

ANALYSIS OF GOVERNMENT COORDINATION AND POLICY CHALLENGES IN THE DEVELOPMENT OF MRT JAKARTA

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ABSTRACT

The development of MRT Jakarta represents a significant infrastructure project aimed at improving urban mobility in Indonesia's capital. This study examines the impact of national and local government coordination on policy implementation and identifies the key challenges arising from government policies. Using the frameworks of good governance, government partnership, and policy implementation, the research explores how intergovernmental collaboration influences decision-making, financial governance, and regulatory enforcement.

Findings reveal that while national and local government coordination has facilitated funding allocation, regulatory oversight, and strategic planning, several obstacles hinder effective policy execution. Bureaucratic inefficiencies, fragmented decision-making, and rigid financial structures tied to Japan's Official Development Assistance (ODA) loans have resulted in delays in fund disbursement and project execution. Additionally, land acquisition disputes, unclear legal frameworks, and political misalignment between central and regional authorities have further complicated the implementation process. These challenges demonstrate the need for improved intergovernmental collaboration to enhance project efficiency and sustainability.

To address these issues, the study recommends streamlining bureaucratic procedures, enhancing financial flexibility, and developing structured intergovernmental frameworks to improve coordination and accountability. Strengthening land acquisition policies and implementing risk mitigation strategies for political transitions are also essential for ensuring long-term project sustainability. By overcoming these governance and policy implementation challenges, MRT Jakarta can serve as a model for future urban transportation projects, contributing to a more integrated and sustainable public transport system in Indonesia.

Keywords: MRT Jakarta, policy implementation, government coordination, public transportation, urban mobility, good governance, government partnership, land acquisition challenges, financial governance, bureaucratic inefficiencies.

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INTRODUCTION

As the capital city of Indonesia, and situated on the populous island of Java, DKI Jakarta stands as one of Southeast Asia's most expansive and densely populated urban centers in the world. Based on the Governor Regulation Number 171 of 2007, DKI Jakarta spans an impressive total area of 662.33 square kilometers, encompassing five distinct municipalities: West Jakarta, North Jakarta, South Jakarta, Central Jakarta, and East Jakarta. This vast geographical area, however, met with an equally significant demographic presence. According to data retrieved from the Population and Civil Registration Service, as of 2022, the city was home to a staggering 10,679,951 residents, a figure that includes approximately 4,380 foreign nationals. The confluence of substantial land area and a burgeoning populace results in a remarkable population density for the city, which currently stands at an astonishing 16,882 people per square kilometer. This density, calculated based on the 2020 population projection from the Badan Pusat Statistik (BPS), presents both opportunities and challenges for the metropolis.

According to TomTom Traffic Index, By 2023, Jakarta's congestion level was 53%, indicating that a 30-minute trip during free-flow traffic would take approximately 45.9 minutes during peak hours. Historical records from the World Population Review show that traffic in the 1950s and 1960s was chaotic, despite the lower number of vehicles on the road compared to today. The rapid urbanization and motorization of Jakarta since President Soekarno's era have compounded the problem. The city's population has grown

from approximately 2.9 million in 1960 to over 11.4 million in 2024.

The ever-increasing population also results in an increase in the number of movements or mobility of society. If there is a bottleneck in traffic which is indicated by 13 the vehicle not moving then it is called a traffic jam. According to the World Resources Institute (WRI) Indonesia, one of the main causes of traffic congestion in Jakarta is the preference for private vehicles over public transportation. WRI Indonesia notes that public transportation usage remains low, with only 19.8% of Jakarta residents and 20% of suburban residents relying on it, leading to severe congestion in the Greater Jakarta area). There are those who think it is uncomfortable, the travel time is too long, the transportation capacity is not enough, and various other reasons. Apart from that, Jakarta is also intensively building infrastructure, making traffic jams worse. The number of private transport users tends to continue to increase from year to year, which is not supported by adequate infrastructure development (Deloitte Mobility Index, 2020).

