

Regenerating Urban Leadership:

Role of DKI Jakarta BUMD in the context of Urban Regeneration

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Jakarta, 24 September 2019



FRAMEWORK

Developing the mindset for
urban regeneration

Where are we amongst global conversations?





Vision of Jakarta

CHALLENGES

1. Work vs Product
2. Every public services use Regional Budget and executed by SKPD
3. Uniform intervention to problems
4. Slow progress on *delivery*:
 - JSS 6%
 - Clean Water 57%
 - Urban Sprawling, dll
5. Forced eviction
6. No street vendor in public space

CONCEPT

PARADIGM REGENERATION

- Participation
- Justice
- Equality
- Raising the small without shrinking the big

PHYSICAL REGENERATION

- MRT
- LRT
- River Naturalization
- TOD, etc.

SOCIAL-CULTURAL

- Third Space
- Social assistance
- Festival in public spaces

DELIVERY MODEL

TOOLS

CITY 4.0



City Government as collaborator.



People as co-creator



Collaboration

END OBJECTIVE: LIVABLE CITIES

NEW FACE

CITY

CITIZEN

- | | |
|---------------|---------------|
| • Integrative | • Interaction |
| • Beautiful | • Expression |
| • Sustainable | • Courteous |



Aligning city missions with BUMD's narratives and distinct characteristics

Some key indicators for Urban Regeneration (target: 2030)

MRT
2019: 16 km
2030: **223 km**



LRT
2019: 5,8 km
2030: **116 km**



Transjakarta
2019: 431 km
2030: **2.149 km**



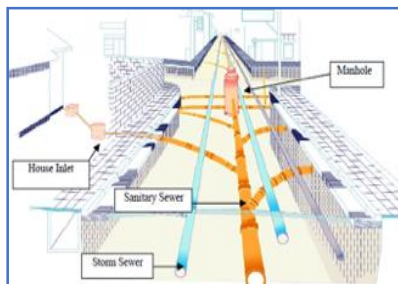
Housing
2019: - [baseline]
2030: **+600.000 units**



Clean water
2019: 60% coverage
2030: **100% coverage**



Waste management
2019: 14% coverage
2030: **81% coverage**



Basic services:

- Bank DKI
- Dharma Jaya
- Food Station

Transport:

- Transjakarta
- MRT
- LRT

Finance:

- Bank DKI
- Jamkrida
- LPP

Tourism:

- Pemb. Jaya Ancol
- Jaktour

Basic Utilities:

- Jakpro
- PD PAM Jaya
- PD PAL Jaya

Environment (Waste):

- Jakpro

Housing:

- Sarana Jaya

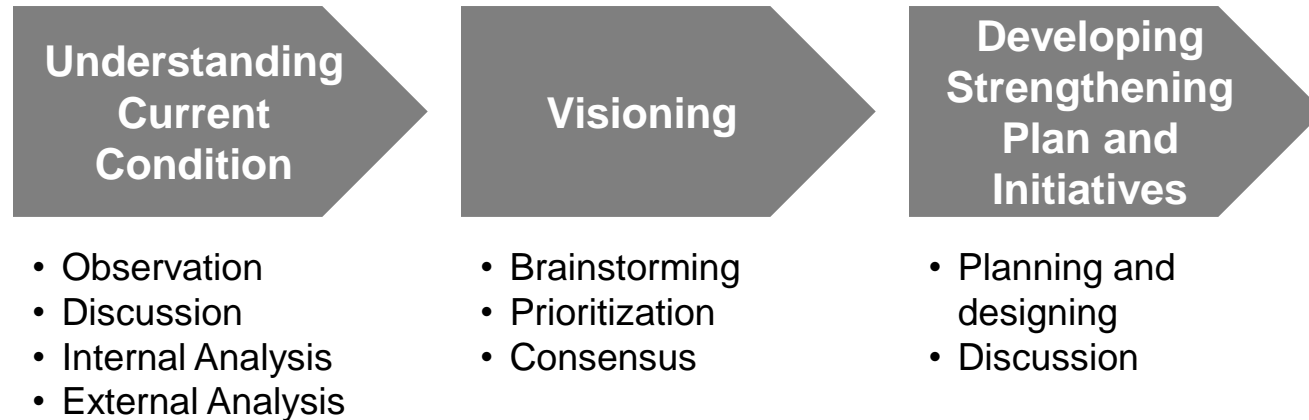
Urban Space:

- JIEP
- Pasar Jaya

The City has a plan

What's the BUMD plan?

Taking into account these processes...



Discussion with both internal and external stakeholders, for example:

- Internal Pemprov DKI:
 - Asisten
 - BPBUMD
 - Dinas PMPTSP
 - Unsur Bappeda
 - Jakarta Investment Centre
 - Dinas Pariwisata, Dinas Perhubungan, PT PPI, Kabupaten Kep Seribu
- External (Pusat/Swasta):
 - BPKM – Bidang Investasi Daerah
 - BUMN
 - Start-ups
 - Thinktanks
 - Investor Insight and market updates forum

First, consider the current issues plaguing BUMDs in achieving urban regeneration...

Strategic Direction and Mandate

- No common understanding on the investment priorities or investment strategic direction
- No forward-looking investment plans

Process / Services

- Overlapping job descriptions
- Minimum experiences in dealing with external stakeholders such as potential investors
- Lack of business acumen

Coordination

- Lack of coordination with stakeholders within Pemprov DKI Jakarta
- Lack of awareness from internal Pemprov DKI Jakarta

Second, envision the key questions that have to be answered...

Strategic Direction and Mandate

- Is the mandate clear enough?
- What is your vision?
- What is your long-term goals / target?
- How is the vision aligned with the DKI Jakarta's vision/strategic direction?
- What are the strategic intents to achieve the goals?
- How is your roadmap?

