



Bus Rapid Transit and Pedestrian Improvements in Jakarta

Half-yearly Progress Report (July – December 2010)

Prepared by

The Institute for Transportation and Development Policy (ITDP)

Jakarta, January 2011

Executive Summary

The “**Bus Rapid Transit and Pedestrian Improvements Project in Jakarta (2007 – 2011)**” is implemented by the Institute for Transportation and Development Policy (ITDP) in collaboration with the Government of DKI Jakarta and funded by the GEF-UNEP. The main objective of the project is to support a shift of trips from private motor vehicles to public transportation. Such shifting can happen if the services of public transport compete favorably with private vehicles, and with the support of other policies such as provision of facilities for the use of non-motorized transportation, transit oriented development and transportation demand management.

The UNEP has conducted a Mid Term Evaluation (MTE) which was completed in August 2010. The project objectives have been adjusted based on MTE results.

This report is for the period of July – December 2010.

Significant accomplishments achieved during this reporting period:

- Institutional, management, financial and legal aspects of Transjakarta

- The governor agreed with ITDP’s recommendation to further reform the institution of Transjakarta from a Full Public Service Agency (Full BLUD) to become a Public-Owned Private Company (BUMD) which is aimed to increase its ability in improving level of service of Transjakarta Busway. With ITDP’s assistance, the governor set a target for the transformation process to be completed within seven months (January - July 2011).
- o Based on the Transjakarta Strategic Business Plan and the current conditions of Transjakarta operation and management, ITDP made some recommendations for the Transjakarta organizational structure, which are being further discussed the government and the selected Chief Executive Officer (CEO) in parallel with the institutional reform process.
- o The Government of DKI Jakarta had annulled the failed legal basis of bus operator procurement, Governor Decree No. 123/2006, and replaced it with the new Governor Decree No. 173/2010. Through the new Governor Regulation;
 - Bus operator procurement is conducted through tender process (for new operator) and direct appointment (for existing operator) with the share of the number of buses to be operated is 50% - 50%.
 - Tender process for the new bus operator procurement should be conducted in advance which is aimed to get a competitive price per-km bus operation. Then the existing operator will operate the buses with the same price per-km of new bus operator.
- o JakCard, the smart card for busway payment tool issued by DKI Bank, since October 2010 can be used at all busway corridors to purchase a busway ticket at the normal ticket booth. JakCard can also be used for other limited purpose of payments e.g. for shopping at some minimarkets.

- Operational

- o Corridors 9 & 10 were launched on 31st December 2010. ITDP conducted safety and delays survey along corridors 9 & 10 and provided recommendations for minimizing possible traffic accidents, reducing delays and developing more convenient transfer stations.
- o The busway exclusive lane enforcement program has been conducted since August 2010. The program was executed by a task force unit with the members consisting of police, the DKI Jakarta transportation agency, the National Army and DKI Jakarta government patrol. The task force protected the TransJakarta lane from mix traffic. With this busway exclusive

lane enforcement program, the travel time decrease especially in the afternoon and the number of passengers increased.

- DKI Jakarta Transportation Agency has planned the busway control system as part of the whole Intelligent Traffic System (ITS) and has budgeted about 30 Billion Rupiahs at the DKI Jakarta Local Budget Allocation (APBD) year 2011.
- One of the biggest operational problems of busway, the CNG refueling system, has been resolved since the Ministry of Energy and Mineral Resources (MoEMR) has issued two new regulations on CNG:
 - No. 2932 K/12/MEM/2010 dated 15th of December 2010 on Price of Natural Gas for Transport Sector in DKI Jakarta which is determined at Rp3100,-/Liter equivalent to Petrol (LSP). With the uniform gas price, Transjakarta buses are able to refuel at any gas stations, previously the buses can only be refueled at the cheapest CNG price stations.
 - No. 19 dated 13th of December 2010 on the allocation of the Natural Gas fuel for Transport sector. With this regulation, the government will guarantee the availability of gas supply for transportation sector.

- **Improve Public Information on BRT and Public Transport**

- ITDP supported a busway exclusive lanes enforcement campaign by conducting some events and producing and distributing campaign materials. One of the campaign materials, a sticker which is affixed to the back of the buses, is considered an effective means of communication based on a survey conducted by the Indonesia Consumer Foundation (YLKI).
- ITDP supported DKI Jakarta in promoting the operation of new corridors 9 & 10 and identifying their routes and bus stop locations, which was aimed to increase public awareness. Campaign activities included press conference, media visit, posters placement, distribution of a route map, and video presentation regarding the benefits of choosing Transjakarta.

- **Establish Mechanism for Creating Feeder System for Transjakarta**

- A comprehensive study to analyze the feeder bus network around Jakarta's BRT system, evaluate the institutional framework, and develop a business model that is economically sustainable and results in high quality service is being executed by a selected international consultant PT. Siddharta Consulting (KPMG) in consortium with Steer Davies Gleave (SDG).
- Jakarta Transport Agency is currently preparing the trial for short and simple feeder routes that will connect to some busway stations. ITDP is assisting and coordinating intensively with Jakarta Transportation Agency to prepare this and will consider integrating with the comprehensive study.

- **Evaluate and Implement Transport Demand Management Measures to Reduce Private Motor Vehicle Use**

- Jakarta congestion problems have become concern of the Indonesia President, Susilo Bambang Yudhoyono, who has instructed the Vice President to take necessary actions. One of the national commitments is providing the Government Regulation regarding Road Pricing. In parallel, the Government of DKI Jakarta is preparing a Local Regulation on Road Pricing & Parking Policy which is supported by a Coalition of Transport Demand Management (TDM). The Coalition of TDM has prepared an academic paper as one of

requirements for local regulation development and drafted the local regulation (Perda) on road pricing and parking policies.

- **Improve Pedestrian and NMT Facilities in Center and Along Corridors**

- The physical (dimensions, construction quality, etc) and people mobility (number of people walking and their direction) conditions of sidewalks around 200 – 500 meters of 143 busway stations had been surveyed and documented. Detailed engineering designs for the priority locations and a pilot project of pedestrian along Harmony – Kota Tua in total length around 3.5 km have been developed.

- **Dissemination and Outreach to Other Cities**

- The institutional form of Transmetro Pekanbaru BRT had been determined as a Full BLU after the evaluation team assessed all required documents. Some required regulations have been prepared such as: City Major Regulation on full BLU, City Major Regulation on Assessment for working units that implement full BLUD, City Major Decree on Stipulation of Technical Unit of Urban Transit Management to implement full BLUD.
- Based on intensive approaches by ITDP with the involved agencies and the City Mayor, it was decided that the upcoming construction of corridor 3 Transmetro Pekanbaru will have bus stations located in the median road.

- **Project Management:**

- The report of Mid Term Evaluation was completed in August 2010. Based on 58 recommendations from the evaluator, the responses and action plan have been made and discussed with DKI Jakarta.
- The third Project steering committee meeting in 2010 was conducted on 23rd December 2010 with a focus on the project Mid Term Evaluation commitments and implementation plan.

Significant challenges appeared during this reporting period as well:

- The transition of the Transjakarta institution from a Staging BLU to a Full BLU since April 2010 has not had significant impacts to the improvements of Transjakarta services due to inflexibility of financial and human resources management. Some key reforms for Transjakarta have not been implemented despite being approved. The implementation of multi-year contracts for station staff, procurement of software for fleet management system, and other items have not been tendered due to staff reluctance to handle such large tender amounts. Therefore further reform of Transjakarta has to be conducted, which should be followed up with the appointment of CEO and the managerial level.
- The Busway exclusive lane enforcement program is using thousands of man power as the members of Task Force which consists of police, field staff Jakarta Transport Agency, National Military, etc. This action also needs substantial financial resources. Alternatives for automatic busway lane enforcement should be designed and implemented.
- The current ticketing system is comprised of of a magnetic (smart) card, JakCard, and a paper ticket. For the use of magnetic card, which was originally used along corridors 1-3, only barriers at 3 stations are still working. The paper ticket is easy to be falsified. This raises concerns both regarding loss of revenue to the system, and inaccurate data on passenger numbers.
- The Minimum Services Standard (MSS) has not been implemented since the required Governor Decree has not yet been signed. It was first presented to the Governor on 24th August 2009.

- The pilot project of pedestrian (Harmoni station – Kota Tua) will not be constructed in 2011 since the Public Works agency and other related government agencies did not allocate its required budget in APBD 2011.
- The Government Regulation on Road Pricing has not been finished, and therefore utilization of the Jakarta Local Regulation on Road Pricing as the legal basis for implementing ERP in Jakarta has to be postponed.

Progress on Project Milestones

Note: The outputs/services listed below have been modified from the original project document to show the revised objectives, which were prepared after completion of the project mid-term evaluation.

Goal A: Improve Performance of the Jakarta BRT

Objective 1: Optimize Design of BRT Corridors

Milestones & Current Status

1) Corridor 9 & 10: improving safety and reducing delay, recommendation report by 30 November 2010

Status: Completed

The final report of survey/study regarding improving safety and reducing delay of corridor 9 & 10 was submitted to DKI Jakarta in November 2010.

2) Corridors 11 & 12: station design recommendations, corridor routing review, bus requirement recommendation by 31 January 2011

Status: On-Track

Jakarta Transport Agency with consultant help and ITDP involvement has determined the corridor routing and locations of bus stations.

