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ARTICLE

Analysis of Public Management in Network Governance for Transit-Oriented Development in Jakarta (Study: Integrated Transportation of Blok M - Sisingamangaraja)

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ABSTRACT

The Provincial Government of DKI Jakarta is transitioning from Car-Oriented Development (COD) to Transit-Oriented Development (TOD), requiring effective public management in network governance to ensure transportation integration. However, challenges such as spatial flexibility, building regulations, incentives, and institutional coordination persist. This study analyzes public management within network governance in TOD areas, focusing on the Blok M-Sisingamangaraja corridor using Mu & de Jong's (2016) framework. Employing a post-positivist qualitative approach, data collection includes in-depth interviews with ten informants and literature reviews. Findings indicate that network governance implementation in TOD management is not entirely optimal, with three key gaps: (1) Awareness of the plurality of perceptions, interests, and objectives, (2) Meta-governance, process management, and network structuring, and (3) Searching for common ground. These challenges hinder effective collaboration between stakeholders, including the government, private sector, and local communities. The study concludes that enhanced public management strategies are needed to strengthen TOD governance in Jakarta, with recommendations including increasing stakeholder awareness, improving public participation, and establishing clear regulatory frameworks to enhance institutional coordination.

A. INTRODUCTION

Shifting transportation modes from private vehicles to sustainable public transportation primarily aims to improve the quality of life for urban residents, a demand that continues to grow (Tamakloe & Hong, 2020). Urban transportation, city development, and quality of life are interlinked problems forming a complex triangle. Urban transportation serves as the city's backbone, significantly impacting economic and social sustainability (Kikuchi & Muromachi, 2016; Yap et al., 2021). The crucial role of public transportation in a city (Basso et al., 2021) and the necessity of investing in public transport services are considered necessary steps to enhance city livability and accessibility (Rodrigue et al., 2023).

Recent interest in a more coordinated approach to growth management has emerged in response to the need for sustainable urban governance (Fertner et al., 2016). One such approach

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is the concept of Transit-Oriented Development (TOD), which involves a concept of integration between land, transportation, environment, and use (Saroji et al., 2020). That means low-density urban development reliant on vehicle use can integrate urban planning and transportation as alternatives.

In Indonesia, TOD development has become a focus for the central government through the Ministry of Public Works and Public Housing (PUPR) (Kusumastuti et al., 2023). The TOD project is a manifestation of the government's commitment to improving residents' quality of life by providing healthy, high-quality, and livable housing. According to a Ministry of PUPR publication, TOD development in Indonesia involves several government bodies, including the Ministry of Transportation, the Ministry of SOEs, and Perumnas (Peran Terpadu TOD, 2020).

The legal foundation for TOD in Indonesia is established as Guidelines for the Development of Transit-Oriented Areas (*Pedoman Pengembangan Kawasan Berorientasi Transit,* 2017). Jakarta is currently the best-prepared city for TOD development, and it already has guidelines on the Development of TOD Areas (*Pengembangan Kawasan Transit Oriented Development*, 2017). However, according to the Ministry of PUPR (2020), the main problems in TOD development are regulations that have not fully supported comprehensive efforts in area development and complicated regulations. In addition, Gifarry et al. (2022) stated that although transportation integration in Blok M is quite good, there are still aspects that are not optimal, such as the quality of public spaces, space utilization, building density, and so on.

Despite its potential, TOD development in Jakarta remains complex and involves multiple stakeholders. Effective collaboration is required, highlighting the need for network governance in the management process (Kusumastuti & Juwono, 2022). Network governance can be described as a system in which multiple actors collaborate to solve collective problems that any single party cannot address (Rahayu & Juwono, 2018; Wang & Ran, 2023). It is a response to complex issues, environmental uncertainties, and task complexity, using social mechanisms to coordinate actions and reduce transaction costs.

This study contributes to the discourse on public management by examining the intersection of network governance and TOD implementation. By applying (Mu & de Jong, 2016) in the context of Jakarta's TOD development, specifically in the Blok M-Sisingamangaraja area, this research identifies key governance gaps and their implications for stakeholder collaboration. The findings provide a deeper understanding of how governance structures influence the effectiveness of TOD policies, offering new insights to strengthen the integration of network governance principles in urban development planning.