Process / Services

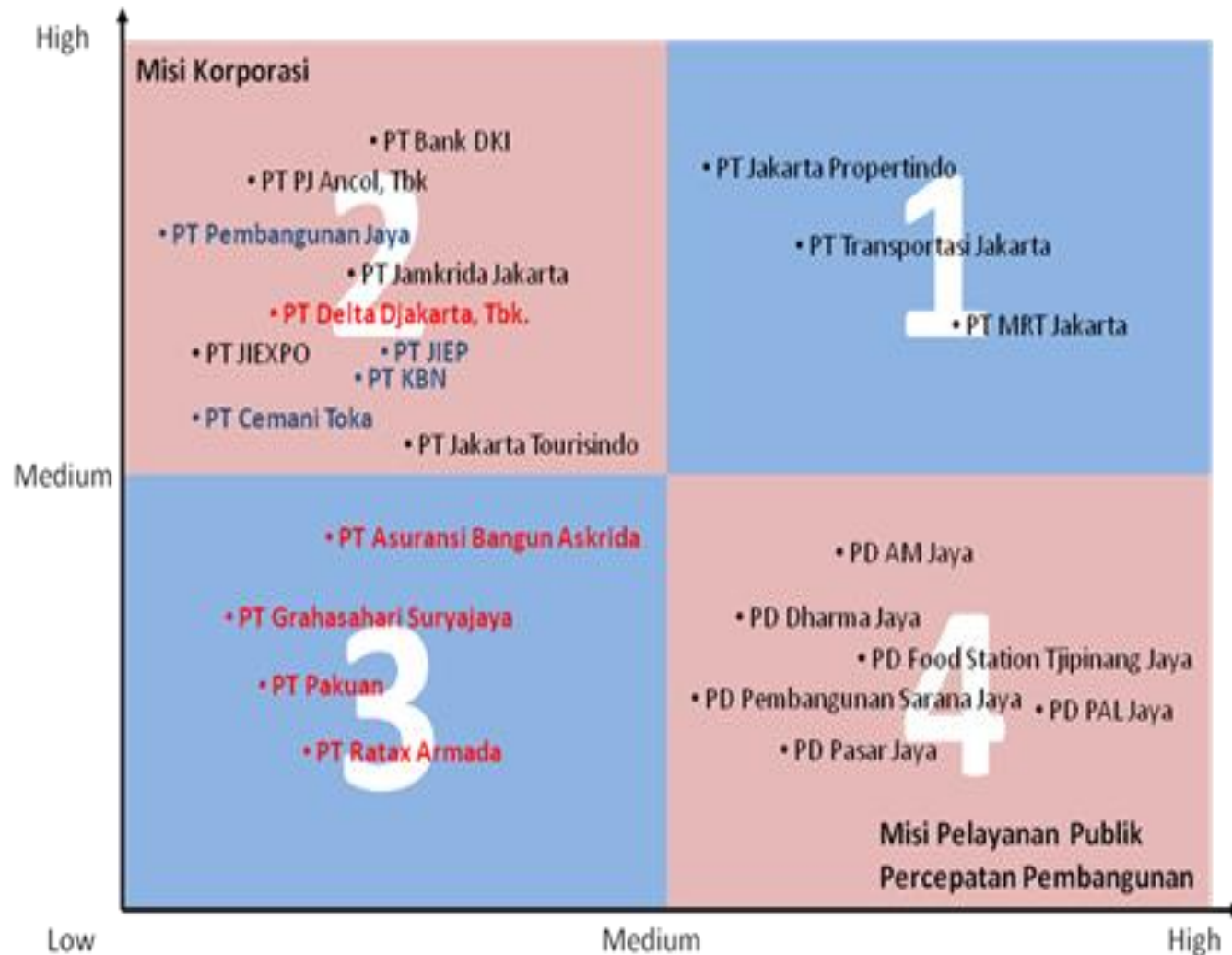
- Is the current BUMD business model sufficient to meet its vision?
- What is the organizational capability required by your BUMD?
- Is there any SOP in place?
- Are the current processes effective?

Coordination

- How is the coordination between the BUMD and internal stakeholders?
- How is the coordination between the BUMD and external stakeholders?
- How is the governance / coordination model that supports your vision?

We cannot hope for a new solution by doing the same thing...

What has got to change?



1. Kuadran BUMD will no longer be relevant → every BUMD is executor.

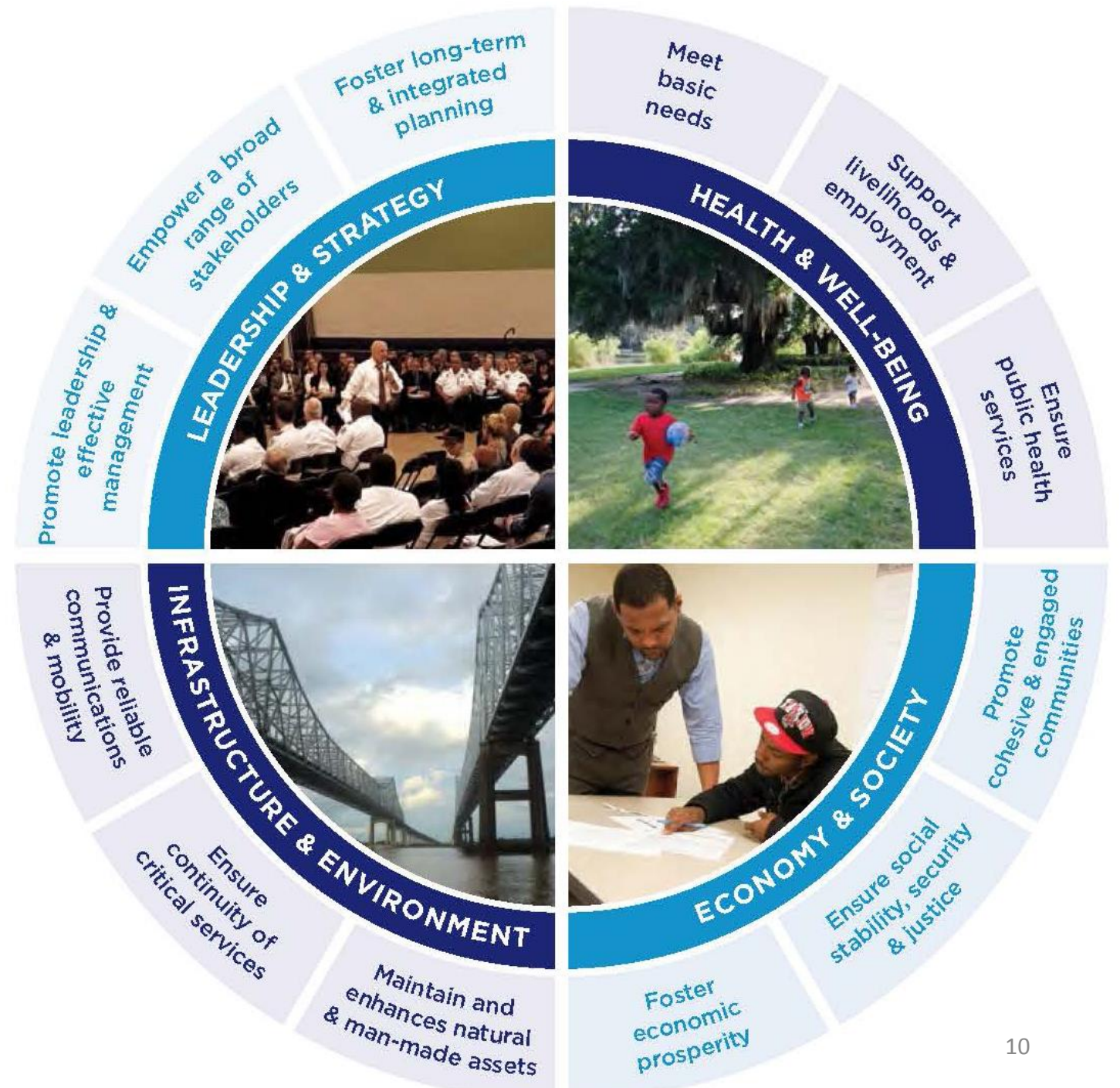
2. BUMD has to align its corporate mission with city vision.

3. 'Business as usual' is no longer relevant → RJPP, RKAP, and Ukuran Kinerja Perusahaan must reflect BUMD role.

