

インドネシア国
マミナサタ広域都市圏開発協力委員会
(MMDCB)

インドネシア国
南スラウェシ州マミナサタ広域都市圏
環境配慮型都市開発促進プロジェクト

プロジェクト事業完了報告書
〈メインレポート〉

平成24年3月
(2012年)

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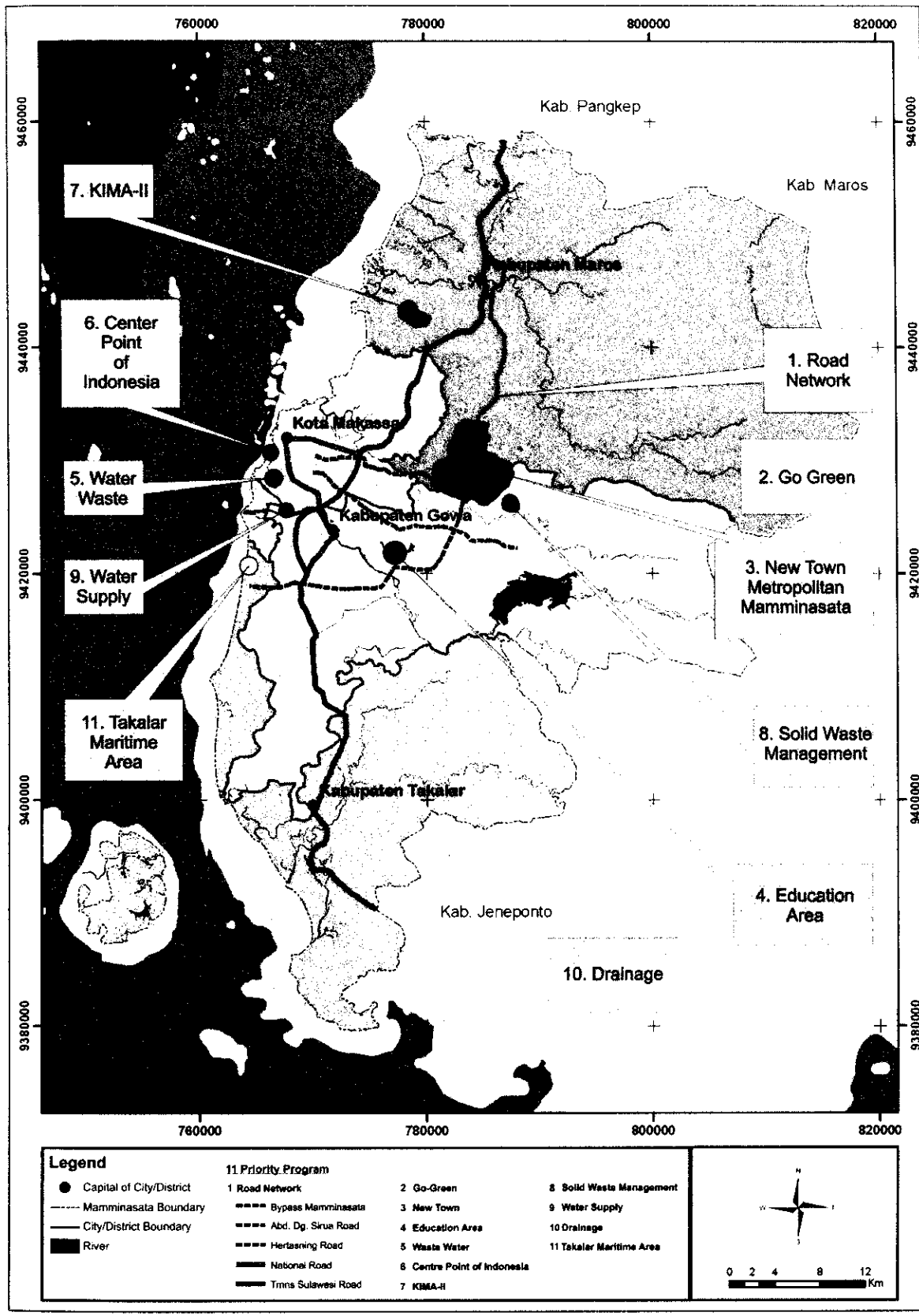
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マミナサタ広域都市圏位置図

南スラウェシ州マミナサタ広域都市圏環境配慮型都市開発促進プロジェクト

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- (1) JCC議事録
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プロジェクト技術成果品（ANNEX）

- (1) 広域都市圏開発ガイドブック
- (2) 一般空間計画策定マニュアル
- (3) 詳細空間計画策定マニュアル
- (4) プロジェクト管理マニュアル
- (5) 土地利用コントロールマニュアル（開発許認可規定）
- (6) 研修実施マニュアル
- (7) データベース管理システムマニュアル

略語 (1/2)

Abbreviation (English)	English	Singkatan (Bahasa Indonesia)	Bahasa Indonesia
APBD	Regional Budget (Regional Revenue and Expenditure Budget)	APBD	Anggaran Pendapatan dan Belanja Daerah
APBN	National Budget (State Revenue and Expenditure Budget)	APBN	Anggaran Pendapatan dan Belanja Negara
Bappeda	Regional Development Planning Agency	Bappeda	Badan Perencanaan Pembangunan Daerah
BCR	Building Coverage Ratio	KDB	Koefisien Dasar Bangunan
BKPRD	Regional Spatial Management Coordination Board	BKPRD	Badan Koordinasi Penataan Ruang Daerah
BKPRN	National Spatial Management Coordination Board	BKPRN	Badan Koordinasi Penataan Ruang Nasional
Bupati	Regent	Bupati	Bupati
DG	Directorate General	Dit.Jen.	Direktorat Jenderal
Dinas	Agency	Dinas	Dinas
DSP	Detailed Spatial Plan	RDTR	Rencana Detail Tata Ruang
F/S	Feasibility Study	S/K	Studi Kelayakan
FAR	Floor Area Ratio	KLB	Koefisien Lantai Bangunan
GDP	Gross Domestic Product	PDB	Produk Domestik Bruto
GIS	Geographical Information System	GIS	Sistem Informasi Geografi
GOS	Green Open Space	RTH	Ruang Terbuka Hijau
GR	Government Regulation	PP	Peraturan pemerintah
GSP	General Spatial Plan	RTRW	Rencana Tata Ruang Wilayah
IMB	Building Construction Permit	IMB	Izin mendirikan Bangunan
JCC	Joint Coordination Committee	JCC	Komisi Koordinasi Bersama
JICA	Japan International Cooperation Agency	JICA	Badan Kerjasama Internasional Jepang
KIMA II	Makassar Industrial Area (expansion of KIMA I)	KIMA II	Kawasan Industri Makassar II
KSN	National Strategic Area	KSN	Kawasan Strategis Nasional
M/M	Minutes of Meeting	M/M	Berita Acara
MKS	Makassar City	MKS	Kota Makassar
MMDCB	Mamminasata Metropolitan Development Cooperation Board	BKSPMM	Badan Kerja Sama Pembangunan Metropolitan Mamminasata
MoHA	Ministry of Home Affairs	Kemendagri	Kementerian Dalam Negeri
MoU	Memorandum of Understanding	MoU	Nota Kesepahaman
MPW	Ministry of Public Works	Kemen. PU	Departemen Pekerjaan Umum
NSPK	Norm, Standard, Procedure and Criteria	NSPK	Norma, Standar, Prosedur dan Kriteria

略語 (2/2)

Abbreviation (English)	English	Singkatan (Bahasa Indonesia)	Bahasa Indonesia
OJT	On the Job Training	OJT	Pelatihan di Tempat Kerja
PDM	Project Design Matrix	PDM	Matriks Desain Proyek
Perda	Regional Regulation	Perda	Peraturan Daerah
Pergub	Governor Regulation	Pergub	Peraturan Gubernur
Perpres	Presidential Regulation	Perpres	Peraturan Presiden
PNS	Government Staff	PNS	Pegawai Negeri Sipil
PO	Plan of Operation	PO	Rencana Operasi / Rencana Aksi
R/D	Record of Discussion	R/D	Risalah Pembahasan
REI	Real Estate of Indonesia	REI	Real Estate Indonesia
RPIIJM	Medium-Term Infrastructure Investment Plan and Program	RPIIJM	Rencana dan Prog Investasi Infrastruktur Jangka Menengah
RPJM	Medium-Term Development Plan	RPJM	Rencana Pembangunan Jangka Menengah
RTRWK/K	District/City General Spatial Plan	RTRWK	Rencana Tata Ruang Wilayah Kabupaten/Kota
RTRWN	National General Spatial Plan	RTRWN	Rencana Tata Ruang Wilayah Nasional
RTRWP	Provincial General Spatial Plan	RTRWP	Rencana Tata Ruang Wilayah Provinsi
SC	Steering Committee	SC	Komisi Pengarah
SIMTAP	One-Stop Service	SIMTAP	Sistem Manajemen Satu Atap
SNVT	Non-Vertical Task Unit for Specific Purpose (Non-structural Central Government Unit in Region)	SNVT	Satuan Kerja Non-Vertikal Tertentu
SP	Spatial Plan	RTR	Rencana Tata Ruang
TKR	Takalar District	TKR	Kabupaten Takalar
TOR	Terms of Reference	KAK	Kerangka Acuan Kerja
TOT	Training of Trainer	TOT	Pelatihan untuk Pelatih
UPT	Technical Implementing Unit	UPT	Unit Pelaksana Teknis
UPTD MM	Technical Implementing Unit of Agency for Mamminasata	UPTD MM	Unit Pelaksana Teknis Dinas untuk Mamminasata
UU	Law	UU	Undang-Undang
WG	Working Group	POKJA	Kelompok Kerja
Zone (B)	Cultivation Zone	Zona (B)	Zona Budidaya
Zone (L)	Conservation Zone	Zona (L)	Zona Lindung
Zone (P)	Supporting Zone	Zona (P)	Zona Penyangga

第1章 背景

1.1 プロジェクトの背景

インドネシア国マミナサタ広域都市圏は、南スラウェシ州南西部に位置する人口約200万人、面積2,462km²の東部インドネシア地域最大の都市圏である。マミナサタ広域都市圏は、マカッサル市、マロス県の一部、ゴワ県の一部及びタカラール県の1市3県から構成され、国家空間計画にて特別地域（社会・文化保全、経済開発、天然資源開発、環境保全を特別に促進すべき地域）に指定されており、マミナサタ広域都市圏を中心とした南スラウェシ州の開発は、国家開発（経済開発、空間開発）の観点から重要な位置づけにある。

2005年4月～2006年8月に実施したマミナサタ広域都市圏開発調査では、「マミナサタ広域都市圏空間計画」の制定、優先プロジェクトに関するプレF/Sの実施、マミナサタ広域都市圏開発協力委員会（MMDCB）を強化する為のインフラ、環境、経済、法制度に係る常駐専門家で構成する技術ユニットを設置の提案が行われた。これを受け、マミナサタ地域の開発を促進する為、MMDCBの技術ユニットの設立に関する知事規制(No.16/2007)及び知事令(No.1532/2007)が2007年4月及び2007年5月に制定された。

一方、関係組織職員の空間計画管理能力（空間計画策定、実施）は低く、空間計画管理の仕組みも明確ではなく、空間計画管理能力の向上には、制度強化、人材育成を含む技術協力が必要であった。

これら背景のもと、インドネシア国政府は日本国政府に対して「環境配慮型都市開発促進プロジェクト」（以下、プロジェクト）を要請し、日本国政府はマミナサタ広域都市圏における空間計画管理能力の向上を目的としたプロジェクトを実施することとした。

1.2 プロジェクトの概要

1.2.1 プロジェクトの目的

R/D 及び M/M において規定され、中間レビュー時に一部見直された PDM に示されているプロジェクトの目的を下記に示す。

プロジェクトの目的

マミナサタ広域都市圏開発管理にかかわるシステムが構築される

1.2.2 プロジェクト対象地

マカッサル市、マロス県（一部）、ゴワ県（一部）、タカラール県で構成されるマミナサタ広域都市圏（2,462km²）

1.2.3 関係機関

南スラウェシ州（直接対象機関）：

- マミナサタ広域都市圏開発協力委員会（MMDCB）：南スラウェシ州、マカッサル市、マロス県、ゴワ県、タカラール県、MMDCB リソースパーソン
- UPTD マミナサタ（マミナサタ開発促進室）（Technical Implementation Unit for Mamminasata: UPTD MM）：南スラウェシ州空間計画・居住局内に設置

中央政府（プロジェクト監理機関）：

- 公共事業省空間計画総局都市域局

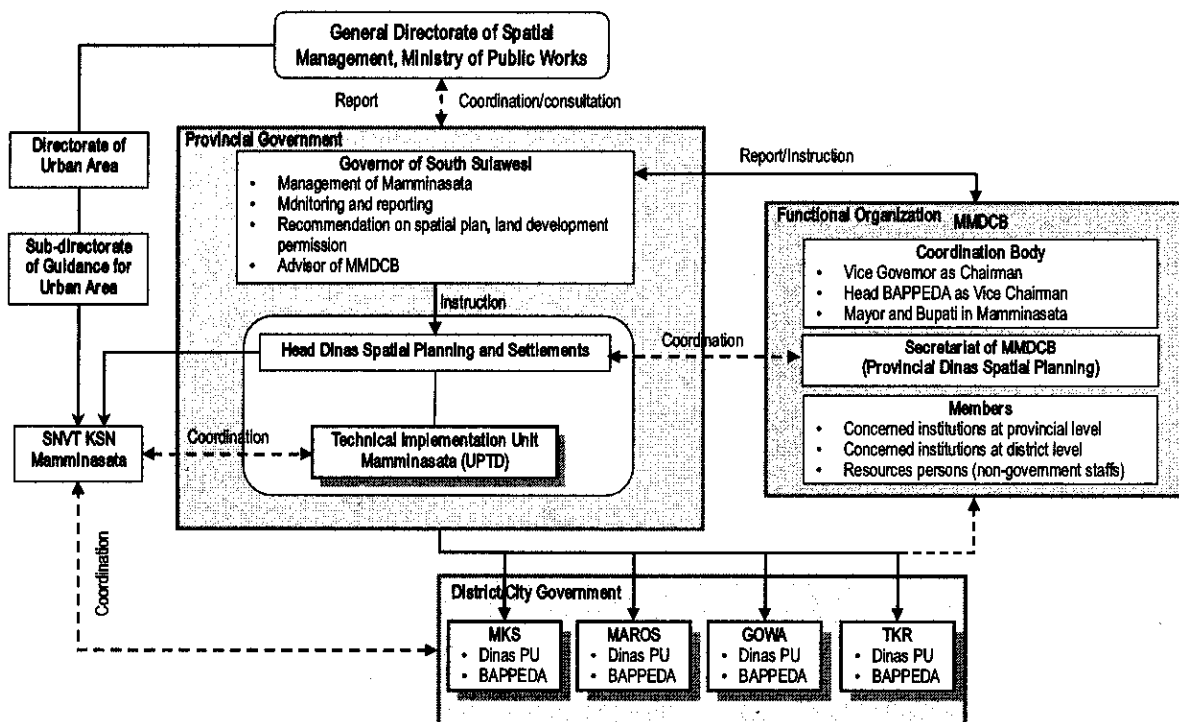


図 1.1 マミナサタ関連機関

1.2.4 プロジェクトの構成

プロジェクト目標を達成するために4つの成果が設定された。成果は「都市開発管理調整能力強化」と「プロジェクト実施調整能力強化」の2つにより構成されている。

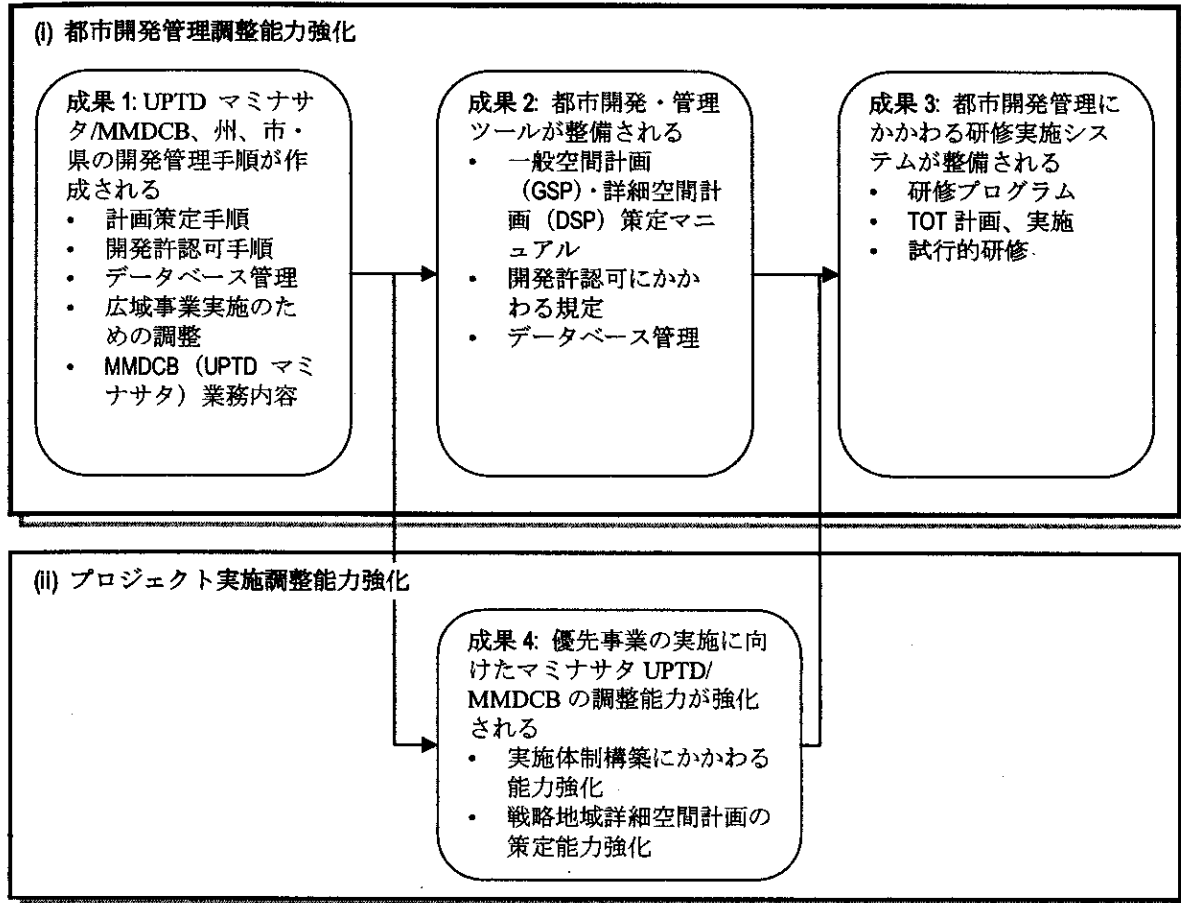


図 1.2 プロジェクト構成

(1) 成果 1:

UPTD マミナサタ/MMDCB、州、市・県の開発管理手順が作成される

成果 1 の活動内容:

- 1-1 一般空間計画・詳細空間計画作成 (戦略地域) 手順の作成
- 1-2 土地開発許認可手順の作成
- 1-3 都市開発にかかわるデータベースシステムの作成
- 1-4 広域事業の調整メカニズムの作成
- 1-5 マミナサタ空間計画の関係者への説明

* 成果 0 として都市開発手順にかかわる現況整理を追加 (都市開発に係る州/市・県スタッフの能力評価、戦略地域 (マミナサタ、地方政府) に関する既存空間計画及び詳細空間計画の分析、基本的な現況調査の実施、都市開発に関する既往手続き、手法、マニュアル及びガイドラインの分析)。

(2) 成果 2:

都市開発・管理ツールが整備される

成果 2 の活動内容:

- 2-1 市・県 GSP/DSP 作成マニュアル (案) の作成
- 2-2 OJT/ケーススタディの実施、マニュアル改善点の整理
- 2-3 土地開発許認可規定 (案) の作成
- 2-4 OJT/ケーススタディを通じた土地開発許認可規定の検証
- 2-5 データベース管理システム (案) の作成
- 2-6 収集データのデータベース管理システムへのインプット
- 2-7 データベース管理システムの検証、OJT 実施
- 2-8 マニュアル、規定、データベース管理システムの完成

(3) 成果 3:

都市開発管理にかかわる研修実施システムが整備される

成果 3 の活動内容:

- 3-1 講師研修 (TOT) を実施 (UPTD マミナサタ/MMDCB スタッフ対象)
- 3-2 カリキュラム、シラバス及び訓練教材の作成
- 3-3 市・県に対するトライアル研修コースの実施
- 3-4 研修システムの改善、完成

(4) 成果 4:

優先事業の実施に向けた UPTD マミナサタ/MMDCB の調整能力が強化される

成果 4 の活動内容:

- 4-1 実施メカニズム構築のためのケーススタディ対象選定
- 4-2 プロジェクト管理にかかわる研修実施
- 4-3 事業実施体制構築の際の関係機関間の調整業務に関するケーススタディ実施
- 4-4 ケーススタディーを実施する広域地域の選定
- 4-5 開発プロジェクトの計画作成にかかる研修の実施
- 4-6 戦略地域詳細空間計画 (案) の作成のケーススタディ/OJT の実施

1.2.5 プロジェクト実施の流れ

本プロジェクトは、2009年4月より2012年2月までの約36ヶ月間に亘り実施され、ステップ1(2009年3月～2009年8月)およびステップ2(2009年10月～2012年2月)で構成されている。

ステップ 1：現況分析及び、MMDCB の業務内容及びステップ 2 で実施する活動を提案（2009 年 4 月～2009 年 8 月）

ステップ 1 ではマミナサタの現況把握、MMDCB 組織・人材の能力評価、空間計画・詳細空間計画レビュー、開発許認可現況把握、ガイドライン・データベースの分析を実施した。ステップ 1 の成果として、マミナサタ開発管理を改善するためのマミナサタ開発の管理手順（空間計画、許認可、データベース、広域連携）及びステップ 2 の活動内容を提案した。

ステップ 2(1)：キャパビル実施/都市開発管理ツール整備（2009 年 10 月～2010 年 2 月）

ステップ 1 の活動に基づいてキャパビルにかかわる活動を実施。特に都市開発管理ツール（案）整備、優先事業実施準備、研修プログラム（案）作成を中心に実施した。

ステップ 2(2)：キャパビル実施/都市開発管理ツール整備・改善（2010 年 3 月～2012 年 2 月）

ステップ 1 で提案した修正 PDM 及びステップ 2(1)で作成した都市開発管理ツールを活用しキャパビルを実施（TOT,OJT）。また、活動を通して、都市開発管理ツールの見直し改善を行った。

ステップ 2 (2) の 2010 年 3 月～2011 年 2 月にかけては、開発ツールの改善、詳細空間計画・許認可にかかわるケーススタディ、TOT・TOT フォローアップの実施、県に対する研修、11 優先事業モニタリング体制構築、優先プロジェクトの実施支援、国別研修を中心に活動を行った。

ステップ 2 (2) の 2011 年 3 月～2012 年 2 月にかけては、詳細空間計画・許認可にかかわるケーススタディ、都市管理ツール改善、市・県に対する研修、優先事業支援にかかわるタスクフォース運営支援、事業実施における技術指導を中心に行った。さらに活動後半では、プロジェクト終了に向けプロジェクト目標を達成するために活動、都市開発管理ツールの完成、研修計画（カリキュラム、シラバス、研修教材）のまとめ、タスクフォースの継続支援（ニュータウン、Go-Green）を行った。また、11 月下旬から 12 月上旬にかけて、終了時評価を受けた。

本プロジェクトの作業の流れを以下に示す。

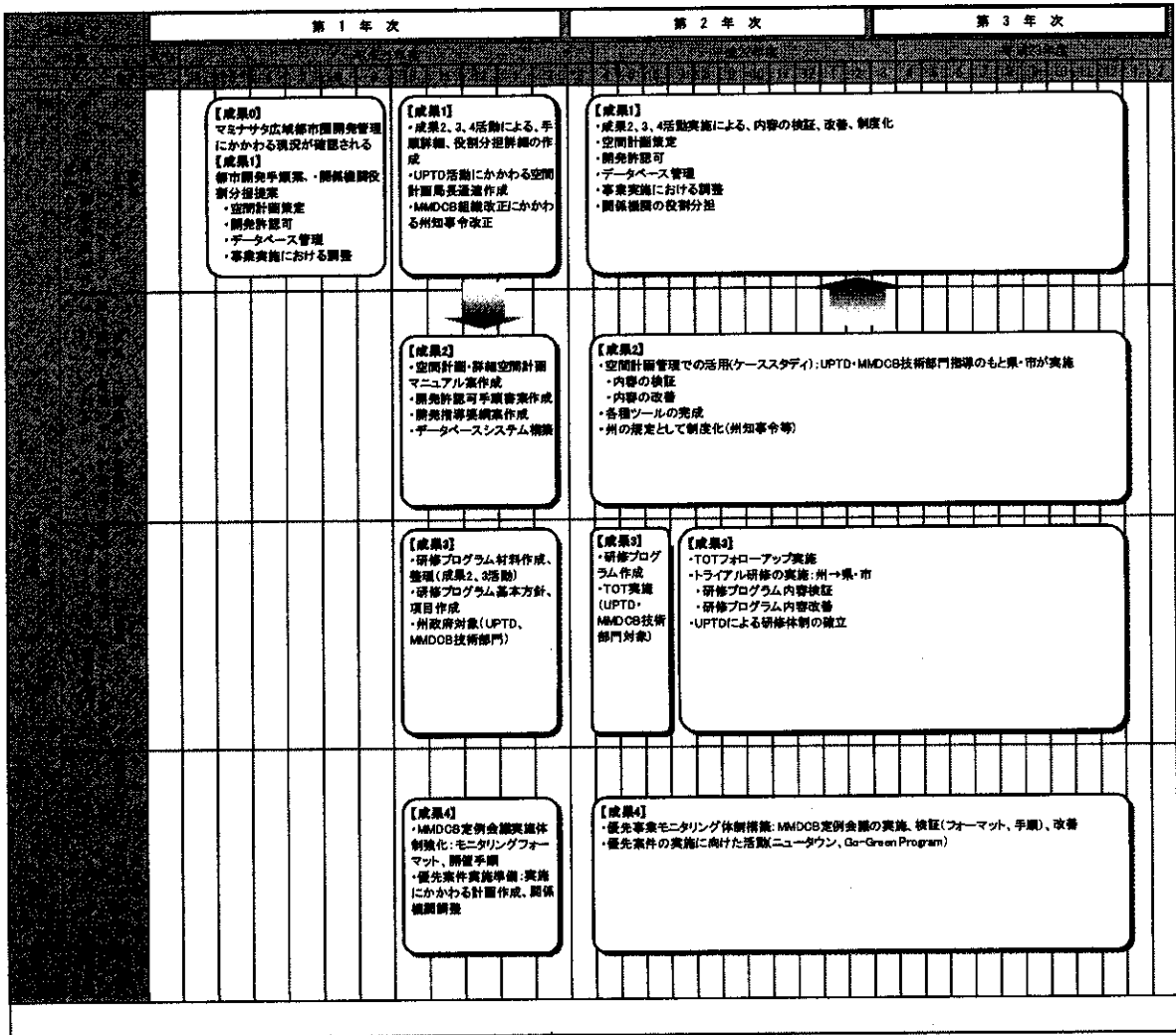


図 1.3 実施の流れ

第2章 プロジェクト活動

2.1 概要

本章では、プロジェクト目標及びプロジェクト成果を達成するために行った活動を示す。

2.2 成果0、1に係る活動

成果0、1に係る活動は、マミナサタにおける都市開発管理の現況把握、課題整理及び都市開発管理手順作成が中心であり、ステップ1期間（2009年3月～2009年8月）で実施した。これらの結果はプロジェクト期間を通してレビュー・改善し、「Guidance Book」としてまとめた。

表 2.1 成果0、1に係る活動

成果0、1	0. マミナサタ広域都市圏開発管理にかかわる現況が確認される 1. UPTD マミナサタ/MMDCB、州、市・県の開発管理手順が作成される
活動概要 (PDM)	0-1 都市開発管理に係る職員の能力アセスメントの実施 0-2 戦略地域（マミナサタ、地方政府）に関する既往空間計画及び詳細空間計画の分析 0-3 地域開発現況に関する基礎的な調査の実施 0-4 都市開発管理に係る現況の手続き、手法、マニュアル、ガイドライン及びデータベース管理システムの分析 1-1 一般空間計画・詳細空間計画作成（戦略地域）手順（案）の作成 1-2 土地開発許認可手順（案）の作成 1-3 都市開発にかかわるデータベースシステム（案）の作成 1-4 広域事業の調整メカニズム（案）の作成 1-5 マミナサタ空間計画に関する大統領令（案）の関係者への説明
第1年次活動 (2009年3月～2010年2月)	Step 1: 都市開発・管理にかかわる手続き、MMDCB、UPTD マミナサタ、市・県の業務内容のデータ収集・整理、課題整理： <ul style="list-style-type: none"> ● 計画策定手順 ● 土地開発許可手順 ● データベース管理体制 ● 広域事業調整体制、UPTD マミナサタの業務内容 都市開発・管理にかかわる手続き、MMDCB、UPTD マミナサタ、市・県の業務内容案の作成： <ul style="list-style-type: none"> ● 計画策定手順 ● 土地開発許可手順 ● データベース管理体制 ● 広域事業調整体制、UPTD マミナサタの業務内容 Step 2: <ul style="list-style-type: none"> ● 成果2、3、4の活動を通じた業務内容案（役割分担、手順等）の検証

第2年次活動 (2010年3月～2011年2月)	<ul style="list-style-type: none"> 成果2、3、4の活動を通じた業務内容案（役割分担、手順等の検証(継続) 修正された手順・業務手続案
第3年次活動 (2011年3月～2012年2月)	<ul style="list-style-type: none"> 成果2、3、4の活動を通じた業務内容案（役割分担、手順等の検証及び手順・業務内容最終化

2.3 成果2に係る活動

成果2、都市開発管理ツール作成は、(i) 空間計画策定マニュアル（一般空間計画、詳細空間計画）、(ii) 開発許認可規定、(iii) データベース管理システム、の3つの分野から構成されている。

第1年次活動は、都市開発管理ツール作成のための情報提供、ドラフトツール作成を中心に行った。第2年次活動は、都市開発管理ツールを活用したケーススタディを実施し、ツールのレビュー・改善を行った。第3年次活動は、ケーススタディ、都市開発管理ツールの改善を継続して行い、ツールを完成させ、制度化（州知事令）の支援を行った。

表 2.2 成果2に係る活動

成果2	都市開発・管理ツールが整備される
活動概要 (PDM)	2-1 市・県 GSP/DSP 作成マニュアル (案) の作成 2-2 OJT/ケーススタディの実施による GSP / DSP マニュアル改善点の整理 2-3 土地開発許認可規定 (案) の作成 2-4 OJT/ケーススタディを通じた土地開発許認可規定の検証 2-5 データベース管理システム (案) の作成 2-6 収集データのデータベース管理システムへのインプット 2-7 データベース管理システム検証のための OJT 実施 2-8 マニュアル、規定、データベース管理システムの完成
第1年次活動 (2009年3月～2010年2月)	<p><u>Step 1:</u></p> <ul style="list-style-type: none"> データベースの現況調査：データベースの内容、機材、ソフト、データ収集 データベース管理システム構築 現況土地利用図作成 GIS ソフト使用研修 <p><u>Step 2:</u></p> <p>(1) 一般空間計画/詳細空間計画</p> <ul style="list-style-type: none"> 日本の土地利用規制手法の紹介 一般空間計画作成マニュアル案作成 詳細空間計画作成マニュアル案作成 <p>(2) 開発許認可規定</p> <ul style="list-style-type: none"> 日本の開発許認可メカニズムの紹介 開発許認可・技術指針案作成（州及び市・県の役割分担を明確にした土地開発許認可規定） <p>(3) データベース管理</p> <ul style="list-style-type: none"> データベース管理システム構築

	<ul style="list-style-type: none"> • 現況土地利用図作成 • PU ガイドラインをベースにした緑地面積計算 • GIS ソフト使用研修 • 研修を通じたデータベース管理マニュアル案作成
<p>第2年次活動 (2010年3月～2011年2月)</p>	<p>(1) 一般空間計画/詳細空間計画</p> <ul style="list-style-type: none"> • 一般空間計画:市・県が見直し中の一般空間計画及びTOTでの活用結果(特に計画条例化手続きの修正)を踏まえた改善。BKPRD(空間計画審議会)で使用。 • TOTを通じたGSPマニュアルの検証実施(GSPマニュアルのチェックリストによるケーススタディ:マロス県、タカラール県) • ケーススタディ/OJT:見直し空間計画確認作業での活用(マカッサル市、パレパレ県、エンレカン県、北トラジャ県) • 詳細空間計画:ケーススタディを通じた改善:候補地:タカラール県中心地、教育ゾーン(ゴワ県)、マカッサル旧市街地 • ケーススタディ結果に基づいたマニュアルの修正 <p>(2) 開発許認可規定</p> <ul style="list-style-type: none"> • 州開発許認可権確認:根拠法、関係機関合意 • TOT、ケーススタディ(建築許認可)での使用、改善 • 詳細空間計画・許認可ケーススタディ実施(建築許認可と用途地域の関係) • ニュータウン支援でのマニュアルの活用(用途地域、開発許認可) <p>(3) データベース管理</p> <ul style="list-style-type: none"> • データ蓄積(継続):空間計画など • 詳細空間計画、開発許認可、緑地モニタリング等での活用 • Go-Greenプログラムを通じた緑地データの確認 • New Town 関連データ更新:境界、幹線道路 • 市・県一般空間計画データの入力 • 研修継続:マロス県、ゴワ県、タカラール県 • 研修を通じたデータベース管理マニュアル案改善
<p>第3年次活動 (2011年3月～2012年2月)</p>	<p>(1) 一般空間計画/詳細空間計画</p> <ul style="list-style-type: none"> • マニュアル構成の検討: <ul style="list-style-type: none"> ➢ 空間計画法に合わせた構成、内容の追加 ➢ SNVT MM 活動と連携した改善:SNVT MM 活動結果の反映 • 一般空間計画作成マニュアル: <ul style="list-style-type: none"> ➢ 制度化支援 ➢ BKPRD(州空間計画審議会)におけるマニュアルを使った審査の実施。 • 詳細空間計画作成マニュアル: <ul style="list-style-type: none"> ➢ 改善、制度化支援、新ガイドラインに合わせた内容の修正 ➢ ケーススタディ:成果3の研修の一環としてUPTD MM/MMDCBが実施 • マニュアルを研修教材として使用 <p>(2) 開発許認可規定</p> <ul style="list-style-type: none"> • 土地開発許認可内容の改善: <ul style="list-style-type: none"> ➢ 空間コントロールマニュアルとして再編:ゾーニングレギュレーション(用途地域規制)、開発許認可、インセンティブ、罰則で構成 • ケーススタディ実施:Principle Permitのマニュアル(チェックリスト)に基づいた審査、コメント作成(土地利用のチェック、建物施設のチェック、コメント作成)、5件程度実施 • 制度化支援

	<p>(3) データベース管理</p> <ul style="list-style-type: none"> • データベース管理システムの改善、最終版作成 <ul style="list-style-type: none"> ➢ 市・県でのデータベース作成 ➢ データベースシステム完成 • データベース管理研修 <ul style="list-style-type: none"> ➢ マカッサル市：基本研修（12週間） ➢ マロス県、ゴワ県、タカラール県：OJT（空間計画のデジタイズ、開発許認可審査、月2回のフォローアップ） ➢ UPTD MM/MMDCB：フォローアップ（週1回、マカッサル市研修日程に合わせたフォローアップ） ➢ データベース作成状況確認
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2.4 成果3に係る活動

成果3に係る活動は、人材評価、研修ニーズ分析、TOT（トレーナー研修）、試行的研修を通して研修計画の作成を中心に行った。研修計画にはカリキュラム、シラバス、研修工程、研修教材が含まれる。

第1年次の活動は、組織・人材評価、研修ニーズ分析を行い、研修計画（案）を作成した。第2年次の活動は、TOT、試行的研修を中心に行った。第3年次活動においては研修を継続して行き、研修結果を基に、研修計画を改善し完成させた。なお、研修活動の詳細は第7章に示している。

表 2.3 成果3に係る活動

成果3	都市開発管理にかかわる研修実施システムが整備される
活動概要（PDM）	<p>3-1 講師の研修（TOT）を実施（UPTD マミナサタ/MMDCB スタッフ）</p> <p>3-2 カリキュラム、シラバス及び訓練教材の作成</p> <p>3-3 市・県に対するトライアル研修コースの実施</p> <p>3-4 研修システムの改善、完成</p>
第1年次活動 (2009年3月～2010年2月)	<p><u>Step 1:</u></p> <ul style="list-style-type: none"> • 組織・人材評価、研修ニーズ分析 <p><u>Step 2:</u></p> <ul style="list-style-type: none"> • TOT計画作成（UPTD マミナサタ、MMDCB 技術部門対象） • 研修計画案（基本計画、全体計画）作成（コース、カリキュラム、シラバス） • クリチバ都市研修：緑地、組織、都市開発事業
第2年次活動 (2010年3月～2011年2月)	<p>(1) TOT（5月～6月）</p> <ul style="list-style-type: none"> • TOT実施（UPTD マミナサタ/MMDCB 技術部門対象） • 研修カリキュラム、シラバス修正、教材作成 • TOT候補者は43名、内18名修了書。 <p>(2) TOTフォローアップ（10月～11月）</p> <ul style="list-style-type: none"> • UPTD マミナサタが実施する研修プログラム（カリキュラム、シラバス、教材）の作成・改善 • 講義リハーサル <p>(3) 試行研修（1月～6月）</p> <ul style="list-style-type: none"> • 作成した研修プログラムをもとにUPTD マミナサタが市・県に対する試行的研修実施。タカラール県：空間計画、詳細空間計画、コントロール、開発許認可

	<ul style="list-style-type: none"> • 計画のレビュー・改善
第3年次活動 (2011年3月～2012年2月)	<ul style="list-style-type: none"> • 試行的研修（継続）：マロス県、ゴワ県、マカッサル市（UPTDMM/MMDCBが実施） • 研修システムの改善、完成：研修結果を踏まえた研修プログラム改善：シラバス、研修教材（マニュアルを教材として活用）、モデレーター、講師

2.5 成果4に係る活動

成果4に係る活動は、(i) 11 優先案件の調整能力強化と、(ii) 最優先案件事業（ニュータウン開発、Go-Green プログラム）の技術面・実施支援の2つの活動で構成されている。

第1年次活動は、都市開発事業実施に係る情報提供、事業モニタリング体制及びMMDCBの調整能力強化体制（定例会議など）の提案を中心に行った。第2年次は提案されたモニタリングの実施・改善、ニュータウン・Go-Green 支援を継続して行った。第3年次は、ニュータウン・Go-Green の技術面の支援を中心に行った。

表 2.4 成果4に係る活動

成果3	優先事業の実施に向けた UPTD マミナサタ/ MMDCB の調整能力が強化される
活動概要 (PDM)	<p>4-1 実施メカニズム構築のためのケーススタディ対象選定</p> <p>4-2 プロジェクト管理にかかわる研修実施</p> <p>4-3 事業実施体制構築の際の関係機関間の調整業務に関するケーススタディの実施</p> <p>4-4 ケーススタディを実施する広域地域の選定</p> <p>4-5 開発プロジェクトの計画作成にかかる研修の実施</p> <p>4-6 戦略地域詳細空間計画(案)の作成のケーススタディ/OJT の実施</p>
第1年次活動 (2009年3月～2010年2月)	<p>Step 1:</p> <ul style="list-style-type: none"> • 州政府が選定した10優先事業をケーススタディとして選定 • 対象事業選定（広域地域）：ニュータウン、Go-Green Program <p>Step 2:</p> <ul style="list-style-type: none"> • 事業モニタリング表作成、情報収集・整理 • MMDCB 定例会議開催 • モニタリング準備活動を中心とした支援、研修の実施 • ニュータウン <ul style="list-style-type: none"> ➢ ニュータウン開発事例紹介（日本、中国、ベトナム） ➢ 実施組織及び関係機関の役割分担整理 ➢ 既存の詳細空間計画レビュー、必要活動の整理 ➢ MoU（案）作成（州、マロス県、ゴワ県） ➢ REI（インドネシア不動産協会）との協議 • Go-Green Program <ul style="list-style-type: none"> ➢ 日本の事例紹介（公園、緑の基本計画） ➢ 緑地定義確認 ➢ 計画内容・計画作成スケジュール確認 • タスクフォース設立作業（メンバー、責任・活動）
第2年次活動 (2010年3月～2011年2月)	<ul style="list-style-type: none"> • MMDCB 定例会議開催（7月、12月） • 会議開催手順など改善 • 優先事業再検討：タカルール関連1事業追加、担当者再選定

	<ul style="list-style-type: none"> • 優先事業モニタリング体制確立：モニタリング表改善、UPTD マミナサタ内体制確立、モニタリングスケジュール作成 • ステークホルダー会議開催（進捗更新、確認） • ニュータウン支援 <ul style="list-style-type: none"> ➢ REI との協議：土地利用計画、行政との役割分担、誘致活動 ➢ 関係機関役割分担確立 PPP (MoU) ➢ 技術面実施課題協議：境界、幹線道路確認、基本設計内容、地形図の必要性、土地利用、インフラ計画 ➢ MoU 協議 ➢ 基本設計準備・実施（一部セクター）：TOR 協議 ➢ ジャカルタ郊外ニュータウン開発（タンゲラン市：BSD）ケーススタディ実施（開発組織、開発手順・手法） • Go-Green Program 支援 <ul style="list-style-type: none"> ➢ 現況緑地面積確認、緑化促進の提案、プログラム実施アプローチ、目標設定、量化推進のための方策提案 ➢ 関係機関説明（socialization） ➢ 州政府実施 Go-Green MP との連携 • タスクフォース承認（ニュータウン、Go-Green）（1月） • 追加優先事業（Maritime area development in Takalar）支援：実施に向けた支援、タカラール県要望に基づく開発コンセプト作成支援（プログラム支援） • 成果3との連携：研修実施、TOT 実施
<p>第3年次活動 (2011年3月～2012年2月)</p>	<ul style="list-style-type: none"> • 優先事業モニタリングシステム最終化（モニタリング表、MMDCB 会議手法を含む） • プロジェクト管理マニュアル作成：RPILMD（中期インフラ整備計画）作成業務との整合性、プロジェクトモニタリング • MMDCB 定例会議開催 • ニュータウン支援 <ul style="list-style-type: none"> ➢ タスクフォース実施支援：実施に向けた関係機関との協議支援：役割分担、土地利用、インフラ、開発ステージ ➢ 基本設計実施(UPTD MM 予算で実施)（継続） ➢ MoU 作成支援（タスクフォースの一環として実施）、MoU は9月署名 ➢ タスクフォース会議：フェーズ1地域の技術研修 ➢ 技術研修：都市開発手法、詳細計画技術 • Go-Green Program 支援 <ul style="list-style-type: none"> ➢ アクションプラン作成支援（タスクフォース活動として） ➢ ケーススタディ実施（スラバヤでの試み、条例内容） ➢ 教育イベント：Go-Green リーフレット作成、Go-Green 教育実施（World Town Planning Day Event での中学生を対象にした絵コンテスト実施） • Maritime area development in Takalar：マスタープラン・DSP 調査（UPTD MM 予算で実施）（継続） <ul style="list-style-type: none"> ➢ マスタープラン、詳細空間計画調査（UPTDMM 予算で実施）への技術指導 ➢ UPTDMM が実施したマスタープランのレビュー：開発コンセプト、工業団地 DSP コンセプト検討をケーススタディとして実施した。 • 活動結果のマニュアル（プロジェクト管理マニュアル）への反映

第3章 プロジェクト目標・プロジェクト成果達成状況

3.1 概要

本章では、プロジェクト目標及びプロジェクト成果の達成状況を示す。

3.2 上位目標

上位目標：マミナサタ広域都市圏における開発と保全のバランスが実現する

2011年9月に制定されたマミナサタ広域都市圏空間計画に関する大統領令（No.55/2011）は、今後、保全と開発のバランスのとれた同都市圏開発のためのガイドラインとして活用され、また、同大統領令に基づくマミナサタ都市開発管理に関する州知事令が準備されている。また、UPTD マミナサタ及びMMDCBは、マミナサタ開発に関する法的根拠ができたことから、関係する11の優先事業の計画策定・実施の調整活動や土地利用規制（開発許認可）に積極的に取り組んでいる。したがって、今後、事業や土地利用規制がその法的枠組みに基づいて実行されればマミナサタ空間計画の残計画期間17年間で、上位目標のある程度の達成が期待される。PDM指標毎の実績は、以下の通りである。

表 3.1 上位目標概要

指標	結果
1 新空間計画法及びマミナサタ空間計画に基づき作成、見直しされた市・県空間計画の数	市・県空間計画策定状況は次の通り。 <ul style="list-style-type: none"> ➢ マカッサル市：BKPRN 終了、修正中 ➢ マロス県：BKPRN 終了、修正中 ➢ ゴワ県：BKPRN 終了、修正中 ➢ タカラール県：Substantial Approval（大臣承認）レターが発行された。条例化プロセスのみ
2 空間計画に基づいた都市開発事業の数	<ul style="list-style-type: none"> ● 都市開発事業は以下の通り ➢ 中期インフラ投資計画の詳細作成 ➢ 11 優先事業では、Maritime development マスタープラン、New Town 等の基本設計実施
3 都市開発にかかわる制度にもとづいた都市開発にかかわる計画（詳細空間計画、都市開発（投資）プログラムの数	
4. ガイドラインに基づいた緑地面積	緑地面積率は、目標の30%に達していない。ガイドラインは州知事令として制定準備中である。