B. LITERATURE REVIEW

The literature reviewed in this research provides a comprehensive foundation for understanding network governance in Transit-Oriented Development (TOD) projects. The first study explores network governance principles for integrating urban transport and land use in Urumqi. It emphasizes that collaborative networks, coordinated by mediators, can address overlapping issues and improve synergy among actors, with trust and network rules as critical cooperation drivers (Mu & de Jong, 2016).

The second study focuses on the implementation of network governance in Jakarta's TOD project. The research highlights that successful TOD requires local adaptation of governance strategies and the involvement of both public and private sectors. Incentives like Floor Area Ratio (FAR) bonuses can effectively encourage private developers to participate (Dirgahayani et al., 2020).

The third study examines the complex interactions among government, third-party, and school actors in China's school turnaround projects. The findings indicate power asymmetry and highlight how third parties can exert significant control, which is valuable for understanding governance in multifaceted educational contexts (Tao, 2022).

The fourth study resulted in the development of a TOD index to assess areas around transit stations in the Netherlands. It finds that urban centers tend to score higher on TOD criteria than suburban areas, offering insights for policymakers looking to develop high-mobility TOD zones (Singh et al., 2017).

The fifth study examines TOD in Thessaloniki, Greece, advocating for interdisciplinary planning tailored to local contexts. The study suggests that TOD models are adaptable for densely populated Southern European cities, provided they integrate context-specific planning strategies (Papagiannakis et al., 2021).

The sixth literature analyzes sustainable mobility through TOD principles in Uruguay. Their findings recommend expanding bicycle networks, improving pedestrian safety, and regulating parking to enhance sustainable mobility, with the challenge of limited data accuracy for analysis (Nesmachnow & Hipogrosso, 2022).

The seventh literature compares TOD typologies across major Chinese cities. It concludes that tailored planning approaches are necessary for each city, with limitations noted in subjective decision-making biases (Su et al., 2021).

The eighth literature discusses TOD's role in promoting urban sustainability in Jabodetabek. Their research highlights TOD's impact on reducing fuel consumption and emissions while preserving green spaces (Hasibuan et al., 2014).

The ninth study examines transport planning in six Swedish regions and finds that public transport centralization along specific corridors has effectively boosted ridership. Political support and organizational collaboration are highlighted as vital for successful implementation (Khan et al., 2021).

The last study is to analyze public-private partnership (PPP) governance in Thai transportation projects, identifying gaps in decision-making, public participation, and private sector involvement during planning phases (Navalersuph & Charoenngam, 2021).

Based on the literature review mapping above, the researcher found that previous studies focusing purely on Transit-Oriented Development (TOD) are relatively abundant, as seen in studies conducted by (Dirgahayani et al., 2020; Hasibuan et al., 2014; Mu & de Jong, 2016; Nesmachnow & Hipogrosso, 2022; Papagiannakis et al., 2021; Singh et al., 2017; Su et al., 2021; Tao, 2022). Additionally, some studies discuss network governance without elaborating on TOD, such as the study by (Tao, 2022). Lastly, the researcher also mapped studies on public transportation that are unrelated to network governance and TOD. However, studies that address both network governance and TOD are relatively rare and are intriguingly complex. Based on the journals reviewed and cited by the author, this study explores the network governance preferences used to manage TOD areas in Jakarta. The author uses the main theory presented regarding network governance, with several cumulative stages divided into three dimensions: Substantive Complexity, Strategic Uncertainty, and Institutional Deficiency (Mu & de Jong, 2016).

Network governance is a generally stable framework of mutually forbidding but independent actors connected through arrangements within an administrative system. These networks self-regulate within boundaries set by external entities and contribute to achieving public objectives. The relevance of this concept is evidenced by its wide application across different policy contexts, making it a critical approach for contemporary governance (Wang & Ran, 2023).

