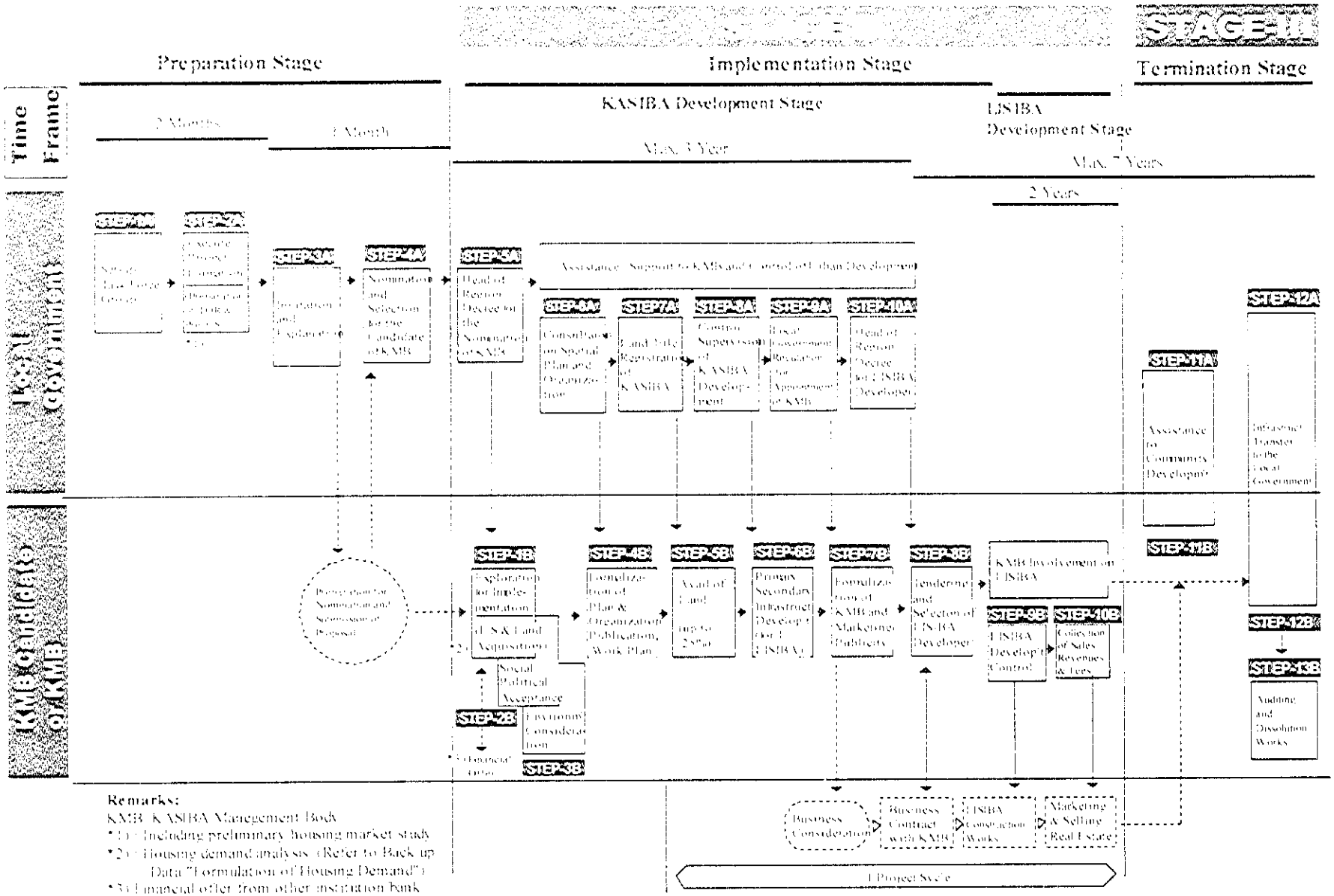
8. Infrastructure Transfer from KMB (Article 53)

7. Infrastructure Transfer to Local Government and Auditing/Dissolution (Article 53)



Remarks:
KMB: KASIBA Manegement Body
*1) : Including preliminary housing market study
*2) : Housing demand analysis (Refer to Back up Data "Formulation of Housing Demand")
*3) Financial offer from other institution/bank

MASTER FLOW: Major Items for Manual of Practical Procedure



MASTER FLOW: Major Items for Manual of Practical Procedure

Abstract

This Manual, initially written for use in **KASIBA** development, is intended as a working guide to the preparation of new projects for the large-scale housing and settlements by applying the KASIBA system.

The Manual closely relates the **practical procedures** employed in carrying out the project and concentrates on the right approach. The Manual is comprehensive or universally applicable and aims at providing the following:

- A logical approach to the identification of tasks, the preparation of project documents and their implementation.
- A guide to the process – the tasks involved, the sequences and the required decision making.
- An indication of the range of options available, particularly the organization of the KMB.
- An itemization of tasks and the implementation process, which are regulated by a legal framework and the construction industry.

