



ITDP
Institute for Transportation
& Development Policy

UN
environment
programme


german
cooperation
DEUTSCHE ZUSAMMENARBEIT

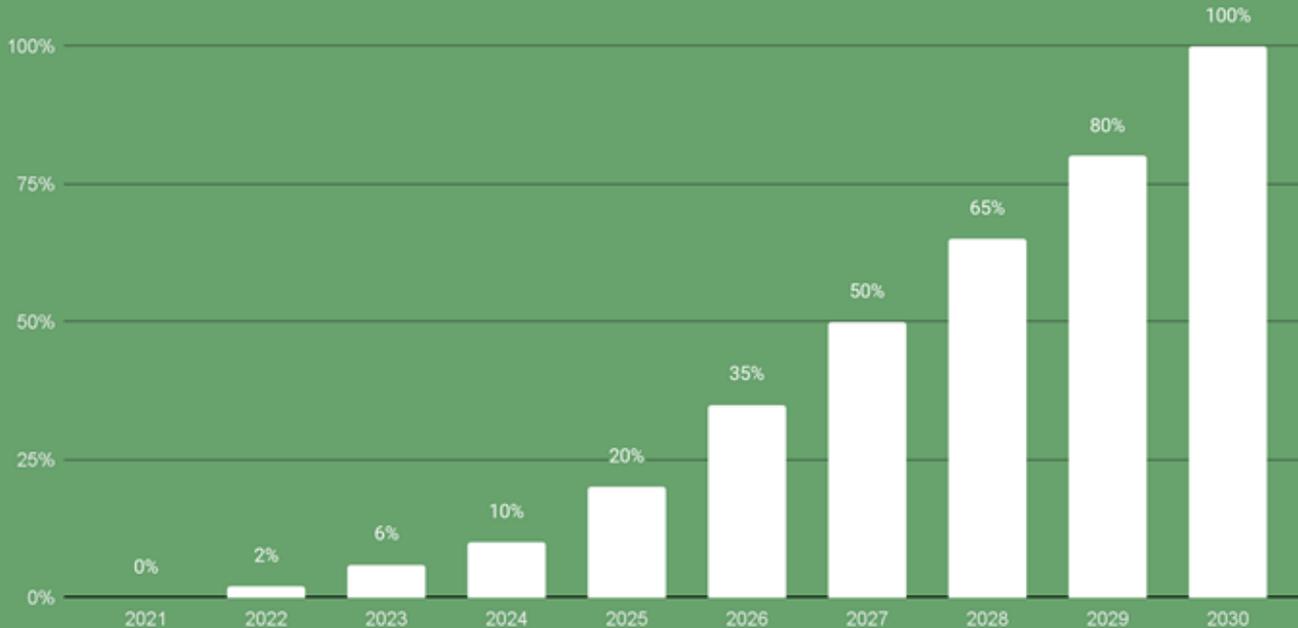
E-Mobility as a Driver for Change: Towards A Gender Transformative and Just Transition To Electric Mobility

Implementation Report for the Implementation of Transjakarta Academy Women Empowerment Program

Background: Transjakarta Electrification Target



10,047 electric buses



Based on Governor Decree 1053/2022 on Guidelines for **Accelerating the Use of Battery Electric Buses in Transjakarta Services**, Transjakarta will:

Electrify a total of **10,047 (100%) Transjakarta fleets by 2030**, with 50% of the fleets are electric by 2027.

Currently Transjakarta operated **420 electric buses** from total **5,148 units bus**.