With the problems that occurred, the DKI Jakarta Government created a policy to overcome this congestion. The innovation created is new public transportation aimed at the public interest, namely Mass Rapid Transit commonly called MRT. MRT is a public transportation that can transport large masses of people at very high speeds. MRT can be a transportation solution for handling traffic jams in the city of Jakarta. The advantages of the MRT include accommodating many passengers in one trip, not causing air pollution, and punctuality of travel. With such a goal, MRT can be relied on as a solution to the congestion of public

transportation (Global Transport Knowledge Partnership, 2010).

The MRT offers a rapid and efficient mode of public transportation, providing an attractive alternative to private cars. With dedicated tracks and stations strategically located across the city, commuters now have a reliable means of navigating Jakarta's often chaotic road network. This not only reduces the number of vehicles on the road but also curtails the time spent in traffic jams, offering a significant improvement in daily commute times (Kusuma, 2020). The MRT's role in reducing traffic congestion is further underscored by its capacity. The system can accommodate a substantial number of passengers, providing a mass transit solution that can potentially take thousands of cars off the road during peak hours. This shift in travel behavior is instrumental in decongesting Jakarta's main city routes (Suprpto, 2021).

The idea of developing the MRT in Jakarta emerged in 1985 from the concept of BJ Habibie, who was then serving as the Minister of Research and Technology, as well as the head of the Agency for the Assessment and Application of Technology. This idea was later followed up by Sutiyoso during his tenure as the Governor of DKI Jakarta, with an initial concept for the construction of an underground railway system. However, the MRT development did not progress significantly due to the 1998 monetary crisis, which was rooted in weaknesses within the public sector or business (Eri Haryanto, 2020).

Jakarta's MRT development faces substantial challenges compared to the experiences of Singapore and Malaysia. The city's traffic congestion and rapid urban growth necessitate urgent solutions, but the project has been slowed by governance

issues, regulatory complexity, and technical difficulties in a densely populated city. According to PT MRT Jakarta, challenges in construction and tunneling are significant due to soft soil and sediment conditions across the city.

Jakarta's MRT development presents unique challenges that stem from governance, regulatory, and technical factors, which directly influence policy implementation and intergovernmental coordination. Effective collaboration between national and local governments is critical to overcoming these challenges, as seen in the experiences of neighboring countries like Singapore and Malaysia (Soh & Yuen, 2020). In Singapore, the Land Transport Authority (LTA) played a pivotal role in aligning national and local policies, ensuring streamlined decision-making and efficient implementation (Tang & Lo, 2019). By comparison, Jakarta's MRT development has faced obstacles such as overlapping regulations, unclear roles among institutions, and fragmented responsibilities, which hinder policy execution (Abubakar & Handayani, 2021).

The policy challenges encountered in Jakarta's MRT system stem from complex land acquisition processes, bureaucratic inefficiencies, and inconsistent regulatory frameworks that require better coordination mechanisms (Rukmana, 2020). Without strong coordination, delays and budget overruns become inevitable, as witnessed in the first phase of MRT Jakarta's construction (PT MRT Jakarta, 2023). The experience of Malaysia's MRT, which benefited from a centralized approach under the Mass Rapid Transit Corporation (MRT Corp), provides valuable insights into how Indonesia could enhance intergovernmental collaboration to

expedite MRT projects (Rahmat & Ismail, 2018).

Therefore, understanding how national and local governments coordinate their efforts is essential in determining the effectiveness of policy implementation for Jakarta's MRT system. This research will examine the extent to which government coordination facilitates or hinders MRT development, while also identifying specific policy challenges that impact the project's progress. By analyzing these factors, the study aims to provide recommendations for improving governance structures and ensuring successful MRT expansion in Jakarta (Firman, 2021).

RESEARCH PROBLEM

1. How does the coordination between national and local governments affect the policy implementation and development of Jakarta's MRT system?
2. What are the challenges faced due to government policies in Jakarta's MRT system?