4. Holding → BP BUMD is our BUMD Holding to manage assignment (*penugasan*) and synergy among BUMDs.

What are the issues affecting a city in transition?

Source: Framework for Resilient City, Rockefeller Foundation



How to administrate a city in transition?

Traffic deadlock



Inequalities



Environmental degradation



CAUSES

Disintegration of different modes of mass transportation systems

Disintegration between mass transportation, housing and public spaces

Constructions/development plans hinge on private vehicle usage and roadway



EFFECTS

Restrictions imposed on optimal utilization of space

Horizontal growth, limited housing and sharp increase in property and land value



IMPACTS

High distance between house and city center (particularly so for low income groups)

Mobility is limited and depended on private vehicles and traffic condition





Kebutuhan yang tinggi menyebabkan pemerintah perlu mengoptimalkan peran BUMD untuk menyelenggarakan berbagai pelayanan publik

- Pembangunan yang bersifat kompleks membutuhkan tingkat fleksibilitas dan profesionalitas tinggi agar dapat terlaksana
- Mekanisme penyelenggaraan oleh pemerintah cenderung lebih kaku dan membutuhkan waktu yang lama
- Berbagai pembangunan lebih sesuai diselenggarakan oleh badan usaha
- Akselerasi kota juga merupakan peluang bisnis yang harus dimanfaatkan setiap BUMD



MRT



BRT



LRT



Sarana Jaringan Utilitas Terpadu



ITF



Velodrome



What's your plan? Translate city vision into workable business



PT. MRT Jakarta

- Fase II
- TOD MRT
- Electronic Fare Collection (EFC)



PD Dharma Jaya

KJP Plus



PT. Transportasi Jakarta

Pengembangan Terminal



Perumda Pasar Jaya

- Pengelolaan Pasar Rumput
- Pengembangan pasar mixed used dengan property



PT. Jakarta Propertindo

- Stadion
- Revitalisasi TIM
- LRT Fase II dan TOD LRT
- E-formula
- ITF
- Lembaga Pembiayaan Pembangunan
- Pengelolaan Kawasan reklamasi



Perumda PSJ

- DP 0
- Pengembangan Tanah Abang



PDAM Jaya

- SPAM Pesanggrahan Tahap II
- SPAM Ciliwung/Pejaten
- Pelayanan MBR
- SPAM Jatiluhur I Pipa Distribusi



BUMD needs to develop the **right** competency



1. Passive role



2. Market Developer



3. Stuck with current Operations



4. City Hall is the only solution

Old mindset

Required Skillsets:

1. Negotiator

2. Aggregator

3. Catalysator

New mindset

1. Active & Progressive Role



2. Market Catalyst



3. Being Agile & Explorative



4. Channeling Global Network



CASE STUDIES

Urban regeneration in context:

Transportation to generate public value

Mewujudkan mobilitas berkelanjutan



Goals

Parameter /Kondisi	Eksisting	2030
Menggunakan transport publik	16%	60%
Menghuni dekat transport publik*	40%	70%

*dalam radius 700m dari stasiun/halte transportasi massal



Strategi (Avoid, Shift, Improve) dan Program

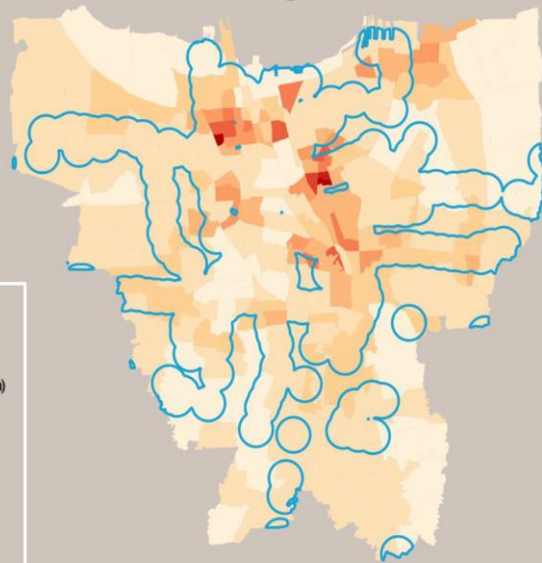
Avoid	Kawasan Terintegrasi Transit (TOD)	Apartemen Terjangkau
Shift	Ekspansi MRT, LRT dan BRT	Integrasi Transport (Jak Lingko)
	Gage dan Congestion Pricing	Park & Ride
Improve	Electric Vehicle	Sertifikasi Pengemudi

> 60% of residents live more than 1 km away from mass transit stations

High residential density with low structural density

ANALISIS KEPADATAN PENDUDUK

Kepadatan Penduduk Berdasarkan Kelurahan & Area Layanan SAUM Existing



Legend

Existing PNT

Density by Kelurahan (people/sqkm)

- 1,136 - 10,000
- 10,000 - 20,000
- 20,000 - 30,000
- 30,000 - 40,000
- 40,000 - 50,000
- 50,000 - 60,000
- 60,000 - 70,000
- 70,000 - 80,000
- 80,000 - 90,000
- 90,000 - 90,185

Sumber data kependudukan: Bappeda (2017)

KEPADATAN (jiwa/km persegi)	
Rata-rata	18,666
Maksimum	90,185
Median	18,863
Minimum	1,136



Source: Bappeda & ITDP



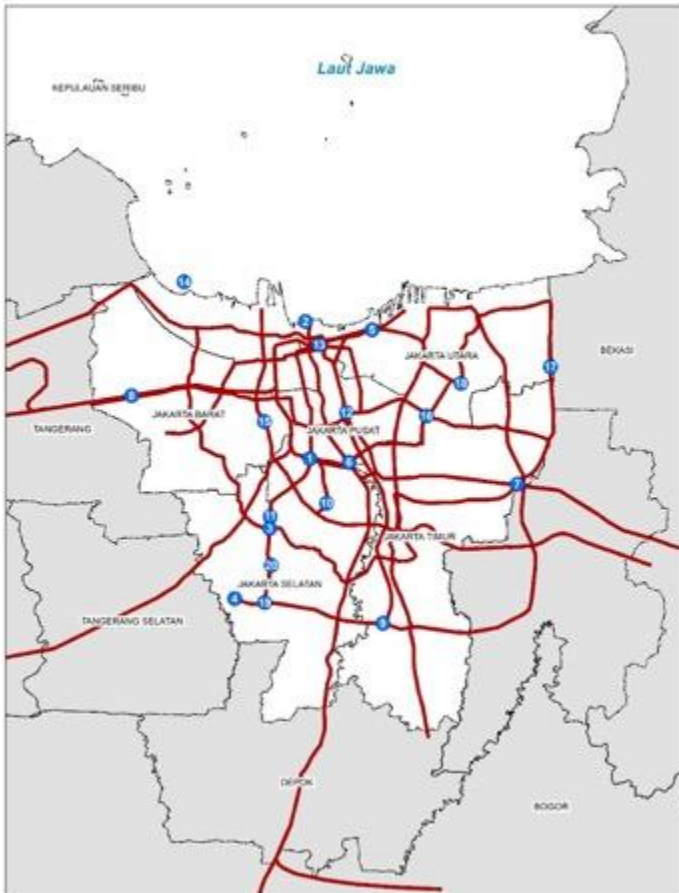
Source: Ouden, 2014

Most areas are dominated by low rise structures



Kawasan Terintegrasi Transit (TOD)

