

**COORDINATING MINISTRY FOR ECONOMIC AFFAIRS (CMEA)
THE REPUBLIC OF INDONESIA**

**JABODETABEK URBAN TRANSPORTATION
POLICY INTEGRATION PROJECT
PHASE 3 (JUTPI 3)**

PROJECT COMPLETION REPORT

July 2025

**JAPAN INTERNATIONAL COOPERATION AGENCY
(JICA)**

**ORIENTAL CONSULTANTS GLOBAL CO., LTD.
JAPAN INTERNATIONAL CONSULTANTS FOR
TRANSPORTATION CO., LTD.**

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Project Completion Report

Project Title: JABODETABEK Urban Transportation Policy Integration Project Phase 3 (JUTPI 3)

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Title: Project Director

Name: Hiromitsu Mori

Title: Chief Advisor

Name: Toshiaki Kudo

Title: Team Leader

Submission Date: 3 July 2025

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Abbreviations and Acronyms

Abbreviation	English
ADB	Asian Development Bank
ATR/BPN	Ministry of Agrarian Affairs and Spatial Planning/National Land Agency (<i>Kementerian Agraria dan Tata Ruang/Badan Pertanahan Nasional</i>)
BAPPEDA	Regional Development Planning Agency (<i>Badan Perencanaan Pembangunan Daerah</i>)
BAPPELITBANGDA	Regional Development Planning, Research and Development Agency (<i>Badan Perencanaan Pembangunan, Penelitian, dan Pengembangan Daerah</i>)
BAPPENAS	National Development Planning Agency (<i>Badan Perencanaan Pembangunan Nasional</i>)
BNI	Indonesian National Bank (<i>Bank Nasional Indonesia</i>)
BODETABEK	Bogor–Depok–Tangerang–Bekasi (<i>JABODEABEK area excluding DKI Jakarta</i>)
BOT	Build, Operate, and Transfer
BPIW	Regional Infrastructure Development Agency (<i>Badan Pengembangan Infrastruktur Wilayah</i>)
BPLHD	Regional Environmental Management Agency (<i>Badan Pengelola Lingkungan Hidup Daerah</i>)
BPSDM	Human Resources Development Agency
BPTJ	Greater Jakarta Transport Authority (<i>Badan Pengelola Transportasi JABODETABEK</i>)
BRT	Bus Rapid Transit
BUMD	Local Government-owned Enterprise (<i>Badan Usaha Milik Daerah</i>)
BUMN	State-owned Enterprise (<i>Badan Usaha Milik Negara</i>)
CMEA	Coordinating Ministry for Economic Affairs (<i>Kementerian Koordinator Bidang Perekonomian</i>)
CMIRD	Coordinating Ministry for Infrastructure and Regional Development (<i>Kementerian Koordinator Bidang Infrastruktur dan Pengembangan Kewilayahan</i>)
C/P	Counterpart
CBD	Central Business District
COVID	Coronavirus Disease
DAC	Development Assistance Committee
DBMSDA	Department of Highways and Water Resources (<i>Dinas Bina Marga dan Sumber Daya Air</i>)
DCKTRP	Human Settlements, Spatial Planning, and Land Agency (<i>Dinas Cipta Karya, Tata Ruang, dan Pertanahan</i>)
DISHUB	Transportation Department (<i>Dinas Perhubungan</i>)
DG	Directorate General (<i>Direktur Jenderal</i>)
DGR	Directorate General of Railway
DGTIM	Directorate General of Transport Integration and Multimodal
DKI Jakarta	Special Province of Capital Region of Jakarta (<i>Provinsi Daerah Khusus Ibukota Jakarta</i>)

Abbreviation	English
DKJ	Jakarta Special Region (<i>Daerah Khusus Jakarta</i>)
DX	Digital Transformation
EC	Executing Committee
FDTJ	Jakarta Transportation Discussion Forum
FTS	Feeder Transportation Survey
GDP	Gross Domestic Product
GIS	Geographic Information System
GoI	Government of Indonesia
GPS	Global Positioning System
GRDP	Gross Regional Development Product
HI	Hotel Indonesia
IAP	Indonesian Association of Urban and Regional Planners
ISC	Issue-Specific Committee
ISPT	Interview Survey on Public Transport
JABODETABEK	Jakarta Metropolitan Area (Jakarta–Bogor–Depok–Tangerang–Bekasi)
JABODETABEKPUNJUR	JABODETABEKPUNJUR (Jakarta-Bogor-Depok-Tangerang-Bekasi-Puncak-Cianjur)
JCC	Joint Coordinating Committee
JET	JICA Expert Team
JICA	Japan International Cooperation Agency
JPY	Japanese Yen
JUTPI	JABODETABEK Urban Transportation Policy Integration Project
KIAT	<i>Indonesia Australia Partnership for Infrastructure (Kemitraan Indonesia Australia untuk Infrastruktur)</i>
KOICA	Korea International Cooperation Agency
KPPIP	Committee for the Acceleration of Priority Infrastructure Provision (<i>Komite Percepatan Penyediaan Infrastruktur Prioritas</i>)
KRL	Commuter Line (<i>Kereta Rel Listrik</i>)
LC	Land Consolidation
LRT	Light Rail Transit
LVC	Land Value Capture
M/M	Minutes of Meeting
MITJ	Jabodetabek Integrated Transportation Modes Company (<i>Moda Integrasi Transportasi Jabodetabek</i>)
MLIT	Ministry of Land, Infrastructure, Transport and Tourism
MoHS	Ministry of Housing and Settlement
MoPW	Ministry of Public Works
MOT	Ministry of Transportation
MRT	Mass Rapid Transit
NDA	Non-disclosure agreement
OCCG	Oriental Consultants Global

Abbreviation	English
OECD	Organization for Economic Development and Cooperation
PC	Personal Computer
PCM	Public Consultation Meeting
PDM	Project Design Matrix
PIC	Persons in Charge
PIS	Pedestrian Interview Survey
PKP	Ministry of Housing and Settlement Area (<i>Kementerian Perumahan dan Kawasan Permukiman</i>)
PO	Plan of Operation
PPP	Public-Private Partnerships
PPSDM	Center for Human Resources Development
PSN	<i>National Strategic Project</i> (Proyek Strategis Nasional)
PT. KAI	Indonesian Railway Company (Kereta Api Indonesia)
PT. KCI	Indonesian Commuter Railway Company (<i>Kereta Commuter Indonesia</i>)
PT. MRTJ	Jakarta MRT Operator (<i>Perseroan Terbatas Moda Raya Transportasi Jakarta</i>)
PU	Ministry of Public Works (<i>Kementerian Pekerjaan Umum</i>)
PUPR	Ministry of Public Works and Housing (<i>Kementerian Pekerjaan Umum dan Perumahan Rakyat</i>)
R/D	Record of Discussion
RDTR	Detailed Spatial Plan (<i>Rencana Detail Tata Ruang</i>)
RIPKA	Jakarta Agglomeration Area Development Master Plan (<i>Rencana Induk Pengembangan Kawasan Aglomerasi Jakarta</i>)
RIT	Transportation Master Plan (<i>Rencana Induk Transportasi</i>)
RITJ	JABODETABEK Transportation Master Plan (<i>Rencana Induk Transportasi JABODETABEK</i>)
RPJMD	Regional Mid-Term Development Plan (<i>Rencana Pembangunan Jangka Menengah Daerah</i>)
RPJMN	National Medium-Term Development Plan (<i>Rencana Pembangunan Jangka Menengah Nasional</i>)
RTBL	Building and Environmental Planning Document (<i>Rencana Tata Bangunan dan Lingkungan</i>)
RTRW	Regional Spatial Plan (<i>Rencana Tata Ruang Wilayah</i>)
SB	Suburban
SDG	Sustainable Development Goals
SEA	Strategic Environmental Assessment
SITRAMP	The Study on Integrated Transportation Master Plan for JABODETABEK (<i>Studi Rencana Induk Transportasi Terpadu untuk JABODETABEK</i>)
STTD	Indonesian Land Transportation Polytechnic (<i>Politeknik Transportasi Darat Indonesia (PTDI), Sekolah Tinggi Transportasi Darat</i>)
TH	Transit Hub
TOD	Transit-Oriented Development
TUPC	Transit-based Urban Planning Coordination Team

Abbreviation	English
TWG	Technical Working Group
UC	Urban Center
UDGL	Urban Design Guideline
UR	Urban Renaissance Agency
VLC	Vertical Land Consolidation
VSCS	Video Shooting and Counting Survey
WS	Workshop

Chapter 1. Basic Information of the Project

1.1 Country

Indonesia

1.2 Title of the Project

JABODETABEK Urban Transportation Policy Integration Project Phase 3

1.3 Duration of the Project (Planned and Actual)

Planned: March 2022 - June 2025

Actual: April 2022 – June 2025

The project period is based on the R/D and excludes follow-up meetings after the above-mentioned period.

1.4 Background

Jakarta Metropolitan Area (JABODETABEK), a rapidly growing region, is facing serious urban problems such as chronic traffic congestion due to serious shortage of urban transportation infrastructure. JABODETABEK is experiencing unprecedented growth in car and motorcycle ownership as well as drastic change in modal share fomented by the economic growth. Although the region is one of the largest urban areas in the world with a population of roughly 31 million in 2021, slow development of urban transportation infrastructures results in huge economic loss and deterioration of urban environment.

The Government of Indonesia (GOI) and the Japan International Cooperation Agency (JICA) have continuously implemented the cooperation on urban transportation sector in JABODETABEK through various projects. “The Study on Integrated Transportation Master Plan for JABODETABEK (SITRAMP)” (Phase 1 and Phase 2) was conducted by joint effort between the Ministry of National Development Planning of Indonesia (BAPPENAS) and JICA from 2001 to 2004. “JABODETABEK Urban Transportation Policy Integration Project” (JUTPI) was conducted to update SITRAMP by joint effort between Coordinating Ministry for Economic Affairs (CMEA) and JICA from 2009 to 2012. Moreover, “JABODETABEK Urban Transportation Policy Integration Phase 2” (JUTPI 2) was conducted to improve public transport-based system in JABODETABEK by updating the JABODETABEK transportation master plan, conducting pilot projects, and enhancing the capacity of Transit-Oriented Development (TOD) implementation from 2014 to 2020.

As one of the results of these projects, the MRT North-South Line was launched in March 2019 supported by the Japanese Yen Loan, and the MRT network is supported to extend as the backbone of JABODETABEK. Not only these MRT development, but also TOD is one of the key concepts for urban development to formulate urban structure based on public transportation.

Based on the above situation, the Government of Indonesia requested a new technical cooperation project, “JABODETABEK Urban Transportation Policy Integration Project Phase 3” to strengthen the planning and implementation capacity for TOD in JABODETABEK to the Government of Japan.

1.5 Overall Goal, Project Purpose and Outputs

1.5.1 Overall Goal

Urban development based on public transport system (Transit-Oriented Development: TOD) is being promoted in JABODETABEK.

1.5.2 Project Purpose

Planning and implementation capacity of National and Local governments responsible for TOD in JABODETABEK is enhanced.

1.5.3 Outputs

Output 1: Urban Development Policy of JABODETABEK to promote TOD is formulated.

Output 2: Capacity of Coordination Mechanism on urban development based on public transport system in JABODETABEK is strengthened to promote TOD.

Output 3: TOD development plans at pilot sites are formulated.

1.6 Implementing Agencies

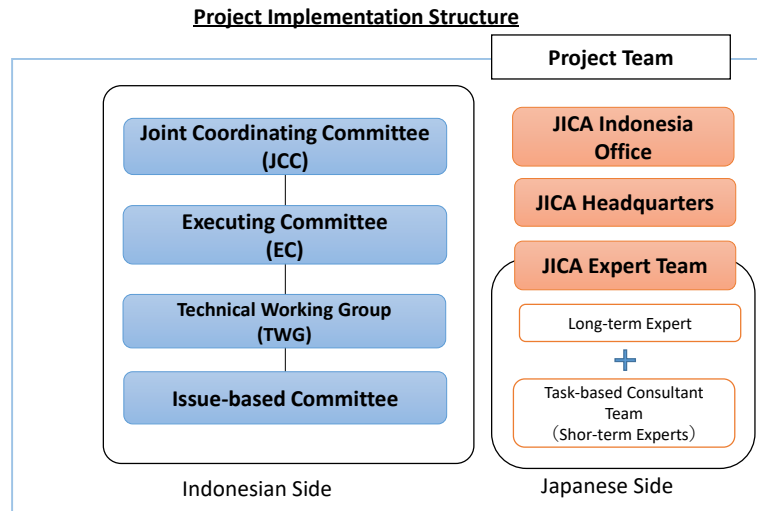
The implementing agencies are shown in the table below.

Table 1.1 Implementing Agencies

	Agencies
Leading/Implementing Organization	<ul style="list-style-type: none"> • Coordinating Ministry for Economic Affairs (CMEA)
Co-Leading/Implementing Organizations	<ul style="list-style-type: none"> • Ministry of Agrarian Affairs and Spatial Planning (ATR/BPN) • Ministry of National Development Planning/ National Development Planning Agency (BAPPENAS) • Greater Jakarta Transportation Management Agency (BPTJ), Ministry of Transportation (MOT) • Provincial Government of DKI Jakarta
Relevant Organizations	<ul style="list-style-type: none"> • Ministry of Public Works and Housing (PUPR/MPWH) • Ministry of State-Owned Enterprises (BUMN) • Local governments in Jabodetabek: Bogor City, Bogor Regency, Depok City, Tangerang City, Tangerang Selatan City, Tangerang Regency, Bekasi, City, Bekasi Regency, West Java Province, Banten Province • Various transport operators • Academic experts

Source: JICA Expert Team

The project implementation structure is shown in Figure 1.1. On the Indonesian side, the Joint Coordinating Committee (JCC), Executing Committee (EC), and Technical Working Group (TWG) are composed of the ministries, government agencies, and cooperating organizations. On the Japanese side, the Project Team members are JICA Indonesia office and headquarters, and JICA expert team (long-term experts and short term, task-based consultant team).



Source: JICA Expert Team

Figure 1.1 Project Implementation Structure

The JCC had (1) discussed and approved the work plan based on the PDM; (2) discussed and approved the policies and plans for each output; (3) reviewed the overall progress, conducted monitoring and evaluation, and revised the plan as necessary; and (4) discussed other important issues related to project implementation. A list of JCC members is attached in Annex 1-1.

The Executing Committee (EC) was established as a forum for more frequent exchange of information and opinions on matters to be approved by the JCC at the level of directors in charge of each organization, with the aim of ensuring smooth approval by the JCC. A list of EC members is attached in Annex 1-2.

The Technical Working Group (TWG) was set up as needed for each issue, and worked with C/P organizations to propose needs and members for this work, and was used as a forum for working-level communication. A list of TWG members is attached in Annex 1-3.

Chapter 2. Results of the Project

2.1 Results of the Project

2.1.1 Inputs by the Japanese Side (Planned and Actual)

The inputs from the Japanese side are summarized as follows:

(1) Amount of input by the Japanese side

The planned assistance by JICA to JUTPI 3 was 418,206,000 JPY, and the actual disbursement was 506,102,174 JPY.

(2) Experts' dispatch

The JICA expert team consisted of a long-term expert as Chief Adviser and task-based, short-term expert team. They are the following:

(a) Long-term expert

- Mr. MORI Hiromitsu
- Period: August 2022 – June 2025

(b) Short-term experts

The short-term experts had input a total of 62.09 person-months throughout the project period. Table 2.1 shows the list of dispatched short-term, task-based experts.

Table 2.1 List of Dispatched Short-Term Experts

No.	Assignment	Name
1	Team Leader/Urban Development 1	Mr. KUDO Toshiaki
2	Deputy Team Leader/Urban and Public Transportation Plan	Mr. KAWAGUCHI Hirohisa
3	Urban Development 2	Mr. SASAKI Hideyuki
4	Land Use Plan	Dr. KOBAYASHI Hisako
5	District Plan	Ms. HOSONO Miharu
6	Architecture, Station Facility, and Station Area Development	Mr. UMEMURA Junya
7	Urban Development Project Implementation Plan 1	Mr. IWASAKI Masayoshi
8	Urban Development Project Implementation Plan 2	Ms. OSAWA Shiki
9-1	Transit Facility Plan/ Traffic Demand Forecast	Mr. TSUMURA Yuma
9-2	DX/Data Visualization	Mr. TSUMURA Yuma
10	Social and Environmental Considerations/ Climate Change Strategy	Mr. KURAMOTO Kenichi
11	Consensus Building	Mr. KANO Junkichi
12	TOD Framework and Institutional Arrangement	Mr. AKIMURA Seiichiro
13	Training/Public Relations/GIS	Dr. TEH Yee Sing
14-1	Gender/ Project Coordination	Ms. YAMADA Ayumi
14-2	Consensus Building Assistance	Ms. YAMADA Ayumi
15	Project Coordination 2/Data Visualization 2	Mr. ITO Hiroki

Note: Assignments 9-2, 14-2, and 15 were added to the original assignments.

Source: JICA Expert Team

(3) Trainings in Japan

Training in Japan was held twice to share Japan's knowledge and experience in TOD improvement and public transportation-based urban development. The training gave the participants opportunities to comprehensively learn about (1) TOD from various stakeholders' perspective, including that of the central government, local governments, transportation operators, and TOD developers; (2) urban development policy and coordination among the parties concerned; and (3) the actual development of the station area and the realization scheme of TOD project implementation. The trainings were conducted through lectures and observation tours for the participants to learn more about Japan's experience and know-how.

This is expected to contribute to the promotion of the project in the future and strengthen the capacity to realize urban development based on public transportation in the Jakarta metropolitan area.

Table 2.2 Outline of Training in Japan

	Period/Place	Participants
1 st	From 22 nd Oct. to 31 st Oct. 2023 Tokyo Area	Total: 15 Central Government (6): CMEA (2), BAPPENAS (1), BPTJ, MOT (1), ATR/BPN (1), Ministry of State-Owned Enterprises (1) Local Government (9): DKI Jakarta (1), Bogor City (1), Bogor Regency (1), Depok City (1), Tangerang City (1), Tangerang Selatan City (1), Tangerang Regency (1), Bekasi City (1), Bekasi Regency (1)
2 nd	From 2 nd June to 11 th June 2024 Osaka, Kobe, and Himeji	Total: 17 Central Government (11): CMEA (4), BAPPENAS (1), ATR/BPN (2), BPTJ, MOT (2), DGR, MOT (1), M. Public Works (1) Local Government (4): DKI Jakarta (2), Bekasi City (2) Railway Operator (2): MRTJ (1), PT. KAI (1)

Source: JICA Exert Team

(1) Equipment Provision

The following equipment had been provided:

- PCs (6 units): JPY 711,300
- Copier/printer: JPY 574,424 (Excluding monthly maintenance fee)
- Shredder: JPY 50,084

*Equipment is provided by both the short-term expert team and the long-term expert.

(2) Others

Cost for the following items had been provided:

- Project office space lease: Office space leased at Setiabudi from May 2022 to July 2025
- Transportation of counterparts and Technical Working Group (TWG) members to participate in TWG meetings, Public Consultation Meeting (PCMs), and workshops.

2.1.2 Inputs by Indonesian Side

(1) Counterpart Assignment

CMEA's counterpart personnel and administrative personnel are listed in the table below.