The manual consists of three **stages** such as: Preparation, Implementation and Termination Stages. Each stage is described and subdivided into **steps** such as: the identification of major task items and "How to create/execute the project" in each steps. Technical description cover: expected work items, and its task measures, required data, outputs and supplemental notes so on.

The task is executed by two organizations such as: the Local Government and the KASIBA Management Body (=KMB included Candidate status). The tasks (Step number) for the Local Government is showing a **green** color with "A" and **blue** with "B" for the KMB for easy recognition of these obligations (but this appears in the Final Report).

Out of this, tasks for **LISIBA** are unnecessary for description in this Manual because the LISIBA development is no difference from ordinary real estate development, which well known by every developers.

The back-up data describes the additional explanatory materials to permit an easy understanding of the certain tasks.

The Manual should be a guide and stimulate the KASIBA project in practical use, but not a substitute for decision making itself.

JICA Study Team for KASIBA

Contents

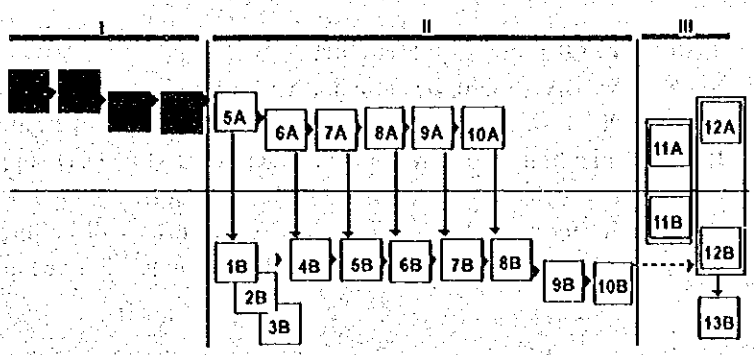
Glossary

ALP	Average Land Price
BPN	Badan Pertanahan Nasional / National Land Agency
BP4D	Badan Penganasan dan Pengendalian Perumahan Permukiman Daerah / The Coordination Agency for Housing and Settlement Development Supervision in the Region
DED	Detail Engineering Design
EIA	Environmental Impact Analysis
HMA	Hak Milik Adat / Right of Traditional Land Ownership
HGB	Hak Guna Bangunan / Right of Building Use
HP	Hak Pakai / Right of Use
IEE	Initial Environmental Examination
KASIBA	Kawasan Siap Bangun / Ready to Build Land
KMB	KASIBA Management Body
KDSP	KASIBA Detail Spatial Plan
L/C	Land Consolidation
LISIBA	Lingkungan Siap Bangun / Ready to Build Lot
LSOE	Local State Owned Enterprise / Badan Usaha Milik Daerah
NGO	Non-Government Organization
O/M	Operation and Maintenance
RHOR	Regional House of Representative / Dewan Perwakilan Rakyat Daerah
REI	Real Estate Indonesia
RTRWK	Rencana Tata Ruang Wilayah Kabupaten/Kota Regional / Municipal Spatial Plan
S/C	Steering Committee
SOE	State Owned Enterprise /Badan Usaha Milik Negara
T/C	Technical Committee

WORK ITEMS FOR LOCAL GOVERNMENT

STAGE-I : Preparation Stage to Implementation

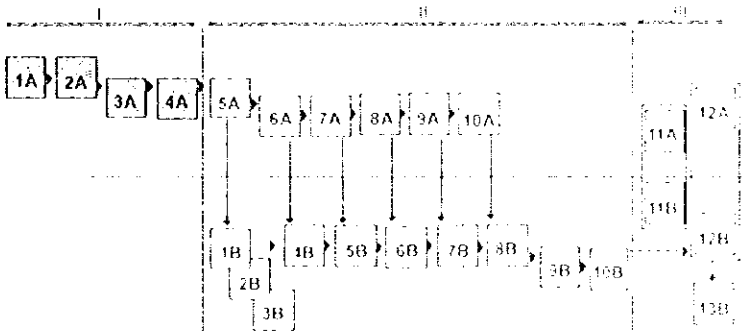
STEP-1A : Set-up of Task Force for KASIBA in Local Government
STEP-2A : Executing Project Formation
STEP-3A : Invitation and Explanation
STEP-4A : Nomination and Selection of KMB Candidates



Flow diagram showing part of project procedure

WORK ITEMS FOR THE KASHBA PROMOTION

STEP 1A : **Set-up of Task Force for KASHBA in Local Government**
STEP 2A : **Executing Project Formation**
STEP 3A : **Invitation and Explanation**
STEP 4A : **Nomination and Selection of KMB Candidates**



Flow diagram showing part of project procedure

STEP-1A: Set-up of Task Force for KASIBA in Local Government

[How to set-up task force group in local government]

Task Force establishment by the Local Government to boost the take-off KASIBA implementation formulation, exploration, legalization and management supervision especially until establishing the KMB.

