

4.4 Rencana Tindak untuk Peningkatan Sarana dan Prasarana Perdagangan Dalam Negeri dan Jaringan Jalan Dalam Negeri

4.4.1 Kebijakan dan Rencana Pembangunan untuk Rencana Tindak Lanjut

Sebagai kebijakan untuk rencana tindakan, yang terpenting untuk menurunkan/ menghilangkan kemacetan di jalan-jalan di areal pelabuhan yang disebabkan oleh kurangnya jalan akses ke pelabuhan dan harus mempertahankan pengoperasian pelabuhan yang lancar. Disamping hal-hal tersebut diatas, dengan memberikan jaringan jalan yang baik ke para pengguna pelabuhan (pelanggan yang terkait dengan perdagangan) menghasilkan peningkatan dalam perdagangan.

Karena rencana pembangunan untuk rencana jangka pendek mencakup merencanakan penambahan kapasitas jaringan jalan, melalui pembangunan baru atau perluasan akses jalan tol, pelebaran akses jalan tol dan perbaikan jalan-jalan arteri dan perempatan jalan.

Hal ini juga menghasilkan pemisahan kendaraan besar dan bermuatan berat dari kendaraan umum yang ringan. Terdapat begitu banyak depo kontainer untuk bonded warehouse, CFS, dsb. tersebar di wilayah pelabuhan dan juga menyebabkan kemacetan lalu lintas dan pengoperasian yang tidak mencukupi.

Jadi, rencana jangka panjang, tersebarnya depo akan dikonsolidasikan menjadi satu atau dua integrated depo dengan pengoperasian yang efisien. (Jika dari kargo udara akan dimulai merealisasikan depo-depo yang dikonsolidasi seperti itu).

Untuk pembangunan itu diperlukan sejumlah besar dana, sehingga anggaran pembangunan dari perusahaan jalan tol (Indonesia Highway Corporation, PT. Jasa Marga (Persero), Pemerintah Pusat (Departemen Pekerjaan Umum) dan Pemerintah Daerah DKI Jakarta dan bantuan pembangunan resmi dari luar negeri (terutama oleh JBIC dan Bank Dunia) diterapkan untuk pelaksanaannya.

Organisasi pelaksana adalah banyak seperti tersebut diatas. Target pelaksanaan adalah pada tahun 2010 untuk rencana pembangunan jangka pendek dan tahun 2015 untuk pembangunan jangka panjang.

4.4.2 Rencana Tindak untuk Perbaikan

Rencana-rencana tindak untuk perbaikan di kategorikan menjadi dua, satu adalah untuk pembangunan jangka pendek pada tahun 2010 dan pembangunan jangka panjang pada tahun 2015.

Rencana tindak jangka pendek diusulkan merupakan proyek-proyek lima tahun, sebagai berikut:

- Pembangunan akses Tanjung Priok (jalan tol) sebagai perluasan ke Utara dari Jakarta Outer Ring Road (JORR).
- Penyelesaian seluruh rentang JORR.
- Pengoperasian dengan flat tariff sistem untuk JORR, Jakarta Intra Urban Tollway System (JIUT)

dan radial tollways melewati JORR seperti jalan tol JKT – Cikampek, jalan tol Jagorawi, jalan tol JKT – Merak, dsb. menyebabkan kendaraan besar dan bermuatan berat menggunakan JORR lewat Akses Tanjung Priok. Hal ini memberikan efek/ dampak yang baik untuk kendaraan umum dan ringan pada jalan arteri, JJUT untuk menghindari kemacetan.

- Meningkatkan jalan-jalan arteri di wilayah pelabuhan seperti Jl. Jampea, Jl. Cakung – Cilincing, Jl. Yos Sudarso, Jl. Enggano dan Jl. Martadinata bersama-sama dengan peningkatan perempatan jalan.
- Mengenai kargo udara, dengan melaksanakan pelebaran Jl. Akses Cengkareng dalam tahap awal untuk memenuhi bertambahnya permintaan akan lalu lintas yang terkait dengan bandar udara.

Untuk pembangunan jangka panjang diusulkan proyek-proyek sebagai berikut pada tahun 2015:

- Pembangunan depo kontainer yang dikonsolidasi dan di integrasikan disebelah Timur seperti daerah Marunda, dsb. untuk menyebarkan secara positif fungsi dari daerah pelabuhan. Hal ini akan meningkatkan efisiensi dari sistem angkutan darat.

BAGIAN 2

Rekomendasi dan Rencana Tindak

BAGIAN 2 Rekomendasi dan Rencana Tindak

1. Latar Belakang

Dalam tahun-tahun terakhir ini, kemajuan globalisasi adalah luar biasa dan bidang ekonomi tidak terkecuali. Pergerakan logistik global baru-baru ini seperti SCM (supply chain management), DCM (demand chain management) dan 3PL (third party logistics) merupakan contoh-contoh dari tendensi ini. Khususnya, tidak hanya aktifitas perdagangan, tetapi juga aktifitas manufaktur sedang dipindahkan keluar negeri dari negara-negara maju. Banyak negara-negara berkembang sedang berkompetisi untuk mengundang manufacturing bases dan/ atau pabrik-pabrik yang bisa memberikan kesempatan kerja dan perolehan valuta asing. Salah satu dari kondisi yang sangat diperlukan untuk memenangkan kompetisi ini adalah lingkungan perdagangan.

Di Indonesia, perbaikan lingkungan perdagangan telah dimulai sebagai bagian dari reformasi ekonomi yang menyeluruh dari bangsa Indonesia, yang dilaksanakan oleh pemerintah dengan dukungan IMF.

Banyak prinsip-prinsip terakhir, sistem, standard, tindakan-tindakan, dsb. untuk meningkatkan fasilitas perdagangan telah dikembangkan oleh banyak institusi internasional, seperti WCO, WTO, UN, ASEAN, APEC, G8, dsb. dan banyak dari mereka mengadakan reformasi fasilitas dalam perdagangan saat ini yang diformulasikan oleh pemerintah. Dengan demikian, kerangka kerja dari seluruh reformasi merupakan salah satu yang terbaik didunia dan terakhir, meskipun terdapat tidak sedikit keluhan dari para pengguna mengenai praktek-praktek setiap hari di tempat. Temuan-temuan dari studi saat ini juga menunjukkan banyak masalah tetapi tidak terpecahkan.

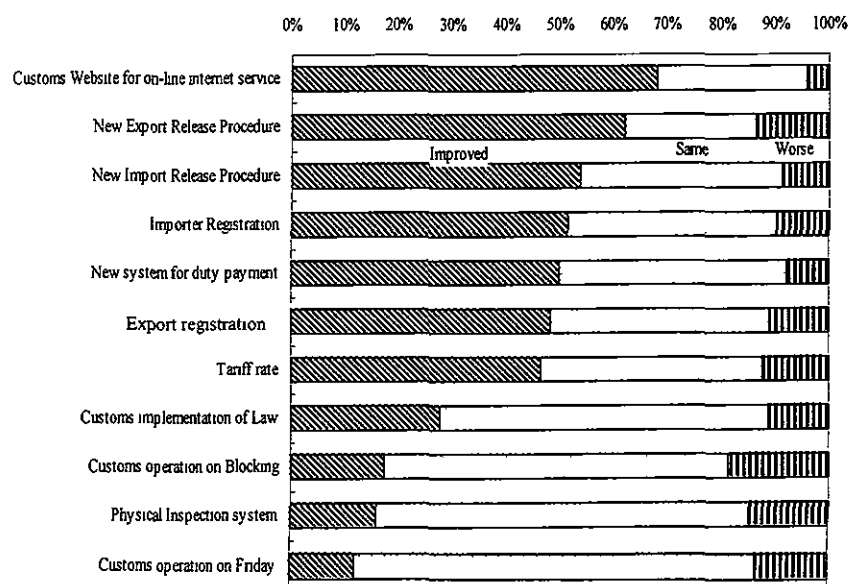
2. Materi Rekomendasi

2.1 Temuan-temuan Utama Studi

2.1.1 Evaluasi Reformasi Pabean

Sebagai salah satu dari hasil survey melalui kuesioner, evaluasi dari reformasi pabean akhir-akhir ini tercantum dalam **Gambar E1**. Sesuai dengan gambar, 7 dari seluruh 11 items dievaluasi "meningkat" sekitar atau lebih dari 50% jawaban. Namun demikian, satu dari 10 jawaban menilai "lebih buruk" untuk 10 item. Hasil-hasil ini menunjukkan bahwa reformasi pabean akhir-akhir ini adalah positif, dievaluasi untuk mayoritas

GAMBAR. E1 Evaluation of Recent Effort of the Customs

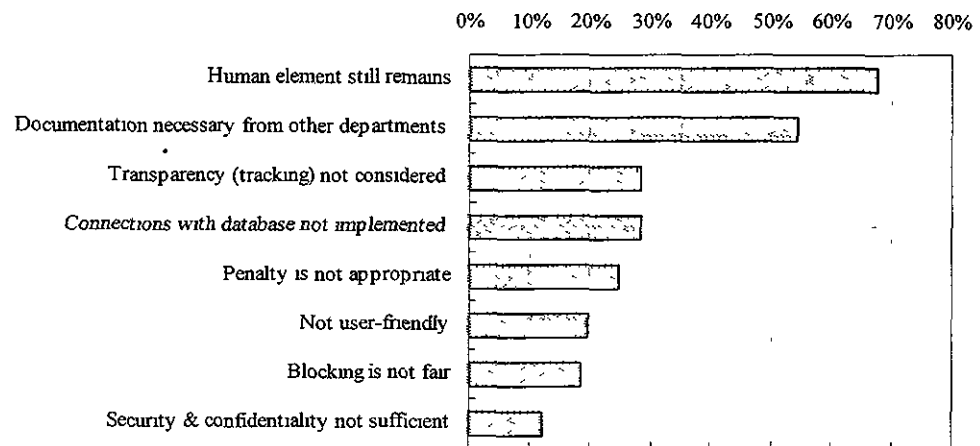


Item, tetap ada inefisiensi atau ketidak-nyamanan secara luas dari reformasi. Contoh lain adalah evaluasi dari EDI pabean seperti tercantum dalam **Tabel E1** dan **Gambar. E2**. Menurut **Tabel E1**, lebih dari 90% jawaban menilai positif, sedangkan **Gambar. E2** menunjukkan bahwa masih ada 2 item mengeluh oleh lebih dari setengah jawaban.