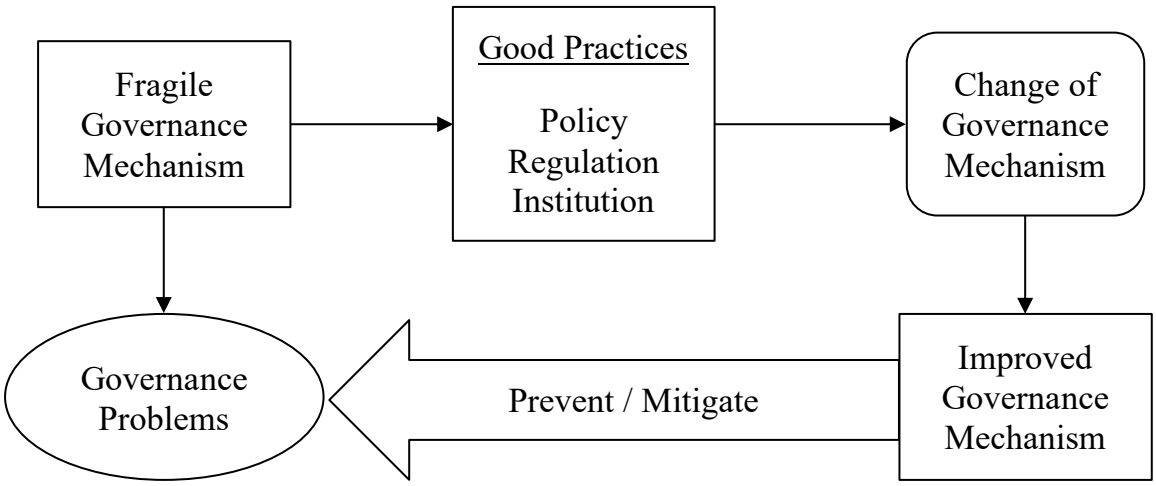
1. Network Governance Framework

   To effectively implement network governance, (Mu & de Jong, 2016) propose a framework consisting of three cumulative stages. The first stage, dealing with substantive complexity, involves diverse actors with differing interests, opinions, and backgrounds.

This stage emphasizes communication, information management, and knowledge sharing among actors to facilitate collaboration and decision-making. The second stage, dealing with strategic uncertainty, focuses on the unpredictable interactions between actors' perceptions and strategies, which may lead to conflict or stagnation. Indicators of this stage include meta-governance, process management, network structuring, incentives for collaboration, and searching for common ground. The third stage, addressing institutional deficiencies, acknowledges that broader institutional contexts shape actors' actions and perceptions. This stage requires institutional design and trust-building to ensure long-term collaboration.

2. Governance Framework in Public-Private Partnership

The private sector plays a significant role in transportation infrastructure development, particularly in Transit-Oriented Development (TOD) (Navalersuph & Charoenngam, 2021). The relationship among the actors involved in these projects is commonly referred to as a Public-Private Partnership (PPP). PPPs are typically long-term contracts between the private sector and the government, in which both parties contribute resources to public services. In these partnerships, the private sector bears considerable risks and responsibilities, with compensation linked to performance outcomes (World Bank, 2014). A comparative analysis reveals that governance issues in PPP practices are categorized into several key aspects, including policy, regulation, institutional frameworks, and stakeholder engagement (Navalersuph & Charoenngam, 2021).



Source: (Navalersuph & Charoenngam, 2021)

Figure 2.2 Governance Framework in Public-Private Partnership (PPP)

This study categorizes various PPP governance mechanisms into three categories: 1) Policy and political commitment; 2) Legal and regulatory framework; and 3) PPP support agencies as intermediaries to policymakers and practitioners. Stakeholders are based on inter-organizational theory and stakeholder theory, focusing on the relationship between stakeholders and their behavior. However, this fourth aspect is not included in the first three aspects, but influences the achievement or output of PPP (Navalersuph & Charoenngam, 2021).