3.3 プロジェクト目標

プロジェクト目標：マミナサタ広域都市圏開発管理に関わるシステムが構築される

マミナサタ都市圏開発の法的根拠となる大統領令 (No.55/2011) が 2011 年 9 月に制定されたことから、州政府は同都市圏開発管理システムの構築に積極的に取り組んでいる。南スラウェシ州政府は、本プロジェクトで作成した 6 つのマニュアルから成る同都市圏開発管理に関する州知事令を準備中であり、また、UPTD マミナサタ及び MMDCB の通常予算も確保されている。UPTD マミナサタ及び MMDCB のメンバーは関係市・県等における研修講師として活躍しており、また、プロジェクト活動を通してその調整能力を向上させている。このように、マミナサタ都市圏の開発管理に関わる制度、ヒト、モノ (マニュアル等) の整備が進んでいることから、プロジェクト目標は達成されたと判断される。

また、インドネシアにある 7 つの広域都市圏と比較しても、組織 (MMDCB, UPTD マミナサタ) が設立され、地方レベルで都市開発管理ツールが整備され、さらに常駐職員が配属され組織が機能しているのはマミナサタのみであり、公共事業省も組織・制度・人材についてはマミナサタをモデル地域として位置付けており、本プロジェクトの成果を他広域都市圏に普及していく考えである。

PDM 指標毎の実績は、以下の通りである。

表 3.2 プロジェクト目標概要

指標	結果
1. UPTD MM/MMDCB がマミナサタ空間計画にかかわる大統領令の指示事項及び関連政策 (中央、州レベル) を積極的に遂行する。	<ul style="list-style-type: none"> ● 大統領令 (No. 55/2011) に基づいて、マミナサタ都市開発管理が以下のように実行されている。 <ul style="list-style-type: none"> ➢ 空間計画策定の促進：BKPRD (州空間計画審議会) においてマニュアルを使い GSP の審査が行われている。また、大統領令が GSP のレファレンスとして使われている。 ➢ 空間計画 (土地利用計画、都市インフラ整備計画) に基づいた開発許認可 (5 件程度実施。内 2 件は大統領令制定後) ➢ 土地利用、都市構成実施のための都市開発事業の実施
2. UPTD MM の所掌業務 (業務内容) が明確になる。	<ul style="list-style-type: none"> ● マミナサタ都市開発管理にかかわる州知事令案で、技術面及び UPTD MM 等の関連機関の役割・業務内容を規定した：以下の 6 マニュアルで構成 <ol style="list-style-type: none"> (1) 一般空間計画 (GSP) 作成マニュアル(案) (成果 2) (2) 詳細空間計画 (DSP) 作成マニュアル(案) (成果 2) (3) プロジェクト管理マニュアル(成果 4) (4) 空間コントロールマニュアル(案)：用途地域規制、土地開発許認可・開発指導要綱、インセンティブ、罰則 (成果 2) (5) 研修プログラムマニュアル(案) (成果 3) (6) データベース管理マニュアル(案)(成果 2)

指標	結果
	さらに、都市域管理のためのハンドブックを作成した(成果1)
3. UPTD MM/MMDCB の活動予算が配分される。	<ul style="list-style-type: none"> • 通常予算が確保されている。 ▶ 毎年、州予算が確保されている。同予算は、研修、ニュータウン事業、Go-Green 事業、沿岸開発事業等をカバーする。
4. UPTD MM 及び MMDCB による都市開発管理研修が効果的に実施される。	<ul style="list-style-type: none"> • 研修コースが既に実施されている。 ▶ TOT 参加者 (UPTD MM 及び MMDCB) が、空間管理、空間計画、規制、事業管理等に関する研修を担当している。 ▶ TOT 参加者は市・県向け研修にアドバイザー (都市開発手法、データベース管理等) として参加している。 ▶ TOT 参加者は、また、SNVT MM 主催の人材開発研修にもリソースパーソンとして参加している (空間計画、規制等)。
5. 都市開発管理ツールのタイプ。	<ul style="list-style-type: none"> • 本プロジェクトに関連して作成されたマニュアル、条例等は以下の通り。 ▶ 関連法令：空間管理に関する政令 (No. 15/2010)、マミナサタ都市圏空間計画に関する大統領令 (No. 55/2011) ▶ 上記2に示された6つのマニュアル (州知事令化の準備中)
6. 研修を受けた UPTD MM 及び MMDCB 及び市・県職員の数。	<ul style="list-style-type: none"> • 4週間のTOTを修了したのは18名。主に、UPTD MM 及び MMDCB Resource Person。
7 優先事業調整ツールのタイプ。	<ul style="list-style-type: none"> • MMDCB 定例会議、事業別調整会議を運用中。本プロジェクトで作成されたモニタリングシートは、情報共有のために利用されている。

3.4 プロジェクト成果

成果ごとの達成状況を以下に示す。

3.4.1 成果1

成果1：UPTD MM 及び MMDCB、州、市・県の開発管理手順が作成される

マミナサタの開発管理手順に関する現状 (成果0) を基に、UPTD マミナサタ及び MMDCB、州、関係市・県それぞれのマミナサタ開発管理手順を計画通り作成した。さらに MMDCB からの要請を受け、成果2で作成したマニュアル類をコンパクトにまとめた都市圏開発管理ガイドブックを作成し、同ガイドブックは広報資料として配布した。PDM 指標毎の実績は、以下の通りである。

表 3.3 成果 1 結果概要

指標	結果
作成された手順が記載されている資料	<ul style="list-style-type: none"> • UPTD MM 及び/MMDCB、州、市・県の開発管理手順(案)を作成 (2009年8月) • MMDCB の要請に基づき、広域都市圏管理マニュアル (ハンドブック) : 空間計画、プロジェクト管理、開発許認可、GIS データベース管理、研修計画を作成。マミナサタ関係者、ケーススタディ訪問者に配布

3.4.2 成果 2

成果 2 : 都市開発・管理ツールが整備される

都市圏開発管理に必要な一般空間計画 (GSP) 作成、詳細空間計画 (DSP) 作成、空間コントロール、データベース管理の各マニュアル、及び、州・市・県でのデータベースは、計画通りに作成された。これらの都市開発・管理ツールは成果 3 (研修) において活用された。なお、上記マニュアルは 2011 年 10 月に最終案が作成された公共事業省の空間計画ガイドラインとの整合性検証後、最終化された。PDM 指標毎の実績は、以下の通りである。

表 3.4 成果 2 結果概要

指標	結果
2-1. 一般空間計画 (GSP) 作成マニュアルがある	<ul style="list-style-type: none"> • 一般空間計画 (GSP) 作成マニュアル (案) が作成され、市・県での GSP 作成で活用されている。 • 市・県の一般空間計画の進捗状況 : SNVT MM が GSP 条例化支援を実施中。MMDCB リソースパーソンがアドバイスをを行っている。(インドネシア全体の進捗率 : 20%程度) <ul style="list-style-type: none"> ➢ マカッサル市 : BKPRN 終了、修正中 ➢ マロス県 : BKPRN 終了、修正中 ➢ ゴワ県 : BKPRN 終了、修正中 ➢ タカラール県 : Substantial Approval (大臣承認) レターが発行された。条例化プロセスのみ
2-2. 詳細空間計画 (DSP) 作成マニュアルがある	<ul style="list-style-type: none"> • 詳細空間計画 (DSP) 作成マニュアル(案)を作成。 • DSP 作成のケーススタディを、同マニュアル案を基に実施した。
2-3. GSP、DSP 作成にかかわる州知事令案がある	<ul style="list-style-type: none"> • マミナサタ都市開発管理にかかわる州知事令案を作成 : 一般空間計画、詳細空間計画、コントロール、データベース管理 (以上、成果 2)、プロジェクト管理 (成果 4)、研修 (成果 3) の 6 マニュアルで構成される。 • 州法制局、PU と内容を協議中。
2.4 土地開発許認可・開発指導要綱にかかわるマニュアルがある	<ul style="list-style-type: none"> • 開発コントロールマニュアルを作成した (ゾーニングレギュレーション (用途地域規制)、開発許認可、インセンティブ、罰則で構成)。「イ」国の空間計画の法制度に合わせて、タイトルを土地開発許認可マニュアルからコントロールマニュアルとした。 • 審査手順を作成 : 申請内容説明→マミナサタ大統領令との関連確認→技術面の確認→コメント作成。 • UPTD MM が Principle Permit 審査の責任機関として、マ

指標	結果
	<p>マニュアルに沿った審査にあたるようになった：</p> <ul style="list-style-type: none"> ▶ Principle Permit のマニュアル (チェックリスト) に基づいた審査、コメント作成。マニュアルに沿った審査を実施している (土地利用のチェック、施設のチェック、コメント作成)、UPTD MM と専門家が行った審査結果がほぼ同じ内容であった。 ▶ 議論や判断の根拠として、大統領令をはじめとする規則文書が参照された (これまで、討議の場に持参し参照するものはなかった)。 ▶ 規定された項目に基づき、論点が明確な議論が進められた (何を論点として審査すべきかが不明確であり、思いつくままに論点が定められたとの印象が改善された)。 ▶ 審査基準が明確で客観的である(rational)。許可・不許可の基準がはっきりしているため、主観 (好み) が入らない。審査がやりやすくなった。 <p>• 開発基準協議：UPTD MM のイニシアチブにより州が関与する開発 (1ha) の根拠、説明資料を準備するようになった。これは TOT 参加者が 2011 年 7 月に研修を実施した際にマカッサル市からコメントが出たことに対する対応。自分たちで説明するという姿勢のあらわれ。オーナーシップ認識が向上している。</p>
2-5. 土地開発許認可・開発指導要綱にかかわる州知事令案がある	<ul style="list-style-type: none"> • マミナサタ都市開発管理にかかわる州知事令案中：6 マニュアルの一つとして準備中。 • 州法制局、PU と内容を協議中。
2-6. データベースが UPTD MM、市・県にある	<ul style="list-style-type: none"> • データベース及び同管理システムを開発済み： <ul style="list-style-type: none"> ▶ マミナサタ統合版 (UPTD MM、市・県を統合) が利用可能。 ▶ 管理メカニズムが作られ、活用中。 ▶ 同データベースは、開発許認可・計画策定に活用中。
2-7. データベース管理マニュアルがある	<ul style="list-style-type: none"> • GIS 操作・データベース管理システムマニュアルを作成： <ul style="list-style-type: none"> ▶ 同マニュアルは研修で利用され、参加者のコメントを基に更新されている。 ▶ 同マニュアルは、市・県の日常業務でも参考資料として利用中。 ▶ UPTD MM 職員が市・県向けのアドバイザーになっている。 ▶ 2011 年 11 月に開催した Database Workshop では、UPTD MM がアドバイザー、評価者の役割を担った。

3.4.3 成果 3

成果 3：都市開発管理にかかわる研修実施システムが整備される

UPTD マミナサタ及び MMDCB の設置により、都市開発管理にかかわる研修実施システムに必要な運営組織、予算が南スラウェシ州に確保され、また、講師等の人材も、本プロジェクトで実施した TOT を通して育成されており (UPTD マミナサタ及び MMDCB のメンバーが中心)、本成果は計画通り達成されている。PDM 指標毎の実績は、以下の通りである。

表 3.5 成果 3 結果概要

指標	結果
3-1. UPTD MM 及び MMDCB の講師がいる	<ul style="list-style-type: none"> ● TOT を通して講師が育成された (UPTD MM、MMDCB リソースパーソンが中心) : <ul style="list-style-type: none"> ▶ SNVT MM 活動のひとつであるキャパビルで、研修スケジュール作成、教材作成、研修実施等で、MMDCB リソースパーソンや UPTD MM 職員が活躍。 ▶ SNVT MM による開発許可研修を実施した (2011 年 7 月) : マニュアルを教材として活用した。開発許可の考え方は理解している (土地利用、建蔽率、容積率、高さなど)。 ▶ SNVT MM (4 市・県向け) 及び MMDCB (州機関向け) による大統領令説明会で MMDCB リソースパーソンが説明した (2011 年 10 月、5 回) : <ul style="list-style-type: none"> ✓ コミュニケーション能力は高い (ローカルコンサルタントの説明よりわかりやすい) : 目的を明確にした、説明の重点項目を最初に説明した、各県の事情に合わせた説明をしている (対象県にかかわる計画、土地利用を中心に説明した)。 ✓ 大統領令説明資料を独自に作成した。ローカルコンサルタントが作成した資料は説明しにくいと判断し、自分たちでわかりやすく作成した。 ✓ 説明する上で聴衆者側の立場に立ち、先に全体構成を説明する時間を設けたこと、当該地域に関連する事項に時間と重きをおいて説明することなどにおいて、これまででない工夫があった。(従来は、計画文書をそのまま羅列するため、重視すべき内容が不明確となり、説明が散漫になる傾向があった) ✓ 関連法規の規定事項に従って、県が作成すべき計画等を適切に修正し、運用しようとする意向が確認された。 ▶ 研修を受けた MMDCB リソースパーソンが市・県研修でアドバイザーとして参加 (ワークショップの支援、参加者に対する支援) (ニュータウン調整、Maritime 支援)
3-2. UPTD MM/MMDCB が作成した研修カリキュラム、シラバス、研修教材がある	<ul style="list-style-type: none"> ● 研修プログラム案 (カリキュラム、シラバス、研修教材、研修スケジュール) を作成済み。 ● 県で研修を受けた職員が空間計画を説明できるようになった (マロス県、ゴワ県)。これまではローカルコンサルタントが説明していた。
3-3. 研修スケジュールがある	<ul style="list-style-type: none"> ● 研修プログラムマニュアルで年間研修日程が記述されている。
3-4. 研修予算が要求される	<ul style="list-style-type: none"> ● 研修用予算を、UPTD MM (州予算)、SNVT MM (国家予算) とともに申請している。

3.4.4 成果 4

成果 4: 優先事業の実施に向けた UPTD MM 及び MMDCB の調整能力が強化される

成果 4 は、(i) 11 優先事業の調整能力強化と、(ii) 最優先案件事業（ニュータウン開発、Go-Green プログラム）の技術面・実施支援の 2 つの活動で構成されている。

(i) については、事業モニタリング体制（モニタリングシート、MMDCB 定例会議、ステークホルダー会議）を構築した。(ii) については、選定された 2 つの事業のタスクフォースを設置し活動予算を確保した。さらに、ニュータウンについては事業実施に係る MoU が署名（南スラウェシ州、マロス県、ゴワ県、不動産協会）され、Go-Green プログラムについては実施のための州知事令案を作成した。これらモニタリング活動や MMDCB 定例会議を通して、カウンタパートは事業実施体制の主要パターンについて、適した事業内容、事業規模、メリット・デメリット、実施時の留意点等を理解した。PDM 指標毎の実績は、以下の通りである。

表 3.6 成果 4 結果概要

指標	結果
4-1. MMDCB 職員が（地域全体に裨益する事業の）事業実施体制の主要パターンについて、適したセクター・事業規模、メリット・デメリット、実施時の留意点等を理解する。	<ul style="list-style-type: none"> • プロジェクト管理マニュアル（プロジェクト形成、プロジェクトモニタリング（モニタリング体制・表）、ニュータウン、Go-Green を含む）を作成。 • 優先事業モニタリング体制（案）が作成された（MMDCB 定例会議実施体制定例会議（年 2 回）、会議内容）、ステークホルダー会議体制、モニタリングシートで構成）。
4-2. MMDCB 職員が地域全体に裨益する事業の戦略地域詳細空間計画を策定する際のポイント、留意点等を理解する	<ul style="list-style-type: none"> • ニュータウン： <ul style="list-style-type: none"> ➢ タスクフォース承認（2011 年 1 月） ➢ MoU 署名（2011 年 9 月 20 日） ➢ タスクフォースに対する以下のアドバイスを提供：フェーズ 1 の開発コンセプト検討、技術面の課題整理・改善策検討 ➢ 研修を受けた MMDCB リソースパーソンが市・県研修でアドバイザーとして参加（ワークショップの支援、参加者に対する支援） • Go-Green： <ul style="list-style-type: none"> ➢ タスクフォース承認（2011 年 1 月） ➢ Go-Green アプローチのひとつである環境教育の企画・実施（中学生を対象にした絵コンテスト：リーフレット作成、Go-Green の説明、絵の目的の説明） ➢ MP に基づいた公園の基本設計を作成（各市・県から 1 か所） ➢ マミナサタ緑地計画に関する州知事令の準備中（スラバヤ緑地計画のケーススタディを実施） • その他 <ul style="list-style-type: none"> ➢ UPTD MM が Maritime Takalar のマスタープランを作成。 ➢ SNVT MM がマミナサタ向け RPIUM（中期インフラ投資計画中期）を作成中であり、MMDCB メンバーとの調整会議を実施。

第4章 プロジェクト運営上の工夫と教訓

本章では、プロジェクト運営上の工夫と教訓をまとめた。

(1) プロジェクト全般

インドネシア空間計画制度に合わせたプロジェクトの実施

インドネシアは空間計画に係る法制度が整備されており、この制度に基づき国家空間計画が策定され、さらにマミナサタ広域都市圏空間計画に係る大統領令を含む関連計画が策定されている。大統領令制定後は、地方レベルで詳細計画策定、制度整備、組織構築、事業実施を進めるとともに運用規定（Operational Tool）を作成することになっており、本プロジェクトは地方レベルの運用規定策定の支援として位置付けられている。これによりプロジェクト目標が共有できたため、カウンターパートはプロジェクト目標を理解でき、日本側とインドネシア側が共通認識を持つことができた。そのためカウンターパートのプロジェクトに対するイニシアチブや参加意識を高めることができた。

インドネシア空間計画制度における本プロジェクトの位置づけを下図に示す。

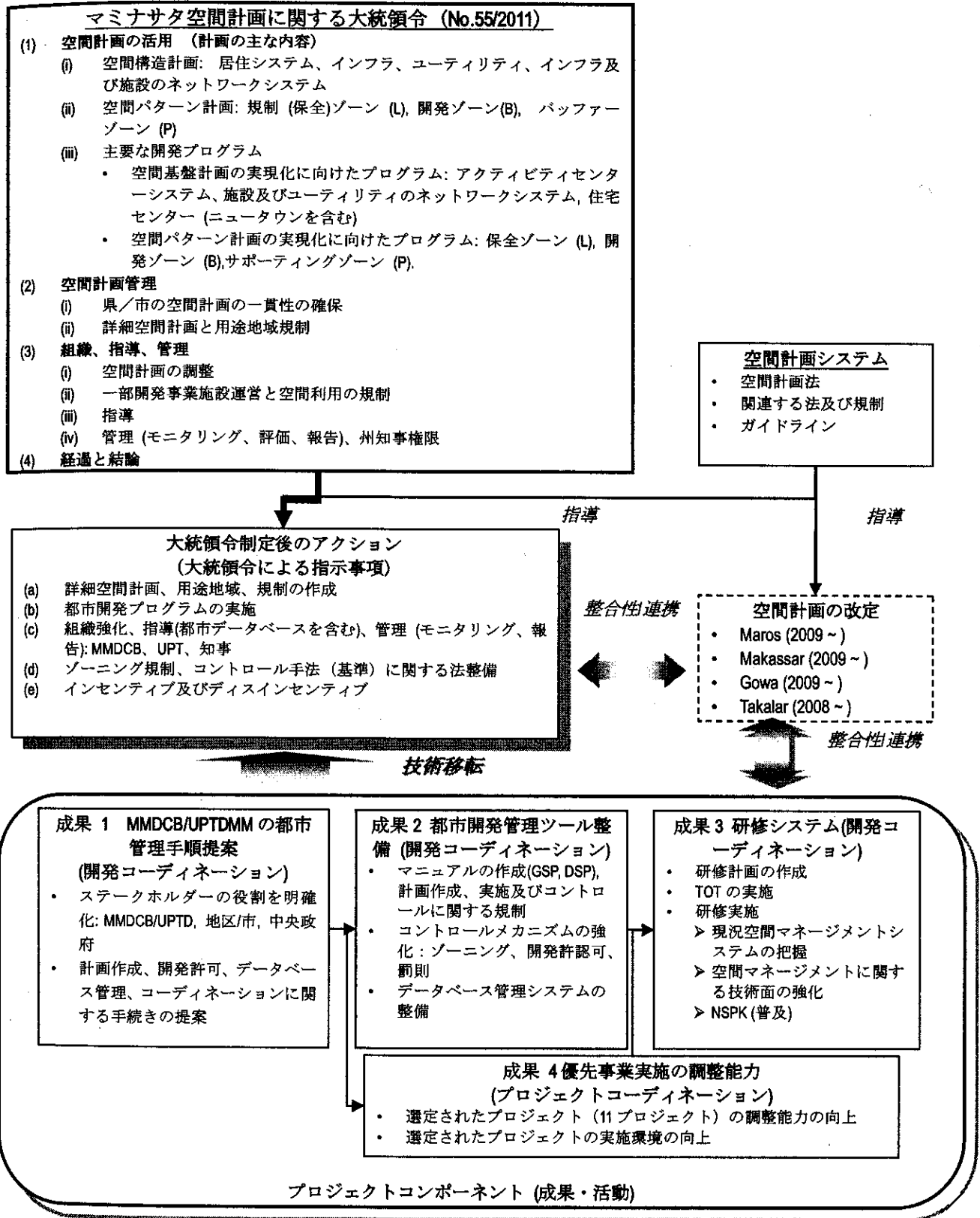


図 4.1 インドネシア空間計画制度におけるプロジェクトの位置づけ

フレキシブルなプロジェクト実施

南スラウェシ州及び公共事業省等のカウンターパートもマミナサタに係る業務、市・県空間計画促進、研修、中期インフラ投資計画作成、開発許認可審査、マスタープラン作成、基本設計を行っている。本プロジェクトは、インドネシアの空間計画制度に沿って実施したため、これら業務の多くは本プロジェクト活動の範囲に含まれる。そのため定期的に活動を確認し、カウンターパートの業務との協働を試みた。例としては、研修の共同開催、ワークショップやセミナーの共同開催、UPTD マミナサタ作成のニュースレターへの原稿寄与、空間計画に係る公共事業省や他機関開催のイベント参加（World Town Planning Day, 公共事業省の日、PR 資料作成等）などである。さらにプロジェクトスコープの範囲内であれば、カウンターパートの要望に対応した（研修実施、技術面のアドバイス等）。これによりカウンターパートとの信頼関係が構築できたとともに、OJT が効率よく実施できた。

他 JICA プロジェクトとの連携

本プロジェクトは、東部インドネシア地域支援の一環として実施されている「南スラウェシ州地域開発プログラム」における3つのサブプログラム（都市開発、産業振興、社会開発）の一つとして位置付けられている。そのためプロジェクト活動の拠点であるマカッサル市ではいくつかの技術協力プロジェクトが実施されている。活動において他プロジェクトの専門家を活用した。空間計画研修では CD プロジェクト（地方行政能力向上プロジェクト）の専門家がプロジェクト管理とファシリテーション研修を実施した。また、地場産業振興プロジェクトで対象製品となっているシルクを活用した研修用バッグ（研修教材入れ）を作成した。

南スラウェシの人材活用

プロジェクト活動には様々な分野の地域の人材を活用した。そのひとつが MMDCB のアドバイザーとしてアサインされている、州空間計画局職員 OB である。彼らを活用するメリットは、空間計画の基礎知識を有していること、マミナサタ関連活動に集中できること（既に退職しているため他の業務がない）から、技術移転が効果的に実施できる（継続的に実施できる）ことである。その結果、彼らは空間計画に必要な知識を習得し、中央、市・県の研修に講師として招致され研修を実施している。

さらに研修の際には地元大学の人的資源を活用した。特に、TOT で実施した、研修教材、講義のテクニック、コミュニケーションスキルは効果的であった。

効率的なプロジェクト実施サイクル

プロジェクト成果のひとつとして、都市開発管理ツール（マニュアル、データベース、研修計画）作成がある。プロジェクト活動は、ツール（案）を作成し、それをベースにケーススタディや OJT を行い、ツールの見直し・改善を行い、最後に完成させるという手順になっている。このプロセスによるツールの作成により、内容がより実践的になるとともに、カウンターパートが内容を理解できるようになった。

(2) 研修

本プロジェクトでは研修がより効率的・効果的に実施することができた。研修実施のポイントを以下に示す。

統合的な研修の実施 (Plan-Do-See)

TOT は、空間管理の知識と研修スキルを総合的にカバーするように実施した。さらに、参加者からのニーズに応じて、研修のフォローアップや研修結果のまとめのための活動も実施した。UPTD マミナサタ及び MMDCB のメンバーは研修内容をよく理解しており、TOT 及び試行的研修の機会を通して、研修プログラムの準備、実施、レビューを彼ら自身で取り組んだ。

各研修では、常に評価及び次回の研修実施へのフィードバックを実施した。こうした“Plan-Do-See”のフローに基づく活動は、研修講師としての能力の強化、彼らの自信・やる気づくりに役立った。

インターアクティブ（相互）研修：ケーススタディ、OJT

研修の際には研修生が参加できるよう配慮し、講義、ケーススタディ/OJT を活用した。講義だけでは、知識を習得するには十分でないため、ケーススタディ/OJT を多用し、研修生が直接図面の作成、マニュアルに基づいた一般空間計画の審査、開発許認可の審査（技術面のレビュー、問題点の整理、コメント整理）、データベース構築を行った。

ケーススタディ/OJT は、研修生が実際の業務に触れる機会であるため、これらを通して得た知識は、日常業務に活用されることが期待されている。ケーススタディ/OJT は、知識を習得するだけでなく、研修生の自信、空間計画に対する興味の上につながっている。

第5章 活動実施スケジュール

プロジェクト活動の実績を下表にまとめた。各年次開始時に立案した活動計画から遅れることなく、ほぼ予定どおりに活動を実行することができた。

表 5.1 活動実施スケジュール

Project Steps	2017					2018					2019													
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12
0. Output 0: The current situation of urban development management in Mamihauasa is identified																								
0-1 To assess capacity of staff in charge of urban development management																								
0-2 To analyze the current spatial plan/strategic plans for strategic area (Mamihauasa, the District)																								
0-3 To conduct urban basic research on current regional situation																								
0-4 To analyze current procedures, methods, manuals and guidelines and database management system related to urban development management																								
1. Output 1: The procedure of urban development management in UPTD (MAMIHUAASA), Prefecture, Municipality and Districts are formalized																								
1-1 To formulate procedure of formation and enactment of spatial plan/strategic spatial plan/strategic axes																								
1-2 To formulate procedure of urban development permission (draft)																								
1-3 To formulate data management system for urban development (draft)																								
1-4 To formulate procedure on coordination to formulate framework/systems of interregional projects																								
1-5 To socialize Presidential Regulation on Mamihauasa Spatial Plan																								
2. Output 2: Tools for urban development management are available																								
2-1 To formulate the manual for district/GSP and DSP formulation (draft)																								
2-2 To formulate spatial plan as a case study/OUT and identify the points to be improved in the manual (draft)																								
2-3 To formulate regulation on urban development permission (draft)																								
2-4 To examine proposals of urban development project based on the drafted regulation as a case study/OUT																								
2-5 To formulate data management system for urban development (draft)																								
2-6 To compile the collected data in the data management system (mock)																								
2-7 To apply the system (mock) for evaluation and OJT																								
2-8 To finalize the manual, regulation and data management system																								
3. Output 3: Training implementation system for urban development management is developed																								
3-1 To conduct training of trainers (staff of UPTD (MAMIHUAASA))																								
3-2 To formulate training curriculum / syllabus and training material for district level training																								
3-3 To implement the district-level training courses including the trial training																								
3-4 To improve and finalize the training system																								
4. Output 4: The coordination capacity of UPTD (MAMIHUAASA) to formulate implementation framework/strategies for the priority projects is developed																								
4-1 To identify the sector(s) for case studies in formulating framework/strategies for implementation (11 priority programs)																								
4-2 To conduct lectures on project management																								
4-3 To conduct case studies for learning paper coordinating system including coordination among district/province and central government																								
4-4 To identify the interregional areas for case study/OUT in formulating urban spatial plan (New Town and Go-Green Program)																								
4-5 To conduct lectures on urban development planning																								
4-6 To develop a detailed spatial plan (draft) as case study/OUT																								

第6章 プロジェクト投入実績

6.1 日本側投入

予定されていた投入は、予定通り実行された。

(1) 専門家派遣

プロジェクトチームは8名の専門家で構成されていた。下表に専門家派遣実績をまとめた。

表 6.1 専門家派遣実績

担当/名前/業務	派遣期間
<p>1. チーフアドバイザー／都市計画</p> <p>■ 渡辺昭文</p> <p><u>業務内容：</u></p> <ul style="list-style-type: none"> プロジェクト活動全体の総括・進捗管理 関連機関との調整・協議および対外折衝 プロジェクト全般の基本方針・内容・方法の検討 都市開発・管理に係る手続きの見直し及びMMDCB、市・県の業務内容（案）の作成 地域全体に裨益する事業の実施に向けたMMDCBの調整能力強化の活動実施 一般空間計画・詳細空間計画作成マニュアルの監修 開発許認可規定の監修 都市データ管理システムの監修 MMDCB職員（研修実施者）対象の研修の実施 研修カリキュラム、シラバス及び教材の監修 市・県職員を対象とした研修の実施 研修カリキュラム、シラバス、研修コース立ち上げの監修 	<p>第1年次：2009年3月～2010年2月 (226日間)</p> <ul style="list-style-type: none"> ● 2009年4月6日～2009年6月30日 ● 2009年7月14日～2009年6月30日 ● 2009年10月18日～2010年2月19日 <p>第2年次：2010年3月～2011年2月 (229日間)</p> <ul style="list-style-type: none"> ● 2010年3月29日～2010年6月19日 ● 2010年6月28日～2010年8月10日 ● 2010年10月12日～2010年12月27日 ● 2011年1月6日～2011年1月31日 <p>第3年次：2011年3月～2012年2月(250日)</p> <ul style="list-style-type: none"> ● 2011年3月30日～2011年7月17日 ● 2011年9月12日～2011年12月20日 ● 2012年1月10日～2012年2月18日
<p>2. 都市計画システム／手法1</p> <p>■ 朝倉 勇</p> <p><u>業務内容：</u></p> <ul style="list-style-type: none"> 現在のマミナサタ広域都市圏及び構成市・県の一般空間計画、詳細空間計画、戦略地域詳細空間計画の分析 現在の地域開発状況に関する基礎的な調査の実施 公共事業省による空間計画及び詳細空間計画策定手続きの分析 州、市・県の一般空間計画及び詳細空間計画策定手続きの分析 一般空間計画、詳細空間計画、戦略地域 	<p>第1年次：2009年3月～2010年2月 (135日間)</p> <ul style="list-style-type: none"> ● 2009年4月6日～2009年5月15日 ● 2009年8月1日～2009年8月29日 ● 2009年10月23日～2009年11月22日 ● 2010年1月8日～2010年2月1日 <p>第2年次：2010年3月～2011年2月 (99日間)</p> <ul style="list-style-type: none"> ● 2010年5月6日～2010年5月29日 ● 2010年7月5日～2010年8月3日 ● 2010年11月15日～2010年12月11日 ● 2011年1月6日～2011年1月23日

担当/名前/業務	派遣期間
<p>詳細空間計画の作成及び承認手続きの見直し</p> <ul style="list-style-type: none"> ● MMDCB、市・県の（新しい）業務内容（案）の作成、見直し ● 開発プロジェクトの計画作成に係る研修の実施 ● ケーススタディ通しての戦略地域詳細空間計画（案）の作成（OJT） ● 一般空間計画・詳細空間計画作成マニュアル（案）の作成 ● マニュアル（案）に基づく、OJTとしての一般空間計画・詳細空間計画の作成及びマニュアルの改善点の抽出、最終版作成 ● MMDCB 職員（研修実施者）対象の研修の企画・教材の作成及び研修の実施 	<p>第3年次：2011年3月～2012年2月 (51日間)</p> <ul style="list-style-type: none"> ● 2011年5月6日～2011年5月25日 ● 2011年11月1日～2011年12月1日
<p>3. 都市計画システム/手法2</p> <p>■ 橋本健一</p> <p>業務内容：</p> <ul style="list-style-type: none"> ● マミナサタ広域都市圏及びその他地域における開発許認可に関する規定の分析 ● 地域全体に裨益する事業の実施体制及び実施メカニズムを構築するための調整業務に係る手続きの見直し（ニュータウン事業、11優先事業） ● 開発許認可に係る手続きの見直し ● MMDCB、市・県の（新しい）業務内容（案）の作成、見直し ● 開発許認可規定（案）の作成 ● 規定（案）に基づく、開発許認可申請の審査（OJT）及び改善点の抽出、規定案の見直し、最終版作成 ● MMDCB 職員（研修実施者）対象の研修の企画・教材の作成及び研修の実施 	<p>第1年次：2009年3月～2010年2月 (50日間)</p> <ul style="list-style-type: none"> ● 2009年11月10日～2009年12月29日 <p>第2年次：2010年3月～2011年2月 (80日間)</p> <ul style="list-style-type: none"> ● 2010年4月10日～2010年5月9日 ● 2010年7月5日～2010年8月3日 ● 2011年1月6日～2011年1月25日 <p>第3年次：2011年3月～2012年2月 (81日間)</p> <ul style="list-style-type: none"> ● 2011年4月25日～2011年5月24日 ● 2011年9月26日～2011年10月21日 ● 2012年1月10日～2012年2月3日
<p>4. 研修計画</p> <p>■ 平沼 善朗（2009年3月～2010年2月）</p> <p>■ 藤田良彦（2010年3月～2011年2月）</p> <p>業務内容：</p> <ul style="list-style-type: none"> ● 都市開発・管理に係る職員の能力アセスメントの実施 ● MMDCB 職員（研修実施者）対象の研修（TOT）の企画・教材の作成及び研修の実施 ● 研修カリキュラム、シラバス及び教材の開発 ● 市・県職員を対象とした試行的な研修の 	<p>第1年次：2009年3月～2010年2月 (75日間)</p> <ul style="list-style-type: none"> ● 2009年5月1日～2009年5月30日 ● 2010年1月6日～2010年2月19日 <p>第2年次：2010年3月～2011年2月 (125日間)</p> <ul style="list-style-type: none"> ● 2010年4月19日～2010年6月11日 ● 2010年10月12日～2010年11月30日 ● 2011年1月10日～2011年1月30日 ● <p>第3年次：2011年3月～2012年2月 (75日間)</p> <ul style="list-style-type: none"> ● 2011年4月20日～2011年5月24日

担当/名前/業務	派遣期間
<p>実施</p> <ul style="list-style-type: none"> 研修カリキュラム、シラバス等の改善、並びに研修コースの立ち上げ 	<ul style="list-style-type: none"> 2011年11月15日～2011年12月24日
<p>5. データベース</p> <ul style="list-style-type: none"> ■ 森田 格(2009年5月～6月) ■ 後岡寿成(2009年11月～2011年11月) <p><u>業務内容:</u></p> <ul style="list-style-type: none"> マミナサタ広域都市圏及びその他地域の都市データ管理システムの現況の分析 都市データ管理に係る手続きの見直し MMDCB、市・県の(新しい)業務内容(案)の作成、見直し 都市データ管理システム(モデル)の開発 都市データ管理のための収集データの蓄積 都市データ管理システム(モデル)を活用したOJTとシステム(モデル)の改善点の抽出、改善及び最終版の作成 MMDCB職員(研修実施者)対象の研修の企画・教材の作成及び研修の実施 	<p>第1年次: 2009年3月～2010年2月 (80日間)</p> <ul style="list-style-type: none"> 2009年5月1日～2009年6月14日 2009年11月2日～2009年12月6日 <p>第2年次: 2010年3月～2011年2月1 (70日間)</p> <ul style="list-style-type: none"> 2010年5月10日～2010年6月8日 2010年7月4日～2010年7月23日 2010年11月15日～2010年12月4日 <p>第3年次: 2011年3月～2012年2月 (60日間)</p> <ul style="list-style-type: none"> 2011年5月9日～2011年6月7日 2011年10月17日～2011年11月15日
<p>6. 都市開発事業1(許認可、インフラ事業管理/制度)</p> <ul style="list-style-type: none"> ■ 岡田 卓也 <p><u>業務内容:</u></p> <ul style="list-style-type: none"> マミナサタ広域都市圏構成市・県をまたがる事業の実施体制及び実施メカニズムの分析(Go-Green, ニュータウン) 地域全体に裨益する事業の実施体制及び実施メカニズムを構築するための調整業務に係る手続きの見直し(Go-Green, ニュータウン) 事業実施のケーススタディを内容とする事業実施体制構築の際の関係機関間の調整業務に関する研修の実施(OJT)(Go-Green, ニュータウン) 開発プロジェクトの計画作成に係る研修の実施(Go-Green, ニュータウン) 	<p>第1年次: 2009年3月～2010年2月 (80日間)</p> <ul style="list-style-type: none"> 2009年5月23日～2009年7月11日 2009年11月18日～2009年12月17日 <p>第2年次: 2010年3月～2011年2月 (59日間)</p> <ul style="list-style-type: none"> 2010年5月13日～2010年6月11日 2010年8月2日～2010年8月6日 2010年11月9日～2010年12月2日 <p>第3年次: 2011年3月～2012年2月 (58日間)</p> <ul style="list-style-type: none"> 2011年4月27日～2011年5月26日 2011年11月15日～2011年12月12日
<p>7. 都市開発事業2(インフラ事業管理)</p> <ul style="list-style-type: none"> ■ ビジヤイ・ニクラ(2009年3月～2011年2月) ■ 佐藤秀樹(2011年6月～2011年11月) <p><u>業務内容:</u></p> <ul style="list-style-type: none"> マミナサタ広域都市圏構成市・県をまたがる事業の実施体制及び実施メカニズ 	<p>第1年次: 2009年3月～2010年2月 (90日間)</p> <ul style="list-style-type: none"> 2009年4月6日～2009年5月20日 2009年11月2日～2009年11月26日 2009年12月7日～2009年12月26日 <p>第2年次: 2010年3月～2011年2月 (55日間)</p>

担当/名前/業務	派遣期間
<ul style="list-style-type: none"> ム分析 地域全体に裨益する事業の実施体制及び実施メカニズムを構築するための調整業務に係る手続きの見直し(11 優先事業) 事業マネジメントに関する研修の実施 事業実施のケーススタディを内容とする事業実施体制構築の際の関係機関間の調整業務に関する研修の実施 (OJT) MMDCB 職員 (研修実施者) 対象の研修の企画・教材の作成及び研修の実施 ケーススタディとしての戦略地域詳細空間計画 (案) の作成 (OJT) 	<ul style="list-style-type: none"> 2010年5月10日～2010年6月3日 2010年11月22日～2010年12月21日 第3年次：2011年3月～2012年2月 (55日間) <ul style="list-style-type: none"> 2011年6月5日～2011年6月30日 2011年10月9日～2011年11月6日
8. 都市開発アドバイザー <ul style="list-style-type: none"> ■ 小泉肇 業務内容： <ul style="list-style-type: none"> プロジェクトの実施方針に係る提言 	第1年次：2009年3月～2010年2月 (10日間) <ul style="list-style-type: none"> 2009年8月9日～2009年8月18日 August 9, 2009~August 18, 2009

(2) 供与機材

南スラウェシ州に対しては、GIS用コンピューター3セット及びGISソフトウェア (ArcGIS) 1本が供与された。1市・3県に対してはGISソフトウェア (Arc View) を供与した。その他資機材については、下表にまとめた。

表 6.2 供与機材リスト

No	品目	モデル	数量	仕様	機材到着日・検収確認日	保管場所
1	Computer	HP Pavilion a66301	3	Intel ® Core™ 2 Duo 2,66 GHz HDD 300 GB, DDR2 2 GB, DVD/VCD-Writer	2009年 4月10日	UPTDMM 執務室
		HP w1707 LCD Monitor	2		2009年 4月10日	UPTDMM 執務室
		ASUS LS201 LCD Monitor	1		2009年 4月10日	UPTDMM 執務室
2	Printer and Copier Machine	Printer DPC 3055 DX	1	Color	2009年 4月12日	UPTDMM 執務室
		Canon iR2018N (Copier)	1	Black Only	2009年 4月12日	UPTDMM 執務室
3	Electronic	Air Conditioner (AC) Honshu	3		2009年 4月10日	UPTDMM 執務室
		Fax Machine	1	A4 Paper	2009年 4月12日	UPTDMM 執務室
4	Furniture	Table	21		2009年 4月12日	UPTDMM 執務室
		Chair	15		2009年	UPTDMM

No	品目	モデル	数量	仕様	機材到着 日・検収確認 日	保管場所
					4月12日	執務室
		Bookcase	15		2009年 4月12日	UPTDMM 執務室
5	Software	ArcGIS	1		JICA 事務所 購入	UPTDMM 執務室
		AutoCAD 2009	2		2009年 6月2日	UPTDMM 執務室
		ArcGIS Extension (Spatial Analyst)	1		2009年 6月1日	UPTDMM 執務室
		ArcView 9.3.1	4		2010年 2月9日	マカッサ ル市、マ ロス県、 ゴワ県、 タカラール 県
6	Others	BenQ MP512 Digital Projector	1		2009年 4月10日	UPTDMM 執務室
		UPS ICA	3		2010年 2月6日	UPTDMM 執務室

(3) 現地活動費

現地活動費は、第1年次（2009年度）は、12,397,000円、第2年次（2010年度）は、10,710,000円、第3年次（2011年度）は、12,951,000（見通し）となっており、ローカルコンサルタント雇用費、交通費、事務所経費、研修費、PR費などが含まれる。

6.2 インドネシア側投入

本プロジェクトに対するインドネシア側からの投入を示す。

(1) カウンターパート

プロジェクト開始当初は、マミナサタ開発の調整機関として州副知事を委員長とする MMDCB が本プロジェクトの C/P になったが、南スラウェシ州は 2009 年に州の機関として UPTD マミナサタ(Technical Implementation Unit for Mamminasata) (マミナサタ開発促進室) を設置し、C/P 体制を強化した（予算、人材、権限）。さらに、2011 年 3 月に、マミナサタ開発を担当する PU の機関 SNVT MM (Work Unit for MM) が州の空間計画局内に設置された。同機関は、市・県の空間計画策定の促進、大統領令に基づく中期インフラ整備計画 (RPIIJM) の作成、研修（キャパビル）を担当する機関であり、大統領令のソーシヤリゼーション、研修活動等を本プロジェクトと連携をとって実施しており、C/P の体制、PU との連携体制は当初の設置に比べ強化された。

カウンターパートとして、中央政府より6名、UPTD マミナサタ 15名及びMMDCB 14名、関係1市3県より各々3~4名配属された。

(2) 執務室

州空間計画・居住局の事務所内に、約100㎡のプロジェクト執務室が提供された。

(3) C/P 予算

州空間計画・居住局は、UPTD マミナサタの予算として、2010年度1,970百万ルピア、2011年度1,844百万ルピア、2012年度1,717百万ルピア（申請中）を配布した。関係市県は、プロジェクト活動参加に伴う人件費、出張費を各々負担した。

第7章 研修記録

7.1 概要

研修は、OJT と集合研修の2つのアプローチで実施した。マミナサタ広域都市圏管理における日常業務は OJT として実施し、目的、対象者、期間を設定した研修は集合研修として実施した。本章では集合研修を中心にまとめた。

7.2 TOT 実施

7.2.1 TOT の目的

TOT (Training of Trainers, トレーナー研修) を 2010 年 5 月 10 日から 6 月 4 日にかけて実施した。TOT は空間管理及び教育スキルに関する知識を得ることを目的としており、その詳細について下記に示す。

- (i) 空間管理に係る研修内容について適切で十分な知識を得ること。その内容としては i) 一般空間計画 ii) 詳細空間計画、iii) 規制及び許認可、iv) プロジェクトマネージメント及びモニタリングに関する技術的な知識を含む。
- (ii) 指導者としてのファシリテーション技術を身につけること。その内容としては i) コミュニケーション及びファシリテーション、ii) 研修計画、iii) 教材の作成を含む。

7.2.2 研修参加者

TOT 出席者の数は TOT の議題 (GSP、DSP、GIS、空間利用規制、プロジェクトモニタリング及びプロジェクト管理) によって異なる。TOT 実施に際しては、UPTD マミナサタから州空間計画局の他部署及び市・県を TOT に参加させたいとの依頼があり、予想を上回る数の参加者となった。当初、研修の参加者として UPTD マミナサタ及び MMDCB より 33 人を想定していたが、実際には 44 人と想定を上回った。下表にセクター毎の研修の参加者の予想数と実際の参加者数の比較を示す。

表 7.1 セクター毎の参加者数

No.	セクター	予想参加者数	申込者数	実際の参加者数
1.	プロジェクトモニタリング	6 人	9 人	11 人
2.	空間利用規制	5 人	5 人	7 人
3.	一般空間計画 (GSP)	6 人	7 人	5 人
4.	詳細空間計画 (DSP)	5 人	6 人	3 人
5.	プロジェクトマネージメント	5 人	5 人	4 人
6.	GIS	6 人	10 人	8 人
7.	全セクター出席者	-	-	6 人
	合計	33 人	42 人	44 人