TABEL E1 Evaluation of EDI

	No of Respondents
Become Very good	8
Better	26
Better than before but not very much different	42
Worse	4
New Problems	5

GAMBAR. E2 Evaluation of the Concept of EDI

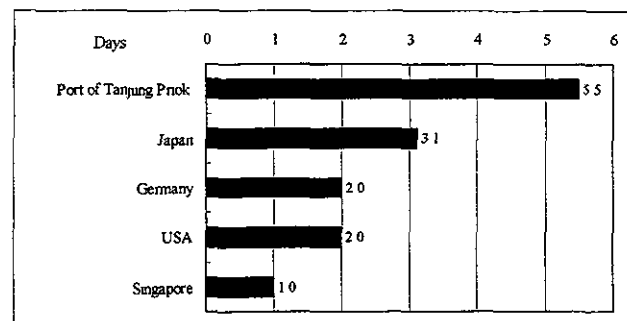


2.1.2 Lead Time

“Lead time” adalah periode waktu dari kedatangan kapal sampai izin keluar gate (SPPB).

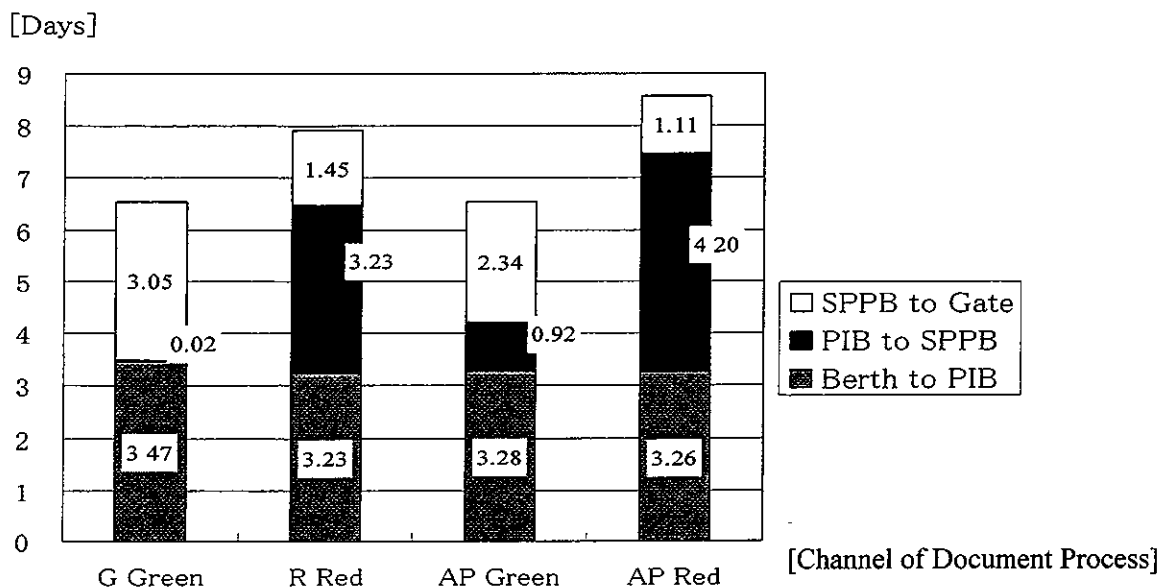
GAMBAR. E3 menunjukkan perbandingan internasional dari lead time. 5.5 hari lead time Indonesia diperoleh dari penghitungan waktu dalam survey yang dilakukan oleh team studi. Menurut gambar ini, Indonesia memakan waktu 2 ~ 3 kali lebih banyak daripada negara-negara maju yang dipilih dan 5.5 kali lebih banyak daripada Singapura.

GAMBAR. E3 Comparison of Lead Time for Container Import



Sesuai survey penghitungan waktu, lead time yang diukur terdiri dari tiga periode waktu utama. Ini adalah periode sebelum PIB, waktu persiapan untuk pemeriksaan pabean, dan waktu yang mencakup dari SPPB ke gate-out, seperti tercantum dalam **GAMBAR. E4**. Nampaknya terdapat beberapa inefisiensi dan/ atau ketidaknyamanan dibelakang tiga periode waktu utama ini. Bagaimanapun juga, daya saing saat ini Indonesia dalam hal ini sangat rendah.

GAMBAR. E4 Average Required Days from Discharge at Berth to Gate Out (FCL

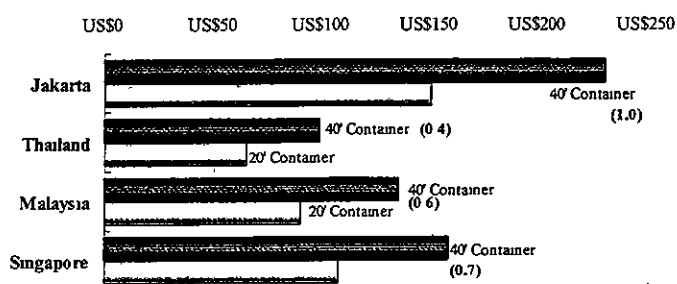


2.1.3 Terminal Handling Charge (THC)

Biaya dalam penanganan terminal adalah biaya yang dibayar oleh consignee kepada perusahaan pelayaran. **GAMBAR. E5** menunjukkan perbandingan secara internasional biaya dalam menangani terminal. Sesuai dengan gambar, Indonesia adalah 40% lebih banyak dibandingkan Singapura dan secara kasar dua kali dibanding Thailand dan Malaysia. Daya saing Indonesia adalah jauh lebih rendah daripada daya saing negara-negara tetangganya.

As a reference for the discussion of the port pricing here, the container handling charges (CHC) of the Port of Tanjung Priok and other neighboring ports are also shown in the table provided in the right.

GAMBAR. E5 Terminal Handling Charge



Unit: US\$

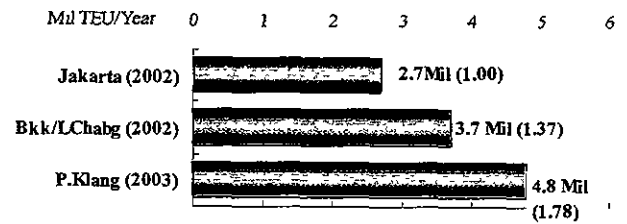
Port	Container	
	20'	40'
Tanjung Priok	93	139
Malaysia (Port Klang)	61	91
Singapore	90	117

Source: Study on Main Container Ports in Asia, JETRO 2003.

2.1.4 Cargo Throughput diwilayah Metropolitan

GAMBAR. E6 menunjukkan perbandingan secara internasional jumlah kontainer yang ditangani di wilayah metropolitan di Indonesia, Thailand dan Malaysia. Bahkan perbandingan yang sederhana ini menunjukkan bahwa Indonesia sangat jauh lebih kecil dibandingkan negara-negara lain.

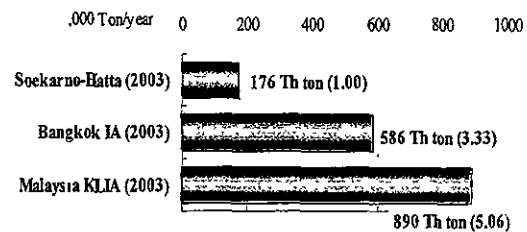
GAMBAR. E6 Container at Asian Port



Namun demikian, perbedaan-perbedaan ini harus dianggap jauh lebih lebar daripada perbandingan secara sederhana jika perbedaan-perbedaan diskala ekonomi nasional, penduduk, karena sebagai negara kepulauan, dsb. dipertimbangkan.

GAMBAR. E7 menunjukkan perbandingan yang sama mengenai kargo udara. Perbedaan-perbedaan disini adalah jauh lebih lebar dibandingkan dengan keadaan pelabuhan.

GAMBAR.. E7 Air Port Cargo



Apa yang terjadi dibelakang fakta-fakta ini?