Expected Work Items

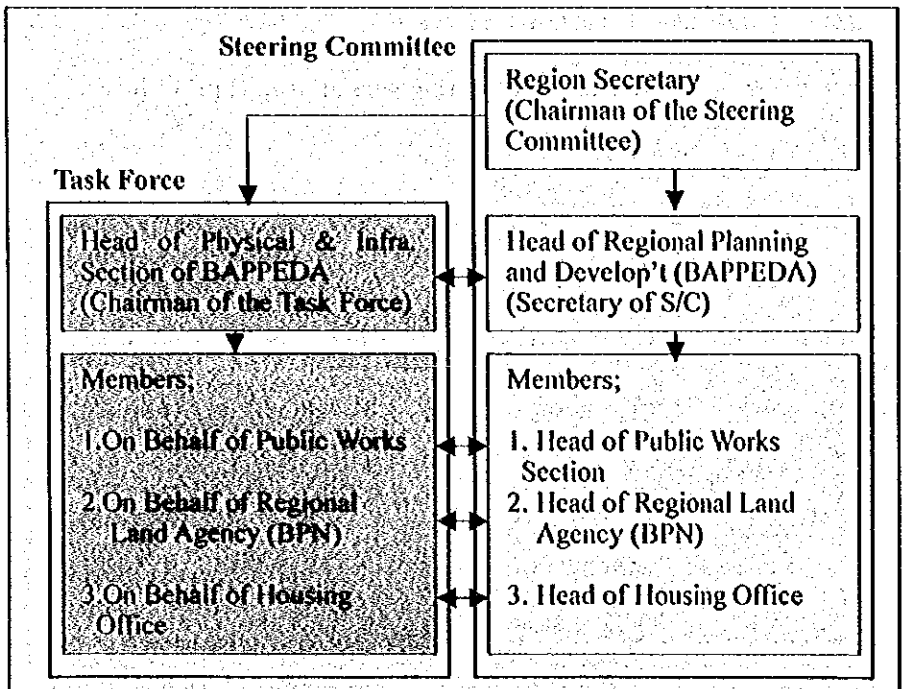
- Assisting in formulating KASIBA projects
- Exploring the available potency for project implementation
- Assisting in formalizing and legalizing KASIBA projects
- Assisting in supervising project implementation management

Required Data

- Development policy for housing sector by Local Government
- Data from private real-estate developers for the housing market

Task Force Organization Structure

Since KASIBA should be a major part of urban development and control, the Task Force Group should be originated and headed by the Regional Planning and Development Agency (BAPPEDA) supported by related units such as the Local Land Office (Local BPN), the Local Public Works and others related agencies. The Task Force will be directed and supervised by the Steering Committee (chaired by Region Secretary).



Organization Structure of the Task Force

STEP 1A: Set-up of Task Force for KASIBA in Local Government

[How to set-up task force group in local government]

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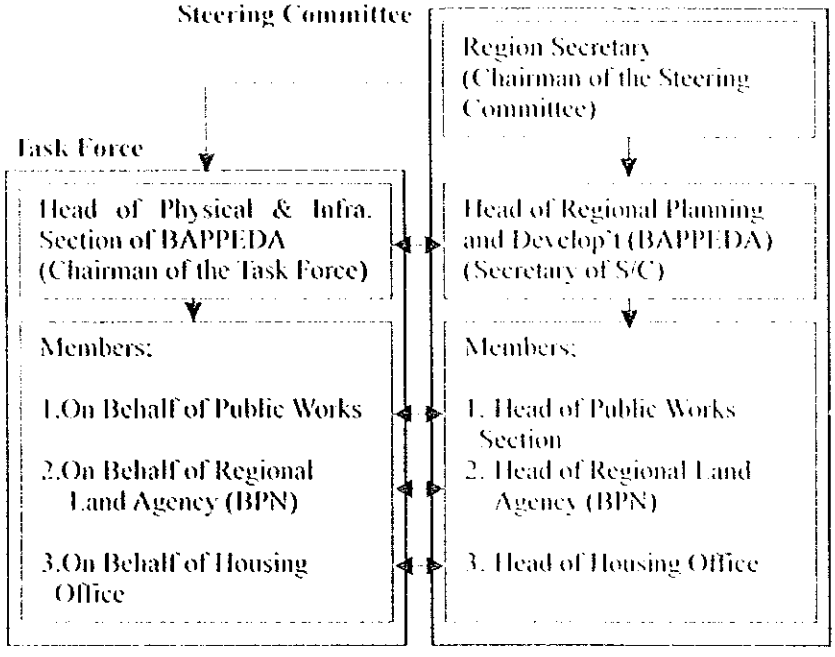