Demografi Karyawan Berdasarkan Direktorat

Employee Demographics by Directorate

Uraian Description	2024				2023				Kenaikan (Penurunan) Increase (Decrease)	
	L/M	P/F	Jumlah Total	%	L/M	P/F	Jumlah Total	%	Jumlah Total	%
Keuangan, SDM, dan Umum Finance, HR, and General Affairs	206	53	259	4,01	208	56	264	4,05	(5)	(1,89%)
Operasional dan Keselamatan Operations and Safety	3.501	162	3.663	56,07	3.268	164	3.432	52,62	231	6,73%
Bisnis dan Pemanfaatan Aset Business and Asset Optimization	260	365	295	4,56	1.665	691	2.356	36,12	(2.061)	(87,48%)
Sistem Teknologi Informasi dan Pelayanan IT System and Services	1.508	661	2.169	33,55	357	28	385	5,90	1.784	463,38%
Utama President Director's Office	36	43	79	1,22	45	40	85	1,30	(6)	(7,06%)
Jumlah Keseluruhan Grand Total	5.511	954	6.465	100,00	5.543	979	6.522	100,00	(57)	(0,87%)

Keterangan | Remarks: L: Laki-laki | Male P: Perempuan | Female

There is a gender imbalance in Transjakarta staff, in 2024, for operations and safety, it was **96% Male and 4% Female**.

This may suggest potential barriers for entry in this field, and the **need to attract more women in these fields, starting from educational institutions**.



ITDP
Institute for Transportation
& Development Policy

UN 
**environment
programme**


**german
cooperation**
DEUTSCHE ZUSAMMENARBEIT

Batch 1 Transjakarta Academy

The Foundation –
Where the Initiatives
Should be Looked
Forward

Batch 1 Overview



Aspect	Description
Objective	Crucially aiming to increase women's workforce participation beyond Transjakarta's current 1%.
Applicant Requirements	SIM A (driving license)
Total Applicant	122 applications
Program Design	22 days, include in-class session & practical session; 22 November 2024 to 24 December 2024
Attendees & Outcomes	23 recruited (83% grad rate); 15 participants have been officially employed by Transjakarta
Stakeholders	Human Resources Division, Transjakarta's in-house instructors, Environment, Health and Safety (EHS) division



Basic First Aid Class from Batch 1 (Transjakarta, 2024)



Participants from Batch 1 (ITDP, 2024)

Recruitment

Program Design

After Program

1

Clear information, relatable messaging, and wider outreach channels are crucial to **attract and retain more women in the Transjakarta e-bus ecosystem.**

Access to Information

Content

Suggest to add:

- Program overview, age, education** requirements, and program **duration**
- Requirement of **full-time commitment** during the training period
- Engaging call to action to **encourage women to participate**

Accessibility

To gain **broader information and accessibility**, the recommendations are as follows:

- Consideration to use **'pengemudi'**, instead of 'pramudi'. As Pramudi is only relevant in Transjakarta Ecosystem
- Utilizing **more channels on social media** (Tiktok, Instagram, Facebook) and **offline media**, such as pamphlets or poster on stations or bus.



Participants from Batch 1
(Transjakarta, 2024)

Recruitment

Program Design

After Program



Participants from Batch 1
(Transjakarta, 2024)

2

Setting clear criteria—ages 20–45, minimum high school education, and at least one year of SIM A **ownership**—ensures candidates possess the maturity, literacy, and driving experience needed to safely and effectively operate e-buses and adapt to new technology.

Applicants Criteria

Age

Suggest a range of **20-45 y.o.** reflecting:

- Compliance toward the SIM B1 with minimum age to apply 20 y.o.
- Emotional and physical maturity
- Capability to adapt with the new technology (max 45 to ~50)
- Fitness level

List of Recommendations on the Batch 1

Recruitment

Program Design

After Program



Participants from Batch 1
(Transjakarta, 2024)

Applicants Criteria

Education

Suggest an education background minimum **Senior High School (SMA)**, reflecting:

- Higher competency level in literacy, technical numeration, and digital ability to grasp better instruction especially to run e-bus technology (e.g. energy consumption, risk mitigation)
- Higher cognitive and emotional maturity
- Compliance with minimum requirement needed by BNSP (national certification agency)

Driving License

Suggest a possession of minimum **SIM A**, reflecting:

- Compliance to drive a car – expressing an experience in driving 4-wheelers
- SIM A (minimum a year) is a stage to enable the potential driver to possess SIM B1/B1 Umum

List of Recommendations on the Batch 1

Recruitment

Program Design

After Program

3

Prioritizing offline, structured, and compact classes—with added practical hours and modules on **e-bus ecosystem, gender mainstreaming, and disability inclusion**—will strengthen learning quality, real-time feedback, and readiness for broader implementation.