Table 2.3 List of Chairpersons of JCC, EC, and TWG, and Administrative Personnel from CMEA

Position in JUTPI 3	Name	Period	Position in CMEA
Chairperson of JCC	Wahyu Utomo	~ Feb 2024	Deputy Minister for Regional Development and Spatial Planning
	Susiwijono	Mar ~Sep 2024	(Acting) Deputy Minister for Regional Development and Spatial Planning
	Mohammad Rudy Salahuddin	Oct 2024 ~	Deputy Minister for Coordination of Industry, Manpower and Tourism
Chairperson of EC	Tulus Hutagalung	~ Nov 2023	Assistant Deputy for Strategic Economic Zone Development Planning
	Suroto	Dec 2023 ~Dec 2024	Acting Assistant Deputy Minister for Development Planning of Strategic Economic Zones
	Suroto	Dec 2024 ~	Assistant Deputy Minister for Development of Strategic Economic Zones and Strategic Project
Chairperson of TWG	Yus Yuni Sugiharto	Whole period	Head of Division for Development Planning of Western Indonesia Strategic Economic Zones
Secretariate	Yus Yuni Sugiharto	Whole period	Associate Policy Analyst
	Dandi Wirustyastuko	~ Oct 2024	Sub-Coordinator of the Substance Sub-Group for Development Planning of Sumatera Island Strategic Economic Zones
	Andi Ulya Witsqa B. Chairan	~ Oct 2024	Junior Policy Analyst
	Ahmad Ramadhan Ambong	~ Oct 2024	Junior Policy Analyst
	Rury Fuadhilah	Dec 2024~	Senior Policy Analyst
	Galuh Kusumastuti	Dec 2024~	Senior Policy Analyst
	Maharani Pradhani	Dec 2024~	Junior Policy Analyst
	Ritma Wijayanti	Dec 2024~	Policy Analyst
Meita Indah Fadilla	Dec 2024~	Data and Information Analyst	

Source: JICA Expert Team

(2) Other Inputs

- Available data (including maps and photographs) and information related to the Project
- Running expenses necessary for the implementation of the Project

2.1.3 Activities (Planned and Actual)

(1) General work for project implementation

(a) Joint Coordinating Committee (JCC)

Originally, JCC meetings were scheduled to be held seven times every six months during the project period; but actually, these were held only five times as shown below.

Table 2.4 Main Agenda and Major Contents of JCC

	Date	Main Agenda
1 st	2 June 2022	<ul style="list-style-type: none"> • Kickoff: Approval of PDM, PO, Work Plan, etc.
2 nd	15 March 2023	<ul style="list-style-type: none"> • Progress of Outputs 1-3
3 rd	25 January 2024	<ul style="list-style-type: none"> • Progress of Outputs 1-3
4 th	17 April 2025	<ul style="list-style-type: none"> • Progress of Outputs 1-3
5 th /final	24 June 2025	<ul style="list-style-type: none"> • Achievement of Output 1-3 • Way Forward After JUTPI 3: TUPC’s Action Plan and Roadmap • Project Evaluation: Draft Project Completion Report

Source: JICA Expert Team

(b) Executing Committee (EC)

The Executing Committee (EC) meetings were held twice – on 22nd January 2024 and 8th October 2024 – to discuss the progress of all the activities of Outputs 1 to 3.

(c) Technical Working Group (TWG)

Technical Working Group (TWG) meetings were held 24 times in hybrid form to discuss various TOD-related topics and share the progress of the project activities. Topics discussed in the TWG meetings are attached in Annex 1-4.

(d) Overall results compiled into a project pamphlet

In addition to project documents such as policy and plan documents and working papers regarding the activities of Outputs 1 to 3, overall results of the project were compiled into a project pamphlet.

(2) Output 1

Output 1: Urban Development Policy of JABODETABEK to promote TOD is formulated

All activities were completed by the end of the project although they were delayed from the original schedule of the Plan of Operation (PO), especially Activities 1-3~1-4. The delay occurred because data collection and discussions with the relevant organizations took longer than expected. Furthermore, some of data required more time to edit and corrected for discrepancy and inconsistency. The delay of Activities 1-3 and 1-4 as well as the necessity of input and feedback from the results of Output 3 caused the delay in the formulation of the urban development policy in Activity 1-5.

For Output 1, a survey of real estate situation in Jabodetabek was conducted to grasp the urban development trend and station area development in Jabodetabek, and two kinds of transport surveys (interview survey on public transport and people-flow survey using mobile big data) were conducted. Moreover, the public consultation meetings (PCM) were held twice to formulate the urban development policy to promote TOD.

Activity 1-1: Legal framework and existing individual laws and guidelines related to urban development and TOD (including the detailed Spatial Plan/RTDR of JABODETABEK) and the situation of the legal enforcement is reviewed.

Legal framework and existing individual laws, guidelines by various agencies, spatial plans, and detailed plans of the related agencies and local governments were reviewed.

The results were compiled as Working Paper 1: Review of Legal Framework, Laws and Guidelines Related to Urban Development and TOD.

Activity 1-2: Urban development project mechanism and its approval process are clarified through reviewing urban development cases including the private sector and government agencies in charge of TOD projects

Urban development project mechanism and its approval process were clarified by (1) analyzing the process of formulation of spatial plans and transportation plans and their approval process, (2) examining of urban transport master plans and coordination mechanism in Jabodetabek, and (3) analyzing the approval process of TOD projects in DKI Jakarta. Based on the clarification, legal system and mechanism for TOD promotion such as TOD regulation, and project development scheme had been proposed.

The results were compiled as Working Paper 2: Urban Development Mechanism and Approval Process.

Activity 1-3: Current land use and transport network are reviewed.

Current land use and transport network were reviewed by collecting necessary information from the relevant agencies and analyzing them with GIS techniques.

The updated existing land use of 2022 was sorted out and analyzed. Also, the transportation network consisting of roads, railways of PT. KAI, MRTJakarta, LRT, and Transjakarta or BRT (Bus Rapid Transit) were reviewed.

Activity 1-4: Planning framework (land use, population distribution, urban functions, etc. along the public transport network) for TOD proposed by JUTPI-2 is reviewed.

Planning framework for TOD proposed by JUTPI-2 had been reviewed through the following process:

(a) Socioeconomic framework setting and land use plan

The land use plan of Jabodetabek for the target year 2045 has been formulated by careful consideration and collation of: (1) the plan documents and development plans, (2) transport network, (3) future population and socioeconomic conditions, etc.

Socioeconomic framework has been set for four designated years: 2022 (base year), 2030 and 2035 (intermediate year), and 2045 (ultimate year), considering (1) population projection by income class, (2)

gross regional domestic product (GRDP), (3) employment and working population by working sector, and (4) students and their home-based population.

Analyses of the current population were compiled as Working Paper 3: Current Population Review.

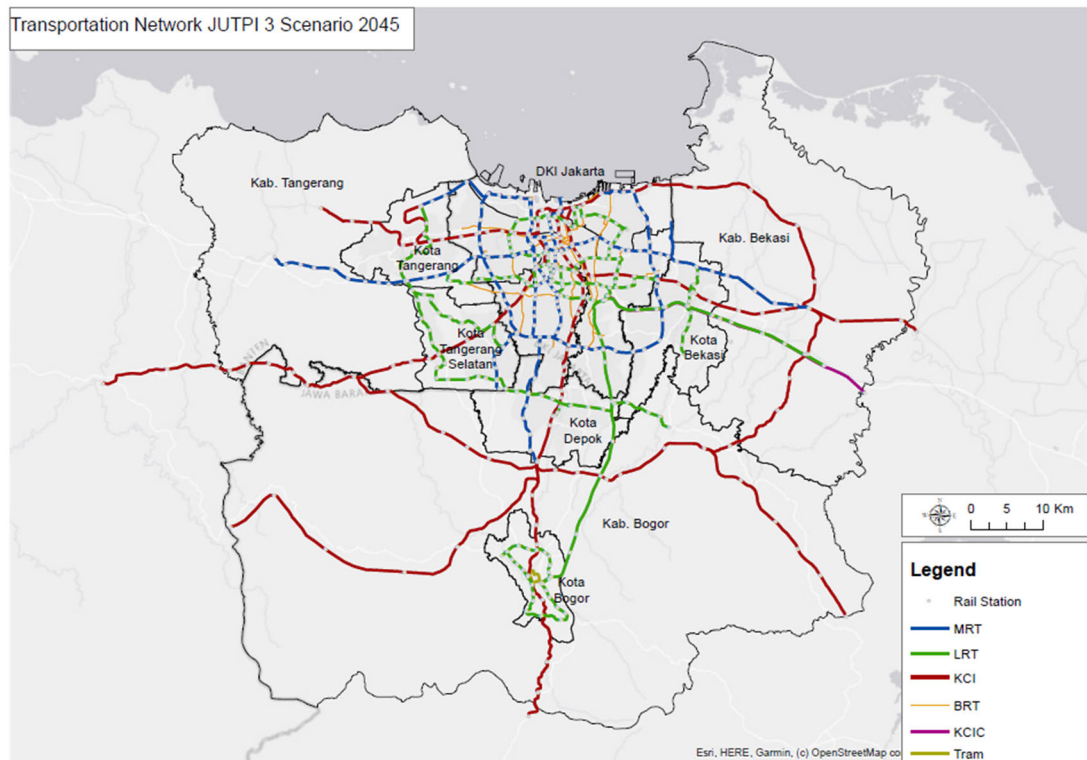
(b) Travel demand forecast Modeling, evaluation of four scenario alternatives, and selection of network scenario

Two kinds of transport surveys, Interview Survey on Public Transport (ISPT) and People-Flow Survey Using Mobile Big Data, have been conducted for setting planning framework and developing a travel demand forecast model.

The future transport network has been formulated based on the development scenario (or the JUTPI 3 scenario) selected from four alternative scenarios: (1) Do-minimum scenario (base case); (2) JUTPI2 scenario; (3) Legalized master plan-based scenario; and (4) JUTPI 3 scenario. JUTPI 3 scenario was formulated with two socioeconomic frameworks, which are: (1) road-oriented scenario setting, and (2) public transport-oriented scenario setting. Based on the evaluation of the four network scenarios, the JUTPI 3 scenario has been selected.

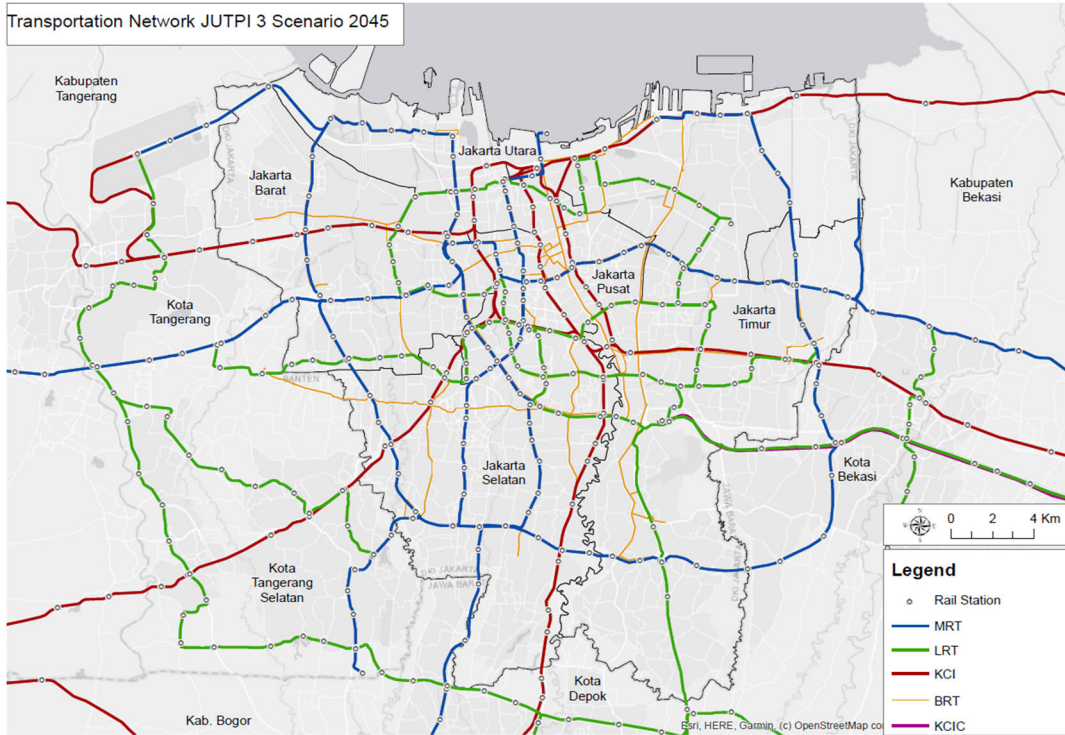
Travel demand forecast and transport scenario evaluation were compiled as Working Paper 4: Travel Demand Forecast and Transport Scenario Evaluation.

Figures 2.1~2.4 show the future public transit network for Jabodetabek and DKI Jakarta and its surrounding area, as well as route maps by public transportation mode and route.



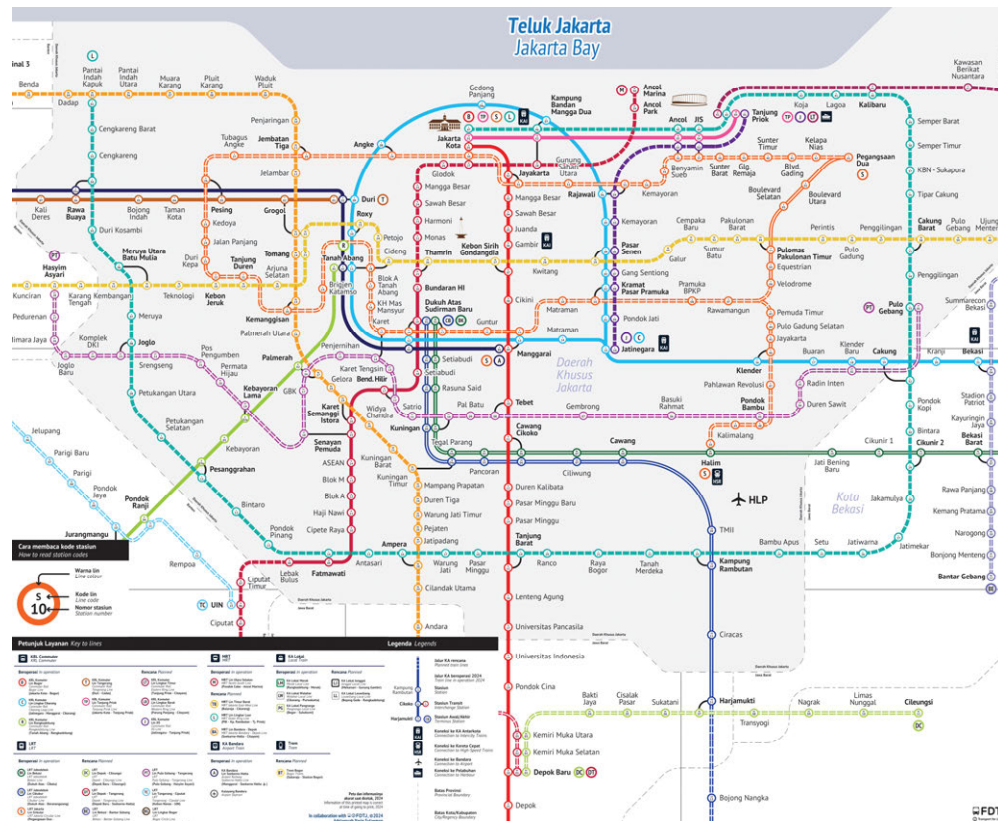
Source: JICA Expert Team

Figure 2.1 Future Public Transit Network Proposed by JUTPI 3 (Jabodetabek)



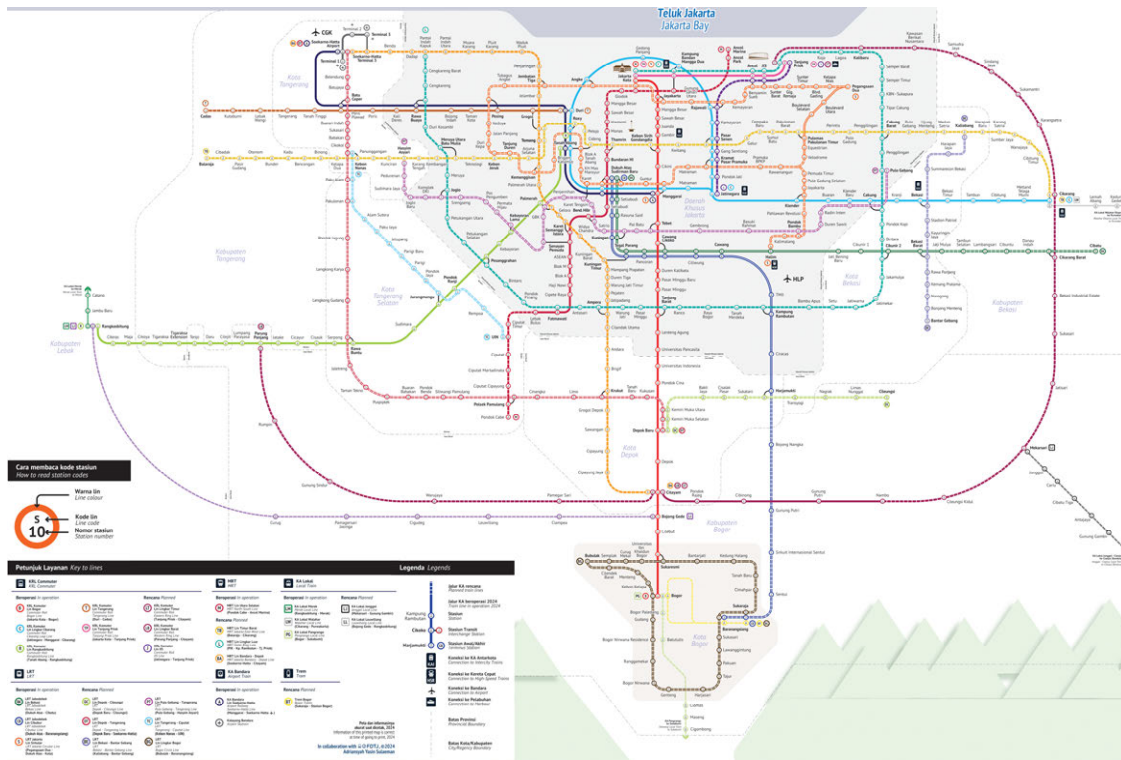
Source: JICA Expert Team

Figure 2.2 Future Public Transit Network Proposed by JUTPI 3 (DKI Jakarta and Surroundings)



Source: JICA Expert Team

Figure 2.3 Future Public Transit Network Map Proposed by JUTPI 3 (DKI Jakarta and Surroundings)



Source: JICA Expert Team

Figure 2.4 Future Public Transit Network Map Proposed by JUTPI 3 (Jabodetabek)

Activity 1-5: Urban Development Policy to promote TOD, including land use, population distribution, urban functions, potential TOD sites etc. along MRT, KRL, BRT, LRT and other public transport networks by JUTPI-2 as well as its land tenure status and existing and projected land values, is formulated

(a) Urban Planning Policy to promote TOD in Jabodetabek

Based on the results of Activities 1-1 to 1-4, Urban Development Policy to promote TOD in Jabodetabek has been formulated. The policy consists of (1) Current Issues, (2) Vision and Goals, (3) Policy Framework for TOD Promotion in Jabodetabek: Planning Principles and Enabler, (4) TOD Strategies: Network and Land use, (5) TOD Strategies: Urban Center and Mobility Hub, (6) TOD Strategies: TOD Area Built Environment and Urban Design, (7) TOD Strategies: Behavior Change, (8) TOD Strategies: Implementation - Finance and Programs, (9) TOD Strategies: Implementation - Institutional System, and (10) Way Forward: Action Plan for TOD Promotion in Jabodetabek and Indonesia.