Organization Structure of the Task Force

Points of Interests of the Task Force Members

- The Regional Development and Planning Agency (BAPPEDA) takes care of the Regional Spatial Plan (Rencana Tata Ruang Wilayah Kabupaten/Kota RTRWK)
- The Local Public Works Office takes care of infrastructure development and value estimation of building acquisition
- The Local Land Office (regional office of the BPN) takes care of all land matters
- The Local Housing Office takes care of the local housing development (if there is such a section)

Set-up Steps

- Issuance of Head of Region Decree to establish the Task Force to follow-up KASIBA determination
- Task force officials report to the Region Secretary

● STEP-2A: Executing Project Formation

[How to execute project formation]

Expected Work Items

- Understanding of urban planning and development trends
- Understanding of housing needs and problems for the next 10 years (* See "Formulation of Housing Demand" in Back up Data)
- Understanding of the KASIBA system
- To make a pre-financial feasibility study (Pre-F/S)
- Evaluation of project possibility and appropriate organization for the KMB
- To formulate a housing development policy
- Preparation of Terms of Reference (TOR) for the candidate of KMB

Example of TOR for the KMB

1. Application / understanding of KASIBA development
2. Concept of KASIBA Spatial Plan
3. How to get investment and suggestion/hint of commitment from the investors
4. Organization proposal
5. Competence of manpower
6. Cash-flow analysis
7. Proposal of community development
8. Control system will be set-up
9. Work plan
10. Attachments; (continued)

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STEP-2A: Executing Project Formation

[How to execute project formation]

Expected Work Items

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2. Concept of KASIBA Spatial Plan
3. How to get investment and suggestion form of commitment from the investors
4. Organization proposal
5. Competence of manpower
6. Cash-flow analysis
7. Proposal of community development
8. Control system will be set-up
9. Work plan
10. Attachments. (continued)

(Continued)
- Map of the promotion area
- Basic data of population trend, topography, land use, land status, physiography, climatic data (included natural disasters), and so on
- Company profile
- Audited balance sheets

Targeted to,
- Urban growth control and development
- To nominate a SOE, which is capable to manage KASIBA

Task measures
- Basic data and site survey
- Discussing regarding TOR and refinement
- Final TOR and approval from the Head of Region
- Work program of selection and list of SOE
- Set-up committee for evaluation
- Preparation of pre-feasibility study raptly assisted by short-term consultant
- Formulation of housing policy based on existing problems, Spatial Plan and F/S

Required Data
- The Spatial Plan of the urban area issued by the Local Government of BAPPEDA in the Regency/Municipality and urbanization promotion area
- Law No. 4/1992 regarding Housing and Settlements
- Government Regulation on KASIBA = **Enacted Regulation**
- President Decree on open tender
- The trend of urban growth
- Data of demography including existing condition and network plan of infrastructure
- Draft of material costs and monetary indicators
- The general picture of housing market

Outputs
- Terms of Reference (TOR)
- Program and requirement of candidate
- The evaluation committee
- Pre-feasibility study (Measurement for possibility of new housing development as KASIBA)
- Formulation of housing policy

STEP-3A: Invitation and Explanation

[How to invite/explain Candidate of the KMB]

Expected Work Items
- To announce to the mass media (Newspaper, TV, Radio, etc.)
- To make a schedule of evaluation and nomination
- Registration and invitation
- Explanation and clarification

Targeted for,
- To clarify the contents of TOR
- To confirm the candidate who will be join on KASIBA development