In-class & Practical Training Program
(Transjakarta, 2024)

Class Implementation

Class Format	Preferably offline format , considering: <ul style="list-style-type: none">a. Fit with available learning ecosystemb. Enable prior assessment and real-time feedback to refine the class format and delivery in future for wider accessibility
Learning Period	Preferably compact and concise learning with additional notes on: <ul style="list-style-type: none">a. Add more hours for practical learning modelb. Fixed class schedule
Learning Materials	Suggested to add “ Introduction to E-Bus Ecosystem ”, “ Gender Mainstreaming ”, and “ People with Disability Handling Mechanisms ”

Recruitment

Program Design

After Program



In-class & Practical Training Program
(Transjakarta, 2024)

4

Strengthening readiness-to-work through aligned assessments, nationally recognized certification, and ongoing alumni and industry feedback will ensure program graduates are qualified, connected, and supported in accessing broader employment opportunities.

Readiness to Work and Availability of Working Opportunities	
Ready to Work Assessment	<p>Suggest to link and match the test and/or assessment to meet the requirement of potential users, considering:</p> <ul style="list-style-type: none"> a. Include psychological and medical exams in the selection criteria to identify non-qualified candidates early b. Provide remedial or follow-up programs for candidates who do not meet medical or psychological standards c. Work in collaboration with bus operators to connect the needs of new hiring with the program
Certification	<p>Suggest to elevate the skills certification to be acknowledged by the national certification body (i.e. BNSP) which will help to connect with larger opportunities</p>

Recruitment

Program Design

After Program



In-class & Practical Training Program
(Transjakarta, 2024)

4

Strengthening readiness-to-work through aligned assessments, nationally recognized certification, and ongoing alumni and industry feedback will ensure program graduates are qualified, connected, and supported in accessing broader employment opportunities.

Readiness to Work and Availability of Working Opportunities

Monitoring and Evaluation

- Suggest to enable **alumni monitoring and evaluation system**, by establishing:
- Alumni tracker platform
 - Periodic alumni forum for feedback to the class development
 - Periodic users forum for feedback to the class development



ITDP
Institute for Transportation
& Development Policy

UN
environment
programme



german
cooperation
DEUTSCHE ZUSAMMENARBEIT

Batch 2 Transjakarta Academy

The Pilot on Delivering
E-bus Introduction and
Gender Mainstreaming in
the Curriculum

Batch 2 Overview



Aspect	Description
Objective	Prepare well trained women bus drivers; Introduction to E-bus ecosystem
Applicant Requirements	Female, min. 20 years & max. 40 years, min. high school diploma/equivalent, SIM A license, certificate of good health , drug-free certificate, work experience as a driver (priority)
Total Applicant	A total of 97 people registered, and 40 candidates were shortlisted for the interview
Program Design	23 days, include in-class session & practical session, from 15 September 2025 to 15 October 2025
Attendees & Outcomes	15 recruited (87% grad rate)
Internal Stakeholders	Human Resources Division, Master Driver, TJ Service Division, TJ IT Division, TJ Handling Division, TJ HSE Department
External Stakeholders	UNEP, ITDP, Faculty Member, UN Women, Kalyanamitra, Aviation Medical Examiner, Indonesian National Police & Indonesian National Armed Forces, International Test Center, PT Selaras Alam Sena, VKTR, Mayasari Bakti