Results are compiled as “Urban Development Policy to Promote TOD in Jabodetabek”.

(b) Public consultation meetings for formulation of the urban development policy

In the policy formulation process, public consultation meetings (PCM) were held twice as summarized below.

Table 2.5 Outlines of Public Consultation Meetings for Urban Development Policy Formulation

PCM/ Date	Outline
1 st PCM 31 st May 2023	<p><u>Purposes</u></p> <ul style="list-style-type: none"> To inform the stakeholder in the JABODETABEK about JUTPI-3 Project To introduce and promote TOD and share the best practice in TOD implementation in Japan To share environmental and social issues in the JABODETABEK with the stakeholders <p><u>Attendance</u></p> <ul style="list-style-type: none"> Central and local governments: <ul style="list-style-type: none"> CMEA, ATR/BPN, BAPPENAS, BPTJ, PUPR, BUMN Representative of City Regency and District General invitees, nongovernmental bodies: <ul style="list-style-type: none"> Potential private company to develop TOD area Chamber of commerce, real estate association, associations of private sectors Academe
2 nd PCM 23 rd January 2025	<p><u>Purposes</u></p> <ul style="list-style-type: none"> To explain the Urban Development Policy for TOD Promotion and future transportation network in JABODETABEK to stakeholders To explain environmental evaluation on the TOD in JABODETABEK and introduce environmental management and monitoring plan To discuss expectations and concerns about TOD promotion strategies To discuss action plans, implementation procedure, and cooperation among stakeholders to realize TOD promotion strategies <p><u>Attendance</u></p> <ul style="list-style-type: none"> Central and local governments <ul style="list-style-type: none"> CMEA, ATR/BPN, BAPPENAS, MOT, MoEnvironment Representative of City/Regency and District General invitees, nongovernmental bodies <ul style="list-style-type: none"> Potential private company to develop TOD area Chamber of commerce, real estate association, associations of private sectors Academe

Source: JICA Expert Team

(c) Publicity of Public Transport Network and Data by Dashboard and Map

Jakarta/Jabodetabekpunjur Urban Public Transport Network by JUTPI 3 has been proposed for the target year 2045 and beyond. The future railway network map was produced and related information is made available on the dashboard, which was transferred to Ministry of Transport from the JUTPI 3 Team. A workshop was conducted on-site on 17th June 2025 to show the staff of DGTIM and CMEA how to utilize and maintain this dashboard.

In addition to the dashboard, a map of the future public transportation network was produced for publicity by collaboration with FDTJ, a civilian organization that promotes public transportation and the one that produced Jakarta's current official public transport map.

The dashboard and map are available at the following:

- Dashboard: <https://www.ekon.go.id/publikasi/dashboard-jaringan>
- Map: <https://www.ekon.go.id/publikasi/peta-jaringan>

(3) Output 2

Output 2: Capacity of coordination mechanism on urban development based on public transport system in JABODETABEK is strengthened to promote TOD.
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Activities of Output 2 were completed by the end of the project. However, Activity 2-1 was delayed because it took a much longer time to come up with a better functional coordination mechanism. It took a longer time than planned to discuss, share, and agree on the required actions and the responsible organizations in Activities 2-3. They finally agreed at the final JCC to let the Transit-Based Urban Planning Coordination Team (TUPC) to further discuss these matters to be actually implemented.

In addition to the original planned activities, the development of the Dukuh Atas area was proposed as a case study for Output 2, and this was approved at the 2nd JCC meeting in March 2023.

Activity 2-1: Current coordination mechanism on urban development based on public transport system in JABODETABEK, such as JCC or coordination meeting, is reviewed and improved for better function.

When the project started, JCC was the only coordination mechanism which discussed TOD-related matters in Jabodetabek with various stakeholders. The activity was planned to be done for the first two months of the project, however, it took more time to come up with the coordination mechanism which would succeed JCC, as summarized below.

JCC meetings were held five times during the project period to discuss issues and actions to promote TOD in Jabodetabek and monitor the progress of the project.

(a) Issue-Specific Committee (ISC)

At the 2nd JCC in March 2023, the establishment of a TOD promotion authority was proposed, based on the Japanese experience. And then, as a sustainable coordination mechanism to promote TOD in Jabodetabek, the establishment of Issue Specific Committee (ISC) on urban and transportation policy, and ISC on coordination mechanism to improve collaboration between related stakeholders as well as enhance the ownership and capacity building on the Indonesian side, was approved at the 3rd JCC meeting on 25 January 2024.

The purpose of the establishment of ISC, and the urgent topics are as follows:

Purpose of establishment of ISC: The ISC aims to provide proactive means of discussion and collaboration to address (1) issues encountered in the implementation of TOD, (2) alternative solutions for urban planning and transport policies, and (3) alternative solution for coordination mechanism in TOD area development.

Some urgent ISC topics were (1) draft policy on institutional proposal for TOD development, (2) policy concept for strengthening regulations related to TOD, and (3) policy concept of TOD development financing scheme.

(b) Transit-Based Urban Planning Coordination Team (TUPC)

Although its establishment was approved, the ISC was not established. Instead, it was concluded that it was necessary to strengthen the coordination mechanism among agencies to resolve issues in TOD development. Taking into consideration complexity of the problem and the variety of institutions involved in the TOD planning and development process, it was proposed that an embryo committee be formed in the form of a Transit-Based Urban Planning Coordination Team (TUPC).

The establishment of TUPC was approved in the 4th JCC meeting in April 2025, one year and 3 months after the establishment of the ISC was approved. Before the approval, an initial discussion of the establishment of the TUPC was held on 11th February 2025, and the first pre-TUPC meeting was held on 27th February 2025, to discuss the establishment of TUPC.

Finally, TUPC was officially established by the Decree of the Deputy for Coordination of Industry, Manpower, and Tourism, CMEA, Number 3 of 2025, which was issued on 12th June 2025.

The task of the TUPC is to support the resolution of spatial planning and transportation system issues in the Jabodetbek region, with the duties as shown in Table 2.6. The structure of TUPC, consisting of Steering Team (Echelon 1) and Implementing Team (Echelon 2), is shown in Annex 1-5.

Table 2.6 Duties of the Steering Team and Implementing Team of TUPC

	Steering Team	Implementing Team
Duties	<ul style="list-style-type: none"> • Provide guidelines and directions for policy formulation and problem-solving in the planning and development of TOD areas in Jabodetabek 	<ul style="list-style-type: none"> • Formulate policies and solve problems in the planning of TOD area development in Jabodetabek
	<ul style="list-style-type: none"> • Establish policy recommendations and resolving issues in the planning of TOD area development in Jabodetabek 	<ul style="list-style-type: none"> • Coordinate with related parties in formulating policies and solve problems in the planning of TOD area development in Jabodetabek.
	<ul style="list-style-type: none"> • Provide other directions to the Implementing Team related to the planning of TOD area development in Jabodetabek 	<ul style="list-style-type: none"> • Carryout other related tasks assigned by the Steering Committee in the context of planning and developing TOD areas in Jabodetabek

Source: Transit-based Urban Planning Coordination Team (TUPC)

(c) TOD Council

In addition to TUPC, TOD council at national level, TOD forum at regional and city/regency level, and TOD coordination team at TOD area level were proposed as part of a TOD Regulation.

The National TOD Council is an organization that coordinates TOD and management at the national level. The council prepares the National TOD Policy as a guideline for steps taken by the Central Government to achieve the goal of TOD promotion and management, which is an effort to plan, implement, monitor, evaluate the implementation of TOD projects, and carry out sustainable asset management for TOD implementation area.

The concrete actions such as initiator, schedule, and responsibility of each organization should be further discussed in TUPC even after the Project is completed.

Activity 2-2: Technical and organizational issues are discussed and coordinated in the coordination mechanism.

Various issues had been discussed and coordinated in the JCC meetings as summarized below.

(a) Issues related to legal framework, existing individual laws, and guidelines related to urban development and TOD

Issues and challenges that had been identified after the review of legal framework and existing individual laws, guidelines related to urban development and TOD, the situation of legal enforcement, and the result of analysis process on spatial planning and transportation plan development, especially to accelerate the approval process were shared at 2nd JCC held on 15 March 2023. They are summarized as follows:

- The Master Plan resulting from the JUTPI-2 Program has not been fully accommodated in the Jabodetabek transport development plan;
- In the development of TOD, the basis of public transport other than railways has not been accommodated in the regulations governing TOD development guidelines;
- Land and acquisition and construction issues (social constraints, limited financing, and regulatory support);
- Coordination between stakeholders still needs to be optimized, especially for the division of roles in TOD development; and
- There is still a lack of strategy in increasing the interest of the private sector.

(b) Issues identified by the JICA Expert Team

Based on the interviews with TOD-related entities of the public and private sectors, both Indonesian and Japanese, there are five main issues for TOD realization, namely: (1) financial resources, (2) implementation mechanism, (3) land use/land consolidation, (4) railway network (public transportation network), and (5) collaboration with private sector. These issues were shared during the 2nd JCC meeting.

(c) Issues based on discussion with master developers

Four (4) main issues to be solved to accelerate TOD realization based on the discussion with master developers were shared and acknowledged at the 3rd JCC meeting held on 25th January 2024.

The issues are the following: (1) limited access to affordable financing, (2) unclear role demarcation of related entities, (3) limited option to asset ownership, utilization scheme, duration of asset utilization, and land title, and (4) difficulty in sectoral and ministerial cross-coordination, especially on the license process.

(d) Issues pointed out by the participants of the training in Japan

The participants of the 1st training session (October 2023), and 2nd training session (June 2024) in Japan came up with issues to promote TOD which were discussed, including the actions to be taken based on lessons learned from said training.

The issues and actions were shared and discussed in the Dissemination Session held on 29 July 2024, which include the following: (1) Challenges of TOD implementation in Jabodetabek such as (a) coordination between stakeholders, (b) financing, (c) regulation, and (d) transportation system policy implementation. (2) Lessons learned supporting factors for TOD success in (a) basic sustainable factors of development planning, (b) regulatory factors, (c) coordination mechanism factor, (d) financing factors, and (e) TOD area design factors. And finally, to tackle these issues, the Action Plans for short- (- 2 years), mid- (2-5 years), and long-term (5 years -) periods were shared and discussed.

Further, the following strategies for TOD implementation were recommended by the participants of the training in Japan:

- Establish land development-related regulations, relax regulations, and provide efficient subsidies to support TOD.
- Support TOD as a *National Strategic Project (PSN)* through the integration of policies, regulations, and resources to ensure long-term success.
- Facilitate the active participation of private entities in the planning, implementation, and management of urban infrastructure and transportation networks by establishing regional coordination bodies.
- Strengthening and restructuring Regional-Owned Enterprises (BUMDs) that function as master developers in regional planning and development, to improve strategic and operational coordination with all stakeholders.
- Increase government capacity in creative financing, including public-private partnerships, and land acquisition through land consolidation.
- Detailing the technical arrangements in TOD implementation, including the division of roles among various related organizations, as well as clarity in the preparation of development programs that are attractive to investors as a strong foundation for attracting private sector investment in sustainable and inclusive urban infrastructure development.

(e) Issues raised by the private sector, particularly Japanese companies

The private sector, particularly Japanese companies, raised issues for TOD realization which included the following: (1) complex and unclear land rights and difficulties in land consolidation, (2) insufficient and risky project financing environment (lack of construction loans, reliance on equity), (3) income mismatch between public transport users and property buyers/users, (4) project delays and schedule risks impacting delivery and sales, (5) unclear allocation of costs for public infrastructure development, (6) contractual and political uncertainties related to government land and BOT agreements, and (7) inadequate regulatory framework and incentives for TOD development.

(f) Issues regarding the pilot sites

The following issues regarding the pilot sites were pointed out. These issues were shared and discussed in a series of meetings with related stakeholders, and TOD Promotion Plans were formulated to address these challenges.

Table 2.7 Issues Regarding the Pilot Sites

Pilot site	Issues
Depok Baru	<ul style="list-style-type: none"> • Condition of access from Kampung Lio to Depok Baru Station is insufficient, highlighting the need to upgrade local roads. • The overall accessibility to Depok Baru TOD promotion area should be improved by designating additional arterial roads and / or collector roads. • There is conflict over lands with high potential for TOD. • Functional demarcation of transport plaza in the west and the east is insufficient, and station plaza is not iconic enough.
Bekasi Barat	<ul style="list-style-type: none"> • Upgrading of Bekasi's CBD and enhancement of its attractiveness through redevelopment, especially for the improvement of livability and urban amenities, and accessibility to and mobility within the areacritical. • There are lots of small private land while public land is very limited. • Road network to support the functionality of large mixed-use area is insufficient. • Securing the location of station plaza or drop-off/ pick-up space, and pedestrian deck are necessary during surrounding developments. • The number of public transport mode (LRT) users is still small.
Blok M	<ul style="list-style-type: none"> • On-street parking and illegal parking are rampant. Thus, Park-and-Ride/ Last-Mile transport is necessary while shared surface and bicycle sharing can be considered. • Revitalization of Blok M as an urban center and redevelopment of the bus terminal to enhance feeder and major bus services that complement the railway network is required. • Effective utilization of public lands to relocate public and social facilities to the station area is required.

Source: JICA Expert Team

Activity 2-3: Decisions and required actions for TOD promotion are shared in the coordination mechanism.

The following decisions and required actions for TOD promotion were shared in the TWG, EC, and JCC.

(a) Urban development policy and the future transport network for target year 2045:

In order to realize the Urban Development Policy to promote TOD in Jabodetabek, the following ways forward (action plans) for Indonesia and Jabodetabke were proposed and approved at the final JCC meeting.

Initially Proposed Action Plan for Indonesia

Actions to be taken for Indonesia are summarized in the following table. The following actions will be further discussed in TUPC.

Table 2.8 Proposed Action Plan for Indonesia

Policy Recommendation	Short-Term Action Plan
1. Implement TOD as National Urban Development Strategy.	<ul style="list-style-type: none"> • Select priority metropolitan areas/ urban areas for TOD promotion. • Set specific goals/ targets for promoting TOD in each metropolitan area.
2. Transform urban areas from a road-centric to rail-centric spatial structure through the TOD approach.	<ul style="list-style-type: none"> • Designate all station areas in the priority metropolitan areas as TOD areas. • Facilitate the formulation and implementation of TOD promotion plans. • Increase government spending on TOD promotion.
3. Allocate the national budget (APBN) for TOD promotion.	<ul style="list-style-type: none"> • Procure sector loans from donors and multilateral institutions.
4. Establish an institutional framework for promoting TOD.	<ul style="list-style-type: none"> • Establish a TOD Council at the national level for planning and implementation of TOD promotion. • Select railway operators and concerned local governments as master developers for TOD area development and build collaborative relationships.
5. Expand the rail transit networks and enhance the rail transit transport capacity.	<ul style="list-style-type: none"> • Integrate the existing railway network operated by PT KAI, with MRT/LRT lines. • Improve signaling systems. • Introduce rapid and express trains and seat reservation services.
6. Create and promote a new urban lifestyle -work, play, live-based on TOD	<ul style="list-style-type: none"> • Promote TOD nationwide based on tactical urbanism and mobility management as a soft measure in order to create new urban lifestyles, and educate the public on the benefits of TOD.

Source: JICA Expert Team

Proposed Actions for Jabodetabek

Based on the TOD Strategies 1 to 6 mentioned in Urban Development Policy to promote TOD, the following actions were proposed.

- Approve the proposed railway network plan and prioritize the development of railway network and improvement of bus services (*Strategy 1: Network and Land Use*).
- Update spatial plans to designate all station areas as TOD areas and major transfer station areas as activity centers, and select priority transfer station areas and master developers. (*Strategy 1: Network and Land Use, and Strategy 2: Urban and Mobility Hub*).
- Formulate TOD Promotion Plans for Integrated Area along transit line, TOD areas, and station areas with focus on the development of a transport plaza (*Strategy 3: Built Environment and Urban Design*).
- Conduct various activities as soft measures based on tactical urbanism approach (*Strategy 4: Behavior Change*).
- Establish TOD support fund for development of TOD infrastructure (*Strategy 5: Implementation-Finance and Program*)
- Build institutions for development of transport plaza (*Strategy 6: Implementation- Institution*).

(b) Initially Proposed Actions of Transit-Based Urban Planning Coordination Team (TUPC)

The following action plans and a 3-year road map of TUPC were approved at the final JCC meeting on 24 June 2025. The actions and road map for each of the members of TUPC are specified below, by the central governments, the local governments of the pilot sites, and the local government outside the pilot sites.

Table 2.9 Action Plans and Road Map for Central Government Agencies (Initial Proposal)*

Organization	2025-2026	2026-2027	2027-2028
CMEA	Initiation of coordination and working mechanism of TUPC Team and initiation of Land Value Capture (LVC) development as an alternative TOD funding scheme	Policy follow-up on creative funding schemes (such as LVC schemes) for TOD development	Evaluation of the effectiveness of the TUPC Team and TOD creative funding schemes
CMIRD	Cross-ministerial coordination related to national TOD policy development	Synchronization of ministries' roles in the implementation of TOD in urban areas	Monitoring the sustainability of cross-sector coordination post-JUTPI
BAPPENAS	Initiation of the preparation of the Presidential Regulation on the Jakarta Agglomeration Area Development Master Plan (RIPKA), where one of the discussions is about TOD.	Ratification of the Jakarta Agglomeration Area Development Master Plan (RIPKA), where one of the discussions is about TOD.	Monitoring and Evaluation of the Jakarta Agglomeration Area Development Master Plan (RIPKA), where one of the discussions is about TOD.
PUPR*	Discussion of TOD Financing Alternatives	Discussion on TOD Monitoring and Evaluation Mechanism	Initiation of TOD Presidential Regulation
MoT	Finalize mode integration and pedestrian standards based on JUTPI-3 results	Facilitation of the preparation of TOD-based Regional Transportation Master Plan (RIT)	Technical support for feeder transportation network mapping in TOD pilot project areas
ATR/BPN	Updating land ownership data in the TOD area	Initiate the preparation of supporting regulations for land consolidation for TOD	Preparation of supporting regulations for land consolidation for TOD
BUMN	Initial coordination to identify strategic SOE assets for TOD	Identification of SOE assets that can be optimized for TOD development	Action plan for optimizing SOE assets in the TOD area

Note: * Based on Presidential Regulation of the Republic of Indonesia (Perpres) No. 139 of 2024, there has been a change in the nomenclature of the Ministry of Public Works and Public Housing (PUPR) to the Ministry of Public Works (PU) and the Ministry of Housing and Settlement Areas (PKP). This change will be further discussed in the TUPC.