Sejauh ini, studi menunjukkan bahwa pelabuhan dan layanan ekspor/ import di Indonesia tidak baik dan memakan waktu, sedangkan harganya mahal. Pelabuhan Tanjung Priok telah dioperasikan oleh suatu perusahaan swasta, tetapi disini tidak ada kompetisi intra pelabuhan maupun kompetisi inter pelabuhan, karena areal pelabuhan yang sempit tidak mudah memberi peluang kompetisi intra pelabuhan yang cukup dan tidak ada kompetitor domestik untuk kompetisi inter pelabuhan.

Marilah kita tinjau pelabuhan-pelabuhan tetangga yang menyediakan layanan cukup dengan harga yang layak. Hal ini merupakan pengetahuan umum secara luas bahwa Singapura tetap bertahan sebagai yang memiliki status hub. terbaik didunia berdasarkan kompetisi yang keras. Adalah tidak begitu banyak diketahui seperti Singapura, tetapi Thailand dan Malaysia juga bersaing ketat masing-masing untuk memiliki status regional hub. Pelabuhan-pelabuhan ini tetatp membayar untuk usaha mereka yang sungguh-sungguh untuk menyediakan layanan yang lebih baik pada harga yang lebih murah, sehingga mereka dapat mengumpulkan lebih banyak transship kontainer, lebih banyak perolehan valuta asing dan lebih banyak kesempatan kerja.

Sebaliknya, karena dikelilingi oleh pelabuhan-pelabuhan dengan kompetisi keras, Jakarta tidak berbuat apa-apa dalam kompetisi. Dengan demikian, kargo yang datang ke Jakarta hanyalah kargo yang harus datang ke Jakarta. Secara tegas dikatakan, pada umumnya, tidak ada alasan untuk memberikan layanan yang baik dengan harga yang reasonable untuk kargo yang tidak mempunyai tujuan lain kecuali harus datang ke Jakarta.

Jadi, Jakarta, dengan tanpa berusaha untuk menjadi regional hub. kehilangan kesempatan-kesempatan

untuk memperoleh valuta asing dan untuk mendapatkan kesempatan kerja dengan membangun industri pelabuhan. Cerita diatas dapat diterapkan kepada Bandar Udara Internasional Soekarno Hatta.

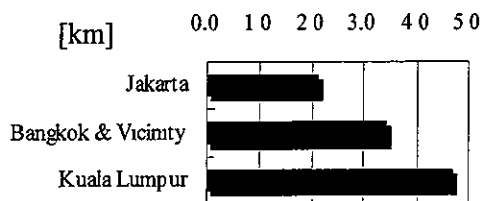
2.1.5 Sarana dan Prasarana

Temuan-temuan yang lalu adalah mengenai sarana dan prasarana, seperti pelabuhan, bandar udara dan jalan akses.

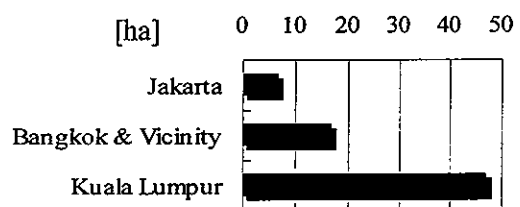
GAMBAR. E8 dan E9 menunjukkan perbandingan dari volume penyediaan sarana dan prasarana dalam fasilitas pelabuhan/ bandar udara yang terpilih di wilayah metropolitan di tiga negara. Gambar menunjukkan bahwa penyediaan sarana dan prasarana di Jakarta adalah jauh lebih sedikit daripada 2 negara dalam hal volume kargo masing-masing seperti tersebut diatas.

TABEL E2 menunjukkan status quo fasilitas pelabuhan masing-masing dan jalan akses terkait didalam dan di sekitar Pelabuhan Tanjung Priok. Menurut tabel, hampir semua fasilitas individual keduanya tidak mencukupi dalam kualitas dan kuantitas.

GAMBAR E8 Container berth Length



GAMBAR. E9 Air Cargo Area



TABEL E2 Port Capacity by Individual Elements – Port of Tanjung Priok

Type	Individual Element	Estimated Capacity	Recorded Performance
Infrastructure	Channels, Basin, etc	Number of Ship Call , 16,000~16,500 vessels/year	16,253 vessels/year
	Berths	Container (TEUs)	2,567,000
		Conventional Berth (ton)	37,096,000
Access Roads	Actual traffic/ Road Capacity	East Direction 1 48 West Direction 1 37 South Direction 0 83	
Port Operation	Container Handling Efficiency	Normally more than 25 Box/h/crane	20 ~25 BOX/h/Crane
	Ship Waiting Time	Normally zero for container vessels	Container Several hours Conventional More than 12 hours

Note Figure in box indicates over capacity

Source 1) JICA Report 2003

2) "Transportation and Communication Statistics" Katalog BSP 8215

Beberapa contoh inefisiensi dalam kualitas dan/ atau kuantitas di pelabuhan adalah:

- i. kedalaman channel dan space dari basin (kolam) tidak mencukupi,

- ii. lebar dan space dari basin sempit,
- iii. sistem navigasi satu arah,
- iv. pintu masuk pelabuhan satu,
- v. jumlah tambatan kapak tidak mencukupi,
- vi. tambatan kapal kuno,
- vii. space dari berbagai yards dangkal,
- viii. kemacetan didalam dan disekitar areal pelabuhan,
- ix. space pemeriksaan pabean sempit dan tidak beratap,
- x. pemeliharaan tidak cukup, dsb.

Tiga fakta ini pasti karena investasi dalam sarana dan prasarana tidak mencukupi baik dalam investasi modal maupun pemeliharaan/ perawatan. Saat ini, volume kargo adalah tepat disekitar kapasitas fasilitas pelabuhan masing-masing seperti tercantum dalam **TABEL E2**. Pelabuhan tidak dapat menerima tambatan kargo karena perkembangan ekonomi didalam kebijaksanaan ekonomi nasional tidak diantisipasi, jika tidak untuk peningkatan, dengan memperkenalkan regional hub. Sebagai kesimpulan, semua fakta-fakta ini dan pembahasan-pembahasannya masuk dalam argumen-argumen berikut ini:

- i. Investasi penuh adalah mutlak dibutuhkan untuk menyelesaikan kapasitas pelabuhan yang tidak mencukupi dan kemacetan pelabuhan yang parah, dan
- ii. Investasi penuh adalah mutlak diperlukan untuk memperkenalkan kompetisi penuh dalam intra pelabuhan dan inter pelabuhan.

Situasi di Bandar Udara Internasional Soekarno – Hatta lebih kurang adalah sama seperti di Pelabuhan Tanjung Priok.

2.1.6 Konsep Pelabuhan kedua

Salah satu dari temuan-temuan yang penting dari survey negara ke tiga di Thailand adalah sangat efektifnya Second Port Concept (SPC) yang merupakan suatu ide bahwa pembangunan baru pelabuhan kedua dengan kebebasan yang tinggi secara lokasi dalam kerjasama dan berkompetisi dengan pelabuhan pertama yang lan dengan banyak restriksi yang serius untuk mencakup hinterland yang sama bersama-sama. Di Bangkok Metropolitan Area, pelabuhan Bangkok adalah pelabuhan pertama yang tua dengan restriksi-restriksi serius seperti kedalaman air yang dangkal, areal pelabuhan sempit, jalan akses yang sangat macet, dsb., sedangkan Pelabuhan Lem Chabang adalah pelabuhan kedua yang dibangun diluar Bangkok Metropolitan Area dan menikmati lalu lintas yang lancar ke dan dari laut dalam di hinterland, space yang luas, dsb. Kedua pelabuhan ini mencakup hinterland yang sama bersama-sama dengan bekerjasama dan berkompetisi satu sama lain. Aplikasi untuk SPC ke Jakarta Metropolitan Area dapat menjadi pilihan yang tepat dengan Pelabuhan Tanjung Priok yang ada sebagai pelabuhan pertama yang tua.

Perlu dicatat bahwa masalah “pelabuhan pertama yang tua” diuraikan dan dibahas di Jepang pada pertengahan tahun enam-puluhan. Pada waktu itu, pelabuhan-pelabuhan utama di Jepang berada

dalam restriksi-restriksi yang serius seperti kemacetan lalu lintas yang parah, kapasitas tidak mencukupi, tidak ada space untuk perluasan lagi, channel dan basin dangkal, kurangnya damping area untuk dredged materials, karena urbanisasi yang sangat cepat dan tidak teratur di areal langsung dibelakang pelabuhan. Penyelesaian masalah ini dilaksanakan di Jepang adalah juga SPC. Pulau-pulau buatan dengan skala besar dibangun tepat didepan pelabuhan pertama yang tua dan pelabuhan kedua telah di bangun dipulau itu. Terdapat banyak contoh SPC dari tipe pulau buatan ini di Jepang seperti Yokohama, Kobe, Tokyo, Nagoya, Osaka, Hakata, dsb.

2.1.7 G&B Partnership

Temuan menarik lainnya diterima melalui survey negara ke-tiga di Kuala Lumpur. The Airfreight Forwarders Association di Malaysia (AFAM) telah memakai sistem pertemuan G&B untuk lebih dari 20 tahun berturut-turut dan berhasil. Sekarang, para pengguna bandar udara secara individual bisa mengadakan negosiasi secara teratur dengan pabean dan departemen/ instansi lainnya yang terkait melalui sistem pertemuan AFAM. Tetap masih ada banyak masalah, namun mereka sedikit banyak puas dengan cara outcomes dari pertemuan. Tidak hanya AFAM, tetapi juga sektor swasta lainnya yang relevan menggunakan sistem pertemuan baik secara terpisah maupun bersama-sama di Malaysia. Temuan ini jelas memberi pelajaran kepada kita mengenai pentingnya pertemuan G&B dibawah lindungan G&B partnership atau PPP.