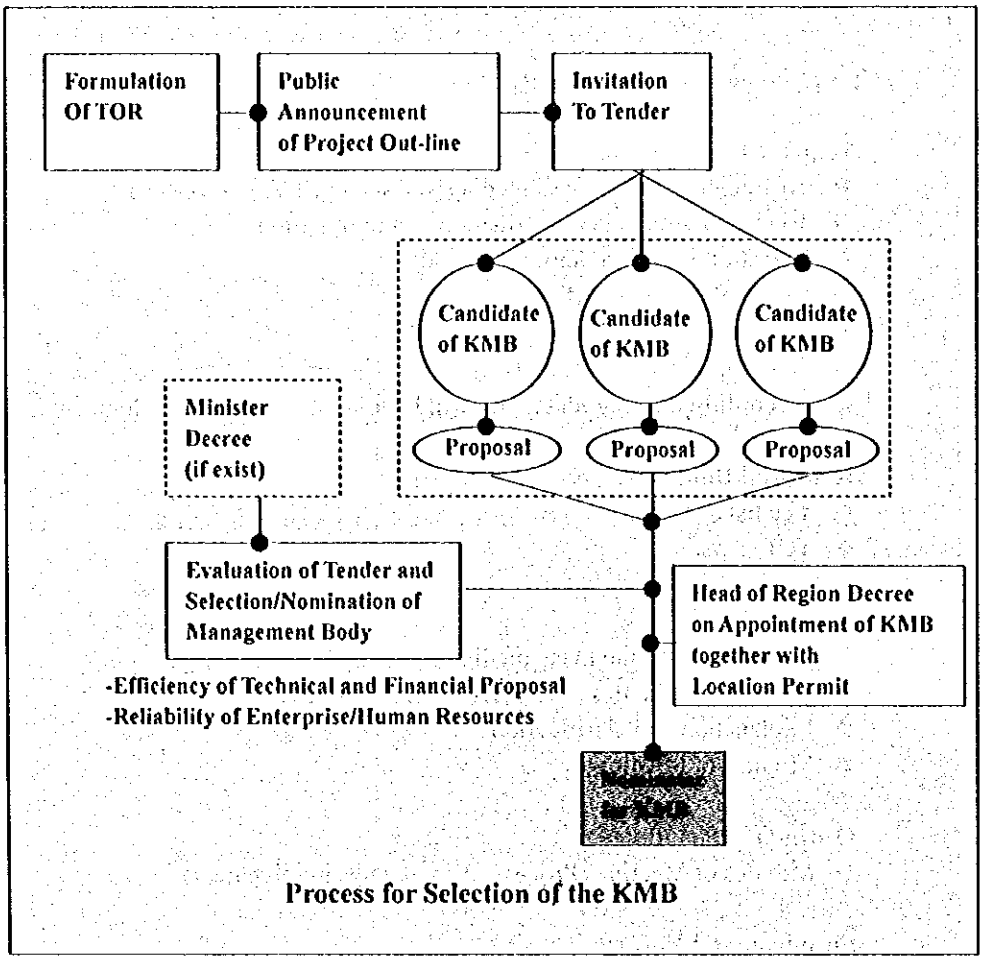
Required Data
- The list of SOEs
- TOR

Task Measures
- To announce to the mass-media
- To invite candidates to register
- Explanation and clarification
- Minutes of Meeting

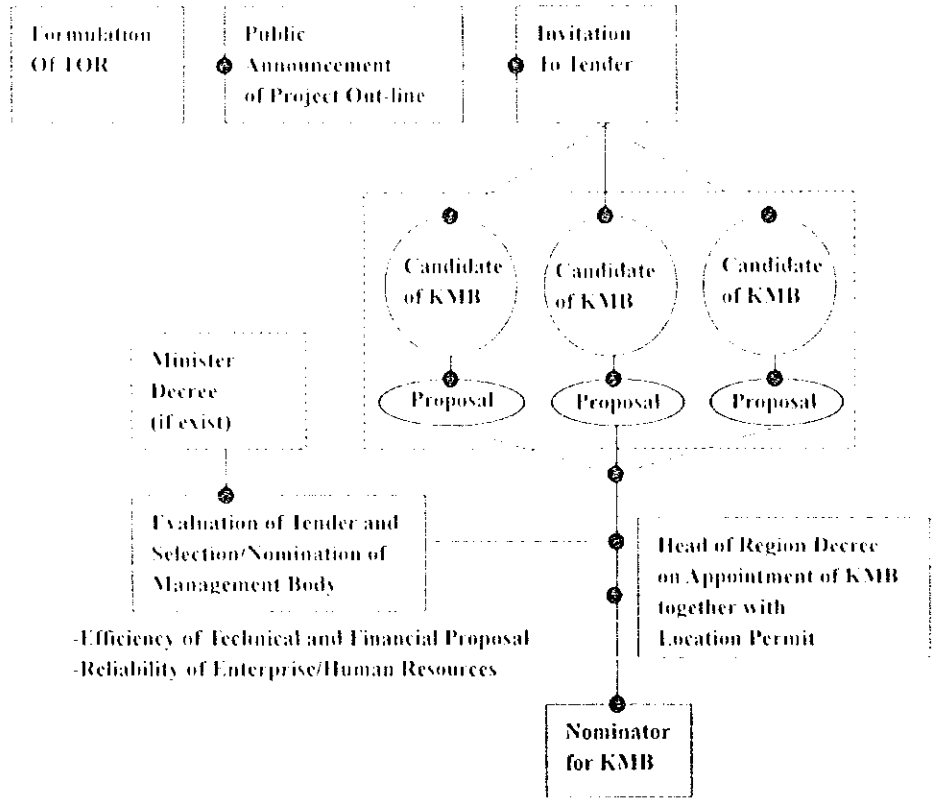
Outputs
- Minutes of Meeting (Process of candidates involvement)

Supplemental Notes
It is very often the candidate must pay for registration fee to recover the administration cost.
Explanatory material for the selection/establishment process of the KMB is shown in following figure.