METHODOLOGY

Qualitative research is a method that focuses on understanding and interpreting phenomena through descriptive data in the form of written or spoken words, or through observing behavior (Creswell, 2014). This method seeks to explore the deeper meanings, experiences, and perspectives of individuals or groups involved in a particular event or subject. In the case of studying the policy implementation challenges of the second phase of Jakarta's MRT, a qualitative approach will provide rich, detailed insights into the complexities of the project.

Moreover, qualitative research allows for an exploratory approach to complex issues where little is known about the subject. In the case of Jakarta's MRT, qualitative methods will provide a platform for participants to share their personal experiences and stories, leading to a deeper understanding of how the policy impacts different social groups and the challenges involved in its implementation (Merriam, 2009). This open-ended inquiry is valuable when attempting to gain insights into the social, cultural, and political dimensions of transportation projects and urban development (Stake, 1995).

By focusing on qualitative methods, this research can provide a nuanced, human-centered analysis of the Jakarta MRT policy's effects, offering practical insights into the lived experiences of those involved or impacted by the project. This is crucial for identifying areas of improvement and enhancing future transportation policies in Jakarta.

In collecting data, several techniques are needed, namely: interviews with officials from the National Development Planning Agency (Bappenas), The Ministry of Transport, and PT MRT Jakarta will help understand the governance practices, policy implementation, and collaboration between different levels of government in the MRT project and literature studies with relevant data from official sources such as PT MRT Jakarta's operational reports, documents from Bappenas, and publications from the Provincial Government of Jakarta.

RESULT AND ANALYSIS

The Impact of National and Local Government Coordination on Policy Implementation of the Development of MRT Jakarta

Intergovernmental coordination plays a pivotal role in ensuring that fiscal management and regulatory frameworks are effectively implemented in large-scale infrastructure projects. Strengthening institutional cooperation, improving financial planning, and adopting best practices from international transit projects can enhance the efficiency and sustainability of MRT Jakarta's expansion.

1. Coordination

The development of MRT Jakarta highlights the role of coordination between national and local governments in ensuring effective policy implementation. Coordination in infrastructure projects is essential for aligning strategies, managing resources, and facilitating seamless collaboration among multiple stakeholders. In the case of MRT Jakarta, coordination involves various governmental institutions, including Bappenas (National Development Planning Agency), the Ministry of Transportation, and the DKI Jakarta provincial government. However, despite formal mechanisms of collaboration, the project has faced several challenges, including fragmented decision-making, financial disbursement delays, and inefficiencies in regulatory approvals.

One of the most significant challenges in MRT Jakarta's coordination framework is financial management. The funding for MRT Jakarta follows a 51%-49% cost-

sharing arrangement, with 51% covered by the DKI Jakarta provincial government through foreign loans primarily from the Japan International Cooperation Agency (JICA) and 49% financed by the central government via the Ministry of Transportation. While this financing structure theoretically ensures shared responsibility, the dependency on JICA loans has created rigid financial constraints. Since loan disbursements require approval from Japan's parliamentary system, delays in securing funds have affected project timelines.

Beyond financial coordination, land acquisition has been another critical challenge in MRT Jakarta's implementation. The responsibility for acquiring land falls on the Jakarta provincial government, yet disputes over land ownership, delays in compensation payments, and legal ambiguities have hindered project progress.

Another factor influencing intergovernmental coordination in MRT Jakarta is the political landscape. Changes in national and local government leadership have contributed to shifting policy priorities, affecting project continuity. Political inconsistencies often hinder large infrastructure projects, as changes in leadership may lead to shifts in project funding priorities or regulatory adjustments. Studies on policy implementation argue that long-term infrastructure planning requires political stability and policy continuity to ensure effective project execution (Peters & Pierre, 2016). In the case of MRT Jakarta, misaligned political agendas between national and local

governments have slowed decision-making processes and introduced uncertainties in project timelines.

While MRT Jakarta's implementation has been hampered by financial, legal, and bureaucratic constraints, its status as a priority infrastructure project has facilitated cooperation at the highest levels of government. Moving forward, strengthening formalized coordination mechanisms, improving financial governance, and establishing clearer policy frameworks will be essential in ensuring that Jakarta's MRT system continues to expand efficiently and sustainably.