注: UPTD マミナサタ責任者、UPTD マミナサタセクション責任者及び MMDCB の担当者 3 人は全セクションに出席した。

機関毎の TOT の参加者を下記に示す。

表 7.2 セクター毎の参加者数

No.	セクター	申込者数
1.	UPTD MM	12 人
2.	MMDCB (政府機関)	2 人
3.	MMDCB (非政府機関)	4 人
4.	州空間計画局	20 人
5.	州 (州 BAPPEDA, 州 Bina Marga その他)	6 人
	TOTAL	44 人

7.2.3 スケジュール及び内容

研修のスケジュール、開催場所、参加者、目的及び内容について下記に示す。

表 7.3 TOT スケジュール概要

日程・場所	参加者	目的	研修項目
第1週:5/10~5/12 (於 Hotel Quality)	・研修候補生約 30 名 (UPTD マミナサタ、MMDCB、州関連部局) ・市・県 約 10 名 ・PU 5 名	空間計画知識の習得・理解の向上	<ul style="list-style-type: none"> 講義による情報提供 (講師: JICA 専門家、公共事業省 (PU)、大学教授) 空間計画全般、一般空間計画 (GSP)、詳細空間計画 (DSP)、GIS、講師としての心構え
第2週:5/18~5/20 (於 JICA MFO 会議室、MMDCB 会議室、タカラール県、マロス県)	・研修候補生約 20 名 (GSP、DSP 担当)	ケーススタディによる理解の定着	<ul style="list-style-type: none"> 一般空間計画、詳細空間計画ケーススタディ (講師: JICA 専門家) マニュアルの活用 ケーススタディ結果の県への説明
第3週:5/25~5/27 (於 Hotel Horison)	・研修候補生約 20 名	空間計画知識の習得・理解の向上	<ul style="list-style-type: none"> 開発許認可・技術指針: 講義、ケーススタディ、マニュアル活用 (講師: JICA 専門家、MMDCB) プロジェクト管理: コミュニケーション、ファシリテーション (講師: CD プロジェクト) プロジェクトモニタリング: 講義、ケーススタディ (モニタリングシート見直し、モニタリング手順)
第4週:6/1~6/4 (於 Hotel Quality)	・研修候補生約 20 名	第1~3週で習得した知識の研修候補生への定着	<ul style="list-style-type: none"> TOT レビュー 研修計画案(シラバス)レビュー、改善 教材リスト作成 研修実施に向けたアクションプラン作成 (スケジュール) 成果発表 (研修計画、教材リスト、アクションプラン)

7.2.4 TOTの一環としてのセミナー開催

TOTの第1週（空間管理に関する講義）で提供する情報がUPTDマミナサタ及びMMDCB職員だけでなく、市・県や公共事業省等マミナサタのステークホルダーにとって有益なものであった。そのため、UPTDマミナサタの要望を受け、TOTとしてだけでなく、国際セミナーという形式で実施し参加をオープンにした。

このようにTOTの第1週の講義は国際セミナーとして、中央政府及び大学関係者を講師として招き、空間管理に関して政府職員の視野を広める重要な機会となった。第1週（2010年5月10日～12日）のオープニングセッション及び講義において、政府職員、講師、中央政府、州及び県の職員代表を含む77人が出席した。参加者内訳を下表に示す。

表 7.4 国際セミナー参加者

No.	参加者	人数	備考
1.	中央政府	7 人	
2.	州政府	11 人	
3.	マカッサル市	5 人	
4.	ゴワ県	2 人	
5.	タカラール県	3 人	
6.	マロス県	0 人	
7.	TOT 参加者	35 人	44 人の登録者の内
8.	その他	14 人	JICA 専門家を含む
	合計	77 人	

7.2.5 TOT 評価手法

TOTに関する参加者のパフォーマンスは下記の基準を基に評価した。

(1) 評価基準

- i. 目標設定と達成度の評価：自己評価の評価
- ii. 理解度の質問（TOT前、TOT後）評価：プラスであればOK
- iii. 課題ごとの理解度評価（テスト）：50%以上の正解率
- iv. 出席率：割り振られたコースの出席率：50%以上
- v. 主観評価：JICA 専門家評価、参加者自己評価、第三者評価
- vi. 総合評価：上記 i~v の評価に基づいた総合評価

このうち、修了証受け取りの条件としては、iii および iv を基準とする。

全体の評価では、講師候補者は(i) UPTDマミナサタ、(ii) MMDCB、(iii) 州空間計画局 (TARKIM)、iv) その他州政府職員の機関毎に分けて評価した。

(2) 修了証書授与の条件

修了証書は下記の条件に基づき授与された。

- 3種類の修了証（TOT修了証、TOT参加証、講義修了証）を用意する。

- 平均出席率：出席率（50%以上）をクリアしていない場合は、達成度評価、理解度テストの結果がよくても Certificate は出さない（代わりに参加証を授与）。
- 科目ごとの理解度テスト：正解率 50%以上

(3) 評価結果

- 研修生の平均出席率は、①UPTD マミナサター76.3%、②MMDCB 専門家74.4%、③州空間計画局44.2%、④空間計画局以外64.6%。もともとの対象としていた①および②については、通常業務と並行しての TOT 研修であったものの高い出席率となった。
- 科目ごとの理解度テストについても、テストを受けた 21 名中 19 名が 50%以上の正解率を記録した。
- 以上から、TOT 修了証を 18 名に、講義修了証を 29 名に授与した（重複あり）。TOT 参加証該当者はなし。
- 研修参加者に対する TOT 修了証授与率は、①UPTD マミナサター75.0%、②MMDCB66.7%、③州空間計画局10.5%、④空間計画局以外60.0%。全体では 41.9%。当初から対象と想定していた①および②からの参加者の高い修了率が記録されたことから、TOT 研修を通じて適切な講師候補者を選定するというスクリーニングの役割も果たされたといえる。州空間計画局はマミナサタ以外の業務も兼務していることから修了証授与率が低かったものと考えられる。

(4) TOT の成果

- TOT の成果は参加者によって作成された研修シラバス修正案、研修教材案及び研修準備に向けたアクションプランである。研修参加者は、修正研修計画（当初案は 2010 年 2 月作成）、トライアル研修で使用する研修教材のリスト及びトライアル研修に向けての段階を示すアクションプランを発表した。
- 時間的制約から、研修シラバス修正案及び研修教材案は完成しなかった為、TOT 参加者がトライアル訓練を実施する前にフォローアップの活動が必要であった。

7.3 TOT フォローアップ、ラップアップ

7.3.1 TOT フォローアップ・ラップアップの背景・目的

本フォローアップ・ラップアップは、10 月 21 日から 11 月 25 日の間に実施した。目的は以下の通りである。

- (i) 2010 年 5 月・6 月に開催された TOT (Training of Trainers, トレーナー研修) の成果を整理、
- (ii) 研修に向けた不足部分の補足、
- (iii) 市・県向け研修実施の準備、一応のまとめ。

フォローアップは、これまでの活動を踏まえた上で研修計画案（特にシラバス、教材）の見直し、改善を目的として実施した。TOT 研修参加者（州から 44 名）のう

ち、修了実績等を考慮し、UPTD マミナサタ、MMDCB、その他関連部局職員から市・県向けトレーナーを21名選抜し、TOTで定めた5つの教科グループごとに担当を決定し、講義、演習等を実施した（うち、GISグループ（5名）については別途OJTを実施中のため、本フォローアップはオブザーバー扱いとした）。

フォローアップ終了時にトレーナーから要請があり、実際に市・県向け研修を実施する前のリハーサルとしての模擬研修の演習、および追加情報の提供を目的として、3日間連続する集中的なラップアップ（まとめ・検証）を実施することとなった。PU職員および大学教授を講師に招き、講義および模擬研修演習に対する評価を行った。一部の講義等については、情報共有を目的として、トレーナー以外の州職員や市・県職員も参加した。

7.3.2 TOT フォローアップ・ラップアップ日程（実績）

TOT フォローアップ・ラップアップの日程、場所、参加者、目的、研修項目の概要は以下のとおり。

(i) フォローアップ

日程・場所	参加者	目的	研修項目
10/21 (於 JICAMFO 会議室)	トレーナー8名 (UPTD マミナサ タ、MMDCB、州 関連部局)	<ul style="list-style-type: none"> これまでの活動の確認 今後の活動方針の決定 	<ul style="list-style-type: none"> 既存の研修計画案、TOTにて作成したシラバス、教材等の確認 市・県向け研修に必要な教材等の確認、準備方針の決定
10/28 (於 JICAMFO 会議室)	トレーナー10名	<ul style="list-style-type: none"> 研修計画案の見直し(目的説明、作業実施) 	<ul style="list-style-type: none"> 研修計画案、特にシラバスの見直し、改訂(各教科グループ)
11/2 (於 JICAMFO 会議室)	トレーナー12名	<ul style="list-style-type: none"> 研修計画案の見直し(作業実施) 	<ul style="list-style-type: none"> シラバス、教材リストの改訂 スケジュール、予算の検討
11/9 (於 JICAMFO 会議室)	トレーナー8名	<ul style="list-style-type: none"> 研修計画案の見直し(作業実施) 	<ul style="list-style-type: none"> シラバスの改訂 リハーサルに向けた教材作成

(ii) ラップアップ（まとめ・検証）

日程・場所	参加者	目的	研修項目
11/23~11/25 (於 Clarion Hotel)	<ul style="list-style-type: none"> トレーナー9名 市・県約15名 (11/23, 25) 州関連部局約5名(11/24) 	<ul style="list-style-type: none"> 政令等に関する知識の補足 模擬研修の演習、評価 今後の活動方針の決定 	<ul style="list-style-type: none"> 本邦研修、日本の都市計画制度に関する補足情報提供(講師: JICA 専門家) 政令15に関する情報提供(講師: PU) トレーナーによる模擬研修演習、有識者(PU, 大学教授)による評価 上記評価の検討 市・県向け研修実施のための今後の活動方針・予定の決定

7.3.3 TOT フォローアップの成果

(1) 役割分担の明確化（トレーナー間、組織間）

教科グループごとの議論の結果、リーダー、講師、事務担当を、能力、熱意（研修参加率）、職制上の役割等に応じて指名することができ、各人の役割分担が明確となった。また、UPTD マミナサタ（研修講師、事務手続、予算担当）と MMDCB（主に研修講師）の間の役割分担についても合意が得られた。

(2) シラバス、教材等の見直し、改定

TOT において作成したシラバス、教材リストを見直し、改訂するための時間を設けることで、より実情に即した案を作成された。また、改訂は一度のみの作業ではなく、進捗に応じて何度も繰り返していくことが重要であることについてもトレーナー間で共有することができた。さらに、研修スケジュールや予算についても議論を交わし、トレーナーがその重要性・必要性を認識することができた。

7.3.4 TOT ラップアップの成果

(1) 市・県向け研修の位置づけ・目的の再確認

模擬研修の演習・評価を通じて、トレーナーが市・県向け研修の位置づけ・目的を再確認する契機となった。例えば、広報活動（Socialization）と研修（Training）の違いをトレーナーが認識し、Socialization にとどまらない Training を実施する必要性をトレーナー間で共有することとなった。この点、中央政府からの情報を市・県に伝達する Socialization については現状にておおむね対応可能と思われるが、演習等を含めた Training の実施についてはトレーナーの多くが不安を抱いており、能力・自信の向上のため、今後は教科グループごとに分かれての個別活動を主体とすることとした。

(2) 市・県向け研修実施に必要な追加情報の提供

JICA 専門家を講師とし、2010年9月～10月に行われた本邦研修や日本の都市計画制度に関する追加情報を提供した。また、PU から講師を招き、2010年政令15号に関する情報提供、議論の機会を設けた。これらによって、トレーナー（およびオブザーバーとして参加した他の州・市・県関係者）の理解を深めることとなった。特に、2010年政令15号については、トレーナーが寄せた質問から判断すると、政令の内容自体はトレーナーの多くが既におおむね把握していた。トレーナーの意向次第ではあるが、今後、2010年政令15号の矛盾点や運用上の詳細につき、再度PU からまとまった講義・情報提供を受ける必要性は薄いと思われた（PU も政令に矛盾があることを認め、また、運用上の詳細について確たる回答を有していないと想定されるため）。

7.4 市・県に対する研修（試行的研修）

7.4.1 背景・目的

本試行的研修は、実際に市・県に赴き市・県職員に向けた研修を行い、改善点を探ることを目的として、2011年1月から2011年5月にかけて、市・県において実施した。

これまでの活動を踏まえ、トレーナー間の役割分担を行い、各教科グループの活動を統括する「リーダー (leader)」、研修を行う「講師 (lecturer)」および手続やロジスティックスを担当する「事務担当 (administration)」を教科グループごとに決定した。各教科グループにおいて、講師が中心となってシラバスに基づき教材を作成・改訂し、3つの教科グループで、市・県職員を対象に研修を行った。

7.4.2 研修日程（実績）

市・県向け研修の日程、場所、参加者、目的、研修項目の概要は以下のとおり。

表 7.5 試行的研修実績

日程・場所	参加者	目的	研修項目
1/14 (於 タカラール県 BAPEDA 会議室)	<ul style="list-style-type: none"> • トレーナー4名 • (UPTD マミナサタ、MMDCB) • タカラール県職員 14名 	<ul style="list-style-type: none"> • 州職員講師による研修実施 • 県職員に対する情報提供・TOTフォローアップ 	<ul style="list-style-type: none"> • 空間計画の概要に関する講義
1/18 (於 タカラール県 BAPEDA 会議室)	<ul style="list-style-type: none"> • トレーナー5名 • (UPTD マミナサタ、MMDCB) • タカラール県職員 19名 	<ul style="list-style-type: none"> • 州職員講師による研修実施 • 県職員に対する情報提供・TOTフォローアップ 	<ul style="list-style-type: none"> • 詳細空間計画および許認可制度に関する講義・ケーススタディ
4/12 (於 マロス県)	<ul style="list-style-type: none"> • トレーナー6名 (UPTD マミナサタ、MMDCB) • マロス県職員 37名 	<ul style="list-style-type: none"> • 州職員講師による研修実施 	<ul style="list-style-type: none"> • 一般空間計画に関する講義・ケーススタディ • 詳細空間計画に関する講義 • 許認可制度に関する講義・ケーススタディ • 11 優先事業に関する講義
4/14 (於 ゴワ県)	<ul style="list-style-type: none"> • トレーナー6名 (UPTD マミナサタ、MMDCB) • ゴワ県職員 35名 	<ul style="list-style-type: none"> • 州職員講師による研修実施 	<ul style="list-style-type: none"> • 一般空間計画に関する講義・ケーススタディ • 詳細空間計画に関する講義 • 許認可制度に関する講義・ケーススタディ • 11 優先事業に関する講義
5/18-19 (於 マカッサル市)	<ul style="list-style-type: none"> • トレーナー7名 (UPTD マミナサタ、MMDCB) • マカッサル市職員 20名 	<ul style="list-style-type: none"> • 州職員講師による研修実施 	<ul style="list-style-type: none"> • 空間計画の概要に関する講義 • 一般空間計画に関する講義 • 11 優先事業に関する講義 • 詳細空間計画に関する講義 • 許認可制度に関する講義・ケーススタディ

以下に研修の担当者リスト（UPTD マミナサタ, MMDCB）をまとめた。基本的にシラバスに示されている役割分担に沿ってアサインされた。

表 7.6 研修担当者リスト

No	Name	Syllabus Topic	Position/Institution
Training in Takalar District (January 14 & 18, 2011)			
Trainers			
1	Ir. Sri Wedary Harahap	Implementation of Spatial Management	MMDCB Resource Person
2	Drs. H. Muchlis Syarief, MS	Detail Spatial Plan Formulation	MMDCB Resource Person
3	Drs. H. M. Nasir, DK	Land Development Permission	MMDCB Resource Person
4	Yosep Sulle, SIP, M.Si	Moderator	Head of Monitoring and Controlling, UPTD Mamminasata
Administration			
1	Irmah Yuniwanty, ST		Staff of Administration Sub-Division UPTD Mamminasata
Training in Maros District (March 3, 2011)			
Trainers			
1	A. Yurnita, ST, M.Si	General Spatial Plan Formulation	Head of Information and Implementation Section, UPTD Mamminasata
2	Drs. H. Muchlis Syarief, MS	Detail Spatial Plan Formulation	MMDCB Resource Person
3	Ir. M. Syafruddin Hamrun, M.Si	Spatial Utilization Permission	Head of UPTD Local Resources, Dinas Spatial Planning/ MMDCB
4	Drs. H. M. Nasir, DK	Land Development Permission	MMDCB Resource Person
5	Ir. H. M. Ghazali Djakaria, M.Si	Management of 11 Priority Programs of Mamminasata	Head of Administration Sub-Division, UPTD Mamminasata
6	Yosep Sulle, SIP, M.Si	Moderator	Head of Monitoring and Controlling, UPTD Mamminasata
Administration			
1	Irmah Yuniwanty, ST		Staff of Administration Sub-Division UPTD Mamminasata
Others			
1	A. Mirza Azilia Wahiduddin, ST		Staff of Information and Implementation Section, UPTD Mamminasata
2	Karmila Arman, ST		Staff of UPTD Mamminasata
3	Asirah Massinai, ST		Staff of Dinas Bina Marga
4	Andi Nurhaedah, ST		Staff of Dinas Bina Marga
Training in Gowa District (April 14, 2011)			
Trainers			
1	A. Yurnita, ST, M.Si	General Spatial Plan Formulation	Head of Information and Implementation Section, UPTD Mamminasata
2	Drs. H. Muchlis Syarief, MS	Detail Spatial Plan Formulation	MMDCB Resource Person
3	Ir. M. Syafruddin	Spatial Utilization Permission	Head of UPTD Local Resources,

No	Name	Syllabus Topic	Position/Institution
	Hamrun, M.Si		Dinas Spatial Planning/ MMDCB
4	Drs. H. M. Nasir, DK	Land Development Permission	MMDCB Resource Person
5	Yosep Sulle, SIP, M.Si	Management of 11 Priority Programs of Mamminasata	Head of Monitoring and Controlling, UPTD Mamminasata
6	Ir. H. M. Ghazali Djakarta, M.Si	Moderator	Head of Administration Sub-Division, UPTD Mamminasata
Administration			
1	Irmah Yuniwenty, ST		Staff of Administration Sub-Division UPTD Mamminasata
Others			
1	A. Mirza Azilia Wahiduddin, ST		Staff of Information and Implementation Section, UPTD Mamminasata
2	Karmila Arman, ST		Staff of UPTD Mamminasata
3	Asirah Massinai, ST		Staff of Dinas Bina Marga
4	Andi Nurhaedah, ST		Staff of Dinas Bina Marga
Training in Makassar City (May 18&19, 2011)			
Trainers			
1	Ir. Sri Wedary Harahap	Implementation of Spatial Management	MMDCB Resource Person
2	A. Yurnita, ST, M.Si	General Spatial Plan Formulation	Head of Information and Implementation Section, UPTD Mamminasata
3	Drs. H. Muchlis Syarif, MS	Detail Spatial Plan Formulation	MMDCB Resource Person
4	Ir. M. Syafruddin Hamrun, M.Si	Spatial Utilization Permission	Head of UPTD Local Resources, Dinas Spatial Planning/ MMDCB
5	Drs. H. M. Nasir, DK	Land Development Permission	MMDCB Resource Person
6	Ir. Zulkarnain Kitta, M.Si	Management of 11 Priority Programs of Mamminasata	Head of UPTD Mamminasata, Dinas Spatial Planning
7	Ir. M. Syarif Sarebong, M.Si	Moderator	Head of Spatial Utilization Section, Dinas Spatial Planning
Administration			
1	Irmah Yuniwenty, ST		Staf Sub-Bagian Administrasi UPTD Mamminasata
Others			
1	A. Mirza Azilia Wahiduddin, ST		Staff of Information and Implementation Section, UPTD Mamminasata
2	Karmila Arman, ST		Staff of UPTD Mamminasata
3	Asirah Massinai, ST		Staff of Dinas Bina Marga
4	Andi Nurhaedah, ST		Staff of Dinas Bina Marga

7.4.3 検討会

マミナスア3県（マロス県、ゴワ県、タカラル県）で実施した研修を踏まえ、実施した市・県向け研修の評価、課題の検討、次回研修に向けての改善方法の検討を目的とした検討会を実施した（4月28日、29日）。レビューでのポイントは以下の通り。

- 研修時間配分：講義・ケーススタディ、質疑応答、休憩時間
- 研修内容：講師のスキル、教材
- 事務方の役割分担：研修準備、研修会場での役割（市・県との交渉、会場設営、資料配布）
- モデレーター研修：モデレーターの役割（do and don't）、質疑応答対応

技術面についての理解は深まっているが、モデレータースキルについては課題があったため、モデレーター研修を検討会最終日に行った。

7.4.4 成果

3つの教科グループにおいて、講師、事務担当がそれぞれの役割を担い、市・県向け研修を実施することができた。教材の準備段階においては、講師が研修参加者（県職員）にとっての分かりやすさを意識して教材を作成することができた。また、TOT フォローアップにおけるコンセンサスに従い、UPTD マミナサタの事務部門（Administration Sub-division）から事務担当1名が指名され、JICA チームとともに研修実施にかかる事務手続きを行うことにより、その一端を実地に学ぶことができた。

研修の実施に際しては、研修参加者の反応も概ね好意的であり、「通常業務との関連があり役に立った」、「分かりやすい教材であった」、「講師が適切に質問に答えていた」等のコメントがあった。貴重な実践の機会を得るとともに、講師の自信を高めることにもつながった。

(1) 研修実施体制

シラバスを基に実施した研修を通してUPTD マミナサタ/MMDCBの講師や事務などの役割分担、研修手順を明確にした。

5つの教科グループにおいて、トレーナーがそれぞれの役割（モデレーター、講師、事務担当）を担い、市・県向け研修を実施し、トレーナーが実地に学び経験を積むことができた。特に、研修レビューにおける議論の結果を踏まえて行われたマカッサル市における研修では、講師の講義・ケーススタディの進め方、ファシリテーション、教材等に明確な改善が見られた。

表 7.7 に研修の成果を示す。

表 7.7 研修成果概要

分野	成果
空間計画技術	<ul style="list-style-type: none"> • 基本的に空間計画に関する知識は習得している（自分の言葉で説明している、マニュアルの内容が説明できるようになった）。 • 研修結果に基づいて関連マニュアルの改善を行った（研修で理解が難しかった開発許可について説明を加えるなど）。 • 教材：パワーポイントなどがわかりやすくまとめられている（大きい文字、少ない文章など）。対象県に応じて内容を変えている（対象県の空間計画をつかった説明など）。 • ケーススタディ：説明がわかりやすくなった。研修生とのコミュニケーションが改善された、教材が改善された（十分に準備されている、拡大した説明資料の利用など）。
研修スキル	<ul style="list-style-type: none"> • 説明の改善：説明がわかりやすくなった。研修生とのコミュニケーションが改善された（双方向のコミュニケーション）。 • モデレーター：研修説明、時間配分、質疑応答の対応については改善の余地がある。 • 研修事務：会場確保、資料配布タイミングについては改善の余地がある（フィードバックシートを講義中に配布するなど）。

(2) 研修実施計画案の見直し、改訂

上記市・県向け研修の結果を踏まえ、研修実施計画案の見直し、改訂を行うとともにマニュアルのレイアウトを変更し、研修実施マニュアルとしてまとめた。

7.5 本邦研修

7.5.1 研修の目的

- 日本における都市計画の仕組み及び都市開発事業の現場視察・関係機関との協議により、都市開発管理の理解を高める。
- 都市開発管理における技術面を対象に、これまで行ってきた技プロ活動（広域都市圏開発管理における役割分担、事業実施支援、ツール作成、TOT、その他技術指導）の補完的活動と位置づけて実施し、都市開発能力技術の理解を高める。
 - 都市計画制度：用途地域規制（誘導、規制）の実施
 - 事業実施：新都市開発(大規模開発)、緑地整備・保全、都市開発事業手法、事業実施における関係機関の役割
- インドネシア国内で実施した活動にもとづいて、日本でその実践の現場視察、関係機関・者との協議を行うことにより、これまで実施した活動の理解を深める。

7.5.2 研修内容

(1) 研修目的と概要

マミナサタ開発管理に係る分野（都市計画制度、開発許認可、都市開発事業、開発組織、制度等）について日本での制度、経験を現場で紹介することを目的とした研修を行った。

(2) 研修方法

現場視察、関係機関との協議、マミナサタへの適応協議

(3) 研修内容

表 7.8 研修内容

分野	目的	研修内容	研修先
1 都市計画制度	都市計画の仕組み、特に実施についての研修を行い、マミナサタ計画実施の仕組みづくりの参考とする。	<ul style="list-style-type: none"> ● 広域都市圏管理 ● 用途地域による開発規制 ● 開発許可制度：技術面、関係機関権限、罰則規定、優遇措置 	<ul style="list-style-type: none"> ● 愛知県、鎌倉市（緑の基本計画との関連） ● 玉野総合コンサルタント <ul style="list-style-type: none"> ➢ 土地区画整理事業：関係機関の役割、事業の進め方 ➢ 現場：東海市
2 ニュータウン開発	ニュータウン開発における組織、関係機関の役割分担、技術的検討、必要制度を習得することにより、ニュータウン開発の促進に寄与する。	<ul style="list-style-type: none"> ● 実施組織と関係機関の役割分担 ● ニュータウン開発の流れ ● 技術面：道路、砂防など 	<ul style="list-style-type: none"> ● 独立行政法人都市再生機構 <ul style="list-style-type: none"> ➢ 独立行政法人都市再生機構の組織概要 ➢ ニュータウン開発 ➢ ニュータウン現場：ニュータウンの進め方、関連機関の役割分担 ● 国際文化公園都市（大阪府茨木土木事務所彩都工区、UR 都市再生機構西日本支社） <ul style="list-style-type: none"> ➢ 現場視察、UR と大阪府の役割分担 ➢ インフラ整備：調整池、砂防、モノレール、道路
3 公園・緑地整備	自治体作成の「みどりの基本計画」の概要及びその実施についての知識を習得することにより、Go-Green Program の実施の促進に寄与する。	<ul style="list-style-type: none"> ● 公園・緑地の体系整備手法：行政による公園整備、民間参加・コントロール、住民参加 	<ul style="list-style-type: none"> ● 鎌倉市：緑の基本計画作成とその実現方法

(4) 研修工程

表 7.9 研修工程

日順	月日	曜日	宿泊	午前	午後
1	9月26日	日			・ マカッサル-ジャカルタ-成田
2	9月27日	月	東京	・ 成田着 ・ 研修センター着	・ オリエンテーション：研修説明、日程、その他（JICA 東京研修センター）
3	9月28日	火	東京	・ UR 都市再生機構本社（横浜市）：MM21	・ 港北 NT（UR 東日本支社）：UR 組織、港北 NT
4	9月29日	水	東京	・ 鎌倉市景観部都市景観課：緑地保全、景観	・ 鎌倉市現場：緑地保全、宅地開発、景観
5	9月30日	木	大阪	・ 移動（大阪）	・ 国際文化公園都市説明・現場（大阪府茨木土木事務所）（JICA 大阪センター）
6	10月1日	金	大阪	・ 国際文化公園都市現場説明・視察：UR 都市再生機構西日本支社	・ 東京へ移動（夕方）：副知事、他1名
7	10月2日	土	大阪	・ 休日	・ 成田発（ジャカルタ）：副知事、他1名（Mr. Hasbul）
8	10月3日	日	名古屋	・ 休日 ・ 移動（名古屋市）	・ 休日
9	10月4日	月	名古屋	・ 玉野総合コンサルタンツ：都市開発事業	・ 区画整理事業現場：東海市
10	10月5日	火	東京	・ 愛知県建設部都市計画課（都市計画、開発許認可）	・ 東京へ移動（夕方）
11	10月6日	水	東京	・ 大崎エリアマネジメント：都市施設管理	・ 報告書作成
12	10月7日	木	東京	・ 研修報告会	・ 研修評価会
13	10月8日	金		・ 成田発（ジャカルタ）	・ 移動（マカッサル）

7.5.3 研修参加者

表 7.10 研修員リスト

No	名前	組織	研修期間
1	Ir. H. Agus Arifin Nu'mang, M. Sc	Vice Governor of South Sulawesi as Chairman of MMDCB（南スラウェシ州副知事）	1 week
2	Ir. Hj. Sumi Heriza Sikki, M.Si	Secretary of Dinas Spatial Planning and Settlements （州空間計画局総務部）	2 weeks
3	Ir. Zulkarnain Kitta, M.Si	Head of UPTD Mamminasata（マミナサタ技術室長）	2 weeks
4	Ir. A. Hasbul, MT	Head of PLP Water Supply Division, Dinas Spatial Planning and Settlements（州空間計画局水道部）	1 week
5	Yosep Sulle, S.Sos, M.Si	Section Head, UPTD Mamminasata （マミナサタ技術室セクションヘッド）	2 weeks
6	Ir. Andi Yurnita, M.Si	Section Head, UPTD Mamminasata （マミナサタ技術室セクションヘッド）	2 weeks

No	名前	組織	研修期間
7	Ir. Sri Wedary Harahap	Resource person, BKSPMM, Non PNS (マミナサタ広域都市圏開発協力委員会 民間、空間計画局 OB)	2 weeks
8	Ir. Syafruddin Hamrun, M.Si.	Members, BKSPMM, PNS (マミナサタ広域都市圏開発協力委員会、空間計画局)	2 weeks
9	Ariany Rofaidah, ST, M.Si	Head of Spatial Planning & Settlement Sub-division, BAPPEDA, South Sulawesi Province (州地域開発企画庁)	2 weeks
10	Ir. Abdul Salam, M.Si.	Head of Physical and Infrastructure Division of BAPPEDA of Maros District (マロス県地域開発企画庁)	2 weeks
11	Ir. H. Mahmuddin, M.Si., MH	Head of Physical and Infrastructure Division of Dinas Public Works, Gowa District (ゴワ県公共事業局)	2 weeks
12	Ir. Nirwan Nasrullah, M.Si.	Head of BAPPEDA of Takalar District (タカラル県地域開発企画庁)	2 weeks
13	Ir. Daldaria Hanoem, MSc.	Head of Section of Urban Management Plan, Directorate of Urban area Dir. General Of Spatial Planning Ministry of Public Works (公共事業省空間計画総局都市開発局)	2 weeks

7.5.4 研修成果の活用

(i) 研修で得られた成果について

研修評価会の発表を聞くと、研修の目的としていた日本での都市計画・都市開発の経験を学ぶということでは、概ね成果を得たと考える。特に、鎌倉市での住民を交えた緑地保全の取り組みや、官民での都市環境整備の取り組みなど（大崎エリアマネジメント）は、感銘を受けていたようである。また、技術面だけでなく、日本の街を見たり、日本人と交流することにより、日本の文化（住民の意識の高さ、勤勉さ）などについても学んだ。その他の成果を以下に示す。

- 土地利用、用途地域、開発許認可の仕組みと関係機関の役割分担。
- 緑地計画：住民参加、環境に関する教育の重要性、民間との交渉。
- ニュータウン開発：役割分担の明確化、予算分担の明確化。

(ii) 成果の活用方法について

国別研修目的のひとつとして、研修結果を踏まえた「マミナサタへの適用」があげられている。研修評価会及びマカッサルでの研修報告会（10月22日）で、マミナサタ空間計画実現における、関係機関の役割（UPTD マミナサタの役割、MMDCBの役割）、技術面（制度、ニュータウン開発、緑地）についての提案があった。これら提案を踏まえて技プロ活動を行った。

第 8 章 JCC、SC、セミナー記録

8.1 JCC (合同調整委員会)

JCC は 1 年 1 回程度開催し、プロジェクト活動などについて協議した。下表に JCC を整理した。

表 8.1 JCC リスト

回	月・日	議題	参加者	出席者数
第 1 回 JCC	2009 年 8 月 28 日	<ul style="list-style-type: none"> Step 1 活動結果説明及び Step 2 活動計画確認 	<ul style="list-style-type: none"> DG of Spatial Planning MPW Sec. DG of SP MPW Directors of Region I, III and IV SP MPW Dir. of Reg Dev. BAPPENAS Governor of South Sulawesi Province Head of MMDCB Secretariat Head, Technical Unit MMDCB JICA MFO JICA Expert MPW JICA Project Team 	16 人
第 2 回 JCC	2010 年 8 月 2 日	<ul style="list-style-type: none"> 2009 年 9 月から 2010 年 7 月までの活動報告 プロジェクト後半活動確認 優先事業調整システム協議 	<ul style="list-style-type: none"> Director of Urban Area DG of Spatial Management MPW Head of Technical Unit MMDCB UPTD MM MMDCB Members JICA Project Team 	17 人
第 3 回 JCC	2011 年 1 月 26 日	<ul style="list-style-type: none"> 2010 年 9 月から 2011 年 1 月までの活動報告 中間レビューを受けた修正 PDM の承認 	<ul style="list-style-type: none"> Director of Urban Area, DG of Spatial Management MPW Head of Sub Directorate DG Cipta Karya MPW DG of Water Resources Management UPTD MM MMDCB Members JICA MFO JICA Project Team 	21 人
第 4 回 JCC (セミナーと同時開催)	2011 年 2 月 2 日	<ul style="list-style-type: none"> プロジェクト成果・活動報告 マミナサタにおける都市開発管理システムの紹介 <p>参加者：JCC 10 名、MMDCB 10 名、他広域都市圏 19 名、中央政府 53 名、日本側 5 名、プロジェクト 6 名)</p>	<ul style="list-style-type: none"> JCC members (PU, BAPPENAS) Representative of 6 urban areas UPTD MM MMDCB Members Embassy of Japan JICA JICA Project Team 	103 人

8.2 SC (ステアリングコミッティ)

ステアリングコミッティは、プロジェクトの節目に開催し、活動報告や今後の活動について協議した。必要に応じてステアリングコミッティは MMDCB 会議と同時期に開催し、マミナサタ関連事項についても議題し、これら議題に対して JICA 専門家がアドバイスをした。以下にステアリングコミッティの実績を示す。

表 8.2 SC リスト

回	月・日	議題	参加者	出席者数
第 1 回 SC	2009 年 4月 27 日	<ul style="list-style-type: none"> プロジェクト概要説明 (背景、目標、成果) 日本の都市計画説明 	<ul style="list-style-type: none"> Sub-dir. Spatial Planning Guidance Reg. III MPW MMDCB members including Related Dinas in Province Bappeda and Related Dinas in Districts/city JICA MFO JICA Project Team 	46 人
第 2 回 SC	2009 年 8月 21 日	<ul style="list-style-type: none"> Step 1 活動結果説明及び Step 2 活動計画確認 優先事業確認 日本のニュータウン事例紹介 	<ul style="list-style-type: none"> Sub-Dir. Spatial Planning Guidance Reg. III MPW Head of MMDCB Secretariat Steering Committee Members MMDCB Technical Unit JICA MFO JICA Project team 	34 人
第 3 回 SC	2010 年 2月 10 日	<ul style="list-style-type: none"> 2009 年 9 月から 2010 年 2 月までの活動報告 	<ul style="list-style-type: none"> MMDCB members including related Dinas in Prov. Bappeda and Related Dinas in District/City Steering Committee Members JICA MFO JICA Project Team 	31 人
第 4 回 SC	2010 年 7月 29 日	<ul style="list-style-type: none"> 2010 年 3 月から 2010 年 7 月までの活動報告 	<ul style="list-style-type: none"> Chairman of MMDCB Director of Urban Area DG of Spatial Management MPW MMDCB members including related Dinas in Prov. Bappeda and related Dinas in District/City Steering Committee Members JICA MFO JICA Project Team 	45 人
第 5 回 SC	2011 年 1月 24 日	<ul style="list-style-type: none"> 中間レビュー結果報告 2010 年 9 月から 2011 年 1 月までの活動確認 2011 年以降活動確認 	<ul style="list-style-type: none"> Chairman of MMDCB MMDCB members including related Dinas in Prov. Bappeda and related Dinas in District/City Steering Committee Members JICA MFO JICA Project Team 	36 人

回	月・日	議題	参加者	出席者数
第 6 回 SC	2012 年 1 月 27 日	<ul style="list-style-type: none"> プロジェクト成果報告 終了時評価結果報告 マミナサタ都市開発管理システム（マニュアル）説明 	<ul style="list-style-type: none"> Chairman of MMDCB MMDCB members including related Dinas in Prov. Bappeda and related Dinas in District/City Steering Committee Members JICA MFO JICA Project Team 	51 人 (SC) 61 人（セミナー）

8.3 セミナー

プロジェクト終了時に、プロジェクトの成果（都市開発管理ツール）及び広域都市圏管理体制を関係機関に紹介することを目的としてマカッサルとジャカルタでセミナーを開催した。以下にセミナー概要を示す。

表 8.3 セミナー（マカッサル）

日時	2012 年 1 月 27 日
参加者	61 名：SC メンバー、南スラウェシ州、マカッサル市、マロス県、ゴワ県、タカラール県の空間計画担当者、JICA
目的	MMDCB を対象とした都市開発管理ツール（マニュアル）の説明：空間計画策定、開発許認可、都市開発事業管理、研修、GIS データベースシステム
説明	<ul style="list-style-type: none"> プロジェクトの成果（都市開発管理ツール）をベースにマミナサタ関係機関が都市開発を進めていくため、都市開発管理ツールとマニュアルの説明をした。 プロジェクトを通して作成したマニュアル資料として配布した。

表 8.4 セミナー（ジャカルタ）

日時	2012 年 2 月 2 日
参加者	103 名：JCC メンバー、公共事業省、7 広域都市圏代表、大使館、JICA
目的	公共事業省及び 7 つの広域都市圏の空間計画担当者を対象にしたマミナサタでの都市開発管理の説明：広域都市圏管理・調整組織（MMDCB、UPTD マミナサタ）空間計画策定、開発許認可、都市開発事業管理、研修、GIS データベース
説明	<ul style="list-style-type: none"> 公共事業省は、マミナサタは組織・制度面で他地域と比較して整備されていると認識しているため、他広域都市圏に対してマミナサタでの試みを普及することを目的とし、プロジェクト関係者だけでなく、他広域都市圏を対象にセミナーを実施した。 特にマミナサタ広域都市圏管理の組織体制・活動及び開発許認可について説明した。 プロジェクトを通して作成したマニュアル資料として配布した。

添付資料

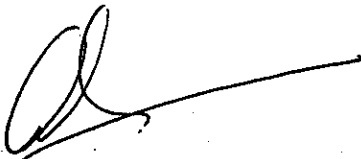
(1) JCC 議事録

MINUTES OF MEETING
ON
JOINT COORDINATING COMMITTEE MEETING FOR
TECHNICAL COOPERATION PROJECT FOR
ENHANCEMENT OF URBAN DEVELOPMENT MANAGEMENT
IN THE MAMMINASATA MEROPOLITAN AREA

Members of Joint Coordinating Committee on Technical Cooperation Project for Enhancement of Urban Development Management in the Mamminasata Metropolitan Area had an intensive discussion on Progress Report of Project in August 28, 2009.

As a result of the discussions, members of Joint Coordinating Committee agreed on the contents of Progress Report. For reference, record of meeting is attached hereto.

Makassar, August 28, 2009



AKIFUMI WATANABE

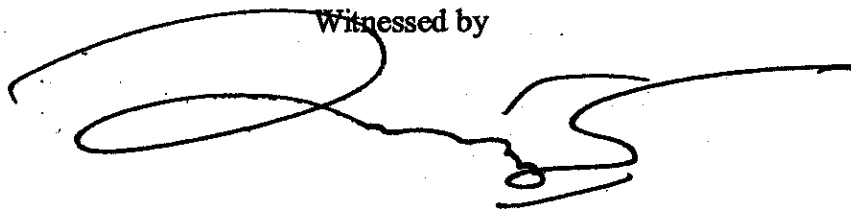
Chief Advisor / Urban Planning,
Technical Cooperation Project for
Enhancement of Urban Development
Management in the Mamminasata
Metropolitan Area (JICA)



**IR. IMAM SANTOSO ERNAWI, MCM,
MSc.**

Chairperson of Joint Coordinating Committee
Director of Directorate General of Spatial
Management Ministry of Public Works

Witnessed by



DR. H. SYAHRUL YASIN LIMPO SH, MH
Governor of South Sulawesi Province

Meeting Record

Subject : 1st Joint Coordinating Committee (JCC) Meeting
Date : August 28, 2009
Time : 09.00 a.m. – 11.50 a.m.
Place : Director General of Spatial Planning Meeting Room Department of Public Works Jkt
Attendants : 16 persons (as per listed)

This Joint Coordinating Committee (JCC) Meeting is the first JCC meeting held during Project Period. Meeting is chaired by Director General of Spatial Management, DPW and attended by Governor of South Sulawesi, Directors of Spatial Management of Regions, JCC members from DPW, Bappenas and MMDCB South Sulawesi Province.

1. Introduction by Director of Spatial Management Region III (Ir. W. Bintarto Soebianto, M.Sc)

Director of Spatial Management Region III opened the JCC meeting, welcoming Governor of South Sulawesi province and other participants and explained the objective of meeting to monitor the Progress of JICA Technical Cooperation Project Enhancement of Urban Development Management in the Mamminasata Metropolitan Area

2. Opening and greeting by Director General of Spatial Management (Ir. Imam Santoso Ernawi, MCM, M.Sc) as chairman of meeting

3. Speech from Governor of South Sulawesi Province (DR. H. Syahrul Yasin Limpo SH,MH)

Governor expressed his gratitude for the opportunity to participate in the meeting because Governor himself followed the development of Mamminasata concept and during his position as Vice Governor he intensively led MMDCB. He pointed out 5 issues:

- a. MMDCB Organization was established in year of 2003
- b. Mamminasata spatial plan concept is available
- c. Legal aspect in local level such Perda Mamminasata was realized in 2003, now Presidential Decree is main issue.
- d. Budget and Project. Province and Districts already allocated budget for Mamminasata, but available budget was very limited, Province needs support from Central Government to realize Mamminasata
- e. Community and local government support and participation is also encouraged by active involvement of stakeholders in many discussions regarding MMDCB.

Mamminasata Plan is academically proved and also socially accepted by residents and local governments. At present several programs are running better and smoothly under

Mamminasata umbrella, for example Go-Green Program, transportation and relocation of bus terminals are done without any complains from stakeholders

4. Directives from Director General of Spatial Management (Ir. Imam Santoso Ernawi, MCM, MSc)

Director General expressed his appreciation to the special attention of Governor in development of Mamminasata. He raised several issues:

- a. Mamminasata has an environmentally-friendly concept. MMDCB needs to explore the uniqueness of Mamminasata and show it in plan formulation and implementation stage.
- b. For that reason implementation of Go-green Program must be elaborated into detailed implementation schedule.
- c. Sustainable urban development is also one of the important points in Spatial Management. Metropolitan Area is an area consists of several districts or cities. Coordination capacity as part of management capacity is become an important issue. For these reasons the most important issue is the management capacity of staffs because Spatial Management covers spatial plan, utilization and control. Accomplishment of physical implementation is mostly depends on the management capacity. We have experienced in the implementation of Jabodetabek-Punjur Metropolitan Area some of programs faced difficulties, due to the unadequate management capacity of their local coordinatory board. JICA program in supporting the enhancement of management capacity is a big support for the sustainability of urban development.
- d. MMDCB is responsible in managing and providing 5 years integrated plan. If this plan is available, all sectors will find it easier to allocate fund and support for implementation of Mamminasata.

5. Reporting of Mamminata activities and Project Progress

a. Intro by Head of MMDCB Secretariat (Ir. Syarif Burhanuddin MEng.)

- We express our gratitude regarding the attention we have received from DG. Currently, the Department of Public Works is formulating Zoning Regulations for New Town, Old Town, Trans-Sulawesi, and KIMA2. Old Town is quite interesting since it includes Fort Rotterdam (revitalization process of which has received the Governor's interest)
- Regarding JICA's Organizational Strengthening, we report that MMDCB Staffs have:
 - Studied and socialized various laws and regulations related to the spatial plans of the four districts and city.
 - Engaged in GIS training and database training
 - Extensively studied a number of guidelines

- Reviewed available Spatial Plans

- We have entered implementation phase – all activities are based on JICA Study Master Plan, and the next step includes formulations of Detailed SP, DED, and FS for the ten priority projects included in the Presidential Regulation on Mamminasata.

The Ten Priority Projects are: Road Networks, Water Supply, Solid Waste Final Processing Site (land procured has reached 40ha out of the planned 100ha), CPI, Go Green, KIMA 2, Waste Water Processing Installation.

- Regarding the points above, we expect that the Presidential Regulation will soon be enacted

b. Presentation from MMDCB (Head of Technical Unit: Ir. Sri Wedari Harahap and Chief Advisor of JICA Team: Mr. Watanabe Akifumi)

- ◆ Outline of Project
- ◆ Activities in Step 1
- ◆ Step 2 Plan

6. Discussion

Topic:” What is the relationship between Ministry of Public Works and MMDCB for central government project? What is the role of MMDCB?