STAGE-I PREPARATION STAGE



Process for Selection of the KMB



Process for Selection of the KMB

STEP-4A: Nomination and Selection of KMB Candidates

[How to nominate/select KMB candidates]

4A-1 Nomination of the KMB

Expected Work Items

- To identify the existing SOE on housing development business
- To clarify the possibility to establish a new Local SOE

Targeted at:

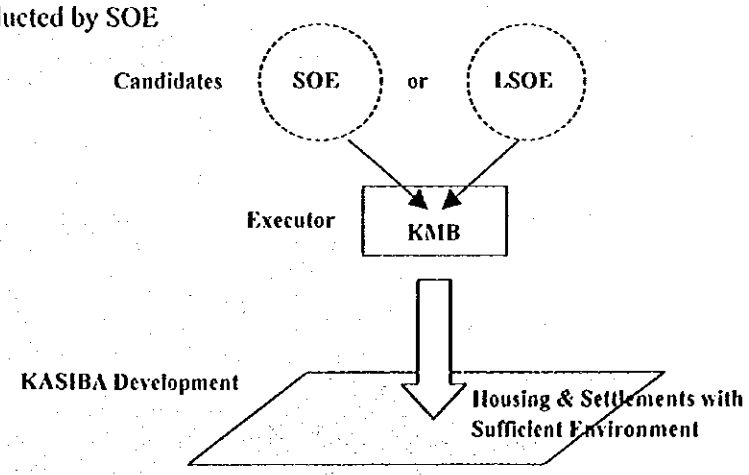
- Creating the KMB's criteria of qualification

Task Measures

- To examine the existing SOE's activities and their products (real-estate)
- To make a rank of SOE based on the:
  1) Draft of KASIBA Detail Spatial Plan of Promotion Area
  2) Reliability of enterprise
  3) Financial capability
  4) Qualification of staff
  5) Potentiality and possibility for future prosperity

Required Data

- List of SOE and its company record on housing development
- The financial performance of housing development projects conducted by SOE



Outputs

- Possibility to establish a new Local SOE----------(Alternative I)
- Candidate KMB from existing SOEs----------(Alternative II)

*** The detail of the above two alternatives and examination of candidates is shown in "Back-up Data"**

STEP-4A: Nomination and Selection of KMB Candidates

[How to nominate select KMB candidates]

Nomination of the KMB

Expected Work Items

- To identify the existing SOE on housing development business
- To clarify the possibility to establish a new Local SOE

Targeted at:

- Creating the KMB's criteria of qualification

Task Measures

- To examine the existing SOE's activities and their products (real-estate)
- To make a rank of SOE based on the:
  1) Draft of KASIBA Detail Spatial Plan of Promotion Area
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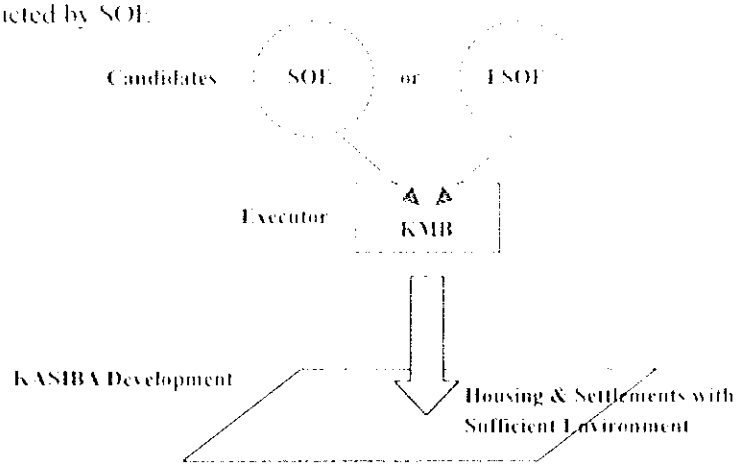

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WORK ITEMS FOR LOCAL GOVERNMENT

STAGE-II: Implementation Stage of KASIBA Development

[KASIBA Development Stage]

STEP-5A : Head of Region Decree for the Nomination of the KMB

- **Assistance/Support to KMB and Control of Urban Development**

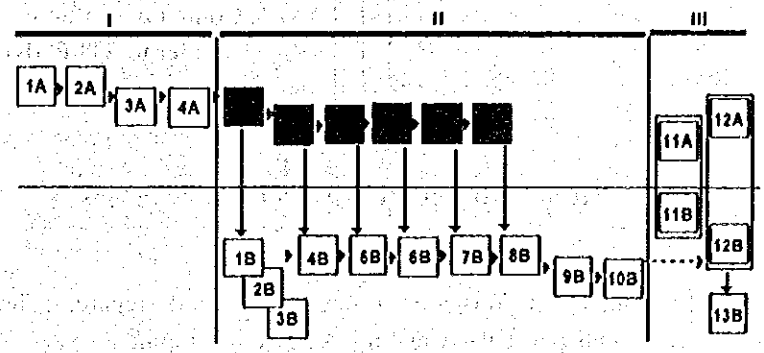
STEP-6A : Consultation on Spatial Plan and Organization

STEP-7A : Land Title/Registration of KASIBA

STEP-8A : Control/Supervision on KASIBA Development

STEP-9A : Local Government Regulation on KMB

STEP-10A : Head of Region Decree for LISIBA Developer



Flow diagram showing part of project procedure

WORK FLOW OF LOCAL GOVERNMENT

[KASIBA Development Stage]