Building 20 new sustainable growth centers (2019-2030)



Targeted areas

Dukuh Atas
International Gateway



Lebak Bulus
Transit Village



Blok M
Creative District



Manggarai
New Interchange



Taman BMW
Sports & Entertainment Hub



Kanal Banjir Timur
Riverfront City



Features



Mass transit,
Maximum parking,
bike lines, improved
pedestrian



Affordable housing



Water and waste
management



Integrated utilities



Modern public
facilities

Apartemen Terjangkau

Memastikan supply hunian sesuai dengan kebutuhan masyarakat



Vacancy rate apartemen komersil tertinggi dibandingkan kota lainnya

Lokasi	Okupasi	Vacancy
CBD	75%	25%
Jaksel	68%	32%
Non Prime	69%	31%

Komparasi vacancy rate (avg.):
Singapore: 7,8%; New York: 3,6%



50% warga Jakarta tidak dapat mengakses apartemen komersil

Lokasi	Rerata harga sewa	Rerata pengeluaran hunian 50% warga
CBD	Rp 13,5 jt	Rp 400 ribu – 1,7 jt
Jaksel & NP	Rp 8,1 jt	

Penghasilan minimum untuk membeli: **Rp 25 juta/month**



Apartemen Terjangkau

Inisiasi Apartemen Terjangkau: Hunian DP 0

6 NEWS BISNIS SHOWBIZ BOLA FOTO TEKNO CEK FAKTA VIDEO HOT HAJI GLOBAL OTOM

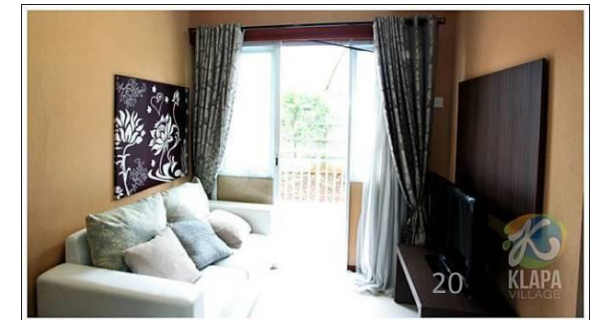
NEWS Politik Peristiwa Megapolitan Rajut Liputan Khusus Infografis Zona MPR RI

Home > News > Megapolitan

Anies Serah Terima Kunci Rumah DP 0 Rupiah

 Ratu Annisaa Suryasumirat
31 Agu 2019, 13:39 WIB

    Share **18k**



Apartemen Terjangkau

Transformasi hunian di sekitar stasiun: vertikal dan *compact*

Low rise dan peruntukan tunggal



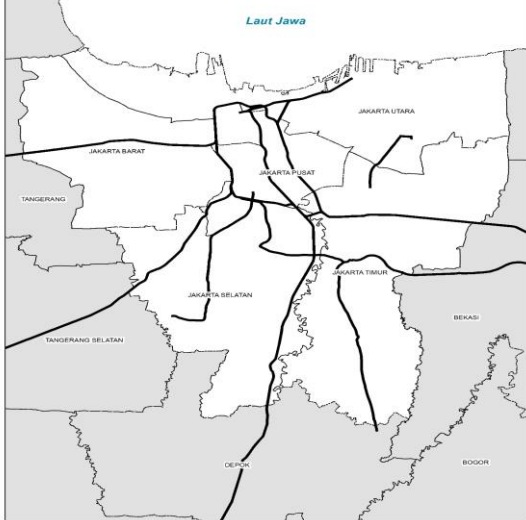
High/Medium rise dan peruntukan campuran



Ekspansi MRT, LRT dan BRT

Jaringan Rel Eksisting

Jakarta: 380 km



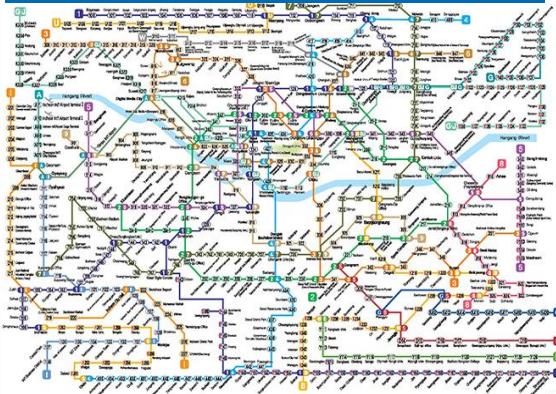
New York: 1.070 km



Tokyo: 1.179 km



Seoul: 1.131 km



Jaringan Ekspansi

MRT

2019: 16 km

2030: 223 km



TransJakarta

2019: 431 km

2030: 2.149 km



LRT

2019: 5,8 km

2030: 116 km



Elevated Loopline

2019: 27 km [at grade]

2030: 27 km [elevated]