Source: TUPC

Table 2.10 Actions and Road Map for the Local Governments of the Pilot Sites*

Local Government	2025-2026	2026-2027	2027-2028
DKI Jakarta	<ul style="list-style-type: none"> Initiation and identification of design techniques such as identification of crossing points and traffic lights, pedestrian walkway concepts, and proposed short-distance terminals. 	<ul style="list-style-type: none"> Prepare design studies of the TOD area including pedestrian walkway concept studies, crosswalks, drop-off designs, and traffic analysis studies 	<ul style="list-style-type: none"> Initiate studies on incentive schemes and discussions on the types of utilization of state-owned/local government-owned enterprises as needed by making a state / regional asset study
Depok City	<ul style="list-style-type: none"> Identify land ownership/use for the design included in the pedestrian network plan area. Conduct planning discussions with relevant stakeholders 	<ul style="list-style-type: none"> Formulate and integrate clear planning and funding. Conduct socialization to increase local community involvement. Coordinate with the Transport Business Entity. Consider options for rerouting of feeder transportation routes (such as BisKita and angkot). 	<ul style="list-style-type: none"> Follow up on the obligation of private developers so that all TOD components planned by JUTPI 3 team can be adopted in the planning documents by any developer who proceeds with TOD development in the future. Develop a new road FS on the east side of the station (Margonda to Sukmajaya). Integrate the concept of Land Value Capture and invite some potential investors to be involved in financing the TOD development.
Bekasi City	<ul style="list-style-type: none"> Determine the concept, design, and development stages for a transportation terminal/plaza. Identify plans for bus terminal and transportation plaza with relevant agencies. Identify landowners around Bekasi Barat Station and match the gathered information with those on the large parcel map. Study of regional institutional formats by a team of experts and academe. 	<ul style="list-style-type: none"> Adjust the review process by the JUTPI 3 Team including that for pedestrian design Adapt the TOD Promotion Plan to the field conditions and local culture of Bekasi City as the main basis for providing pedestrian facilities. Monitor the progress of the TOD regulation draft. 	<ul style="list-style-type: none"> Develop an institutional format for land management in the TOD area. Provide feeder buses and additional bus stops in addition to existing modes of transportation. Carry out road development projects including road widening, pedestrian tunnel development, U- turn development, and underpass development.

Note: *Initial proposal discussed in TUPC meeting
Source: TUPC

Table 2.11 Actions and Road Map for the Local Governments Other than Those from the Pilot Sites

Local Government	2025-2026	2026-2027	2027-2028
Bogor City	Preparation of feeder network needs map	Pilot angkot and feeder integration in TOD areas	Replication of transportation integration schemes in other regions
Bogor Regency	Identification of priority locations for TOD development	Initial coordination for the preparation of the Area Development Plan and FS for the TOD zone	Preparation of new TOD feasibility study
Tangerang City	Identification of priority locations for TOD development	Initial coordination for the preparation of the Area Development Plan and FS for the TOD zone	Preparation of new TOD feasibility study
Tangerang Regency	Identification of priority locations for TOD development	Initial coordination for the preparation of the Area Development Plan and FS for the TOD zone	Preparation of new TOD feasibility study
Tangerang Selatan City	Organizing a discussion forum on cooperation between stakeholders	Cooperation between stakeholders to realize TOD	Realization of the implementation and regulation of cooperation between stakeholders and seeking alternative financing
Bekasi Regency	Identification of priority locations for TOD development	Initial coordination for the preparation of the Area Development Plan and FS for the TOD zone	Preparation of new TOD feasibility study

Source: TUPC

(c) Legalization of TOD regulation

A TOD regulation was proposed at the 4th JCC meeting in April 2025. This stipulates the following: (1) establishment of TOD council at national level, TOD forum at provincial and city/regency level, and TOD coordination team at local (TOD area) level; (2) setting of TOD program for *TOD Promotion Area*, *TOD Block*, and *TOD Special Zone* where the special treatment for promoting TOD are to be provided; and (3) introduction of financial scheme, including donor-funded TOD support fund scheme. Although the regulation was not approved at the JCC meeting, both the Indonesian and Japanese sides agreed on the necessity to promote the official regulation which includes the institutional development and financial scheme to enhance TOD, and that TUPC will continuously discuss and take action to establish official regulations to promote it even after the Project is finished.

It was approved at the final JCC meeting that this will be one of the agenda that TUPC has to discuss for the legalization of TOD regulation.

(d) Dukuh Atas area development coordination mechanism

For better coordination among the stakeholders of the Dukuh Atas development, JUTPI 3 added the following works in addition to the original activities:

- Formulate the development concept and spatial improvement by identifying road characteristics, and discussing them among related stakeholders.
- Simulate and visualize the pedestrian flow in the proposed pedestrian deck.
- Identify issues and propose improvement measures for public-private coordination scheme through establishment of a coordination mechanism for Dukuh Atas.
- Sort out issues related to project implementation and study risk sharing among the project stakeholders and mitigation methods

At the final JCC meeting, both Indonesian and Japanese sides acknowledged the achievements of the Dukuh Atas case study as follows:

- Proposed vision slogan, “Toward a 4C (Collaborative, Cohesive, Connected, Community) Urban and Transit Node for Jakarta”, and the five policy directions (Connectivity & Integration; High-quality Public Spaces; Inclusiveness & Community Empowerment; Safety & Security; and Pedestrian-Oriented Design) discussed among relevant stakeholders
- Overall pedestrian network, classified by the road characteristics, and spatial improvement proposal
- Process and result of pedestrian simulation, issues, and recommendations
- Project scheme of proposed Pedestrian Deck Development

The results of the case study is expected to be well utilized by the Indonesian side for facilitating coordination among relevant stakeholders.

(e) Action plans for TOD projects at the pilot sites

TOD promotion plans at the pilot sites, including who-do-what list and ways forward, were prepared. These plans clearly outline detailed actions and the responsible organizations for key tasks related to TOD planning and implementation in the short-term, mid-term, and long-term. The key action items for each pilot site are as follows:

- Bekasi Barat: Land issues (land rights and land acquisition), transport plaza, pedestrian path network, public transportation, road network (road widening, pedestrian tunnel construction, and U-turn construction), development control, and institutions and financing
- Depok Baru: Transport plaza, pedestrian network, private development project, road and public transportation network, land consolidation, feeder transport, land use policy, and budget allocation for TOD implementation
- Blok M: Pedestrian network, on-street parking, optimization of parking on available government/private parking lots, transportation terminal for final mode (including drop-on/off), re-design of public vehicle lanes in the terminal area, open access for pedestrians, bicycle rental facilities, and utilization of state and regional property

(f) Road map for TOD implementation guideline

TOD implementation guideline describes a 5-year road map for the concerned central and local government agencies to implement from 2026 to 2030, with “To-do” (tasks), “Who-do-what”

(responsible organization), and criteria for TOD project implementation. These also include detailed examination of the vertical land consolidation (VLC) methodology to be applied to TOD in practice, etc.

The tasks to be done are grouped in the following issue categories: (1) Securing TOD Preparation Cost (government budget and non-government budget funding); (2) Establishment of Master Developer; (3) Establishment of TOD Coordination Body and Method of Consensus Building; (4) Land Consolidation; (5) Development of TOD-Related Public Facilities; (6) Land Value Capture Method; and (7) Other Issues.

Activity 2-4: Required actions for TOD promotion are monitored by the coordination mechanism.

Although a variety of required actions to promote TOD were discussed and approved at the JCC meetings, they have not been actually implemented and monitored during the project period.

At the final JCC, both Indonesia and Japanese sides agreed on the action plans, including ways forward for Output 1~3, and institutions responsible for further implementation and monitoring of actions conducted by Indonesian side after the Project. Also, both sides agreed on the continuous and active commitment for executing the action plans through TUPC, including further discussion on the legalization of official regulations and implementation of action items of each output, and transfer of JUTPI 3 oversight to relevant institutions.

Regarding the Dukuh Atas area development, both the Indonesian and Japanese sides acknowledged the current status of coordination. Moreover, both of them acknowledged that development of Dukuh Atas area would be further discussed among relevant stakeholders with the technical materials provided by JUTPI 3. For this purpose, the joint-coordination committee meeting will be held to discuss ways to promote the development of Dukuh Atas.

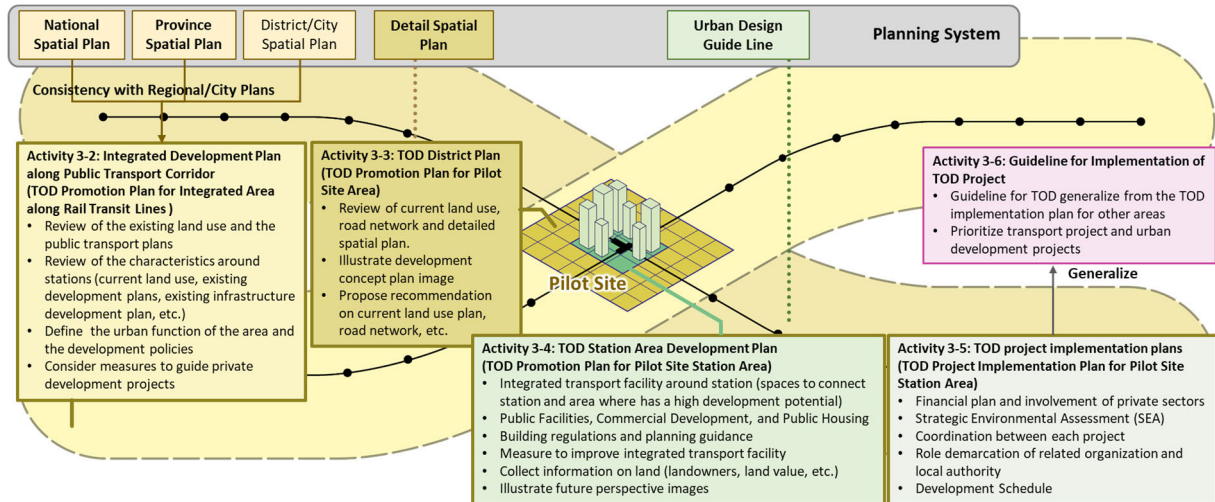
(4) Output 3

Output 3: TOD development plans at pilot sites are formulated.

(a) General

In Output 3, as shown in Figure 2.5, (1) TOD integrated development plan, (2) TOD district plan, (3) TOD station area development plan, and (4) TOD project implementation plan for the pilot sites were formulated. TOD project implementation guideline was formulated based on the planning process of these plans. The figure also illustrates the relationship between these plans and the Indonesian statutory plans such as spatial plans, detailed spatial plans and urban design guidelines.

TOD development/promotion plans of the integrated development plan, TOD district plan, and TOD station area development plan, and TOD project implementation plan were initially targeted to be formulated in a cascade way one after another, formulating each of the plans for almost nine months. However, in reality, just like the intrinsic planning process, all the plans were formulated in parallel, and all of them were formulated almost at the end of the project.



Source: JICA Expert Team

Figure 2.5 Relationship of TOD-Related Plans and Activities in Output 3

(b) Business Forum

In addition to formulating the four kinds of TOD development plans mentioned above, Business Forum was held at Redtop Hotel in Jakarta on 15 May 2025, to promote the implementation of the TOD projects of the pilot sites, inviting the private sector for the project promotion. The event was successful to host a total of 151 attendants, from a total of 58 organizations, or 32 public organizations and 26 private firms (9 Indonesian and 17 Japanese), including the private sector from both Indonesia and Japan.

Activity 3-1: Pilot sites for TOD planning are selected.

Three pilot sites were selected from a total of 18 candidate TOD projects, with two projects proposed by each of the nine local governments. Three pilot sites were selected in accordance with the following selection process.

(a) Selection process

Types of TOD stations:

There were three types of pilot sites selected: (1) Urban Central Area (DKI Jakarta), (2) Transit Hub, and (3) Suburban Area (outside DKI Jakarta).

Selection criteria:

The following seven criteria were applied to select the pilot sites: (1) land availability and socio-environmental carrying capacity, (2) progress of feasibility/due diligence studies, (3) transportation connectivity, (4) compatibility with the development plan, (5) demand/potential, (6) government commitment, and (7) applicability.

Scoring Weight for criteria:

A full score of 100 was calculated based on scoring of the candidate sites, with the following weighting: Land availability (27 points), Progress of feasibility (7 points), Demand/potential (13 points),

Government commitment (13 points), Compatibility with the development plan (7 points), and Applicability (7 points).

Pilot sites selected:

Nine local governments had submitted the documents and presented about their proposed candidate sites. In the selection process, CMEA and JET had discussed about the candidate sites taking into consideration fairness and transparency of the selection. Furthermore, CMEA and JET consulted other concerned central governments on the selection results. And then, finally Blok M (Urban Center, DKI Jakarta), Depok Baru (Transit Hub, Depok City), Bekasi Barat (Suburban, Bekasi City) were selected as the pilot sites, based on the scores calculated by criteria and weight. The three selected sites were approved at the 2nd JCC meeting held in March 2023. The table below summarizes the details of the candidate sites, TOD types, and their scores.

Table 2.12 Candidate Pilot Sites Proposed by the Local Governments and Evaluation Scores

Local Government	Candidate Site	TOD Type	Score	Selected
DKI Jakarta	Blok M (CSW)	UC	68.31	X
	Lebak Bulus	UC	65.00	
Bogor City	Bogor	TH	61.63	
	Sukaesmi	TH	54.53	
Bogor Regency	Bojong Gede	TH	57.62	
	Sentul City	TH	61.44	
Depok City	Depok Baru	TH	67.71	X
	Jatijajar	SU	59.85	
Tangerang City	Alam Sutra	SU	46.69	
	Kunciran	SU	46.69	
Tangerang Selatan City	Rawa Buntu	TH	50.62	
	Jurangmangu	TH	63.62	
Tangerang Regency	Cisauk	TH	50.06	
	Tigaraksa	SU	27.54	
Bekasi City	Bekasi Barat	SU	73.18	X
	Cikunir 1	SU	68.85	
Bekasi Regency	Cikarang	SU	38.34	
	Cikarangg Jababeka	SU	46.88	

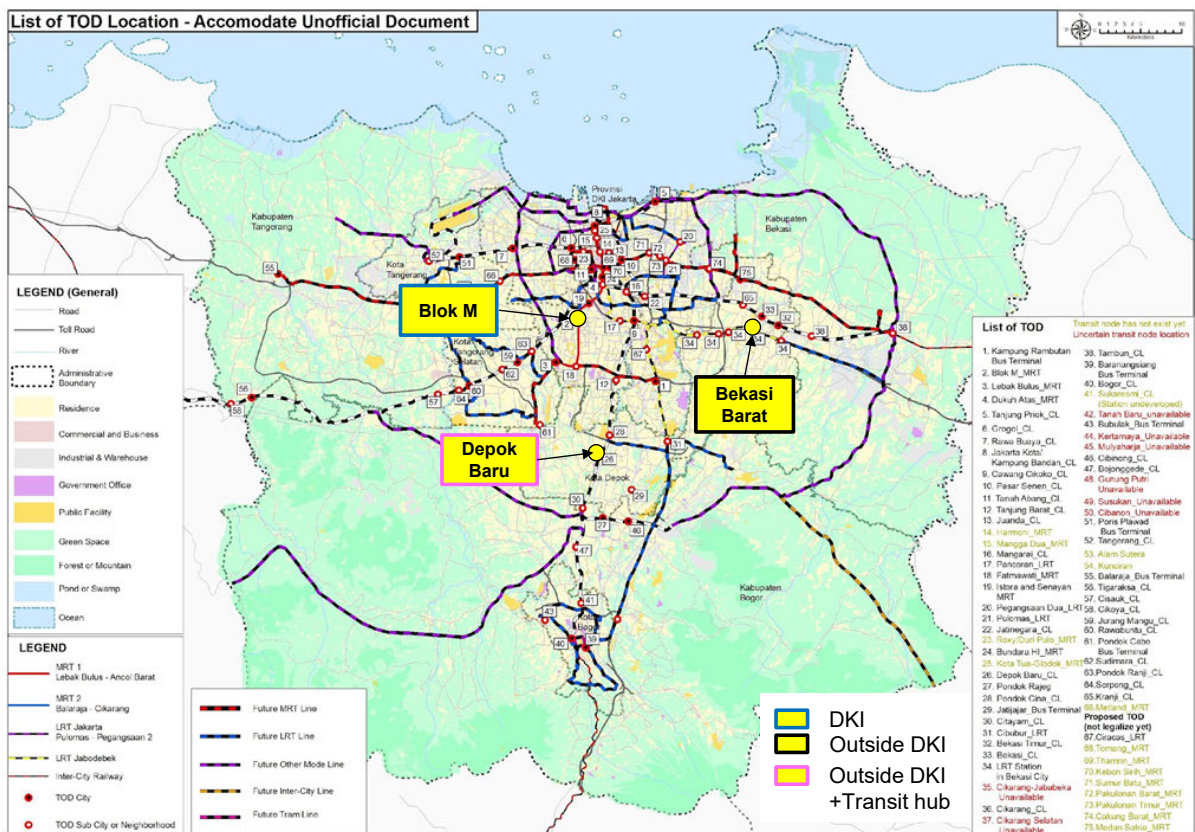
Notes: UC=Urban Center, TH=Transit Hub; SB=Suburban

Source: JICA Expert Team

Table 2.13 TOD Characteristics of the Three Pilot Sites

Pilot Site	Characteristics
Blok M	A model for TOD revitalizing city center <ul style="list-style-type: none"> Revitalization of the area through redevelopment and improved connectivity to the existing facilities, as it is an urban center.
Bekasi Barat	A model for TOD around a new station <ul style="list-style-type: none"> The necessary functions for TOD do not exist in the station area due to the new railway line. Priority of TOD development will be improvement of core TOD function (nodal function).
Depok Baru	A model for TOD around an existing station <ul style="list-style-type: none"> The functions required for TOD (nodal functions) are already concentrated in front of the station due to the existence of the railway. Improve these functions and transform the city into a public transport-oriented city.

Source: JICA Expert Team



Source: JICA Expert Team

Figure 2.6 Locations of Selected Pilot Sites

(b) TOD Promotion Plan – four kinds of plans formulated for the pilot sites

The following four kinds of plans have been formulated for the pilot sites:

- TOD promotion plan for integrated areas along rail-based public transit line (integrated development plan)
- TOD promotion plan for pilot site area (TOD district plan)

- TOD promotion plan for pilot site station area
- TOD project implementation plan for pilot site station area

The formulated plans above have been compiled as **TOD Promotion Plan** document. Initially, the four kinds of plans were to be documented separately, however, due to their close interrelations, they were compiled into one TOD promotion plan document.

The plan document consists of the following: (1) Planning Area and Current Situation, (2) Planning Vision and Scenario, (3) TOD Promotion Plan for Integrated Areas along Rail-Based Public Transit Line (Integrated Development Plan), (4) TOD Promotion Plan for Pilot Site Area (TOD District Plan), (5) TOD Promotion Plan for Pilot Site Station Area, (6) TOD Project Implementation Plan for Pilot Site Station Area, and (7) Ways Forward.

(c) Planning Process

Appointment of Person in Charge (PIC) of the Pilot site

Through various planning formulation activities, the plans of each pilot site had been formulated by the following persons in charge (PIC) of each responsible local government in cooperation with JET.