STEP 5A : Head of Region Decree for the Nomination of the KMB

- Assistance/Support to KMB and Control of Urban Development

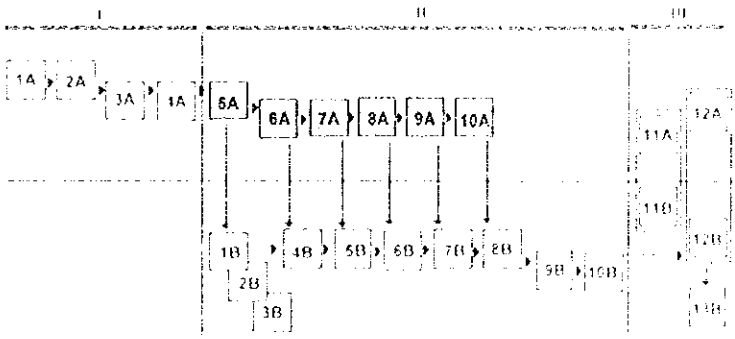
STEP 6A : Consultation on Spatial Plan and Organization

STEP 7A : Land Title/Registration of KASIBA

STEP 8A : Control/Supervision on KASIBA Development

STEP 9A : Local Government Regulation on KMB

STEP 10A : Head of Region Decree for LISIBA Developer



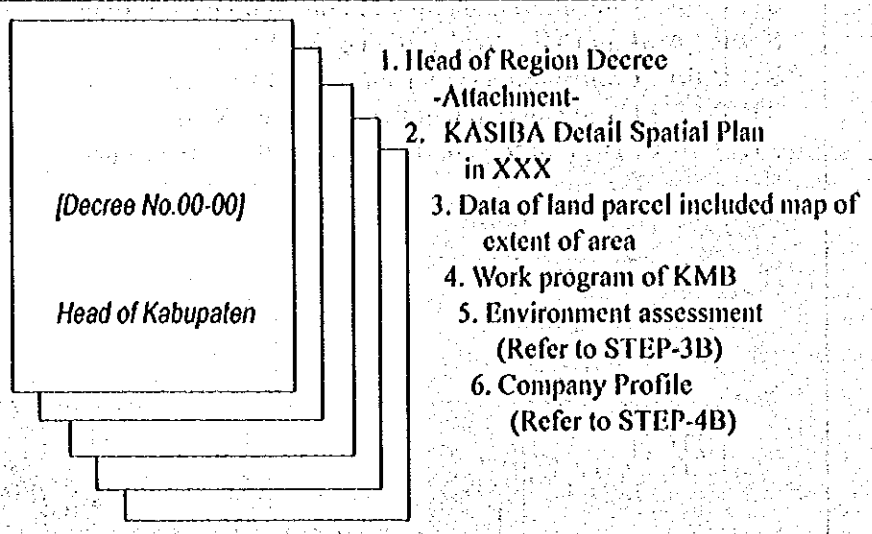
Flow diagram showing part of project procedure

● STEP-5A: Head of Region Decree for the Nomination of the KMB

[How to prepare decree for the KMB]

Expected Work Items

- To assess the result of the evaluation of the candidates
- To prepare a Head of Region Decree for the nomination of the KMB



Head of Region Decree and Its Attachments

Targeted at:

- To conduct the mission of Law No. 4/1999 regarding housing and settlements particularly about KASIBA development
- To carry out KASIBA development soon

Required Data

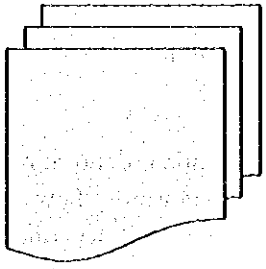
- The result of evaluation of the candidates
- The decision making of the winner from the Chairman/Head of task group
- The proposal document of the winner

Task Measures

- The Head of Region listens thereupon the Chairman/Head of Task Force group regarding conducting the evaluation
- To make a conclusion and formulate a draft of Decree
- To issue the Head of Region Decree
- To invite the candidate of the KMB and formalize it
- Press release

Outputs

- Head of Region Decree for the winner of the KMB candidates
- The reference materials:



- Map of the spatial plan
- Map of the promotion area
- Data of land status
- The proposal document

The candidate of the KMB has being started and STEP-6A up to 10A are only assisting on KMB preparation until the establishment of the KMB

● STEP-6A: Consultation on Spatial Plan and Organization

[How to consult with the KMB on Spatial Plan and Organization to support STEP-4B]

6A1 Regarding Spatial Plan

Expected Work Items

- To give direction to the candidates of the KMB regarding the KASIBA Detail Spatial Plan (KDSP)
- To approve the final KDSP

Targeted at:

- To guide the KASIBA development in according to the existing Spatial Plan (urban spatial plan)
- To legalize the KDSP