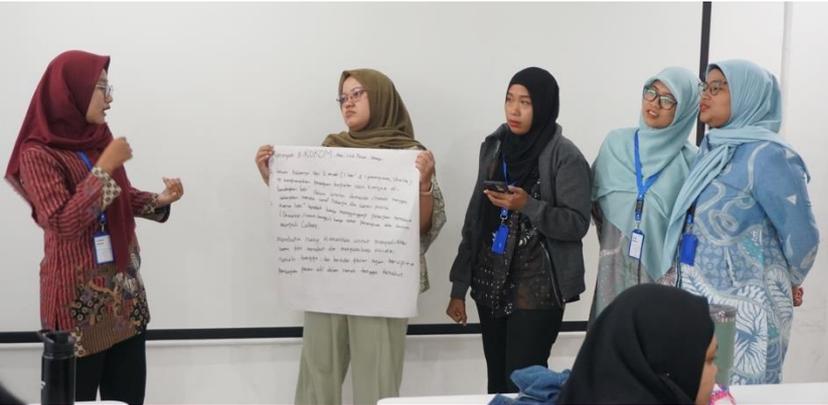


Entire Participants from Batch 2 (ITDP, 2025)



Practical training from Batch 2 (ITDP, 2025)

Gender Equality & GBV Highlights



Gender Equality Class (ITDP, 2025)



GBV Class (ITDP, 2025)

- In collaboration with **UN Women Indonesia, Kalyanamitra, and Ministry of Women Empowerment and Child Protection** to prepare and deliver the materials.
- The class was developed to **equip students with knowledge and practical steps** to identify, prevent, and respond to gender-based violence and sexual harassment in public transport settings.

“

The most exiting lessons for me were in Service Excellence and Gender Equality. Because it's true that women must keep progressing. Women can play multiple roles, they can be homemakers, and they can also be heads of households.

”

(Novia, Batch 2 Participant)

Electric Vehicle Highlights



Electric Vehicle Class (ITDP, 2025)



Participant Operating the Electric Bus (ITDP, 2025)

- In collaboration with Mayasari Bakti and VKTR to conduct e-bus introduction and bus depo visit.
- For the **E-Bus Product Knowledge** session, findings from ITDP's 2022 *Monitoring of the Transjakarta E-Bus Pilot* were incorporated into the training materials prepared by Transjakarta.

“

When I was at the electric bus depot, I had the opportunity to start the electric bus. Its transmission is automatic. The bus feels comfortable, smooth, and not noisy.

”

Yuanita, Batch 2 Participant

Vulnerable Group Handling Highlights



Role Play in Vulnerable Group Handling Class (ITDP, 2025)



Presentation in Vulnerable Group Handling Class (ITDP, 2025)

- To strengthen **inclusivity** throughout the mobility process, UNEP & ITDP recommended developing a dedicated module on **servicing vulnerable groups**.
- ITDP initiated collaboration with the **Transjakarta Service Division** to prepare the in-class training materials.

Based on data released in September 2024, it was about 20,053 trips were made by people with disabilities; and there were 546,805 trips made by elderly using Transjakarta.



ITDP
Institute for Transportation
& Development Policy

UN
environment
programme



Conclusion

A Takeaway for Sustainable
Transjakarta Academy:
**Enabling Just Transition
in Bus Electrification
Ecosystem**

Transjakarta Academy has identified as a strategic entry-point for wider women participation in E-Mobility.

Nevertheless, Clearer access, flexible learning, and strong partnerships will scale up women's participation for a just, inclusive e-bus transition.

Key takeaways for future inclusive Transjakarta Academy.

- 1 Strengthen access through transparent, multi-platform outreach and longer recruitment periods.
- 2 Broaden entry via RPL or Pre-Academy and partnerships for women's driver licensing.
- 3 Enhance inclusivity through flexible class formats, accessible facilities, and multimedia learning.
- 4 Sustain impact through collaborations and ToT on e-bus ecosystem, gender equality, and Gender-based Violence.



ITDP
Institute for Transportation
& Development Policy

UN 
**environment
programme**


**german
cooperation**
DEUTSCHE ZUSAMMENARBEIT



Thank you.