2. Government Partnership

The development of MRT Jakarta relies on intergovernmental coordination, where national and local governments collaborate to ensure effective policy execution, resource allocation, and project delivery. This coordination is crucial in overcoming infrastructure challenges and integrating the MRT system into Jakarta's broader transportation strategy. However, as Mazmanian and Sabatier (1983) argue, policy implementation is most effective when there are clear directives, structured coordination mechanisms, and well-defined roles across government levels. In the case of MRT Jakarta, while formal cooperation mechanisms exist, bureaucratic inefficiencies, political divergences, and fragmented decision-making have hindered the project's timely execution. The following analysis evaluates the mechanism of cooperation, the distribution of responsibilities, and the impact of intergovernmental coordination on

decision-making and project execution.

The division of responsibilities between national and local governments is crucial for ensuring that the MRT project progresses smoothly. The MRT follows a 51%-49% funding structure, with 51% covered by the DKI Jakarta provincial government and 49% by the central government through the Ministry of Transportation. This financial arrangement reflects Siemiatycki's (2012) argument that large infrastructure projects require structured funding mechanisms with clear cost-sharing agreements.

Land acquisition remains one of the most challenging aspects of policy implementation in MRT Jakarta. The responsibility of acquiring land falls on the Jakarta provincial government, yet unclear property rights, disputes with private landowners, and compensation delays have hindered project execution. According to Rukmana (2020), land acquisition is a recurring issue in Indonesian infrastructure projects due to outdated land records, resistance from private owners, and unclear regulatory frameworks.

While the central and regional governments share a common goal of developing MRT Jakarta, political affiliations and policy priorities have occasionally caused delays in decision-making. Mazmanian and Sabatier (1983) argue that political stability is essential in ensuring continuity in policy implementation. In Jakarta, however, changes in political leadership and differing political agendas have led to shifts in project commitments.

3. Policy Implementation

The implementation of MRT Jakarta policies involves translating government decisions into concrete actions to develop an effective urban transport system. Successful policy implementation depends on clear policy goals, efficient resource allocation, strong inter-agency coordination, and capable local government execution. However, delays, bureaucratic inefficiencies, and coordination challenges have hindered the project's execution. These obstacles highlight the gap between policy formulation and its practical application, a common issue in large-scale infrastructure projects worldwide (Pressman & Wildavsky, 1984).

MRT Jakarta's policy implementation follows a structured yet complex process, involving multiple government institutions at national and regional levels. The central government provides policy direction, funding mechanisms, and regulatory oversight, while the Jakarta provincial government is responsible for implementation and operations.

Despite having a structured approach, policy implementation faces multiple challenges, particularly in land acquisition, financial disbursement, and administrative approvals. Bureaucratic inefficiencies, such as unclear decision-making processes and overlapping regulations, have resulted in prolonged approval timelines, affecting project execution (Abubakar & Handayani, 2021).

This issue aligns with research on public infrastructure governance, which emphasizes that fragmented institutional responsibilities and rigid

bureaucratic procedures are among the most common barriers to effective policy execution (Siemiatycki, 2012).

Land acquisition remains one of the most difficult aspects of MRT Jakarta's policy implementation. Some land parcels needed for MRT stations are privately owned, requiring lengthy negotiations and legal verification. The delays caused by ownership disputes reflect a broader trend in infrastructure development in Indonesia, where incomplete land records and lack of transparent property rights frequently hinder public projects (Rukmana, 2020).

The lack of standardized land acquisition frameworks has led to delays and disputes in multiple public projects, not only in Indonesia but also in other rapidly developing urban centers. Research has shown that integrating digital land registry systems and implementing transparent compensation mechanisms can reduce legal disputes and accelerate land procurement (World Bank, 2018).

A key component of successful policy implementation is the effective allocation of financial resources. MRT Jakarta's funding follows a 51%-49% cost-sharing structure, with 51% covered by the Jakarta provincial government (through foreign loans) and 49% funded by the central government via the Ministry of Transportation. While this financial structure ensures cost-sharing accountability, foreign loan agreements impose additional administrative complexities.