3) Station makeover

- **Station makeover recommendations by 30 November 2010**

Status: Completed

Design of station makeover was completed by November 2010, which focused on passenger information system, color coding and passenger queuing comfort

- **Station makeover work agreement completed by 31 January 2011**

Status: On-Track

The terms of Reference for construction is available and ready to be used for competitive bidding of contractor selection and some contractors have been approached.

- **Pilot station completed by 30 April 2011**

Status: On-Track

4) Design manual and specification documents for busway lanes, stations and buses by 31 May 2011

Status: On-Track

Design and specification documents of buses have been submitted to DKI Jakarta since first semester of 2010, while station design in term of passenger information system and comfort can use “station makeover” design which had been completed.

Objective 2a: Improve Fare System for Jakarta Public Transport

Milestones & Current Status

1) Terms of reference for fare collection system by 31 December 2010

Status: Delayed

Postponed to 2011 and to be adjusted with the schedule of Transjakarta institution transformation

2) Draft regulations for fare adjustment formula and procedure by 31 May 2011

Status: On-Track

The fare adjustment formula will be regulated through the upcoming Local Regulation of Transjakarta Management and establishment of Transjakarta Local Government-Owned Company (BUMD).

3) Draft regulations for integrated fare collection system by 30 June 2011

Status: On-Track

The integrated fare collection system will be regulated through upcoming Local Regulation of Transjakarta Management and establishment of Transjakarta Local Government-Owned Company (BUMD).

4) Budget approval for tendering ticketing system in 2012 by 31 December 2011

Status: On-Track

The schedule will be adjusted to the Transjakarta institution transformation process.

Objective 2b: Institutional Improvement of Transjakarta

Milestones & Current Status

1) New Regulation to replace Governor Decree No. 123/2006 on bus operator procurement by 30 September 2010

Status: Completed

Governor Decree No. 173/2010 was issued on 8 October 2010 to replace the Governor Decree No. 123/2006.

2) Transjakarta Restructuring team established by 31 December 2010

Status: Delayed

The draft of Governor Decree for Restructuring Team establishment had been made, however it has not yet been signed by the governor due to administration process

3) Contract signed between DKI and Transjakarta and management instruction issued by Governor by 31 March 2011

Status: On-Track

4) Academic paper on business plan in preparation for regulation by 30 April 2011

Status: On-Track

The academic paper is being drafted.

5) Position specifications, training system, and staff assessment by 31 May 2011

Status: On-Track

6) Local Regulation (Perda) issued by city parliament by 30 June 2011

Status: On-Track

7) BUMD Governing Board established, Charter for Board Commissioner, Charter for Board of Directors, Code of Conduct for Governing Body by 31 July 2011

Status: On-Track

8) Governor sign draft decree of Minimum Services Standard (MSS) by 31 August 2011

Status: On-Track

9) Monitoring report of MSS implementation by 30 November 2011

Status: On-Track

10) Channeling mechanism for funds is established by 31 December 2011

Status: On-Track

Objective 3a: Reduce Delays in BRT service by improving intersections and lane enforcement

Milestones & Current Status

1) Review of conflict areas; Feasibility study of BRT only overpass/underpass construction by 30 November 2011

Status: On-Track

2) Busway exclusive lane public relation campaign by installing 200 stickers on the buses and 50 banners at pedestrian bridge by 30 April 2011

Status: Completed

More than 200 stickers were installed on the buses and 50 banners at pedestrian bridge by December 2010

3) Three (3) reports on monitoring of enforcement of Busway exclusive lane program by conducting corridor travel time surveys, 30 November 2010, 30 April 2011 and 30 November 2011

Status: On-Track

A survey report on delays along corridors 1 – 8 was completed in December 2010.

Objective 3b: Provide Adequate Supply and Quality of CNG for BRT

Milestones & Current Status

1) 2 CNG supply research summary report by 30 November 2010

Status: Completed

The final reports of 2 CNG researchers were completed however they should be revised and finalized as requested by UNEP.

2) Issuance of Decree on price and supply by 31 December 2010

Status: Completed

The Minister of Energy and Mineral Resources (MoEMR) Decree No 2932 K/12/MEM/2010 on CNG price for Transport Sector in Jakarta issued by 15th of December 2010 and No 19 year 2010 on the allocation of Natural Gas for Transport sector issued by 13th of December 2010.

3) Bus average filling time (including travel) is less than 20 minutes by 30 October 2011

Status: On-Track

Objective 4: Optimize Busway Operation

Milestones & Current Status

1) Term of reference for control room and system by 30 November 2010

Status: Delayed

2) Report of Singapore Land Transport Authority training on bus control system by 31 December 2010

Status: Delayed

3) Control room created by DKI Jakarta functioning by 31 August 2011

Status: On-Track

4) Software purchased, installed and operational in control room by 31 October 2011

Status: On-Track

Goal B: Utilize BRT to build image of public transport and improve pedestrian, TDM, NMT, and land use options

Objective 5: Improve public information on BRT & public transport

Milestones & Current Status

1) Transjakarta communications with passengers via internet and SMS, quarterly statistic report by 31 December 2010, 31 March 2011, 30 June 2011, and 30 September 2011

Status: On-Track

The statistic report of visitors of Transjakarta integrated SMS and website system for period of September – December 2010 is available.

2) Corridor 9 & 10: route launching public relations, press release and report of corridors 9 & 10 by 31 January 2011

Status: On-Track

Campaign activities of corridors 9 & 10 launching were conducted before and at the day of launching on 31 December 2010, activity report will be available in the beginning of January 2011.

3) Quarterly report of front liner awards by 31 December 2010, 31 March 2011, 30 June 2011, and 30 September 2011

Status: On-Track

Report for period of July – December 2010 is available.

4) Report of campaign program to 5 schools by 31 May 2011

Status: On-Track

Reports are available for the BRT campaign to school students in cooperation with FAKTA on 1st of August 2010 and special lecturer to Sam Ratulangi University – Manado in December 2010.

5) Media strategy training report 30 June 2011

Status: On-Track

Objective 6: Establish mechanism for creating feeder system for Transjakarta

Milestones & Current Status

1) Updated transport model by 28 February 2011

Status: On-Track

The field survey for updating transport model was conducted in November – December 2010.

2) Business model by 30 July 2011

Status: On-Track

The selected consultant conducted a mapping of the current conditions of the public transport business model.

3) Training of private operator routing reform conducted by 28 February 2011

Status: On-Track

4) Pilot bus feeder route action plan recommendations by 30 August 2011, City budget allocation by 1 June 2012

Status: On-Track

Objective 7: Evaluate and Implement Transport Demand Management (TDM) Measures to Reduce Private Motor Vehicle Use

Milestones & Current Status

1) Road pricing strategy paper by 31 December 2010

Status: Completed

The advocacy strategy report was developed in August 2010.

2) Draft regulation completed by 31 July 2011, Regulation passed by parliament by 31 December 2011

Status: On-Track

Academic paper was completed and local regulation has been drafted.

3) Public discussions report by 31 May 2011

Status: On-Track

Reports of the public discussions are available.

4) Parking strategy paper by 31 January 2011

Status: Completed

The advocacy strategy report was developed in August 2010.

5) Draft regulations completed by 31 July 2011, Regulation passed by parliament by 31 March 2012

Status: On-Track

Reports on Focus Group Discussions and Public Consultations regarding parking policy are available.

Objective 8: Improve Pedestrian and NMT Facilities in Center and Along Corridors

Milestones & Current Status

1) Private developer NMT seminar report by 28 February 2011

Status: On-Track

2) Pedestrian awareness campaign (catwalk) event report by 30 June 2011

Status: On-Track

3) Independent pedestrian sidewalk condition survey report by 31 October 2010

Status: Completed

Survey report is available.

4) Plan for pedestrian improvement agreed by 30 November 2010, include in 2011 budget by 31 December 2011

Status: On-Track

Report on pedestrian survey is available. It has not yet budgeted in 2011 Jakarta Budget (APBD). It will be proposed for the budget changes which will be process in August 2011.

- 5) North Jakarta bike lane, Press statement from mayor supporting bike lane by 31 December 2010, Pilot lane location agreed to by 28 February 2011, Detailed design of bike lane by 31 May 2011, budget for implementation of bike lane in mid 2012 by 31 August 2011**

Status: Delayed

Press statement was postponed to 2011 due to the need of government approval for the selected location.