In discussion session, some questions, suggestions, and comments were raised in the meeting as summarized as follows:

a. Inputs from DG Spatial Management (Ir. Imam Santoso Ernawi, MCM, MSc)

- ◆ Agreed for Project’s Output from Output 1 to Output 4. JICA is expected to focus on Output 2 with intensive guidance on MMDCB/UPTD urban development management and coordination skills not only with the Central Government (Public Works) but also with District/City governments and other related sectors.
- ◆ All of Central Government’s local projects shall be coordinated with the Provincial Government (Governor), particularly Mamminasata, which requires intensive coordination with MMDCB
- ◆ Main Program Indications (Ten Priority Projects) of Mamminasata require more extensive reviews – so far they have not displayed sufficient Mamminasata-specific uniqueness, and still too generic Public Works physical projects. Priority Programs should include more capacity enhancement and other sector-related projects. Define the suitable and proper priority project and staging of priority project is part of urban development management.
- ◆ After finalizing the priority projects, MMDCB assisted by JICA should formulate project staging based on the following principles;
 - Staging displays true characteristics and strengths of Mamminasata.

- Staging should be realistic
- Staging is set for a 20-year time frame, since not all projects begin simultaneously nor will they end in five years. Some may end after one or two years, while others may take over ten years.
- ◆ Staging is to be accomplished immediately; and in the near future the Spatial Management DG is to facilitate meetings with ABC Directorate Generals (ABC stands for Water, Bina Marga, and Cipta Karya DGs, practically all Directorate Generals under Public Works for the purpose of evaluating a possible integrated implementation that involves all Public Work sectors.
- ◆ Mamminasata's characteristics are human-centered, environmentally friendly. The *Go-Green Program* is the one program most compatible with these characteristics. This program should be implemented immediately, and coordinated with the Cipta Karya DG so that project allocation to Mamminasata may happen in this year and in 2010.
- ◆ Other programs which have possibilities to be supported by the Public Works is the New Town, CPI, and possibly UNHAS' New Campus Education Area, since all three of the projects are "area or spatial approach projects." At present, the Public Works is attempting to implement more integrated plan in form of area or spatial approaches. Such approaches have also been introduced to BKPRN.

b. Response from Governor (DR. H. Syahrul Yasin Limpo SH, MH)

- ◆ The Provincial Government is currently galvanizing resources for the Go-green Program and is involving all sectors in its implementation. JICA is expected to assist MMDCB in planning and implementing phases, particularly in location and strategies aspects.

c. Inputs from Directorate of Regional Development BAPPENAS (Ir. Yudianto MSi)

- ◆ BAPPENAS is currently formulating the RPJMN (2010-2015) and BSF Study (cooperation with World Bank).

Notes: RPJMN: National Medium Term Development Plan

BSF: Study on regional development strategy changes

- ◆ Related on the two points above, inputs on MMDCB and JICA plans are crucial since several projects may be included in it, and then there is the possibility of making Mamminasata a model for other Metropolitan Developments

d. Inputs from Dir. Of Spatial Management Reg. I (Ir. Bahal Edison Naiborhu MT)

- ◆ I have been involved in Mamminasata's Development and I have witnessed a manifold of practices from which other future metropolitan areas may learn and incorporate, especially in management capacity and organization of MMDCB.

Participant List/ DAFTAR HADIR

First Joint Coordinating Meeting 28 August 2009

No.	Name <i>Nama</i>	Jabatan dan Instansi	Position and Institution
1	Ir. Imam Santoso Emawi, MCM, MSc	Dirjen Penataan Ruang	Director General of Spatial Management
2	DR. H. Syahrul Yasin Limpo SH, MH	Gubernur Sulsel	Governor of South Sulawesi Province
3	Ir. Ruchyat Deni Jaka Permana MSC	Sesditjen Penataan Ruang	Sec. of Dir. General Spatial Management
4	Ir. Yudianto MSc	Staf Ditjen Penataan Ruang BAPPENAS	Staf Directorate of Regional Development BAPPENAS
5	Ir. W. Bintarto Soebianto, MSc	Direktur Penataan Ruang Wil III	Director of Spatial Management Region III
6	Ir. Bahal Edison Naiborhu MT	Direktur Penataan Ruang Wil I	Dir. Of Spatial Management Reg. I
7	Dra. Lina Marlia, CES	Direktur Penataan Ruang Wil IV	Dir. Of Spatial Management Reg IV
8	Ir. Erry Saptaria Achyar, CES	Kasubdit Pembinaan Perencanaan TR Perkotaan dan Metropolitan Wil III	Head of Urban and Metropolitan Spatial Plan Guidance Sub-dir. Reg III
9	Ir. Syarif Burhanuddin MEng.	Kepala Sekretariat BSPMM	Head of MMDCB Secretariat
10	Ir. Sri Wedari Harahap	Kepala Unit Teknis BSPMM	Head of Technical Unit
11	Moch. Darmun, S. Sos. MSi	Kasi Pembinaan Perencanaan TR Metropolitan Wil III	Head of Metropolitan Spatial Plan Guidance Section Reg III
12	Mr. Yamashita	Manajer Proyek JICA MFO	Project Manager JICA Makassar Field Office
13	Mr. Harai	Tenaga Ahli JICA PU	JICA Expert Ministry of Public Works
14	Mr. Watanabe Akifumi	Ketua Tim Proyek JICA	Chief Advisor of JICA Team
15	Mr. Asakura Isamu	Tenaga Ahli Penataan Ruang Proyek JICA	Urban Planner Expert JICA Team
16	Agnes Rampisela	Tenaga Ahli Lokal Proyek JICA	Chief Local Consultant of JICA Team

- ◆ With JICA supporting organizational strengthening, Mamminasata is currently an international-scale construct – socializations toward other sectors will be beneficial in gaining integrated supports.
- ◆ JICA's trainings should involve other metropolitan areas – this serves dual purposes: as socialization and learning experiences.
- ◆ In October, the HABITAT Conference is to take place. This is an ideal venue for a Mamminasata by MMDCB.

e. Inputs from Head of Sub-dir. Urban and Metropolitan Spatial Plan Reg III (Ir. Erry Saptaria Achyar, CES)

- ◆ A PIU (Project Implementation Unit) is ideally formed in Mamminasata for a more effective Central Government involvement in Mamminasata Project Implementation

f. Inputs from Dir. Of Spatial Management Reg IV (Dra. Lina Marlita, CES)

- ◆ Is MMDCB prepared, competent, and responsive toward the Governor's (and other parties') interest in Mamminasata?
 - Experience tells us that ideally, permanent, unchanging staffs would be more beneficial
 - Staff members should possess a "sense of ownership" toward the project
- ◆ Also, coordination with Department of Maritime & Fishery is crucial considering that Takalar is mostly a coastal district, and a number of their programs may gain additional support.

g. Answer from Head of Technical Unit (Ir. Sri Wedari Harahap)

Beside the ten priorities in the Mamminasata Plan, there also many other programs which is also including capacity development and other sectors. And if technical unit is merged into UPTD, it means staff will be permanent.

7. Conclusions and Closing by Director of Spatial Management Region III (Ir. W. Bintarto Soebianto, M.Sc)

- a. Finalization of Presidential Regulation on Mamminasata is to become the main priority of Directorate of Spatial Management
- b. Mamminasata's 2010-2014 Plan is to be formulated in close coordination with ABC Directorate General (related sector of Public Works) for immediate realization. In the near future meeting will be facilitated by Directorate General of Spatial Management.

- c. Immediate coordination with Cipta Karya regarding implementation of Go Green. For this purpose, MMDCB is to prepare Go Green's plan in spatial management scope, including spatial plan, utilization and controlling plan.
- d. JICA Project is an essential project for the strengthening of urban development capacity management (spatial planning, implementation, & utilization and control). The trainings are expected to produce a MMDCB/UPTD fully capable of managing Mamminasata development. Mamminasata is expected to become a model for future metropolitan developments in Indonesia.
- e. JICA is expected to focus on Output 2 with intensive guidance on MMDCB/UPTD urban development management and coordination skills not only with the Central Government (Public Works) but also with District/City governments and other related sectors.
- f. Implementation phase has just begun, however, not only physical progress but urban development management process including coordination is necessary to handle and documented properly, especially change of land and development.

MMDCB, assisted by JICA is expected to produce detailed reporting (completed down to proceeding) on ongoing management processes, so that the report may be included as a "Best Practices" metropolitan management model.

(DRAFT) MINUTES OF MEETING

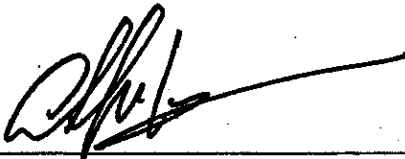
ON

**JOINT COORDINATING COMMITTEE MEETING FOR
TECHNICAL COOPERATION PROJECT FOR
ENHANCEMENT OF URBAN DEVELOPMENT MANAGEMENT
IN THE MAMMINASATA MEROPOLITAN AREA**

Members of Joint Coordinating Committee on Technical Cooperation Project for Enhancement of Urban Development Management in the Mamminasata Metropolitan Area had an intensive discussion on Progress Report (3) of Project in August 2, 2010.

As a result of the discussions, members of Joint Coordinating Committee agreed on the contents of Progress Report. For reference, record of meeting is attached hereto.

Jakarta, August 2, 2010



AKIFUMI WATANABE

Chief Advisor / Urban Planning,

Technical Cooperation Project for Enhancement
of Urban Development Management in the
Mamminasata Metropolitan Area (JICA)



IR. IMAM SANTOSO ERNAWI, MCM, MSc.

Chairperson of Joint Coordinating Committee

Director of Directorate General of Spatial
Management Ministry of Public Works

MEETING RECORD

Subject : 2nd Joint Coordination Committee (JCC) Meeting
Date : 2 August 2010
Time : 10.00– 13.00
Venue : DG Spatial Planning's Meeting Room, Ministry of PU, Jakarta
Participants : 17 people (List is attached)

This Joint Coordination Committee (JCC) meeting is the second meeting. The meeting is chaired by Director of Urban Area DG Spatial Plan and is attended by JCC members, Director General of Spatial Planning, JICA MFO, Staff of DG Bina Marga (Road and Bridge Construction), staff of DG Spatial Planning, staff of Directorate of Water Resources Management, Head of UPTD Mamminasata Dinas Spatial Plan and Settlement of South Sulawesi Province, and JICA Mamminasata experts.

1. Introductory Speech and Opening by Director of Urban Area DG Spatial Plan (Ir. Joessair Lubis)

Director of Urban Area, representing Director General of Spatial Planning, officiates the JCC(2) meeting and informs that Director General of Spatial Planning will join the meeting after hosting his guests. The Director of Urban Area conveys that the objective of the meeting is to discuss the progress of JICA technical cooperation project of enhancement of urban management capacity. He emphasizes that the discussion and inputs shall focus on; the activity progress, the coordination mechanism between Provincial Government and Central as well as the implementation of Priority Projects. Furthermore, the Director explains the Outline of Project activities and general description of Mamminasata including project outputs, implementation organization, and relation with draft Presidential Regulation for Mamminasata Spatial Plan.

2. Reporting by Head of UPTD Mamminasata (Ir. Zulkarnain Kitta MSi), representing Head of MMDCB

Head of UPTD Mamminasata represents MMDCB to:

- a. Report the results of Steering Committee (4), held on July 29, 2010 in Makassar, as well as report the progress of JICA Mamminasata Project Activities.
- b. Convey that to support the development of Mamminasata as National Strategic Area, Central Government is expected to provide supports of activity and funding, especially for the infrastructure development. To guarantee the synergy and communication, Spatial Planning Working Unit (Satker Penataan Ruang) is expected to be established.

3. Reporting of Project Activities Progress by Head of UPTD Mamminasata (Ir. Zulkarnain Kitta) and Chief Advisor of JICA Mamminasata Project (Akifumi Watanabe)

Outline of report is as follow: (Presentation material is attached as attachment 2)

a. TOT Implementation

The four-week TOT shows full support from Central Government (DG Spatial Planing), whereas numerous presenters/lecturers from Central Govt. give large

contribution in enhancing knowledge on several related regulations concerning Spatial Planning. Therefore, Mr. Watanabe as Chief Advisor of JICA Mamminasta Project gratitudes DG Spatial Planning for their good cooperation during TOT. TOT also shows the participants' comprehension and level of knowledge, and UPTD Mamminasata and MMDCB's active participation can also be measured through attendance and performance evaluation of TOT.


- b. The Manuals of GSP, DSP and Permission Mechanism) are expected to be legalized into Governor Regulations.
- c. Capacity enhancement of database management with GIS is conducted to improve the database quality of District/City and UPTD MM/MMDCB.
- d. Progress report of priority programs
 - i. Go green program sets the measurement and location of Green Open Space in Mamminasata Area based on Minister of PU Regulation.
 - ii. Concerning the development of New Town, the DSP should be more flexible, in order to ease the formulation of Regional Regulation as well as to attract residential developers to invest. Active participation from private sector is expected as PPP (Public Private Partnership) concept in New Town development..
 - iii. Maritime area: in the Steering Committee (4) meeting which was attended by South Sulawesi Vice Governor as Head of MMDCB and Urban Director of DG Spatial Plan, it was made into agreement that Maritime Area in Takalar is included in Priority Programs. A series of studies have been conducted to choose from several programs proposed by Takalar District.
- e. Coordination mechanism between provincial government and central government
 - i. Requesting support in the form of program activity and funding in implementation of developments in Mamminasata (by sectors Cipta Karya, Spatial Planning, Building & Neighborhood Codes, Housing & Settlement, etc.
 - ii. Formation of a monitoring body at the central government level to oversee developments of metropolitan areas. Its functions are to monitor, guide, evaluate, facilitate in partnership capacity.
 - iii. Formation of a Mamminasata Metropolitan Area Work Unit (Satker), a composite body of several sectors: DG Cipta Karya, DG Spatial Management, DG Building & Neighborhood Codes, DG Housing & Settlement, etc.

4. Discussion:

- a. Mamminasata as National Strategic Area should prioritize National interest which has been decided as the main focus of Mamminasata. All programs have to be coordinated with Central Government. (Mr. Hardian, TaruNas)
- b. The project stages are considered really good, whereas the Manuals are beneficial for an orderly project implementation. Concerning the road construction, it should be made into consideration that the status of all road sectors are clearly mentioned in Spatial Plan. Therefore, every sectoral level can easily formulate program and implementation. It's expected that there is Manual for Monitoring of Infrastructure Development (Mr. Danda, Bina Marga). Manual & Technical Standards for Land Development Permission however, can be improved, especially in the technical

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standards part; through consultation with Ministry of Public Works' various sectors (DG Cipta Karya, DG Spatial Management, DG Building & Neighborhood Codes, DG Housing & Settlement, Directorate of Water Resources, Bina Marga, etc.)

- c. Since Mamminasata is included in work area of Balai Besar Pompengan, the development of water resources is mostly national responsibility. The role of DG Water Resources should be clarified. Detail on several items in the manual is needed, for instance, some of Provincial role should be national responsibilities. (Mr. Baru P. Directorate of Water Resources)
 - d. Ciptakarya has implemented several programs in Mamminasata, especially in Makassar, such as Building and Neighborhood Plan of Fort Rotterdam and will consistently support the Go-green program in Mamminasata (Mr.Natsir Gunansyah, DG Ciptakarya)
 - e. In response to Mr Zulkarnain Kitta's proposal for formation of Satker (Work Unit) Mamminasata Metropolitan Area, DG of Spatial Management has received the official letter of request for the formation of such work unit. However, since the work unit's functions extend beyond the capacities and authorities of DG of Spatial Management, it is better if the letter is addressed not only to DG of Spatial Management, but also to DG of Cipta Karya, DG of Bina Marga, and Directorate of Water Resources, and other parties whose capacities and authorities relevant to the work unit's remits.
 - f. In response to progress report on New Town development, Mr Darmun comments that in the course of developing the New Town, it is important to follow ideas and concepts in New Town Detailed Spatial Plan
- 5. Direction from Director General of Spatial Planning (Ir. Imam Santoso Ernawi, MCM, MSc.)**
- a. The Director General conveys his appreciation upon the Project and how it goes according to plan. Furthermore, he expects that Mamminasata Metropolitan can excel to be the best as well as to be the model and pilot for other metropolitan areas in Indonesia, for these following reasons:
 - The great attention from the Governor and the commitment from South Sulawesi Provincial Government to realize Mamminasata Metropolitan.
 - JICA's support on Urban Management Capacity Enhancement. Enhancement of Human Resources Capacity is crucially important in spatial planning. Therefore, JICA's support should be utilized well to improve management ability in Mamminasata.
 - Central Government will keep providing support, such as monitoring the legalization of Presidential Regulation on Mamminasata, and coordinate with related secorts whether it's Public Works or other Ministries, to synchronize all programs with Mamminasata concept.
 - b. Central Government also holds high expectation that this Project, which has been progressing well in Mamminasata Metropolitan Area, can be utilized well to be retrieved in other Metropolitan Areas. Therefore, Project and Counterpart should implement "Knowledge Management" which aims to document all activities transparently and in details, so that it can be applied in other areas in Indonesia.
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- c. Mamminasata Area Spatial Plan should be implemented consistently. Every development should be based on Mamminasata Area Spatial Plan, all related sectors are expected to understand the formulated program and have commitment to implement. Thus, this Spatial Plan should be the main tool in the coordination between Central and Regional government.
- d. The formulated Spatial Plan should be reviewed and revised periodically, making it easier and more tangible to be implemented, especially for District/City government. Thus, the important issue is to enhance the capacity of District/City government.
- e. Institutional arrangement should be implemented down to community level. Programs should be socialized, with the result that Regional Government acknowledge and aware of the importance of the programs and for the community to have a sense of belonging.

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DAFTAR HADIR**ATTENDANCE LIST**

Acara/Event : Pertemuan JCC JICA Mamminasata/ JCC Meeting
Hari/Tanggal/Day/Date : Senin/Monday, 2 August 2010
Waktu/Time : 13.00 WIB s/d selesai
Tempat/Venue : Ruang Rapat Lt. II Gedung Ditjen SDA dan Taru/Meeting Room, 2nd Floor, Water Resources & Spatial Planning Directorate General Building

No.	Nama/Name	Instansi/Organization
1	Imam S. Ernawi	Dirjen. Penataan Ruang/ DG Spatial Management
2	Joessair Lubis	Dit. Perkotaan DJPR DG Spatial Management, Directorate General of Urban Areas
3	Erry S.A.	Kota Metro DJPR DG Spatial Management, Metropolitan Area
4	Zulkarnain Kitta	Dinas Tata Ruang & Permukiman Sulsel Dinas of Spatial Planning & Settlement, South Sulawesi
5	A. Watanabe	JICA Expert
6	Kenichi Hashimoto	JICA Expert
7	Isamu Asakura	JICA Expert
8	Denny Dhanio	JICA Mamminasata
9	Yoko Tanaka	JICA MFO
10	Agnes Rampisela	JICA Mamminasata
11	Baru P.	Dit. BPSDA Directorate of Water Resources Central management Office
12	Indra Kurniawan	Dit. BPSDA Directorate of Water Resources Central management Office
13	Hardian	KPRNP Taruna
14	Rindy Farrah	Dit. Bina Program, BM Bina Marga, Program Guidance Directorate
15	Danda	Dit. Bina Program, BM Bina Marga, Program Guidance Directorate
16	M, Natsir Gunansyah	Dit. PBL DJCK Directorate of Building & Neighborhood Control
17	Moch. Darmun	KS. Metro III DG Spatial Management, Metropolitan Areas of Region III of Indonesia

MINUTES OF MEETING
ON
JOINT COORDINATING COMMITTEE MEETING FOR
TECHNICAL COOPERATION PROJECT FOR
ENHANCEMENT OF URBAN DEVELOPMENT MANAGEMENT
IN THE MAMMINASATA MEROPOLITAN AREA

Members of Joint Coordinating Committee on Technical Cooperation Project for Enhancement of Urban Development Management in the Mamminasata Metropolitan Area had an intensive discussion on Progress Report (4) of Project on January 26, 2011.

As a result of the discussions, members of Joint Coordinating Committee agreed on the contents of Progress Report (4). For reference, record of meeting is attached hereto.

Jakarta, January 26, 2011



AKIFUMI WATANABE

Chief Advisor / Urban Planning,
Technical Cooperation Project for
Enhancement of Urban Development
Management in the Mamminasata
Metropolitan Area (JICA)



IR. IMAM SANTOSO ERNAWI, MCM, MSc.
Chairperson of Joint Coordinating Committee
Director of Directorate General of Spatial
Management Ministry of Public Works

Meeting Record

Subject : 3rd Joint Coordinating Committee (JCC) Meeting
Date : January 26, 2011
Time : 10.00 a.m. – 12.30 p.m.
Place : Meeting Room of Directorate General of Spatial Management, MPW
Attendants : as per listed

This Joint Coordinating Committee (JCC) Meeting was held in Jakarta as the third JCC meeting during Project Period. Members of JCC from central government (such as representatives from Directorate General of Spatial Management, Directorate General of Bina Marga, Directorate General of Water Resources Management, etc.) and from provincial government as well as representatives of JICA (JICA MFO and the Project Team members) attended the meeting.

This JCC meeting was intended to report the progress of Project activities during the period of September 2010 to January 2011, including monitoring of 11 priority programs, New Town and Go-Green, manual preparation (GSP, DSP, Land development permission), Database development, Training (TOT and Training in Japan). In addition, the meeting was also aimed at presenting the revised PDM and recommendations from Joint Evaluation Team for Mid-term Review.

1. Prior discussion between Director General (DG) of Spatial Management and Chairman of Joint Evaluation Team for Mid-term Review (attended by JICA team)

Intensive discussion on result and follow up of Mid-Term review is held between Director General of Spatial management and Chairman of Joint Evaluation Team in the working room of Mr. Imam Ernawi Santoso. Mr. Nakagawa, Representative of JICA MFO as Chairman of Joint Evaluation Team thanked the DG of Spatial Plan for the good cooperation and explained the result of Mid-term Review focusing on the countermeasure of obstacles for more effective activities. After intensive discussion Mr. Imam concluded important points :

- Indonesian Government agreed that under the support of JICA now Mamminasata is the top runner among other 10 Metropolitan areas in Indonesia, especially the strong point is on Organization and Management. This is the reason for DG Spatial Plan to establish PMU for Mamminasata to push the activities and implementation and for better coordination with regional Government.
- Dissemination of Mamminasata result and lesson learned will be scheduled under Urban Directorate activities and further discussion will be held to define appropriate form of Communication FORUM for all Metropolitan Areas
- Presidential regulation basically the content is agreed by other related Departments for this reason the project activities should be conducted as planned. DG agreed to do best effort to get it stipulated during the year of 2011 hopefully in the earlier part of the year.
- Revised PDM is approved and further intensive discussion based revised PDM will be done in Jakarta to apply future integrated activities plan including national Level activities especially PMU related activities
- MPW thanked JICA for the support. The program is very helpful for effective implementation of National Spatial Plan to the Provincial Spatial Plan as well as Mamminasata Metropolitan and District/city level because capacity development is

important for implementation. Based on this MPW is now started considering several alternatives for cooperation in future to strengthened the existing results.

2. Opening Speech by Director of Urban Area, DG Spatial Management, MPW

In his speech and presentation, Ir. Joessair Lubis, Director of Urban Area, MPW, briefed the following points:

- Presidential Regulation on Spatial Plan of Mamminasata Metropolitan Area is under finalization. It is expected that legalization process of GSP of districts and city in Mamminasata Metropolitan Area should not be constrained by the present status of Presidential regulation which has not yet been legalized.
- This JCC meeting was the third meeting held in Jakarta as instructed in M/M and R/D of the TCP (Technical Cooperation Project).
- It is expected that in the remaining period of the Project, all Project's activities as stated in the PDM could be accomplished timely and properly.

3. Presentation

In this 3rd JCC Meeting, there are several presentations made by MPW, Counterpart (UPTD Mamminasata and JICA Project Team as summarized below.

a. Presentation by Mr. Ir. Joessair Lubis (Director of Urban Area, Directorate General of Spatial Management, MPW)

- Focus from April 2009 to March 2010
- Progress of the Project from September 2010 to January 2011:
 - Outline of the Project
 - Implementation schedule and progress of activities in general
- Especially for priority programs, other 4 new priority programs are proposed by central government (MPW) to include in the priority programs in Mamminasata Metropolitan Area. New priority programs are :
 - Enhancement Bili-bili irrigation
 - Electric Power and distribution
 - Fixed wireless and its distribution
 - Management of Arterial Road Network for Trans-Mamminasata

b. Progress of Project from September 2010 to January 2011 by Mr. Zulkarnain Kitta (Head of UPTD Mamminasata), covering

- Progress of Project from September 2010 to January 2011
 - A. 11 priority program monitoring
 - B. New Town and Go-Green
 - C. Manual development (GSP, DSP, Land development permission)
 - D. Database development

E. Training

F. Training in Japan (Sept 26~Oct 8)

c. Mid-term Review Results and Recommendations reported by Mr. Nakagawa (JICA MFO)

Points of presentation are as follows

- The Project has been evaluated by a Joint Evaluation Team to see its status based on five criteria: Relevance, Effectiveness, Efficiency, Impact and Sustainability. From the result of Mid-term Review, the Project is considered as good. Its relevance is very high.
- Joint Evaluation Team proposed the following 5 recommendations to keep the Project's outputs on the track:
 1. Enactment of a presidential decree on Mamminasata Spatial Plan.
 2. Establishment of task forces for the implementation of case studies.
 3. Dissemination of the results of the Project activities.
 4. TOT results sustainability.
 5. Revision of the PDM (Project Design Matrix).

d. Revision of PDM by A. Watanabe (Chief Advisor to the Project)

Points of presentation are as briefed below:

- Contents of the PDM remain the same.
- Clarify overall goal (based on Perpres MM)
 - *Balance between conservation function and cultivation function in Mamminasata Metropolitan Area is realized*
- Clarify project purpose and its indicators.
 - *The system of urban development management in Mamminasata Metropolitan Area is developed*
- Clarify expression of indicators and each outputs based on actual activity and clear target at the end of the Project.

e. Focus of Activity in 2011 by Mr. A. Watanabe (Chief Advisor of the Project)

In the remaining year, focus of activities would be as follows:

- For Output 1:
 - Finalize urban development management procedures
- For Output 2:
 - Conduct case study for selected topics
 - Finalize manuals (GSP, DSP, Land development permission)
 - Process legalization of manuals
 - Finalize database management system
- For Output 3:
 - Conduct training to districts/city

- Review, improve and finalize training program (syllabus, material, schedule, responsible person, budget)
- For Output 4:
 - Finalize program monitoring system: procedure, monitoring sheet, MMDCB routine meeting
 - New Town: improve DSP, role sharing, coordination
 - Go-Green: MP support, action plan support, coordination

4. Results of Discussion

The following are summarized based on questions, suggestions, clarification, corrections, and inputs raised by the attendants of the meeting and presented according to each topic.

A. Related to Legal Aspect

- Presidential Regulation concerning Spatial Plan of Mamminasata is under legalization process. Ministry of Public Works would afford that the Perpres could be legalized promptly.
- It is expected that legalization process of GSP of districts and city in Mamminasata should not be constrained by the status of present status of Perpres. Content-wise, the Perpres has been finalized, so that districts and city could refer to it.
- Any project or program to develop in Mamminasata could also be implemented by referring to the Provincial GSP or District GSP, because anyhow Provincial GSP and District/City GSP were prepared by referring to the National General Spatial Plan and Mamminasata Spatial Plan.
- Central government and provincial government should facilitate the accelerated process and improved quality of both General Spatial Plan and Detailed Spatial Plan prepared by districts and city in Mamminasata Metropolitan Area.

B. Related to the Training and Staffs Circulation

- The project has made investment on the implementation of training. It is recommended to districts and city to keep their staffs who have been training in their present field at least for three years. If they are promoted to the higher position, their new position should have relation to their present position.
- Training need assessment should be made so that the results of training would be valuable to the individual participants in performing tier daily activities.

C. Related to Solid Waste Management

- For the implementation of solid waste management program in Mamminasata, provincial government was required to acquire the land of 100 ha. Status of land acquisition should be clarified due to different information of this issue between central government and provincial government.

D. Related to Waste Water Management

- For the implementation of waste water management program in Losari Beach, Makassar City Government was required to acquire the land of 6 ha. Land acquisition process should be prompted so that the project could be commenced immediately.

E. Related to Water Supply

- Master Plan and Feasibility Study for water supply in Mamminasata have been prepared by provincial government. JICA Project also supports the program by establishing a Technical Cooperation Project.
- Water supply is very much related to the raw water preservation. Some programs have been conducted by central government for this purpose, such as construction of Sabo Dam and Sand Pocket at upstream of Bili-Bili Reservoir, and effort to reduce sedimentation in the Reservoir, etc.
- The main issues related to water supply in Mamminasata are related to the high turbidity of raw water (more than 1000 NTU) and high rate of water loss. The first issue would be solved by the construction of Sabo Dam and Sand Pocket as well as Check Dam and the second issue could be solved by improving pipe network. Support from central government is required so that 80 percent of requirement for urban water use could be fulfilled in line with MDG's target for 2015.

F. Related to Road

- Central government through Directorate General of Bina Marga committed to develop road network in Mamminasata. Some national roads have been supported for their construction, such as Trans-Sulawesi Road. In spite of the fact, land acquisition process by districts and city should be accomplished prior to the construction phase.
- Due to the limited budget by districts and city in Mamminasata, provincial government inquired the possibility for central government to take part in financing the land acquisition process. Latest information said that recently there is a possibility that Central Government support the necessary land acquisition financing.
- DED for Bypass Mamminasata Road has been prepared. Dinas Bina Marga was suggested to install the marking stakes for the road axis and inform the detailed information on the road requirements so that land acquisition could be precisely done by districts.

5. Conclusion of JCC Meeting

On behalf of Director General of Spatial Management acting as Chairman of JCC Member, Director of Urban Area, concluded the meeting as follows.

- 1) The JCC members have reached an agreement on the recommendations made by the Joint Evaluation Team for Mid-term Review. Revised PDM is approved and further intensive discussion will be done in Jakarta, based on the revised PDM, to apply future integrated activities plan including national Level activities especially PMU related activities.
- 2) Indonesian Government acknowledged that under the support of JICA now Mamminasata is the top runner among other 10 Metropolitan areas in Indonesia, especially the strong

point is on Organization and Management. This is the reason for DG Spatial Plan to establish PMU for Mamminasata to push the activities and implementation.

- 3) As the follow-up of the Project, Mamminasata Metropolitan Area would be served as best practice and model metropolitan area for other metropolitan areas in Indonesia. Dissemination of Mamminasata result and lesson learned will be planned and scheduled under Urban Directorate activities and further discussion will be held to define appropriate form of FORUM for all Metropolitan Areas.
- 4) Draft Presidential Regulation is under the process of legalization. Basically the content is agreed by other related Departments for this reason the activities must be still conducted as scheduled. DG agreed to do best effort to get it stipulated during the year of 2011, hopefully in the earlier time.
- 5) The status of Presidential Regulation should not constrain the legalization process of district/city GSP as well as other priority programs in Mamminasata Metropolitan Area. If legal based is needed then Regulation of Provincial Spatial plan should be a proper alternative.
- 6) From 2011 onwards, all parties should be consistent to perform activities in achieving the outputs of the Project.
- 7) Satgas (Task Force) for New Town and Go Green would be established in the early part of 2011 to support the smooth implementation of those programs.

Attendance List

**Joint Coordinating Committee (3) Meeting
Jakarta, January 26, 2011**

Directorate General of Spatial Management, Ministry of Public Works

No.	Name	Position	Institution
1	Ir. Joessair Lubis, CES	Director of Urban Area	DG of Spatial Management, MPW
2	Ir. Yetty Nuryati, M.Soc.Sc.	Head, Sub-directorate	DG of Spatial Management, MPW
3	Moch. Darmun, S.Sos., M.Si.	Head, Section	DG of Spatial Management, MPW
4	Sita Indrayani	Staff	DG of Spatial Management, MPW
5	Shahnaz, ST.	Staff	DG of Spatial Management, MPW
6	Caesar Adi, ST.	Staff	DG of Spatial Management, MPW
7	Gatot B	Staff	DG of Spatial Management, MPW
8	Shafik Ananta, ST.	Head, Sub-directorate for Technical Guidance and Controlling	DG of Spatial Management, MPW
9	Ismail Widadi	Sub-directorate for Technical Guidance and Controlling	DG of Spatial Management, MPW
10	Denny A.	Directorate of Bina Marga	DG of Spatial Management, MPW
11	Satrio A.	Directorate of Bina Marga	DG of Spatial Management, MPW
12	Isnaeni MH	Directorate of Water Resources Management	DG of Water Resources Management, MPW
13	Hadi	Directorate of Cipta Karya (Human Settlement)	DG of Cipta Karya, MPW
14	Bernadi H.	Directorate of Cipta Karya (Human Settlement)	DG of Cipta Karya, MPW
15	NAKAGAWA.	Representative	JICA MFO
16	Yoko TANAKA		JICA MFO
17	Ir. Zulkarnain Kitta, M.Si.	Head of UPTD MM	UPTD Mamminasata, Dinas of Spatial Planning and Settlement of South Sulawesi Province
18	Akifumi WATANABE	Chief Advisor to JICA MM Project	JICA Mamminasata
19	Yoshihiko FUJITA	JICA Expert	JICA Mamminasata
20	Agnes Rampisela	Chief Local Consultant	JICA Mamminasata
21	Muchlis Husain	Local Staff	JICA Mamminasata

MINUTES OF MEETING
ON
JCC MEETING AND SEMINAR ON DISSEMINATION OF URBAN DEVELOPMENT
MANAGEMENT IN MAMMINASATA URBAN AREA BASED ON OUTPUTS OF
TECHNICAL COOPERATION PROJECT FOR
ENHANCEMENT OF URBAN DEVELOPMENT MANAGEMENT
IN THE MAMMINASATA METROPOLITAN AREA

Members of Joint Coordinating Committee on Technical Cooperation Project for Enhancement of Urban Development Management in the Mamminasata Metropolitan Area had a JCC meeting and seminar on urban development management in Mamminasata Urban Area on February 2, 2012 in Jakarta.

Members of Joint Coordinating Committee agreed on the contents of the meeting and seminar. For reference, record of meeting is attached hereto.

Jakarta, February 2, 2012



AKIFUMI WATANABE
Chief Advisor / Urban Planning,
Technical Cooperation Project for
Enhancement of Urban Development
Management in the Mamminasata
Metropolitan Area (JICA)



IR. IMAM SANTOSO ERNAWI, MCM, MSc.
Chairperson of Joint Coordinating Committee
Director General for Spatial Planning and
Development, Ministry of Public Works

Meeting Record

Subject : Reporting achievement of TCP and seminar on dissemination of urban development management in Mamminasata Urban Area to central government institutions and other KSN of urban area in Indonesia
Date : February 2, 2012
Time : 09.30 a.m. – 16.45 p.m.
Place : Sultan Hotel, Jakarta
Attendants : as per listed

The objectives of the seminar are:

- (1) to report the achievement of the JICA Technical Cooperation Project (TCP) for Enhancement of Urban Development Management in the Mamminasata Metropolitan Area from April 2009 to February 2012 and
- (2) to disseminate urban development management based on findings / outputs of the TCP to central government institutions and other KSN in Indonesia.

The seminar was divided into 2 sessions, namely morning session with the main agenda to report about the TCP's achievements during its three-year period (2009~2012) and afternoon session to discuss more technical issues related to Mamminasata urban development management as a form of dissemination of the results/outputs achieved by the TCP to central government institutions and other National Strategic Areas (KSN) of urban area in Indonesia.

The seminar was held in Jakarta and attended by:

1. Director General of Spatial Management, who is also Chairman of Joint Coordination Committee (JCC);
2. Vice Governor of South Sulawesi who is also Chairman of MMDCB;
3. Members of JCC from central government;
4. Counterparts from government of South Sulawesi Province;
5. JICA officer and the Project Team members;
6. Participants from central government institutions;
7. Representatives of 7 KSN of Urban Area in Indonesia;
8. Minister for Economic Affairs and Development, Embassy of Japan for Indonesia; and
9. Senior representative of JICA Indonesia Office.

I. Morning Session: Reporting of TCP's Achievements

As mentioned above, the morning session was allocated for reporting the TCP's achievements during its three-year period (2009~2012).

The Seminar was started with opening speech by Mr. Imam S. Ernawi, MCM., M.Sc. (Director General of Spatial Management, Minister of Public Works) and continued with other speeches made respectively by Senior Representative of JICA Indonesia Office, Minister for Economic Affairs and Development, Embassy of Japan, and Chairman of MMDCB who was also Vice Governor of South Sulawesi.

1. Opening Speeches

a. Speech by Chairman of Joint Coordinating Committee

As the Chairman of JCC, Ir. Imam Ernawi Santoso, MCM, M.Sc. who is also Director General of Spatial Management, Ministry of Public Works opened the seminar by addressing the following points:

- Presidential Regulation (Perpres) No. 55 of 2011 concerning Spatial Plan of Mamminasata Urban Area has been issued. It will be the legal base and primary reference for spatial planning, spatial utilization and spatial utilization control as well as the coordination tool for interregional and intersectoral development in Mamminasata Urban Area.
- In the course of cooperation between Government of Japan (GoJ) and Government of Indonesia (GoI) in the field of spatial planning, JICA has provided several types of assistance, starting from preparation of Master Plan of Mamminasata Metropolitan Area in 2005 to the present time for Enhancement of Urban Development Management.
- Based on its strategy, Mamminasata is developed through involvement and support of all stakeholders, including central government, regional government, private sector and the public.
- In the presence of the legal base and plans and in support of capacity building both for human resources and institution provided by the TCP through On the Job Training, Off the Job Training (TOT and regular training), it is expected that Mamminasata will soon step forward to the implementation stage.
- This Project is considered to have been successful in achieving its outputs. Among others it has prepared management tools in form of manuals and database system which have been applied by the counterpart in the course of the Project. It is expected that all of the products could be disseminated to all other KSN in Indonesia.
- From the performance aspect, the Project team has produced very useful products for the efforts of urban management. As the result, central government has planned to conduct dissemination of activities and to provide supports for other KSN of urban area in Indonesia by making use of experiences of Mamminasata and JICA Project. Therefore, we expect that Japanese Government would keep providing support for the spatial management in Indonesia.

b. Speech by Senior Representative of JICA

Senior Representative of JICA Indonesia Office, Mr. TADA Tomoyuki, pinpointed several issues as follows:

- JICA has strong commitment in development of Eastern part of Indonesia and focus the efforts in supporting integrated development of Mamminasata. We have already cooperated with a number of projects related to Mamminasata Development.
- Starting with Mamminasata Integrated Spatial Plan in 2006, JICA plan a serial support system for supporting South Sulawesi Government in realizing integrated development of Mamminasata Area. Feasibility Study of Trans Sulawesi was executed in 2007 and the project of Enhancement of Urban Management of Mamminasata and also Water Service Improvement Project started since 2009. Other supports for example Solid Waste Management Project and Water Supply Project are on going.

- JICA side highly appreciates Counterparts of JICA Mamminasata Project, especially those in South Sulawesi Spatial Planning and Settlement and MMDCB, for fathoming the benefits of JICA support. Their commitment is shown in their active participation and involvement, ever-growing in intensity.
- Counterparts, MMDCB and UPTD Mamminasata are prominent in implementation of the Project. They act as main actor and understand well that JICA only to support and assist. We can see their willingness and preparedness in budget sharing to finance mutual activity. At the beginning, South Sulawesi Government has been aware on necessity to prepare budget to realize Mamminasata. Thus, we highly appreciate to Directorate General of Spatial Planning, MMDCB and UPTD Mamminasata.
- JICA side is very glad about the results achieved in supporting the project purpose from the beginning to the end of this Project. In addition, we are happy with the enactment of Presidential Regulation No. 55 of 2011 concerning Spatial Plan of Mamminasata Urban Area.
- After the completion of the Project, we expect MMDCB and UPTD Mamminasata have urban management capacity focused on capacity of coordination and capability to utilize available tools and procedure. Available training system is expected to secure refresher course for government staffs that have been trained and to be a new coaching for new staffs that have not yet been trained for Urban Management.
- Finally, we expect that all procedures, training system, tools in form of manual, data base and other hardware can be utilized and maintained well, and also can be developed and sustained to plan and control land use in Mamminasata. We highly expect cooperation with Central Government, Directorate General of Spatial Planning can be improved and then Mamminasata can be model and learning centre for other KSN of urban area in Indonesia.

c. Speech by Minister for Economic Affairs and Development, Embassy of Japan

Minister for Economic Affairs and Development, Embassy of Japan, Mr. USHIO Shigeru, presented the following points:

- On behalf of Government of Japan, the Minister addressed gratitude and appreciation to the Indonesian side for the smooth cooperation and coordination in various programs funded by Japanese Government.
- We appreciate the DG of Spatial Management of MPW, provincial government, district/city government and MMDCB for their very high concerns and commitment in Mamminasata development.
- In the current condition of urban area, cooperation between levels of governments, between sectors and between regions should be escalated.
- In accordance with the Presidential Regulation, there have been some priority projects in Mamminasata Urban Area and this should be managed properly.
- The TCP will be terminated in the beginning of 2012. It is expected that the results could be disseminated to all other KSN in Indonesia.

d. Speech by Vice Governor of South Sulawesi

In his speech and brief, Ir. H. Agus Arifin Nu'mang, MS., Vice Governor of South Sulawesi who is also chairman of MMDCB, elaborated the following points:

Enhancement of Urban Development Management in the Mamminasata Metropolitan Area in South Sulawesi Province

- On behalf of Government of South Sulawesi Province and as chairman of MMDCB, Vice Governor expressed gratitude and appreciation to central government for the support for Mamminasata as a national strategic area and for assigning Japanese cooperation assistance in Mamminasata Urban Area. We have been greatly benefited from this collaborative project.
- The same appreciation goes to JICA for initiating a project of urban area development in South Sulawesi. However, because Presidential Regulation is newly established and Mamminasata has just been entering its implementation stage, a follow-up is highly expected from this Technical Cooperation Project of Urban Development Management in the Mamminasata Metropolitan Area by dispatching JICA expert team.
- There is a certain pride that the idea of Mamminasata was born out of the thoughts of the people of Mamminasata to be granted with full support from the central government, proven from the enactment of Presidential Regulation No. 55/2011 concerning Mamminasata Urban Spatial Plan. It is highly encouraging to learn that the central government has sought a series of systematic support, from the technical assistance by JICA to formulate Master Plan to the establishment of SNVT Mamminasata. Master Plan that was formulated with JICA has transformed into the Presidential Regulation No. 55/2011 after obtaining various inputs from the central departments and the support was followed up with the technical assistance of JICA in the enhancement of urban management. We would also like to express our appreciation to JICA Indonesia and all members of JICA Mamminasata team.
- In this opportunity, we would also like to convey that MMDCB has been greatly benefited for the continuation and sustainability of urban development in Mamminasata. Strategy of JICA Project in determining activities is by consulting with central and local governments have resulted in useful activities and outputs to carry out the mandate set forth in Presidential Regulation. The entire three years of Project has given a full confidence to work effectively in promoting and oversee the development in Mamminasata.
- This collaborative project also awakened equality, either in the implementation and funding stages. Implementing activities are carried out and funded altogether as had been planned and budgeted in line with the joint activities. The confidence and independence that we possess as well as the experience of receiving so many comparative study from other KSN of urban area has encouraged us to contribute to share the knowledge and experience to other KSN. Consequently, we are hopeful for Central Government to support our desire to become the information center for Urban Management in Indonesia. We believe our Proposal Letter to General Directorate of Spatial Management has been followed up, among others to jointly serve other KSN in Indonesia with the Information Center of Urban Management that is expected to be established in Mamminasata.
- In addition, allow us to express our most memorable impression we have gained from JICA Mamminasata Project is the closeness and togetherness among all JICA experts and team leader with the counterparts in MMDCB, UPTD Mamminasata as well as officials in District/City level. By strengthening the coordination and communication regarding Mamminasata with the Central Government will provide an excellent way to promote Mamminasata. Nowadays, the name of Mamminasata is becoming more familiar in National TV after being mentioned by officials in the Central Government and various Departments. In South Sulawesi, the term Mamminasata has gone trending and becoming a *trend* and *brand* for product marketing.

- Finally, we would like to express our appreciation to the Central Government, JICA Indonesia, JICA MFO and especially to the JICA Mamminasata Team. We have also expressed our gratitude to the Japanese people via The Embassy of Japan. MAMMINASATA is now ready to move on forward and even to contribute in assisting the other KSN of urban area in Indonesia. By realizing Mamminasata means together we realize our collective dreams and hope.
- From the observation of the Chairman of MMDCB, common vision, mission, determination and desire have been properly developed among the members of Mmminasata team in the provincial level. However, it has not been sighted from the teams in the district and city level. This is evident from the various agreement and policy that has been initiated well but not properly executed. This can be exemplified in the project of Waste Water Treatment Plant (IPAL) in Losari Beach and Bypass Mamminasata Road in Gowa-Maros, where the implementation budget is secured, however still hampered by the land acquisition issue by the district/city. It is expected for this issue to be improved in order to realize the progress of Mamminasata as an urban area and as a KSN.

2. Presentation

Some presentations were made by Director of Urban Area (DG of Spatial Management), Head of Dinas of Spatial Planning and Settlement of South Sulawesi Province as the main counterpart and JICA Project Team as summarized below.