2.1.8 Findings through Seminars in Three Cities outside Jakarta

[Ujung Pandang]

In the Port of Makassar, the Pellindo people told that the Port is now trying to attract international shipping lines so that they can collect port charges not by the domestic tariffs but by the international tariffs and can collect foreign currencies. To this purpose, an agreement has been made between port and customs to provide port users more efficient and internationally competitive services which include similar contents as those the study team is now recommending to the Port of Tanjung Priok.

This means that what is currently lacked in Jakarta is already taken into the practice in Makassar under the exactly same legal and other relevant official systems, and what makes this possible is the very decision of the Makassar people to introduce competition with the Port of Surabaya which is currently playing a role of the hub for Makassar.

Note that this is a plain example of “ the introduction of efficiency comes with the introduction of competition.”.

[Surabaya]

According to the Time Measurement Study done by the study team, the ratio of those which go to the red line of the customs inspection in Jakarta during the study period of two weeks was more than 50%. This seems a little bit higher than anticipated before commencing the measurement. The DGCE people also pointed out the fact. However, there is currently no other data available to check the result.

When the study team visited Surabaya, the customs there showed the team the red line data together

with the other various statistics. The team would like to recommend the customs in Jakarta that it should prepare all the necessary statistics as a rule.

[Medan]

In the Port of Belawan, the Pellindo people told the study team that they wish to be a hub port rather than a current status of being a feeder port mostly served by Singapore. They wish to carry their cargoes not via Singapore but directly to their final destinations so that they can save transportation cost and time. For this purpose, they have already formulated a port extension plan and other related works.

In this connection, the study team would like to comment that entire Indonesia should provide several regional hub ports besides Jakarta in the coming future. Among others, the Port of Belawan is most advantageous in geographical point of view for a potential hub port in Indonesia. Note that Japan is also providing several hub ports in East Asian Region.

2.2 Penyusunan Rekomendasi

Semua temuan tersebut diatas dicantumkan dalam **TABEL E3**. Temuan-temuan ini dikelompokkan kedalam tiga kelompok sebagai berikut ini:

- Kelompok A ----- Temuan-temuan dengan “tidak efisien” didalam latar belakangnya
- Kelompok B ----- Temuan-temuan dengan “tidak ada kompetisi” dalam latar belakangnya
- Kelompok C ----- Temuan-temuan dengan “tidak investasi dalam sarana dan prasarana” dalam latar belakangnya

TABEL E3 Findings and their Background

No.	MAJOR FINDINGS	BACKGROUNDS
1	Evaluation by Users	Inefficiency Lack of Integrity, Insufficient Transparency, No Competition, Lack of G&B Partnership, and Incomplete IT
2	Longer Lead Time	Inefficiency
3	Higher Terminal Handling Charge	No Competition No Intra-Port Competition due to Insufficient Port Area No Inter-Port Competition due to Lack of Competing Port/Ports
4	Smaller Cargo Throughput	No Competition
5	Port, Airport and Access Roads Insufficient Capacity Low Quality Congestions	No Competition Lack of Capital Investment Lack of Maintenance Investment Time is coming for Capacity Increase of Port, Airport and Access
6	Second Port Concept	Competition
7	G&B Meetings	G&B Partnership

Temuan-temuan yang termasuk kedalam Kelompok A dapat diperbaiki banyak melalui reformasi fasilitasi dalam perdagangan yang saat ini ditingkatkan oleh pemerintah. Bagaimana cara meningkatkan Kelompok B? “Dengan memperkenalkan kompetisi” bukanlah jawaban yang benar. Karena kapabilitas untuk berkompetisi harus diberikan kepada pelabuhan melalui investasi atau sarana yang diperlukan lainnya. Jadi, kelompok B dan C dapat diperlakukan sebagai satu kelompok yang

sama dalam sudut pandang investasi. Marilah kita sebut yang pertama sebagai Kelompok Efisiensi dan yang kedua sebagai Kelompok Kompetisi, yaitu:

- i. Kelompok Efisiensi No.1, No.2 and No.7
- ii. Kelompok Kompetisi No. 2 to No.6

Berikut ini, rekomendasi yang dibahas untuk kelompok Efisiensi dan Kelompok Kompetisi secara terpisah.

3. Rekomendasi

3.1 Rekomendasi Pertama ----- Five-in-One Reform -----

Reformasi (pembaharuan) terutama untuk Kelompok Efisiensi bisa berupa reformasi prosedural yang merupakan agregat dari banyak perbaikan dari prosedur individual yang terinci. Dengan demikian, pemilihan prinsip-prinsip panduan untuk memberikan kekuatan sentrifugal kepada perbaikan-perbaikan individual dan bekerja sebagai suatu kerangka kerja yang meliputi seluruh reformasi adalah penting. Dalam hal ini, Five-in-One Reform, seperti tercantum dalam **TABEL E4** disarankan sebagai pilihan untuk maksud/ tujuan saat ini.

Karena reformasi saat ini di Indonesia, seperti tercantum diatas, dilengkapi dengan prinsip-prinsip tersebut yang disusun oleh institusi-institusi internasional, maka ini sesuai dengan prinsip-prinsip dari Five-in-One Reform.

TABEL E4 Five-in-One Reform

1	Integrity is the key factor to the entire society
2	Transparency is the basis of all reforms
3	Competition is the mother of high efficiency and reasonable pricing
4	G&B Partnership assures realistic and smooth cargo flow
5	e-processing is the tool to high efficiency and everybody's convenience

Mengenai materi dari perumusan strategi, Rencana Tindak yang disusun oleh Team Studi saat ini direkomendasikan. Lihat Bagian 2 Bab 4 "Rencana Tindak".

REKOMENDASI 1: Merumuskan dan melaksanakan strategi dalam fasilitasi perdagangan atas dasar "Five-in-One Reform". Rencana Tindak ini harus mendapatkan pertimbangan sepenuhnya dalam merumuskan strategi.

3.2 Rekomendasi Kedua ----- Mengejar Regional Hub -----

Sebelum membahas reformasi untuk Kelompok Kompetisi, marilah kita mulai membahas kompetisi secara umum. Kompetisi, secara umum, adalah induk dari memberikan kargo atas dasar efisiensi yang tinggi dan reasonable. Namun demikian, tidak selalu mudah untuk memperkenalkan kompetisi kepada perusahaan pemerintah seperti pelabuhan, bandar udara, dsb. Tambahan pula, setelah Mrs. Thatcher, bekas perdana menteri Inggris, privatisasi telah dipercayai menjadi salah satu cara yang paling efektif untuk merealisasikan kargo atas dasar efisiensi yang tinggi dan reasonable. Namun demikian, hal ini berubah menjadi tidak benar dan yang benar adalah bahwa kompetisi hukum/ privatisasi yang memberikan efisiensi dan kargo yang reasonable. Bank Dunia, yang, sampai akhir-akhir ini, telah

menekankan pentingnya provatisasi telah mulai baru-baru ini untuk menggeser kebijaksanaan ekonomi bebas dari privatisasi ke kompetisi. Lihat "Reformasi pada Sarana dan Prasarana – Privatisasi, Regulasi dan Kompetisi". Laporan penelitian kebijaksanaan bank dunia, bulan Juni 2004.

Baiklah, marilah kita mulai membahas mengenai Kelompok Kompetisi. Manajemen pelabuhan dari Pelabuhan Tanjung Priok telah berada dibawah pengawasan perusahaan milik negara dan operasi pelabuhan telah di privatisasi. Namun, kinerja operasional yang sesungguhnya tidak pernah memadai di hampir semua aspek, termasuk efisiensi dan penentuan harga, dsb. Secara keras, operasi pelabuhan telah hilang kapabilitas kompetisi internasionalnya hampir sempurna.

Mengenai Bandar Udara Internasional Soekarno Hatta, keduanya manajemen dan operasional telah berada dibawah pengawasan suatu perusahaan milik negara, tetapi seluruh keadaan kurang lebih sama dengan pelabuhan laut.

Seperti telah dikemukakan diatas, investasi untuk meningkatkan kapabilitas untuk pelabuhan dan bandar udara diperlukan secara pasti untuk masa yang akan datang.

Jadi, kondisi-kondisi ini baik di pelabuhan maupun bandar udara yang telah dibahas diatas sebagai berikut:

- i. tidak ada terlihat suatu kompetisi baik dipelabuhan maupun di bandar udara,
- ii. kapasitas fasilitas pelabuhan/ bandar udara tidak mencukupi bahkan untuk volume kargo saat ini jauh lebih kecil daripada negara-negara tetangga,
- iii. investasi awal pada sarana dan prasarana tidak dapat dihindari lagi, bahkan untuk peningkatan kargo karena perkembangan ekonomi bangsa yang diramalkan, jika bukan sebagai regional hub.
- iv. peningkatan kapasitas diperlukan sekali untuk memperkenalkan kompetisi
- v. sekarang ini adalah saat yang tepat untuk mempertimbangkan industri pelabuhan dan bandar udara dengan mengambil kebijaksanaan hub regional.