- 6) Location agreed to for bike parking by 28 February 2011, detailed design of bike parking area by 31 May 2011, budget for implementation of parking area by 31 August 2011**

Status: On-Track

Objective 9: Dissemination and Outreach to Other Cities

Milestones & Current Status

- 1) Pekanbaru institutional strengthening by creation of full BLU for Transmetro Pekanbaru, preparation of business model for BLU by 31 January 2011, Minimum Service Standard by March 2011, Financial Reporting system by 31 March 2011, Asset management by 31 May 2011, and Mayoral Decrees on processes by 2011**

Status: On-Track

- 2) Training course reports for business process by 28 February 2011**

Status: On-Track

- 3) Revised contract for operators by 31 March 2011**

Status: On-Track

- 4) Control system concept by 30 April 2011**

Status: On-Track

- 5) Four events reports regarding public relations for Transmetro Pekanbaru in community by 31 May 2011**

Status: On-Track

- 6) Two events reports regarding bicycling promotion in Pekanbaru by 30 June 2011**

Status: No Change

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- b) Printed Materials – see *ITDP UNEP-GEF Jakarta June 2009 Annex-B.pdf*
- c) Technical Information / Public Information – see *ITDP UNEP-GEF Jakarta Jun 2009 Annex-C.pdf*
- d) Technical Cooperation – see *ITDP UNEP-GEF Jakarta June 2009 Annex-D.pdf*
- e) Other Outputs / Services – see *ITDP UNEP-GEF Jakarta June 2009 Annex-E.pdf*

List of Acronyms

ATCS	Area Traffic Control System
BLU	Bureau of General Service of TransJakarta
BPKD	Local Government Finance Management Agency
BPKP	Audit Office
BRT	Bus Rapid Transit
BSTP	Transportation Facilities Development
BUMD	A state-owned enterprise
B2W	Bike to Work Community
CCDI	Coca Cola Distribution Indonesia
CFD	Car Free Day
CNG	Compressed Natural Gas
CSR	Corporate Social Responsibility
DED	Detail Engineering Design
DEN	National Energy Council
DGLT	Directorate General Land Transport
Dishub	Transportation Agency
DKI	Special Provincial Area
DPRD	Local Parliament
EDC	Electronic Data Center
EIA (AMDAL)	Environmental Impact Assessment
ERP	Electronic Road Pricing
ESDM	Energy and Mineral Resources
EYAS	Ernst & Young Advisory Services
FGD	Focus Group Discussion
GEF	Global Environment Facility
GPS	Global Positioning System
GTZ	Gesellschaft für Technische Zusammenarbeit
IKJ	Jakarta Institute of Art
ILUNI FT-UI	Alumni of Technical Faculty of University of Indonesia
ITB	Institute of Technology Bandung
ITDP	Institute for Transportation & Development Policy
JABODETABEK	Jakarta, Bogor, Depok, Tangerang, Bekasi
JETRO	Japan External Trade Organization
JICA	Japan International Cooperation Agency
KKS	Work Contract Agreement
Kms	Kilometers
KPBB	Lead Information Center
LSP	Liter Standard Petrol (unit of CNG equal to liter of petrol)
LTA	Land Transport Authority
LKPP	Policy Institution of Government Goods and Services Procurement
MENKO EKUIN	Coordinating Ministry for Economic Affairs
MoF	Ministry of Finance
MoT	Ministry of Transportation
MRT	Mass Rapid Transit
MTI	Indonesian Transportation Society
NGO	Non Government Organization
NMT	Non Motorized Transport
OD	Origin Destination
PERDA	Local Regulation
PIR	Project Implementation Review
PPN	Value Added Tax - VAT
PSC	Project Steering Committee

PTM	Transport Master Plan
PUSTRAL-UGM	Central of Transportation and Logistic Studies – Gadjah Mada University
SITRAMP	Study on Integrated Transportation Master Plan for Jabodetabek
SOP	Standard Operational Procedure
SPM	Minimum Service Standards
TDM	Transportation demand management
TDS	Travel Diary Survey
TMC	Traffic Management Control
ToR	Term of Reference
UI	University of Indonesia
UNEP	United Nations Environment Programme
UPT	Technical Implementation Unit
URDI	Urban and Regional Development Institute
UU PDRD	Act on Local Government Tax & Retribution
WTP	Willingness to Pay
YLKI	Indonesia Consumers Organization

1. Background Information

1.1. Project Number

IMIS: GFL/2328 – 2723 – 4960

PMS: GF/ 4010 – 06 – 06

1.2. Project Title

Bus Rapid Transit and Pedestrian Improvements in Jakarta

1.3. Division/Unit

UNEP/Division of GEF Coordination Nairobi

1.4. Coordinating Agency or Supporting Organization

Institute for Transportation and Development Policy, DKI Jakarta Government

1.5. Reporting Period:

July – December 2010

1.6. Relevant UNEP Programme of Work (2002-2003) Sub programme No:

Climate Change OP 11: Transport

1.7. Staffing Details of Cooperating Agency/ Supporting Organization

1.7.1. Staffing

Functional Title	Nationality	Object of Expenditure
Executive Director	USA	1101
Asia Regional Director	USA	1102
Finance Director	USA	1304
Project Director	Indonesia	1104
Environment Specialist	Indonesia	1208
Transportation Specialist	Indonesia	1209
Transportation Engineer	Indonesia	1210
Communications Specialist	Indonesia	1211
Communications Specialist	Indonesia	1212
Financial Assistant	Indonesia	1151
Administrative Assistant	Indonesia	1152

1.7.2. Sub-Contracts

Name and Address of the Sub-Contractee	Object of expenditure
Institute for Transportation Studies (Instran) Jl. Rawajati Barat V/36 Gang KUA Pancoran Jakarta Selatan 12750 Indonesia	2202
Yayasan Pelangi Indonesia Jl. Pangeran Antasari No. 10 Jakarta	2201
Indonesian Transport Society or Masyarakat Transport Indonesia (MTI) Jl. Mendawai I/150 - Jakarta Selatan	5201
Mr. Hartono Zhuang	2303

Graha Cempaka Mas C-26 Jl. Letjen Suprpto - Jakarta Pusat	
PT. Aria Graha Jl Bola Volley No. 5 Bandung	3213
PT. Profesional Delapan Tambah Jl Tambak No.21 Pengangsaan Jakarta	1206
Kahfi Afrianshah Gg Belimbing No.131 Gejayan RT/RW 007/031 Depok – Sleman	3213
PT. Perentjana Djaja Wisma Pede Jl. MT Haryono Jakarta	3211
Yunianto Jl. Sutomo no. 88 Pekanbaru	3213
PT. Pavilion Sembilan Lima Jl. Raya Pasarminggu no. 8 Jakarta Selatan	2304
TDM Coalition Gedung RANUSA Lt 3 – Jakarta	3218
Henry Armijaya Kompleks Tirta Kencana Estate A-5, Cimahi	3213
Amilia Aldian Jl. Lawu II no. 25 Mulyoharjo Pemalang	1203
Eddi Santosa Jl. Pondok Cibubur B-7 Cimanggis	1203
Dendy Arifandi Jl. Wadas IV/21 Pondok Gede Bekasi	3210
Yayasan Lembaga Konsumen Indonesia Jl. Pancoran Barat VII no.1, Duren Tiga Jakarta	2302
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Reza Putra Nugraha Purba Jl. Matraman Jaya No. 3 Jakarta Pusat	1207
PT. Binaman Utama (PPM Consulting) Jl. Menteng Raya No. 9 – 19 Jakarta	3210
PT. Surveyor Indonesia Graha Surveyor Indonesia 4-11st Floor – Jakarta	3208
Hermawan, Prasetyo and Juniarto Law Firm Jl. Jenderal Sudirman Kav.79 – Jakarta	3210
Clara Novena Rahajeng	3213

2. Project Status

2.1. Information on the delivery of outputs/service

The outputs/services listed below have been modified from the original project document to the revised objectives prepared after completion of the project mid-term evaluation.

	Output/Service (as listed in the approved project document)	Status (Complete/ On Going)	Description of work undertaken during the reporting period	Description of problems encountered; Issues that need to be addressed; Decisions/Actions to be taken
	<u>Objective 1: Optimize Design of Transjakarta Corridors</u>			
	Corridor 9-10 Recommendations for improving safety and reducing delays	On Going	<ul style="list-style-type: none"> - ITDP conducted safety and delays study along corridors 9 & 10 due to many trouble spots that affect the performance of busway operation and cause traffic accidents. <i>The report is attached as Annex 3, TechInfo 005 Safety and Delay Report</i> The recommendations among others are: <ul style="list-style-type: none"> o Traffic lights resetting (additional signal phase for buses) o New traffic signs installations o Geometric improvements o Re-arrangement of on/off toll ramp, etc The recommendations have been discussed with involved agencies, provided to the governor of DKI Jakarta and disseminated to the public through the media. - Based on ITDP recommendations for improving safety and reducing delays; <ul style="list-style-type: none"> o The head of Jakarta Transportation Agency conducted intensive discussions with toll operator (PT. Jasa Marga) 	<p>Problems encountered:</p> <ul style="list-style-type: none"> - Due to budget constraints, some recommendations for improvements of corridors 9 & 10 safety and delays were postponed to the next year. - The toll operator (PT. Jasa Marga) objected to re-arrange on/off toll ramp therefore corridors 9 & 10 are still vulnerable to accidents. <p>Actions:</p> <ul style="list-style-type: none"> - ITDP will continue encouraging and monitoring the implementation of recommendations for improving safety and reducing delays along corridors 9 & 10. - ITDP has been using mass media to endorse DKI Jakarta government to accelerate safety improvements and delays reduction along corridors 9 & 10

	Output/Service (as listed in the approved project document)	Status (Complete/ On Going)	Description of work undertaken during the reporting period	Description of problems encountered; Issues that need to be addressed; Decisions/Actions to be taken
			<ul style="list-style-type: none"> ○ The Governor, Fauzi Bowo submitted a letter to PT. Jasa Marga (Toll Operator) requesting to close the entry of Semanggi 1 toll gate. ○ Jakarta Transportation Agency and other related agencies conducted some required improvements. ○ The special task force for busway lanes exclusive enforcement (consist of Jakarta Transport Agency, Police Department, Military, etc) committed to control traffic along corridor 9 & 10. ○ Conducted bus operational trials before the corridors are officially launched (on 17th, 21st and 23rd December 2010). - Corridors 9 & 10 were launched on 31 December 2010 with the operation conditions as follows: <ul style="list-style-type: none"> ○ The bus operators are PT. Bianglala (the winner of bidding) and PT. Trans Mayapada (the consortium of bus operators existing). ○ The minimum km travelled for single bus is set at 247 km/day/bus (corridor 9), while for the articulated bus is set at 211 km/day/bus (corridor 9) and 220 km/day/bus (corridor 10). ○ The number of buses to be operated for both corridors is 68 single buses and 25 articulated buses. In 2011, the additional 	<p>which is also aimed to increase awareness of other road users to be more careful in crossing busway corridors 9 & 10.</p>