- a. Presentation on "Policy for Mamminasata Urban / Metropolitan Area – Leading to Outstanding Urban/Metropolitan Area in Eastern Indonesia" by Ir. Joessair Lubis, CES. (Director of Urban Area, Directorate General of Spatial Management, MPW)
 - Context of problems or issues in urban development (e.g. traffic jam, pollution, climate change, waste, etc.)
 - Some good urban practices in improving livability
 - How to understand livability (comfortability and fulfillment of feasibility standard to live)
 - Challenges of our urban areas (limited concerns, unavailable basic infrastructure, limited management capacity, lack of urban leadership, cooperation and reciprocal trust, education, etc.).
 - Learning from real samples (public transportation in Vancouver City and better streets in San Francisco).
 - Challenges in urban development: now and future (regional autonomy, degradation of environment, urbanization, climate change, and disaster risks).
 - System of spatial management implementation (regulating, guidance and supervision)
 - Basic policies in national urban development (laws and regulations).
 - National Strategic Areas (KSN) of Urban Areas in Indonesia.
 - Managerial problems in urban development.
 - Policies for spatial utilization control.
 - Expectations from Presidential Regulation concerning Spatial Plan of Mamminasata Urban Area.
 - Follow-up in Implementation of Presidential regulation.

- b. Presentation on “Development in Mamminasata Urban Area” by Ir. H. Andi Bakti Haruni (Head of Dinas of Spatial Planning and Settlement of South Sulawesi Province), covering:
- Institutional setup of MMDCB, guidance and control.
 - Scope of work of UPTD Mamminasata: (1) control of spatial utilization permit in Mamminasata, (2) coordination and synchronization of development in Mamminasata, and (3) facilitation for capacity building of staffs.
 - Products of UPTD Mamminasata
 - Problems and recommendations related to MMDCB, district/city government, UPTD Mamminasata, and SNVT Mamminasata.
 - Proposal to DG of Spatial Management concerning readiness of KSN Mamminasata to become center of information and urban development program training and as the best practice for urban/metropolitan development management (KSN).
- c. Presentation on “Urban Development Management in Mamminasata Urban Area” by Akifumi WATANABE (Chief Advisor of the Project)
- JICA’s assistance for Mamminasata Urban/Metropolitan Area
 - Focus of development in eastern part of Indonesia
 - Supporting development in eastern part of Indonesia (2006~)
 - Background of JICA support for Mamminasata
 - Outline of Project on Enhancement of Urban Development Management in the Mamminasata Metropolitan.
 - Basic principles of project for Mamminasata
 - Outline of the Project
 - Issues in urban development management
 - Approach to Project implementation
 - Institutional setup for urban development management
 - Urban development management in Mamminasata
 - Urban development management prepared through the Project.
 - Development tools (manuals)

3. Results of Discussion

The following are summarized based on questions, suggestions, clarification, corrections, and inputs raised by the JCC members and attendants and presented according to each topic.

A. Related to Presidential Regulation, Spatial Plan and MMDCB Institution

- 1) MMDCB has shown significant roles in Mamminasata urban development management. Institutionally and managerially, MMDCB is better than institutions in other KSN in Indonesia. In spite of the fact, MMDCB institution is still on the way of further improvement.
- 2) Since 2011, government has tried to synchronize spatial development programs and non-spatial development program through RPIIJM (Integrated Medium-term Infrastructure Investment Development Program Plan) as the reference for development implementation from central level to regional level. This is meant to stimulate the participation of districts, cities and province in the development implementation and enhance cooperation between levels of governments.

- 3) Mamminasata Urban Area was established based on mutual desire and applied in a Memorandum of Understanding as signed by all regents and mayor, chairmen of legislative boards, and governor.
- 4) Regarding relationship between institutions in Mamminasata (MMDCB, UPTD Mamminasata, and BKPRD), the following is a practical explanation. MMDCB and UPTD Mamminasata are synergized; UPTD Mamminasata is technical implementing unit of the Dinas which deals with technical matters in Mamminasata (established in 2009), and MMDCB (established in 2007) with secretariat in Dinas of Spatial Planning and Settlement of South Sulawesi Province functions to conduct coordination of any matter or issue related to Mamminasata as a whole. MMDCB actively examines synchronization of spatial plans of districts and city in Mamminasata with close coordination with BKPRD.
- 5) Concerning the idea on transfer of status of MMDCB to become "Balai" which is more operational, there is a need of deep examination and consideration. What all of us should do at this moment is to maximize the role and function of the existing institution.
- 6) In the context of metropolitan or urban area, regional boundaries should not be the focus. Mamminasata Urban Area has experienced many practices and realities in terms of regional boundaries and lesson learned from Mamminasata could be adopted by other KSN in Indonesia as *best practice*.

B. Related to Land Use and Permits

- 1) Spatial utilization permit is under the authority of district and city. Provincial government is eligible to conduct examination for the synchronization with the higher level spatial plans and to issue technical recommendations. In spite of the fact, as the mandate in Government Regulation No. 15 of 2010 concerning Spatial Management Implementation, provincial government and national government have the authority to issue spatial utilization permit based on the prevailing mechanism.
- 2) Concerning principle permit for more than 1 ha based on several local regulations and from technical considerations, 1 ha is large enough to affect the urban area in terms of water supply, power supply, road capacity, etc.

C. Related to Roles Performed by TCP

- 1) The TCP was dispatched in April 2009 and will be terminated in February 2012. The role of TCP in Mamminasata is mainly to facilitate capacity building for MMDCB and provincial government (Dinas Tarkim, UPTD Mamminasata, etc.) in order to enhance urban development management in the Mamminasata Urban Area.

II. Afternoon Session: Dissemination of Urban Development Management in Mamminasata Urban Area to other KSN

The second session in the afternoon was allocated for dissemination of urban development management in Mamminasata Urban Area. Some technical presentations made by officer of Dinas Tarkim, resources person of MMDCB, and JICA experts, as outlined below.

1. Presentation

- a. Presentation on “Spatial Utilization Control in Mamminasata” by Dr. Kenichi HASHIMOTO (JICA expert)
 - Why spatial utilization control in Mamminasata Urban Area is needed?
 - Types of permits and their spatial plan references
 - Criteria for involvement of provincial government in issuing principle permit
 - Points to consider in permit evaluation
 - Land use zoning categories
 - Incentive and disincentive applicable in Mamminasata (proposal)
- b. Presentation on “Capacity building Activities through Trainings” by A. Yurnita, ST., M.Si. (Section Head of UPTD Mamminasata and PPK for SNVT KSN Mamminasata)
 - Capacity building activities (training)
 - Preparation in capacity building
 - Types of capacity building activities
 - The necessity of training
 - Systematic steps in training
 - Stakeholders in training
 - Technical aspects in training
 - Sample of curriculum for regular training and TOT
 - Sample of syllabus for regular training and TOT
 - GIS training
 - Process of training activities
- c. Presentation on “Spatial Utilization Management in Mamminasata Urban Area through Monitoring of Priority Projects” by Ir. Hj. Sri Wedary Harahap (Resources Person of MMDCB).
 - Priority projects in Mamminasata
 - Synchronization of priority projects and various spatial plans
 - Formats of monitoring sheets and previous experiences
 - Simplified monitoring formats
 - Steps in monitoring activities
- d. Presentation on “Spatial Management Information System in Mamminasata Urban Area” by Hardiansyah DM. (JICA Staff)
 - Database management system in Mamminasata
 - Benefit of GIS database for urban development management
 - The use of GIS database for urban development management (practice: synchronization of spatial plans, analysis of green open space Ruang, analysis of permit)

2. Results of Discussion

The following are summarized based on questions, suggestions, clarification, corrections, and inputs raised by the attendants and presented according to each topic.

A. Related to priority projects, institution and financial management of Mamminasata Urban Area

- 1) In Mamminasata Urban Area, there are 11 priority projects determined as the concerns of national government to this area. Central government established its representative office in this area, so called SNVT KSN Mamminasata. It is funded by central government. UPTD Mamminasata is operational manager for activities in Mamminasata which coordinates between central government and regional government. It is funded by provincial budget. MMDCB is a functional organization especially established for smooth urban development management in Mamminasata. For operational function, it is funded by provincial budget.
- 2) Mamminasata is developed through good commitment of district, city and provincial government as applied in MoU for Mamminasata development. Role demarcations have been discussed among parties. Discussions and consultations are performed and MMDCB office has become joint office for all Mamminasata areas.
- 3) Since Fiscal Year of 2011, government through SNVT KSN Mamminasata formulates RPIIJM (2011 – 2014) in order to synchronize the inter-sectoral and interregional projects. RPIIJM documents are approved by regent/mayor, governor and central government. There is a kind of budget sharing between levels of governments in inter-sectoral and interregional projects.
- 4) Water supply in Mamminasata is primary sourced from Jeneberang River (existing intake capacity = 1,100 l/s). The capacity will be increased in the near future in order to serve most of population in Mamminasata area. For flood control, there have been some drainage primary channels and secondary channels in Mamminasata. The management or maintenance and flood control for Jeneberang River are under the authority of Dinas PSDA of South Sulawesi Province and BBWS Pompengan-Jeneberang.
- 5) Concerning the issue in Mebidangro, the structure of spatial plans has been clear. Lower level of spatial plans should follow the upper levels. General Spatial Plans of Medan and Deli Serdang should refer to Provincial Spatial Plan and Spatial Plan of Mebidangro Urban Area.
- 6) Spatial Plan of Cekungan Bandung is still under discussion process in BKPRN (National Spatial Management Coordination Board). In Mamminasata, the institution is so-called MMDCB and in Cekungan Bandung it is called MDM; the later is the embryo institution like MMDCB in Mamminasata.

B. Related to Permit, Incentive and Disincentive

- 1) MMDCB and UPTD Mamminasata under the support of TCP have prepared management tools, one of them is Manual on Spatial Utilization Control in Mamminasata Urban Area, which among others elaborates spatial utilization which in turn, has to be regulated through spatial utilization control measures such as permit, incentive and disincentive and sanction.
- 2) In issuance of principle permit, the role of JICA experts is only to assist in preparing technical advice for technical issues. But, the decision whether or not the permit should be issued to respond to the proposal from districts and city is in the hand of provincial government.

- 3) In Mamminasata, incentive and disincentive are still limited to the examination by UPTD Mamminasata and MMDCB and it has not been applied. Based on the examination, it can be applied in Mamminasata in the near future.
- 4) Relaxation like flexibility of conditions and tax relief / discount has been common in various countries. By applying relaxation, government should not allocate specific budget for development of certain facilities because they will be constructed by developer/community. In spite of the fact, it needs to consider its applicability and intersectoral concerns in Mamminasata or in Indonesia.

III. Conclusion

On behalf of Director General of Spatial Management acting as Chairman of JCC Member and Director of Urban Area, Ir. Yetty Nuryati, M.Soc.Sc., Head of Urban Development Sub-directorate, concluded as follows.

- 1) KSN Mamminasata is one of 7 KSN whose legal base (presidential regulation) has been available. With the legal base in hand, it is expected that the implementation of spatial programs in Mamminasata could be escalated.
- 2) Within three years, Mamminasata has been able to prepare its spatial plan. A series of capacity buildings for staffs and institution has been conducted; some instruments to support the urban development management in Mamminasata in forms of manuals have been prepared. These all will enable Mamminasata to step further in its implementation.
- 3) Central government as represented by Directorate General of Spatial Management highly appreciates and supports which has been performed by JICA in general and the TCP in particular.
- 4) The success of Mamminasata in urban development management can be a lesson learned by other KSN in Indonesia in order to achieve the safe, comfortable and sustainable living environment.

Attendance List
Joint Coordinating Committee (JCC) Meeting and Seminar on Urban Development
Management in Mamminasata Urban Area
Jakarta, February 2, 2012

No.	Name	Position	Institution
A. JCC Members			
1	Ir. Imam S. Ernawi, MCM., M.Sc.	Chairman / Director General	JCC / Directorate General of Spatial Management, Ministry of Public Works
2	Ir. Joessair Lubis, CES.	Member / Director	JCC / Directorate of Urban Area, DG. Spatial Management, Ministry of Public Works
3	Ir. Yetty Nuryati, M. Soc., Sc.	Member / Sub-directorate Head	JCC / Urban Development Sub-directorate, DG. Spatial Management, Ministry of Public Works
4	Moch. Darmun, S.Sos., M.Si.	Member / Section Head	JCC / Urban Development Sub-directorate, DG. Spatial Management, Ministry of Public Works
5	Ir. H.Agus Arifin Nu'mang, MS.	Member / Vice Governor	JCC / Government of South Sulawesi
6	Ir. Denny Irawan, M.Si.	Member / Division Head	JCC / BAPPEDA of South Sulawesi Province
7	Ir. Haruni Bakti CES	Member / Head of Dinas	JCC / Dinas of Spatial Planning and Settlement of South Sulawesi Province
8	Ir. H. Zulkarnain Kitta, M.Si.	Member / UPTD Head	JCC / Dinas of Spatial Planning and Settlement of South Sulawesi Province
9	Yosep Sulle, SIP, M.Si.	Member / Section Head	JCC / Dinas of Spatial Planning and Settlement of South Sulawesi Province
10	Andi Yurnita, ST. M.Si.	Member / Section Head	JCC / Dinas of Spatial Planning and Settlement of South Sulawesi Province
B. MMDCB			
11	Ir. H. Abdul Latif, M.Si.	Member / Dinas Head	MMDCB / Dinas of Bina Marga South Sulawesi Province
12	Ir. Syafruddin Hamrun, M.Si.	Member / UPTD Head	MMDCB / Dinas of Spatial Planning and Settlement of South Sulawesi Province
13	Ir. Astina A	Division Head	Dinas Bina Marga of South Sulawesi Province
14	Ir. Agustinus Bandaso	Division Head	Dinas PSDA of South Sulawesi Province
15	Ir. Sri Wedary Harahap	Member	MMDCB (Resource Person)
16	Ir. H. Nirwan Nasrullah, M.Si.	Head	BAPPEDA of Takalar District
17	Ir. M. Darwis	Section Head	Bappeda of Makassar City
18	M.Ansar		Dinas PU of Makassar City
19	M.Muslim		Dinas PU of Makassar City
20	Jalaluddin		Dinas Spatial Planning and Building of Makassar City
C. Ministries of Non-JCC Members			
21	Ambar		Directorate of Program Guidance, DG Water Resources
22	Tri Wijayanto		Directorate of Program Guidance, DG Water Resources
23	Yudhi Y		Directorate of Water Resources Management Guidance, DG Water Resources
24	Rosita A		Directorate of Irrigation, DG Water Resources
25	Widya		Directorate of Irrigation, DG Water Resources

No.	Name	Position	Institution
26	Andi Pamungkas		Directorate of River, Lake dan Reservoir, DG Water Resources
27	Bb.Hartadi		Directorate of Program Guidance, DG of Bina Marga
28	Riel Manik		Directorate of Program Guidance, DG of Bina Marga
29	Denny A.		Directorate of Program Guidance, DG of Bina Marga
30	Septiyati Ganjarsari		Directorate of Program Guidance, DG of Bina Marga
31	Mardiarini		Directorate of Program Guidance, DG of Bina Marga
32	Gunawan W		Directorate of Program Guidance, DG of Bina Marga Wil.III
33	Hary Laksonoto		Directorate of Program Guidance, DG of Bina Marga of Region III
34	Amirullah		Directorate of Program Guidance, DG of Bina Marga
35	Rina F.		Directorate of Building and Neighborhood Management, DG of Cipta Karya
36	Indra		Directorate of Drinking Water Development, DG of Cipta Karya
37	Brotodewo		Directorate of Drinking Water Development, DG of Cipta Karya
38	Lorent Napitupulu		Directorate of Drinking Water Development, DG of Cipta Karya
39	Joerni Mis		Directorate of Settlement Development, DG of Cipta Karya
40	Veronica K		Directorate of Program Guidance, DG of Cipta Karya
41	Kati A		Directorate of Settlement Sanitation, DG of Cipta Karya
42	Susi S		Directorate of Settlement Sanitation, DG of Cipta Karya
43	Fisqa T		Secretariat of DG. of Spatial Management
44	Alis Listalatu		Secretariat of DG. of Spatial Management
45	Meriza		Directorate of Program Guidance, DG. of Spatial Management
46	Rezeki P		Directorate of Program Guidance, DG. of Spatial Management
47	S.Raden Kristianto		Directorate of Program Guidance, DG. of Spatial Management
48	Mutiara Khusnul Ch		Directorate of National Spatial Management, DG. of Spatial Management
49	Arta Widya		Directorate of National Spatial Management, DG. of Spatial Management
50	Christina		Directorate of National Spatial Management, DG. of Spatial Management
51	Harni Harumi P		Directorate of Region II Spatial Management Guidance, DG. of Spatial Management
52	Aldi R		Directorate of Region II Spatial Management Guidance, DG. of Spatial Management
53	Amanda		Urban Development Sub-directorate, Directorate of Urban Area, DG. of Spatial Management
54	Hajar Ahmad C		Urban Development Sub-directorate, Directorate of Urban Area, DG. of Spatial Management
55	Fransisco		Urban Development Sub-directorate, Directorate of Urban Area, DG. of Spatial Management

No.	Name	Position	Institution
56	Sufriyadi		Urban Development Sub-directorate, Directorate of Urban Area, DG. of Spatial Management
57	Denny S. Mjotha		Urban Development Sub-directorate, Directorate of Urban Area, DG. of Spatial Management
58	Adam M.Prana		Urban Development Sub-directorate, Directorate of Urban Area, DG. of Spatial Management
59	Ika P		Urban Development Sub-directorate, Directorate of Urban Area, DG. of Spatial Management
60	Aji Radity K		Urban Development Sub-directorate, Directorate of Urban Area, DG. of Spatial Management
61	Bramandita Resa		BINDA I, DG. of Spatial Management
62	Liza Soraya		BINDA I, DG. of Spatial Management
63	Wenny W		BINDA I, DG. of Spatial Management
64	W.Herryson		BINDA I, DG. of Spatial Management
65	Anggita S		BINDA I, DG. of Spatial Management
66	H.Herman		BINDA I, DG. of Spatial Management
67	Herry Agus L		Planning Bureau, Secretariat General, Ministry of Transportation
68	Welly A		Planning Bureau, Secretariat General, Ministry of Transportation
69	Dhoni Sutrisno		Directorate of Traffic and Road Transport, DG. of Land Transportation
70	Handoyo		Directorate of Airport, DG. of Air Transportation
71	Bambang Kristiyantoro		Directorate of Spatial Management Facilitation and environment, Ministry of Home Affairs
72	Sumiati		Directorate of Spatial Management Facilitation and environment, Ministry of Home Affairs
73	A.Gani G		Management Board of Toll Road, Toll Road Regulatory Board (BPJT)
74	Tamin		Supporting Board for Drinking Water Supply Development
D. Metropolitan/Urban Area			
75	Riki H		BAPPEDA of Banten Province (KSN Jabotabekpunjur)
76	Sawitri Yuji HS		BKSP Jabodetabekpunjur
77	Djoko M		PT.Arum (KSN Jabodetabekpunjur)
78	Tetty M		BAPPEDA of Cimahi City (KSN Cekungan Bandung)
79	Ami		BAPPEDA of Cimahi City (KSN Cekungan Bandung)
80	Heri Antasari		BAPPEDA of Cimahi City (KSN Cekungan Bandung)
81	Ira Pryadarsani R		BAPPEDA of Bandung Barat District (KSN Cekungan Bandung)
82	Siti Asyarah		BAPPEDA of Sumedang District (KSN Cekungan Bandung)
83	Suharyo		BAPPEDA of Central Java Province (KSN Kedungsepur)
84	Bambang W		BAPPEDA of Kendal District (KSN Kedungsepur)
85	Priyono S		BAPPEDA of Salatiga City (KSN Kedungsepur)
86	Pudjo Alb		BAPPEDA of Grobogan District (Purwodadi) (KSN Kedungsepur)
87	Sulakcono		BAPPEDA of Sidoarjo District (KSN Gerbangkertosusila)

No.	Name	Position	Institution
88	Lauren G		BAPPEDA of North Sumatera Province (KSN Mebidangro)
89	Zulfin		BAPPEDA of Binjai City of North Sumatera (KSN Mebidangro)
90	Reny S		KSN SARBAGITA
91	Wayan H		KSN SARBAGITA
92	Busyra A		BPN Sidoarjo (KSN Gerbangkertossusila)
E. Embassy of Japan, JICA, and Project			
93	USHIO Shigeru	Ministry for Economic Affairs and Development	Embassy of Japan for Indonesia
94	TADA Tomoyuki	Senior Representative	JICA Indonesia
95	TANAKA Yoko	Staff	JICA Indonesia
96	Ida Gosal	Staff	JICA Indonesia
97	Ferry M	Staff	JICA Indonesia
98	WATANABE Akifumi	Chief Advisor	JICA Mamminasata
99	Dr. HASHIMOTO Kenichi	JICA Expert	JICA Mamminasata
100	Agnes Rampisela	Chief Local Consultant	JICA Mamminasata
101	Muchlis Husain	Staff	JICA Mamminasata
102	Denny Danio	Staff	JICA Mamminasata
103	Anna Nyoman	Staff	JICA Mamminasata

(2) SC 議事録

MINUTES OF MEETING
ON
STEERING COMMITTEE MEETING FOR
TECHNICAL COOPERATION PROJECT FOR
ENHANCEMENT OF URBAN DEVELOPMENT MANAGEMENT
IN THE MAMMINASATA METROPOLITAN AREA

Members of Steering Committee on Technical Cooperation Project for Enhancement of Urban Development Management in the Mamminasata Metropolitan Area had an intensive discussion on Inception Report of Project in April 27, 2009.

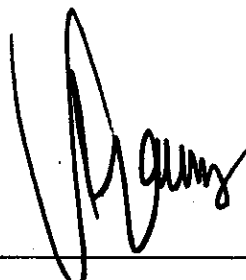
As a result of the discussions, members of Steering Committee agreed on the contents of Inception Report. For reference, record of meeting is attached hereto.

Makassar, April 27, 2009



AKIFUMI WATANABE

Chief Advisor / Urban Planning,
Technical Cooperation Project for
Enhancement of Urban Development
Management in the Mamminasata
Metropolitan Area (JICA)



IR. H. SYARIF BURHANUDDIN, M.ENG.

Secretary,
Mamminasata Metropolitan Development
Coordination Board (MMDCB)

**Enhancement of Urban Development Management in the Mamminasata Metropolitan Area
Meeting Record**

Subject : 1st Steering Committee (SC) Meeting
Date : April 27, 2009
Time : 09.00 a.m. – 12.45 p.m.
Place : MMDCB Meeting Room
Attendants : 46 persons as per listed

This is the first Steering Committee (SC) Meeting for “Enhancement of Urban Development Management in the Mamminasata Metropolitan Area”.

1. Opening Speech by Ir. H. Syarif Burhanuddin, M.Eng. (Head of Dinas of Spatial Planning of South Sulawesi Province)

In his opening speech, he pointed out several issues as follows:

- The purpose of SC meeting is to present the Inception Report prepared by JICA Team and Technical Unit of MMDCB.
- This is initial step of JICA Project activities. We should work in team, because it is impossible to implement the Mamminasata development without good cooperation of all concerned parties. Indonesian side (MMDCB) should be more active in Mamminasata development, while JICA Project is just supporting our activities.
- The JICA Project would provide capacity development for Indonesian staffs in charge of urban development. Facilitation to enhance the spatial planning, regulations, guidelines and manual as well as training activities would be provided by JICA Team. Thus, we should make optimal use of JICA assistance and facilitation.

2. Speech by Director of Spatial Management of Regional III, Directorate General of Spatial Management, Department of Public Works

Mr. Moch. Darmun, Head of PPTR Section, addressed his speech on behalf of Director of Spatial Management of Regional III, Directorate General of Spatial Management, Department of Public Works. Points of his speech are as follows:

- Department of Public Works welcomes the JICA technical cooperation project with focus on capacity development for Enhancement of Urban Development Management in the Mamminasata Metropolitan Area in South Sulawesi Province.
- This cooperation should be utilized maximally and optimally to achieve optimum results of Mamminasata development.
- This JICA Mamminasata Project is one of recommendations resulted by the JICA Project in 2005.

*Enhancement of Urban Development Management in the Mamminasata Metropolitan Area
in South Sulawesi Province*

- For this project, discussions both at national level (Department of Public Works) and local level (with officials of Makassar City and Gowa, Takalar and Maros districts as well as South Sulawesi province) and have been intensively done to produce PDM & PO, M/M, and R/D of the Project. For implementation, this team should only describe detail activities of PDM
- It is recommended that in the project implementation, the team should refer to the prevailing laws and regulations as the policy of national, provincial and district/city governments.
- It is expected that at the end of the project, after JICA Team completed the technical assistance, MMBCD has capability to manage and implement the Urban Development in Mamminasata Metropolitan Area, independently.

3. Presentation

- a. Presentation on "General Explanation and Project Background" by Mr. Watanabe (Chief Advisor to the Project)
- b. Presentation on "Project Outline" by A. Yurnita, ST.,MT. (Member of Technical Unit of MMDCB)
- c. Presentation on "Working Group" by Ir. Hj. Sri Wedari Harahap (Chairperson of Technical Unit of MMDCB)
- d. Presentation on "Learning from Japanese Experience in Spatial Planning in Japan" by Mr. Watanabe (Chief Advisor to the Project)

4. Discussion

In discussion session, some questions, suggestions, and comments were raised in the meeting as summarized as follows:

4.1. Mr. Wahab (Dinas Water Resources Management of South Sulawesi Province) proposed some suggestions, comments and questions as follows:

- a. From three sub-programs as a part of Development Programs of South Sulawesi Province ((1) Urban Development of Mamminasata, (2) Promotion of Local Economic Activities and Capacity, and (3) Promotion and Improvement of Social Development), he suggested that all of the three sub-programs should be implemented in Mamminasata Area. Structure of the Working Group should also reflect to the above-mentioned three sub-programs.
- b. From lesson learned in Japan and other countries, we should make inventory of some models and analyze which one is most suitable to apply in Mamminasata.
- c. Based on his experiences, at the end of Project period, there would a monitoring & evaluation team to assess the achievement of the project. So, he suggested that inputs and outputs of the Project entailing their respective performance indicators should be clear.

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- d. Commitment from regents/mayor and province under Mamminasata is needed for the sustainability of MMDCB activities after project termination, especially in terms of budget allocation.

From all questions, suggestions, and comments, Mr. Syarif, Mr. Darmun, and Mr. Watanabe responded as follows:

- a. *This Project is sub-program 1 of JICA assistance to eastern part of Indonesia concentrated on Enhancement of Urban Development Management in the Mamminasata Metropolitan Area in South Sulawesi Province. Promotion of Local industry and Social development Projects are sub-program 2 and sub-program 3. Details of other JICA projects could be consulted to JICA MFO. (Watanabe)*
- b. *Working group is established based on intensive discussion between Technical Team of MMDCB and JICA to accommodate activities to be done in Step 1 (April to October 2009). And, activities in Step 2 (October 2009 – February 2012) would be determined based on the recommended focused activities in Step 1. (Watanabe)*
- c. *The JICA project has determined the overall goal, project purpose, outputs, and activities of the project (in form of PDM) to pursue during its period. It has clear target to achieve for three years. Even though, since this project is implemented by related sectors, monitoring and evaluation as well as performance indicators would go to the respective concerned parties. (Syarif)*
- d. *Attendance of all participants in this SC meeting is the reflection of their commitment and sense of belonging for Mamminasata development. Mamminasata is not only belong to Dinas of Spatial Plan and resettlement, but involvement of all related sectors is very important to ensure the success of Mamminasata.. (Syarif)*
- e. *Additional comments from Ms. Fatma (JICA MFO), explaining that other sub-program of JICA projects is conducted with Dinas of Health and Dinas of Education and covering South Sulawesi focused in Bulukumba, Wajo, Barru and Jeneponto regencies.*

4.2. Ms. Rusmayani Madjid (Bappeda of Makassar City)

- a. She informed that at present, Makassar City is under revision of Spatial Plan for 2009 budget allocation. The Spatial Plan of Makassar City is to be linked with the Spatial Plan of Mamminasata and of South Sulawesi Province. As the result, coordination is required.
- b. Coordination is also required in relation to the implementation of various projects in Mamminasata area, such as road, solid waste, etc.

From all questions, suggestions, and comments, Mr Syarif (Head of Dinas Spatial Planning of South Sulawesi Province), Mr. Darmun responded as follows:

- a. *There is a hierarchical linkage of the spatial plans. Spatial plan of district/city should refer to the spatial plan of province, and spatial plan of province should refer to the spatial plan of national level. (Darmun)*

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- b. Priority programs for JICA Mamminasata project is defined based on main programs have been identified by MMDCB for Mamminasata, such as the road development, solid waste management, new town,, industrial area, etc.(Syarif)*

4.3 Mr. Syaiful (Takalar)

- a. He commented that up to the present time, there is no law, regulation or guideline concerning Mamminasata Area, despite the Master Plan of 2005. Even, Presidential Regulation concerning Mamminasata Area has not been legalized. As the result, districts and city under Mamminasata could not refer to Mamminasata.**
- b. He informed that district level has not enough references to formulate spatial plan and he suggested that MMDCB should be strengthened, so that under the support of JICA, it could produce manual for districts/city as reference in terms of spatial utilization and control which will be very useful for Districts**
- c. He also informed that in Spatial Plan, FAR and BCR have not described yet, but it must be appeared in detailed plan.**

From all questions, suggestions, and comments, Head of Dinas Spatial Planning of South Sulawesi Province, Mr. Darmun, and Mr. Watanabe responded as follows:

- a. Mamminasata area has long been afforded for its development since 1980s (named Minasamaupa). It has been supported by some regulations such as Provincial Regulation on Mamminasata which had been legalized in 2003. In 2005, Master Plan of Mamminasata had been prepared in cooperation with JICA. Since the Mamminasata area is designated as national strategic area, it should be supported by Presidential Regulation which expectedly be legalized in July 2009.*

Physical implementation of Mamminasata has been started. Some priority projects, such as radial road of Hertasning have been constructed. Land acquisition in Pattalasang of Gowa has been conducted for the purpose of establishing regional final disposal site. (Syarif)

- b. JICA Project started its activities in April 2009 for three years. It would assist MMDCB for the capacity development to enhance urban development management in Mamminasata Metropolitan Area, in terms of capacity development for urban development coordination and capacity development for project coordination.(Watanabe)*

4.4. Mr. Irawan (Balitbangda = Regional Research and Development Board)

- a. He informed that based on the result of several researches, the main problem is weakness on law enforcement. agreed that MMDCB should be strengthened so that Spatial Plan of Mamminasata Area and South Sulawesi Province could be implemented properly.**

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- b. He commented that development is progressing rapidly, while several local regulations and Presidential Regulation on Mamminasata has not been legalized. He questioned MMDCB how to anticipate the rapid development?
- c. He questioned about the demarcation of tasks and responsibilities between district/city government and provincial government.
- d. He suggested that involvement of research institution is required in order to analyze the condition of land use.
- e. He required more explanation about the spatial planning for promotion area and control area in Japan.

4.5 Mr. Baharuddin (Bappeda Gowa)

- a. Gowa is already made synchronization of RTRW Kab. Gowa with RTR Mamminasata.
- b. Concerning spatial plan in Japan, he informed that Gowa is an important part of Mamminasata. He inquired the explanation of Mr. Watanabe about the concentration of development in the western part of Gowa, while eastern part is allocated for control area.

Mr. Syarif and Mr. Watanabe responded as follows:

- a. *We have already had legal base (Perda No. 24 of 2003) which is now upgraded to be Presidential Regulation due to designation of Mamminasata Area as National Strategic Area. (Syarif)*
- b. *City Planning in Japan is just as a reference. There must be different conditions between Japan and Indonesia. It must be considered based on the policy of the District. (Watanabe)*

4.6 Mr. Nirwan (Head of Bappeda Takalar)

- a. He suggested to the staffs in charge of the MMDCB to make inventory of all spatial plans of districts and city and to analyze the weaknesses in line with the Spatial Plan of Mamminasata and Spatial Plan of Province.
- b. He inquired the inclusion of some areas in Takalar such as Maritime education area, fishery center area, etc as prioritized area for Mamminasata Development, because they need guidance and consultation how to reflect the concept into the spatial plan.
- c. Takalar District has difficulty in financing the development related to Mamminasata, he inquired the Specific Allocation fund from Central Government.
- d. Is it necessary for Takalar to make plan for its own sanitary landfill or Takalar can wait for Mamminasata sanitary landfill?
- e. He informed that Takalar District has difficulty to control the development due to the spread settlements in all parts of its territory.

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- f. He commented that understanding of people concerning Mamminasata is varied. Some development activities are inter-sectoral wise and some are inter-regional wise.

Head of Dinas Spatial Planning of South Sulawesi Province (Mr. Syarif) and Mr. Watanabe responded as follows:

- a. *In the Step 1 of its activities, MMDCB under support of JICA Team would analyze all documents of spatial plans of district/city and province, prevailing regulation on permit and control, etc. so that it can decide the activities to conduct in the Step 2.(Watanabe)*
 - b. *Authorities between district, province and national government is determined based on location and function of facilities. Basically, internal district development should be done by the respective district. Inter-district development would be done by the district in cooperation with provincial government. And Inter-provincial development would be under responsibility of national government. However, depend on the function of facilities, budget sharing is also possible based on the commitment. For example, sanitary landfill at Pattalassang for Mamminasata, access road is prepared by district budget, land acquisition by provincial government and other facilities by National government, even though the location of sanitary landfill is in Gowa district.(Syarif)*
 - c. *Saga City of Japan is good sample to understand that spatial plan would resulted efficiency in infrastructure construction cost. (Syarif)*
 - d. *It is natural that perception and understanding of Mamminasata is varied among stakeholders, thus socialization would be done continuously to the districts/city and to the community in order to promote equal perception on the Mamminasata development.(Syarif)*
5. Moderator made a short wrap up of discussion and confirmed the assent of participants on the outline of project presented in the Inception Report.
 6. **Closing**

Head of Dinas Spatial Planning of South Sulawesi Province closed the meeting. He expected that results of the meeting could be useful for Mamminasata development in the future.

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Attendance List

1st Steering Committee Meeting

**MMDCB Meeting Room, Dinas Spatial Planning and Settlement of South Sulawesi Province
Makassar, April 27, 2009.**

No.	Name	Position	Institution	
1.	Moch. Darmun	Head of PPTR Section	Dirjen Penataan Ruang Dep. PU	Directorate General of Spatial Management, Dept. Public Works
2.	Ir. H. Syarif Burhanuddin, M.Eng.	Head	Dinas Tata Ruang dan permukiman Prov	Dinas of Spatial Planning of South Sulawesi Province
3.	Irawan Majid		Balitbangda Prov. Sulsel	Regional Research and Development Board) of South Sulawesi prov.
4.	Agustan	Secretary	BKPD Prov	BKPD of South Sulawesi Province
5.	Nirwan Nasrullah	Head	Bappeda Takalar	Regional Planning Development Agency of Takalar District
6.	Binawan	Head of Economic Division	Biro Ekonomi dan Pengembangan Prov	Economic and Development Bureau of South Sulawesi province
7.	Abd. Wahab	Head of Sub-dinas	SubdinBina Manfaat Dinas PSDA	Beneficiaries Guidance Sub-dinas, Dinas Water Resources Management of South Sulawesi Province
8.	Abu Sofyan	Head of Division	Dinas Tata Ruang dan permukiman	Dinas Spatial Planning and Settlement of Prov.
9.	A.Helmy Abidin	Head of Planning Division	Dinas Tata Ruang dan permukiman Kab Maros	Dinas Spatial Planning and Settlement of Maros District
10.	H. A. Malarangan	Head of Spatial Planning Division	Dinas PU Kab. Takalar	Public Works of Takalar District
11.	Moh. Alwy	Head of Division	Dinas PU Kab. Takalar	Public Works of Takalar District
12.	A. Hasnul H.	Head of Tourism Facility Section	Dinas Kebudayaan dan Pariwisata Prov	Dinas Culture and Tourism of South Sulawesi Province
13.	Rusmayani Madjid	Head of Division	Bidang Fispra Bappeda Maros	Physics and Infrastructure Division of Bappeda Makassar City
14.	Nasir Mallari		Dinas Perikanan dan Kelautan Prov	Dinas Fishery and Marine of South Sulawesi Province
15.	A. Ali	Staff	Bina Teknis Dinas Praswil Prov	Technical Guidance Sub-dinas, Dinas Regional Infrastructure of South Sulawesi Province
16.	Ariany Rofaidah	Head of Sub-division	Bidang Penataan Ruang dan pemukiman Bappeda Prov.	Spatial Management & Settlement Sub-division, Bappeda of South Sulawesi Province
17.	A.Tonra Solie	Head of Section	Seksi Pengukuran dan Pemetaan Dinas Kehutanan Prov	Measurement and Mapping Section, Dinas Forestry of South Sulawesi Province
18.	Koesratno	Head of Division	Badan Pertanahan Nasional (BPN)	Land Regulation and Management, National Land Agency

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No.	Name	Position	Institution	
19.	M. Ridwan	Head of Sub-division	Dampak lingkungan Bappeda Prov	Environment Impact Assessment Sub-division of Bappeda of South Sulawesi Province
20	A. Asriany	Staff	Bappeda Kota Makassar	Regional Planning Development Agency of Makassar City
21.	Iskandar	Staff	Dinas Tata Ruang dan permukiman Prov	Dinas Spatial Planning and Settlement of South Sulawesi Province
22.	Ir. Hj. Nurhaedah P	Technical Staff	Dinas PU Kab Gowa	Public Works of Gowa District
23.	Baharuddin Mangka	Head	Bappeda Kab. Gowa	Bappeda of Gowa District
24.	M. Saiful	Spatial Planning Div.	Dinas PU Kab Takalar	Public Works of Takalar District
25.	Eka Farasakti	Staff	Dinas Tata Ruang dan permukiman Prov	Dinas Spatial Planning and Settlement of of South Sulawesi Province
26.	Simon Lopand	Head	Biro Hukum dan Organisasi	Law and Organization Bureau of South Sulawesi Province
27.	Ir. Sri Wedary Harahap	Chairperson	Unit Teknis BKSPMM	Technical Unit of MMDCB
28.	A. Yurnita, ST.,M.Si.	Urban Planning	Unit Teknis BKSPMM	Technical Unit of MMDCB
29.	Ir. H. Faisal Lukman, M.Sc.	Regional Infrastructure	Unit Teknis BKSPMM	Technical Unit of MMDCB
30.	Drs. H. Nasir DK	Administration	Unit Teknis BKSPMM	Technical Unit of MMDCB
31.	Drs. Muchlis Syarif, M.Si.	Environment	Unit Teknis BKSPMM	Technical Unit of MMDCB
32.	DR. Murshal Manaf, MS.	Urban Development	Unit Teknis BKSPMM	Technical Unit of MMDCB
33.	Jhon Eden, ST.	Database	Unit Teknis BKSPMM	Technical Unit of MMDCB
34.	A. Yuliana, ST.	Secretary	Unit Teknis BKSPMM	Technical Unit of MMDCB
35.	A.Mirza Azilia	Member	Unit Teknis BKSPMM	Technical Unit of MMDCB
36.	Syarif Sarebong	Member	Unit Teknis BKSPMM	Technical Unit of MMDCB
37.	Agustiani Kasim	Member	Unit Teknis BKSPMM	Technical Unit of MMDCB
38.	Wahyudi S. Sutiksno	Member	Unit Teknis BKSPMM	Technical Unit of MMDCB
39.	Tokumaru	Vice Chief	Kantor JICA Mks	JICA MFO
40.	WATANABE	Chief Advisor	JICA Mamminasata	The JICA Project
41.	ASAKURA	Team Member	JICA Mamminasata	The JICA Project
42.	Dr. Vijay Neekhra	Team Member	JICA Mamminasata	The JICA Project
43.	Agnes	Local Consultant	JICA Mamminasata	The JICA Project
44.	Muchlis	Interpreter	JICA Mamminasata	The JICA Project
45.	Denny D	Local Consultant	JICA Mamminasata	The JICA Project
46.	Fatma	Staff	JICA Mamminasata	JICA MFO

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MINUTES OF MEETING
ON
STEERING COMMITTEE MEETING FOR
TECHNICAL COOPERATION PROJECT FOR
ENHANCEMENT OF URBAN DEVELOPMENT MANAGEMENT
IN THE MAMMINASATA METROPOLITAN AREA

Members of Steering Committee on Technical Cooperation Project for Enhancement of Urban Development Management in the Mamminasata Metropolitan Area had an intensive discussion on Progress Report of Project in August 21, 2009.

As a result of the discussions, members of Steering Committee agreed on the contents of Progress Report. For reference, record of meeting is attached hereto.

Makassar, August 21, 2009



AKIFUMI WATANABE

Chief Advisor / Urban Planning,
Technical Cooperation Project for
Enhancement of Urban Development
Management in the Mamminasata
Metropolitan Area (JICA)



IR. H. SYARIF BURHANUDDIN, M.ENG.

Chairman of Secretariat,
Mamminasata Metropolitan Development
Coordination Board (MMDCB)

Meeting Record

Subject : 2nd Steering Committee (SC) Meeting
Date : August 21, 2009
Time : 09.00 a.m. – 11.15 a.m.
Place : MMDCB Meeting Room
Attendants : as per listed

This Steering Committee (SC) Meeting is the second SC meeting held during Project Period. Some representatives from Provincial Bappeda, Provincial Dinas of Spatial Planning, as well as representatives from district/city government (Makassar, Gowa, Maros and Takalar) and members of Technical Unit of MMDCB attended the meeting.

1. Opening Speech by Muh. Darmun, ST., MT. (Representative of Directorate of Spatial Management of 3rd Region, Directorate General of Spatial Management of Public Works)

On behalf of Director of Spatial Management of 3rd Region, Mr. Darmun delivered opening speech and pointed out several issues as follows:

- Presidential Regulation (Perpres) on Mamminasata Metropolitan Area will be legalized in the short coming future.
- Mamminasata Metropolitan Area is national strategic area, and hence involvement of national government, provincial government, and district/city government is of important for the sound urban development management of Mamminasata Metropolitan Area.
- Roles of MMDCB and UPTD are of important in performing coordination, socialization and technical consultation of inter-regional cooperation. Hence, the institution of MMDCB and UPTD must be strong enough.

2. Presentation

- a. Presentation by Ms. Sri Wedary (Chair of Technical Unit of MMDCB) on *Confirmation of Outline of Technical Cooperation Project for Enhancement of Urban Development Management in the Mamminasata Metropolitan Area.*
- b. Presentation by Mr. A. Watanabe (Chief Advisor of JICA Project) on *Review of Mamminasata Master Plan and Comments on Detail Plan Zoning Regulation of Old Town, New Town, KIMA2, Trans-Sulawesi.*
- c. Presentation by Mr. I. Asakura (JICA Expert) on *Comments towards Progress VI of Zoning Regulation Presented on August 13, 2009 (Old Town, New Town, KIMA-2, and Trans-Sulawesi Road)*
- d. Presentation by Mr. I. Asakura (JICA Expert) on *Introduction of Urban Management Case (New Town Development: Tama, Kohoku and Chiba).*

3. Discussion

In discussion session, some questions, suggestions, and comments were raised in the meeting as summarized as follows:

1. Mr. Zainuddin Djaka (member of MMDCB's Technical Unit, Legal Bureau of South Sulawesi Province) enquired the revision of Spatial Plan (RTRW) of Takalar District which has been completed, while Spatial Plan of South Sulawesi Province is still under revision. SP of Takalar District shall refer to the SP of higher level of SP (South Sulawesi Province and Mamminasata Metropolitan Area).

For this enquiry, Ms. Sri, Mr. Syaiful (Dinas of Public Works of Takalar District), and Mr. Syarif Burhamuddin (Head of Provincial Dinas of Spatial Planning) responded as follows:

- a. *For the present status, SP of Takalar District has been revised since 2008, in comparison to the other districts/city which are under revision of their SP. In spite of the fact, SP of Takalar District shall still be adjusted to the SP of South Sulawesi Province and SP of Mamminasata Metropolitan Area.*
 - b. *Consultant Agency that conducts the revision of Takalar SP is also doing the preparation of Mamminasata Metropolitan Area SP. Thus, it would be easy for adjustment/streamlining.*
 - c. *Before getting recommendation from Governor for legalization, the revised SP shall be consulted with BKPRD (Regional Coordination Board for Spatial Management) which consists of various institutions, including Legal Bureau.*
2. Mr. A. Helmy (Dinas of Spatial Planning of Maros District) enquired the following:
 - a. *The membership of MMDCB at district level is established either by Degree of Regent/Mayor or Decree of Provincial Governor.*
 - b. *One of work item of JICA Project and MMDCB is database. And, the database will be required for formulation of Detailed Spatial Plan. He informed that at present, Maros District is under preparation of Spatial Plan (RTRW) up to the year of 2010 and then draft District Regulation (PERDA) will be prepared accordingly.*

For this enquiry, Mr. Syarif Burhamuddin responded as follows:

- a. *The Chairman of MMDCB is Vice Governor whereas regents and mayor are the members. The regents and mayor will be assisted by their respective district team members. Thus, MMDCB at district/city level will be established at the provincial level through Decree of Governor.*
- b. *Before being legalized, the draft District Regulation (Perda) will be checked by BKPRD for its consistency to the higher level of Spatial Plans. This regional regulation will be the legal base for the implementation.*

3. Mr. Syafri (Consultant of SP Formulation) informed and enquired the following:

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- a. *New Town of Gowa-Maros takes 3,500 ha of the two districts. Around 2,450 ha (or 70%) of land is located in Maros District and the remaining (1,050 ha or 30%) is located in Gowa District.*
- b. *He enquired the difference between idea of JICA Team and of Consultant Team concerning some items of Zoning Regulation. He emphasized that in the formulation of Zoning Regulation, the consultant team has referred to the Presidential Regulation on SP of Mamminasata Metropolitan Area. In the Presidential Regulation the phasing is divided into four phases, whereas according to the idea of JICA Team, it is divided into three phases.*
- c. *He enquired the implementers of 10 priority programs, especially New Town. He clarified that the implementation of the New Town development will not be done only by government but also other parties such as private sector.*

For this enquiry, Mr. Syarif Burhanuddin responded as follows:

- a. *JICA Project is conducted to facilitate the sound development management of Mamminasata Metropolitan Area. The point is not the difference, rather JICA tries to provide advice concerning stages that should be proceeded step by step. JICA side tries to clarify what development activities shall be implemented in the first phase and so forth which are not stated clearly in the Program Indication of the Presidential Regulation.*
- b. *New Town development will not merely be implemented by government. Government functions merely to facilitate and stimulate the development, such as by constructing roads (By-pass Mamminasata, Abdullah Daeng Sirua, Hertasning, etc.) which are impossibility done by private sector.*

4. **Ms. A. Yurnita** (Staff of Provincial Dinas of Spatial Planning and member of MMDCB's Technical Unit) enquired socialization of Zoning Regulation to districts and city under Mamminasata Metropolitan Area.