Required Data

- The draft of KDSP of the promotion area (as proposed in Preparation Stage / STEP-4A)
- The urban Spatial Plan
- The Urban Development Trends

Task Measures

- To listen to the KDSP's presentation and discuss it
- Minutes of Meeting
- Finalization of the candidates by the KMB

Output

- Formalization / legalization of Development Plan

GA2 Regarding the Organization

Expected Work Items

- To evaluate the organization proposal related to the urban development control system. In other words, how far can the Local Government possibly intervene on the KMB according to urban development
- To give directions to the KMB regarding what the relation system of joining mechanism between the KMB organization and Local Government organization is

Targeted at:

- To set-up an effective system in relation between the KMB and Local Government
- As pioneering an organization and afterward formalizing it in the Local Government Regulation regarding the KMB

Required Data

- The organization proposal, including its scope of works and procedures
- Some examples of organization scheme from SOE and real-estate companies

Task Measures

- To listen the presentation of the organization proposal and discuss it
- To test/examine some cases to make decisions
- Finalization by the candidate of the KMB

Outputs

- The recommendation of the organization regarding:
  - Structure of organization.
  - Scope of Works.
  - Some procedures particularly in making decision

Supplemental Note

- The Principles of Organization:
  - Organization structure to follow the Scope of Work
  - Make a flat-type of structure (Do not make a pyramid model)
  - Minimize paper works
  - Develop a better information system

STEP-7A: Land Title/Registration of KASIBA

[How to register the KASIBA land according to the Avail of Land, STEP-5B]

Land title granting and its registration by the National Land Agency (BPN) to a KASIBA area pursuant to existing regulation.

Expected Work Items (viewpoint of the KASIBA developer)

- Giving the land information of the KASIBA area to the candidate of the KMB
- To supervise the candidate of the KMB on acquiring land
- To register and certify the acquired land as HGB

Required Information

- KASIBA Detail Spatial Plan
- Land acquisition program

Task Measures

- To check the application of acquired land
- To register and legalize the land right with the new status of Building Right (HGB)

Outputs

- HGB for acquired land
- Documentation of land right

Supplemental Note

- HP is recommended since an Indonesian, legal entity or a foreigner can own it, and moreover HP is not anymore inferior to HGB (according to Government Regulation No. 40 and 41 of 1996), because HP termination is almost the same as HGB. The application letter and its required attachments should follow the existing regulations, and such letter should be sent to the respective Local Land Office (Local BPN).
- The candidates of the KMB must pay the administration cost

STEP-8A: Control/Supervision on KASIBA Development Implementation

[How to control/supervise implementation of KASIBA development, STEP-6B]

Monitoring and supervising of the land acquisition and physical development on KASIBA, such as identification of constraints and solution for preferable ways of development and progress control on time schedule.

Expected Work Items

- To set up a technical team or use the existing team (like BP4D) to control/supervise KASIBA development and set up a control system
- Conducting field inspection and direct monitoring on the project site
- Identify the problems based on the inspection result
- Clarify the solution for optimal development and future problem anticipation
- Hearing of project progress on scheduled meeting

Targeted at:

- Strategic steps to avoid problems/constraints or unexpected impacts

Required Information

KMB's report regarding the;

- Progress of land acquisition
- Progress of physical development
- Progress of building permission
- List of problems/constraints raised on the site

Task Measures

- To evaluate the KMB's progress report
- Inspection on site
- Discussion with KMB and give guidance

Output

- A evaluation of KASIBA development
- Monitoring/inspection report on the development progress
- Recommendation for the next step

Supplemental Note

It is suggested that controlling should be carried out every 2 months

● STEP-9A: Local Government Regulation on KMB

[How to legalize the KMB by the Local Government after working out 1 LISIBA, STEP-7B]

Expected Working Items
- To report to Regional House of Representative (RHOR)
- To prepare and formalize the KMB

Targeted at:
- Local Government Regulation on Appointment of the KMB

Required Information
- The report of KASIBA progress regarding the achievement 1 LISIBA

Task Measures
- To evaluate KASIBA progress
- To report to RHOR
- To have an approval from RHOR
- To prepare Local Government Regulation on appointment of the KMB
- To formalize the KMB

Outputs
- Local Government Regulation on appointment of the KMB

● STEP-10A: Head of Region Decree for LISIBA Developers

[How to authorize LISIBA developer]

Expected Work Items
- To receive an application from developer through the KMB
- To examine KMB's recommendation
- To make a draft of the Head of Region Decree

Targeted at:
- As part of the Region Autonomy
- To give a certain law basis for developers

Required Data
- The application from Developers
- The recommendations from the KMB
- The respond to the technical team (as BKP4D)

Task Measures
- To receive some documents
- To appoint the technical team or BKP4D to examine the application

- If OK, the Head of Region makes a Decree to appoint the LISIBA Developers

Output

- Head of Region Decree for designation of LISIBA developers