Sesuai dengan pembahasan-pembahasan diatas, kebijaksanaan dalam hub. regional dapat menjadi pilihan terbaik bagi Indonesia dari sudut pandang peningkatan kapasitas yang tidak dapat dihindari dan diperlukan pengenalan kompetisi.

REKOMENDASI 2: Untuk merumuskan dan melaksanakan kebijaksanaan dalam investasi untuk hub. regional baik pelabuhan maupun bandar udara dan pada waktu yang sama merumuskan dan melaksanakan strategi regional hub dengan penuh perhatian pada SPC dan marketing.

3.3 Rekomendasi Terakhir ----- Dukungan Teknik/ Anggaran -----

Mungkin ada kebutuhan baik bagi dukungan teknik dan/ atau anggaran selama kemajuan dalam reformasi. Saat ini, banyak institusi luar negeri (internasional) dan negara-negara maju telah memberikan berbagai skema bantuan seperti capacity building, ODA, dsb.

REKOMENDASI 3: Memanfaatkan skema bantuan yang saat ini disediakan oleh institusi-institusi internasional dan/ atau negara-negara maju untuk keperluan dukungan teknik/ anggaran untuk reformasi dalam fasilitasi perdagangan.

4. Diagrams yang Menunjukkan Sarana dan Prasarana Fasilitasi dalam Perdagangan

Struktur fasilitasi dalam perdagangan digambarkan dalam **GAMBAR. E10**. **GAMBAR. E10** adalah diagram terinci yang menunjukkan hubungan timbal balik antara rekomendasi-rekomendasi individual dan beberapa item lainnya yang terkait

5. Rencana Tindak

Rencana Tindak terdiri dari beberapa bagian. Bagian I mengenai **REKOMENDASI 1**, Bagian 2 mengenai **REKOMENDASI 2**, dan Bagian 3 mengenai **REKOMENDASI 3**.

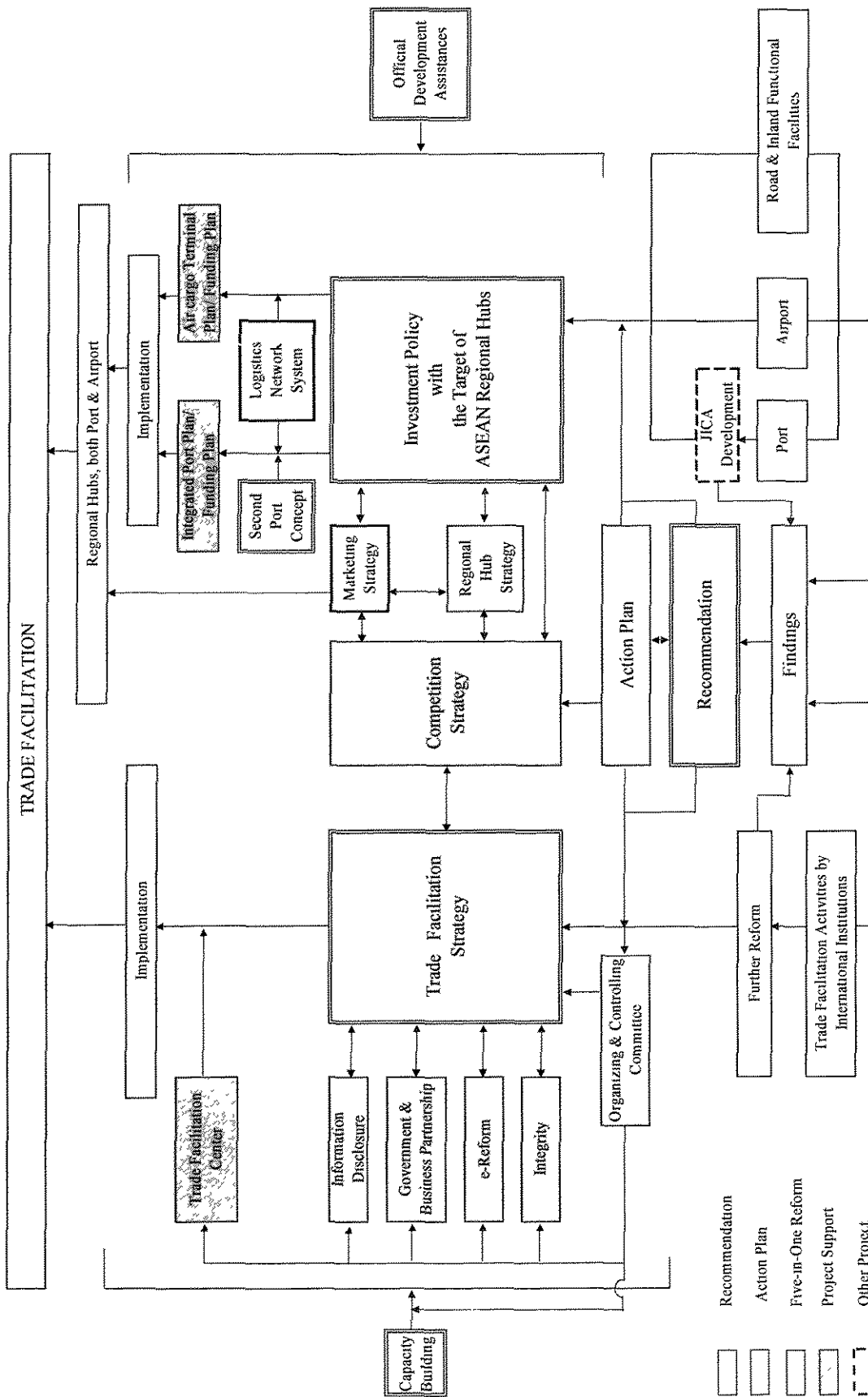


FIG E10 Detailed Diagram Showing the Trade Facilitation

Project : The Study on Trade Related Systems and Procedures in the Republic of Indonesia
Subject : Action Plan

Part 1 Trade Facilitation Measures

[A] No	[B] Policy Measures	[C] Action Plans	[D] Outputs	[E] Target Date	[F] Back Ground	[G] Executing Agency	[H] Oversight
1.1 1.1.1	Further Reform General	1111 The efforts having been paid so far in introducing new trade facilitation system should be continued by respective ministries/agencies in the same direction as is taken so far	Continuation of current reform efforts	5 years and onward	Many trade facilitation principles, measures, standards, etc proposed by international institutions such as WCO, WTO, ASEAN, APEC, O8, etc are being taken into the new trade facilitation systems currently being formulated by the government	All the relevant ministries and agencies	CMEA
1.1.1.1	1112	The trade facilitation strategy (hereinafter referred to as TFS) covering all the relevant ministries/agencies should be established and all the reform efforts should be carried out under the TFS. The TFS should be formulated based on the Five-in-One Reform strategy pointed out in the recommendation. The TFS should also cover all the items of the action plans	Trade facilitation strategy (TFS)	End of 2005	Customs house established the policy called "For Part of the Improvement of Service and Surveillance at the Customs Section" Under this policy, the combined team with the government has been formed since July 2002 in order to improve management and procedure of the customs section and has been working for the explanation of a policy document and hearing the opinions and views of relevant people. The American Chamber of Commerce in Indonesia, Jakarta Japan Club and the Korean Trade Center are also jointly working with this team	All the relevant ministries and agencies	CMEA
1.1.1.1.1	1113	In order to promote and streamline the wide range of the trade facilitation reforms, something like an organizing and controlling committee (hereinafter referred to as OCC) should be established. The first thing OCC should do is formulate TFS and to start it immediately. Either "the Coordination Team for Enhancing the Smoothness of Export and Import of Goods" or CMEA can be the candidate for OCC	An organizing and controlling committee (OCC)	Middle of 2005	The Coordination team for Enhancing the Smoothness of Export and Import of Goods ("Coordination Team" established by the Presidential Decree) has been active on "stop smuggling" so far	CMEA	CMEA
1.1.1.1.1.1	1114	In order to promote human resource development (HRD), a training system covering all phases of trade facilitation should be established. It should also be considered for private sector to be given free access to the training system	New Training System	2005 and onward	According to the interview study, many users pointed out the lack of knowledge, integrity, etc of staffs of customs and other relevant ministries/agencies. Some users showed their interest in joining the training system	All the relevant ministries and agencies	CMEA
1.1.1.1.1.1.1	1115	A monitoring system should be introduced in the entire reform, so that all the efforts for the reform could be traced and, if necessary, revised at adequate and regular time intervals. The involvement of private sector in the system should be included in the system	New Monitoring System	2005 and onward	In order to secure the transparency of the reform and to make the reform complete, a monitoring system is indispensable	All the relevant ministries and agencies	CMEA
1.1.2	Legal Framework	1121	Legal framework such as Trade Law	2006	Legal framework is indispensable particularly for foreign users as the basis for their trade activities. The Trade Law (draft) is close to be submitted to the DPR	MOIT	CMEA

Project : The Study on Trade Related Systems and Procedures in the Republic of Indonesia
Subject : Action Plan