3. Urban Governance Framework in the Concept of Network Governance

Urban governance involves multiple actors and their actions, including municipal policies. Furthermore, the United States has various supporting stakeholders representing

their interests and positions. It is also mentioned that the government sector ideally includes a structured set of top officials and their supporters. Governance also encompasses other sectors, such as private or non-profit, wealth, and political influence, particularly across different levels of government (Geron, 2023).

Governance shapes how actors interact and relate, and it also defines the political network's structure (da Cruz et al., 2019). The governance concept explores multi-scale, multi-actor policy-making processes, from development to implementation (Geron, 2023). Assessing actors, roles, and relationships within programs is the biggest challenge in governance. The Policy Regulation Approach is a system for understanding the components of urban administration by situating the included performing artists inside a wide network of structures and connections (Rahayu & Juwono, 2018). This framework consists of four governance interaction categories to outline how policy is applied across scales and according to power relationships. After being processed, these four categories in the urban governance framework include: 1) Stakeholders; 2) Rules of the Game; 3) Resources; and 4) Discourse (Geron, 2023).

This framework establishes several categories of governance interaction, structure, and context. To begin with, distinguishing partners as different open and private on-screen characters, including the connections and control flow between these performers. Second, the rules of the amusement clarify the administrative foundation and types of activities or interests permitted within a specific administrative structure. Third, incorporating monetary and arrangement data dispersal. Finally, it concerns about values, belief systems, and broader relevant systems that legitimize particular approaches targets, or clarify why certain activities appear sensible within the broader setting of arrangement activities (Geron, 2023).

This research focuses on the application of network governance for the integration of intermodal transportation in Jakarta, specifically examining the Transit-Oriented Development (TOD) at Blok M-Sisingamangaraja. The network governance framework was selected due to its relevance to the topics of network governance, TOD, and public transportation (Mu & de Jong, 2016). This theory is deemed capable of elucidating both the successes and failures of TOD projects amid complexity, uncertainty, and institutional limitations. Additionally, network governance is viewed as a mechanism to align the goals and efforts of various network actors. The author also considered alternative frameworks, such as Public Private Partnership and the Urban Governance Framework, and collaboration in public transportation projects (Geron, 2023; Mu & de Jong, 2016; Navalersuph & Charoenngam, 2021).

Table 1. Conceptualization of the Relevance of Urban Governance, Governance in Public-Private Partnership, and Network Governance Framework

Dimensions and Indicators of Urban Governance (Geron, 2023)	Dimensions and Indicators of Public-Private Partnership Framework (Navalersuph & Charoenngam, 2021)	Dimensions and Indicators of Network Governance Framework (Mu & de Jong, 2016)	Relevance between Dimensions and Indicators
Stakeholder	Stakeholder	Mutual recognition between correlated actors Awareness of the plurality of perceptions, interests, and goals	Has similarities in viewing practices across actors, partnerships, and power relations in existing collaborations.
Rules of the Game	Regulation	Meta-governance, process management, and network structuring Avoidance of early fixations	Has similarities in viewing technical aspects as implementation, which can involve processes, regulations, and participation mechanisms, depending on the type of collaboration.
Resources	Institution	Information, communication, and knowledge exchange Incentives for collaboration and cooperation Changing the institutional rules of networks Trust-building	Has similarities in viewing how an organization conducts management, marked by adaptations to institutional adjustments supported by knowledge and information.
Discourses	Policy	Goal alignment Searching for a common ground	Has similarities in viewing how an organization conducts actions that are aligned with values and ideologies, creating unity and shared goals.

Source: (Geron, 2023; Mu & de Jong, 2016; Navalersuph & Charoenngam, 2021)

C. METHOD

This research applies a qualitative approach. Based on the research objectives, this study is descriptive in nature, aiming to illustrate the application of network governance in the effort to achieve intermodal transportation integration in Jakarta, particularly in the Transit-Oriented Development (TOD) at Blok M-Sisingamangaraja. The research used qualitative data collection methods, including in-depth interviews and a literature review of relevant sources. Data collection involved conducting in-depth interviews with 10 key informants, all involved in the management of TOD in Jakarta, specifically in the Blok M-Sisingamangaraja area. Additionally, this research draws on literature on network governance, transit-oriented development, public transportation in Jakarta, and government policies and programs in the transportation sector.