Table 2.14 Persons in Charge of the Pilot Sites

Pilot Site	Agency	Member
Blok M (DKI Jakarta)	Bappeda	• Ms. Rika Zikriyyah
	Transportation Agency (Dishub)	• Mr. Fadil
	Spatial Planning Agency/DCKTRP	• Ms. Ashdiana Rahmatasari
	Highway Agency/Bina Marga	• Mr. Ondi Daniel Sitanggang
	MRTJ	• Ms. Berlinda Puspita
Depok Baru (Depok City)	Bappeda	• Yani Lestari • Herniwaty • Desy Widya Astuti • Rani Guswandi
	Public Works and Spatial Planning Agency/ PUPR	• Putri Mirmasari • Arief Panuju • Isty Restusari
	Transportation Agency (Dishub)	• Pradipta Dean
Bekasi Barat (Bekasi City)	Bappelitbangda	• Ms. Wulan Agustina Triwardani
	Transportation Agency (Dishub)	• Mr. Johan Budi Gunawan • Mr. Ajie • Ms. Anny Yuningsih
	Spatial Planning Agency/Tata Ruang	• Mr. Andy Masagung Rahmatsyah • Mr. Kristian Galuh E. Prasetyo • Mr. Bambang Kristiyantoro
	Highways and Water Resource Agency/ Bina Marga dan Sumber Daya Air	• Mr. Teguh Jati Priyono

Source: JICA Expert Team

Public Consultation Meetings and Workshops

In the process of formulating TOD development/promotion plans for the pilot sites, public consultation meetings and workshops were conducted three times in each pilot site, as summarized below:

Table 2.15 Major Meetings for TOD Promotion Plan Formulation at the Pilot Sites

Meeting	Date	Major agenda and participants
1 st WS	September 2023	<p><u>Agenda:</u></p> <ul style="list-style-type: none"> • Presentation on Urban and Transport Integrated Development Policy, Outlines of Different Levels of TOD Plan, Draft Schedule for TOD Plan Formulation, Introduction of Project Implementation Team by Local Governments • Panel Discussion <p><u>Participants:</u></p> <ul style="list-style-type: none"> • Central Government, Local Governments, and Transport Operators
1 st PCM	April 2024	<p><u>Agenda:</u></p> <ul style="list-style-type: none"> • To notify the stakeholders in the pilot sites about the TOD District Plan and Station Area Plan • To introduce key issues on TOD planning and environmental baseline at the pilot sites • To exchange expectations, concerns, and suggestions, e.g., with the stakeholders to reflect on the station area development planning <p><u>Participants:</u></p> <ul style="list-style-type: none"> • Central Government, Local Governments, Transport Operators, Academe, Social Groups, Business Entities
2 nd WS	May 2024	<p><u>Agenda:</u></p> <ul style="list-style-type: none"> • Presentation on Key Aspects of TOD Promotion Plans • Panel Discussion <p><u>Participants:</u></p> <ul style="list-style-type: none"> • Central Government, Local Governments, and Transport Operators
Follow-up Meeting	June-July 2024	<p><u>Agenda:</u></p> <ul style="list-style-type: none"> • Follow-Up of TOD Promotion Plans • Discussion on “Who Do What” for implementing TOD Promotion Plans <p><u>Participants:</u></p> <ul style="list-style-type: none"> • Local Governments
2 nd PCM	September 2024	<p><u>Agenda:</u></p> <ul style="list-style-type: none"> • To introduce the proposed draft TOD station area development plan • To introduce environmental evaluation with mitigation/ enhancement measures and monitoring plan • To exchange ideas, concerns, expectations, etc., to finalize the TOD station area development plan <p><u>Participants:</u></p> <ul style="list-style-type: none"> • Community Leaders, Central Government, Local Governments, Transport Operators, Academe, Social Groups, Business Entities
Socialization Meeting	November 2024	<p><u>Agenda:</u></p> <ul style="list-style-type: none"> • Presentation on the Progress of TOD Promotion Plans • Discussion to Brush Up TOD Plans <p><u>Participants:</u></p> <ul style="list-style-type: none"> • Local Governments of Pilot Sites
Follow-up Meeting	December 2024	<p><u>Agenda:</u></p> <ul style="list-style-type: none"> • Follow-Up and Preparation for 3rd Workshop • Discussion <p><u>Participants:</u></p> <ul style="list-style-type: none"> • Local Governments of Pilot Sites
3 rd WS	February 2025	<p><u>Agenda:</u></p> <ul style="list-style-type: none"> • Presentation on TOD Promotion Plans of Each Pilot Site <p><u>Participants:</u></p> <ul style="list-style-type: none"> • Central Government, Local Governments, Transport Operators, and Academe

Source: JICA Expert Team

Activity 3-2: Integrated development plans (including land use, population distribution, urban functions, transport network, incentive system, etc.) along MRT, KRL, BRT, and LRT lines of the selected pilot sites are formulated in compliance with Spatial Plan and JUTPI-2.

The plans had been formulated based on the analysis of current development issues. Each plan consists of the following: (1) Analysis of Current Situation, (2) Development Concept and Policy: Strengthening Station Function of Transfer Stations, Development Policy for Station, Station Plaza and Transportation Plaza, Development Policy for New Activity Centers, and BRT Network Plan, and (3) Improvement Policy: Phased Development Plan for the Function of Transfer Station and Station Plaza, and Necessary Change in Land Use Regulations.

The plan was compiled as **TOD Promotion Plan** for each pilot site.

Activity 3-3: TOD district plans¹ around the pilot sites in compliance with the integrated development plans are formulated.

This plan covers (1) Future Development Directions and Strategies, (2) Concept Plan, (3) Road Network Plan, (4) Public Facility Plan, and (5) Land Use Zoning, of the TOD area.

For Blok M, which has an on-street parking problem, a survey on on-street and off-street parking was conducted to consider the parking system in this pilot site.

The plan was compiled as **TOD Promotion Plan** for each pilot site.

Activity 3-4: TOD Station area development plans with public, commercial, business facilities, etc., at the pilot sites are formulated.

TOD Station Area Development Plans have been formulated. Each of these plans consists of the following:

Concept for station area development: general concept, station area development concept, facility plan, transport plan, pedestrian connectivity and public open space, and directions for development guidelines; and

Station area development project: spatial development concept, project component, conceptual layout, perspective images, transit facility plan, preliminary cost estimation, and implementation mechanism.

The plan was compiled as **TOD Promotion Plan** for each pilot site.

To formulate each plan, a real estate survey was conducted to gather information of the real estate market trend (supply and demand), and construction cost, as well as land and floor prices which have been reflected in the station area development plan and project implementation plan.

Also, three types of transportation surveys, namely: Video Shooting and Counting Survey/Analysis (VSCS), Feeder Transportation Survey (FTS), and Pedestrian Interview Survey (PIS), were conducted to acquire the pedestrian movement, to understand feeder transportation demand and supply, and comprehend the people'

¹ Expected area of TOD district plan is approximately 1-4 km² around the target station.
Source: JICA Expert Team

perception and preference about transportation. Detailed transportation survey results are compiled as *Working Paper Vol: 4 Transport Surveys and Analysis*.

Activity 3-5: TOD project implementation plans of pilot sites are formulated (financial scheme, private sector involvement, environment and social considerations, etc.).

TOD Project Implementation Plans have been formulated for the Station Area Development Project. The implementation plan covers: (1) Implementation Structure, (2) Analysis of Land Ownership, (3) Project Scheme Analysis including Financial Analysis, (4) Issues for Implementation, (5) Role Demarcation and Risk Allocation, (6) Procurement Methodology, and (7) Supporting Measures for TOD Project Implementation.

The plan was compiled as *TOD Promotion Plan* for each pilot site.

Activity 3-6: Guideline for TOD implementation that includes road map for TOD development in 5-10 years is formulated.

A guideline for TOD implementation had been formulated. The guideline is to be utilized by planners and implementors of TOD projects in Indonesia as reference for project implementation when they formulate a plan and implement a TOD project. The guideline had been developed based on the planning process of the pilot sites of Blok M, Bekasi Barat, and Depok Baru, and the case study of Dukuh Atas.

The guideline consists of the following: (1) Purpose of the Guideline, How to Use It, Legality, etc.; (2) Project Implementation Scheme; (3) Overall TOD Project Implementation Process; (4) Preparation Items (which could be started immediately); (5) Issues to Be Solved (concerning urban development and transportation); (6) Possible Issue-solving methodologies; and (7) TOD Project Implementation Road Map.

The reference materials are attached, to the guideline for formulation of a TOD project implementation plan, including: (1) institutional design for TOD implementation (the outline of the revision of the Presidential Regulation, etc.); (2) estimation method of project cost; (3) method of financial analysis; (4) risk allocation method; (5) procurement methods; and (6) land consolidation.

2.2 Achievements of the Project

2.2.1 Outputs and Indicators

The achievements of outputs are summarized below. Each output was achieved.

Table 2.16 Indicators and Achievement Levels of Each Output

Output	Objectively Verifiable Indicators	Achievement	Achievement Level
1. Urban Development Policy of JABODETABEK to promote TOD is formulated.	<ul style="list-style-type: none"> Draft urban development policy 	<ul style="list-style-type: none"> Draft urban development policy to promote TOD, with main responsible agencies and ways forward (action plans), had been approved by the JCC. 	Achieved
2. Capacity of coordination mechanism on urban development based on public transport system in JABODETABEK is strengthened to promote TOD.	<ul style="list-style-type: none"> Meeting minutes of the coordination mechanism meetings 	<ul style="list-style-type: none"> The following had been approved by the JCC. Coordination mechanism: <ul style="list-style-type: none"> Transit-Based Urban Planning Coordination Team (TUPC) had been established. A draft regulation for TOD promotion, including TOD council, had been approved to be discussed further for its legalization. Issues to promote TOD were shared at the JCC. 	Achieved
	<ul style="list-style-type: none"> Required actions for TOD promotion 	<ul style="list-style-type: none"> The required actions: <ul style="list-style-type: none"> Action plans for TOD promotion with road map by TUPC had been approved. Action plans for Urban Development Policy had been approved Action plans for the TOD development plans of the pilot sites had been approved. Required actions were approved, however, they are being monitored to be implemented by the responsible agencies. Dukuh Atas area development had been monitored by the Indonesian and Japanese sides, including the public and private sectors to facilitate its development. Establishment of TUPC was monitored and it was established. 	Achieved
3. TOD development plans at pilot sites are formulated.	<ul style="list-style-type: none"> Integrated development plans TOD district plans TOD station area development plans TOD project implementation plans 	<ul style="list-style-type: none"> TOD development plans of the three pilot project sites (Blok M, Bekasi Barat, and Depok Baru) had been formulated: (1) Integrated development plans, (2) TOD district plans, (3) TOD station area development plans, and (4) TOD project implementation plans. 	Achieved
4. Guideline for TOD implementation is formulated.	<ul style="list-style-type: none"> Guideline for TOD implementation 	<ul style="list-style-type: none"> A guideline for TOD implementation had been formulated and approved. 	Achieved

Source: JICA Expert Team

Output 3 was aimed to formulate the plans, and the implementation process shall be carried out by the local governments of the pilot sites. A Business Forum was additionally conducted to the originally planned activity, to attract investors to the TOD projects formulated in Output 3 activities.

2.2.2 Project Purpose and Overall Goal

(1) Project Purpose

The Project purpose is achieved judging from the objectively verifiable indicators, which are identical to the objectively verifiable indicators of Outputs 1 to 3.

Table 2.17 Project Purpose and Indicators

Project Purpose		
Planning and implementation capacity of national and local governments responsible for TOD in JABODETABEK is enhanced.		
Objectively verifiable indicators	Achievement	Achievement degree
Draft urban development policy	<ul style="list-style-type: none"> • Draft urban development policy to promote TOD, with main responsible agencies and ways forward (action plans) had been approved by JCC. 	Achieved
Meeting minutes of the coordination mechanism meetings	<ul style="list-style-type: none"> • Coordination mechanism: <ul style="list-style-type: none"> - Transit-Based Urban Planning Coordination Team (TUPC) had been established. - A draft regulation for TOD promotion, including TOD council, had been approved to be discussed further for its finalization to be legalized. • Issues to promote TOD were shared at the JCC meeting. 	Achieved
Required actions for TOD promotion	<ul style="list-style-type: none"> • The required actions: <ul style="list-style-type: none"> - Action plans for TOD promotion with road map by TUPC had been approved. - Action plans for Urban Development Policy had been approved. - Action plans for the TOD development plans of the pilot sites had been approved. • Required actions had been approved, however, they are being monitored to be implemented by the responsible agencies. • Dukuh Atas area development had been monitored by the Indonesian and Japanese sides, including the public and private sectors, to facilitate its development. • Establishment of TUPC was monitored and it was established. 	Achieved
TOD development plans at pilot sites	<ul style="list-style-type: none"> • TOD development plans of the three pilot project sites (Blok M, Bekasi Barat, and Depok Baru) had been formulated: (1) Integrated development plans, (2) TOD district plans, (3) TOD Station area development plans, (4) TOD project implementation plans. • A guideline for TOD implementation had been formulated and approved. • Additionally, a Business Forum was held to promote the TOD projects at the three pilot sites, and both Indonesian and Japanese private sectors were invited. 	Achieved

Source: JICA Expert Team

2.3 History of Project Design Matrix (PDM) Modification

There had not been any modification on the PDM. The activities of the Project were implemented according to PDM version 0.

2.4 Others

2.4.1 Results of Environmental and Social Considerations

A Strategic Environmental Assessment (SEA) was undertaken to incorporate environmental and social considerations with the TOD planning process from the early stage.

The following environmental information details were collected: (1) urban environment (air, water, waste); (2) Natural environment (topography, geology, hydrology, ecosystem); and (3) social environment (population, local economy, safety/security)

A total of eight (8) public consultation meetings (PCMs) were conducted: two (2) were for Urban Development Policy for TOD promotion in JABODETABEK; and six (6) were held for formulation of TOD promotion plans of the three pilot sites, namely, Blok M, Bekasi Barat, and Depok Baru, twice for each.

The major environmental aspects and recommendations for TOD are described in the table below.

Table 2.18 Environmental Situation and Recommendations for TOD

Item	Description
Air	Although the air quality generally meets environmental standards, the impact of automobile exhaust gas along the roads is one of the significant concerns for residents.
Water	Water pollution of rivers and groundwater is one of the most serious pollution problems. Organic pollution from household wastewater is the major pollution source in the areas with high TOD potential, especially in the northern part of DKI.
Urban ecosystem	<ul style="list-style-type: none"> The urban ecosystem is characterized by a common distribution of wildlife with fewer endangered species. Green spaces and parks (such as the Indonesia University Park) can provide a good habitat for wildlife. There are mangroves and wetlands in the coastal area of JABODETABEK. Bogor Regency has rich forest areas such as Gunung Halimn Salak National Park.
Disaster	<ul style="list-style-type: none"> Flood risk is relatively high in the northern part of DKI, Tangerang Regency, and Bekasi Regency compared with other areas in BODETABEK. The risk of flash floods is higher near rivers and slopes in the southern mountainous regions. Earthquake risk is relatively high in DKI. Land subsidence has particularly occurred in the northern area. It has been reported that the average land subsidence is 9 to 15 mm per year in DKI.
Poverty rare	The poverty rate ranged from 2.38% (Depok City) to 7.27% (Bogor Regency) as of 2023.
Public safety	Interview surveys with residents and PCM indicated that there is a rising deterioration in public safety, especially due to juvenile delinquency.
Environmental recommendation for TOD	<ul style="list-style-type: none"> Like improving safety through pedestrian development, it is also necessary to ensure public safety and prevent criminal issues. Maintaining green spaces to improve urban ecosystems and amenities when implementing TOD is necessary. Improvements in urban drainage and solid waste management capacities should be undertaken in parallel with TOD to cope with the increase in population and economic activities. The benefits of TOD should be allocated equally to vulnerable groups, especially to provide benefits or social support to informal settlements or businesses.

Source: JICA Expert Team

2.4.2 Results of Considerations on Gender and Social Inclusion

Gender and social inclusion had been considered through the following surveys and analysis of the current situation.

- Interview surveys regarding gender equality and social inclusion of City/Regency and transportation agencies were conducted.
- Analysis of the relation between transportation use by gender -during the COVID-19 pandemic was conducted.
- Data collection and on-desk study regarding laws/ regulations on gender, poor, elder, handicapped, indigenous people were conducted.
- Current status of gender mainstreaming in Indonesia by gender index data and policies, analysis of current gender gap of public transportation by state preference survey, introduction of international institution's guidelines for gender mainstreaming in urban transportation domain were presented in the 13th TWG Meeting ("Gender mainstreaming for TOD").

Urban development policy to promote TOD was developed based on the consideration on gender equality and social inclusion perspective. In particular, inclusiveness was emphasized in Strategy 3-4: "Realize Inclusive Walking Connection and Built Environment for Equitable Mobility in TOD Areas".

In addition, the following needs have been pointed out in public consultation meetings (PCMs) for the three pilot sites.

- Need for involvement of various social and economic perspective groups of people in the process of TOD planning and implementation, such as women's group, surrounding communities, and the group from the middle to lower income families.
- Need for easier, safer, user-friendly, comfortable access to road and public transportation network and public facilities for all users including persons with disability, elderly, pregnant women, children, cyclists, pedestrians, etc.
- Need for equal allocation of benefits from TOD to vulnerable groups
- Need for adequate public facilities, like public toilets
- Need for affordable housing for low-income communities
- Development in adequate density
- Inclusiveness not only for humans but also for animals

Chapter 3. Results of Joint Review

3.1 Results of Review Based on DAC Evaluation Criteria

3.1.1 Development Assistance Committee (DAC) Criteria

The achievements of the Project are to be assessed by applying the following six criteria established by the Development Assistance Committee (DAC) of the Organization for Economic Development and Cooperation (OECD).

Table 3.1 DAC Evaluation Criteria

Criteria	Description
Relevance	Consistency with development policies, high-level plans, and needs, etc. of the partner country
Coherence	Synergistic effect/mutual relations and complementarities with other projects (by JICA, Japan, and other development partners), consistency with global frameworks, and consistency with the development assistance policies of the Japanese Government and JICA.
Effectiveness	Achievement level of the project purpose, influence of impediments, relations between outputs and project purpose, etc.
Efficiency	Relations with the achievement level of inputs and outputs, etc.
Impact	Contribution to the achievement level of the overall goal, level of contribution to policies and communities, contributions to other projects, etc.
Sustainability	Likely continuation from the aspects of policy, technology, organization, finance, etc.

Source: JICA Expert Team

3.1.2 Relevance

Relevance is evaluated in the aspects of (1) consistency with development policies and plans, (2) consistency with development needs, and (3) approach to implement the project.

(1) Consistency with development policies and plans

(a) National Mid-Term Development Plan (RPJMN) Year 2025-2029

TOD promotion in Jabodetabek is strongly consistent with the national development plan. The plan emphasizes the importance of strengthening connectivity and regional development to support inclusive economic growth. In terms of transportation, policies are directed toward the development of multimodal connectivity to improve accessibility to basic services and economic centers. In this line, the RPJMN also positions urban development as a key driver of economic growth. Metropolitan areas will be developed using a sustainable approach, through the construction of integrated urban transport systems, TOD areas, revitalization of settlements, and increased resilience to climate change.

(b) Regional Mid-Term Development Plan

The Regional Mid-Term Development Plans (RPJMD) in Jabodetabek provinces, cities, and regencies incorporate Transit-Oriented Development (TOD) as a key concept around transit nodes, aligning with mass transit plans and urban development. TOD is a national strategic project (PSN) derived from the National Mid-Term Development Plan (RPJMN), focusing on integrated transportation and urban planning.