Part 1 Trade Facilitation Measures

No	[A] Policy Measures	[B] Action Plans	[C] Outputs	[D] Target Date	[E] Back Ground	[F] Executing Agency	[G] Oversight
			Trade Law (draft), Article 36	2006	The draft law is close to be submitted to DPR. Discussion needs to be started in terms of the details of the system	MOF, MOI/MOT, MOA	CMEA
	1123	Establish (or improve) Free Trade Zone system	MOF regulation (draft)	2006	The draft regulation is at the Minister of Finance	MOF, MOI/MOT, MOA	CMEA
	1124	Cultivate legal framework preparing for coming e-commerce/ e-transaction days	* Trade Law (draft) * Cyber law (draft)	2005 and onward	The draft is close to submitted to the DPR The draft is under examination among ministries concerned	MOI/MOT MOCI	CMEA
1.1.3	Export/Import Procedures		New application forms	2006	No action has been taken in this regards in connection with the FAL convention	MOF, MOI/MOT, MOCI, MOC, MOA, IFPC	CMEA
	1131	Review of current application forms and attached documents to simplify/reduce/abolish by eliminating a redundant/duplicating part or by commonly/jointly using the same forms across ministries/agencies to the possible maximum extent	Improved customs operations	2005	See the results of "Questionnaire Survey on the Customs Operations" conducted by the Team	MOF, DGCE	CMEA
	1132	Review on customs operation for the followings, a Customs operation on "Blocking" b Customs operation on Friday c Physical inspection system d Customs implementation of law	Improved EDI	2005 and onward	See the results of "Questionnaire Survey on the Customs Operations" conducted by the Team	MOF, DGCE	CMEA
	1133	Review on customs EDI for the followings a. Human element still remains, b Documentation necessary from other departments c Maintenance system is not 24 hours, d Costly, e Response is slow	Improved information/communication	2005 and onward	See the results of "Questionnaire Survey on the Customs Operations" conducted by the Team	MOF, DGCE, MOI/MOT, MOA, MOC	CMEA
	1134	Review on information/ communication issues for the followings, a Lack of insufficient interpretation of new regulation b New regulation without prior notice c Lack of information relaying from HQ to service office d Organization problem between customs and related agencies					

Project : The Study on Trade Related Systems and Procedures in the Republic of Indonesia
Subject : Action Plan

Part 1 Trade Facilitation Measures

[A] No	[B] Policy Measures	[C] Action Plans	[D] Outputs	[E] Target Date	[F] Back Ground	[G] Executing Agency	[H] Oversight
1135	Review of difficulty for users to communicate with following ministries/agencies Deprindag (MOI/MOT) DJ Bea dan Cukai (DGCE)	Review of difficulty for users to communicate with following ministries/agencies Deprindag (MOI/MOT) DJ Bea dan Cukai (DGCE)	Easy communication	2005	See the results of "Questionnaire Survey on the Customs Operations" conducted by the Team	MOI/MOT, MOF, DGCE	CMEA
1136	Review of following items, a. Security to prevent pilferage, damage, etc of cargoes, b. Officer need to be trained for enforcement of law, c. Organization need to be changed in order to deal with the recent EDI development	Review of following items, a. Security to prevent pilferage, damage, etc of cargoes, b. Officer need to be trained for enforcement of law, c. Organization need to be changed in order to deal with the recent EDI development	Improvement for respective issues	2005 and onward	See the results of "Questionnaire Survey on the Customs Operations" conducted by the Team	MOF, DGCE, MOI/MOT, DGSC, IPC-2	CMEA
1137	Reduction of the lead time a. To help users submit PIB earlier and easier b. To help users arrange and prepare customs inspection earlier and easier c. To help and to regulate users take out their cargoes earlier after SPPB submission	Reduction of the lead time a. To help users submit PIB earlier and easier b. To help users arrange and prepare customs inspection earlier and easier c. To help and to regulate users take out their cargoes earlier after SPPB submission	Reduced lead time	2005 and onward	The results of the "The Time Measurement Survey" conducted by the Team shows the lead time of import containers is about twice longer than those in selected developed countries and 5-5 times longer than Singapore	MOF, DGCE, MOC, DGSC, IPC-2	CMEA
1138	Review of the implementation of customs inspection a. To specify not only inspectors' name but also inspection time in the customs inspection notification b. To prepare alternative means for the absence of a designated inspector c. To select a place with a roof for the inspection d. To adjust the timing of an inspection arrangement such as container towing, allocation of workers by a customs broker and dispatch of customs house personnel e. To make transparent the amount of charges which is paid directly on the inspection spot for the expenditure related to workers and photographs	Review of the implementation of customs inspection a. To specify not only inspectors' name but also inspection time in the customs inspection notification b. To prepare alternative means for the absence of a designated inspector c. To select a place with a roof for the inspection d. To adjust the timing of an inspection arrangement such as container towing, allocation of workers by a customs broker and dispatch of customs house personnel e. To make transparent the amount of charges which is paid directly on the inspection spot for the expenditure related to workers and photographs	Improved inspection System	2005 and onward	According to the "Time Measurement Survey", longer lead time consists of three main lapses of time. They are before PIB, preparation for customs inspection and gate out after SPPB At present, inspection time is not specified in the notification document There is sometime difficulty to carry out a customs inspection efficiently, in case that inspection schedule cannot be settled because of an inspector's absence, etc or inspection may be overdue with shortage of inspectors The customs inspection for the containers is carried out at the place without the roof. Therefore, there is a possibility that cargoes get wet when it rains and this may deteriorate the value of commodity The towing charge of the container to the customs inspection station is explicit, however, the payment for the expenditure related to workers and photography has to be paid at the time of inspection directly at the spot	MOF, DGCE	CMEA

Project : The Study on Trade Related Systems and Procedures in the Republic of Indonesia
Subject : Action Plan

Part 1 Trade Facilitation Measures

No	[A] Policy Measures	[B] Action Plans	[C] Outputs	[D] Target Date	[E] Back Ground	[F] Executing Agency	[G] Oversight
			Outputs				
1139	Establishment of a consulting desk for Q&A about customs related legal systems, customs regulations, actual procedures, etc		Consulting desk	2005	In order to remedy an inconsistent customs inspection, increase of transparency and clarification of the payment are pressing need since there is a report that the amount of charges is different depended on persons in charge	MOF, DGCE	CMEA
11310	National ombudsman and private user opinion box to appeal difficulties, inconveniences, etc encountered during the export/ import procedures		Opinion box	2005	Start small. There was a trial three years ago but did not successful because of too many stakeholders	MOI/MOT, MOF, DGCE, National Ombudsman	CMEA
11311	Review of all the approval systems and the licensing systems to reconfirm their necessity, appropriateness, conditions required, etc and improvement, if necessary, of them by reforming/abolishing		Improved system on various approval/license systems	2006	It was reported that the necessity of some systems such as the approval for the import of second-hand equipment by MOI/MOT, the certain tax benefit to the import of equipment by Tax Office, the pre-registration for the certain imports by MOI/MOT are not clear. In addition, there is no clear description about the period and the amount required for approvals and licenses	MOI/MOT, MOF	CMEA
11312	Establishment of linkage such as information exchange among DGCE, DG-Tax, DG-Revenue+ Banks, MOI/MOT, DGSC, Port, Quarantine, etc		Improved linkage	2005 and onward	There has been an agreement to start trial information exchange between MOI/MOT and MOF, but not implemented yet	MOF, MOI/MOT, MOC, MOF	CMEA
11313	Information disclosure on the progress of the newly introduced PNB system		Information disclosure of PNB	2005 and onward	A duty of payment of Non-Tax State Revenue (PNBP Penerimaan Negara Bukan Pajak) was imposed from May 1, 2004 on the exporter and the importer at the time of export and import procedures by the Decree 118/KMK 04/2004. Since this rule was introduced very recently, many users are showing their keen interests to the progress of the rule such as how much collected so far, how the money was/is going to be spent, etc	MOF, DGCE	CMEA
1.1.4	Port Management/ Operation						
1141	OCC should be further involved in the port management/ operation through public hearings, etc in the definition and the promotion of the "public interest" in pursuit of increased competition and efficiency		OCC's involvement in port management/ operation	2006 and onward	See "Reforming Infrastructure - Privatization, Regulation, and Competition" A World Bank Policy Research Report, June 2004	OCC, MOC, DGSC	CMEA
1142	Further involvement on the part of the port management body to the port operation to seek and realize the drastic improvement of efficiency through a more competitive selection system of port operators such as introducing a clearer performance target system to be incorporated in the concession agreement		Involvement of port management body to port operation	2006 and onward	A similar recommendation is included in the Study for Development of Greater Jakarta Metropolitan Ports by JICA in 2003. See also "Reforming Infrastructure - Privatization, Regulation, and Competition" A World Bank Policy Research Report, June 2004	MOC, DGSC, IPC-2	CMEA

Project : The Study on Trade Related Systems and Procedures in the Republic of Indonesia
 Subject : Action Plan