	Output/Service (as listed in the approved project document)	Status (Complete/ On Going)	Description of work undertaken during the reporting period	Description of problems encountered; Issues that need to be addressed; Decisions/Actions to be taken
			45 single buses will be procured and operated.	
	Corridor 11-12 design		<ul style="list-style-type: none"> - Jakarta Transportation Agency supported by consultants: Perentjana Djaja and Arkindo, has determined the lines of corridor 11 & 12 and the locations of bus stations. ITDP participated in the field survey and provided some technical recommendations. - Corridor 11 would connect Kampung Melayu and Pulo Gebang in East Jakarta, and Corridor 12 would connect Pluit and Tanjung Priok in North Jakarta. - Bus station design is being prepared. ITDP recommended station design of corridors 11 & 12 refers to the design of “Harmoni station makeover” program (color coding, passengers queue arrangement, etc). Since corridor 12 will be connected to Jakarta Old Town (Kota Tua), therefore it was proposed to provide a special design of Kota Tua station. 	<p>Problems encountered:</p> <p>Actions:</p>
	Station Makeover	On going	<ul style="list-style-type: none"> - In general, the current busway stations have not had adequate information for busway passengers and also uncomfortable passenger queuing arrangement. Therefore ITDP committed to provide a pilot project of “Station Makeover”. - The objective of the program is to improve passenger information facilities in bus 	<p>Problems encountered:</p> <p>Actions:</p>

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			<p>stations, especially transit station. The appointed station is Harmoni since it is the biggest transit station with high level of occupancy.</p> <ul style="list-style-type: none"> - Detail Engineering Design (DED) of “Harmoni Station Makeover” was completed and approved by Jakarta Transportation Agency and BLU TransJakarta. The lay-out of Harmoni Station Makeover can be seen at <i>Annex 3, TechInfo 011 Shelter Makeover</i> 	
	Design manual for busway lanes, stations, buses	On Going	<ul style="list-style-type: none"> - ITDP in collaboration with Indonesian Transportation Society (MTI) has translated BRT Planning Guide module from English into Bahasa Indonesia that contains guidelines to plan BRT lanes, station and buses in a city. - ITDP provided a guideline of bus interior design which has been used for the bus procurement of corridors 9 & 10. While bus technical specification for single and articulated bus is determined in the bidding document of bus procurement. - Interior design of bus station in terms of color coding, passenger information system and passengers flow in the station can refer to “Harmoni station makeover” program which was completed and approved by Jakarta Transportation Agency and BLU Transjakarta. 	Problems encountered: Actions:

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	Objective 2a: Improve Fare System for Jakarta Public Transport			
	Fare Collection System Design	On Going	ITDP reviewed the current fare collection system (complete report can be seen at <i>Annex 3, TechInfo 009 Ticketing Report</i>). The review results had been informed to and discussed with Assistant for Economic which was aimed to accelerate the improvement of fare collection system.	<p>Problems encountered: The current ticketing system is getting worse, not secure and has created the possibility of leakage. Currently, there are only 3 stations that have barriers in function which are Cempaka Timur and Pulo Mas (at Corridor 2), and Kalideres (at Corridor 3).</p> <p>Actions:</p> <ul style="list-style-type: none"> - ITDP will complete the survey of passengers counting and use the results for pushing the implementation of integrated e-ticketing system - ITDP continue providing references and best practices of integrated ticketing system in other countries
	Regulatory Basis for Fare Adjustment		Indonesia Consumers Foundation (YLKI) conducted a workshop and presented research results on Tariff Policy Studies which was facilitated by ITDP, with the conclusions among others are; <ul style="list-style-type: none"> • Subsidy on morning tariff (Rp2.000,-) is 	<p>Problems encountered:</p> <ul style="list-style-type: none"> - Economic (morning) tariff has not been eliminated. - The public and DKI Jakarta Parliament requested proper implementation of Minimum

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			<p>miss-targeted. Only 4% who benefited from the subsidy as targeted.</p> <ul style="list-style-type: none"> • Rp2.000,- supposed to be adjusted to Rp3.500,- <p>This workshop was attended by Head and management staff of BLU TransJakarta, Head of DKI Jakarta Transportation Agency, Members of TransJakarta community, and Head of Jakarta Transport Council.</p>	<p>Services Standard as pre-requisite of any tariff adjustments</p> <p>Actions: ITDP continue assisting DKI Jakarta to eliminate the morning fare by recommending part of regulation which needs to be adjusted and approached the parliament members (DPRD) to gain support.</p>
	Regulatory basis for integrated fare collection		<ul style="list-style-type: none"> - ITDP has agreed to support some related partners to participate in a training with Singapore Land Transport Academy (LTA) on fare system - Regulatory basis of integrated fare collection will be written as articles in PERDA (Local Regulation) as part of Transjakarta institutional transformation 	<p>Problems encountered: Less capacity and experience of TransJakarta management to operate sustainable fare system</p> <p>Actions: Training by LTA will be held in January 2011 and attend by NGOs, Consultants and DKI's staff to learn about integrated ticketing system, ERP and feeder system.</p>
	Procure Fare Collection System		<ul style="list-style-type: none"> - DKI Bank had procured and installed the Electronic Data Capture (EDC) at all busway stations therefore since October 2010, JakCard can be used at all busway corridors. - The transaction by using JakCard is around 2% from total transaction. The advantage of JakCard among others are cashless, can be used for other purpose (currently for 	<p>Problems encountered:</p> <ul style="list-style-type: none"> - JakCard is only a payment tool which is not an integrated electronic ticketing system. There is no time saving for using JakCard compared to the cash payment therefore the transaction is still low. <p>Action:</p>

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			shopping at a minimarket network) and the transaction can be controlled directly either by Bank DKI or BLU Transjakarta.	To approach involved parties for developing the appropriate fare collection system
	Objective 2b: Institutional Improvement of Transjakarta			
	Replace Governor Regulation No. 123 on Bus Operator Procurement	On Going	<p>The Governor Regulation No. 123 year 2006 on Bus Operator Procurement has been replaced by the new Governor Regulation No. 173 year 2010 which was issued on 8 October 2010. The new Governor Regulation regulates:</p> <ul style="list-style-type: none"> - Bus operator procurement is conducted through tender process (for new operator) and direct appointment (for existing operator). - The share of the number of buses to be operated by new operator and existing operator is 50% - 50%. - Tender process for new bus operator procurement should be conducted in advance which is aimed to get a competitive price per-km bus operation. The existing operator will operate the buses with the same price per-km of new bus operator. 	<p>Problems encountered: None</p> <p>Actions: None</p>
	Transjakarta Restructuring	On Going	- Analyzed the improved status of Transjakarta institution as a full BLU and its impact to busway level of service. Based on	<p>Problems encountered:</p> <ul style="list-style-type: none"> - The transformation of Transjakarta institution from BLUD to BUMD

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			<p>analysis and discussions with head of Transjakarta BLU, ITDP recommended further transformation of Transjakarta institution to become a Local Government-Owned Company (BUMD) thereafter Transjakarta will be able to provide better services and to apply total quality management.</p> <ul style="list-style-type: none"> - ITDP facilitated a legal assessment on corporatization of the undertaken of services for Transjakarta system. In October 2010, the recruited legal consultant Hermawan Prasetyo & Juniarto (HPJ) presented the legal assessment results to DKI Jakarta. The corporatization of Transjakarta can be carried out through two options; <ul style="list-style-type: none"> o The first option is the incorporation of BLU Transjakarta to be a separate legal entity. The legal entity can be in the form of regional company, limited liability company with DKI's direct ownership, and limited liability with DKI's indirect ownership (through DKI's owned companies, e.g. MRTJ). Once the legal entity is legally incorporated, then the relevant legal entity shall be granted with the rights and responsibilities to allow it to undertake the operation of Transjakarta System. o The second option is the cooperation between DKI Jakarta and a legal entity. 	<p>has to be approved by the local parliament (DPRD) through the issuance of a local regulation (Perda). As well as the subsidy mechanism has to be changed since a corporate cannot gain the subsidy</p> <ul style="list-style-type: none"> - Based on Jakarta experienced in operating BRT for 5 years, the strong and comprehensive local regulation for protecting Transjakarta management is required. - The public may reject the corporatization of Transjakarta institution since the public will become suspicious if Transjakarta is operated by a corporation then it will be commercially managed meaning the fare will be unaffordable for them. <p>Actions:</p> <ul style="list-style-type: none"> - Approach DPRD members to get the same perception about the need of Transjakarta institution transformation - Assist DKI Jakarta in developing required document for Perda approval - Assist DKI Jakarta in gaining public