D. RESULT AND DISCUSSION

Characteristics of the Blok M - Sisingamangaraja Transit-Oriented

The Blok M-Sisingamangaraja Transit-Oriented Development (TOD) located in Kebayoran Baru District, South Jakarta, encompasses approximately 113.7 hectares. The Gunung-Selong borders this area to the north, Kramat Pela-Gunung to the west, and the Selong-

Melawai to the east and south, respectively. The Urban Design Guidelines are outlined to highlight the significance of developing this area as a secondary activity center with a focus on the TOD concept, which emphasizes accessibility to public transportation (*Panduan Rancang Kota Kawasan Pembangunan Berorientasi Transit Blok M Dan Sisingamangaraja*, 2020).

A crucial aspect of TOD development is the 350-meter radius around public transport nodes, which is fundamental to shaping the area's design. The presence of integrated bus terminals and MRT stations, such as the Blok M MRT and CSW, positions the Blok M-Sisingamangaraja as a pivotal transfer hub for the community. This initiative aligns with spatial planning goals as stipulated in the Regional Regulation of DKI Jakarta, where the area is envisioned as a comprehensive terminal that will facilitate mobility for Jakarta's residents and suburban populations.

Various development programs have been planned to enhance infrastructure quality and expand green open spaces within the area. Table 4.1 presents an overview of the development programs designed to support the area's growth, which includes road enhancements, the provision of affordable housing, and the establishment of accessible business spaces (Gifarry et al., 2022).

The TOD concept encourages a mixed-use environment, combining residential, commercial, and recreational spaces to create vibrant, active communities. This integration is intended to minimize reliance on private vehicles, thereby reducing traffic congestion, and promoting sustainable urban living. In addition, pedestrian-friendly pathways and bicycle lanes are planned to encourage walking and cycling, further enhancing accessibility within the area.

Outlines the spatial planning objectives for Kebayoran Baru, with a focus on developing Blok M as a secondary activity center that seamlessly integrates multiple transportation modes in accordance with the Transit-Oriented Development (TOD) concept.

Table 2. Development Program Objectives in Blok M

No	Objective	Development Program
1	Road & Bridge Development	Upgrading pedestrian pathways, interconnecting pedestrian bridges, cycling paths, and pedestrian crossings.
2	Public Transport Management	Establishing feeder bus stops and waiting areas for online transportation services.
3	Green Open Space Management	Revitalizing parks and public plazas.
4	Affordable Housing Provision	Developing affordable housing and managing dense settlements.
5	Affordable Business Space Provision	Creating affordable business spaces.

Source: (Gifarry et al., 2022)

Identification of Stakeholders in the Blok M - Sisingamangaraja TOD Management

Effective management of the TOD area relies on collaboration among diverse stakeholders. PT MRT Jakarta serves as the primary manager, partnering with organizations such as Integrasi Transit Jakarta and the DKI Jakarta Government to synchronize and plan development effectively. Farchad Mahfud, the Director of Business Development at PT MRT Jakarta, emphasizes the importance of stakeholder cooperation, including community members, property developers, and investors.

The authority governing the management of the TOD area in Jakarta is organized hierarchically through various government regulations. Additionally, several Regional Device Organizations (SKPD) play crucial roles in managing different aspects of the area. This

includes the Dinas Cipta Karya Tata Ruang dan Pertanahan Pemerintah Provinsi DKI Jakarta, which oversees planning implementation, and the Dinas Perhubungan, which manages transportation-related issues.

Moreover, the involvement of the central government, through relevant ministries, is vital to this process. The Ministry of Public Works and Public Housing (PUPR) plays a significant role in developing national intermodal transportation. The collaboration between central and local governments is essential for achieving broader TOD development objectives and fostering effective synergy to create sustainable, integrated urban areas.

Public engagement is also an essential component of the management process, ensuring that the local community's voices and needs are taken into account. Stakeholder meetings and public consultations are held to gather input from residents, which influences decision-making and helps address community concerns.