TOD aims to enhance transportation infrastructure while promoting mixed-use development, high density, intermodal transfer facilities, affordable housing, green spaces, and integrated facilities. DKI Jakarta has been at the forefront of this concept, with plans to develop areas around transit nodes using TOD principles, supported by establishment of master developer, area designation, and Urban Design Guidelines (UDGL) through gubernatorial regulations.

Other cities, while not explicitly mentioning TOD, have implemented policies supporting area development, such as strategic city areas, housing, and commercial zones, prioritizing transportation accessibility and efficiency. These initiatives reflect a broader effort to integrate transportation and urban planning under TOD concept in the Jabodetabek region.

(c) Other related plans

TOD is highly consistent with development policies and plans such as spatial/detailed plans and transportation plans of the central and local governments, such as Jabodetabek-punjur Spatial Plan, RITJ, spatial plans, and transportation plans of the local governments.

(2) Consistency with development needs

As described above, TOD is highly needed in the Jabodetabek area, as stated in many plans like Jabodetabekpunjur spatial plan, in order to create a sustainable urban area by increasing public transportation usage with efficient connectivity, alleviating traffic congestion, decreasing economic loss, and alleviating environmental degradation.

(3) Appropriateness of the project plan and approach

(a) Process to formulate the project

The process to formulate the project is appropriate, and the original PDM has not been modified to achieve the project purpose.

(b) Approach to implement the project

Three outputs cover items to promote TOD in Jabodetabek. Output 1 (urban development policy to promote TOD) handles consistency with the urban development and transportation planning in the regional perspective. Output 2 (improvement of coordination mechanism) treats coordination mechanism which is one of the most critical aspects to promote TOD in Jabodetabek. Output 3 (pilot projects) targets three different types of TOD projects, namely: city center, transit hub, and suburban. The number of pilots sites, three sites, is enough to cover the TOD types in the urban area although a green field development has not been proposed by the local governments.

(c) The counterpart agencies selected and designated for the project implementation

CMEA is appropriate as leading counterpart agency to coordinate the relevant organizations who are involved in TOD matters. Co-chair organizations of BAPPENAS, ATR/BPN, BPTJ (MOT), and DKI Jakarta were also key players in TOD and thought appropriate to implement the project. The project also involved the concerned local governments. The counterparts are selected through recommendation by

each institution, where the majority are appointed through official letters from the related institutions to CMEA.

After the reshuffle of the central government structure, Coordinating Ministry Infrastructure and Regional Development (CMIRD) was established in October 2024, which is thought to be one of the important agencies to promote TOD, as ATR/BPN, MOT, and the Ministry of Public Works are now under CMIRD. CMIRD was appointed as a co-chair of the TUPC at the 4th JCC, for promotion of TOD, together with CMEA.

(d) Components of the plan with experts

The JICA expert team is composed of a long-term expert, and short-term task-based experts, who cover various sectors related to TOD aspects. The expert team is well functioned to meet the needs of the project, together with the experienced local experts.

3.1.3 Coherence

Coherence is evaluated in the aspects of (1) collaboration with JICA's other projects, (2) collaboration with projects by Japanese organizations other than JICA, (3) collaborations with other donors' projects, and (4) international framework.

(1) Collaboration with JICA's other projects

The JUPI3 had collaborated with the following JICA projects.

Table 3.2 Collaboration with JICA's Other Projects

	Project	Outline	Collaboration of JUTPI 3
1	Construction of Jakarta Mass Rapid Transit Project (Phase2) (II)	MRT Phase 2A (BundaranHI-Kota)	When formulating Urban Development Policy, including future transport network and land use, JUTPI 3 referred to this project's alignment and station locations.
2	Jakarta Metropolitan Mass Rapid Transit East-West Line Project Phase 1 (I) (Apr 2025~)	(1) Concept plan of all stations, (2) Basic design of 3 pilot stations, (3) TOD station area development plan with implementation and financial scheme.	JUTPI 3's Urban Development Policy to promote TOD should be referred to by this project.
3	Project for Capacity Development for Land Acquisition System Improvement (Mar 2018 - May 2022)	Project to improve implementation capabilities for planning, preparation, implementation, and transfer of rights related to land acquisition for public works projects.	JUTPI 3 team had exchanged ideas with this team about land development and TOD project implementation under complex system of land ownership, land concession, land right for construction and lease, etc., in Indonesia.
4	Project for Capacity Development for Land Development Policy Making and Land Bank Management Improvement (Apr 2025 - Mar 2028)	The project includes the establishment of technical TOD-oriented guidelines and regulatory frameworks for land development. establishing future policies and plans for land development projects that promote modal shift toward public transportation (TOD) through effective concepts.	For implementing TOD, procurement of land is one of the biggest issues. This project aims to establish technical TOD-oriented guidelines and regulatory frameworks for land development, and also future policies and plans for land development projects that promote modal-shift toward public transportation (TOD). Thus, this project strongly complements JUTPI 3's purpose of TOD promotion. This project is strongly expected to contribute to the promotion of TOD in Jabodetabek, especially the overall goal of JUTPI 3. Main counterpart agency for this project is ATR/BPN which has formulated TOD guideline, and has been one of the four co-chairs of JCC of JUTPI 3, for its strong relation TOD implementation. This project team and JUPIX team have had meetings on future coordination of the two projects.

Source: JICA Expert Team

(2) Collaboration with other projects/ framework

Several TOD-related studies have been conducted during the JUTPI 3 period as summarized in the table below.

Table 3.3 Collaboration with Projects of Japanese Organizations Other than JICA

	Project	Outline	Collaboration
1	Study and support services for promotion of overseas development in the field of urban development in fiscal year 2022 (by MLIT)	[MLIT] Japan aims to share its expertise in integrated urban development. This project involves collecting information on urban development cases and market trends, studying international expansion, and organizing seminars for foreign government officials to promote understanding.	This project conducted a TOD seminar on 27 th February 2023, content of which supplemented JUTPI 3's activities, particularly planning and implementation of TOD in suburban area.
2	Study on the formulation of TOD projects in Indonesia (by UR) in fiscal year 2023	[UR] This project includes study and review of development concept of Blok M by MRTJ.	Blok M is one of the three pilot sites, and JUTPI 3 had coordinated with its development concept when TOD promotion plans were being formulated.
3	Study on Project formulation of TOD in the areas around railway stations in Indonesia in fiscal year 2023 (by MLIT)	This project includes compiling of existing data on TOD projects around MRT stations in Indonesia, and information collection on projects with potential for Japanese companies to invest in.	TOD project related information along MRT in Jakarta and the possibility of Japanese developers to invest in are strongly related to JUTPI 3's formulation of urban development policy to promote TOD.
4	Study on the pedestrian deck plan in Dukuh Atas in Jakarta in fiscal year 2024 (by UR)	A review of design and structure, and a preliminary cost estimate, and proposal of optimal alternative and its construction cost of the pedestrian deck planned at Dukuh Atas	Dukuh Atas was a case study area for Output 2 of JUTPI 3. And JUTPI 3 had been involved in expediting the Dukuh Atas project by conducting a transport survey for pedestrian flow, place-and-link study, and studying project schemes for Dukuh Atas area development.
5	Study on concept plan formulation of Blok M Area in Jakarta (by UR) in fiscal year 2024	[UR] The project contains formulation of development concept of the area surrounding the bus terminal of Blok M, and study on scenarios of development of the bus terminal area.	JUTPI 3 had coordinated with its draft concept of redevelopment of the bus terminal, and the project development scenario for the TOD plan at Blok M, which is one of the three pilot sites of JUTPI 3.
6	Indonesia-Japan joint-coordination committee for Pedestrian Deck Development in Dukuh Atas. (UR and others)	[UR and others] This is a joint coordination committee consisting of both Indonesian and Japanese stakeholders, aiming at the realization of the MRTJ-planned pedestrian deck at Dukuh Atas.	Dukuh Atas was the case study area for Output 2 of JUTPI 3. JUTPI 3 had monitored activities of the Indonesia-Japan joint coordination to promote TOD. CMEA, DKI Jakarta, MRTJ, the long-term expert of JUTPI 3, and private developers were members of the joint coordination committee.

Source: JICA Expert Team

(3) Other donors' projects

Jakarta Mass Rapid Transit East-West Line Project Phase 1 Stage 1 (ADB):

The JUTPI 3 Team had discussed on the exchanging of ideas to promote TOD along the MRT east-west line.

Supporting Increased Sustainability of Jakarta Urban Network (KOICA):

This project includes the station building development at Bepok Baru, which is one of the three pilot sites of the JUTPI 3.

KIAT (Kemitraan Indonesia Australia untuk Infrastruktur, Indonesia-Australia Partnership for Infrastructure):

This project is planning to study the development around Dukuh Atas area along the Ciliwung River, including the formulation of a precinct master plan, redevelopment of BNI City, and so on, which are related to the pedestrian deck development of UR (and JUPTI3). JUTPI 3 will follow up and cooperate with this project and share the survey data, including the pedestrian flow analysis and others.

(4) Coordination with international frameworks and projects

JUTPI 3 strongly contributes to sustainable urban development by promoting TOD which generally aims to form urban area of transit-oriented, walkable, mixed-used, densified, improved connectivity, environmentally sustainable, and better quality of life, inducing the modal shift to public transport from private transport modes.

Therefore, JUTPI 3, aiming at promoting TOD, contributes to the following SDG Goals and their targets:

SDGs Goal 9 “Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation”, particularly to:

- Target 9.1: Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.

SDGs Goal 11 “Make cities and human settlements inclusive, safe, resilient and sustainable” , particularly to the following:

- Target 11.2: By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons
- Target 11.3: By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries

3.1.4 Effectiveness

Effectiveness is evaluated in the aspects of the achievement of the project purpose. As already described in 2.2.2 Achievement of Project Purpose, this has been achieved.

For Output 1, the draft urban development policy to promote TOD has been formulated.

For Output 2, TUPC was established as a coordination mechanism that succeeds the JCC even after the project is finished. It has already started to discuss various issues to promote TOD in Jabodetabek. At the end of the project, various actions to promote TOD have been approved by the JCC, such as action plans for realization of urban development policy to promote TOD (Output 1), TOD regulation and TOD implementation guideline which include having a TOD council, and ways forward/action plans to proceed with the project at the pilot sites.

For Output 3, all the required plans – integrated development plan, TOD district plan, TOD station area development plan, and TOD project implementation plan – have been formulated. In addition to plan preparation, a *Business Forum* was conducted to attract private investors to the pilot projects.

The Indonesian side and Japanese side at the final JCC meeting agreed that all the required actions will be discussed by TUPC and implemented by the responsible agencies.

3.1.5 Efficiency

Efficiency is evaluated on the aspects of project cost, project period, and causal relationship.

(1) Project cost

The project cost was increased a little bit because Dukuh Atas Area TOD project had been added as a case study for Output 2 (improvement of coordination mechanism). This increment covered the additional inputs of the short-term experts, local experts, and additional sub-contracting outsources for a transport survey and a real estate survey.

(2) Project period

Three months for activities in Indonesia was extended because the project was suspended for the same number of months due to reshuffle in the government organization after the new presidential inauguration in October 2024, toward the end of 2024. However, the Project was finished within the project period as stipulated in R/D.

(3) Causal relationship

(a) Appropriateness of activities to produce the outputs planned

The activities of the project covered a wide range of TOD aspects which efficiently produced the outputs planned.

(b) Timelines of inputs provided

For Output 3, the activities for TOD planning at pilot sites were a little delayed by the late dispatch of some Japanese short-term experts to Indonesia. Still, the plans had been formulated by the end of the project.

(c) Amount of inputs provided

Amount of inputs provided was enough to achieve the expected output.

3.1.6 Impact

Impact is evaluated on the aspects of prospect to achieve (1) overall goal, (2) progress of TOD-related projects, (3) causal relationship, and (4) ripple effect.

(1) Prospects to achieve the overall goal

Table 3.4 Overall Goal and Indicators

Overall Goal	Urban development based on public transport system (Transit-Oriented Development: TOD) is being promoted in JABODETABEK
Indicators	<ul style="list-style-type: none"> • Approval process of urban development policy • Progress of TOD-related projects in line with urban development policy

Source: JICA Expert Team

(a) Approval process of urban development policy

These outputs provide a solid basis for integration into ongoing policy processes and infrastructure planning. However, several challenges may affect the full realization of the goal, including the absence of a binding legal framework for TOD, disparities in local government capacity, limited coordination across jurisdictions, and financing constraints. Addressing these issues will require continued institutional support, policy follow-up, and collaboration between central and local governments, as well as engagement with the private sector to support implementation and scale-up.

The prospect of achieving the overall goal within three years after project completion is relatively high. The approval process for the draft urban development policy to promote TOD in the JABODETABEK area has been initiated through coordination mechanisms such as the JCC.

While formal legal endorsement is still pending, the draft has been acknowledged by key stakeholders and being considered for integration into national and regional planning instruments.

However, it should be noted that the policy priorities of the new presidential cabinet have shifted, with less emphasis on large-scale infrastructure development. This change may affect the level of institutional focus and resource allocation for TOD-related initiatives, thus requiring strategic alignment with emerging national development agendas.

(b) Progress of TOD-related projects in line with urban development policy

Several TOD-related initiatives developed under the JUTPI 3 framework—specifically in Blok M, Bekasi Barat, Depok Baru, and Dukuh Atas—have progressed through planning stages in collaboration with local governments, transportation agencies, and relevant stakeholders. These projects demonstrate the application of TOD principles such as integrated land use and transit connectivity, in line with the draft urban development policy.

While these pilot initiatives reflect early progress, broader implementation and replication will depend on regulatory clarity, inter-ministerial coordination, and funding support—especially in light of the current shift in national policy focus.

(2) Causal relationship

For this project, the external conditions from the project purpose to the overall goal is stable government organizations and policies related to TOD promotion. At the end of the project, no drastic change in counterpart agencies to affect TOD promotion seems to happen, which is favorable to achieve overall goal.

The overall goal will be achieved by progressing the project purpose. Particularly, under the initiative of CMEA as the chair of TUPC, with the vice chairs from CMIRD (newly established), ATR/BPN, BAPPENAS, and DGTIM (former BPTJ), urban development policy to promote TOD is expected to be applied by the relevant central and local government agencies under the new coordination mechanism with promotion actions, ensuing the progress of TOD in Jabodetabek.

(3) Ripple effect

There is positive impact for the environmental and inclusivity aspects, where the detailed inputs provided by JUTPI 3 in both sectors became valuable lessons learned for program implementation in Indonesia.

3.1.7 Sustainability

Sustainability is evaluated in terms of (1) policy and system aspect, (2) institutional and organizational aspect, (3) technical aspect, and (4) financial aspect.

(1) Policy and system aspect

- (a) Back-up from the policy and institutional aspects are required for continuation of the project effect to be established

As already mentioned, urban development policy to promote TOD in Jabodetabek has been prepared together with the organizations responsible for the promotion of sub-strategies in the six policy domains, which include institutional aspect for TOD promotion.

As decided and approved by JCC, TOD promotion policy is prioritized for TUPC to discuss and proceed with. Therefore, CMEA and other counterpart agencies shall take necessary actions to promote TOD according to the action plan and road map approved at the final JCC. Accordingly, TOD promotion policy and system are recognized as critical and highly likely to be promoted.

- (b) The project contents highly meet the development needs of the society, and the project has prospects to be continued and developed on a continuous basis

As mentioned in the section 3.1.2. Relevance, the central and local governments strongly need to realize TOD for sustainable urban development with better quality of life, transportation connectivity, built-environment, etc. The Indonesian side, CMEA, the concerned central government, local governments, transit-operators, and the private sector will make effort to promote TOD continuously under CMEA's leadership.

- (c) For projects targeting pilot sites, the initiative to support future expansion is also secured from the system aspect

Promotion of the pilot projects is one of the major topics to be discussed by TUPC. Thus, the who-do-what and project implementation measures are expected to be discussed and proceeded.

Furthermore, the joint-coordination committee meeting will be held to discuss ways to promote the development of Dukuh Atas.

(2) Institutional and organizational aspects of the implementing agency

- (a) The necessary organization and structure required for continuation of the project effect is established at the implementing agency

CMEA has facilitated inter-agency coordination through its role as chair of JCC and supporting the establishment of TUPC. Although TUPC's structure and functions have been defined, it has not yet been institutionalized as a permanent body. Following the recent cabinet reorganization, further consolidation is needed—particularly with the newly formed Coordinating Ministry for Infrastructure and Regional Development (CMIRD, or Kemenko IPK) and other relevant ministries.

CMEA remains committed to advancing this alignment, while the formalization of roles and structures of TUPC is still in progress.

- (b) The project ownership of the implementing agency is ensured sufficiently

CMEA has consistently led the coordination of activities during the project period, including chairing the JCC, facilitating inter-ministerial discussions, and guiding policy development related to TOD. Key units within the ministry are aware of the project's relevance to national development priorities, and the outcomes of the project have been integrated into ongoing coordination agendas.

While the formal institutionalization of TUPC is still underway, CMEA's continued engagement reflects its commitment to sustaining the project's direction and results.

(3) Technical aspect of the implementing agency

- (a) The implementing agency's skill level required for continuation of the project

CMEA possesses the basic coordination and policy facilitation skills required to continue the project. During JUTPI 3, CMEA was actively involved in inter-agency coordination and policy development related to TOD.

However, due to the recent cabinet restructuring, further collaboration will be necessary—particularly with the newly established Coordinating Ministry for Infrastructure and Regional Development (CMIRD, or Kemenko IPK), which holds a relevant mandate in spatial planning and infrastructure integration. Continued alignment between CMEA and CMIRD will be important to ensure consistency and effectiveness in the next phase of implementation.

(b) Dissemination and extension of the skills for the pilot projects to other areas by the implementing agency

CMEA is well-positioned to facilitate this dissemination through existing inter-agency coordination mechanisms. While technical implementation in each location will require involvement from relevant sectoral ministries and local governments, CMEA can extend its role by promoting the use of project outputs—such as policy guidelines, coordination models, and planning tools—as references for broader TOD replication efforts across Indonesia.

(4) Financial aspect

Considering the financial balance of the implementing agency, the prospect to secure the necessary financial resources required for continuation of the project effect in the future is moderate.

CMEA does not directly allocate or manage operational budgets for infrastructure implementation. However, it plays a coordinating role in aligning funding priorities among sectoral ministries and in facilitating access to alternative financing mechanisms. During the project, discussions on public-private partnerships (PPP), blended finance, and land value capture (LVC) were initiated to support TOD initiatives. While long-term financing will depend on continued support from the national budget and private sector participation, the prospects for mobilizing the necessary financial resources remain reasonable, provided that inter-agency coordination and regulatory support continue to be strengthened.

(5) Social and environmental aspect

Since the TOD will include road modification, construction of structures, etc., general environmental impacts (air pollution and noise from construction vehicles, sewage generation, traffic disturbance from construction activities, etc.) are expected during construction, hence an environmental management plan with general mitigation measures is required to be prepared.

As TOD will increase population and users of the TOD area, and economic activities become more active, demand for water and energy supply, and management of solid waste and sewage are expected to increase. Thus, in planning and implementation of TOD, it is required to cooperate with the above-mentioned related organizations to understand current and future demand and to prepare improvement plans.