Another major factor affecting policy implementation is the institutional capacity of government

agencies in managing and executing MRT Jakarta policies. Despite strong national-level support, local enforcement remains inconsistent, particularly in regulatory compliance and administrative approvals. However, slow regulatory adjustments and bureaucratic rigidity continue to present challenges in operational execution. Research has shown that long-term policy consistency, particularly in large-scale infrastructure projects, is often undermined by shifting political priorities and frequent regulatory changes (Abubakar & Handayani, 2021).

The implementation of MRT Jakarta policies demonstrates both structured planning and ongoing challenges. While clear policy frameworks, funding mechanisms, and institutional collaboration exist, practical execution is hindered by bureaucratic inefficiencies, financial rigidity, and regulatory adaptation issues. The project's success depends on ensuring faster decision-making, improving financial disbursement processes, strengthening inter-agency coordination, and enhancing local enforcement capacity.

Land acquisition delays and inconsistencies in regulatory application highlight the need for a more flexible approach to policy execution. Despite these challenges, MRT Jakarta remains a high-priority project at both national and local levels, with continued governmental support ensuring its long-term viability and expansion.

Challenges Faced Due to Government Policies in Jakarta's MRT System

The MRT Jakarta project faces challenges due to bureaucratic inefficiencies, financial constraints, regulatory hurdles, and intergovernmental coordination issues. Slow decision-making processes have delayed implementation, as many policy-level approvals require multiple meetings. Additionally, political differences between the central and regional governments have influenced policy priorities, causing delays in decision-making. Despite these challenges, the project remains a national priority, requiring greater efficiency in governance and coordination to ensure its continued success.

1. Coordination

The implementation of MRT Jakarta policies is significantly influenced by the coordination between national and local governments. Coordination is essential in ensuring that various stakeholders align their strategies, resources, and decision-making processes to achieve the successful implementation of the MRT system. However, the project has faced several coordination-related challenges, including financial constraints, land acquisition issues, bureaucratic inefficiencies, and regulatory misalignment.

One of the key coordination challenges is the lack of a structured intergovernmental framework, leading to ad-hoc decision-making and inefficiencies in policy execution. As stated by Dail Umamil Asri, Coordinator for Land Transport and Railways at Bappenas, the MRT project initially had a study committee overseeing planning and

implementation. However, as the project progressed, coordination mechanisms became fragmented.

This lack of a permanent and institutionalized coordination mechanism has contributed to inefficiencies, particularly in areas such as financial disbursement, land acquisition, and regulatory approvals. The absence of a structured governance framework often leads to decision-making bottlenecks, where multiple government agencies must align their priorities and responsibilities without a clear hierarchy of authority (Mazmanian & Sabatier, 1983).

A significant challenge in the coordination of MRT Jakarta is the rigid nature of financial disbursement mechanisms, particularly due to the reliance on Official Development Assistance (ODA) loans from Japan. The MRT follows a 51%-49% cost-sharing structure, with 51% covered by the Jakarta provincial government (through foreign loans) and 49% by the central government via the Ministry of Transportation. However, ODA loans require approval from Japan's parliamentary system, which can take up to 21 days or longer, leading to delays in fund disbursement and project execution.

Land acquisition is another major issue affecting coordination in the MRT project. Since land procurement falls under the jurisdiction of the Jakarta provincial government, unresolved disputes, unclear land titles, and slow compensation processes have delayed project implementation. Studies show that unclear land ownership records and resistance from private

stakeholders often create obstacles in urban infrastructure projects (Rukmana, 2020).

Another critical challenge in coordinating MRT Jakarta policies is bureaucratic inefficiencies and unclear decision-making authority. Many representatives attending intergovernmental meetings lack the authority to make final decisions, leading to delays in project approvals and implementation.

Political dynamics between the central and regional governments have also affected policy continuity in the MRT project. Differing political affiliations and policy priorities between national and local leaders have resulted in inconsistencies in decision-making, sometimes delaying project approvals or altering previously agreed plans.