Research Finding

The development of the Blok M-Sisingamangaraja area as a TOD is expected to create a dynamic urban environment that enhances residents' quality of life. Through sustainable practices and efficient transportation solutions, the area aims to become a model for future urban developments in Jakarta, showcasing, the benefits of integrated urban planning and community involvement.

The analysis of the application of network governance in the management of the Transit-Oriented Development (TOD) areas is measured through three dimensions: substantive complexity, strategic uncertainty, and institutional deficiency. The first dimension, substantive complexity, has been implemented optimally and includes four sub-indicators that serve as benchmarks for assessing its implementation. The first indicator, the Recognition of Involved Actors, is based on evidence of three main stakeholders representing their respective hierarchies. These include government institutions at local and central levels, national, regional, and private enterprises, and the general public.

> "*In general, there are three stakeholders in the development of TOD areas. First, the government aspect; second, us as area managers; and third, the surrounding community or landowners. These three stakeholders will continue to coordinate with one another from planning to implementation, with the primary coordinator being the three parties managing the area*" (Puspita, n.d.).

However, the second indicator in this dimension, awareness of plurality of perceptions, interests, and objectives, has not been fully optimized. This is due to the diverse backgrounds of the involved actors, which makes unifying visions, missions, and conceptual understanding challenging. The difficulty in coordinating, particularly regarding the plurality of backgrounds among the actors, was also highlighted by Febri Nur Prasetyo, a lecturer at the Land Transportation College and a former practitioner on the TOD Team at BPTJ, who stated:

> "*Certainly not, because so far, based on our observations at BPTJ when assisting, it has been very difficult to unify visions, especially regarding the understanding of TOD itself. Some definitions are understood differently, with confusion over how to interpret 'transit' and 'development'* (Prasetyo, n.d.).

Dividing stages or hierarchies facilitates task and authority mapping, allowing for the implementation of the next dimension, Avoiding Early Fixation. Persuasive actions, such as socialization and guidance, as well as the implementation of processes that align with applicable regulations, have also been carried out.

> "*We need to distinguish between two groups. There are stakeholders in the benefit-oriented category (central and regional governments), and those in the profit-oriented group (private companies, SOEs, regional SOEs). Even within the benefit-oriented category, there are still sectoral egos, which make it even more difficult to unify them with profit-oriented entities. Therefore, we often conduct staged socialization, first with local governments. Once the local government understands, we assist them in socializing with the operators*" (Prasetyo, n.d.).

The final indicator, communication of information and knowledge exchange, has been optimally realized through the Jabodetabek-Urban Transport Policy Integration Phase 3 (JUTPI-3) program.

> "*In relation to the question of communication and knowledge exchange between actors, at BPTJ, we already have platforms for knowledge exchange. We are currently working through the Ministry of Transportation under the Ministry of Economic Coordination (Kemenko), and the program is JUTPI-3 (Jabodetabek Urban Transport Policy Integration Phase 3). We also hold socialization and technical guidance sessions to exchange ideas between institutions. We also invite business actors. The JUTPI program provides additional information for both us and local governments on the latest TOD developments* (Abdilah, n.d.).

The conclusion regarding the substantive complexity dimension is that collaboration among stakeholders in managing TOD areas to achieve transportation integration in Blok M-Sisingamangaraja has not been fully implemented. This conclusion is based on the fact that one out of four indicators : Awareness of Plurality of Perceptions, Interests, and Objectives, has not been fulfilled.

The next dimension in the cumulative network governance framework is strategic uncertainty, which comprises four sub-indicators that serve as benchmarks for evaluating its implementation effectiveness. The first indicator, meta governance, process management, and network structuring, has yet to be implemented optimally and concretely in line with the conceptual framework. This shortcoming is further compounded by the limited public involvement in the collaboration process, which runs counter to the core principles of meta-governance. Moreover, public involvement has only been observed in socialization programs such as the TOD Forum 2022 and the Citizen Dialogue by PT MRT Jakarta. Comprehensive and concrete community empowerment, as well as participation in the Musrenbang (Development Planning Consultation Forum), were absent, affecting other indicators such as process management and network structuring. The absence of public involvement hindered the full optimization of these processes in line with meta-governance principles, which should involve the government, business entities, and the public.