Since there will be a wide range of impacts during the period of construction and operation, continuous consultation with stakeholders, information disclosure, and complaint handling will be required.

It is required to formulate an environmental management plan, implement monitoring system based on the plan, implement remedial measures in response to the risks mentioned above, and establish a monitoring system with a third party.

3.2 Key Factors Affecting Implementation and Outcomes

(1) Replacement of CMEA personnel for the JUTPI 3

The organizational structure of CMEA had not been settled since October 2024, when the new president took office, and as of January 2025. All the main secretariat members but one were replaced just 6 months before the project ended.

Due to this, CMEA had temporarily suspended its main activities and postponed the holding of TWG and Outcome 3 workshops and PCMs. However, it was agreed that JUTPI 3 team would issue the letter of holding the workshops and the PCM in January. This organizational change caused the postponement of the 4th JCC from October 2024 to April 2025, even though the final JCC was scheduled in June 2025.

(2) Budget cut of the activities of the central government officials

With the new president, the counterparts' activities were restricted due to a drastic reduction in the budget for travel and meetings for civil servants by the new administration.

(3) Data discrepancy and difficulty in data collection

Land use and transportation network related data of spatial plans (RTRW) and transportation plans of the relevant agencies, especially neighboring entities, are not well coordinated and thus not consistent with each other. Also, some governments do not have GIS data.

Transport-related data, especially passenger data, which are often available in developed countries, are rarely available in Indonesia. If available, using them requires a non-disclosure agreement (NDA) from the transit operators, and this takes a long time to acquire.

(4) Late establishment of TUPC (ISC embryo)

Establishment of the Issue Specific committee (ISC) was approved in January 2024, but it has not been realized. Instead, establishment of TUPC (as ISC embryo) was approved in April 2025, or one year and 3 months after the approval of ISC establishment. TUPC started discussing the required actions to be taken to promote TOD finally at the first meeting held on 4 June 2025. As such, the required actions have not been monitored by JCC during the project period as planned in Activity 2-4.

3.3 Evaluation of the Results of Project Risk Management

JICA's ex-ante evaluation of the project described the following project assumption and external conditions to implement the project.

(1) Risk to Assumption

Assumption of the ex-ante evaluation of JUTPI 3 was that DKI Jakarta, or the central government identifies an agency responsible for TOD urban development and urban transportation improvement in Jakarta, and would allocate the necessary personnel and budget.

In this regard, Indonesian counterparts were assigned properly and worked with JET closely. However, at the final stage of the project, the new administration reorganized the central government which caused a suspension and delay of the activities.

(2) Risk to the external conditions

External conditions include policy and administrative and social factors.

Policy Factor: There has been no major policy shift from the Indonesian government regarding urban planning and public transportation development in Jakarta, especially on urban railroads.

In this regard, there has been no major policy change in TOD promotion, which is one of the important policies in various development plans, spatial plans and transportation plans of the relevant central government ministries and agencies, and the local governments.

Administrative Factor: No reversal of agreements with the stakeholders.

Hence, agreement for the project has been kept.

Social Factor: No significant restrictions on local travel and activities of project staff due to the significant deterioration of security and social conditions, or impact due to new coronavirus infection, etc.

Although some JET members were infected with COVID-19, the project had not been affected. And there had been no security and social problems, causing travel restriction to happen.

3.4 Lessons Learnt

(1) Utilization of digital tools

JUTPI 3 project has various good practices in terms of the utilization of DX (digital transformation) technologies as shown below. DX technologies enable efficient data collection. They also enhance interactive communication with visualized images.

- Utilization of mobile big data (Global Navigation Satellite System: GNSS) for OD calibration and Dashboard development (Output 1)
- Development of transit map dashboard with free-of-charge platform (Output 1)
- Consensus building with pedestrian simulation in Dukuh Atas (Output 2)
- Dashboard with GPS data for analyzing people's movement around station (Outputs 2 and 3)
- Video analysis survey to understand pedestrian flow (Output 3)

(2) Involvement of the private sector and holding Business Forum

In TOD projects, the involvement of the private sector is essential. However, in Indonesia, the public and private sectors do not have a close working relationship to promote TOD. Therefore, JUTPI 3 conducted several individual interviews with private companies in Japan and Indonesia, and reflected the results in the TOD promotion plan and draft guidelines for TOD implementation.

In addition to the interviews, in order to disseminate the project results to the private sector, a **Business Forum**, which had not been originally planned when the project started, was conducted to publicize the plans of the pilot sites and attract the private investors to the pilot projects.

(3) Involvement of various citizens

Diverse groups of stakeholders were successfully engaged throughout the Project. These included social groups such as organizations representing persons with disabilities, a women's community, and a mothers' group. Members of these groups actively participated in discussions not only in public consultation meetings but also in area planning workshops. They contributed valuable inputs from diverse perspectives such as safety of pedestrian space and importance of universal design, enabling the development of TOD-related plans which are more widely accepted by the public.

(4) Consideration of social and environmental aspects

In the process of formulation of urban development policy and TOD development plans for the pilot sites, social and environmental aspects had been considered. There is positive impact for environmental and inclusivity aspects, where the detailed inputs provided by JUTPI 3 in both sectors became valuable lessons learned for program implementation in Indonesia.

(5) Fairness and transparency in selection of pilot sites

Individual interviews with nine local governments were held during the initial period of the project (November 2022) to elicit their expectations and concerns about the project, which were shared with the TWG and other groups. In selecting pilot site areas, in order to ensure fairness and transparency, the selection items and conditions were clearly presented at multiple TWG meetings, and opportunities were provided to hear the opinions of local governments. Prior to the selection, a meeting was held among the central ministries and agencies led by CMEA to obtain confirmation and understanding from the Indonesian side in advance.

(6) Utilization of TWG

TWG meetings were held 24 times to share and discuss various issues and topics to promote TOD, including the progress of each of the outputs of JUTPI 3. The meetings were held in a hybrid manner, and speakers were from both the Indonesian side and Japanese side. This had been a good opportunity for the TWG members (TOD-related persons from the government) to understand the progress of JUTPI 3 activities, and important issues and actions to promote TOD.

(7) Difficulty in the establishment of a TOD Forum for the TOD area

The establishment of a TOD Forum at the TOD area in the pilot sites, including the concerned community people and the private sector, was originally planned in the activity. However, it was not established. Communities and the private sector did not participate in the planning process of the pilot project from the early stages because legal procedures were required to establish the TOD Forum. Each pilot site PIC thought it might be better and quicker to utilize existing organizations which are city-wide organizations for spatial planning or transportation planning, instead of establishing new ones, although such

organizations were not actually involved in the planning process of the pilot project. Thus, it is expected that the existing forum will be utilized as a coordination body until a new institution will be formed.

(8) Difficulty in Data Collection

(a) Planning documents and their associated GIS data

Each entity, such as a national ministry, provincial government, and City/Regency government, often formulates regional spatial plan without coordinating with neighboring local governments. This results in discrepancies in transport network alignment. For instance, the planned road in a certain city does not connect to any road in neighboring regencies. Differences in the year of formulation also make things complicated. Some local governments have not updated their spatial plan for over 10 years. It should be noted also that some local governments do not possess GIS data on their premises, and they have to request these from a local consulting firm. One solution would be to make planning documents and GIS data publicly available. This would allow anyone to see, comment on, and validate the data. This would enhance transparency and improve the accuracy of the data. This approach has been proven useful by the platform such as OpenStreetMap. DKJ's Jakarta Satu can be a good example while it is limited to DKJ only.

(b) Transport-related data

Ridership data of public transport modes is essential for implementing TOD. However, passenger data is rarely available in Indonesia. A non-disclosure agreement (NDA) with transit operators is often required to obtain the data. The number of passengers by station is often publicly open in developed countries such as Japan. The data is published by each transit operator and also by the central and local governments. Given the public nature of public transport operators, passenger data should be made available to the public.

(9) Lack of involvement of academicians

Although they were supposed to be among the members of the JCC, EC, and TWG, academicians have not decided to join these at all, although some of them joined public consultation meetings for the urban development policy formulation and for the pilot site development plan formulation. They provided valuable comments and insights to promote TOD. Thus, academicians should have been involved in coordination mechanism in the project for valuable comments and advice on the promotion of TOD.

Chapter 4. For the Achievement of Overall Goal After the Project Completion

4.1 Prospects to Achieve Overall Goal

Prospect of achieving the Overall Goal in three years from the completion of the Project was evaluated. This was done upon the completion of the project based on the two indicators for the overall goal.

Table 4.1 Overall Goal, Indicators and Means of Verification

Overall Goal	Objectively verifiable indicators	Means of verification
Urban development based on public transport system (Transit-Oriented Development: TOD) is being promoted in JABODETABEK.	<ul style="list-style-type: none"> • Approval process of urban development policy • Progress of TOD-related projects in line with urban development policy 	<ul style="list-style-type: none"> • CMEA, DKI, and relevant organizations' activity records • Interview

Source: JICA Expert Team

(1) Approval process of urban development policy

The prospect of achieving the overall goal within three years after project completion is relatively high. The approval process for the draft urban development policy to promote Transit-Oriented Development (TOD) in the JABODETABEK area has been initiated through coordination mechanisms such as the Joint Coordinating Committee (JCC).

While formal legal endorsement is still pending, the draft has been acknowledged by key stakeholders and is being considered for integration into national and regional planning instruments.

However, it should be noted that the policy priorities of the new presidential cabinet have shifted, with less emphasis on large-scale infrastructure development.

This change may affect the level of institutional focus and resource allocation for TOD-related initiatives, thus requiring strategic alignment with emerging national development agendas.

(2) Progress of TOD-related projects in line with urban development policy

Several TOD-related initiatives developed under the JUTPI 3 framework—specifically in Blok M, Bekasi Barat, Depok Baru, and Dukuh Atas—had progressed through planning stages in collaboration with local governments, transportation agencies, and relevant stakeholders.

These projects demonstrated the application of TOD principles such as integrated land use and transit connectivity, in line with the draft urban development policy.

While these pilot initiatives reflected early progress, broader implementation and replication would depend on regulatory clarity, inter-ministerial coordination, and funding support—especially in light of the current shift in national policy focus.

4.2 Plan of Operation and Implementation Structure of the Indonesian Side to Achieve Overall Goal

CMEA will continue its coordinating role by convening stakeholders and supporting follow-up actions identified during JUTPI 3.

TUPC, although not yet formalized, remains the central coordination platform. Further institutional arrangements may involve collaboration with the newly formed Coordinating Ministry for Infrastructure and Regional Development (Kemenko IPK), particularly for mainstreaming TOD into sectoral and regional planning processes.

Adapting to the new administration's development priorities will be essential to maintain policy relevance and secure necessary support for future TOD expansion.

4.3 Recommendations for the Indonesian Side

The following are recommended for the Indonesian side to promote TOD after the project is completed.

(1) Demarcate clearly the roles of central government for TOD promotion

CMEA plays the leading role in coordinating TOD-related matters and the chair of TUPC. The central government has been reorganized after the new President's inauguration on 20th October 2024, and the Coordinating Ministry for Infrastructure and Regional Development (CMIRD) has been established. CMIRD is one of the vice-chairs as well as ATR/BPN, MoT, and BAPPENAS. ATR/BPN, MoT Ministry of Public Works, and Ministry of Housing and Settlement Area are now under CMIRD. And within CMIRD, there are Deputy for Coordination of Connectivity, Deputy for Coordination of Basic Infrastructure, and Deputy for Coordination for Housing Development and Settlement Infrastructure.

Therefore, it is recommendable to discuss the clear roles and demarcation for each agency in promoting TOD.

(2) Take action according to the approved action plans and road map of TUPC

Action plans to promote TOD were approved at the final JCC to follow up the activities of JUTPI 3. It is critical for the relevant agencies to steadily take action to achieve the overall goals in three years after the project ended. It is required that TUPC should monitor the progress of the actions taken by the responsible agencies. As agreed in the final JCC, the Indonesian side will regularly report TUPC's activities, including monitoring of action plan progress, to JICA Indonesia Office.

(3) Legalize TOD regulation, including TOD implementation guideline

TOD regulation which stipulates a TOD council, TOD programs, and TOD funding schemes is proposed, and it is approved to discuss its legalization to make the regulation to take effect in TOD promotion. In addition, the TOD implementation guideline, which is to be attached to the TOD regulation as reference, also should be formalized for the TOD planner and implementer to use.

(4) Apply the Urban Development Policy to promote TOD in spatial plans and transportation plans

JUTPI 3 has formulated the urban development policy, including comprehensive aspects covering urban development and transportation plan. It is recommended for all the related governments to reflect the urban development policy in their development policy, spatial plans, and transport plans, especially in the Spatial Plan of Jabodetabekpunjur, and various plans of the local governments.

(5) Follow up the action plans to facilitate the Project at the pilot sites and case study area

Action plans for project implementation at the pilot sites were approved. Following up the implementation of the projects at the pilot sites – Blok M, Bekasi Barat, Depok Baru, and Dukuh Atas – is one of the major items for TUPC to deal with. Therefore, TUPC should monitor the progress of the pilot projects and provide the necessary support.

(6) Coordinate with on-going TOD-related projects

Some projects related to TOD are on-going in Jabodetabek. Particularly, “Project for Capacity Development for Land Development Policy Making and Land Bank Management Improvement” which includes the establishment of technical TOD-oriented guidelines and regulatory frameworks for land development, and future policies and plans for land development projects to promote modal shift toward TOD. Also, “Jakarta Metropolitan Mass Rapid Transit East-West Line Project Phase 1(I)” includes TOD station area development plan and implementation and financial scheme. To follow up JUTPI 3, TUPC is recommended to coordinate those projects to promote TOD.

(7) Involve the private sector in TOD promotion mechanism

The private sector plays a crucial role in TOD. Thus, it is recommended to involve it in coordination mechanisms or platform for TOD promotion, considering the issues and bottleneck that hamper smooth implementation of TOD.

JUTPI 3 involves the private sector by inviting its members in a Business Forum and conducting individual meetings with private developers. It is recommendable for the public sector to communicate with the private sector continuously to establish collaborative relationship.

4.4 Monitoring Plan from the end of the Project to Ex-Post Evaluation

After the completion of the project, the CMEA will support the post-monitoring process through coordination with relevant ministries, agencies, and local governments.

Monitoring will focus on the follow-up of various action plans, progress at pilot TOD sites (Blok M, Bekasi Barat, Depok Baru, and Dukuh Atas), and policy developments related to TOD integration.

The continuation of monitoring activities will be coordinated through TUPC, while adjustments may be required to reflect institutional changes and the evolving policy direction under the new administration.

ANNEXES

ANNEX 1:

Joint Coordinating Committee (JCC), Executing Committee (EC), Technical Working Group (TWG) and Transit-based Urban Planning Coordination Team (TUPC)

ANNEX 1-1: List of Members of Joint Coordinating Committee (JCC)

Chair	Coordinating Ministry for Economic Affairs (CMEA)	Deputy Minister for Regional Development and Spatial Planning (~ February 2024)
	Coordinating Ministry for Economic Affairs (CMEA)	Acting Minister for Regional Development and Spatial Planning (March 2024 – October 2024)
	Coordinating Ministry for Economic Affairs (CMEA)	Deputy Minister for Coordination of Industry, Manpower, and Tourism (October 2024 ~)
Co-Chair	Ministry of National Development Planning (BAPPENAS)	Deputy Minister for Facility and Infrastructure
	Ministry of Transportation (MOT)	Head of Greater Jakarta Transportation Management Agency / BPTJ
	Ministry of Agrarian Affairs and Spatial Planning (ATR/BPN)	Director General (DG) of Land Provision and Development
	Provincial Government of DKI Jakarta	DKI Jakarta Regional Secretary of Provincial Government
Members		
Central Government	Ministry of National Development Planning (BAPPENAS)	Deputy for Regional Development
	Ministry of Transportation (MOT)	Director General (DG) of Railway
	Ministry of Agrarian Affairs and Spatial Planning (ATR/BPN)	DG of Spatial Planning
		DG of Spatial Utilization and Land Acquisition Control
	Ministry of Public Works and Housing (PUPR/MPWH)	Head of Regional Infrastructure Development Agency (BPIW)
		DG of Housing
		DG of Public Infrastructure and Housing Financing
Ministry of BUMN	Vice Minister II	
Academic Experts	-	
Observers		
Municipal/Regency Government	Regional Secretaries of Jabodetabek, Regional Secretary of West Java Province, Regional Secretary of Banten Province	
President Director of Transportation Operator and Business Entities	PT KAI, PT MRTJ, PT Transportasi Jakarta, PT MITJ	
Japanese Side		
JICA Expert Team	JICA long-term expert, short-term consultant team	
JICA Indonesia Office	Chief Representative, Senior Representative, representative and staff	
JICA Headquarter	Division director and staff of Team 1 Urban and Regional Development Group, Infrastructure Management	

Chair and Co-Chair can invite other relevant organizations, if necessary.

Source: CMEA

ANNEX 1-2: List of Members of the Executing Committee (EC)

Chair	Coordinating Ministry for Economic Affairs (CMEA)	Assistant to Deputy Minister for Development Planning of Strategic Economic Zones (~ Nov 2023)
	Coordinating Ministry for Economic Affairs (CMEA)	Acting Assistant Deputy Minister for Development Planning of Strategic Economic Zones (Dec 2023 ~Dec 2024) Assistant to Deputy Minister for Development Planning of Strategic Economic Zones (Dec. 2024~)
Co-Chair	Ministry of National Development Planning (BAPPENAS)	Director of Transportation
	Ministry of Transportation (MOT)	Facility Director of BPTJ
	Ministry of Agrarian Affairs and Spatial Planning (ATR/BPN)	Director of Land Consolidation and Development
	Provincial/Municipal/Regency Governments in pilot project location	Related Head of Regional planning Board (Bappeda)
Members		
Central Government	Ministry of National Development Planning (BAPPENAS)	Director of Local Development
		Director of Housing and Settlement
		Director of Spatial Planning and Disaster Management
		Director of Regional 1
	Ministry of Transportation (MOT)	Secretary of Directorate General of Railways
	Ministry of Agrarian Affairs and Spatial Planning (ATR/BPN)	Director of Spatial Utilization Synchronization
		Director of Spatial Utilization Control
	Ministry of Public Works and Housing (PUPR/MPWH)	Head of Regional Infrastructure Development Center II, BPIW
		Director of Vertical Housing
		Director of Housing Financing
Ministry of BUMN	Assistant Deputy for Infrastructure Service	
	Assistant Deputy for Logistic Service	
Provincial/Municipal/Regency Government	Related Head of Regional Planning Board (Bappeda)	
Director of Transportation Operator and Business Entities	PT KAI, PT MRTJ, PT Transportasi Jakarta, PT MITJ	
Academic Experts	-	
Japanese Side		
JICA Expert Team	JICA long-term expert, short-term consultant team	
JICA Indonesia Office	Chief Representative, Senior Representative, representative and staff	
JICA Headquarter	Division director and staff of Team 1 Urban and Regional Development Group, Infrastructure Management	

Chair and Co-Chair can invite other relevant organizations, if necessary.