For this enquiry and other previous enquiries, Mr. Darmun and Mr. Syarif Burhanuddin responded as follows:

- a. *All activities in the formulation of Detailed Spatial Plan are based on studies by JICA Project with some adaptation of substances and supported by legal base. Thus, suggestions and advices from JICA are very essential and worthwhile to consider for its objective view and deep analysis.*
- b. *To achieve the perfect Detailed Spatial Plan and Zoning Regulation, the consultant team should make coordination and socialization with more focus on the analysis through Focus Group Discussion (FGD) by involving districts/city and concerned stakeholders. And, during FGD, the program indications must be focused and clear, for instance in terms of demarcation of responsibilities in construction of infrastructure (central government, provincial government, and district/city government).*

4. Closing

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Head of Dinas Spatial Planning of South Sulawesi Province closed the meeting by concluding the following:

- 1) At this stage of development, we have left the concept/plan stage and come to the implementation stage. Any discrepancy will be settled through proper adjustment or revision.
- 2) Appropriate synchronization and coordination shall be made for the smooth and accelerated implementation of 10 priority programs. We have to clarify which projects shall be implemented in the first phase, second phase and so forth. And, which projects can be implemented in parallel and which ones cannot.
- 3) As the legal umbrella, the detailed spatial plans and Zoning Regulation must be clear and interpreted un-ambiguously.
- 4) All inter-regional issues shall be consulted with provincial government, for instance Trans-Sulawesi Road, etc.

He expected that results of the Steering Committee could be useful for Mamminasata development in the future and we could make use them as reference for our development.

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Enhancement of Urban Development Management in the Mamminasata Metropolitan Area in South Sulawesi Province

Attendance List

2nd Steering Committee Meeting

MMDCB Meeting Room, Dinas Spatial Planning and Settlement of South Sulawesi Province
Makassar, August 21, 2009.

No.	Name	Position	Institution	
1.	Ir. H. Syarif Burhanuddin, M.Eng.	Head	Dinas Tata Ruang dan permukiman Prov	Dinas of Spatial Planning of South Sulawesi Province
2.	Moch. Darmun	Head of PPTR Section	Dirjen Penataan Ruang Dep. PU	Directorate General of Spatial Management, Dept. Public Works
3.	M. Ridwan	Head of Sub-division	Dampak lingkungan Bappeda Prov	Environment Impact Assessment Sub-division of Bappeda of South Sulawesi Province
4.	Ariany Rofaidah	Head of Sub-division	Bidang Penataan Ruang dan pemukiman Bappeda Prov.	Spatial Management & Settlement Sub-division, Bappeda of South Sulawesi Province
5.	Ir. H. Syaifuddin Rusli, M.Si.	Head of Sub-division	Seksi Tata Ruang Provinsi dan Kawasan, Bidang Penataan Ruang dan program	Dinas of Spatial Planning of South Sulawesi Province
6.	A. Nurhaedah	Staff	Dinas Prasarana Wilayah Provinsi Sulawesi Selatan	Dinas of Regional Infrastructure of South Sulawesi Province
7.	Hasir Tjenne	Head of Working Force	Satker PLP, Dinas Tata Ruang dan permukiman provinsi Sulawesi Selatan	Working Force of Settlement Environment Sanitation, Dinas of Spatial Planning of South Sulawesi Province
8.	H. Mansur Gessa	Project Manager	PPK P2R	Dinas of Spatial Planning of South Sulawesi Province
9.	H.A. Ahmad Husain	Head of Sub-division	Seksie Perencanaan, Dinas Tata Ruang dan Bangunan Kota Makassar	Planning Sub-division, Dinas of Spatial Planning and Building, Dinas of Spatial Planning of Makassar City
10.	Mahmuddin	Head of Division	Bidang Cipta Karya, Dinas PUD Kab. Gowa	Spatial Planning Division, Dinas of Regional Public Works of Gowa District
11.	M. Syaiful	Staff	Bidang Tata Ruang, Dinas PUD Takalar	Spatial Planning Division, Dinas of Regional Public Works of Takalar District
12.	A.Helmy Abidin	Head of Planning Division	Dinas Tata Ruang dan permukiman Kab Maros	Dinas Spatial Planning and Settlement of Maros District
13.	Ir. Sri Wedary Harahap	Chairperson	Unit Teknis BKSPMM	Technical Unit of MMDCB
14.	A. Yurnita, ST.,M.Si.	Urban Planning	Unit Teknis BKSPMM	Technical Unit of MMDCB
15.	Drs. Muchlis Syarif, M.Si.	Environment	Unit Teknis BKSPMM	Technical Unit of MMDCB
16.	Syarif Sarebong	Member	Unit Teknis BKSPMM	Technical Unit of MMDCB
17.	Syarifuddin Hamrun	Member	Unit Teknis BKSPMM	Technical Unit of MMDCB
18.	Zainuddin Djaka	Member	Unit Teknis BKSPMM	Technical Unit of MMDCB
19.	Ferry Nasir	Member	Unit Teknis BKSPMM	Technical Unit of MMDCB

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No.	Name	Position	Institution	
20.	Gazali Thaha	Member	Unit Teknis BKSPMM	Technical Unit of MMDCB
21.	A.Mirza Azilia	Member	Unit Teknis BKSPMM	Technical Unit of MMDCB
22.	Wahyudi S. Sutiksno	Member	Unit Teknis BKSPMM	Technical Unit of MMDCB
23.	Masyur Suddin	Member	Unit Teknis BKSPMM	Technical Unit of MMDCB
24.	Adnan A.	Member	Unit Teknis BKSPMM	Technical Unit of MMDCB
25.	Syafri	Co-leader	Konsultant Perencanaan Tata Ruang	Consultant of Spatial Planning
26.	Chigiru YAMASHITA	Project Formulation Advisor	Kantor JICA Mks	JICA MFO
27.	Sufatma	Staff	Kantor JICA Mks	JICA MFO
28.	WATANABE	Chief Advisor	JICA Mamminasata	The JICA Project
29.	ASAKURA	Team Member	JICA Mamminasata	The JICA Project
30.	Agnes Rampisela	Chief Local Consultant	JICA Mamminasata	The JICA Project
31.	Muchlis	Interpreter	JICA Mamminasata	The JICA Project
32.	Denny D	Local Consultant	JICA Mamminasata	The JICA Project

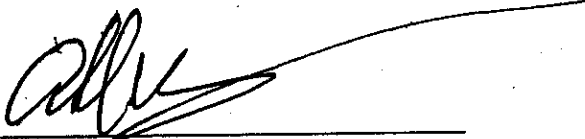
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MINUTES OF MEETING
ON
3rd STEERING COMMITTEE MEETING FOR
TECHNICAL COOPERATION PROJECT FOR
ENHANCEMENT OF URBAN DEVELOPMENT MANAGEMENT
IN THE MAMMINASATA MEROPOLITAN AREA

Members of Steering Committee on Technical Cooperation Project for Enhancement of Urban Development Management in the Mamminasata Metropolitan Area had conducted 3rd Steering Community Meeting to discuss on Progress Report 2 of Project in February 11, 2010 held in Meeting Room of MMDCB / Dinas Spatial Planning and Settlement of South Sulawesi Province.

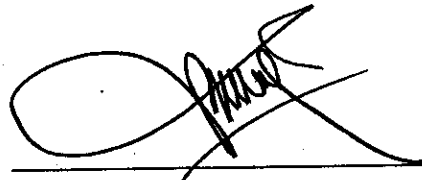
As a result of the discussions, members of Steering Committee have agreed on the contents of Progress Report and the record of meeting as attached hereto.

Makassar, February 11, 2010



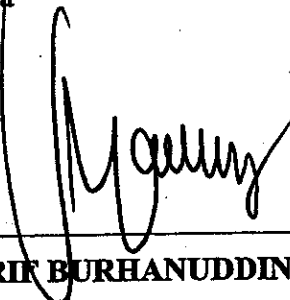
AKIFUMI WATANABE

Chief Advisor / Urban Planning,
Technical Cooperation Project for
Enhancement of Urban Development
Management in the Mamminasata
Metropolitan Area (JICA)



IR. ZULKARNAIN KITTA, M.Si.

Head of UPTD Mamminasata, Dinas of
Spatial Planning and Settlement of
South Sulawesi Province



IR. H. SYARIF BURHANUDDIN, M.ENG.

Chairman of Secretariat,
Mamminasata Metropolitan Development
Coordination Board (MMDCB)

Meeting Record

Subject : 3rd Steering Committee (SC) Meeting
Date : February 11, 2010
Time : 09.30 a.m. – 12.30 p.m.
Place : MMDCB Meeting Room
Attendants : as per listed

This Steering Committee (SC) Meeting is the third SC meeting held during Project Period. Some representatives from Provincial Bappeda, Provincial Dinas of Spatial Planning, as well as representatives from district/city government (Makassar, Gowa, Maros and Takalar) and members of Technical Unit of MMDCB attended the meeting.

1. Opening Speech and Direction from Chairman of Secretariat of MMDCB

In his speech and direction, Mr. Ir. H. Syarif Burhanuddin, M.Eng. (Chairman of Secretariat of MMDCB who is also Head of Dinas Spatial Planning and Settlement of South Sulawesi Province) briefed the following points:

- This Steering Committee Meeting is held as a part of evaluation towards the achievement of the project and the plan of future activities. Members of SC meeting (Bappeda of South Sulawesi Province, Dinas Spatial Planning of South Sulawesi Province, Dinas of Water Resources Management of South Sulawesi Province, members of MMDCB's Technical Unit, and representatives of districts/city (Bappeda, PU and Dinas Spatial Planning) attended the SC meeting.
- Under Mamminasata Metropolitan Area, Government of Japan through JICA dispatches two Technical Cooperation Projects (TCP) in Dinas of Spatial Planning and Settlement of South Sulawesi Province, namely Project on Enhancement of Urban Development Management in the Mamminasata Metropolitan Area and Project on Improvement of Water Supply Service in Mamminasata Metropolitan Area.
- In Mamminasata Metropolitan Area, at least 10 priority projects have been identified to be implemented within a certain period of time, such as (1) road network, (2) New Town, (3) Go-Green, (4) solid waste management, (5) water supply, (6) waste water management, (7) drainage, (8) Hasanuddin University of Gowa Campus, (9) KIMA-II, and (10) Center Point of Indonesia.
- Since Mamminasata Metropolitan Area consists of 1 city and 3 districts, coordination is absolutely required for the smooth implementation of the projects. Especially, this time is already in the implementation stage for those programs/projects.
- Historically, prior to JICA on Strengthening Urban Development Management, JICA has conducted various spatial management-related activities in South Sulawesi Province since 2005, such as preparation of Master Plan, visit to Curitiba to observe the urban development of Curitiba, etc.
- To support the smooth implementation of JICA projects in East Part of Indonesia especially in South Sulawesi Province, JICA has opened a branch office in Makassar, i.e. Makassar Field Office (MFO) in 2005. And, at present, there are several JICA projects implemented in South Sulawesi Province and Mamminasata Metropolitan

Enhancement of Urban Development Management in the Mamminasata Metropolitan Area in South Sulawesi Province

Area, such as Water Supply Project, Industrial Project, Education Project, Health Project, etc.

- To support the actual implementation of priority projects under Mamminasata Metropolitan Area, Presidential Regulation has been prepared and will soon be signed in near future. Its contents have been approved by central government, just waiting for signing of MoU by Mayor and Regents under Mamminasata Metropolitan Area before being signed by the President.
- JICA Mamminasata Project has achieved some progress in conducting such activities as preparation of draft manuals (for GSP, DSP, Permission), and designing of training program, which would be implemented in form of TOT, training to district and OJT starting from May 2010.
- Suggestion for JICA: the outputs produced by the project must be sustainable. In the sense that after the project termination, the activities which have been planned should be followed up. For this purpose, some preparation such as establishment of dissemination committee and creation of model activities which can be implemented to other districts/cities should be done from now on.
- The most important things for the smooth implementation of Mamminasata Metropolitan Area are coordination between levels of governments and between institutions and avoidance of sectoral execution of projects. Funding for the projects does not come only from district/city budget but also from provincial budget (APBD Province) and national budget (APBN).

2. Presentation

- a. Presentation by Mr. A. Watanabe (Chief Advisor of JICA Project) on *Progress of Step 2 Activity (October 2009 – February 2010)*. Outlines of the presentation are as follows:
 - Outline of the project: 4 outputs to achieve by the project in the course of project which are divided into 2 components: (1) Capacity development for urban development coordination and (2) Capacity development for project coordination.
 - Implementation schedule of the Project: a project of 3 years (April 2009 – February 2012), consisting of two steps.
 - Basic principle of the Project: supporting the execution of presidential regulation on Mamminasata Metropolitan Area in framework of spatial plan system through JICA's technical assistance.
 - Project implementation mechanism: main counterparts are MMDCB and UPTD Mamminasata with technical advice from central government.
- b. Presentation by Mr. Zulkarnain Kitta (Head of UPTD Mamminasata):
 - 1) Manual (draft) for Formulation of GSP, DSP and Land Development Permission in Mamminasata Area
 - 2) 10 Priority Project Management
 - 3) New Town and Go Green Program
 - 4) Training Program, OJT and TOT
 - 5) Database Management/GIS

3. Discussion

In discussion session, some questions, suggestions, and comments were raised by the attendants of the meeting and the responses were given by both Head of UPTD Mamminasata and Chief Advisor to JICA Project as summarized based on topics as follows.

A. Related to Mamminasata and legal document

The participants enquired, suggested and clarified the following:

- Presidential Regulation (Perpres) has been prepared and sent to central government for approval and sign/legalization. When would it be legalized?
- According to Perpres on Mamminasata Metropolitan Area, all parts of Takalar District are included in the Mamminasata Metropolitan Area. Yet, most parts of Takalar are agricultural area, i.e. 6,000 ha of irrigated lands, where legally the function of agricultural area cannot in any way be transferred to others, such as settlement area. This should be considered by MMDCB in planning and controlling so as to avoid from sprawl and extensive development in Mamminasata Metropolitan Area.
- According to proposal on DSP and Zoning by JICA, there are nine zones planned but none of which is considered as applicable to agricultural area which can be found in any part of Takalar District. Further special analysis or study is needed.
- In relation to 10 priority projects, the DSP can be legalized with Regional Regulation (Perda) or Governor Regulation (Pergub). Yet, legalization through Perda still needs intensive discussion between government and parliament (DPRD) in respective districts/city.
- For Solid Waste Management, MoU which has already been prepared cannot yet secure the budget. There is a need for higher legal document by preceding with coordination with the DPRD in respective districts/city.

Responses for these enquiries are as follows:

- *Content or substance of Perpres has been finalized since 2009. Yet, at present Central government still requires joint approval (MoU) from Mayor and Regents in Mamminasata prior to the sign by President.*
- *According Spatial Management Law and Agricultural Law, technical irrigated area should not in any way be transferred into other purposes. Yet, non-productive agricultural land can be transferred to other function with condition that new agricultural area should be created to compensate. For Takalar district, agropolitan industry is most suitable to be included into Mamminasata's strategic programs. The location of agropolitan area would be discussed immediately with Takalar District and relevant stakeholders.*
- *The DSP manual was prepared for the purpose of controlling urban area. Similar concerns of Takalar has been expressed by Dept. PU Jakarta and suggested to refer back to Spatial Pattern in the Spatial Plan, which states that in general each*

area must belong to one of the two categories: i.e. protected area or cultivation area. Agriculture area has been included into a part of cultivation area.

- *DSP and Zoning Regulation as the controlling instruments are considered as not adequate. According to Perpres, Mamminasata Metropolitan Area has cultivation area (Zone B1 – B7), protected area (Zone N1-N2) and supporting area (Zone P1-P5). JICA Project in cooperation with MMDCB has prepared draft manuals to clarify the functions of the areas.*
- *The product of the project (manuals) would be immediately legalized. Yet, consultation and coordination with relevant institutions are required in advance.*
- *Concerning MoU for Solid Waste Management in Mamminasata Metropolitan Area, there is a need for further discussion with legal bureau whether or not another legal document is needed in order to get agreement of government and DPRD in respective districts/city.*

B. Related to Coordination and Task Force

The participants enquired, suggested and clarified the following:

- For smooth coordination, meetings should be held by turns in district/city so that more people in the district/city recognize the activities conducted in Mamminasata Metropolitan Area.
- MMDCB is not the implementer of any project activity. It functions only to perform coordination for smooth implementation of the activity program in Mamminasata Metropolitan Area.
- Task force teams (for Go Green and New Town Development) should immediately be finalized for establishment for effective operation.

Responses for these enquiries are as follows:

- *Task force teams for Go Green and New Town Development are under preparation for establishment through Decree of Vice Governor as the Chairman of MMDCB.*
- *Suggestion will be accommodated and further discussed.*

C. Related to Project Implementation

The participants enquired, suggested and clarified the following:

- According to the plan, Bypass Mamminasata will stretch from Maros District to Gowa/Takalar District. Yet, in Gowa, government is planning to implement high education project (Campus of Engineering Faculty of UNHAS in Gowa). After being overlaid, in fact the road will go across the education area. It is suggested to Head of Dinas Bina Marga of South Sulawesi Province to make re-evaluation of the project; there is a need to re-arrange the road.
- Dinas Bina Marga is preparing DED for Bypass Mamminasata in 2010 and development of 0.5 km in length of Trans-Sulawesi Road (in front of Dipanegara

Campus). Coordination with relevant institutions especially with district government is needed, including for widening of trans-Sulawesi road.

- To accelerate road development process as mentioned above, the responsibility of land acquisition which is in the hand of district/city government should immediately be implemented.
- The participant required the assessment support from MMDCB and JICA to solve the problems related to damage of road infrastructure in Gowa (Jl. Malino) due to sand mining transportation.
- The West Coast Road of Galesong – Tanjung Bunga is proposed to include in the priority projects of Mamminasata Program in Takalar.
- Concerning Center Point of Indonesia (CPI), it seems that more budgets from provincial government have been allocated. Since the CPI is located in Makassar City, then the budgetary contribution from Makassar City should be acquired.
- For Hertasning road widening, facilitation from MMDCB to Gowa District Government is needed in order to secure the budget for land acquisition.

Responses for these enquiries are as follows:

- *Concerning the Bypass Road which stretches across the education area, it would be discussed and consulted with Dinas Bina Marga which is presently preparing DED for Bypass Road.*
- *Concerning the proposal for Tanjung Bunga – Galesong to include into priority project, it must be referred to the spatial plan of Mamminasata. If it is inter-regional road, it could be managed by provincial government. Yet, MMDCB would be ready for support as long as they are possible according to the regulations.*
- *Suggestions and comments would be accommodated and further discussed.*

D. Related to Land Development Permit

The participants enquired, suggested and clarified the following:

- In the district/city, there are principle permit and land use allotment permit. Yet, in provincial government, there is also a Perda concerning permit. What is the relationship between these two level permits?
- In Takalar District, there is one institution, so called SIMTAP (Sistem Manajemen Satu Atap = One Stop Service Office) in charge of issuing permit (14 types of permits). This institution should actually be strengthened.
- With the involvement of provincial government, permit issuance in Mamminasata Metropolitan Area must be simplified rather than complicated.
- In Gowa District, there is a district team in charge of evaluation/assessment prior to permit issuance. It is expected that provincial level (UPTD Mamminasata/MMDCB) could be involved as well.

Responses for these enquiries are as follows:

- *Principle permit and land use allotment permit are basically under the authority of district/city government. Yet, for inter-regional and large-scale development/in strategic area, provincial government has the authority to provide recommendation prior to issuance of the permit in the district/city (Perda No. 4 of 2008). Yet, it should be more socialized to each district/city in Mamminasata Metropolitan Area.*
- *Facilitation for capacity building for SIMTAP would be discussed and considered by UPTD Mamminasata/MMDCB and JICA.*
- *Provincial government would prepare SOP (Standard, Operation and Procedure) for permit, so that recommendation for permit issuance would not take more than 5 days.*
- *Suggestions and comments would be accommodated and further discussed.*

E. Related to Training

The participants enquired, suggested and clarified the following:

- *The schedule of training program including on GIS operation for district/city staff should be informed earlier so that District/City can be more ready.*
- *Assistance from the Project in form of equipment is required to support the training process, because without the equipment, the training cannot be optimal.*

Responses for these enquiries are as follows:

- *JICA would conduct training courses in form of TOT, training for district/city and OJT. The TOT is mainly targeted for provincial staffs (UPTD Mamminasata / MMDCB) and then the training courses would be provided by provincial trainers to district/city staffs. GIS operation and database would be included into the training program.*
- *According to survey, some districts and city have possessed adequate computer hardware to support GIS operation. Yet at present, JICA is proposing to JICA HQ to provide the GIS software for districts and city in Mamminasata for improving training efficiency.*

4. Closing

On behalf of Chairman of MMDCB and Chairman of MMDCB Secretariat, Head of UPTD Mamminasata closed the meeting by expecting that the results of meeting would be useful for future development implementation in Mamminasata Metropolitan Area.

Attendance List
Steering Committee Meeting (3)
Dinas Spatial Planning and Settlement of South Sulawesi Province
Makassar, February 11, 2010

No.	Name	Origin of Institution	Institution
1	Ir. H. Syarif Burhanuddin, M.Eng	Province	Head, Dinas Spatial Planning and Settlement of South Sulawesi Province
2	Ir. H. Soeprpto B. Santoso, M.Sc.	Province	Head, Dinas Water Resource Management of South Sulawesi Province
3	Ir. Denny Irawan, M.Si.	Province	Head of Natural Resources & Infrastructure Division, Bappeda of South Sulawesi
4	Ir. Faisal Lukman, M.Sc.	Province	Head of Division, Dinas Bina Marga of South Sulawesi Province
5	A. Tenrisau	Province	Dinas Bina Marga of South Sulawesi
6	Ir. Zulkarnaen Kitta, M.Si.	Province	Head, UPTD Mamminasata, Dinas Spatial Planning of South Sulawesi Province
7	Ir. Syafruddin Hamrun, M.Si.	Province	Head, UPTD Local Resources Development, Dinas Spatial of South Sulawesi/ MMDCB Technical Unit
8	Drs. Yosep Sulle, M.Pd.	Province	Head, Administration Sub-division, UPTD Mamminasata, Dinas Spatial Planning of South Sulawesi Province
9	Ir. Yusuf Allun	Province	Head, Water Supply Sub-division, Dinas Spatial Planning of South Sulawesi Province
10	Ir. Daniel Sarambu	Province	Water Supply Sub-division, Dinas Spatial Planning of South Sulawesi Province
11	Ir. Gamma	Province	Staff, UPTD Mamminasata
12	Sri Wedary Harahap	Province	Chairperson, MMDCB Technical Unit
13	Andi Yurnita, ST.,MT.	Province	Head, Information & Implementation Sub-division, UPTD Mamminasata / MMDCB Technical Unit
14	Ir. Muchlis Syarif, M.Si.	Province	MMDCB Technical Unit
15	Drs. H.M. Nasir D.K.	Province	MMDCB Technical Unit
16	Ir. Wahjudi Sasongko Sutiksno, MT.	Province	MMDCB Technical Unit/ Staff of UPTD Mamminasata
17	Ir. Adnan Abubaeda	Province	MMDCB Technical Unit / Staff of UPTD Mamminasata

Enhancement of Urban Development Management in the Mamminasata Metropolitan Area in South Sulawesi Province

No.	Name	Origin of Institution	Institution
18	Dr. Zainuddin Djaka, SH.,MH.	Province	MMDCB Technical Unit
19	Ir. Syafrri Umar	Makassar	Dinas Spatial Planning and Building, Makassar City
20	A. Asham, S.ST.	Makassar	Head, Sub-division, Dinas of Public Works, Makassar City
21	Ir. Darwis Herman	Makassar	Head, Sub-division, Bappeda, Makassar City
22	Drs. H. Zainuddin	Maros	Head, Dinas Spatial Planning and Settlement, Maros District
23	Ir. Abdul Salam, MM.	Maros	Head, Physical Infrastructure Division, Bappeda, Maros District
24	Ir. Muh. Amin Yakub, M.Si.	Gowa	Head, Dinas Public Works, Gowa District
25	Ir. Akhyani S., M.Sc.	Gowa	Head, Physical Infrastructure Division, Bappeda, Gowa District
26	Ir. Nirwan Nasrullah, M.Si.	Takalar	Head, Bappeda, Takalar District
27	Paharuddin, S.Sos., M.Si.	Takalar	Head of Sub-division, Bappeda, Takalar District
28	Chiigiru YAMASHITA		JICA MFO
29	Fatma		JICA MFO
30	Takuhiko OGA		JICA Water Supply Project
31	Hengky		JICA Water Supply Project
32	Akifumi WATANABE		JICA Mamminasata Project
33	Yoshiaki HIRANUMA		JICA Mamminasata Project
34	Denny Dhanio		JICA Mamminasata Project
35	Muhammad Yoesoef		JICA Mamminasata Project
36	Ruri		JICA Mamminasata Project
37	Muchlis		JICA Mamminasata Project
38	Hardiansyah		JICA Mamminasata Project

MINUTES OF MEETING
ON
4th STEERING COMMITTEE MEETING FOR
TECHNICAL COOPERATION PROJECT FOR
ENHANCEMENT OF URBAN DEVELOPMENT MANAGEMENT
IN THE MAMMINASATA MEROPOLITAN AREA

Members of Steering Committee on Technical Cooperation Project for Enhancement of Urban Development Management in the Mamminasata Metropolitan Area had conducted 4th Steering Committee Meeting to discuss on Progress Report 3 of Project in July 29, 2010 held in Meeting Room of Dinas Spatial Planning and Settlement of South Sulawesi Province.

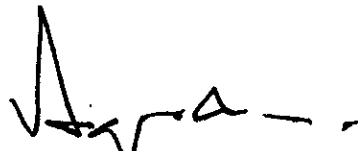
As a result of the discussions, members of Steering Committee have agreed on the contents of Progress Report and the record of meeting as attached hereto.

Makassar, July 29, 2010



AKIFUMI WATANABE

Chief Advisor/Urban Planning, Technical Cooperation Project for Enhancement of Urban Development Management in the Mamminasata Metropolitan Area (JICA)



IR. H. AGUS ARIFIN NU'MANG, M.S.
Vice Governor / Chairman of Mamminasata Metropolitan Development Cooperation Board (MMDCB) of South Sulawesi

Witnessed by



IR. JOESSAIR LUBIS, CES
Director of Urban Area, Directorate General of Spatial Management, Ministry of Public Works)

Meeting Record

Subject : 4th Steering Committee (SC) Meeting
Date : July 29, 2010
Time : 10.00 a.m. – 14.45 p.m.
Place : Meeting Room of Dinas of Spatial Planning and Settlement of South Sulawesi Province
Attendants : as per listed

This Steering Committee (SC) Meeting is the 4th SC meeting held during Project Period. Besides Vice Governor who is also Chairman of MMDCB, Representative of JICA Makassar Field Office (MFO), and Director of Urban Area Dit. Gen. Spatial Management (MPW), some representatives from Ministry of Public Works, Provincial Bappeda, Provincial Dinas of Spatial Planning, and other provincial government institutions as well as representatives from district/city government (Makassar, Gowa, Maros and Takalar), resources persons of MMDCB and experts of JICA Mamminasata Project attended the meeting.

1. Opening Speech and Direction from Chairman of MMDCB

In his speech and direction, Mr. Ir. H. Agus Arifin Nu'mang, M.Si. (Vice Governor of South Sulawesi who is also Chairman of MMDCB) briefed the following points:

- Since its commencement in April 2009, JICA Project on Enhancement of Urban Development Management in the Mamminasata Metropolitan has conducted various activities, including the TOT which has newly been held in May-June 2010. It is expected that the participants of the TOT can be maintained and not moved to other departments so that the knowledge transfer from the Project will be maintained and developed for the concerns of Mamminasata development.
- There have been some programs promoted by government of South Sulawesi Province which are covered into 10 priority programs, such as road network, new town, Go Green, water supply, wastewater, drainage, etc. Some programs have been on implementation and all stakeholders should take part for accelerated and smooth development implementation of those programs.
- The ten priority programs are strategic programs in Mamminasata Metropolitan Area which may have significant influence in the future for Mamminasata area in particular and South Sulawesi Province and eastern part of Indonesia in general.
- It is expected that central government, in this case Directorate General of Spatial Management could facilitate the prompt legalization of Presidential Regulation on Spatial Plan of Mamminasata Metropolitan Area. Since Mamminasata Metropolitan Area is included as National Strategic Area, it is expected that national government could contribute and support financially to the development of Mamminasata Metropolitan Area.
- It is expected that in the future the growth and development in Mamminasata Metropolitan Area can be based on the plan. We expect that the Master Plan which has been prepared by JICA can be implemented properly to avoid disorder development.

2. Speech from Representative of JICA Makassar Field Office

Mr. NAKAGAWA Kazuo (Representative of JICA MFO Office) briefed the following points:

- JICA has strong commitment in development of Eastern part of Indonesia and focus the efforts in supporting integrated development of Mamminasata. JICA has already cooperated with a number of projects related to Mamminasata Development.
 - Starting with Mamminasata Integrated Spatial Plan in 2006, JICA plan is a serial support system for supporting South Sulawesi Government in realizing Integrated Development of Mamminasata Area. Feasibility Study of Trans Sulawesi was executed in 2007 and now this on-going project of Enhancement of Urban Management of Mamminasata (2009-2012) and Water Service Improvement Project (2009-2012). Other supports for example Solid Waste Management Project and Water Supply Project are under preparation.
 - The JICA Mamminasata project has been implemented within the scope of JICA Technical Cooperation Project. Equal-partnership support system is required aiming for an improved governance output. JICA's input is limited to provision of experts, training, and support equipment.
 - Main counterparts to the Project are MMDCB and UPTD Mamminasata, under the guidance of Ministry of Public Works and Bappeda of South Sulawesi. JICA expressed high appreciation to Counterparts of JICA MM Project, for fathoming the benefits of JICA support. Their commitment is shown in their active participation and involvement, ever-growing in intensity. Evidently, today's progress reports will be presented mostly by counterparts.
 - Project Period May-July of 2010 mostly focused on TOT, utilization of manual and supporting implementation of New Town and Go-Green Program. The project is nearing the end of its second year, putting it in the middle of the project life. JICA hopes to complete the transfer of responsibility of tasks implemented in the first and second years to counterpart staffs and officials in UPTDMM and MMDCB, in accordance with each organization and responsibilities.
 - One of the most useful training sessions was the case study on Maros and Takalar GSP evaluations, utilizing manuals compiled in cooperation between MMDCB and UPTDMM. This is one of example that this Capacity development Project contributed to the on-going implementation.
 - In the coming years, it is expected that MMDCB, UPTDMM, and Dinas of Spatial Planning and Settlements would be successful in integrating lessons and activities of the project into the RPJM and future APBD allocations to ensure that the knowledge and skills learned through OJT and TOT remains applicable, practical, and sustainable in the course of improving Mamminasata urban development management system.
- 3. Speech from Director of Urban Area, Directorate General of Spatial Management, Ministry of Public Works**
- Mr. Ir. Joessair Lubis, CES (Director of Urban Area, Directorate General of Spatial Management, MPW) briefed the following points:
- At the end of July 2010, Directorate General of Spatial Management conducted re-arrangement of its organization. Directorate of Urban Area is a newly established organization which is among others in charge of Mamminasata Metropolitan Area (previously Directorate of Spatial Management of Region III).
 - JICA Project for Enhancement of Urban Development Management in the Mamminasata Metropolitan under cooperation between Government of Indonesia and Government of

Japan has been commenced from April 2009 to February 2012 and now has entered its Step 2(2) of its activities. Among of its activities in this step are implementation of TOT, case study, preparation of NSPK (Norms, Standards, Procedure and Criteria) related to the urban development management and implementation of priority programs. These activities are implemented as the package of assistance from Government of Japan for Enhancement of urban development management in Mamminasata Metropolitan Area.

- The 4th Steering Committee (SC) Meeting is a sequence of urban management activities as policy measure carried out to develop capacity of urban development management in Mamminasata Metropolitan Area.
- Urban development policy in the future is focused on integration, synergy and synchronization of sectoral programs in order to realize integrated urban development. In line with policy on spatial planning development of Mamminasata Metropolitan Area which is supported by Presidential Regulation (Draft) where Mamminasata is one of National Strategic Areas, MPW highly welcomes the cooperation as the effort for implementation of development programs.
- One of activities by the JICA Project is TOT which has been conducted successfully and smoothly. It showed the seriousness of provincial government for development management of Mamminasata Metropolitan Area.
- Basic principle of the Project is to develop mechanism of spatial utilization and spatial utilization control in order to realize proper spatial structure and spatial pattern of Mamminasata Metropolitan Area through main program indications prepared as stated in Draft Presidential Regulation.
- Based on the mandate from the Draft Presidential Regulation, it is expected that pilot projects which are applied in 10 priority programs, such as road network, solid waste management, etc. can be implemented properly and successfully.
- Due to the significance of this cooperation, Provincial government and district/city government should make appropriate use of this momentum and utilized optimally so that the results can be utilized for the implementation of spatial plan of Mamminasata Metropolitan Area in order to realize spatial structure and spatial pattern as expected for the advancement and prosperity of community in Mamminasata.
- In order that, capacity development for project coordination is required and it is expected that the JICA Project would assist provincial government, MMDCB, and districts/city for this purpose.
- As the follow-up of the TOT where techniques of formulation of general spatial plan, detailed spatial plan, Zoning Regulation and GIS were taught, it is expected that the Project would provide or improve the technical capacity of regional government staffs in finalizing the formulation of district and city general spatial plan, coordination strengthening, and capacity to develop mechanism of framework of inter-regional development program implementation.
- High appreciation is addressed to Government of South Sulawesi Province, MMDCB, districts/city, etc. for their facilitation and coordination so that the activities can be implemented properly.
- Ministry of Public Works expects that JICA Team would facilitate through this cooperation so that the government officers could get better understanding in order for realization of development programs relevant to Spatial Plan of Mamminasata Metropolitan Area including spatial planning, spatial utilization, and spatial utilization control in order to promote achievement of vision and mission relevant to the mandate of

Law on Spatial Management No. 26 of 2007, to create safe, pleasant, productive and sustainable spatial use.

- In the next step of its activities, it is expected that JICA Team would like to provide transfer of knowledge to all concerned staffs of provincial government as well as district and city government so that they could make use of their knowledge in their daily duties or tasks for better spatial management in Mamminasata Metropolitan Area.

4. Reporting

In this 4th SC Meeting, there are several reportings made both by JICA Project Team and counterpart (UPTD officers and MMDCB members) as summarized as follows.

- a. (1) Project Objective, Components, and Activity and (2) TOT Report by Mr. A. Watanabe (Chief Advisor of JICA Project)
- b. Progress of Project Output (Manual) by Mr. Zulkarnain Kitta (Head of UPTD Mamminasata):
- c. Road Network in Mamminasata by Mr. Faisal Lukman (MMDCB Member, Dinas of Bina Marga of South Sulawesi Province)
- d. New Town Development by Ms. A. Yurnita (Head of Section, UPTD Mamminasata)
- e. Evaluation of Proposed Priority Program by Takalar by Ms. A. Yurnita (Head of Section, UPTD Mamminasata)
- f. Go Green by Mr. Syafruddin Hamrun (member of MMDCB)
- g. Center Point of Indonesia by Mr. Syafruddin Hamrun (member of MMDCB)
- h. Education Area by Ms. Sri Wedary H. (resource person of MMDCB)
- i. Regional and Urban Infrastructure by Mr. Zulkarnain Kitta (Head of UPTD Mamminasata)

Note: Details of each report are attached as presentation materials.

5. Discussion

In discussion session, some questions, suggestions, and comments were raised by the attendants of the meeting as summarized as follows.

A. Related to Road Network

The participants enquired, suggested and clarified the following:

- Official letter from provincial government (to be signed by Governor) concerning delineation of roads to develop in the districts (Trans-Sulawesi Road and Bypass Mamminasata Road) is required by districts for land acquisition.
- It is required that the road and bridges connecting to the Solid Waste Disposal (TPA) in Pattalassang could be developed soon.
- Outer Ring Roads in the western, coastal areas connecting Tanjung Bunga and Takalar should be widened.

AW

- Provincial Government is expected to send a letter to Mayor / Regents in Mamminasata in order to allocate the budget for land acquisition in Fiscal Year of 2011 for the areas passed by Bypass Mamminasata Road.

Responses for these enquiries are as follows:

- *Official letter will be prepared as soon as possible after all administrative arrangements have been completed.*
- *Road and bridges to TPA cannot be developed earlier than the construction of TPA because there is a worry that before the TPA is used, the road and bridges will be damaged due to material transportation.*
- *Suggestion concerning widening of Outer Ring Road in Tanjung Bunga – Takalar will be accommodated for further discussion.*

B. Related to New Town Development

The participants enquired, suggested and clarified the following:

- From the reporting, New Town development relied heavily on national budget (APBN). Emphasis of budget allocation should come from the sharing budget of respective districts with other parties.
- Private sector should be promoted to take part actively in the development through the scheme of PPP (Public – Private Partnership) for New Town Development.
- It is expected that MMDCB can play a role for controlling the development in New Town to avoid disorder development by developers (private)
- DSP and Zoning Regulation of New Town have been prepared. For this purpose, case study in Singapore was conducted. In Zoning Regulation, the consultant has prepared detailed block plans, including the roads, number of houses, BCR, FAR, etc. Yet, from the reporting, the image of New Town was prepared in very general.

Responses for these enquiries are as follows:

- *Since Mamminasata Metropolitan Area has been established as national strategic area, some primary infrastructures such as road are expected to be financed through APBN. District and city will contribute in form of land acquisition.*
- *For New Town Development, PPP scheme is promoted. Meetings with REI (Real Estate of Indonesia) were held. Meeting with REI has been scheduled to hold on July 30, 2010 in REI Office.*
- *From the lesson learned in BSD (Bumi Serpong Damai) Case Study, it was found out that dominant roles were performed by private sector. BSD was developed by various developers which incorporated into BSD.*
- *MMDCB has the role for coordination, consultation and technical assistance. Through facilitation and technical assistance of JICA Project, MMDCB is still in the process of knowledge transfer to get sufficient and proper knowledge on these aspects for better urban management in Mamminasata Metropolitan Area.*
- *Plan of New Town can be prepared either in detail or in general depending on the purpose. To attract private sector to develop in New Town and to get their share in developing local roads, general plan is preferable. The task of government is to*

provide direction or guidance which part of the zone can be built with what facilities. This is the controlling function of government. For this purpose, UPTD Mamminasata and MMDCB in cooperation with JICA Project prepared manuals for controlling. In the DSP Manual, 9 land use zones are proposed, for instance, in low-rise residential areas what types of facilities are allowed and not allowed and so forth.

These are the directives from provincial government which should go to the consideration of districts and city because the lands do not belong to the provincial government but to the districts and city.

- *For New Town, a special body or management board should be established whose duty is to accelerate and align the development of New Town.*
- *New Town is expected to function as conservation or catchment area for the water supply in the Mamminasata Metropolitan Area to support watershed of Bili-Bili Dam*
- *Feasibility Study of Water Supply for Mamminasata Metropolitan Area and New Town has been prepared. Data and macro/micro plan are required for effective implementation of the project.*

C. Related to Takalar Development

The participants enquired, suggested and clarified the following:

- *Similar to New Town development, Takalar Development relied heavily on national budget (APBN). Emphasis of budget allocation should come from Takalar District, which is shared with the budgeting from central and provincial government.*
- *Bappeda Takalar confirmed the proposed Takalar Maritime Area Development in Galesong, whether or not have been included into Priority Programs of Mamminasata.*
- *Private sector should be promoted to take part actively in the development through the scheme of PPP (Public – Private Partnership)*

Responses for these enquiries are as follows:

- *Based on the discussion with PU in Jakarta as well as discussion between UPTD Mamminasata, resource persons of MMDCB, and JICA Project, the Takalar Maritime Area Development in Galesong has been included as one of the priority programs of Mamminasata.*
- *Takalar Government will promote the PPP scheme for the development of Takalar Industrial Area like the development of KIMA I in Makassar, in which there was collaboration between government, private and community.*

D. Related to Go Green

The participants enquired, suggested and clarified the following:

- *Green open space should be calculated from the green open space in urban areas and not including forest area, catchment area, rural area, etc. If they are included in the calculation, then the percentage will be high and this will give a chance to the district/city to make use of the land for expansion of development.*
- *Ministry of Forestry promotes reforestation through HTR (Hutan Tanaman Rakyat = People's Forest) Program. South Sulawesi Province particularly receives 65 units (one*

unit consists of 50,000 trees). It is expected that districts and city could provide clear information concerning location for planting.

Responses for these enquiries are as follows:

- *According to the Law (Law No. 26 of 2007), the minimum GOS should be 30 percent from the urban area and hence forest areas should be excluded.*

E. Related to Center Point of Indonesia

The participants enquired, suggested and clarified the following:

- Concerning Center Point of Indonesia, the government should control the land price. Due to the lack of control, national budget which has been allocated for the wastewater project in Losari Beach was returned due to the land acquisition problem, likewise the land allocated for the CPI.

F. Related to Education Area in Gowa

The participants enquired, suggested and clarified the following:

- In 2007, a Detailed Spatial Plan for Education Area in Gowa had been prepared by provincial government and at present Gowa District is preparing Zoning Regulation for the Education area. Unfortunately, the DSP has not been legalized up to now. Due to the issues related to budgeting and progressive development of Engineering Faculty Campus, a Governor Regulation should be prepared.

Responses for these enquiries are as follows:

- *Regulation (Government Regulation No. 15 of 2010) allows the establishment of DSP with Regent/Mayor Regulation.*

6. Directions

(1) Direction from Chairman of MMDCB

Chairman of MMDCB gave his direction concerning the results of discussion as summarized as follows:

- a. During TOT, the manuals have been proven as effective and useful tools for checking the spatial plan submitted by districts and city as well as for controlling spatial development. Considering their significance, they will be used as guidance in Mamminasata and be legalized as legal documents.
- b. Coordination is very important between governments (central – provincial – district/city governments), especially in the implementation of programs or projects.
- c. Maritime Area Development in Takalar is significant for Mamminasata Metropolitan Area and should be included as a priority program. Hence, the number of priority programs may change from 10 to 11 priority programs.

(2) Direction from National Government

Director of Urban Area of Dit. Gen. of Spatial Management and Mr. Erry S. Akhyar (Head of Sub-directorate, Dit. Gen. Spatial Management, MPW) gave their direction concerning the results of discussion as summarized as follows:

- a. Concerning detailed spatial plan, there must be flexibility for the developers to take part in the development, but as government we should play a role in planning, regulating, guiding and controlling.
- b. Go Green program is very essential and should be supported.
- c. There should be coordination between national government, provincial government and district/city government for the program implementation. For Go Green Program, there is a program from Dit. Gen. of Cipta Karya (a part of Urban Development Plan) which can be approached.
- d. For Center Point of Indonesia, investment from provincial and national governments have been very huge. Involvement of private sector should be considered. And, socialization should also be conducted.
- e. Based on instruction of Law No. 26 of 2007, General Spatial Plan of Districts and City should be finalized at the latest at the end of 2010.
- f. Draft Presidential Regulation concerning Spatial Plan of Mamminasata has been under process for legalization. At present status, it is under discussion by Ministry of Defense and Security and at the beginning of August, it will be discussed at Ministry of Forestry. The process has been accelerated and it is expected that it could be finalized and legalized soon.
- g. There are three conditions for the national government to support the development in the region: (1) the GSP should have been finalized, (2) the region receives the awards provided by national government in the sector of spatial management, and (3) there must be commitment for budget sharing from the district/city.

(3) Comment from Head of UPTD Mamminasata

Head of UPTD Mamminasata gave his final comments related to the results of discussion as summarized as follows:

- a. Support from national government is essential for the development in the region, including in Mamminasata Metropolitan Area. In order to get the support, districts and cities are required improve their RPJMD (Regional Medium-Term Development Plan) by clarifying role demarcation between levels of government.
- b. Draft Presidential Regulation on Spatial Plan of Mamminasata has been under process, and it is estimated that it has achieved 90 percent of completion.
- c. To promote PPP scheme for the New Town Development, meeting with REI has been scheduled to hold on Friday, July 30, 2010 in REI Office.
- d. Coordination between levels of government should be performed for the implementation of projects or programs in Mamminasata Metropolitan Area. Some programs have been under process and good coordination should be made.