NETWORK EXPANSION STRATEGY

Shift

Transportation Goals

1. Travel Time

2019: 90 min

2030: 60 mi

2. People Near Transit (500 m)

2019: 27%

2030: 70%

3. Modal Share of Public Transportation

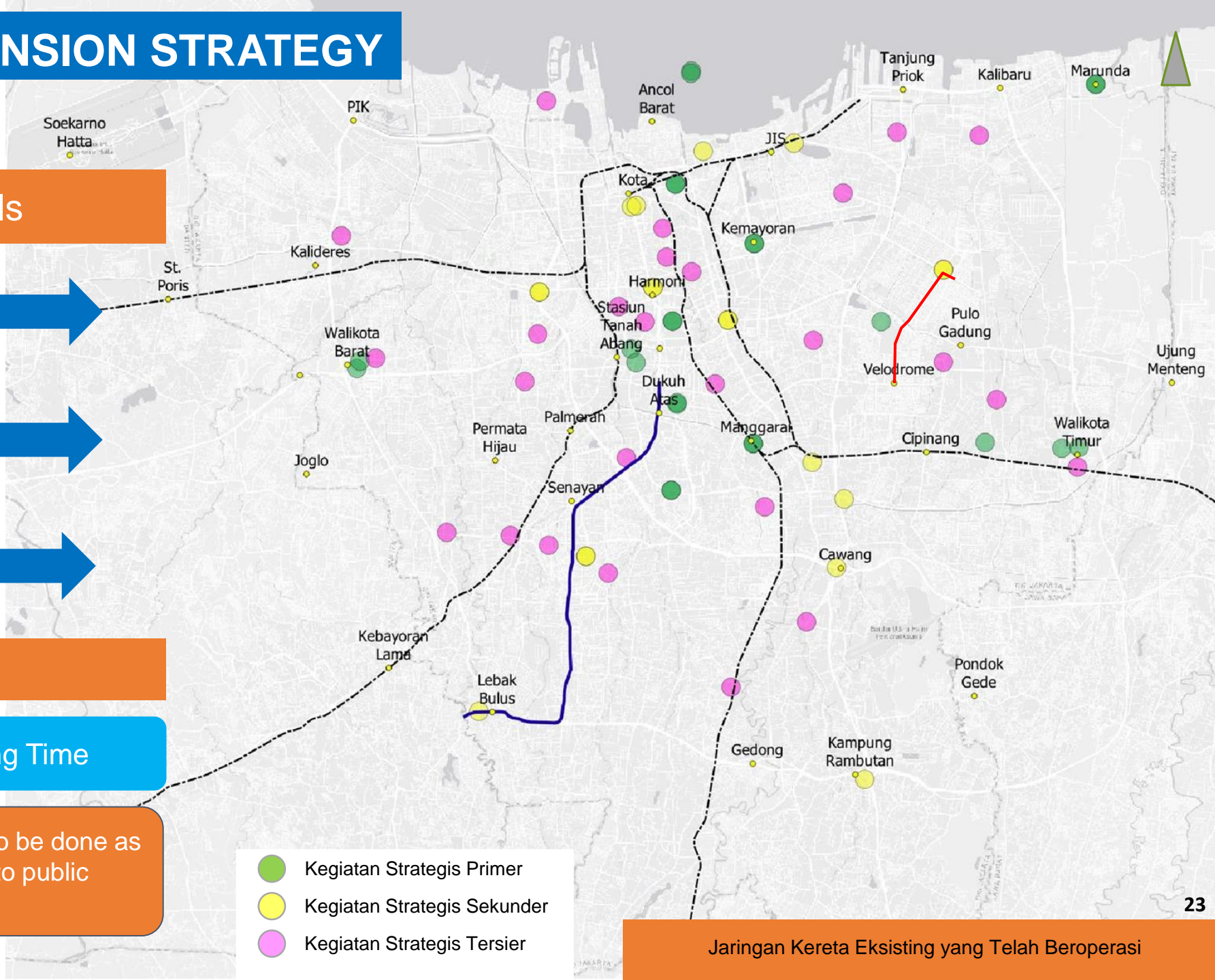
2019: 19%

2030: 60%

Shifting Problems

Convenience - Fare - Traveling Time

Integration between corridors needed to be done as soon as possible to increase shift to public transportation

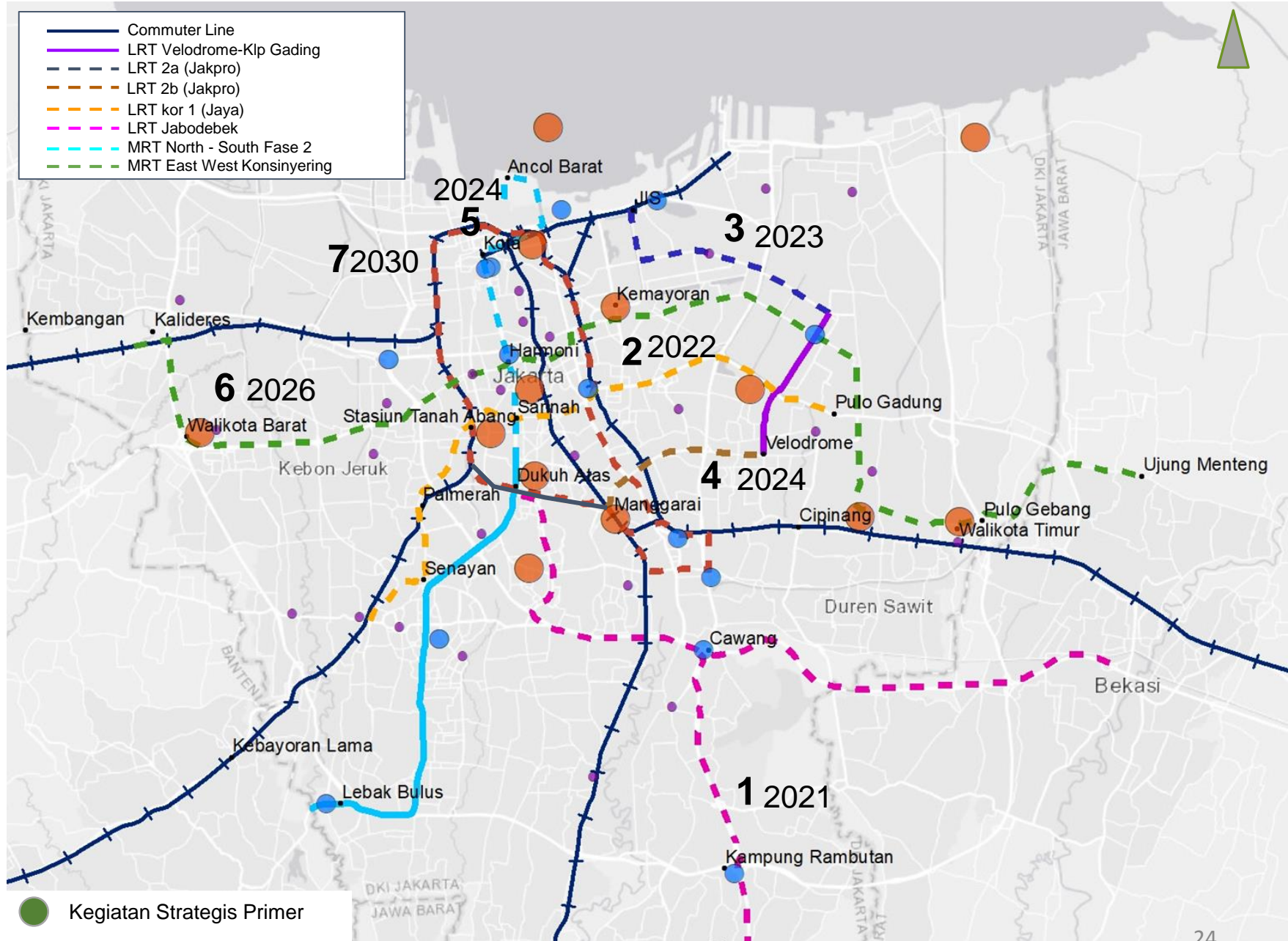


- Kegiatan Strategis Primer
- Kegiatan Strategis Sekunder
- Kegiatan Strategis Tersier

Jaringan Kereta Eksisting yang Telah Beroperasi

Shift

	Track	Perkiraan Tahun Selesai
1	LRT Jabodebek	2021
2	LRT Koridor 1 (Pulogadung - Kb. Lama)	2022
3	LRT Kelapa Gading - JIS	2023
4	LRT Velodrome - Manggarai	2024
5	MRT Elevated Loopline	2023
6	MRT North South Fase 2 (Bundaran HI-Ancol)	2024 (sd Kota) dan 2027 (sd Ancol Barat)
7	MRT East West (Kalideres - Ujung Menteng)	2027



- Commuter Line
- LRT Velodrome-Klp Gading
- LRT 2a (Jakpro)
- LRT 2b (Jakpro)
- LRT kor 1 (Jaya)
- LRT Jabodebek
- MRT North - South Fase 2
- MRT East West Konsinyering