Part 1 Trade Facilitation Measures

[A] No	[B] Policy Measures	[C] Action Plans	[D] Outputs	[E] Target Date	[F] Back Ground	[G] Executing Agency	[H] Oversight
1143	Introduction of international standardization of application forms as per FAL Convention		FAL compatible forms	2006	Indonesia has ratified the FAL convention in order to make things efficient and simple, the introduction of FAL Standard is important. In Japan, an application form for entering port requires average 32 items to be filled up while the FAL only requires 25 items. In addition in Japan, a ship owner, an operator and an agent altogether have to fill same items separately, thus not simply 32 vs 25, but sometimes 40, 50 vs 25 is the actual ratio. At present, the Ministry of Land, Infrastructure and Transport and the port management bodies are jointly trying to further simplify their application forms	MOC, DGSC, IPC-2	CMEA
1144	Setting up the targets for port productivity/efficiency based on the recent performances of neighboring international ports or the internationally accepted levels through opinion exchanges with users, and to monitor the actual performance to feedback again to the port operation for further improvement		"Set target and evaluate performance" system	2005 and onward	A similar recommendation is included in the President Instructions No 5/2003 on Economic Policy Package with IMF Monitoring	MOC, DGSC, IPC-2	CMEA
1145	A marshalling operation such as the Over Land Transport (Over Brengen, or OB for short) should be free of charge		Free OB system	2006	Majority of ports in the world don't charge for the marshalling operation	MOC, DGSC, IPC-2, JICT	CMEA
1146	Review the security to prevent pilferage, damage, etc of cargoes		Security	2005 and onward	See the results of "Questionnaire Survey on the Customs Operations" conducted by the Team	MOC, DGSC, MOF, DGCE	CMEA
1.1.5 Land Transportation and Inland Functional Facilities			Implementation of immediate measures	2005 onward	There are so many complaints with so many actual heavy congestions at many places around the port	MOC, DGSC, DGLC	CMEA
1151	Until the completion of the drastic improvement of infrastructure such as recommended in PART 2 and 3, various urgent and/ or small scale and/or temporary reconstruction, improvement, demolition, management, operation, etc of roads, parking spaces, various yard, etc to reduce congestion altogether in one scheme should be planned jointly by relevant ministries/agencies and implemented by respective ministries/agencies. Not only hard means but also soft ones such as traffic controls, traffic regulations, yard operations, etc. should also be included		Trade Law (draft), Article 36	2006	The draft law is close to be submitted to DPR. Discussion needs to be started in terms of the details of the system 1122 is repeated here again	MOF, MOI/MOT, MOA	CMEA
1152	Establish (or improve) Free Trade Zone system		MOF regulation (draft)	2006	The draft regulation is at the Ministry of Finance. 1123 is repeated here again	MOF, MOI/MOT, MOA	CMEA
1153	Establish "New Bonded Warehouse" system						

Project : The Study on Trade Related Systems and Procedures in the Republic of Indonesia
Subject : Action Plan

Part 1 Trade Facilitation Measures

[A] No	[B] Policy Measures Action Plans	[C] Outputs	[D] Target Date	[E] Back Ground	[F] Executing Agency	[G] Oversight
1.1.6	Airport Management/ Operation 1161 OCC should be further involved in airport management/ operation through public hearings, etc in the definition and the promotion of the "public interest" in pursuit of increased competition and efficiency 1162 A wide range of freedom should be given to the bonded transport of ULDs between the airport and forwarder's bonded warehouses outside airport 1163 Implement various improvement schemes to make full use of existing facilities such as a an adequate control system to minimize long-term-stored import cargoes b more effective use of warehouse spaces by setting up mobile-type-lacks or high-rise-lacks c expansion and renovation of the existing import truck dock d improvement of traffic flow and parking lot	OCC's involvement in airport management/ operation Bonded transport of ULDs outside airport Implementation of "fill the time gap" measures	2006 2005 2005	See "Reforming Infrastructure – Privatization, Regulation, and Competition" A World Bank Policy Research Report, June 2004 No bonded ULDs transportations between the airport and the outside airport have been done so far except import bulk cargoes Various measures to fill the time gap until the completion of a new full-fledged air cargo terminal are needed	OCC MOF, DGCE, PT Angkasa Pura II, PT Garuda, PT-IAS MOF, DGCE, PT Angkasa Pura II, PT Garuda, PT-IAS	CMEA CMEA
1.2	Information Disclosure and Publicity 121 The strategy for the information disclosure and publicity should be formulated by OCC 122 A, compilation and a revision systems of legal information and legal examples on import and export procedures should be established and implemented It should be made available either handbook type or website version	Information Disclosure and Publicity Strategy Legal handbook (paper and website)	2005 2006	"Transparency" is selected as one of the most important principles in the trade facilitation activities currently proposed by many international institutions. Collection of all the decrees, notifications and preceding examples are currently not available	OCC, CMEA, MOIC, MOF, MOI/MOT, MOC, MOA MOF, MOI/MOT, MOC, MOA,	CMEA CMEA
1.3	Government and Business Partnership (G&B Partnership) 131 In order to make the reform user friendly and to utilize information collected by private sector, a built-in system of collecting private sectors opinions in every phases of the trade facilitation should be set in the entire reform system 132 The G&B permanent regular meeting systems with various relevant private sectors and of various levels such as head office level, branch level, etc should be introduced into and fixed in the trade facilitation system	Built-in system of hearing user's opinions G&B Meeting System	2005 and onward 2005 and onward	"G&B Partnership" or PPP is selected as one of the most important principles in the trade facilitation activities currently proposed by many international institutions G&B Partnership has advantage of being able to collect private sector's information "User First" is one of the most important principles in the trade facilitation reform activities proposed by many international institution The third country study in Malaysia has given a good successful example See "The third country study" in the present report	CMEA, MOF, MOI/MOT, MOA, MOC, DGCE, DGSC, DGAC, INFRA private sector CMEA, MOF, MOI/MOT, MOA, MOC, DGCE, DGSC, DGAC, INFRA private sector	CMEA CMEA

Project : The Study on Trade Related Systems and Procedures in the Republic of Indonesia
Subject : Action Plan

Part 1 Trade Facilitation Measures

[A] No	[B] Policy Measures Action Plans	[C] Outputs	[D] Target Date	[E] Back Ground	[F] Executing Agency	[G] Oversight
1.4	141) The competition strategy for the Jakarta Metropolitan port/ ports including both intra-port and inter-port competitions should be formulated. In formulating the inter-port competition strategy, full consideration should be given to the second port concept (SPC)	Intra-port/ inter-port competition strategy	2006	"Competition is one of the most important principles in the trade facilitation reform activities proposed by international institutions. Competition is the mother of high efficiency, good services and reasonable prices. The introduction of competition in a public enterprise like a port is, in general, difficult. But Jakarta has a high possibility to realize competitive state, since there are enough port cargoes in Jakarta. Port in Metropolitan Areas in neighboring countries such as Bangkok and Kuala Lumpur are under keen competition, too. In particular, the Port of Bangkok and the Port of Laem Chabang, the good example of the "Second Port Concept" could be an useful example for Jakarta. See "Reforming Infrastructure – Privatization, Regulation, and Competition" A World Bank Policy Research Report	MOC, DGSC	CMEA
1.5	142) The competition strategy for the Jakarta Metropolitan airport should be formulated	Airport Competition Strategy	2006	Jakarta has a power to collect air cargo, hence the introduction of competition in airport is highly possible as well	MOC, DGAC, Angkasa Pula II	CMEA
1.5.1	151) The IT strategy including current customs EDI and covering all the import/export procedures on the border should be formulated.	IT Strategy	2005 and onward	The customs EDI has started recently. The strategy should include all the procedures executed by related ministries/agencies, B2B e-transactions, and other various element such as paperless, single window, introduction of various international standard, etc. The strategy should also set targets along the time axis in accordance with step by step progress. Recently, UN/CEFACT has presented the following strategic paper about a single window, "RECOMMENDATION AND GUIDELINES ON ESTABLISHING A SINGLE WINDOW", UN/CEFACT RECOMMENDATION NUMBER 33, July 2004 and its complement	MOF, DGCE, MOC, DGSC, DGAC	CMEA

Project : The Study on Trade Related Systems and Procedures in the Republic of Indonesia
Subject : Action Plan

No	[A] Policy Measures	[B] Action Plans	[C] Outputs	[D] Target Date	[E] Back Ground	[F] Executing Agency	[G] Oversight
1.5.2	Improvement of the Current EDI	1521 Review on customs EDI for the followings a Human element still remains, b Documentation necessary from other departments c Maintenance system is not 24 hours, d Costly, e Response is slow	Improved EDI	2005 and onward	See the results of "Questionnaire Survey on the Customs Operations" conducted by the Team 1123 is repeated here again	MOF, DGCE	CMEA
	1522 Adoption of internationally compatible data formats based on such standard electronic formats as UN/EDIFACT or other standard formats		New data formats	2005 and onward	Substantial progress has been done in this connection. Still, continuation of the efforts is needed	MOF, MOCI, MOI/MOT, MOC, MOA	CMEA
	1523 Early and timely information disclosure on a computer trouble, clear specification of its cause, restoration time, etc		Early and timely announcement system to users	2005	After introduction of EDI, troubles generated on a communication line or a system may lead to a serious problem	MOF, DGCE	CMEA
	1524 Introduction of a prior consultation and an appeal system into the current EDI		A prior consultation and an appeal system in the EDI	2005	In order to secure further convenience and effectiveness of EDI, a prior and an afterward responding system is necessary	MOF, DGCE	CMEA
	1525 New system to monitor the user's opinion		New system	2005 and onward	User opinions to be reflected in the development of EDI system	MOF, DGCE	CMEA
1.5.3	Further Development of IT	1531 Maximize the contribution of e-commerce and ICT business applications to business entities' daily operation	Decreases or regulations of related ministries or agencies	2006 and onward	Substantial progress has been done in this connection. Still, continuation of the efforts is needed particularly for the convenience of private sector	MOF, MOCI, MOI/MOT, MOC, MOA	CMEA
	1532 Cultivate legal framework preparing for coming e-commerce/ e-transaction days		* Trade Law (draft) * Cyber law (draft)	2005 and onward	The draft is close to submitted to the DPR The draft is under examination among ministries concerned 1124 is repeated here again	MOI/MOT MOCI	CMEA