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			<p>To enter into cooperation between DKI Jakarta and a legal entity, DKI Jakarta shall follow the procedures provided in Government Regulation No. 50 of 2007 on Regional Cooperation which has been implemented with Minister of Home Affairs Regulation No. 22 of 2009. (Completed report can be seen at <i>Annex 3, TechInfo 008 HPJ Report</i>)</p> <ul style="list-style-type: none"> - Submitted to and discussed with the governor regarding ITDP's recommendations on the further transformation of Transjakarta institution. In the meeting on 6th of December 2010, the governor agreed to further transform Transjakarta institution from a Full BLU to become a BUMD – PT and instructed his staffs to establish the team for Transformation and Restructuring of Transjakarta (TTR). - The establishment of TTR is under preparation and a Governor Decree for team establishment has been drafted. The TTR team members consist of representatives of involved agencies. 	support
	Contract between DKI Jakarta Government and TransJakarta	On Going	Legal review regarding Transjakarta corporatization indicated that a contract between DKI Jakarta and the established Transjakarta BUMD should be made to clarify which level of service should be provided by the BUMD as well as regarding the obligations	Problems encountered: The status of some assets have to be clarified, particularly busway lanes on the national road thereafter the established BUMD will be able to

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			and rights of the Transjakarta BUMD. The need to prepare a services contract between DKI Jakarta and the established Transjakarta BUMD have been discussed with Assistant for Economic and will be prepared when the BUMD has been established.	comply with the contract services. Actions: Assist DKI Jakarta in conducting due diligence of current Transjakarta obligations and rights
	Business Plan Analysis in Preparation for Regulation	On Going	As part of academic paper, which is required for preparing the Local Regulation for establishing the BUMD, the developed business plan has being re-analyzed and updated.	Problems encountered: None Actions:
	Transjakarta position specification & staff assessment and training	On Going	ITDP continued facilitating Transjakarta staff capacity building which was aimed to optimize their roles in improving Transjakarta services when the status of the institution as a Full BLUD and to prepare their ability when the institution form will be changed. The capacity building program consisted of; <ul style="list-style-type: none"> - BLU Training in RSUD Cengkareng (One of DKI's BLU Unit) which was held on July 26, the RSUD Cengkareng gave a brief explanation on BLU system implementation in DKI Jakarta. - BLU Training in SMESCO (BLU unit under Ministry of Cooperative and Small Medium Enterprises of Republic of Indonesia) which was held on August 26. The SMESCO gave a brief explanation on BLU system implementation in national government. 	Problems encountered: Improper explanation to Transjakarta staff about the transformation and restructuring of Transjakarta management has demoralized staff in contributing better services of Transjakarta Busway Actions: <ul style="list-style-type: none"> - Assist the TTR team in preparing appropriate organizational restructuring and management change of Transjakarta - Assist DKI on recruitment process of the Board of Director (BOD) of Transjakarta - Continue facilitating Transjakarta staff to provide other beneficial

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			<ul style="list-style-type: none"> - HR Management Training in Prasetya Mulya Business School (PMBS) which was held on 21-23 September. This training was attended by Assistant Manager of HR TransJakarta (Widodo) and a Staff of HR TransJakarta (Riana). - ITDP has approached some HR consultants (Psiko Utama and PPM). The proposals have been received 	<p>trainings for strengthening Transjakarta organization as Local Enterprise (BUMD-PT) and improving their services.</p>
	<p>Local Regulation on Transjakarta Management System and Local Regulation on BUMD-PT of Transjakarta</p>	<p>On Going</p>	<ul style="list-style-type: none"> - ITDP has assisted DKI Jakarta in preparing an academic paper as one of the requirements for proposing a local regulation (Perda). The academic paper should be finished by end of January 2011. - ITDP facilitated local regulations drafting which will be conducted by HPJ Law Firm. For the operation of Transjakarta and its institutional reform two local regulations will be required which are: - Transjakarta system management - TransJakarta BUMD establishment and Government capital investment 	<p>Problems encountered:</p> <ul style="list-style-type: none"> - Not all DPRD members support the transformation and restructuring process of Transjakarta institution, therefore it can be an obstacle in approval process of the Local Regulation. - Possibility of missed understanding by public because of this corporatization process. <p>Actions:</p> <ul style="list-style-type: none"> - ITDP will do intensive meeting and lobby with DPRD (commission, fraction and members) to explain about this process. - ITDP will work closely with TDM-coalition and YLKI to socialize and improve public understanding
	<p>Established BUMD-PT</p>	<p>On Going</p>	<p>ITDP has proposed options for</p>	<p>Problems encountered:</p>

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	Governing Board		organizational structure and approached HR consultant	Transition period is possibly creating problems of Transjakarta operation therefore it has to be managed well. Actions: Transition period will be declared in the PERDA as basic to accelerate transition process
	Governor Regulation on Minimum Service Standard (MSS)	On Going	It was decided that regulation on the Minimum Service Standard will be included in the Local Regulation of Transjakarta Management System.	Problems encountered: <ul style="list-style-type: none"> - DKI Jakarta Governor, Fauzi Bowo, requested the MSS per corridors, not MSS for the whole integrated corridors. - The related agencies required clear instruction from the Governor to implement the MSS. Actions: <ul style="list-style-type: none"> - Gain the same perception with the related decision makers through some discussions or meetings that MSS should be applicable for all BRT network - Assist DKI Jakarta in including the MSS into Local Regulation regarding the Transjakarta Management System
	Evaluation of MSS implementation	On Going	BLU Transjakarta has implemented the MSS on their own operation (the activities	Problems encountered: <ul style="list-style-type: none"> - The involvement of other related

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			that do not depend on other related agencies program), such as: <ul style="list-style-type: none"> - Headway at the terminal (end station) - The roles and function of safety officer - Cleanliness of station - Distance between station and bus at boarding and alighting process - Front liner of the month 	agencies in implementing the MSS has not been clarified or regulated therefore the MSS could not be implemented appropriately. <ul style="list-style-type: none"> - The implementation of SOP of MSS implementation for ticketing system has not been controlled which will create the possibility of leakage. <p>Actions:</p> <ul style="list-style-type: none"> - The implementation and control of MSS will be included in the local regulation (see above) - Assist DKI in accelerating the establishment of control room and integrated ticketing system by 2011. - Continue assist BLU Transjakarta in implementing the program of Front liner of the month
	Public Service Obligation (PSO) mechanism	On Going	<ul style="list-style-type: none"> - Based on the team analysis (ITDP, Minister of Finance and involved agencies of DKI Jakarta), one of the constraints of Transjakarta in providing a better services is its inflexibility in managing the financial aspect whether the use of subsidy or its fare-box revenue. Therefore the institutional transformation had been proposed and agreed by the governor which is aimed to have a more flexible financial mechanism. 	<p>Problems encountered:</p> PSO mechanism should be regulated

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			<ul style="list-style-type: none"> - Some discussions relate to subsidy channeling through PSO mechanism were conducted with involved parties (Assistant for Economic, Deputy Governor, and the recruited law firm) . As the preliminary conclusion, the government capital investment will be installed each year for some certain period. ITDP has approached a consultant to prepare PSO mechanism and formulation. 	
	<p>Objective 3a: Reduce delays in BRT service by improving intersections and lane enforcement</p>			
	<p>Review of conflict areas, feasibility study of BRT – only overpass/underpass construction</p>	<p>On going</p>	<ul style="list-style-type: none"> - Travel time surveys were conducted periodically to measure queue and delay at intersections. Analysis on the general measures for several intersections is being conducted and still on-going. A plan to make a detailed study has been discussed with Transport Agency and Public Works Agency. - Assistance to BLU Transjakarta officers was undertaken on the immediate measures that can be done to increase Transjakarta speed. - ITDP conducted a survey on boarding and alighting. This survey conducted on 23rd – 30th November. The result from this survey were: 	<p>Problems encountered:</p> <ul style="list-style-type: none"> - The Public Works Agency does not have budget allocated for the intersection improvement as the majority of the funding is directed to construction on double-deck road. - Transjakarta is currently understaffed on the planning and operational management, therefore not all relevant staff are able to follow up the measures. <p>Actions:</p> <ul style="list-style-type: none"> - A plan to undertake the detailed study has been laid out for 2011 and

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			<ul style="list-style-type: none"> ○ The highest passenger per hour per direction (PPHPD) was 5,852 in corridor 1 at peak hour in the afternoon. ○ TransJakarta BRT has improved its travel time this end of 2010 compare to its travel time in early 2010. The travel time decrease at peak hour in the afternoon especially in corridor 8, in which it decreases until 10-30% in the morning and in the afternoon. ○ This survey also proved the success of lane enforcement program, in which the travel time decreases due to the lane enforcement program especially in the afternoon. Completed report provided in <i>Annex 3, TechInfo 010 Boarding Alighting & Travel Time</i> 	<p>currently ITDP is persuading the government to allocate budget on the priority intersection for Transjakarta.</p> <p>- ITDP will initiate a task force on planning the identifying the immediate measures that can be taken to handle the intersection problems.</p>
	BRT exclusive lane Public Relation campaign	On going	<ul style="list-style-type: none"> - ITDP supported busway exclusive lanes enforcement program by placing stickers on buses and banners in the pedestrian crossing bridges with persuasive messages, not to overtake the lane. - ITDP with YLKI conducted a survey regarding awareness/perception that the busway is dedicated for Transjakarta buses and To measure public awareness on communication tools to deliver the message effectively. - Based on ITDP and Indonesia Consumers 	<p>Problems encountered:</p> <p>Actions:</p>