Source: CMEA

ANNEX 1-3: List of Members of the Technical Working Group (TWG)

Chair	Coordinating Ministry for Economic Affairs (CMEA)	Head of Division for Development Planning of Western Indonesia Strategic Economic Zones
Co-Chair	Ministry of National Development Planning (BAPPENAS)	Officials in the related Departments
	Ministry of Transportation (MOT)	Officials in the related Departments
	Ministry of Agrarian Affairs and Spatial Planning (ATR/BPN)	Officials in the related Departments
	Provincial/Municipal/Regency Governments in pilot project location	Officials in the related Regional Planning Board (Bappeda)
Members		
Central Government	Ministry of National Development Planning (BAPPENAS)	Officials in the related Departments
	Ministry of Transportation (MOT)	Officials in the related Departments
	Ministry of Agrarian Affairs and Spatial Planning (ATR/BPN)	Officials in the related Departments
	Ministry of Public Works and Housing (PUPR/MPWH)	Officials in the related Departments
	Ministry of BUMN	Officials in the related Departments
Provincial/Municipal/Regency Government	Officials in the related Regional Planning Board (Bappeda), Spatial Planning Agency and Transportation Agency	
Transportation Operator and Business Entities	Officials in the related Directorate of PT KAI, PT MRTJ, PT Transportasi Jakarta, PT MITJ	
Academic Experts	-	
Japanese Side		
JICA Expert Team	JICA long-term expert, short-term consultant team	
JICA Indonesia Office	Chief Representative, Senior Representative, representative and staff	
JICA Headquarter	Division director and staff of Team 1 Urban and Regional Development Group, Infrastructure Management	

Chair and Co-Chair can invite other relevant organizations, if necessary.

Source: CMEA

ANNEX 1-4: Main Topics of TWG Meetings

Date		Topics	Main Points	
2022	Aug-3	1st	<ul style="list-style-type: none"> • Overview of the Project (JET) • TOD Promotion Policies (BPTJ) • Draft Criteria for Selection of Pilot Project Sites (JET) 	<ul style="list-style-type: none"> • Introduction of the Project • Discussion on Existing Urban Development Policy and Guideline • Transport Surveys • Pilot Site Selection
	Sep-8	2nd	<ul style="list-style-type: none"> • Objectives and Road Map of TWG Meeting (JET) • Road Map for the Selection of Pilot Project Sites (JET) • Transport Survey -Basic Strategies of Transport Surveys and Travel Demand Forecast (JET) • Spatial Plan of Local Government (DKI Jakarta) 	<ul style="list-style-type: none"> • Discussion on Existing Urban Development Policy, Guideline • Transport Survey/ Travel Demand Forecast • Pilot Site Selection
	Oct-25	3rd	<ul style="list-style-type: none"> • Feedback of 2nd TWG Meeting (JET) • Spatial Plans of Local Governments (Bekasi City, Bekasi Regency, Depok City, and Bogor City) • Introduction of Training in Japan (JET) 	<ul style="list-style-type: none"> • Discussion on Existing Urban Development Policy, Guideline
	Oct-26	4th	<ul style="list-style-type: none"> • Presentation on Definition of TOD Concept (JET) • Spatial Plans of Local Governments (Bogor Regency, Tangerang Regency, Tangerang City, and Tangerang Selatan City) 	
	Dec-21	5th	<ul style="list-style-type: none"> • Detailed Criteria for Selection of Pilot Site (JET) • Feedback of Individual Meetings with cities and regencies (JET) • Urban Design Guidelines on Selected TOD Areas (MRTJ) • TOD Initiatives and Plans by Non-state Actors (KAI) 	<ul style="list-style-type: none"> • Pilot Site Selection • Discussion on Existing Urban Development Policy, Guideline
2023	Jan-25	6th	<ul style="list-style-type: none"> • Presentation of Candidate Sites for Pilot Project (Bekasi City, Bekasi Regency, Bogor City, and Bogor Regency) 	<ul style="list-style-type: none"> • Pilot Site Selection/ Priority TOD Area by Local Governments (Based on Draft Criteria)
	Jan-26	7th	<ul style="list-style-type: none"> • Presentation on Candidate Sites of Pilot Project (Depok City, Tangerang Regency, Tangerang City, and Tangerang Selatan City) • Further Schedule of Pilot Site Selection (JET) 	
	Feb-23	8th	<ul style="list-style-type: none"> • TOD Guidelines by Local Governments (DKI Jakarta and Bogor City) • Presentation of Candidate Sites for Pilot Project (DKI Jakarta) • Presentation and Discussion on TOD Concept –Result of Worldwide TOD Study (JET) • Land Use Planning for TOD Area -Case Study in Japan (JET) • Transportation Network of JUTPI 3 (JET) 	<ul style="list-style-type: none"> • Discussion on the Urban Development Policy (Examples in Japan) • Pilot Site Selection/ Priority TOD Area • Discussion on the Urban Development Policy • Discussion on Transportation Network
	Apr-04	9th	<ul style="list-style-type: none"> • Future Transport Network Development and Alternatives in Jabodetabek (JET) • Socioeconomic Framework (Population, GDP/ GRDP) (JET) 	<ul style="list-style-type: none"> • Transport network • Socio-economic Framework
	May-	10th	<ul style="list-style-type: none"> • Result of Transport Surveys - Impact of MRT East-West Line Opening and COVID-19 on Travel Behavior- (JET) • Mobility Management to Leverage Public Transport Use in Jabodetabek (JET) 	<ul style="list-style-type: none"> • Mobility Management • Results of Traffic Survey
Jul-5	11th	<ul style="list-style-type: none"> • Summary of the Kickoff Meeting of Pilot Project / Area Joint Meeting/ PCM (JET) • Housing Development and TOD in Japan (JET) • Housing Policy and Affordable Housing Provision (PUPR) • TOD and Housing Development (Perumnas and the Private Sector) 	<ul style="list-style-type: none"> • Housing Policy (Indonesian Case and Japanese Case) • Housing Development • Pilot Project 	

Date		Topics	Main Points
	Aug-9 12th	<ul style="list-style-type: none"> Feedback of the Meeting/Activities in July (JET) Draft Urban Development Policies for TOD Promotion (JET) Transport Policies on RIT Jakarta (Dishub-DKI Jakarta, BPTJ) 	<ul style="list-style-type: none"> Urban Development Policy to Promote TOD Review of Transport Policies
	Sep-29 13th	<ul style="list-style-type: none"> Update of JUTPI 3 Activity from July to August (JET) Follow-up of 1st WS in Pilot Sites (JET) Draft Transport Policies for TOD Promotion (JET) Gender Mainstreaming for TOD Promotion (JET) 	<ul style="list-style-type: none"> Transport Policies Gender Mainstreaming
	Dec-19 14th	<ul style="list-style-type: none"> Progress of JUTPI 3 (Pre-briefing for EC and JCC) (JET) 	<ul style="list-style-type: none"> Pre-briefing for JCC/EC
2024	Feb-21 15th	<ul style="list-style-type: none"> Summary of 1st EC and 3rd JCC (CMEA) Land Consolidation Study (ATR/BPN) Outline of 2nd Training in Japan (JET) 	<ul style="list-style-type: none"> Land Consolidation Training in Japan
	Mar- 16th	<ul style="list-style-type: none"> Process of Project Formulation for TOD Project in Japan (JET) Progress of Real Estate Market Survey (JET) JUTPI 3 2024 Activity (JET) 	<ul style="list-style-type: none"> TOD Project Formulation (PJ Implementation) Real Estate Market Survey
	May- 17th	<ul style="list-style-type: none"> Coordination Mechanism for TOD Outside Indonesia, Proposal of TOD Council (JET) Dissemination of PCM in Pilot Sites (JET, Bekasi City, Depok City, DKI Jakarta, and MRTJ) 	<ul style="list-style-type: none"> Coordination Mechanism TOD Promotion Plans in Pilot Sites
	Jun-25 18th	<ul style="list-style-type: none"> Summary of TOD Forum (MRTJ) Transportation Survey Result in Pilot Sites (JET) Dissemination of 2nd WS in Pilot Sites (JET) 	<ul style="list-style-type: none"> Transport Surveys TOD Promotion Plans in Pilot Sites
	Aug- 19th	<ul style="list-style-type: none"> Debriefing of 2nd Training in Japan and Issue Specific Committee (CMEA) Progress of Output 1 (JET) Progress of Output 3 and Further Road Map (JET) 	<ul style="list-style-type: none"> Training in Japan Coordination Mechanism Urban Development Policy to Promote TOD TOD Promotion Plans in Pilot Sites
	Sep-19 20th	<ul style="list-style-type: none"> Progress of Output 1~3 (Pre-briefing for EC and JCC) (JET) 	<ul style="list-style-type: none"> Pre-briefing for JCC/EC
	Dec-19 21st	<ul style="list-style-type: none"> Summary of Socialization WS in Pilot Sites (JET, Bekasi City, Depok City, DKI Jakarta) Station Plaza Development -Japanese Case (JET) Road Map of JUTPI 3 (JET) 	<ul style="list-style-type: none"> Station Plaza Development TOD Promotion Plans in Pilot Sites
2025	Feb-18 22nd	<ul style="list-style-type: none"> Progress of Output 1~3 (JET) 	<ul style="list-style-type: none"> Urban Development Policy to Promote TOD Transport Network Coordination Mechanism Dukuh Atas Case Study TOD Promotion Plans in Pilot Sites
	Mar- 23rd	<ul style="list-style-type: none"> Road Map of JUTPI 3 / Summary of TUPC (CMEA) Summary of 3rd WS in Pilot Sites (JET) Social Experiment to Enhance the Attractiveness of Pedestrian Space in Public Transport Station (OCG) 	<ul style="list-style-type: none"> Coordination Mechanism (TUPC) TOD Promotion Plans in Pilot Sites Place Making
	May-9 24th	<ul style="list-style-type: none"> Review of 4th JCC, and steps toward the final JCC (JET) Outline of TOD implementation guidelines, and discussion (JET) Presentation on discussions with relevant organizations (STTD, BPSDM, PPSDM, and IAP) regarding TOD experts (JET) 	<ul style="list-style-type: none"> TOD implementation guidelines

Source: JICA Expert Team

ANNEX 1-5: Structure of the Transit-Based Urban Planning Coordination Team (TUPC)

Steering Team		Implementing Team	
Chairperson	Deputy for Coordination of Industry, Employment, and Tourism, Coordinating Ministry for Economic Affairs	Chairperson	Deputy Assistant for Economic Zone Development and Strategic Projects, Coordinating Ministry for Economic Affairs
Vice Chairperson I	Deputy for Connectivity Coordination, Coordinating Ministry for Infrastructure and Regional Development	Vice Chairperson I	Assistant Deputy Connectivity Sustainability, Ministry of Coordinating Ministry Infrastructure and Regional Development
Vice Chairperson II	Director General of Transportation Integration and Multimodal, Ministry of Transportation	Vice Chairperson II	Director of Intermodal Transportation Integration Infrastructure, Ministry of Transportation
Vice Chairperson III	Deputy for Infrastructure, Ministry of National Development Planning/Bappenas	Vice Chairperson III	Director of Transportation, Ministry of National Development Planning/Bappenas
Vice Chairperson IV	Director General of Land Acquisition and Land Development, Ministry of ATR/BPN	Vice Chairperson IV	Director of Land Consolidation and Land Development, Ministry of ATR/BPN
Members: Relevant Echelon 1 representatives who participated in JUTPI-3 Training in Japan	Deputy for Basic Infrastructure Coordination, Coordinating Ministry for Infrastructure and Regional Affairs;	Members: Relevant Echelon 2 representatives who participated in JUTPI-3 Training in Japan	Assistant Deputy for Strategic Basic Infrastructure, Coordinating Ministry for Economic Affairs Infrastructure and Regional Development
	Deputy for Coordination of Housing Development and Settlement Facilities and Infrastructure, Coordinating Ministry for Infrastructure and Regional Affairs		Assistant Deputy for Housing Land Provision, Coordinating Ministry for Infrastructure and Regional Development
	Deputy for Regional Development, Ministry of National Development Planning/Bappenas		Director of Western Indonesia Development, Ministry of National Development Planning/Bappenas
	Directorate General of Railways, Ministry of Transportation		Secretary of the Directorate General of Railways, Ministry of Transportation
	Director General of Spatial Planning, Ministry of ATR/BPN		Director of Spatial Utilization Synchronization, Ministry of ATR/BPN
	Head of the Regional Infrastructure Development Agency, Ministry of Public Works		Head of Public Works Infrastructure Development Center Region II, BPIW, Ministry of Public Works
	Regional Secretaries in the Greater Jakarta area		Assistant Deputy for Infrastructure Services, Ministry of SOEs
	Head of Bappeda/Bappelitbangda of Jabodetabek Region		
	Head of the Jabodetabek Region Public Works and Spatial Planning Agency		
	Head of Human Settlements and Spatial Planning Agency in Jabodetabek Region		

Source: TUPC

ANNEX 2:

List of Products Produced by the Project

Annex2: List of Products Produced by JUTPI 3

(1) Policy document

- Urban Development Policy to Promote TOD in Jabodetabek

(2) Plan document

- TOD Promotion Plan for Blok M
- TOD Promotion Plan for Depok Baru
- TOD Promotion Plan for Bekasi Barat

** TOD Promotion Plan contains (1) Integrated Development Plan, (2) TOD District Plan, (3) TOD Station Area Development Plan, and (4) TOD Project Implementation Plan, for each pilot site.*

(3) Guideline

- TOD Project Implementation Guideline

(4) Working Paper

Output 1:

- Working Paper 1: Review of Legal Framework, Laws and Guidelines related to Urban Development and TOD
- Working Paper 2: Urban Development Mechanism and Approval Process
- Working Paper 3: Current Population Review
- Working Paper 4: Travel Demand Forecast and Transport Scenario Evaluation

Output 2:

- Working Paper 5: Dukuh Atas Case Study

Output 3:

- Working Paper 6: Transport and Mobility Analysis for TOD Pilot Sites

Survey:

- Working Paper 7: Transport Surveys and Analysis

ANNEX 3:
PDM (All versions of PDM)

Annex 1. PROJECT DESIGN MATRIX (PDM) version 0:

Project title: JABODETABEK Urban Transportation Policy Integration Project Phase 3 (JUTPI-Phase 3)

Whole Project term: 2022 – 2025 (3 years 3months)

Target Group: CMEA, BAPPENAS, ATR/BPN, BPTJ, and Local governments in JABODETABEK and relevant organizations)

Target area: JABODETABEK area as of Nov, 2021

Narrative summary	Objectively verifiable indicators	Means of verification	Important assumptions
<p><u>Overall Goal</u> Urban development based on public transport system (Transit-Oriented Development: TOD) is being promoted in JABODETABEK.</p>	<ul style="list-style-type: none"> - Approval process of urban development policy - Progress of TOD related projects in line with urban development policy 	<ul style="list-style-type: none"> - CMEA, DKI and relevant organization's activity records - Interview 	
<p><u>Project Purpose</u> Planning and implementation capacity of National and Local governments responsible for TOD in JABODETABEK is enhanced.</p>	<ul style="list-style-type: none"> - Draft urban development policy - Meeting minutes of the coordination mechanism meetings - Required actions for TOD promotion - TOD development plans at pilot sites 	<ul style="list-style-type: none"> - Minutes of JCC - Project final report 	<ul style="list-style-type: none"> - Not dramatically change the related policy and structures of Indonesian Government
<p><u>Outputs</u> 1. Urban Development Policy of JABODETABEK to promote TOD is formulated. 2. Capacity of Coordination Mechanism on urban development based on public transport system in JABODETABEK is strengthened to promote TOD. 3. TOD development plans at pilot sites are formulated.</p>	<ul style="list-style-type: none"> - Draft urban development policy - Meeting minutes of the coordination mechanism meetings - Required actions for TOD promotion - Integrated development plans - TOD district plans - TOD Station area development plans - TOD project implementation plans - Guideline for TOD implementation 	<ul style="list-style-type: none"> - Project progress reports - Minutes of JCC 	<ul style="list-style-type: none"> - Not dramatically change the related policy and structures of Indonesian Government
<p><u>Activities</u> 1-1 Legal framework and existing individual laws and guidelines related to urban development and TOD (including the detailed Spatial Plan/RTDR of JABODETABEK) and the situation of the legal enforcement is reviewed. 1-2 Urban development project mechanism and its approval</p>	<p><u>Inputs</u> <Japanese side> 1. Experts (tentative) 1-1. Long term expert: Chief advisor/TOD management 1-2. Short term experts (Consultant team) 1) Team Leader / Urban and transport development</p>		<ul style="list-style-type: none"> -CMEA, DKI and the relevant organizations have an ownership for the project activities - Structure of Indonesian government is not changed dramatically.

<p>process are clarified through reviewing urban development cases including the private sector and government agencies in charge of TOD projects</p> <p>1-3 Current land use and transport network is reviewed. 1-4 Planning framework (land use, population distribution, urban functions etc. along the public transport network) for TOD proposed by JUTPI-2 is reviewed.</p> <p>1-5 Urban Development Policy to promote TOD, including land use, population distribution, urban functions, potential TOD sites etc. along MRT KRL, BRT, LRT and other public transport networks by JUTPI-2 as well as its land tenure status and existing and projected land values, is formulated</p> <p>2-1 Current coordination mechanism on urban development based on public transport system in JABODETABEK such as JCC or coordination meeting is reviewed and improved for better function.</p> <p>2-2 Technical and organizational issues are discussed and coordinated in the coordination mechanism.</p> <p>2-3 Decisions and required actions for TOD promotion are shared in the coordination mechanism.</p> <p>2-4 Required actions for TOD promotion are monitored by the coordination mechanism.</p> <p>3-1 Pilot sites for TOD planning are selected.</p> <p>3-2 Integrated development plans (including land use, population distribution, urban functions, transport network, incentive system, etc.) along MRT, KRL, BRT and LRT lines of the selected pilot sites are formulated in compliance with Spatial Plan and JUTPI-2.</p> <p>3-3 TOD district plans* around the pilot sites in compliance with the integrated development plans are formulated.</p> <p>3-4 TOD Station area development plans with public, commercial, business facilities, affordable housing, etc., at pilot sites are formulated.</p> <p>3-5 TOD project implementation plans of pilot sites are formulated (financial scheme, private sector involvement, environment and social consideration, etc.).</p> <p>3-6 Guideline for TOD implementation that includes roadmap for TOD development in 5-10 years is formulated.</p> <p>*Expected area of TOD district plan is around 1-4 km2 around the target station.</p>	<p>2) Urban and Land Use Plan / District Plan</p> <p>3) Urban and transport development legislation</p> <p>4) Architecture and station facility plan</p> <p>5) Real Estate Development / Finance plan</p> <p>6) Traffic and transport plan / Demand forecast</p> <p>7) Transit facility plan</p> <p>8) IT and DX specialist</p> <p>9) Project management and coordination specialist</p> <p>10) Capacity assessment and development</p> <p>11) Environmental and Social Considerations / Climate change strategy</p> <p>12) Project coordinator / Training / Public Relation</p> <p>2. Trainings for counterparts including training in Japan</p> <p>3. Necessary equipment (PC, printer, etc) for the project activities</p> <p>4. Cost for survey implementation</p> <p><Indonesia side></p> <p>1. Assignment of Counterpart personnel</p> <p>2. Office space and facilities for the Japanese experts</p> <p>3. Budget for public consultations will be discussed when necessary</p>	<p><u>Preconditions</u></p> <p>-to assign necessary counterpart by Indonesia side</p> <p>-to be conducted necessary undertakings by Indonesia side</p>
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Note) According to the progress, the PDM could be revised at the JCC.