Shift

2030



2030	Investasi Biaya Konstruksi (Trilyun)	Skema Pembiayaan
MRT	Rp 58,28 (tanpa MRT LBB-BHI)	Multi sources financing (Loan, PPP, dsb) 51% Pemerintah Daerah 49% Pemerintah Pusat
LRT	Rp 27,76 (tanpa LRT Jabodebek)	1. LRT 2a 2b PMD 2. LRT kor 1 Jaya, Prasarana APBD
Total	Rp 86,04	

POTENSI LAND VALUE CAPTURE

2030:

LRT: Rp 37,88 T
(tanpa LRT Jabodebek)

MRT: Rp 459,50 T
(termasuk MRT LB-BHI)

LRT Line
77,4 km

MRT Line
100,6 km

- Kegiatan Strategis Primer
- Kegiatan Strategis Sekunder
- Kegiatan Strategis Tersier

Estimasi Pengguna
Angkutan Umum 2030:
3,9 juta tanpa BRT

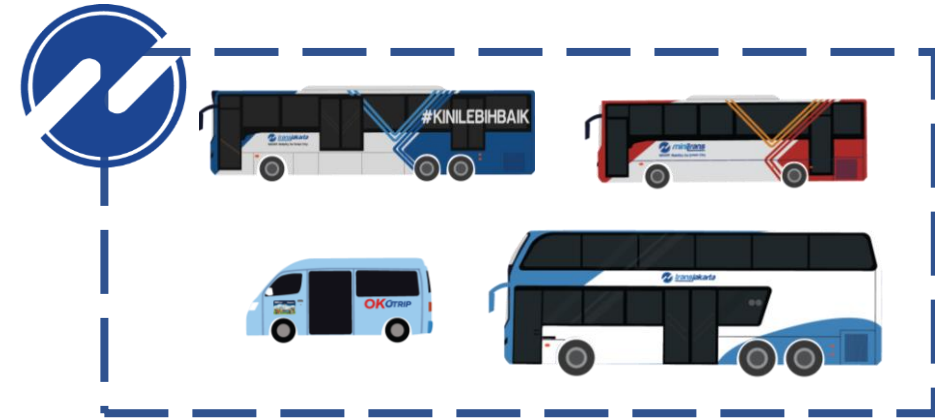
Potensi Peningkatan
Nilai Kawasan:
Rp 497,38 T

Integrasi antar moda



Integrasi	
Manajemen	Pembayaran
Rute	Prasarana

Integrasi angkutan berbasis jalan



	Jenis Armada	Realisasi	Target 2020	Persentase
Jumlah Trayek	Bus Kecil	48	107	44,9 %
	Bus Sedang	56	78	71,8 %
	Bus Besar	119	163	73 %
Total Trayek		223	348	64,1 %
Jumlah Armada	Bus Kecil	1193	6360	19,6 %
	Bus Sedang	410	1518	27 %
	Bus Besar	1779	2140	83,1 %
	Transjakarta Cares	23	29	79,3 %
Total Armada		3458	10047	34,4 %

Jak Lingko: Integrasi Transportasi Publik

Integrasi Pembayaran: Pembayaran lebih praktis dan terjangkau



Menggunakan kartu uang elektronik bank yang berlogo Jak Lingko



Skema tarif "*Time based*" per 3 Jam



Wajib melakukan *tap* pada saat keluar dan masuk Transjakarta

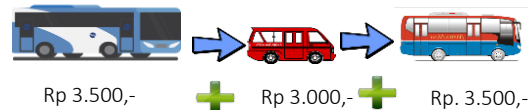
Sebelum



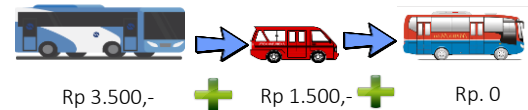
Sesudah



Sebelum



Sesudah



Sebelum



Sesudah



Integrasi Manajemen: Perjalanan lebih pasti dan nyaman

Sebelum Jak Lingko



Jak Lingko

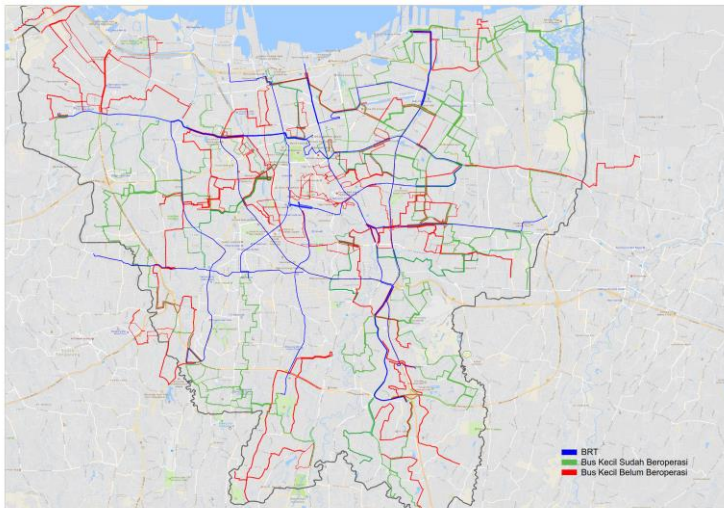


Jak Lingko: Integrasi Transportasi Publik

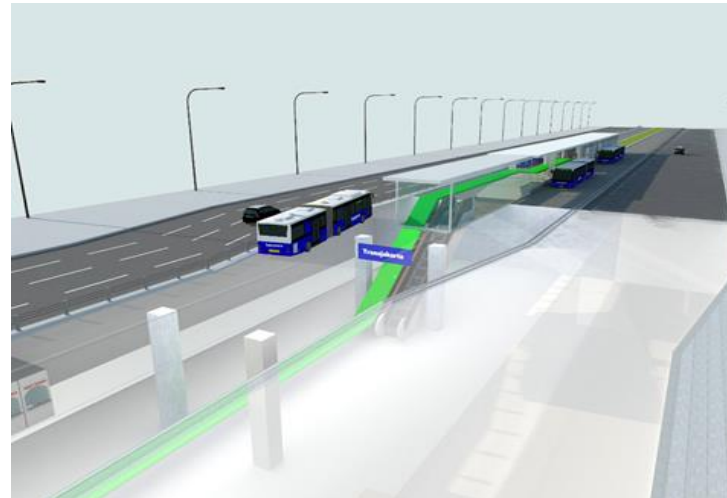
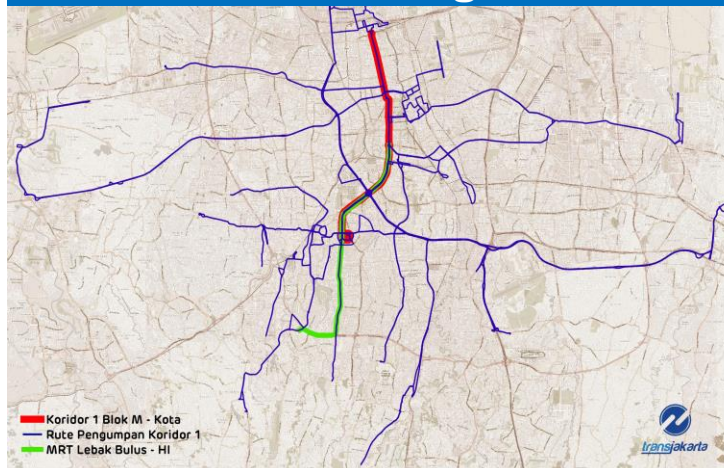