Project : The Study on Trade Related Systems and Procedures in the Republic of Indonesia
Subject : Action Plan

Part 2 Investment In Infrastructure

[A] No	[B] Policy Measures	[C] Action Plans	[D] Target Date	[E] Back Ground	[F] Executing Agency	[G] Oversight
2.1	Investment Policy 211	The feasibility of the investment in the transport infrastructure should be confirmed	2006	As the result of the present study, the necessity and the urgency of the investment in the transport infrastructure are confirmed. However, a full-fledged feasibility analysis is necessary for the decision of actual implementation. To this purpose, both IPP proposed in 232 and 332, and ATP proposed in 241 and 333 are recommended for the feasibility analysis.	MOC, DGSC, DGAC	CMEA
212		The investment policy for ports, airports, access roads, etc should be formulated in accordance with the trade facilitation strategy in 1112	2006	Investment in the transport infrastructure needs to be carried out under one unique policy. The investment policy could clearly show the Indonesia's will in the field of international trade and trade facilitation.	MOC, DGSC, DGAC	CMEA
2.2	Roles of the Port of Tanjung Priok (PTP) and the Soekarno-Hatta International Airport (SHIA) 221	The future targets of PTP and SHIA in the investment policy should be the hubs for the sea and the air cargo flows respectively in the ASEAN region	2006	Partly because both PTP and SHIA have not played any hub functions so far, both port and airport cargoes handled in Jakarta are remarkably small compared to those in Bangkok or Kuala Lumpur. These differences in cargo volumes might be deemed much bigger by taking the Indonesia's economic scale, population, etc into consideration. However, even this much of cargoes are approaching closely to the existing capacity of port and airport respectively. In the near future, capacity shortages will surely occur for the cargo increases due to the anticipated national economic development, if not for hub functions. All these situations lead to the conclusion that transport infrastructure investments are, in any case, inevitable. Thus, the best selection for the targets of investment will be the regional hubs both for the port and the airport. Note that hubs themselves are a kind of industry which can provide more jobs for the domestic market and can earn more foreign currency by handling not only Indonesian cargoes but also transship containers.	MOC, DGSC, DGAC	CMEA

Project : The Study on Trade Related Systems and Procedures in the Republic of Indonesia
Subject : Action Plan

Part 2 Investment In Infrastructure

[A] No	[B] Policy Measures	[C] Action Plans	[D] Outputs	[E] Target Date	[F] Back Ground	[G] Executing Agency	[H] Oversight
222	Regional hub strategies should be formulated both for the port and the airport	Regional Hnb Strategy	2006	Since the ASEAN region is one of the keenest battlefield of hub competition in the world, all the efforts to realize hub should be paid under the national strategy	MOC, DGSC, DGAC	CMEA	
223	A marketing strategy should be independently formulated as the central strategy of the entire regional hub strategy	Marketing Strategy	2006	Since the regional hub competition is extremely keen, the importance of the marketing is unmeasurable. What is most important for the marketing is to carry out various sales activities under one unique strategy	MOC, DGSC, DGAC	CMEA	
2.3 PTP and Logistic Network System (LNS)							
231	The development plan of PTP prepared by JICA should be put immediately into implementation for the earliest completion	Improved PTP	2005 and onward	"Study for Development of Greater Jakarta Metropolitan Port", JICA, 2003	MOC, DGSC, IPC-2	CMEA	
232	In order to realize a regional hub, an integrated port cargo flow development plan (Integrated Port Plan, IPP) should be formulated in accordance with the trade facilitation strategy (TFS), the competition strategy and regional hub strategy	Investment Planning	2006	Since the capacity and efficiency of a cargo flow would be decided by the weakest point along the cargo flow link, a cargo flow should be planned as one complete and continuous link. In this connection, full attention should be paid to the "Second Port Concept (SPC)" and the "Logistic Network System (LNS)"	MOC, DGSC, MOPW, DKI Jakarta	CMEA	
				SPC is the idea that in order to work together with and, at the same time, to compete with the existing old port (the First Port) with various and serious restrictions mostly due to the progress of urbanization of the hinterland city, a new port (the Second Port) with high locational freedom shall be built A good example of the SPC is the pair of the Port of Bangkok and the Port of Laem Chabang in Thailand. In Japan, the Second Port is built on a big scale man-made island built just in front of the First Port. Many big ports such as Yokohama, Kobe, Tokyo, Nagoya, Osaka, Hakata are examples of this type			

Project : The Study on Trade Related Systems and Procedures in the Republic of Indonesia
Subject : Action Plan

Part 2 Investment In Infrastructure

[A] No	[B] Policy Measures	[C] Action Plans	[D] Outputs	[E] Target Date	[F] Back Ground	[G] Executing Agency	[H] Oversight
2.3		233 There is an optimum location for inland functional facilities (IFF) in relation with the port and road networks. In case when, by setting a particular IFF at a particular location, the capacity and/or the efficiency of the entire LNS are improved markedly, or the total investment in LNS is saved substantially, some encouraging and guiding measures are thought to be necessary. Thus, a system to provide encouraging and guiding measures to that kind of IFF should be established	Public involvement in IFF	2006	LNS physically consists of roads and inland functional facilities (IFF) and is the concept that a port cargo flow system is not an aggregate of separate facilities but a mutually connected one complete flow system. Since the road construction generally funded by the public sector, while the construction of IFF generally by the private sector, road and IFF are, in most cases, planned and built separately. LNS emphasizes the importance of planning and implementing both road and IFF jointly.	MOC, DGSC, DKI Jakarta, Private Sector	CMEA
2.4	Air Cargo Terminal	241 A construction plan of a full-fledged air cargo terminal (ATP) should be formulated in accordance with the regional hub strategy. A step-by-step implementation plan should also be formulated	NACT	2006	In order to become a regional hub, a gigantic air cargo terminal has been built in the surprisingly large site of the Kuala Lumpur International Airport. When SHA will take off as a regional hub, much bigger terminal than existing one might be necessary. Hence, in addition to a full-fledged terminal plan, a step-by-step implementation plan needs to be prepared.	MOC, DGSC, MOPW, Private Sector	CMEA
2.5	Funding Plan	2351 For both the port and the airport investments, funding plans with mutually compatible implementation schedule of individual facilities should be formulated	Funding Plan	2006	Not only the development plan but also the funding plan should be mutually compatible among individual elements, so that the one complete and continuous LNS be finally realized.	MOC, MOPW, Private Sector	CMEA

Project : The Study on Trade Related Systems and Procedures in the Republic of Indonesia
Subject : Action Plan

Part 3 Technical and Budgetary Supports

[A] No	[B] Policy Measures	[C] Action Plans	[D] Outputs	[E] Target Date	[F] Back Ground	[G] Executing Agency	[H] Oversight
3.1	Sources of Supports 311 Various supporting schemes currently provided by many international institutions and developed countries such as capacity building (CB), ODA, etc. are recommended to supply the needs for technical and/or budgetary supports in the reform works		Technical and budgetary supports	Corresponding to respective requirements	Since many international institutions and developed countries are currently eager to develop trade facilitation measures and to provide them to developing countries, it is highly probable to get various knowhow's on trade facilitation upon request	OCC, MOF, MOI/MOT, MOA, MOC	CMEA
3.2	Individual Supports 321 In order to provide right supports to right issues at right time, an organized control of sources of supports and allocation of supports should be implemented by OCC		OCC's involvement	2005 and onward	The trade facilitation reform would need either technical or budgetary supports or both depending on the situation of respective issues	OCC, MOF, MOI/MOT, MOA, MOC, Private Sector	CMEA
3.3	Project Supports 331 The establishment of the "Trade Facilitation Center (TFC)" through a project support is recommended. Assigned works of TFC could be development, research and training on those issues that involve more than two ministries/agencies such as formulation of legal system, information disclosure, IT development, human resource development, etc		TFC	2005	An institution which takes care of technical bases common to related ministries/ agencies is necessary. The TFC can be operated as the permanent clerical office for the OCC along with its original assignments	All the relevant ministries and agencies	CMEA
	332 The formulation of the IPP and the confirmation of its feasibility through a project support is recommended		IPP and its feasibility confirmation	2006	232 is repeated here recommending the utilization of a project support	MOC, DGSC	CMEA
	333 The formulation of the ATP and the confirmation of its feasibility through a project support is recommended		ATP and its feasibility confirmation	2006	241 is repeated here recommending the utilization of a project support	MOC, DGAC	CMEA