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			Foundation (YLKI) survey before and after the mix traffic clearance program, about 90% of respondent knew the sterilization program, 47% knew the program from television, 21% from stickers and 10% from banners	
	Enforcement of BRT exclusive lane	On going	<ul style="list-style-type: none"> - DKI Provincial Government together with Jakarta Traffic Police Department, ITDP and other NGOs declared to do Busway Exclusive Lanes Enforcement, with the first priority along corridor 1, 3, 5 and 6. Those corridors selected because they always have big disturbance of mix traffic. The program was started in August 2010. The “Sterilization” program has been conducted by a task force consists of police, DKI Jakarta transportation agency, Army and DKI Jakarta government patrol. This team has agreed to work effectively by 2011 and budget for this team has already included in Jakarta Budget (APBD). The completed report of Bus exclusive lanes enforcement provided in <i>Annex 3, TechInfo lane enforcement report</i> - Various meetings and Workshops on the “Sterilization” campaign were conducted for media and user group to disseminate the importance of the issue to public. 	<p>Problems encountered: Currently Transjakarta lanes enforcement program is using thousands of manpower from Police Department, Dishub, Military, etc.</p> <p>Actions: ITDP will consider evaluating the lane enforcement program and providing technical assistances on the best system e.g. by using physical barrier.</p>
	Objective 3b: Provide			

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	adequate supply and quality of CNG for BRT			
	CNG Supply research summary	On going	ITDP with consultants help completed two CNG studies and edited the reports to be more easy to understand which are: <ul style="list-style-type: none"> - Assessment of current CNG supply for TransJakarta buses which shows the needs of gas for transport sector compare to the gas produced and imported to other countries. Indonesia's total natural gas reserve is 159.63 TSCF. While, based on 3 scenarios of supply-demand model, CNG needs for 15 corridors of Transjakarta by 2016 : <ul style="list-style-type: none"> o Pessimist Scenario : 5.3 MMSCFD o Moderate Scenario : 7.49 MMSCFD o Optimist Scenario : 13.29 MMSCFD Therefore, DKI Jakarta Governor asked gas guarantee supply 6.8 MMSCFD in 2010 and 12 MMSCFD in 2015. This study also provided map of all TransJakarta corridors and the closest CNG station to each corridors. Moreover, this study recommended Minister of Energy and Mineral Resources (MoEMR) to determine fix price of CNG, so some CNG stations will be able to operate again. Complete report can be seen at <i>Annex 3, TechInfo 001 TransJakarta CNG Supply Analysis</i> <ul style="list-style-type: none"> - Assessment of TransJakarta system losses 	Problems encountered: Actions:

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			due to current CNG supply system. Based on the study, potential losses borne by bus operator due to current CNG supply system, has reached Rp 51,174,842,594/year. Completed report provided at <i>Annex3, TechInfo 003 Final Report Potential Loss</i>	
	Advocacy program for a Ministerial decree on CNG price and supply guarantee	Complete	<ul style="list-style-type: none"> - ITDP supported Coalition of NGOs, Transport Demand Management (TDM) Coalition to conduct some advocacy activities which was aimed to push the government policy on gas use for transport sector particularly to solve the CNG supply & price problems for Transjakarta busway. - The advocacy activities of TDM Coalition among others were focus group discussions, press conferences and press release distribution, media visit and a one day workshop on CNG fix price and supply guarantee for TransJakarta buses. - TDM Coalition brought the journalists of some mass media to visit CNG stations which at the moment had different prices, at Jl. Pemuda (Pertamina CNG stations that still operated at price Rp2562,-/Liter Petrol Equivalent) and at Jl. Perintis (Private CNG stations that has closed due to CNG price at Rp3.200,-/Liter Petrol Equivalent). - ITDP's communication division in collaboration with the Transjakarta user community, Suara Transjakarta, initiated and published an online petition to the 	Problems encountered: Actions:

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			<p>President of Republic of Indonesia regarding the urgency of CNG supply and pricing policy for public transport, in this case, the petition signed by many members of Suara Transjakarta and its supporters, then it was sent to President mailbox</p> <ul style="list-style-type: none"> - As the results of advocacy program and insurances many parties to immediately resolved the gas supply and pricing problems for transport sector, the Minister of Energy & Mineral Resources (MoEMR) issued the Ministerial Decrees No 2932 K/12/MEM/2010 on CNG price for Transport Sector in Jakarta dated 15th of December 2010 which set the price at 3,100 rupiah per liter equivalent petrol (lsp) and No 19 year 2010 dated 13th of December 2010 on the allocation of Natural Gas for Transport sector. - ITDP attended some meetings which were organized by the National Energy Council (DEN) to monitor the implementation of Minister Decree on CNG fix Price at all Gas Station in Jakarta. 	
	Advocacy program for CNG supply	Complete	<ul style="list-style-type: none"> - Based on the MoEMR Decree No 19 year 2010 on The use of Natural Gas as fuel for Transportation, MoEMR has determined the percentage allocation of Natural Gas for Transport sector from total traded Natural Gas through the steps as follow; <ul style="list-style-type: none"> o 10% in 2011 – 2014 	<p>Problems encountered:</p> <p>Actions:</p>

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			<ul style="list-style-type: none"> ○ 15% in 2015 – 2019 ○ 20% in 2020 – 2024 ○ 25% in 2025 and so on. <p>- ITDP through Jakarta Energy & Industry Agency proposed the revitalization of CNG stations under cooperation with Pertamina to be able for fast refueling of Transjakarta buses and to be equipped with the water dryer.</p> <p>- Through gas research/study which was conducted by PT. EMI, it was determined that 2 more CNG stations should be re-opened and revitalized since such CNG stations located are very close with busway corridors, they are:</p> <ul style="list-style-type: none"> ○ CNG station at Jl Ahmad Yani can serve corridors 5, 10 and plan corridors 12 and 14. ○ CNG station at Jl. Daan Mogot can serve corridors 1, 2, 3, 5, 8, 9 and plan corridor 14. <p>ITDP has submitted the study reports to the involved parties and informed the Vice President of State-Owned Oil Company (Pertamina) about the needs for revitalizing the CNG stations which are located very close with busway corridors.</p> <p>- With the opening of the existing and proposed CNG stations, it is expected that the furthest distance between all busway</p>	

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			corridors to CNG station is no more than 3 km.	
	Objective 4: Optimize Busway Operation			
	Control room and system terms of reference	On going	As part of ITDP's assistance to support the procurement of control room by the government, ITDP is preparing the control system design and specification document that can be used by the government to procure the unit.	Problems encountered: Actions:
	Singapore Land Transport Academy training on bus control systems	On going	<ul style="list-style-type: none"> - The first fleet management training was conducted in November 2010 inviting international Consultant. The training attendees included staffs of Transjakarta BLU, Jakarta Transport Agency, various agencies in DKI government, bus operators and several local consultants. - ITDP has initiated a 2 day training with The Singapore Land Transport Academy (LTA) in Singapore. The LTA has agreed to provide training for 2 days from 11-12 January 2011 in Singapore. This training will be attended by some official of DKI Jakarta Government and some NGOs incorporated in Transport Demand Management (TDM) Coalition. 	Problems encountered: Actions:
	Control room created by DKI Jakarta Government	On going	- Jakarta Transportation Agency has arranged control room as part of the whole Intelligent	Problems encountered: There is indication that the

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			<p>Traffic System (ITS) and allocated 30 billion rupiah in Local Government Budget (APBD) 2011.</p> <ul style="list-style-type: none"> - JICA proposed to provide only a system for bus location from the overall fleet management system as their pilot project for BLU TransJakarta. The bus location system has ability to monitor the most of bus operating condition and send the information to the BLU control room to provide information of bus arrival time for TransJakarta passengers. - Some of required funds for ITS will be provided through a public private partnership. Fiber optics contractor will be responsible to provide ITS equipments as part of their obligation on the agreement with DKI. These are the appointed contractors : <ul style="list-style-type: none"> • PT. BIT • PT. Citra Sari Makmur • PT. IFORTE 	<p>procurement of some equipment for fleet management, which will be procured from partnership with some private companies will cause disharmony both in type and quality from one to another since each private company has its own cooperation with each IT provider.</p> <p>Actions:</p> <ul style="list-style-type: none"> - ITDP will approach involved parties to remind them about the need for appropriate fleet management system, which consists of bus dispatching, bus controlling (including control room, GPS system), and passenger information display. - ITDP will recommend DKI Jakarta to prioritize the needs for busway fleet management which will cost around 20 – 30 billion rupiah therefore DKI Jakarta should add the budget for a complete.
	Fleet management software purchase	On going	<ul style="list-style-type: none"> - BLU TransJakarta asked ITDP's support to provide one of three required software for fleet management/control room. Thus, ITDP agreed to provide the software, with the requirements that DKI Jakarta Government agreed to provide the control room and further, the whole Intelligent 	<p>Problems encountered:</p> <p>Actions:</p>