Jak Lingko: Integrasi Transportasi Publik

Integrasi Rute dan Prasarana: Transfer antar moda lebih jelas dan mudah



Rute terintegrasi



Prasarana terintegrasi



Informasi terintegrasi



Jak Lingko: Integrasi Transportasi Publik

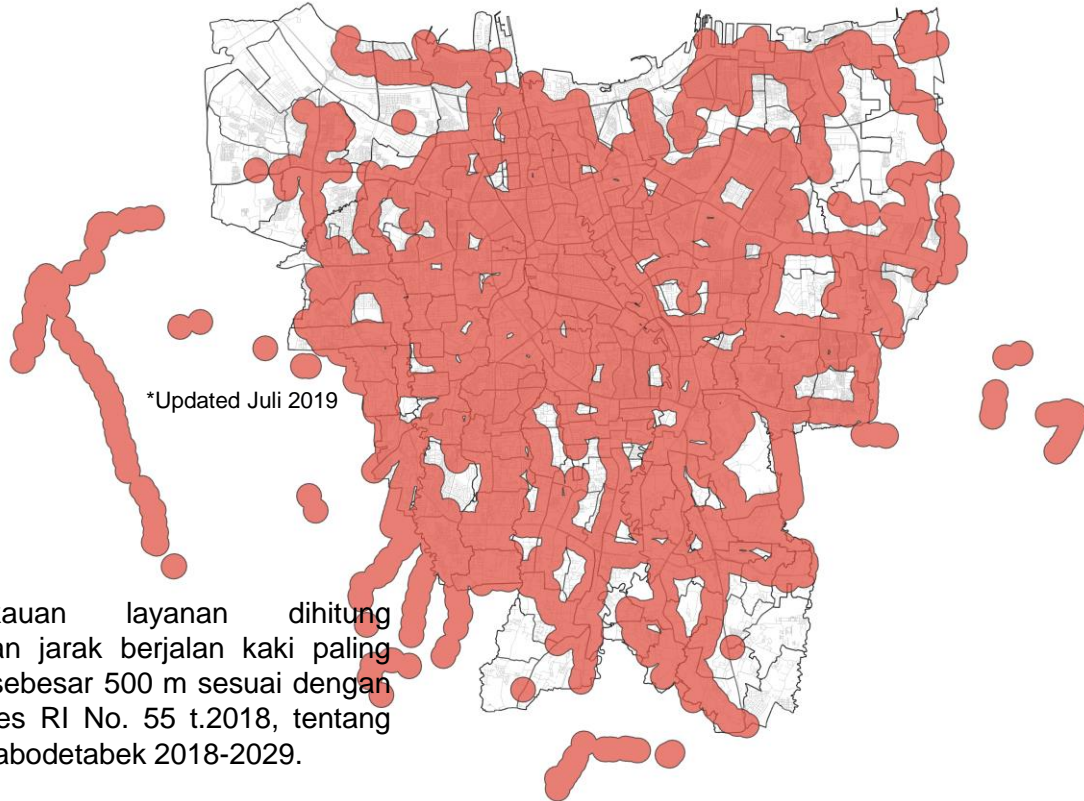
2017: 62% (394.6 km²)

Jangkauan Layanan

2018: 67% (438.8 km²)

2019

76%



Jangkauan layanan dihitung dengan jarak berjalan kaki paling jauh sebesar 500 m sesuai dengan Perpres RI No. 55 t.2018, tentang RIT Jabodetabek 2018-2029.