Studies on policy fragmentation in large-scale infrastructure projects suggest that political misalignment often leads to shifting priorities, delaying funding disbursement and causing uncertainty in long-term infrastructure planning (World Bank, 2018). Establishing a neutral coordination body with legally binding mandates could help mitigate these issues by ensuring policy consistency across different administrations.

2. Government Partnership

The MRT Jakarta project is a large-scale infrastructure initiative that relies on strong intergovernmental collaboration between the central government and the DKI Jakarta provincial government. While this government partnership has facilitated funding, policy coordination, and regulatory approvals, several

challenges have emerged due to governance structures, financial constraints, and bureaucratic inefficiencies. These challenges impact decision-making, financial disbursement, and project execution, affecting the overall progress of the MRT system.

Effective coordination between the central and local governments is critical for ensuring smooth implementation of MRT Jakarta. However, in practice, decision-making delays and bureaucratic inefficiencies have hindered progress. While early planning involved structured coordination through a study committee, actual implementation has become more ad-hoc, leading to inconsistent decision-making.

These coordination issues indicate the absence of a structured intergovernmental task force with clear decision-making power, a common challenge in multilevel governance for public infrastructure projects (Siemiatycki, 2012).

The lack of coordination between national and regional authorities has also contributed to inefficiencies in land acquisition. While the central government provides policy guidance, the Jakarta provincial government must execute land procurement, creating delays when disputes arise. Studies on urban infrastructure governance suggest that establishing a centralized land acquisition framework and improving digital land registry systems can reduce these challenges (Rukmana, 2020).

The political landscape between the central and Jakarta provincial governments has influenced the

continuity and consistency of MRT Jakarta's development. Shifts in political leadership often lead to policy adjustments or delays in decision-making, particularly when the central and local governments have different political priorities.

MRT Jakarta faces significant challenges in intergovernmental coordination, financial disbursement, land acquisition, and political alignment. While national and regional governments share a common objective, fragmented decision-making, rigid loan agreements, and land ownership disputes have slowed policy execution. Strengthening structured intergovernmental coordination, improving financial planning flexibility, and implementing efficient land acquisition strategies are essential steps toward ensuring the successful continuation of the MRT Jakarta project.

3. Policy Implementation

The MRT Jakarta project represents a complex case of policy implementation, requiring coordination between national and regional governments, efficient financial resource allocation, and clear policy enforcement mechanisms. While the project follows a structured implementation framework, several challenges have emerged, including bureaucratic inefficiencies, financial constraints, land acquisition delays, and inconsistent regulatory enforcement. These challenges hinder the effective translation of government policies into actionable urban transport solutions.

A well-functioning policy implementation process requires

efficient decision-making and administrative coordination. However, bureaucratic inefficiencies have led to delays in project execution, as decisions often require multiple layers of approval before being finalized.

Successful policy implementation requires efficient resource allocation to ensure funding availability aligns with project timelines. The MRT Jakarta project follows a 51%-49% cost-sharing model, with 51% of funds provided through the Jakarta provincial government and 49% through the central government via the Ministry of Transportation. However, these funds are sourced from Official Development Assistance (ODA) loans from Japan, creating rigid financial structures that limit flexibility in budget management.

Additionally, because ODA loan disbursement requires Japan's parliamentary approval, the waiting period can last up to 21 days or more, further complicating policy execution. Flyvbjerg et al. (2003) argue that large infrastructure projects with rigid financial arrangements often experience delays due to difficulties in adapting to local policy shifts and economic conditions. Furthermore, research by Siemiatycki (2012) suggests that international loan conditions can lead to financing bottlenecks, limiting the government's ability to make adaptive financial decisions.

Land acquisition is a critical component of policy implementation in infrastructure projects, requiring clear regulatory frameworks and efficient compensation mechanisms. In the case of MRT Jakarta, land

acquisition responsibilities fall under the Jakarta provincial government, yet unclear land ownership, slow compensation processes, and disputes with landowners have hindered timely policy execution.