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			Traffic System (ITS). - BLU Transjakarta found difficulties to conduct bidding for software with quite high price since it will become inspection object.	
	Objective 5: Improve public information on BRT & public transport			
	TransJakarta communications with passengers via internet and SMS	On going	- ITDP assisted BLU TransJakarta communication division in maintaining the website and SMS center of Transjakarta by implementing trainings for BLU officers on the content management system and business plan of website. - ITDP together with Coca Cola Bottling Indonesia supported the SMS Reward programs in order to generate SMS traffic to Transjakarta service center. - ITDP supported trainings for BLU Transjakarta Public Relation Department in relation to website and SMS center services.	Problems encountered: Actions:
	Corridor 9-10 route launching public relations	Complete	ITDP arranged campaign to create awareness for corridor 9 & 10 through: <ul style="list-style-type: none"> - Press Conference - Media Visit along corridor 9 & 10 - Stickers placed at the rear window of the buses - Posters placed in some stations 	Problems encountered: Actions:

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			<ul style="list-style-type: none"> - Video regarding the benefits of choosing Transjakarta - Route maps 	
	BLU Frontliner Training and Reward	On going	<ul style="list-style-type: none"> - ITDP initiated the Front Liner of the Month Program, a show of recognition given by Transjakarta to an employee who provided the best service in-line with their Standard Operating Procedures (SOP). This event will motivate the entire employee to do the best in serving the users - Coca Cola Bottling Indonesia provided the reward for the best front liner in monthly basis, started on August 2010. ITDP also involved Transjakarta user's community (Suara Transjakarta) to select the candidates. - The first front liner of the month announcement was held through a ceremonial event which was conducted in August 2010. The press release regarding this program was distributed to the media. The full report of activities can be found at <i>Annex 1, 005 BLU TransJakarta Front liner of the month</i> 	<p>Problems encountered:</p> <p>Actions:</p>
	Promotional Campaign to 5 school	On going	<ul style="list-style-type: none"> - ITDP together with Jakarta Citizen Forum (FAKTA) organized some contest and campaign activities on National Children's Day Commemoration that were attended by school children in Jakarta and DKI Jakarta Governor, Fauzi Bowo on 1st August 2010. 	<p>Problems encountered:</p> <p>Actions:</p>

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			<ul style="list-style-type: none"> - ITDP has prepared some campaign material for children. 	
	DPRD Campaign with 3 Articles from them in Media	On going	ITDP has met 2 DKI Jakarta Parliaments Member of D Commission. Those members has agreed and encouraged the establishment of BUMD for Transjakarta management, also support the idea to develop Local Regulation on BUMD and TransJakarta System Management.	<p>Problems encountered:</p> <p>Actions:</p>
	DKI Jakarta Media Strategy Training	On going	<ul style="list-style-type: none"> - ITDP assisted DKI, especially the Land Transportation Agency (Dishub) in dealing with media especially related to Corridor 9 and 10. ITDP assisted Dishub in running two media visits and press conferences to show Corridor 9 and 10 preparations. - ITDP has provided some interviews by electronic and printed media regarding to Jakarta transportation system, especially about Transjakarta. 	<p>Problems encountered:</p> <p>Actions:</p>
	Objective 6: Establish Mechanism for Creating Feeder System for TransJakarta			
	Improved Public Transport Demand Estimates	On going	<ul style="list-style-type: none"> - Based on bidding evaluation, ITDP and the Government of DKI Jakarta agreed to appoint KPMG in consortium with Steer Davies Gleave (SDG) for conducting a comprehensive route rationalization and 	<p>Problems encountered:</p> <p>Actions:</p>

	Output/Service (as listed in the approved project document)	Status (Complete/ On Going)	Description of work undertaken during the reporting period	Description of problems encountered; Issues that need to be addressed; Decisions/Actions to be taken
			feeder study. - ITDP commissioned SDG to update public transport model for Jakarta. Demand Matrices and networks were updated through several data collections and surveys to passengers during November – December 2010. The updated demand model will then be used and tested for future scenario development. - Coordination with JICA that have been doing JUTPI had been developed. It was expected to gain some data from JICA among others are traffic count, speed/travel time, results of mini person trip survey and topography survey, vehicle and person tracking survey (with GPS), commuting data, population, household income, etc.	
	Business Model & License Valuation for Private Bus Operator	On going	ITDP assisted KPMG to meet with various stakeholders to capture the existing conditions of the bus operations in Jakarta as well as their point of view regarding what should be done to improve public transportation. Meetings include with BLU Transjakarta, Transjakarta operators, National Government and various DKI Government and also several associations.	Problems encountered: Actions:
	Training of Private Operator Routing Reform	On going	Preparation of the training to the operator during the routing transitional period was undertaken. Plan to do the training is currently	Problems encountered: Actions:

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			being set-up by the consultant.	
	Pilot Bus Feeder Routes	On going	<ul style="list-style-type: none"> - Dishub is currently preparing a short and simple feeder pilot project (similar with shuttle service) for three routes connected to some busway stations. - Roundtable discussions to find out the relevant solutions for the feeder services were held by Jakarta government with ITDP giving significant inputs to the discussions. 	<p>Problems: Dishub's pilot project on feeder services has not been implemented due to the matters institution set up and ticketing system.</p> <p>Actions: Participate in discussion for preparing the institution and ticketing system for pilot project of feeder system.</p>
	Objective 7: Evaluate & and Implement Transport Demand Management Measures to Reduce Private Motor Vehicle Use			
	Strategic Paper for Implementing Road Pricing	On Going	<ul style="list-style-type: none"> - ITDP supported coalition of NGOs, the Transport Demand Management (TDM) coalition, to develop strategic paper for implementing road pricing in Jakarta. The TDM Coalition conducted serials Focus Group Discussion (FGD) with stakeholders on ERP and developed academic paper on ERP as scientific basic to create Local Regulation on ERP. - The DKI Jakarta Government prepared to implement ERP by formed a special team on ERP that consisted of representatives 	<p>Problems encountered:</p> <p>Actions:</p>

	Output/Service (as listed in the approved project document)	Status (Complete/ On Going)	Description of work undertaken during the reporting period	Description of problems encountered; Issues that need to be addressed; Decisions/Actions to be taken
			from academics, government, NGOs and DKI Jakarta Transport Council. - ITDP prepared to send some members of TDM Coalition to participate in the LTA training on ERP in Singapore which will be conducted in early January 2011.	
	Draft of Local Regulation on Road Pricing	On going	- The TDM Coalition has developed the Draft of Local Regulation on ERP which was completed through series of discussions with the stakeholders among others MoT, Minister of Finance (MoF), academes, etc. The academic paper on ERP provided at <i>Annex 3, TechInfo 007 Final Academic Paper of ERP</i> - TDM Coalition submitted the draft of ERP Local Regulation to the Jakarta Secretary Assistant for Economics and Head of DKI Jakarta Transportation Agency. - The Assistant for Economics agreed to facilitate a meeting between TDM Coalition with parliament members to gain support on ERP implementation.	Problems encountered: Jakarta Local Regulation on ERP could not be applied if the national government has not issued the legal basis of ERP implementation. The Ministry of Transportation (MoT) is still developing the Government Regulation as legal basis to implement ERP in Indonesia. Actions: Monitor the progress and take the opportunity for providing input to the development of National Government Regulation on road pricing policy.
	Socialization of Road Pricing Concept	On going	- Some media briefings have been conducted by the TDM coalition in order to introduce the ERP concept based on academic paper and draft of local regulation on ERP. - TDM Coalition members participated in a ERP workshop which was conducted by DKI Jakarta Government facilitated	Problems encountered: Actions:

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			by Mitsubishi based on their success experience on providing some tools for ERP in Singapore	
	Strategic Paper for Implementing Parking Policy Reform	On going	ITDP supported TDM Coalition to develop a strategic paper for implementing parking policy reform. Therefore, TDM Coalition has conduct serials FGD with expert and stakeholders to develop academic paper on parking. TDM Coalition also conducted some media briefings to disseminate the concept of parking policy reform.	Problems encountered: Actions:
	Draft of Local Regulation on Parking Policy Reform	On going	<ul style="list-style-type: none"> - TDM coalition has developed Draft of Local Regulation on Parking Policy Reform, this draft has already discussed with some stakeholders, including the DKI Jakarta Parking Implementation Unit (UPT Parkir), that also developed Draft of Local Regulation, however some concepts of parking reform from TDM Coalition have been adopted in the UPT Parkir's Draft. - TDM Coalition submitted the draft of Local regulation on Parking Policy Reform to the Head of DKI Jakarta Transportation Agency. 	Problems encountered: Actions:
	Objective 8: Improve Pedestrian and NMT Facilities in Center and Along Corridors			

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	NMT Seminar with Developer	On going	North Jakarta City Government has initiated a plan to organize developers to build bike lanes. This initiative is considered to be in line with bike lane location as a pilot project.	<p>Problems encountered: The pilot project of bike lane has not been implemented, awaiting for Governor decision</p> <p>Actions: ITDP to keep promoting the needs of bike lane provision</p>
	Pedestrian awareness campaign	On going	ITDP has distributed “Our Cities Ourselves,” the booklet regarding urban development, to all media and stakeholders (local and national government officials, NGOs, partners, etc) in order to raise the awareness of shaping a livable city (including the importance of good pedestrian quality).	<p>Problems encountered:</p> <p>Actions:</p>
	Independent pedestrian sidewalk condition survey	On going	<ul style="list-style-type: none"> - Pedestrian study near busway stations was completed. 10 priority locations to be constructed had been determined based on the considerations of level of usage, level of damage, design of pedestrian sidewalk, facilities and land use. - ITDP has provided Detail Engineering Design (DED) to improve sidewalk along Harmoni Station to Kota Tua pedestrian area, completed report provided at <i>Annex 3, 004 Progress Survey Harmoni Kota</i>. Related government agencies, such as DKI Jakarta Development Planning Agency (Bappeda), DKI Jakarta Spatial Planning Agency, DKI Jakarta Energy and Industry Agency, DKI Jakarta Urban Park Agency 	<p>Problems encountered: Difficulties to obtain permit from private building’s owner to improve sidewalks at their arcade area along Harmoni – Kota</p> <p>Actions: Public works Agency will negotiate with the private building’s owners to get their permit</p>