7. Closing

On behalf of Chairman of MMDCB and Chairman of MMDCB Secretariat, Head of UPTD Mamminasata closed the meeting by expecting that the results of meeting would be useful for achieving capacity development through JICA Project and future development implementation in Mamminasata Metropolitan Area.

Attendance List
Steering Committee (4) Meeting
Makassar, July 29, 2010
Dinas of Spatial Planning and Settlement of South Sulawesi Province

No.	Name	Position	Institution
1	Ir. Agus Arifin Nu'mang, M.Si.	Vice Governor/ Chairman of MMDCB	MMDCB
2	Ir. Joessair Lubis, CES	Director of Urban Area	DG of Spatial Planning, Ministry of Public Works
3	Ir. Erry S. Achyar, CES	Head of Sub- Directorate	DG of Spatial Planning, Ministry of Public Works
4	Ir. Zulkarnain Kitta, M.Si.	Head of UPTD MM	UPTD Mamminasata, Dinas of Spatial Planning and Settlement of South Sulawesi Province
5	Yosep Sulle, SIP, M.Si.	Head of Supervision and Controlling Section	UPTD Mamminasata, Dinas of Spatial Planning and Settlement of South Sulawesi Province
6	A. Yurnita, ST., M.Si.	Head of Information and Management Section	UPTD Mamminasata, Dinas of Spatial Planning and Settlement of South Sulawesi Province
7	Agus Salim, B.Sc.	Staff	UPTD Mamminasata, Dinas of Spatial Planning and Settlement of South Sulawesi Province
8	Ir. Wahyudi S. Sutiksno, MT.	Staff	UPTD Mamminasata, Dinas of Spatial Planning and Settlement of South Sulawesi Province
9	Ir. Adnan Abubaeda	Staff	UPTD Mamminasata, Dinas of Spatial Planning and Settlement of South Sulawesi Province
10	A. Mirza Azilia, ST	Staff	UPTD Mamminasata, Dinas of Spatial Planning and Settlement of South Sulawesi Province
11	Ir. Syafruddin Hamrun, M.Si.	MMDCB Member / Head of UPTD	MMDCB / UPTD of Local Resources, Dinas of Spatial Planning and Settlement of South Sulawesi Province
12	Ir. Sri Wedary Harahap	MMDCB Member	MMDCB
13	Ir. Muchlis Syarief, M.Si.	MMDCB Member	MMDCB
14	Drs. Nasir DK.	MMDCB Member	MMDCB
15	Ir. Syafri, M.Si.	Consultant	IAP South Sulawesi (Consulting Company)
16	Ir. Hasir Tjenne, M.Si.	Head of Work Unit	Work Unit of PPLP (Settlement Environment Sanitation), Dinas of Tarkim of South Sulawesi Province
17	Hairullah, ST.	Staff	Dinas of Spatial Planning and Settlement of South Sulawesi Province
18	Ir. Zunaifa Y. Slamet, MT	Staff	Dinas of Spatial Planning and Settlement of South Sulawesi Province
19	Ir. Faisal Lukman, M.Sc.	Head of Division	Dinas of Bina Marga of South Sulawesi

*Enhancement of Urban Development Management in the Mamminasata Metropolitan Area
in South Sulawesi Province*

No.	Name	Position	Institution
20	Asirah Massinai	Staff	Dinas of Bina Marga of South Sulawesi
21	Daud	Staff of Technical Guidance Division	Dinas Water Resources Supply (PSDA)
22	Ir. A. Hasbi Nur, MT.	Head of Division	Regional Environment Board of South Sulawesi Province
23	Hasanuddin		Bappeda of Makassar City
24	M. Hamka		Dinas PU of Makassar City
25	Alim Bahri		Dinas PUD of Gowa District
26	A. Murfida		Dinas PUD of Gowa District
27	M. Tahir	Head of Division	Dinas of Spatial Planning and Settlement of Maros District
28	Ir. Nirwan Nasrullah, M.Si.	Head of Bappeda	Bappeda of Takalar District
29	Paharuddin, S.Sos., M.Si.	Head of Section	Bappeda Takalar District
30	M. Saiful, ST., M.Si.	Staff	Dinas PU of Takalar District
31	NAKAGAWA Kazuo	Representative	JICA MFO
32	Yoko TANAKA		JICA MFO
33	Ida Gosal	Program Officer	JICA MFO
34	Akifumi WATANABE	Chief Advisor to JICA MM Project	JICA Mamminasata
35	Isamu ASAKURA	JICA Expert	JICA Mamminasata
36	Kenichi HASHIMOTO	JICA Expert	JICA Mamminasata
37	Agnes Rampisela	Chief Local Consultant	JICA Mamminasata
38	Denny Dhanio	Local Staff	JICA Mamminasata
39	Ardiansyah	Local Staff	JICA Mamminasata
40	Muchlis Husain	Local Staff	JICA Mamminasata
41	Ruri Syailendrawati	Local Staff	JICA Mamminasata
42	Dwinsani Pratiwi Astha	Student	Hasanuddin University
43	Lucke Agusrindra	Student	Hasanuddin University
44	Syifa Aulia Sari	Student	Hasanuddin University
45	Fitrawan Umar	Student	Hasanuddin University

MINUTES OF MEETING
ON
5th STEERING COMMITTEE MEETING FOR
TECHNICAL COOPERATION PROJECT FOR
ENHANCEMENT OF URBAN DEVELOPMENT MANAGEMENT
IN THE MAMMINASATA MEROPOLITAN AREA

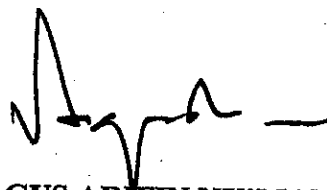
Members of Steering Committee on Technical Cooperation Project for Enhancement of Urban Development Management in the Mamminasata Metropolitan Area had conducted 5th Steering Committee Meeting to discuss on results of Mid-Term Review and Progress Report 4 of Project on January 24, 2011 held in Meeting Room of Dinas Spatial Planning and Settlement of South Sulawesi Province.

As a result of the discussions, members of Steering Committee have agreed on the contents of revised PDM and Progress Report (4) and the record of meeting as attached hereto.

Makassar, January 24, 2011



AKIFUMI WATANABE
Chief Advisor/Urban Planning, Technical
Cooperation Project for Enhancement of
Urban Development Management in the
Mamminasata Metropolitan Area (JICA)



IR. H. AGUS ARIFIN NU'MANG, MS.
Vice Governor / Chairman of Mamminasata
Metropolitan Development Cooperation
Board (MMDCB) of South Sulawesi

Meeting Record

Subject : 5th Steering Committee (SC) Meeting
Date : January 24, 2011
Time : 13.00 p.m. – 16.00 p.m.
Place : Meeting Room of Dinas of Spatial Planning and Settlements of South Sulawesi Province
Attendants : as per listed

This Steering Committee (SC) Meeting is the 5th SC meeting held during Project Period. Besides Vice Governor who is also Chairman of MMDCB and Representative of JICA Makassar Field Office (MFO), some representatives from Provincial Dinas of Spatial Planning and Settlements, and other provincial government institutions as well as representatives from district/city government (Makassar, Gowa, Maros and Takalar), resources persons of MMDCB and experts of JICA Mamminasata Project attended the meeting.

This SC meeting was intended to report the progress of Project activities during the period of September 2010 to January 2011, including monitoring of 11 priority programs, among others New Town and Go-Green, manual preparation (GSP, DSP, Land development permission), Database development, Training (TOT and Training in Japan). In addition, the meeting was also aimed at presenting the revised PDM and recommendations from Joint Evaluation Team for Mid-term Review.

1. Opening Speech from Head of Dinas of Spatial Planning and Settlements of South Sulawesi Province, acting as Head of Secretariat of MMDCB

In his speech and direction, Dr. Ir. H. Syarif Burhanuddin, M.Eng., Head of Dinas of Spatial Planning and Settlements of South Sulawesi Province, acting as Head of Secretariat of MMDCB briefed the following points:

- This 5th Steering Committee Meeting is conducted at the end of 2nd year of the Project. It means that there is still one year to finalize the activities in cooperation with JICA Technical Cooperation Project.
- Achievements of activities in the last 4 months (September 2010 – January 2011) are still focused upon the maturation of TOT training results in form of training in Japan (Sept 26 – Oct 8), the implementation of TOT Follow Up and Wrap Up Trainings, and continuation of finalization of tools such as manuals and database.
- Monitoring of 11 priority programs has been implemented and the result is currently being compiled to be socialized or disseminated in form of calendar and bulletin. The calendar would be prepared as supported by JICA TCP whereas bulletin would be published as funded by UPTD Mamminasata. The content will be discussed and formulated as well as designed by both parties. Such kind of cooperation and role sharing has been highly appreciated by Joint Evaluation Team. Therefore we have obtained a high score for efficiency.
- The mid-term review has been conducted by the Joint Evaluation Team consisted of Japanese Team led by Mr. Nakagawa Kazuo and Indonesian Team led by Mr. Ir. Joessair Lubis, M.Sc., Director of Urban Area, Dit. Gen. of Spatial Management, Ministry of Public Works. The review was conducted for approximately 2 weeks (5 Dec. – 20 Dec.).
- The result of evaluation was very good although there was a note on the evaluation point concerning the effectiveness because there was a plan that was not effectively conducted,

which was On the Job Training (OJT) due to the delay of the legalization of Presidential Regulation on Mamminasata Spatial Plan at the central level.

- Out of 5 points of recommendations which should immediately be followed up by central government was the legalization of Presidential Regulation and guideline of DSP
- The two remaining points were the establishment of task forces for New Town and Go-Green as well as suggestions for the training alumni to keep on working in the fields related to spatial management and to not be moved to other fields.

2. Speech and Direction from Chairman of MMDCB

In his speech and direction, Mr. Ir. H. Agus Arifin Nu'mang, MS., Vice Governor of South Sulawesi who is also Chairman of MMDCB, briefed the following points:

- The 5th Steering Committee Meeting is conducted at the end of the 2nd year of the Project. This would mean that we have implemented 2/3 of the Project and only 1 year remains to finalize as well as to refine several points that have been prepared.
- Results and recommendations of Mid-Term Review which have been implemented by Joint Evaluation Team between Japanese Team and Indonesian Team were highly valuable to be a reference in regards to formulate work plan of the 3rd year. The review has shown that the Project is going smoothly and that all parties are optimistic that at the end of 3rd year, Project will achieve the goals that have been stated in PDM.
- Project of Enhancement of Urban Development Management in Mamminasata in collaboration with JICA has been in line with the policy of the central government regarding Spatial Management implementation for the enhancement of human resource. This project is considered on time because it constitutes a driving factor that accelerates the implementation of Mamminasata. We believe the human resources that were trained will be the main capital for us to independently realize the implementation of Spatial Planning.
- The point is reflected upon the result of mid-term review that shows high scores for the relevance and for the high score of efficiency, I would like to thank all members and resource persons of MMDCB as well as the staff of UPTD Mamminasata and Dinas of Spatial Planning and Settlements for their excellent cooperation with Japanese expert team because for the high score of efficiency we have obtained after a proper role sharing and responsibility as well as an proper funding.
- High appreciation would go to Mr. Watanabe and the Project Team who have created a friendly, open, and transparent work environment therefore enable all staffs to properly consult and communicate. High appreciation also should go for the flexibility of JICA to accept inputs, suggestions and comments for improvement and sharpening of the activities.

Presentation

In this 5th SC Meeting, there are several presentations made both by JICA Project Team and counterpart (UPTD officers) as summarized as follows.

- a. Presentation on Progress of Project from September 2010 to January 2011 by Mr. Zulkarnain Kitta (Head of UPTD Mamminasata), covering the following:
 - Outline of the Project

- Implementation schedule
- Progress of Project from September 2010 to January 2011
 - A. Monitoring of 11 priority programs
 - B. New Town and Go-Green
 - C. Manual development (GSP, DSP, Land development permission)
 - D. Database development
 - E. Training
 - F. Training in Japan (Sept 26~Oct 8)

- b. Presentation on Mid-Term Review Report by Ms. Tanaka (JICA Makassar Field Office (MFO)):
Points of presentation are as briefed below.
 - Objective of Mid-term review
 - Membership of Mid-term Review Team
 - Schedule of Mid-term review

- c. Presentation on recommendations from Joint Evaluation Team by Mr. Nakagawa (JICA MFO):
Points of presentation are as briefed below.
 - The Project has been evaluated by Joint Evaluation Team to see its status based on five criteria: Relevance, Effectiveness, Efficiency, Impact and Sustainability. From the result of Mid-term Review, the Project is considered as good. Its relevance is very high.
 - Joint Evaluation Team proposed the following 5 recommendations to keep the Project's outputs on the track:
 1. Enactment of a presidential decree on Mamminasata Spatial Plan.
 2. Establishment of task forces for the implementation of case studies.
 3. Dissemination of the results of the Project activities.
 4. TOT results sustainability.
 5. Revision of the PDM (Project Design Matrix).

- d. Presentation on revision of PDM by Dr. Agnes (the Project Team)
- e. Presentation on focus of activity in 2011 by Mr. A. Watanabe (Chief Advisor of the Project)

4. Results of Discussion

The following are summarized based questions, suggestions, clarification, corrections, and inputs raised by the attendants of the meeting and presented according to each topic.

A. Related to training

- In the third year of the Project, focus would be the training to districts and city. Budget could be sourced from multi-parties: UPTD MM, JICA Project and district/city. UPTD MM would prepare incentives for trainers; JICA side could support the preparation of materials; and district/city could allocate budget for consumption and venue.
- Regarding GIS Training and database management, out of four districts and city in Mamminasata, Makassar City was the only region which has not received GIS training and software. It was suggested that Makassar City would prepare a PC computer for software installation and would arrange the schedule for its staff to receive training.

B. Related to Manual

- Currently, UPTD MM and MMDCB under the support of JICA Project are preparing manuals (GSP, DSP, land development) which could be used as reference in issuing permit. These manuals would be tried out in the final year of the Project and legalized with Governor Regulation.

C. Related to New Town Development

- For the purpose of controlling, and in the absence of legalized document of DSP and Zoning Regulation, district government could refer to its GSP and draft DSP and Zoning Regulation of New Town. For instance, in the New Town area, it is not allowed to establish industry or plant, then district government should not issue a permit for industrial purpose.
- Governor of South Sulawesi has deep concern with the land use control in New Town, i.e. by sending a letter to Regent for strictly supervising the proposed land use by the community and for ascertaining that the permit issued is based on the spatial plan.
- Based on several meetings with REI (Association of developers), REI required clarification of role sharing in development of New Town and relaxation in development. JICA Project would facilitate in preparing clear picture of zones in New Town, so that developers may know where they can build and where they can't, appropriate BCR and FAR, etc.
- Task force for New Town would be established immediately (in 2011). It is required that related institutions whose staffs have been assigned to be the members would confirm their staffs for update.

Related to Road

- Bypass Mamminasata as the primary road passing through New Town has been equipped with DED. Then, field work to determine the road axis, width, borderline, etc. would soon be conducted for the purpose of land acquisition by districts.
- JICA Project (2006-2007) has prepared Advice Planning for primary and arterial roads in MM, including Middle ring road. It would depend on governments (central, province and district/city) to follow up with development.

E. Related to Waste water

- Development of Wastewater Treatment Plant would be conducted in Makassar City in the location as approved by Government of Makassar City. Makassar City was required to conduct the land acquisition (6 Ha) for the purpose of installation of wastewater treatment plant.

F. Related to Go Green

- Target of Go Green in 2025 would actually be able to achieve within short time considering that up to 2011, around 150 million trees have been distributed throughout Mamminasata. The problem was that there was no confirmation from districts and city about the locations of planting.
- Dinas of Forestry suggested that the locations for tree planting should be selected properly and locations of stony area and nearby electricity or telephone line and beams should be avoided.
- Task force for Go Green would be established immediately (in 2011). It is required that related institutions whose staffs have been assigned to be the members would confirm their staffs for update.

G. Related to Takalar Program

- Legality aspect is very important to support the activities in region. The absence of legal documents, such as Presidential Regulation on Mamminasata Spatial Plan, Perda on General Spatial Plan and on Detailed Spatial Plan, has impeded some proposed programs. For instance, Takalar Government could not allocate budget for land acquisition for Bypass Mamminasata.

5. Closing

On behalf of Chairman of MMDCB and Chairman of MMDCB Secretariat, Head of UPTD Mamminasata closed the meeting by addressing that the recommendation by Joint Evaluation Team will be followed and there is no objection to the revised PDM, and expecting that the results of meeting would be useful for achieving capacity development through JICA Project and future development implementation in Mamminasata Metropolitan Area.

Attendance List

Steering Committee (5) Meeting

Makassar, January 24, 2011

Dinas of Spatial Planning and Settlement of South Sulawesi Province

No.	Name	Position	Institution
1	Ir. H. Agus Arifin Nu'mang, MS.	Vice Governor/ Chairman of MMDCB	MMDCB
2	Dr. Ir. H. Syarif Burhanuddin, M.Eng	Head of Dinas Spatial Planning & Settlement/Head of Secretariat MMDCB	Dinas of Spatial Planning & Settlement South Sulawesi Province / MMDCB
3	Ir. H. Zulkarnain Kitta, M.Si.	Head of UPTD MM	UPTD Mamminasata, Dinas of Spatial Planning and Settlement of South Sulawesi Province
4	Ir. H. Ghazali Djakaria, M.Si	Head of Administrative Section	UPTD Mamminasata, Dinas of Spatial Planning and Settlement of South Sulawesi Province
5	Yosep Sulle, SIP, M.Si.	Head of Supervision and Controlling Section	UPTD Mamminasata, Dinas of Spatial Planning and Settlement of South Sulawesi Province
6	A. Yurnita, ST., M.Si	Head of Information and Management Section	UPTD Mamminasata, Dinas of Spatial Planning and Settlement of South Sulawesi Province
7	Irmah Yuniwanty, ST	Staff	UPTD Mamminasata, Dinas of Spatial Planning and Settlement of South Sulawesi Province
8	Ir. Muchlis Syarief, M.Si	MMDCB Member	MMDCB
9	Drs. Nasir DK.	MMDCB Member	MMDCB
10	Ir. M. Ilyas Badru, M.Si	Head of Section	Dinas of Forestry of South Sulawesi Province
11	Ir. Naseer Hassan, SP1	Head of Division/MMDCB Member	Dinas of Water Resources Management (PSDA) of South Sulawesi Province
12	Ir. Faisal Lukman, M.Sc.	Head of Division/MMDCB Member	Dinas of Bina Marga South Sulawesi Province
13	Asirah Massinai, ST	Staff	Dinas of Bina Marga South Sulawesi Province
14	A. Ali, ST. M.Si	Staff	Dinas of Bina Marga South Sulawesi Province
15	Ir. H. Ahmad Husain, M.Si	Head of Spatial Planning Division	Dinas of Spatial Planning and Building, Makassar City
16	Ir. Supardi	Head of Research & Development Section	Dinas Spatial Planning and Building, Makassar City
17	M. Hamka	Staff	Dinas Public Works Makassar City
18	A. Asham S, ST.	Staff	Dinas Public Works Makassar City
19	Ir. Darwis Herman	Head of Section	Bappeda of Makassar City

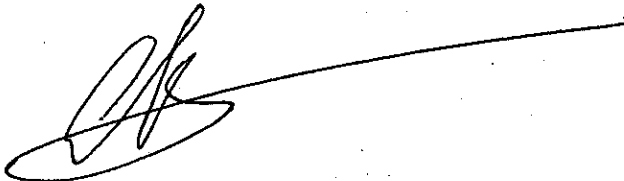
No.	Name	Position	Institution
20	Ir. H. M. Mundoap	Secretary of Dinas	Dinas of Public Works of Gowa District
21	H.Mahmuddin, SH.,MH.	Head of Cipta Karya Division	Dinas of Public Works of Gowa District
22	Ir. Hj. Nurhaedah, M.Si.	Head of Section	Dinas of Public Works of Gowa District
23	Abdul Kadir	Head of Section	Dinas of Public Works of Takalar District
24	Abdul Wahid	Staff	Dinas of Public Works of Takalar District
25	M. Saiful, ST., M.Si	Staff	Dinas of Public Works of Takalar District
26	Saharuddin	Staff	Dinas of Public Works of Maros District
27	NAKAGAWA Kazuo	Representative	JICA MFO
28	Yoko TANAKA	Representative	JICA MFO
29	Fatma	Staff	JICA MFO
30	Akifumi WATANABE	Chief Advisor to JICA MM Project	JICA Mamminasata
31	Kenichi HASHIMOTO	JICA Expert	JICA Mamminasata
32	Yoshihiko FUJITA	JICA Expert	JICA Mamminasata
33	Agnes Rampisela	Chief Local Consultant	JICA Mamminasata
34	Denny Dhanio	Local Staff	JICA Mamminasata
35	Muchlis Husain	Local Staff	JICA Mamminasata
36	Rizeri Ada	Local Staff	JICA Mamminasata

MINUTES OF MEETING
ON
6th STEERING COMMITTEE MEETING FOR
TECHNICAL COOPERATION PROJECT FOR
ENHANCEMENT OF URBAN DEVELOPMENT MANAGEMENT
IN THE MAMMINASATA MEROPOLITAN AREA

Members of Steering Committee on Technical Cooperation Project for Enhancement of Urban Development Management in the Mamminasata Metropolitan Area had conducted 6th Steering Committee Meeting to discuss on results of Terminal Evaluation and Completion Report of Project on January 27, 2012 held in Clarion Hotel of Makassar.

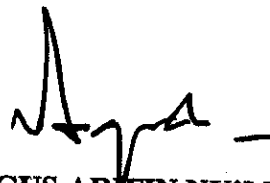
As a result of the discussions, members of Steering Committee have agreed on the result of terminal evaluation and Completion Report. The record of meeting is as attached hereto.

Makassar, January 27, 2012



AKIFUMI WATANABE

Chief Advisor/Urban Planning, Technical Cooperation Project for Enhancement of Urban Development Management in the Mamminasata Metropolitan Area (JICA)



IR. H. AGUS ARIFIN NU'MANG, MS.
Vice Governor / Chairman of Mamminasata Metropolitan Development Cooperation Board (MMDCB) of South Sulawesi

Meeting Record

Subject : Steering Committee Meeting (6)
Date : January 27, 2011
Time : 08.15 – 12.00 AM
Venue : Clarion Hotel Makassar
Participant : attached

This Steering Committee (SC) meeting is the sixth or the last SC meeting held during the Project's period. Among the attendants were Vice Governor of South Sulawesi, who is also Chairman of MMDCB, officers from provincial government agencies (Dinas Spatial Planning and Settlement, Dinas Bina Marga, Dinas Water Resource, etc.) and district and city government agencies (Bappeda, Dinas PU, Dinas Spatial Planning, etc.) related with the project's activities for the past three years (attendance list is attached).

The SC Meeting was intended to report project activities as a whole since inception of project in April 2009 to its termination in February 2012. In addition, results of terminal evaluation of project was also revealed in this SC meeting, based upon five criteria; relevance, efficiency, effectiveness, impact, and sustainability.

1. Speech by Head of Dinas Spatial Planning and Settlement of South Sulawesi Province as Head of MMDCB Secretariat

In his speech and direction, Ir. H. Andi Bakti Haruni, CES, Head of Dinas Spatial Planning and Settlement of South Sulawesi Province as Head of MMDCB Secretariat conveyed several points, as summarized below:

- JICA side through Technical Cooperation Project for Enhancement of Urban Development Management in the Mamminasata Metropolitan Area has provided meaningful technical support/facilitation to Mamminasata Urban Area. The enactment of Presidential Regulation No. 55 Year 2012 concerning Mamminasata Urban Spatial Plan cannot be separated from the support/facilitation provided by JICA Project.
- Institutionally, the existence of JICA Mamminasata Project at Dinas Spatial Planning and Settlement of South Sulawesi Province in general and UPTD Mamminasata in particular, has greatly contributed to provide technical support in the process of capacity building related with spatial management in Mamminasata, in addition to being a partner in various discussions of technical issues.
- A number of technical reviews has been produced in response to the proposal of principle permit by developer for high scale, strategic and cross district-city spatial utilization through the concerned local government. This has also constituted a support and facilitation provided by JICA experts.
- It is expected that this SC meeting will produce a useful outputs for Mamminasata Urban Area and to be subsequently conveyed to central government through a seminar that is planned to be conducted on February 2 2012 in Jakarta, therefore central government will be able to understand the concerning issues of Mamminasata Urban Area.

2. Opening Speech and Direction by Chairman of MMDCB

In his speech and direction, Ir. H. Agus Arifin Nu'mang, MS., Vice Governor of South Sulawesi and also Chairman of MMDCB outlined the following:

- On behalf of the Provincial Government of South Sulawesi, special thanks are conveyed to JICA Indonesia for initiating a project of urban area development in South Sulawesi. However, due to the recent enactment of Presidential Regulation and Mamminasata has just entering its implementation stage, a follow-up is highly expected from this Technical Cooperation Project of Urban Development Management in the Mamminasata Metropolitan Area.
- In regards to the termination of JICA Mamminasata Project, we would like to convey our greatest appreciation to the Central Government for its support by establishing Japanese cooperation assistance to Mamminasata Urban Area. The great benefit has been perceived from the existence of this collaborative project and we consider that the Project has successful in achieving its outputs.
- There is a certain pride that the idea of Mamminasata was born out of the thoughts of the people of Mamminasata to be granted with full support from the central government, proven from the enactment of Presidential Regulation No. 55/2011 concerning Mamminasata Urban Spatial Plan. Central government has sought a series of systematic support, from the technical assistance by JICA to formulate Master Plan to establishment of SNVT Mamminasata. Master Plan formulated with JICA has transformed into the Presidential Regulation No. 55 of 2011. Appreciation also goes to JICA Indonesia and all members of JICA Mamminasata team.
- MMDCB has been greatly benefited for the continuation and sustainability of urban development in Mamminasata. Strategy of JICA Project in determining activities is by consulting with central and local governments have resulted in useful activities and outputs to carry out the mandate set forth in Presidential Regulation. The entire three years of Project has given a full confidence to work effectively in promoting and oversee the development in Mamminasata.
- The most memorable impression from JICA Mamminasata Project is the closeness and togetherness among all JICA experts with the counterparts in MMDCB, UPTD Mamminasata as well as officials in District/City level. By strengthening the coordination and communication regarding Mamminasata with the Central Government will provide an excellent way to promote Mamminasata.
- Mamminasata is now ready to move on forward and even to contribute in assisting the other KSN in Indonesia in terms of sharing information and experiences. By realizing Mamminasata means together we realize our collective dreams and hope.
- Common vision, mission, determination and desire have been properly developed among the members of Mamminasata team in the provincial level. However, it has not been sighted from the teams in the district and city level. This is evident from the various agreement and policy that has been initiated well but not properly executed. This can be exemplified in the project of Waste Water Treatment Plant (IPAL) in Losari Beach and Bypass Mamminasata Road in Gowa-Maros, where the implementation budget is secured, however still hampered by the land acquisition issue by the district/city. It is expected for this issue to be improved in order to realize the progress of Mamminasata as an urban area and as a KSN.
- This collaborative project also awakened equality, either in the implementation and funding stages. Implementing activities are carried out and funded altogether as had been planned and budgeted in line with the joint activities. So many comparative studies from other KSNs have been conducted in Mamminasata and this encouraged Mamminasata to contribute to share the knowledge and experience to other KSN. Therefore, it is expected that Central Government, Ministry of Public Works in particular, would support Mamminasata to become the study and information center for urban development management and sample for development of urban strategic areas in Indonesia. In order

that, it is expected that central government can facilitate the new technical cooperation with JICA side in order to support development programs in Mamminasata Urban Area.

3. Presentation

In this sixth SC Meeting, several presentations were conducted by JICA Project Team and counterpart (officials of UPTD Mamminasata) as summarized in the following points:

- a. Presentation by Mr. A. Watanabe (Chief Advisor of Project) with the focus:
 - Activities conducted by the Project in particular and by JICA in general (since 2005 to 2012) in order to promote the development management of Mamminasata Urban Area.
 - Scheme of JICA Project for the Enhancement of Urban Development Management in the Mamminasata Metropolitan Area (main purpose, project purpose and output) and their benefits for Mamminasata Area.
 - General result of terminal evaluation by joint team (Indonesian Team and Japanese Team) which had been lasted from the end of November to beginning of December of 2011.
- b. Presentation by Mr. Zulkarnain Kitta (Head of UPTD Mamminasata) covering the following points:
 - Institutional structure, guidance and control.
 - Scope of duties of UPTD Mamminasata.
 - Control of spatial utilization in Mamminasata.
 - Coordination and synchronization of development in Mamminasata Urban Area.
 - Facilitation in the enhancement of resources capacity in Mamminasata Area in the field of spatial management and management of urban development.
 - Existing issues in Mamminasata Urban Area and recommendations for resolutions.

4. Results of Discussion

The following summary is made based on questions, clarification, corrections, and suggestions by the meeting's participants and presented based on each topic.

A. Related with the existence of Technical Cooperation Project

- 1) On behalf of JICA, Technical Cooperation Project would like to thank for all appreciation and support from all parties for the success of project implementation. In the course of the project, the counterparts have shown an excellent cooperation and coordination as well as providing counter-budget in the implementation of joint activities. The most important part is the sense of belonging from the counterpart, in order to secure sustainability upon the project's results.
- 2) Related with extension of technical cooperation project, provincial government had proposed to the central government (Ministry of Public Works), which has been forwarded to Bappenas and it got a positive response. However, support from district and city government is also highly expected.

B. Related with 11 priority programs

- 1) Central government has established priority programs in Mamminasata area as forms of its concerns and support. However, each district/city government is required to make breakthroughs for the acceleration of development of its priority programs. In addition, district/city government should also take initiative to establish other programs without having to wait realization of the priority programs.
- 2) In 2011, the government has attempted to synchronize spatial programs and non-spatial (development) programs through RPIJ (Medium-Term Infrastructure Investment Development Program Plan) from the district/city level to the central level.
- 3) Presidential Regulation merely constitutes a direction established by the central government for regions. Operational tools are still required such as provincial regulations and / or governor regulation in Mamminasata Area.
- 4) Local government should formulate DSP for certain areas in their respective regions, because DSP will become the guidance in executing development.

C. Related with Presidential Regulation, spatial structure plan, and spatial pattern plan

- 1) Presidential Regulation No. 55 Year 2011 had been prepared for three years. Many visits to regions and many discussions were made with local government officials and the community. Finally, approval from regent or mayor as well as governor should be obtained before submission to the central government. And, at central level, many discussions were made among different ministries / sectors before the approval. Without this approval process, Presidential Regulation would not be possible to be enacted.
- 2) Local governments should not be strict to the spatial plans; instead they should be able to create their own breakthroughs, innovations and programs without having to violate the existing spatial planning. Establishment of Mamminasata as an urban area and a National Strategic Area (KSN) will benefit not only to the concerned district/city but also to Mamminasata as a whole. For instance, Bypass Mamminasata road will not only benefit Maros and Gowa Districts, but also will benefit Makassar City and Takalar District as well.
- 3) Concerning Takalar Maritime Area, in Fiscal Year 2012, Provincial Government will conduct revision upon former Spatial Plan by conducting review and by considering the depth of Spatial Plan to produce. Equal concern will be given to all priority programs.
- 4) Takalar is a region with rich marine resources. By maximizing the existing potentials, Takalar will be able to supply the fishery industrial demand to Java Island and the Capital City of Jakarta, which currently experiencing decrease of fish supply.
- 5) Mamminasata is designed to be cozy area to live in, with tight development regulations and in compliance in fulfillment of green open space. Development in Mamminasata cannot be equalized with the expensive development in Dubai.
- 6) Agricultural land for technical irrigation should not be converted. Should it be converted, then it should be replaced twice with the same land function. South Sulawesi is the third-grade food-crop producer in Indonesia, whereas its agricultural area is in 10th position in Indonesia. A commitment was established by the South Sulawesi Province to more improve the food production in the future.

D. Related with the role of MMDCB post-JICA Project

- 1) MMDCB has been able to conduct various coordination and consultation function, not only limited to conducting the administration and correspondence matters. Under the support from JICA Project and Dinas Spatial Planning and Settlement (UPTD Mamminasata) as its secretariat, many inter-sectoral and interregional issues and matters have been solved.
- 2) Institutionalization of MMDCB after the JICA Mamminasata Project is terminated will be improved. Responding the desire of some attendants to transfer its status to "Balai" will be informed to the central government in the seminar to be held in Jakarta on February 2, 2012.

E. Related with permit in regions

- 1) In the Government Regulation No. 15 Year 2010 and Presidential Regulation No. 55 Year 2011, it is mandated that spatial utilization permit is the authority of district and city government. But, provincial government and national government also possess the authority in the issuance of spatial utilization permit, especially in national/provincial strategic areas and interregional area. This will be regulated further in provincial regulation and/or governor regulation.
- 2) Presidential Regulation only regulates general issues. Technical issues are regulated in technical guidelines/implementation guidelines. Issues related to BCR (building coverage ration), FAR (Floor Area Ratio), etc. are also regulated in SNI.

5. Closing

On behalf of Chairman of MMDCB and Head of Secretariat of MMDCB, Head of UPTD Mamminasata closed the meeting by emphasizing that the recommendation by Joint Evaluation Team will be complied and there is no objection upon the revised PDM and it is expected for the results of this meeting can be useful in order to achieve capacity building through JICA Project and implementation of development in Mamminasata Metropolitan Area.

ATTENDANCE LIST

**Steering Committee Meeting (6)
Makassar, Jumat 27 Januari 2012
Hotel Clarion Makassar**

No.	Name	Position	Institution
1	Ir. H. Agus Arifin Nu'mang, MS.	Chairman / Vice Governor	MMDCB / South Sulawesi Province
2	Ir. H. Andi Bakti Haruni, CES.	Secretary / Head of Dinas	MMDCB / Dinas of Spatial Planning and Settlement of South Sulawesi Province
3	Ir. H. Zulkarnain Kitta, M.Si.	Kepala UPTD	UPTD Mamminasata, Dinas of Spatial Planning and Settlement of SS. Province
4	Ir. M. Ghazali Djakaria, M.Si.	Section Head	UPTD Mamminasata, Dinas of Spatial Planning and Settlement of SS. Province
5	Yosep Sulle, SIP, M.Si.	Section Head	UPTD Mamminasata, Dinas of Spatial Planning and Settlement of SS. Province
6	A. Yurnita, ST., M.Si.	Section Head	UPTD Mamminasata, Dinas of Spatial Planning and Settlement of SS. Province
7	Ir. Wahyudi S. Sutikno, MT.	Staff	UPTD Mamminasata, Dinas of Spatial Planning and Settlement of SS. Province
8	Muhammadiyah, ST	Staff	UPTD Mamminasata, Dinas of Spatial Planning and Settlement of SS. Province
9	A.Mirza A, ST.	Staff	UPTD Mamminasata, Dinas of Spatial Planning and Settlement of SS. Province
10	Ir. Faisal Lukman, M.Sc.	Member / Division Head	MMDCB / Dinas Bina Marga of South Sulawesi Province
11	Ir. Nasser Hasan, SP	Member / Division Head	MMDCB / Dinas PSDA of South Sulawesi Province
12	Ir. Syafruddin Hamrun, M.Si	Member / Head of UPTD	MMDCB / Dinas of Spatial Planning and Settlement of South Sulawesi Province
13	Ir. Ferry Nasir, M.Si.	Member / Water Supply Project	MMDCB / Dinas of Spatial Planning and Settlement of South Sulawesi Province
14	Ir. Hj. Sri Wedary Harahap	Resource person	MMDCB
15	Drs. H. M. Nasir DK.	Resource person	MMDCB
16	Drs. Muchlis Syarief, M.Si.	Resource person	MMDCB
17	Ir. Muh Ilyas Badru, MP		Dinas Forestry of South Sulawesi Province
18	Tugniah		Dinas Forestry of South Sulawesi Province
19	Rahmadani		Dinas Forestry of South Sulawesi Province
20	A. Mirfawati		Dinas Forestry of South Sulawesi Province
21	Faisal		Regional Environment Board of South Sulawesi Province
22	Asirah	Staf	Dinas Bina Marga of South Sulawesi Province
23	Ir. M. Darwis	Kepala Seksi	Bappeda of Makassar City

No.	Name	Position	Institution
24	Ir. H.A. Ahmad Husain, M.Si.	Division Head	Dinas Spatial Planning and Building of Makassar City
25	Yusuf M.P		Dinas Spatial Planning and Building of Makassar City
26	Supardi		Dinas Spatial Planning and Building of Makassar City
27	Andi Nurjihad, ST		Dinas Spatial Planning and Building of Makassar City
28	M.Hamka		Dinas PU of Makassar City
29	Abd. Rahman	Division Head	Bappeda of Maros District
30	A. Fatimah		Bappeda of Maros District
31	Ir. Thamrin AR. Gassing, M.Si.	Dinas Head	Dinas Spatial Planning and Housing of Maros District
32	H.Akbar		Dinas Spatial Planning and Housing of Maros District
33	Saharuddin		Dinas PU of Maros District
34	Firdaus		Dinas PU of Maros District
35	Fahrul		Dinas PU of Maros District
36	Ir. H. Baharuddin Mangka, M.Si.	Head	BAPPEDA of Gowa District
37	H. Mahmuddin, SH., MH.	Division Head	Dinas PU of Gowa District
38	Ir.Hj.Nurhaedah, M.Si.	Section Head	Dinas PU of Gowa District
39	Ir. H. Nirwan Nasrullah, M.Si.	Head	BAPPEDA of Takalar District
41	Paharuddin, S.Sos., M.Si.	Section Head	BAPPEDA of Takalar District
42	Muh. Safar		BAPPEDA of Takalar District
43	Edy Ahmad		BAPPEDA of Takalar District
44	Drs. Abdul Rahman, MT.	Dinas Head	Dinas PU of Takalar District
45	Pagasa, S.Sos	Division Head	Dinas PU of Takalar District
46	M.Saiful, ST., MT.	Staff	Dinas PU of Takalar District
47	Boda K.		Dinas PU of Takalar District
40	Abdul Wahid		Dinas PU of Takalar District
48	Baharuddin S.		Konsultan PIP2B USDRP-Cipta Karya
49	WATANABE Akifumi	Chief Advisor	JICA Mamminasata

No.	Name	Position	Institution
50	Dr. HASHIMOTO Kenichi	JICA Expert	JICA Mamminasata
51	Agnes Rampisela	Chief Local Consultant	JICA Mamminasata
52	Muchlis	Urban Planning	JICA Mamminasata
53	Denny Dhanio	Urban Planning	JICA Mamminasata
54	Rizeria Ada	Training Planning	JICA Mamminasata
55	Ni Nyoman Anna	Training Planning	JICA Mamminasata
56	Hardiansyah DM	GIS	JICA Mamminasata

(3) PDM (プロジェクト開始時)

Project Design Matrix

Project Title: Technical Cooperation Project for Enhancement of Urban Development Management in Mamminasata Metropolitan Area in South Sulawesi Province

Period: 2009– 2011 (3 years)

Target Area: Mamminasata Metropolitan Area in South Sulawesi Province

Target Group: Staff in charge of the Urban Development Management in MMDCB, South Sulawesi Province, Makassar Municipality, Maros District, Gowa District and Takalar District

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
<p>Overall Goal To improve urban facilities and environment of Mamminasata Metropolitan Area</p>	<ul style="list-style-type: none"> • Number of revised detailed spatial plans of the municipality and districts and district based on the new low of spatial plan and Mamminasata metropolitan spatial plan • Number of urban development plan which is considered based on the regulation on the urban development • Statistic data of urban development and environment such as state of land use, Ratio of Green Open Space, and so on • Number of urban development project in accordance with the spatial plan 	<ul style="list-style-type: none"> - Spatial Plan, Detail Spatial Plan - Local governments' document 	<p>Urban development projects identified in the spatial plan and the detail spatial plans will be implemented "Development Projects" will be implemented in accord with their documents for permission</p>
<p>Project Purpose To improve the capacity of urban development management in Mamminasata Metropolitan Area</p>	<ul style="list-style-type: none"> • Development and approval process of spatial plan as well as development permission procedure are revised and in operatable condition. • Urban development management tool (database system) is developed and operated, and as a result of utilization of the tool, the analysis method on the region is improved. • Items to be considered and consideration procedure for interregional project operation mechanism is established. • The trainings on urban development management for staff from city and districts are conducted systematically. 	<ul style="list-style-type: none"> - Project report - Manuals and regulations on urban development and management 	<p>Human resource of MMDCB and related local governments involved in the Project will be maintained Role of MMDCB will be consolidated Procedure for urban development management will be authorized</p>
<p>Outputs</p> <ol style="list-style-type: none"> 1. The procedures of urban management in MMDCB, Province, Municipality and districts will be improved <ol style="list-style-type: none"> 1) Authorization for spatial plans and detail spatial plans 2) Permission for land developments 3) Coordination to formulate frameworks/mechanisms of interregional projects 2. The coordination capacity of MMDCB to formulate implementation frameworks/mechanism for the interregional projects is developed 3. Tools for urban development Management will be developed <ol style="list-style-type: none"> (1) Manuals on preparation/review of local governments spatial plans/detail spatial plans (2) Detail regulation for urban development permission (3) Data management system for urban development 4. Training programs and curriculums/ syllabuses for staff in charge of urban development Management will be developed <ol style="list-style-type: none"> (1) Curriculums/Syllabuses for trainers and trainees (2) Training materials for trainers and trainees 	<ol style="list-style-type: none"> 1-1 Following procedures and methods of urban management are clarified; <ul style="list-style-type: none"> - Formulation of consistent spatial plans and detail spatial plan - Urban Development Permission in consistent and effective manner - Data identification and collection necessary for analyzing the situation in region 1-2 Current condition and issues of interregional projects are clarified 2. Coordination capacity <ul style="list-style-type: none"> - MMDCB staff understand the major management patterns of interregional projects applicable for respective sector and scale, as well as advantage / disadvantage of each pattern and points to be considered on implementation - MMDCB staff understand points to be considered for development of detailed spatial plan for interregional projects 3. The following tools are developed and available condition <ul style="list-style-type: none"> - The manual to formulate/revise spatial plans and detail spatial plans - The detail regulation for urban development permission - Database for urban development management - Number of the case studies and number of staff conduct case study - Types of data in the database 4. Training <ul style="list-style-type: none"> - Types of curriculums and syllabuses - Types of the training materials - Number of conducted trial training courses 	<ul style="list-style-type: none"> - Project report - Job descriptions of the local governments - The record of lectures and case study - Manual for formulation / revision of spatial plans and detail spatial plans - Detail of regulation - Database - Curriculum/ syllabuses, training materials - The record of training 	

<p>Activities</p> <ol style="list-style-type: none"> 1. To improve the procedure of urban development management in MMDCB, Province, Municipality and districts <ol style="list-style-type: none"> 1.1 To asses capacity of staff in charge of urban development management 1.2 To analyze the current spatial plans/detail spatial plans/detail spatial plans for strategic area (Mamminasata, the local governments) 1.3 To conduct urban basic research on current regional situation 1.4 To analyze current procedures, methods, manuals and guidelines in urban development management <ul style="list-style-type: none"> - Guidelines developed by Min. Public Works - Procedures for formulation of current spatial plans/detail spatial plans - Current Regulation for urban development permission in the area/other areas in Indonesia - Framework/mechanism for implementation, interregional projects - Current data management system for urban development in the area/other areas in Indonesia 1.5 To formulate/revise procedure of urban development management and TOR (draft) for MMDCB and the local governments. <ul style="list-style-type: none"> - Formulation and authorization of spatial plans/detail spatial plans/detail spatial plans for strategic area - Urban development permission - Data management system for urban development - Coordination to formulate frameworks/mechanisms of interregional projects 2 To develop MMDCB's capacity to coordinate interregional projects <ol style="list-style-type: none"> 2.1 To develop capacity to formulate implementation frameworks/mechanisms <ol style="list-style-type: none"> 2.1.1 To identify the sector(s) for case study 2.1.2 To conduct lectures on project management 2.1.3 To conduct case studies for learning proper coordinating system 2.2 To develop capacity to formulate detail spatial plans for strategic area stretching over plural local governments <ol style="list-style-type: none"> 2.2.1 To identify the strategic areas for case studies 2.2.2 To conduct lectures on urban development planning 2.2.3 To develop a draft of detailed spatial plan as a case studies for OJT 3 To Develop tools for urban development management <ol style="list-style-type: none"> 3.1 To develop the manual for formulation of local government spatial plans/detail spatial plans <ol style="list-style-type: none"> 3.1.1 To develop the manual for formulation of spatial plans(draft) 3.1.2 To formulate spatial plan as a case study for OJT and identify the points to be improved in the manual (draft) 3.1.3 To improve the manual (draft) and finalize it 3.2 To develop detail regulation urban development permission <ol style="list-style-type: none"> 3.2.1 To develop the regulation (draft) 3.2.2 To examine proposals of urban development project based on the drafted regulation as a case study and OJT 3.2.3 To improve the regulation (draft) and finalize it 3.3 To develop data management system for urban development <ol style="list-style-type: none"> 3.3.1 To develop the data management system for urban development(model) 3.3.2 To compile the collected data in the data management system (model) 3.3.3 To apply the system (model) for evaluation and OJT 3.2.4 To finalize the data management system 4 To develop training programs for staff in charge of urban development management <ol style="list-style-type: none"> 4.1 To conduct training for trainers (staff of MMDCB) <ul style="list-style-type: none"> - To develop training materials for trainers training - To conduct trainers trainings 4.2 To develop training curriculum / syllabuses and training material 4.3 To implement of the trial training courses 4.4 To improve and establish the training courses 	<p>Input</p> <p>Japan</p> <ol style="list-style-type: none"> 1. Dispatch of Japanese Experts <ul style="list-style-type: none"> - Chief advisor/Urban planning - Urban planning system/method - Training planning - Database <i>Other experts will be sent according to the needs of the Project</i> 2. Local Experts 3. Training in Japan 4. Equipment and Local Cost <p>Indonesia</p> <ol style="list-style-type: none"> 1. Allocation of Counterpart Staff <ul style="list-style-type: none"> - MMDCB - South Sulawesi Province - Makassar Municipality - Maros District - Sungguminasa District - Takalar District 2. Allocation of Counterpart Fund (CP's expenses concerning activities to be carried out in the Project) 3. Provision of Office and Facilities 	<p>Pre- Condition</p> <p>The allocation of appropriate staff of MMDCB and related government is guaranteed</p> <p>The role of MMDCB is maintained</p>
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(4) PDM (改訂)