Jumlah Rute

121

Rute 2017

160

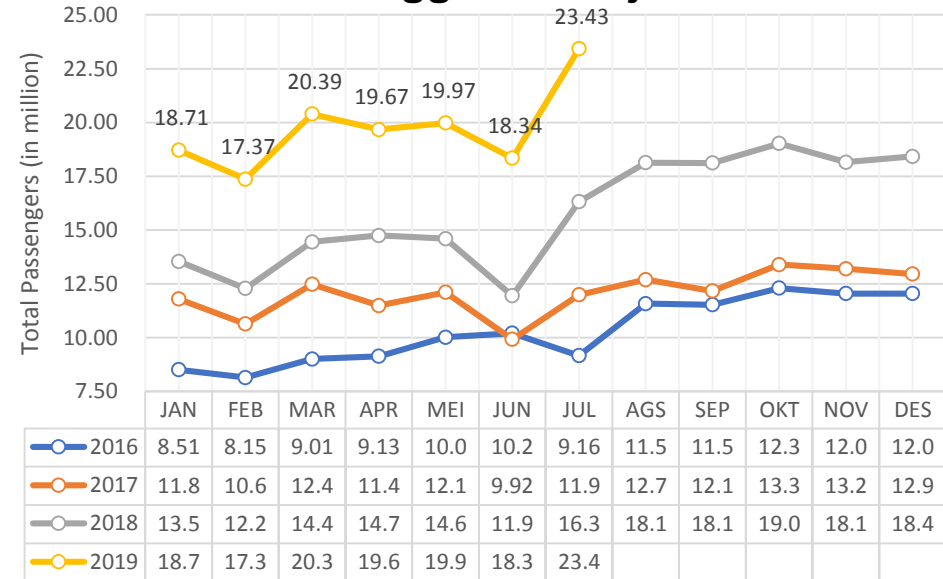
Rute 2018

212*

Rute 2019

Rekor pelanggan: 822.034 pax/hari

Pelanggan Transjakarta



Jakarta sebagai finalis di STA 2019



Traffic index Jakarta turun 8% berdasarkan Tom Tom Traffic Index

Jumlah Armada

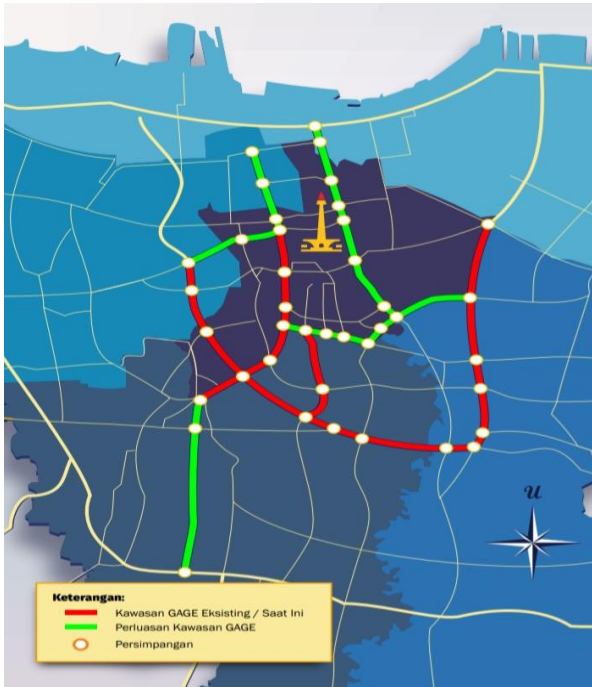
2017 1.520

2018 2.120

2019 3.305



Odd-even dan Congestion Pricing Policies



DAMPAK PERLUASAN GANJIL-GENAP

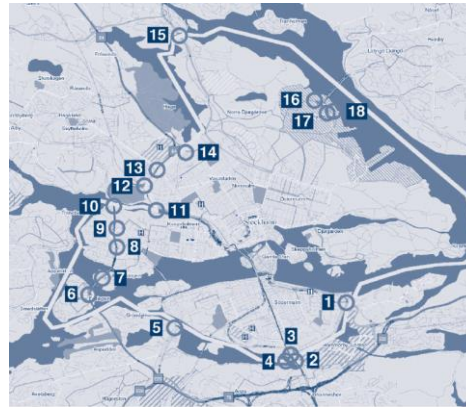
Transjakarta

Sebelum: 773.816 penumpang/hari
Setelah: 892.000 penumpang/hari

KRL

Sebelum: 913.072 penumpang/hari
Setelah: 1.034.210 penumpang/hari

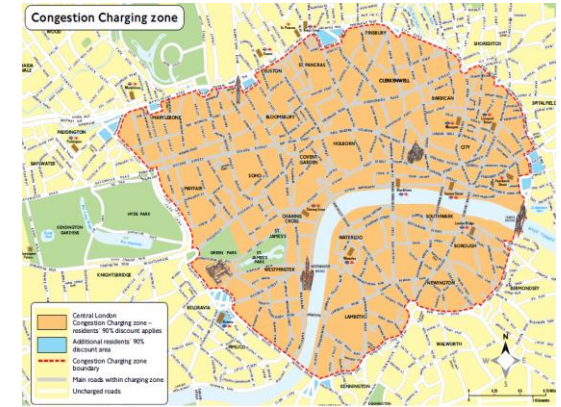
Stockholm



Singapore



London



DAMPAK CONGESTION PRICING

Stockholm:

- Penurunan *traffic*: 20%
- *Net revenue*: USD \$155 Million/year

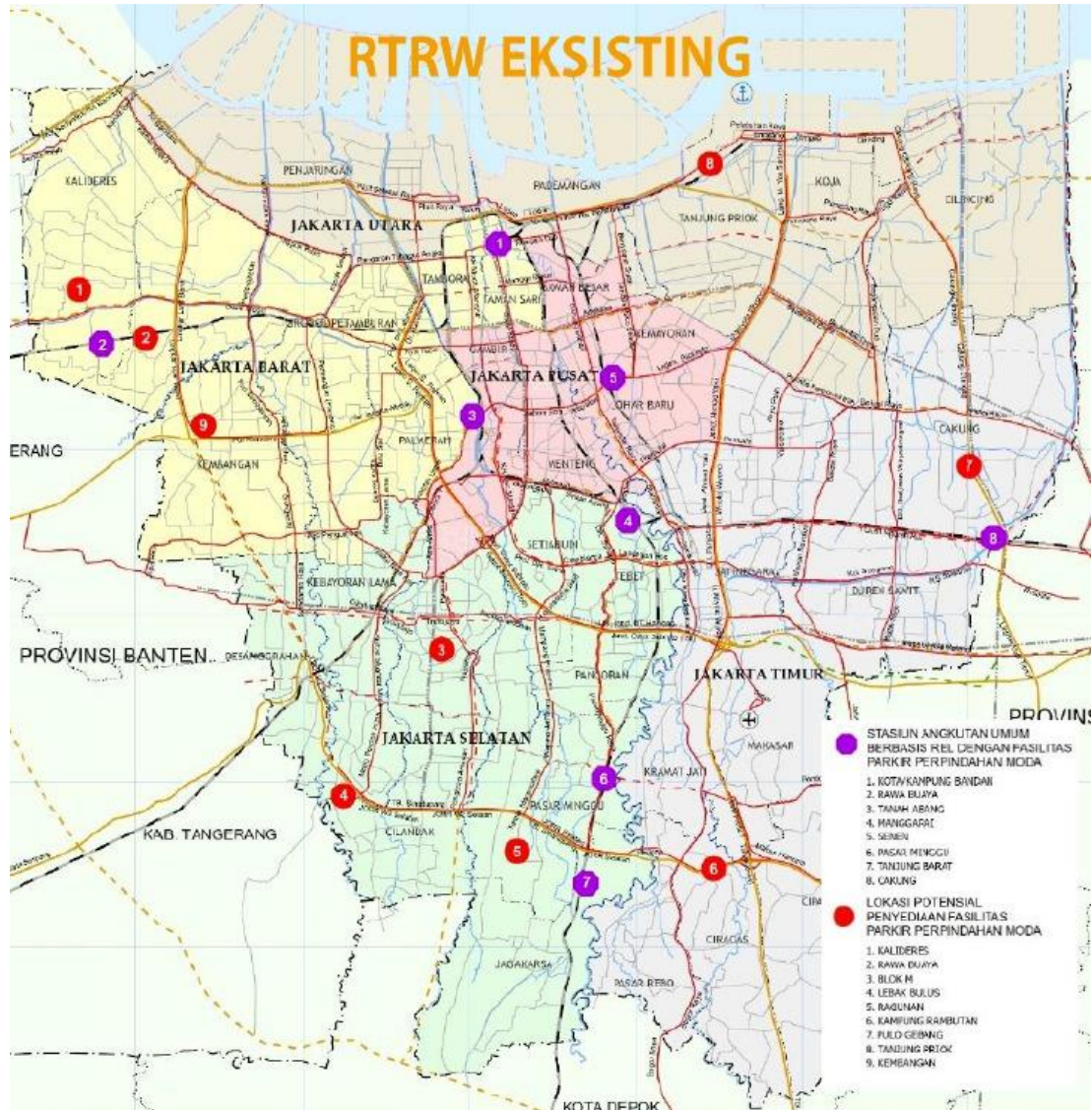
Singapore:

- Penurunan *traffic*: 24%
- *Net revenue*: USD \$100 million/year

London:

- Penurunan *traffic*: 30%
- *Net revenue*: USD \$182 Million/year

Park and Ride



Electric Vehicle



*Uji coba bus listrik mendapatkan respon yang positif dari pelanggan dengan total pelanggan yang mengikuti uji coba sebanyak **13.797**, rekor **5.428** pelanggan per hari*

Dukungan kebijakan yang diperlukan:

Kemudahan Pajak

Relaksasi Peraturan Dimensi Kendaraan

Keringanan Tarif Listrik

Penambahan Waktu Kontrak (7 tahun → 10 tahun)

Peraturan Pengujian Bus Listrik

Biaya Operasional Bus Listrik





foto: @darirsarch

Thank you