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			<p>and DKI Jakarta Public Works Agency has involved and facilitated some meetings to give some input and improve the design. Therefore, those agencies have agreed with the final DED.</p>	
	<p>Plan for pedestrian improvement with 2011 budget allocation</p>	<p>On going</p>	<ul style="list-style-type: none"> - The development process of pedestrian pilot project DED, Harmoni – Kota Tua involved Public Works Agency, Park Agency and Transport Agency which was aimed the required construction budget will be allocated in 2011 APBD through such agencies. - ITDP and consultant conducted a survey and internal workshop to capture the existing condition of pilot project route along Harmoni – Kota. 	<p>Problems encountered:</p> <p>Due to delay finalization of the DED of pedestrian pilot project, the involved agencies were not able to propose its budget construction for 2011 APBD</p> <p>Actions:</p> <p>Further approach to Jakarta Planning & Development Agencies (Bappeda) will be conducted to propose the pedestrian construction budget provided through APBD changes or Additional Budget Allocation (ABT, in August 2011)</p>
	<p>North Jakarta bike lane</p>	<p>On going</p>	<p>The North Jakarta Government, has agreed to implement bike lanes at some area in North Jakarta, such as:</p> <p>Kelapa Gading, Mangga Dua, Pantai Indah Kapuk and Ancol</p> <p>After consideration of integrated BRT and Bike lanes, the North Jakarta Government proposed bike lane around Mall Kelapa</p>	<p>Problems encountered:</p> <p>The implementation of this program has not been approved by Bappeda due to delay proposal submission from the North Jakarta Government.</p> <p>Actions:</p> <p>To assist the North Jakarta</p>

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			Gading (MKG) areas, since the MKG developer has committed to improve NMT around MKG.	Government to gain Bappeda approval on proposed NMT program.
	Bike parking at BRT station – 1 pilot	On going	The station makeover DED has considered and included certain space and design for Bike Parking at Harmoni Station. This design has been approved by the DKI Jakarta Transportation Agency and BLU TransJakarta, thus to be applied in early 2011.	Problems encountered: Actions:
	Objective 9: Dissemination and Outreach to Other Cities			
	Pekanbaru Institutional Strengthening by Creation of full BLU for TransMetro Pekanbaru	Complete	<ul style="list-style-type: none"> - Intensive approach had been conducted to the City Major of Pekanbaru and all involved agencies to convince the need to strengthen the institution of Transmetro to become a Full BLU. - ITDP with consultant help (PPM) facilitated the preparation of required documents and assisted in drafting required regulations for establishing a Full BLU of Transmetro which consist of City Major Regulation on full BLU, City Major Regulation on Assessment for working units that implement full BLUD, City Major Decree on Stipulation of Technical Unit of Urban Transit Management to implement full BLUD. 	Problems encountered: Actions:

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	Pekanbaru Management Training Courses	Complete	Training for Business and Budgeting Plan had been conducted through two phases : <ul style="list-style-type: none"> - Phase I was conducted on 24-25 August 2010 and attended by the representatives of Pekanbaru Transportation Agency, Riau Province Transportation Agency, and Riau Province Development Planning Agency. - Phase II was conducted on 21 – 23 October 2010 and Attended by representatives from Legal Bureau, Finance Bureau, Logistic Bureau, Riau Province Development Planning Agency and Transportation Agency. 	Problems encountered: Actions:
	TransMetro Pekanbaru Improved Contracting Documents	On going	ITDP and Consultants have developed some documents such as: <ul style="list-style-type: none"> - Good Governance Code of Conduct and Business Plan - SOP and HR system - Minimum service standard document - Financial Model - - Asset inventory for TransMetro 	Problems encountered: Those documents has been submitted and still waiting for City Major Decree. Actions: ITDP will conduct serials meeting to endorse the City Major Decree
	Develop Control System for TransMetro Pekanbaru	On going	<ul style="list-style-type: none"> - GPS has become part of ticketing system. - TransMetro tracking system can be monitored from website: www.transmetropekanbaru.com. - CCTV provided at each intersections to monitor general transport activities in Pekanbaru, not particular used for TransMetro 	Problems encountered: The TransMetro website, doesn't properly maintained Actions: ITDP includes website maintenances and update in Minimum Standard Service (MSS).

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			<ul style="list-style-type: none"> - ITDP with consultant has conducted one day training on 24 September 2010 regarding bus maintenance and checking procedures; standard checklist for buses before running; detailed and specific training for bus maintenance by Hino manufacturer - ITDP in cooperation with Land Transport Department and GTZ facilitated a two day workshop on Lesson Learned from BRT practices in Bogota by inviting the former Bogota Major, Enrique Penalosa. 	
	Public Relations for TransMetro Pekanbaru in Community	On going	<ul style="list-style-type: none"> - ITDP has prepared some campaign materials regarding Transmetro and disseminated to some schools and universities. - ITDP in collaboration with Dephub and GTZ conducted a Transit Forum and BRT Workshop with Mr. Penalosa as a key speaker. The objective of the workshop is to share experience and knowledge on BRT system to government officials of Pekanbaru City and from other 12 cities. Event report can be found at <i>Annex 1, 010 Kick-off Meeting of "Study on Preparation of BLU Transmetro Pekanbaru Establishment" and Signing Contract for this project,</i> - ITDP supported the production of campaign materials regarding Transmetro Pekanbaru to be placed in the Riau Expo which was 	Problems encountered: Actions:

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			<p>conducted in August 2010. Riau expo was conducted in order to celebrate 53th Riau Province anniversary.</p>	
	Bicycling Promotion in Pekanbaru	On going	<ul style="list-style-type: none"> - ITDP has prepared some campaign materials and programs to increase awareness and promote integrated NMT with BRT in Pekanbaru, which will be implemented in early 2011. - ITDP participated in the event of “Riau Bersepeda” or “Riau Cycling” which was opened by Riau Governor. This event promoted the use of bicycles, which involved hundreds of participants from different ages, different type of bicycles and different interests. 	<p>Problems encountered: Actions:</p>
	DED for Corridor 3	Completed	<ul style="list-style-type: none"> - ITDP recruited PT. Perencana Djaya (PEDE) for developing DED for BRT Corridor 3 Trans Metro Pekanbaru. Three (3) alternative designs, with different cost of construction were proposed. Basic consideration of these designs should meet requirements, such as material strength, choice of materials which depends to the budget provided by city government of Pekanbaru. - PEDE draw 1 scenario of pedestrian crossing based on the recommendation given by international expert, Pedro Szasz. This scenario is to counter the plan from city government to construct the pedestrian 	

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			crossing bridge, rather than to make more reliable construction, because they insist to build the pedestrian crossing bridge, specifically at busy roads, besides for safety reason. This crossing bridge will be constructed by private sectors and advertisement as the compensation for them. <ul style="list-style-type: none"> - PT. Surveyor Indonesia was assigned to conduct a topographical survey for BRT Corridor 3 Trans Metro Pekanbaru in order to make cross-section drawing at the location of each bus stop and surrounding area. 	
	Project Management			
	Staffing, Planning & Others	On going	Staff Management: Three new staffs were recruited: <ul style="list-style-type: none"> - An Environmental Specialist to support environmental calculation and to prepare project reports. - A Program Manager for Pekanbaru to develop some activities and works of TransMetro Pekanbaru. - A Transport Specialist to support surveys and data analysis. Work Program and Planning Work program of 2010-2011 was adjusted in accordance with the recommendations of mid-	Problems encountered: Actions:

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			term evaluator and Project Steering Committee meeting. Project Steering Committee (PSC) Meeting <ul style="list-style-type: none"> - A new City Secretary (Sekda), Fajar Panjaitan, has been inaugurated and automatically become the chairman of Project Steering Committee. ITDP met the new SEKDA and introduced the project and the team members. - The latest PSC meeting on 23 December 2010, chaired by DKI Jakarta Economic Assistant, Mr. Hasan Basri and attended by the Task Manager of UNEP, Mr. Peerke de Bakker, focused on the implementation of 58 recommendations from the Mid Term Evaluation. 	
	Emissions Benefits of Busway	On going	<ul style="list-style-type: none"> - The methodology and data for calculating project GHG reduction was reviewed to better show the actual impact of shifting from private motor vehicles and non-BRT public transport modes to BRT - ITDP has calculated total GHG emission reduction from July – December about 19.590 TCO₂, while yearly GHG emission reduction from January to December is about 37.180 TCO₂. 	Problems: Actions:
	Others		Supported and actively participated in the discussions regarding; <ul style="list-style-type: none"> - Action Plan on how to solve Jakarta's 	

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			congestion problems with all respective ministers (Transportation, Public Works, National Planning Bureau, Internal Affairs) which was organized by UKP4 (the Presidential Working Unit for Development Supervision and Control) - Development of emission reduction data which was organized by National Council on Climate Change and Jakarta Environmental Agency.	