Effective policy implementation requires that national policies be adapted and enforced at the local level. While MRT Jakarta enjoys strong national government backing, local policy enforcement remains inconsistent, particularly regarding regulatory adjustments and administrative compliance.

This challenge underscores the need for greater policy flexibility, as rigid regulatory frameworks may slow down local implementation processes. Studies on international infrastructure development suggest that harmonizing foreign contractor requirements with domestic regulatory frameworks can improve policy alignment and execution efficiency (Siemiatycki, 2012). Regulatory mismatches between national legislation and foreign investment conditions have also been observed in other public transportation projects, creating similar delays and inefficiencies (Meijer, 2014).

The MRT Jakarta project illustrates the complexities of policy implementation, as bureaucratic inefficiencies, financial constraints, land acquisition delays, and inconsistent regulatory enforcement continue to hinder project progress. Addressing these challenges requires greater intergovernmental coordination, adaptive financial mechanisms, and improved regulatory

frameworks to enhance project execution efficiency.

CONCLUSION

The coordination between national and local governments has significantly shaped the policy implementation and development of MRT Jakarta. While the national government provides strategic direction, funding, and regulatory oversight, the Jakarta provincial government is responsible for land acquisition, construction, and daily operations. This division of responsibilities is intended to ensure that MRT Jakarta aligns with both national transportation strategies and local urban development goals. However, challenges in intergovernmental coordination have led to fragmented decision-making, inefficiencies in financial disbursement, and inconsistencies in regulatory enforcement. The lack of a formalized and institutionalized coordination mechanism has resulted in ad-hoc decision-making processes, where unclear delegation of authority and conflicting political priorities disrupt project continuity and slow down progress. According to Mazmanian and Sabatier (1983), policy implementation is most effective when structured coordination mechanisms, clear directives, and well-defined institutional roles exist across government levels. However, the case of MRT Jakarta demonstrates that despite formal cooperation mechanisms, weaknesses in financial governance, land acquisition procedures, and regulatory enforcement persist, leading to inefficiencies in project execution.

The implementation of MRT Jakarta has also faced significant challenges due to government policies, particularly in

the areas of bureaucratic inefficiencies, financial constraints, and land acquisition delays. Complex approval processes, rigid funding structures tied to Japan's ODA loans, and unclear property rights have slowed construction and hindered efficient policy execution. Political differences between national and regional governments have further complicated decision-making, affecting the project's continuity and overall effectiveness. As Abubakar and Handayani (2021) argue, the misalignment of national and regional policies in infrastructure development leads to fragmented governance, which delays execution and creates regulatory uncertainties. The MRT Jakarta case illustrates how shifting political priorities and a lack of institutionalized coordination can obstruct long-term infrastructure planning, resulting in frequent delays and inconsistencies in project implementation. Addressing these issues requires strengthening formalized coordination frameworks, improving financial governance, and enhancing policy enforcement to ensure the project's sustainability and long-term success.

RECOMMENDATIONS

In order to address these challenges, improvements should focus on streamlining bureaucratic procedures to enhance coordination and reduce delays in decision-making. Establishing more flexible financial governance mechanisms will help address ODA loan disbursement delays and create contingency plans for budget adjustments. Strengthening land acquisition policies by introducing standardized compensation frameworks, digital land registry systems, and clear legal mechanisms can accelerate dispute

resolution. Additionally, a structured intergovernmental framework that clarifies roles, improves accountability, and aligns national and regional priorities is necessary. Enhancing stakeholder engagement and public participation through community feedback platforms can also ensure greater transparency in decision-making processes.

Developing risk mitigation strategies for political transitions is crucial to maintaining policy continuity and long-term project sustainability. Implementing capacity-building programs will equip local government agencies with better technical and administrative capabilities in urban transport management. By addressing these challenges comprehensively, MRT Jakarta can achieve greater efficiency, sustainability, and long-term urban mobility benefits, ensuring smoother policy execution and development for Jakarta's transportation system.

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