Project Design Matrix

Project Title : Technical Cooperation Project for Enhancement of Urban Development Management in the Mamminasata Metropolitan Area in South Sulawesi Province
Period : 2009.3 – 2012.2 (3 years)
Target Area : Mamminasata Metropolitan Area in South Sulawesi Province
Target Group : Staff in charge of the Urban Development Management in UPTD MM, MMDCB, South Sulawesi Province, Makassar Municipality, Maros District, Gowa District and Takalar District

Narrative Summary	Objectively Verifiable Indicators	Means of Verification	Important Assumption
Overall Goal Balance between conservation function and cultivation function in Mamminasata Metropolitan Area is realized	1. Number of formulated/ revised spatial plans of municipality and districts based on the new law of spatial plan (Law no 26/2007) and Mamminasata metropolitan spatial plan 2. Number of urban development projects in accordance with the spatial plan 3. Number of urban related plans (e.g. DSP, program implementation/investment plans) which is formulated based on the regulation on the urban development 4. Green Open Space in line with guidelines	<ul style="list-style-type: none"> ● Spatial Plan, Detail Spatial Plan ● Local governments' document ● Statistic data of development and urban environment 	
Project Purpose The system of urban development management in Mamminasata Metropolitan Area is developed * Institutional and Technical capacity of UPTD MM/MMDCB become sufficient to continue Mamminasata Metropolitan development management, by coordinating related parties, with its own resources.	1. UPTD MM/MMDCB are actively applying the mandate of Presidential Regulation on Spatial Plan for Mamminasata Metropolitan Area and other related policies (both in provincial government level and central government level) 2. Job description of UPTD MM is more clear and focused 3. Operational budget of UPTD MM/MMDCB is allocated 4. Training on urban development management for district/city officials is conducted systematically by trainers of UPTD MM/MMDCB 5. Types of urban development management tools (manuals, database system) 6. Number of trained UPTD MM/MMDCB and city/districts officials 7. Types of priority project coordination tools	<ul style="list-style-type: none"> ● Documents related with the implementation of UPTD MM/MMDCB (officials, job description, budget, activity report) ● Project report ● Manuals and other management tools ● MMDCB Project monitoring/mechanism sheet ● Training Program ● Documents of GSP, DSP and issued development permit concepts ● Government documents (report, activity, meeting record) ● Spatial management products in central, provincial and district/city levels (newsletter, bulletin, website) 	<ul style="list-style-type: none"> ➢ Urban development projects identified in the spatial plan and the detail spatial plans will be implemented ➢ "Development Projects" will be implemented in accordance with their documents for permission
Outputs 0. The current situation of urban development management in Mamminasata is identified 1. The procedures of urban development management in UPTD MM/MMDCB, Province, Municipality and Districts are formulated 2. Tools for urban development management are developed 3. Training implementation system for urban development management is developed 4. The coordination capacity of UPTD MM/MMDCB to formulate implementation frameworks/mechanism for the priority projects is developed	0. Data of current situation of Mamminasata development management is available 1. Formulated procedures are mentioned in concerned documents 2-1. Manual for GSP Formulation is available 2-2. Manual for DSP Formulation is available 2-3. Draft Governor Decree on GSP and DSP Formulation is available (completing technical aspect, technical discussion and ready for legalization process) 2-4. Manual and Technical standards for development permission is available 2-5. Draft Governor Decree on development permission is available (completing technical aspect, technical discussion and ready for legalization process) 2-6. Database is available at UPTD MM and municipality/districts 2-7. Manual for database management is available 3-1. UPTD MM/MMDCB trainers are available 3-2. Training curriculum, syllabuses, training material developed by UPTD MM/MMDCB trainers are available 3-3. Training schedule is available 3-4. Budget for training implementation is proposed 4-1. UPTD MM/MMDCB staff understand the major management patterns for implementation of priority projects (applicable for respective sector and scale, as well as advantage/disadvantage of each pattern and points to be considered on implementation) 4-2. UPTD MM/MMDCB staff understand important points in formulating detailed spatial plan for the interregional areas.	<ul style="list-style-type: none"> ● Project report ● Job descriptions of the local governments ● The record of lectures and case study ● Manual for formulation/revision of spatial plans and detail spatial plans ● Detail of regulation ● Database ● Curriculum/syllabuses, training materials ● The training records ● Meeting record ● Monitoring sheet 	<ul style="list-style-type: none"> ➢ Human resources of MMDCB and related local governments involved in the Project will be maintained ➢ Role of MMDCB will be consolidated ➢ Procedure for urban development management will be legalized ➢ Presidential Regulation on Mamminasata Metropolitan Area Spatial Plan is enacted

Activities	Inputs	
	Japan	Indonesia
<p>0. The current situation of urban development management in Mamminasata is identified</p> <p>0.1. To assess capacity of staff in charge of urban development management</p> <p>0.2. To analyze the current spatial plans/detail spatial plans/spatial plans for strategic area (Mamminasata, the District/City)</p> <p>0.3. To conduct urban basic research on current regional situation</p> <p>0.4. To analyze current procedures, methods, manuals and guidelines and database management system related to urban development management</p> <p>1. The procedures of urban development management in UPTD MM/MMDCB, Province, Municipality and Districts are formulated</p> <p>1.1. To formulate procedure of formulation and enactment of spatial plans/detail spatial plans/detail spatial plans for strategic area</p> <p>1.2. To formulate procedure of urban development permission (draft)</p> <p>1.3. To formulate data management system for urban development (draft)</p> <p>1.4. To formulate procedure on coordination to formulate frameworks/mechanisms of interregional projects</p> <p>1.5. To socialize Presidential Regulation on Mamminasata Spatial Plan (draft)</p> <p>2. Tools for urban development management are available</p> <p>2.1. To formulate the manual for district/city GSP and DSP formulation (draft)</p> <p>2.2. To formulate spatial plan as a case study/OJT and identify the points to be improved in the manual (draft)</p> <p>2.3. To formulate regulation on urban development permission (draft)</p> <p>2.4. To examine proposals of urban development project based on the drafted regulation as a case study/OJT</p> <p>2.5. To formulate data management system for urban development (draft)</p> <p>2.6. To compile the collected data in the data management system (model)</p> <p>2.7. To apply the system (model) for evaluation and OJT</p> <p>2.8. To finalize the manuals, regulation and data management system</p> <p>3. Training implementation system for urban development management is developed</p> <p>3.1. To conduct training of trainers (staff of UPTD MM/MMDCB)</p> <p>3.2. To formulate training curriculum / syllabuses and training material for district/city level trainings</p> <p>3.3. To implement the district/city training courses including the trial training</p> <p>3.4. To improve and finalize the training system</p> <p>4. The coordination capacity of UPTD MM/MMDCB to formulate implementation frameworks/mechanism for the priority projects is developed</p> <p>4.1. To identify the sector(s) for case studies in formulating framework/mechanism for implementation</p> <p>4.2. To conduct lectures on project management</p> <p>4.3. To conduct case studies for learning proper coordinating system including coordination among districts/city, province and central government</p> <p>4.4. To identify the interregional areas for case studies/OJT in formulating detail spatial plan</p> <p>4.5. To conduct lectures on urban development planning</p> <p>4.6. To develop a detailed spatial plan (draft) as case study/OJT</p>	<p>1. Dispatch of Japanese Experts</p> <ul style="list-style-type: none"> ➢ Chief advisor/Urban planning ➢ Urban planning system/method ➢ Training planning ➢ Database <p>Other experts will be sent according to the needs of the Project</p> <p>2. Local Experts</p> <p>3. Training in Japan</p> <p>4. Equipment and Project Operational Cost</p>	<p>1. Allocation of Counterpart Staff</p> <ul style="list-style-type: none"> ➢ UPTD MM/MMDCB ➢ South Sulawesi Province ➢ Makassar Municipality ➢ Maros District ➢ Gowa District ➢ Takalar District <p>2. Allocation of Counterpart Fund (CP's expenses concerning activities to be carried out in the Project)</p> <p>3. Provision of Office and Facilities</p>

(5) 研修記録

LIST OF TRAININGS AND MEETINGS

A. TRAININGS

A.1. Trainings on Urban Development Management in the Mamminasata Metropolitan Area (Including the meetings which TOT participants attended as trainers or speakers)

Type of Meeting	Date	Topics	In Charge	List of Participants	Total participants	Relation with project output
Year 1 (April 2009 – March 2010)						
Needs Assessment	13 May 2009	Conducting assessment for officials in South Sulawesi Province	JICA MM	<ul style="list-style-type: none"> • UPTD MM • MMDCB Members • JICA Project Team 	17 persons	Outputs 0, 3
	19 May 2009	Conducting assessment for officials in Takalar District		<ul style="list-style-type: none"> • UPTD MM • MMDCB Members • Bappeda and related Dinas in Takalar District • JICA Project Team 	12 persons	
	20 May 2009	Conducting assessment for officials in Maros District		<ul style="list-style-type: none"> • UPTD MM • MMDCB Members • Bappeda and related Dinas in Maros District • JICA Project Team 	13 persons	
	22 May 2009	Conducting assessment for officials in Gowa District		<ul style="list-style-type: none"> • UPTD MM • MMDCB Members • JICA Project Team 	10 persons	
	26 May 2009	Conducting assessment for official in Makassar City		<ul style="list-style-type: none"> • UPTD MM • MMDCB Members • JICA Project Team 	13 persons	
Comparative Study	18-21 Jan 2010	Training on Spatial Management (Curitiba Case)	JICA MM	<ul style="list-style-type: none"> • UPTD MM • MMDCB members including related Dinas in Prov. • Bappeda and related Dinas in District/City • JICA Project Team 	52 persons	Outputs 1, 2, 4
Year 2 (April 2010- February 2011)						
ToT	10 May – 4 June 2010	ToT concerning Urban Development Management in The Mamminasata Area	JICA MM	<ul style="list-style-type: none"> • UPTD MM MMDCB Members, Dinas spatial Planning and Settlement of South Sulawesi Province and others related Dinas • Bappeda and related Dinas of District/City • Central Government • JICA Project Team 	72 persons	Outputs 2, 3
Comparative study	7 July 2010	Comparative study of New Town Development in Bumi Serpong Damai City in Tangerang	UPTD MM	<ul style="list-style-type: none"> • UPTD MM • MMDCB Members • Public Work Dinas PU Gowa and Maros District • JICA Project Team 	6 persons	Output 4
Training in Japan	28 Sep – 8 Oct 2010	Training in Japan	JICA MM	<ul style="list-style-type: none"> • Vice Governor • UPTD MM • MMDCB members • JICA Project Team 	12 Persons	Outputs 1, 2, 4
Workshop	22 Oct 2010	Socialization/Reporting on Outputs of Training in Japan	MMDCB	<ul style="list-style-type: none"> • UPTD MM • Head of MMDCB • MMDCB members including related Dinas in Prov. • Bappeda and Related Dinas in District/City • JICA Project Team 	44 persons	Outputs 1, 2, 4

Type of Meeting	Date	Topics	In Charge	List of Participants	Total participants	Relation with project output
ToT Follow Up	21 Oct 2010	ToT Follow Up <ul style="list-style-type: none"> • Training Activity Program • Syllabus Revision • Schedule Revision 	JICA MM	<ul style="list-style-type: none"> • UPTD MM • MMDCB Members • JICA Project Team 	11 persons	Output 3
	28 Oct 2010	ToT Follow Up <ul style="list-style-type: none"> • Review and revise draft training program, • Revise syllabus 		<ul style="list-style-type: none"> • UPTD MM • MMDCB Members • JICA Project Team 	16 persons	
	2 Nov 2010	ToT Follow Up <ul style="list-style-type: none"> • Revise syllabus and training materials list • Consider schedule and budget 		<ul style="list-style-type: none"> • UPTD MM • MMDCB Members • JICA Project Team 	15 persons	
	9 Nov 2010	ToT Follow Up <ul style="list-style-type: none"> • Revise syllabus • Prepare training materials for rehearsal 		<ul style="list-style-type: none"> • UPTD MM • MMDCB Members • JICA Project Team 	12 persons	
TOT Wrap Up	23- 25 Nov 2010	ToT Wrap-Up <ul style="list-style-type: none"> • Explanation of PP 15 of 2010 (by PU official) • Conducting and evaluate rehearsals • Outlines and schedule for training for the city/districts 	JICA MM	<ul style="list-style-type: none"> • UPTD MM • MMDCB Members • Provincial officials • Officials from city/districts • JICA Project Team 	34 persons	Output 3
Trial Training	14, 18 Jan- 2011	Training in Takalar District <ul style="list-style-type: none"> • Introduction on Spatial Management Implementation • General Spatial Planning and DSP • Control of Mamminasata Spatial Utilization • Implementation of Mamminasata Priority Program 	JICA MM- UPTD MM	<ul style="list-style-type: none"> • <u>UPTD MM (Trainers)</u> • <u>MMDCB Members (Trainers)</u> • Bappeda and related dinas in Takalar District • JICA Project Team 	30 persons	Outputs 2, 3
Year 3 (April 2011- February 2012)						
Trial Training	12-Apr- 2011	Training in Maros District <ul style="list-style-type: none"> • Introduction on Spatial Management Implementation • General Spatial Planning • Control of Mamminasata Spatial Utilization • Implementation of Mamminasata Priority Program 	JICA MM- UPTD MM	<ul style="list-style-type: none"> • <u>UPTD MM (Trainers)</u> • <u>MMDCB Members (Trainers)</u> • Bappeda and related dinas in Maros District • JICA Project Team 	45 persons	Outputs 2, 3
	14 Apr 2011	Training in Gowa district <ul style="list-style-type: none"> • Introduction on Spatial Management Implementation • General Spatial Planning and DSP • Control of Mamminasata Spatial Utilization • Implementation of Mamminasata Priority Program 		<ul style="list-style-type: none"> • <u>UPTD MM (Trainers)</u> • <u>MMDCB Members (Trainers)</u> • Bappeda and related dinas in Gowa district • JICA Project Team 	49 persons	
Review Meeting	28-29 Apr 2011	Review of Trial Training	JICA MM	<ul style="list-style-type: none"> • UPTD MM • MMDCB Members • JICA Project Team 	21 persons	Output 3
Trial Training	18 -19 May 2011	Training in Makassar city <ul style="list-style-type: none"> • Introduction on Spatial 	JICA MM-	<ul style="list-style-type: none"> • <u>UPTD MM(Trainers)</u> • <u>MMDCB Members (Trainers)</u> 	32 persons	Outputs 2, 3

Type of Meeting	Date	Topics	In Charge	List of Participants	Total participants	Relation with project output
		Management Implementation <ul style="list-style-type: none"> • General Spatial Planning • Control of Mamminasata Spatial Utilization • Implementation of Mamminasata Priority Program 	UPTD MM	<ul style="list-style-type: none"> • Bappeda and related Dinas in Makassar City • JICA Project Team 		
Coordination Meeting	23 May 2011	Coordination Meeting on Mamminasata Development by PU Officer and SNVT MM	SNVT MM	<ul style="list-style-type: none"> • Director of Urban Area • DG of Spatial Management MPW and related Department in Central • <u>UPTD MM (Speaker, Moderator)</u> • <u>MMDCB members (Moderator)</u> including related Dinas in Prov. • SNVT MM • Bappeda and Related Dinas in District/City • JICA Project Team 	45 persons	Outputs 2, 4
Training	14-16 June 2011	Training on Land Readjustment and Organization (Batch I)	JICA MM	<ul style="list-style-type: none"> • MMDCB Members • Bappeda and related Dinas in Prov. • Bappeda and related Dinas in District/City • JICA Project Team 	37 persons	Outputs 2, 4
	27-28 June 2011	Training on Land Readjustment and Organization (Batch II)		<ul style="list-style-type: none"> • <u>UPTD MM (Advisor)</u> • Staff of Provincial Spatial Plan Agency • JICA Project Team 	22 persons	
Training	13 Jul 2011	Training of Spatial Utilization Control and Permit in Gowa District <ul style="list-style-type: none"> • Socialization of Urban Dev. Management in Mamminasata Manual 	SNVT MM	<ul style="list-style-type: none"> • <u>UPTD MM (Trainers)</u> • <u>MMDCB members (Trainers)</u> • SNVT MM • Bappeda and related dinas in Gowa District • JICA Project Team 	41 persons	Outputs 2, 3, 4
	14 Jul 2011	Training of Spatial Utilization Control and Permit in Maros District <ul style="list-style-type: none"> • Socialization of Urban Dev. Management in Mamminasata Manual 		<ul style="list-style-type: none"> • <u>UPTD MM (Trainers)</u> • <u>MMDCB members (Trainers)</u> • SNVT MM • Bappeda and related dinas in Maros District • JICA Project Team 	35 persons	
	19 Jul 2011	Training of Spatial Utilization Control and Permit in Makassar City <ul style="list-style-type: none"> • Socialization of Urban Dev. Management in Mamminasata Manual 		<ul style="list-style-type: none"> • <u>UPTD MM (Trainers)</u> • <u>MMDCB members (Trainers)</u> • SNVT MM • Bappeda and related dinas in Makassar City • JICA Project Team 	30 persons	
	20 Jul 2011	Training on Spatial Utilization Control and Permit in Takalar District <ul style="list-style-type: none"> • Socialization of Urban Dev. Management in Mamminasata Manual 		<ul style="list-style-type: none"> • <u>UPTD MM (Trainers)</u> • SNVT MM • Bappeda and related dinas in Takalar District • JICA Project Team 	40 persons	
Signing of MoU New Town	20 Sept 2011	Signing of MoU New Town between Government of South Sulawesi Province, Gowa District, Maros District and REI of South Sulawesi	MMDCB – UPTD MM	<ul style="list-style-type: none"> • UPTD MM • MMDCB members including related Dinas in Prov. • Bappeda and Related Dinas in District/City • REI of South Sulawesi and Bank • Private Sector 	80 persons	Output 4

Type of Meeting	Date	Topics	In Charge	List of Participants	Total participants	Relation with project output
Socialization in City/Districts	27 Sept 2011	Socialization on Perpres Mamminasata, By Pass, RTRW in Gowa District	SNVT MM	<ul style="list-style-type: none"> JICA Project Team UPTD MM (Moderator, Speaker) MMDCB members (Speakers) SNVT MM Bappeda and related dinas in Gowa District JICA Project Team 	88 persons	Outputs 2, 3, 4
	28 Sept 2011	Socialization on Perpres Mamminasata, By Pass, RTRW in Maros District		<ul style="list-style-type: none"> UPTD MM (Moderator, Speaker) MMDCB members (Speakers) SNVT MM Bappeda and related dinas in Maros District JICA Project Team 	78 persons	
	3 Oct 2011	Socialization on Perpres Mamminasata, , RTRW in Makassar City		<ul style="list-style-type: none"> UPTD MM (Moderator, Speaker) MMDCB members (Speakers) SNVT MM Bappeda and related dinas in Makassar City JICA Project Team 	104 persons	
	4 Oct 2011	Socialization on Perpres Mamminasata, RTRW in Takalar District		<ul style="list-style-type: none"> UPTD MM (Moderator, Speaker) MMDCB members (Speakers) SNVT MM Bappeda and related dinas in Takalar District JICA Project Team 	77 persons	
Comparative Study	6-7 Oct 2011	Comparative study in Surabaya (Go Green)	UPTD MM – JICA MM	<ul style="list-style-type: none"> UPTD MM SNVT MM JICA Project Team 	8 persons	Output 4
Training	11-12 Oct 2011	Training on Land Readjustment and New Town Development for Maros and Gowa District Officials	JICA MM	<ul style="list-style-type: none"> MMDCB members (Advisors) SNVT MM Bappeda and related Dinas in Gowa and Maros District JICA Project Team 	36 persons	Outputs 2, 4
	18-20 Oct 2011	Training on Land Readjustment and New Town Development <ul style="list-style-type: none"> Phase I Design Organization 		<ul style="list-style-type: none"> UPTD MM (Trainers) MMDCB members (Advisors) including related Dinas in Prov. SNVT MM Bappeda and Related Dinas in Maros and Gowa District REI of South Sulawesi and Bank JICA Project Team 	41 persons	
	24-25 Oct 2011	Training on Land Readjustment for Makassar City Officials <ul style="list-style-type: none"> System of Land Readjustment Organization of LR 		<ul style="list-style-type: none"> MMDCB members (Advisors) SNVT MM Bappeda and related Dinas of Makassar District JICA Project Team 	20 persons	
	27-28 Oct 2011	Training on Land Readjustment for PU Officials <ul style="list-style-type: none"> System of Land Readjustment Organization of LR 		<ul style="list-style-type: none"> Director of Urban Area, DG of Spatial Management MPW JICA Project Team 	15 persons	
Training	1-2 Nov 2011	Training on Maritime Development and land readjustment (Takalar District)	JICA MM-	<ul style="list-style-type: none"> MMDCB members (Advisors) SNVT MM Bappeda and related Dinas in Takalar District JICA Project Team 	25 persons	Output 2, 4

A. 2. GIS Trainings

Type of Meeting	Date	Topics	In Charge	List of Participants	Total participants	Relation with project output
Year 1 (April 2009 – March 2010), Year 2 (April 2010 – February 2011) & Year 3 (Mar 2011 – February 2012)						
GIS Training for UPTD MM Staff						
Workshop	25 Nov 2009	<ul style="list-style-type: none"> Data based Development 	JICA MM	<ul style="list-style-type: none"> MMDCB members including related Dinas in Prov. Bappeda and related Dinas in District/City JICA Project Team 	30 persons	Outputs 2-6, 2-7
Training	20 May-17 July 2010 (10 times)	<ul style="list-style-type: none"> Introduction of GIS and Arc GIS Lecture and Practice on GIS database system (including IKONOS) 	JICA MM	<ul style="list-style-type: none"> UPTD MM JICA Project Team 	6-10 persons	Outputs 2-6, 2-7
GIS Training for Gowa District Officials						
Training	30 Dec 2010 – 31 Mar 2011 (10 times)	<ul style="list-style-type: none"> Introduction of GIS and Arc GIS Lecture and Practice on GIS database system (including IKONOS) 	JICA MM	<ul style="list-style-type: none"> BAPPEDA Staff Public Work Dept. Staff JICA Project Team 	6-15 persons	Outputs 2-6, 2-7
GIS Training for Maros District Officials						
Training	27 Oct 2010 – 23 Feb 2011 (16 times)	<ul style="list-style-type: none"> Introduction of GIS and Arc GIS Lecture and Practice on GIS database system (including IKONOS) 	JICA MM	<ul style="list-style-type: none"> BAPPEDA Staff Public Work Dept. Staff JICA Project Team 	4-12 persons	Outputs 2-6, 2-7
GIS Training for Takalar District Officials						
Training	3 Aug – 30 Nov 2010 (14 times)	<ul style="list-style-type: none"> Introduction of GIS and Arc GIS Lecture and Practice on GIS database system (including IKONOS) 	JICA MM	<ul style="list-style-type: none"> BAPPEDA Staff Public Work Dept. Staff JICA Project Team 	6-16 persons	Outputs 2-6, 2-7
GIS Training for Makassar City Officials						
Training	26 May – 16 Jun 2011 (4 times)	<ul style="list-style-type: none"> Introduction of GIS and Arc GIS Lecture and Practice on GIS database system (including IKONOS) 	JICA MM	<ul style="list-style-type: none"> BAPPEDA Staff Public Work Dept. Staff JICA Project Team 	10-13 persons	Outputs 2-6, 2-7
Whole Workshop						
Workshop	8-9 Nov 2011	Database Management System Finalization Workshop	JICA MM	<ul style="list-style-type: none"> MMDCB members (Advisor) Bappeda and related Dinas in District/City JICA Project Team 	36 persons	Outputs 2-6, 2-7

B. JOINT COORDINATION COMMITTEE (JCC) AND STEERING COMMITTEE (SC) MEETINGS

Type of Meeting	Date	Topics	List Participants	Total participants
Year 1 (April 2009 – March 2010)				
SC 1st Meeting	27 Apr 2009	<ul style="list-style-type: none"> General Information on Project Background Project Outline and Work Plan Introduction of City Planning System in Japan 	<ul style="list-style-type: none"> Sub-dir. Spatial Planning Guidance Reg. III MPW MMDCB members including Related Dinas in Province Bappeda and Related Dinas in Districts/city JICA MFO JICA Project Team 	46 persons
SC 2nd Meeting	21 Aug 2009	<ul style="list-style-type: none"> Progress of Step 1 and Proposal for Step 2 Re-capture of Mamminasata Concept and Implementation Plan Introduction of Tama New Town Implementation 	<ul style="list-style-type: none"> Sub-Dir. Spatial Planning Guidance Reg. III MPW Head of MMDCB Secretariat Steering Committee Members MMDCB Technical Unit JICA MFO JICA Project team 	34 persons
JCC 1st Meeting	28 Aug 2009	<ul style="list-style-type: none"> Progress of Step 1 and Proposal for Step 2 	<ul style="list-style-type: none"> DG of Spatial Planning MPW Sec. DG of SP MPW Directors of Region I, III and IV SP MPW Dir. of Reg Dev. BAPPENAS Governor of South Sulawesi Province Head of MMDCB Secretariat Head, Technical Unit MMDCB JICA MFO JICA Expert MPW JICA Project Team 	16 persons
SC 3rd Meeting	10 Feb 2010	Progress of Step 2 Activity (Oct 2009 to February 2010)	<ul style="list-style-type: none"> MMDCB members including related Dinas in Prov. Bappeda and Related Dinas in District/City Steering Committee Members JICA MFO JICA Project Team 	31 persons
Year 2 (April 2010 – February 2011)				
SC 4th Meeting	29 July 2010	<ul style="list-style-type: none"> Progress of Step 3 of The JICA Project for the Period of March 2010 to July 2010 	<ul style="list-style-type: none"> Chairman of MMDCB Director of Urban Area DG of Spatial Management MPW MMDCB members including related Dinas in Prov. Bappeda and related Dinas in District/City Steering Committee Members JICA MFO JICA Project Team 	45 persons
JCC 2nd Meeting	2 Aug 2010	<ul style="list-style-type: none"> Project Activities Progress since Sept 2009 – July 2010 Progress and Suggestion for The 2nd Half of The Project Coordination Mechanism 	<ul style="list-style-type: none"> Director of Urban Area DG of Spatial Management MPW Head of Technical Unit MMDCB UPTD MM MMDCB Members JICA Project Team 	17 persons
SC 5th Meeting	24 Jan 2011	<ul style="list-style-type: none"> Report of Mid Term Review and The Project Activity for 2011 The Progress of Project in General (Activity from Sept 2010 to Jan 2011) 	<ul style="list-style-type: none"> Chairman of MMDCB MMDCB members including related Dinas in Prov. Bappeda and related Dinas in District/City Steering Committee Members JICA MFO JICA Project Team 	36 persons
JCC 3rd Meeting	26 Jan 2011	Project Activities Progress during period of Sept 2010 to January 2011	<ul style="list-style-type: none"> Director of Urban Area, DG of Spatial Management MPW Head of Sub Directorate DG Cipta Karya MPW DG of Water Resources Management UPTD MM MMDCB Members JICA MFO JICA Project Team 	21 persons

Type of Meeting	Date	Topics	List Participants	Total participants
Year 3 (March 2011 – February 2012)				
SC 6 th Meeting	27 Jan 2012	<ul style="list-style-type: none"> Project Activities Progress during period of Sept 2010 to January 2011 Confirmation of revised PDM proposed by Mid Term Review Team 	<ul style="list-style-type: none"> Director of Urban Area, DG of Spatial Management MPW Head of Sub Directorate DG Cipta Karya MPW DG of Water Resources Management UPTD MM MMDCB Members JICA MFO JICA Project Team 	30 persons
JCC 4 th Meeting	2 Feb 2012	<ul style="list-style-type: none"> Final Report Dissemination of urban development management system in Mamminasata Participants: JCC (10), MMDCB (10), strategic areas (19), central government (53), Japanese side (11) 	<ul style="list-style-type: none"> JCC members (PU, BAPPENAS) Representative from 6 urban area UPTD MM MMDCB Members Embassy of Japan JICA JICA Project Team 	103 persons

C. MEETINGS

Type of Meeting	Date	Topics	In Charge	List Participants	Total participants	Relation with project output
Year 1 (April 2009 – March 2010)						
Consultation Meeting	29 Oct 2009	Confirmation Revised PDM and Plan of Operation for MMDCB Members	MMDCB	<ul style="list-style-type: none"> • UPTD MM • MMDCB Members • JICA Project Team 	11 persons	Outputs 1, 2, 3, 4
Consultation Meeting	30 Oct 2009	Confirmation Revised PDM and Plan of Operation for Head of MMDCB Secretariat	MMDCB	<ul style="list-style-type: none"> • UPTD MM • MMDCB Members • Head of MMDCB Secretariat • JICA Project Team 	9 persons	Outputs 1, 2, 3, 4
Meeting	11 Nov 2009	Exposing of Makassar General Spatial Plan	UPTD MM	<ul style="list-style-type: none"> • UPTD MM • MMDCB Members • Bappeda and related Dinas in District/City • JICA Project Team 	15 persons	Output 2
Workshop	18 Nov 2009	Workshop New Town Development	UPTD MM	<ul style="list-style-type: none"> • UPTD MM • MMDCB members including related Dinas in Prov. • Bappeda and related Dinas in District/City • JICA Project Team 	30 persons	Output 4
Coordination Meeting	24 Nov 2009	<ul style="list-style-type: none"> • Program Review • Organization Structure of MMDCB • Project Output • OJT for each WG 	MMDCB	<ul style="list-style-type: none"> • UPTD MM • MMDCB Members • JICA Project Team 	14 persons	Outputs 1, 2, 3, 4
Meeting	26 Nov 2009	• Meeting with JICA HQ on Monitoring Progress of Project	JICA MM	<ul style="list-style-type: none"> • Head of UPTD MM • MMDCB Members • JICA Project Team 	18 persons	Outputs 1, 2, 3, 4
Workshop	2 Dec 2009	Development Permit and Procedure System in Japan	JICA MM - MMDCB	<ul style="list-style-type: none"> • UPTD MM • MMDCB Members • JICA Project Team 	14 persons	Outputs 2, 4
Workshop	4 Dec 2009	Workshop Go Green Program	JICA MM-MMDCB	<ul style="list-style-type: none"> • UPTD MM • MMDCB members including related Dinas in Prov. • Bappeda and related Dinas in District/City • JICA Project Team 	26 persons	Output 4
Meeting	4 Dec 2009	Exposing of Takalar General Spatial Plan	UPTD MM	<ul style="list-style-type: none"> • UPTD MM • MMDCB Members • JICA Project Team 	13 persons	Output 2
Meeting	7 Dec 2009	Exposing of General Spatial Plan of Maros and Gowa District	UPTD MM	<ul style="list-style-type: none"> • UPTD MM • MMDCB Members • JICA Project Team 	10 persons	Output 2
Meeting	9 Dec 2009	Meeting on Permit Mechanism (Visit to Takalar District)	MMDCB	<ul style="list-style-type: none"> • UPTD MM • MMDCB members • Bappeda and related Dinas in District/City • JICA Project Team 	17 persons	Output 2
Meeting	10 Dec 2009	Meeting on Permit Mechanism (Visit to Gowa District)	MMDCB	<ul style="list-style-type: none"> • UPTD MM • MMDCB members • Bappeda and related Dinas in District/City • JICA Project Team 	17 persons	Output 2
Workshop	11 Dec 2009	Workshop Go Green (2)	MMDCB	<ul style="list-style-type: none"> • UPTD MM • MMDCB members including related Dinas in Prov. • Bappeda and related Dinas in District/City • JICA Project Team 	19 persons	Output 4
Coordination Meeting	23 Dec 2009	11 Program Priority and Program Schedule	UPTD MM	<ul style="list-style-type: none"> • UPTD MM • MMDCB members including related Dinas in Provincial 	47 persons	Output 4

Type of Meeting	Date	Topics	In Charge	List Participants	Total participants	Relation with project output
				<ul style="list-style-type: none"> Bappeda and related Dinas in District/City JICA Project Team 		
Seminar	28 Dec 2009	Seminar on Progress VII of Zoning Regulation for 4 Project in Jakarta	PU	<ul style="list-style-type: none"> Director of Urban Area DG of Spatial Management MPW and related Department in Central UPTD MM MMDCB MM JICA Project Team 	40 persons	Outputs 1, 2, 4
Meeting	14 Jan 2010	Discussion on Establishment of Task Force Mamminasata (Go Green Program and New Town Development Program)	MMDCB	<ul style="list-style-type: none"> UPTD MM MMDCB members JICA Project Team 	12 persons	Output 4
Workshop	26 Jan 2010	Workshop of Mamminasata Solid Waste Disposal Site Plan	MMDCB	<ul style="list-style-type: none"> UPTD MM MMDCB members including related Dinas in Prov. Bappeda and Related Dinas in District/City JICA Project Team 	50 persons	Output 4
Workshop	5 Feb 2010	Workshop New Town and Go Green Program	MMDCB	<ul style="list-style-type: none"> UPTD MM MMDCB members including related Dinas in Prov. Bappeda and Related Dinas in District/City JICA Project Team 	45 persons	Output 4
Field Visit	2 March 2010	<ul style="list-style-type: none"> Field Visit to New Town in Pattalassang Existing Condition in the field 	UPTD MM	<ul style="list-style-type: none"> UPTD MM MMDCB Members JICA Project Team 	11 persons	Output 4
Meeting	12 March 2010	<ul style="list-style-type: none"> Discussion of Draft Regional Regulation (Perda) Concerning Takalar GSP 	UPTD MM	<ul style="list-style-type: none"> UPTD MM MMDCB Members Bappeda and related Dinas in District/City JICA Project Team 	13 persons	Output 2
Consultation Meeting	12 March 2010	Presentation of Existing Condition of Mamminasata area and New Town	UPTD MM	<ul style="list-style-type: none"> UPTD MM JICA Project Team 	6 persons	Output 4
Consultation Meeting	17 March 2010	Confirmation of delineation of Mamminasata metropolitan area and new town of Gowa - Maros to Consultant	UPTD MM	<ul style="list-style-type: none"> UPTD MM Consultants JICA Project Team 	4 persons	Output 4
Meeting	24 March 2010	Socialization of Mamminasata Area and New Town to REI	UPTD MM	<ul style="list-style-type: none"> UPTD MM REI and Bank JICA Project Team 	18 persons	Output 4
Coordination Meeting	30 March 2010	Coordination on accelerated legalization of Draft PERPRES of Mamminasata	UPTD MM	<ul style="list-style-type: none"> Director of spatial management III, Dit.Gend.Spatial Management of Ministry of Public Works UPTD MM JICA Project Team 	15 persons	Outputs 2, 4
Year 2 (April 2010~ March 2011)						
Reporting	6 April 2010	<ul style="list-style-type: none"> Activities for April 2010 to Jan 2011 Progress Report 	MMDCB- JICA MM	<ul style="list-style-type: none"> UPTD MM MMDCB members JICA Project Team 	15 persons	Outputs 1, 2, 3, 4
Meeting	20 -21 April 2010	Manual (GSP,DSP and Permission)	MMDCB	<ul style="list-style-type: none"> UPTD MM MMDCB members JICA Project Team 	12 persons	Output 2
Meeting	3 May 2010	Sharing Information with Comparative Study Team from Ternate City of North Maluku	UPTD MM	<ul style="list-style-type: none"> UPTD MM MMDCB members JICA Project Team 	27 persons	Output 4

Type of Meeting	Date	Topics	In Charge	List Participants	Total participants	Relation with project output
Coordination Meeting	31 May 2010	Strategic Program of Mamminasata in Takalar District	MMDCB	<ul style="list-style-type: none"> • UPTD MM • MMDCB members • JICA Project Team 	11 persons	Output 2
Workshop	9 June 2010	Workshop Go Green Mamminasata	MMDCB	<ul style="list-style-type: none"> • UPTD MM • MMDCB members including related Dinas in Provi. • Bappeda and Related Dinas in District/City • JICA Project Team 	30 persons	Output 4
Meeting	29 June 2010	Inception Report for Multi year program in Mamminasata	MMDCB	<ul style="list-style-type: none"> • UPTD MM • MMDCB members including related Dinas in Prov. • Bappeda and Related Dinas in District/City • Consultant • JICA Project Team 	45 persons	Outputs 1, 2, 4
Meeting	21 July 2010	New Town and Takalar's Priority Project Proposal	UPTD MM	<ul style="list-style-type: none"> • UPTD MM • MMDCB members • JICA Project Team 	10 persons	Output 4
Meeting	16 Aug 2010	Discussion on Proposal by Investor for Construction of oil Storage Tank in Batu-batu Village Galesong Utara, Takalar District	UPTD MM	<ul style="list-style-type: none"> • UPTD MM • MMDCB members • Bappeda and Public Work Dinas Takalar District • JICA Project Team 	15 persons	Output 4
Meeting	25 Aug 2010	Discussion Concerning Development of Mamminasata Area with Student from Hosei University	JICA MM	<ul style="list-style-type: none"> • UPTD MM • 18 Student from Hosei University • JICA Team Project 	18 persons	
Coordination Meeting	23 Sep 2010	New Town Development Meeting	MMDCB	<ul style="list-style-type: none"> • UPTD MM • Head of MMDCB • MMDCB members including related Dinas in Prov. • Bappeda and Related Dinas in District/City • REI and Bank • JICA Project Team 	39 persons	Output 4
Regular Meeting	8 Oct 2010	Discussion of Progress Report III	MMDCB	<ul style="list-style-type: none"> • Director of Urban Area, DG of Spatial Management MPW • Head of Sub Directorate • UPTD MM • MMDCB members including related Dinas in Prov. • Bappeda and Related Dinas in District/City • JICA Project Team 	21 persons	Outputs 1, 2, 3, 4
Regular Meeting	30 Nov 2010	Project Monitoring Meeting (Format of Monitoring Sheet)	MMDCB	<ul style="list-style-type: none"> • UPTD MM • MMDCB members • Bappeda and Related Dinas in District/City • JICA Project Team 	36 persons	Output 4
Meeting	13 Jan 2011	Stakeholder Meeting for 11 Priority Program	MMDCB	<ul style="list-style-type: none"> • MMDCB members • UPTD MM • JICA Project Team 	17 persons	Output 4
Coordination Meeting	4 Feb 2011	Discussion New Town with REI	UPTD MM	<ul style="list-style-type: none"> • UPTD MM • MMDCB members • Bappeda and Related Dinas in Gowa and Maros • REI and Bank • JICA Project Team 	34 persons	Output 4
Coordination Meeting	11 Feb 2011	Meeting of Taskforce Go Green and New Town	MMDCB – JICA MM	<ul style="list-style-type: none"> • UPTD MM • MMDCB members • Bappeda and Related Dinas in Gowa and Maros 	22 persons	Output 4

Type of Meeting	Date	Topics	In Charge	List Participants	Total participants	Relation with project output
				• JICA Project Team		
Year 3 (April 2011~ Feb 2012)						
Meeting	12 May 2011	Socialization of task force New Town Program Action Plan Formulation	MMDCB	<ul style="list-style-type: none"> • UPTD MM • MMDCB members • SNVT MM • Bappeda and Related Dinas in Gowa and Maros • JICA Project Team 	40 persons	Output 4
Meeting	13 May 2011	Socialization of task force Go Green Program Action Plan Formulation	MMDCB	<ul style="list-style-type: none"> • MMDCB members • SNVT MM • Bappeda and Related Dinas in Gowa and Maros • JICA Project Team 	38 persons	Output 4
Consultation Meeting	16 May 2011	Presentation of Principle Permit Review by JICA Team	JICA MM-MMDCB	<ul style="list-style-type: none"> • UPTD MM • MMDCB members • JICA Project Team 	8 persons	Output 2
Consultation Meeting	23 May 2011	Confirmation on principle permit review by JICA to PU officer and SNVT	MMDCB-UPTD MM	<ul style="list-style-type: none"> • SNVT MM • Staff of Dept.PU • JICA Project Team 	6 persons	Output 2
Meeting	8 July 2011	Meeting on 6 (six) Manuals	MMDCB	<ul style="list-style-type: none"> • UPTD MM • MMDCB members • JICA Project Team 	9 persons	Output 2
Coordination Meeting	11 July 2011	Meeting of MoU Formulation of New Town Mamminasata	UPTD MM	<ul style="list-style-type: none"> • UPTD MM • MMDCB members • Bappeda and Related Dinas in Gowa and Maros • REI • JICA Project Team 	16 persons	Output 4
Meeting	20 July 2011	Presentation by Consultant of Spatial Plan Products - Maritime Area Spatial Plan - New Town Infrastructure Master Plan	UPTD MM	<ul style="list-style-type: none"> • UPTD MM • MMDCB Members • Consultant • JICA Project Team 	7 persons	Outputs 2, 4
Meeting	13 Oct 2011	Socialization of Presidential Regulation No.55 of 2011 , by PU in South Sulawesi Province	SNVT MM	<ul style="list-style-type: none"> • UPTD MM • MMDCB members • SNVT MM • Bappeda and related dinas in province • JICA Project Team 	30 persons	Outputs 1, 2, 4
Meeting	24 Oct 2011	Meeting of establishment of industrial area in Takalar district	UPTD MM	<ul style="list-style-type: none"> • UPTD MM • MMDCB Members • Bappeda and Related Dinas in Takalar district • Consultant • JICA Project Team 	30 persons	Output 4
Meeting	26 Oct 2011	Meeting of extension of JICA Mamminasata project	SNVT MM	<ul style="list-style-type: none"> • DG of Spatial Management MPW Dept.PU • SNVT MM • JICA Project Team 	6 persons	Outputs 1, 2, 4
Meeting	16 Nov 2011	Socialization of Presidential Regulation No.55 of 2011	UPTD MM	<ul style="list-style-type: none"> • DG of Spatial Management MPW and related Department in Central • UPTD MM • MMDCB members including related Dinas in Prov. • Bappeda and Related Dinas in District/City • JICA Project Team 	60 persons	Outputs 1, 2, 4
Meeting	21 Nov 2011	Manual Discussion	PU	<ul style="list-style-type: none"> • DG of Spatial Management MPW and related Department in Central 		Output 2

Type of Meeting	Date	Topics	In Charge	List Participants	Total participants	Relation with project output
				<ul style="list-style-type: none"> • UPTD MM • JICA Project team 		
Meeting	28-29 Nov 2011	Socialization of Presidential Regulation No.55 of 2011	SNVT MM	<ul style="list-style-type: none"> • DG of Spatial Management MPW and related Department in Central • UPTD MM • MMDCB members including related Dinas in Prov. • Bappeda and Related Dinas in District/City • SNVT MM • JICA Project Team 	70 persons	Outputs 1, 2, 4
Meeting	1 Dec 2011	Revision of training manual	UPTD MM	<ul style="list-style-type: none"> • MMDCB members • JICA Project Team 	6 persons	Output 2
Meeting	6 Dec 2011	Task force Go Green Mamminasata	MMDCB	<ul style="list-style-type: none"> • UPTD MM • MMDCB members including related Dinas in Prov. • Bappeda and Related Dinas in District/City • JICA Project Team 	30 persons	Output 4
Meeting	7 Dec 2011	Revision of training manual	UPTD MM	<ul style="list-style-type: none"> • UPTD MM • MMDCB Members • JICA Project Team 	10 persons	Output 2
Meeting	14 Dec 2011	Revision of training manual	UPTD MM	<ul style="list-style-type: none"> • UPTD MM • MMDCB Members • JICA Project Team 	11 persons	Output 2
Seminar	27 Jan 2012	Seminar on Enhancement of Urban Development Management in The Mamminasata Metropolitan Area in Makassar	JICA MM – MMDCB	<ul style="list-style-type: none"> • DG of Spatial Management MPW and related Department in Central • UPTD MM • MMDCB members including related Dinas in Prov. • Bappeda and Related Dinas in District/City • SNVT MM • JICA Project Team 	61 persons	Output 1,2,3,4
Seminar	02 Feb 2012	Seminar on Enhancement of Urban Development Management in The Mamminasata Metropolitan Area in Jakarta	JICA MM – Directorate of Urban Area	<ul style="list-style-type: none"> • Director of Urban Area, DG of Spatial Management MPW • Head of Sub Directorate • DG Cipta Karya MPW • DG of Water Resources Management • KSN in 7 provinces • UPTD MM • MMDCB Members • JICA MFO • JICA Project Team 	103 persons	Output 1,2,3,4