The second indicator in this dimension, incentives for collaboration and cooperation has been implemented optimally, although the definition of incentives does not always refer to profit-related matters.

The incentives here are more related to spatial planning. For example, suppose a landowner wants to increase the development of their land beyond government requirements. In that case, they can contribute infrastructure to the area and receive incentives in the form of land development rights. There is no direct material or monetary incentive. For area coordinators, the priority is determining what infrastructure can be improved within the area due to the landowner's development (Puspita, n.d.).

The Urban Design Guidelines (PRK) were created, marking the optimal implementation of the third indicator: alignment of objectives. The involved parties use the guide to align their goals in developing TOD at Blok M-Sisingamangaraja.

> "*When discussing Jabodetabek, only the Jakarta provincial government has firmly established TOD, with a PRK in place, compared to other local governments. Other local governments are receiving guidance to catch up with Jakarta. This doesn't mean that those outside of Jakarta haven't understood TOD. They are starting to understand, but Jakarta is more advanced because transportation development is still centered there. Other regions around Jakarta are still figuring out TOD and how to coordinate funding for collaboration"* (Prasetyo, n.d.).

The final indicator in the strategic uncertainty dimension is searching for common ground. The analysis indicates that efforts to find common ground among actors have not been successful, as there is no clear point of convergence among the plural perspectives. Moreover, the collaboration does not regulate or enforce all necessary actions to achieve common ground. Data gathered in the field mostly point to attempts to identify technical commonalities, but these data are insufficient to confirm that this indicator has been met.

The third and final dimension in the network governance framework is institutional deficiency (Mu & de Jong, 2016). This dimension is described as involving two sub-indicators: institutional design (changing the institutional rules of networks) and trust-building. The institutional design indicator has been implemented optimally, beginning with improvements to institutional structures and regulations. These adjustments were necessary to accommodate the implementation of the Urban Design Guidelines (PRK).

> "*Institutional adjustments have been made gradually. From the moment we were appointed as area managers, we implemented institutional improvements. Regulatory adjustments were also made in line with conditions on the ground. Internally within MRT Jakarta, some shifts occurred, moving from planning to more construction-focused activities. Institutional adjustments were required to implement the Urban Design Guidelines. Initially, the focus was on planning, but as the guidelines were ratified, implementation took center stage, driving increased construction activity. Both MRT Jakarta and the provincial government made institutional adjustments to support the regulatory process"* (Puspita, n.d.).

Consistent coordination has led to the effective implementation of the second sub-indicator, trust-building. Trust-building is carried out through technical processes in which actors perform their tasks and functions in accordance with the agreed mechanisms.

> "*Consistent coordination is necessary. We have reporting and monitoring processes from the provincial government to the area managers. This coordination system is consistently and systematically implemented between the provincial government, area managers, and relevant stakeholders"* (Puspita, n.d.).

In conclusion, dealing with the institutional deficiency dimension has been successfully implemented. An analysis of each sub-indicator within this dimension supports this. Institutional aspects are critical to an organization's or institution's identity. However, given the involvement of various other parties, institutional adjustments are also required. While these adjustments have generally been implemented well, it should be noted that institutional

change requires gradual adaptation. Furthermore, trust-building is essential, as the plurality of actors must be based on agreements formalized through memoranda of understanding. Trust serves as a supporting condition for the establishment of successful collaborative agreements between actors.

E. CONCLUSION

This study examined the application of network governance in managing Transit-Oriented Development (TOD) areas in Jakarta, specifically analyzing its effectiveness in addressing governance complexities. The findings reveal that network governance in TOD management remains suboptimal due to fragmented stakeholder coordination, weak meta-governance, and the absence of a unified collaboration framework. These challenges align with the governance issues identified in the introduction, particularly the difficulties in aligning diverse stakeholder interests and navigating regulatory inconsistencies. The study underscores the critical role of institutional arrangements, stakeholder synergy, and structured governance mechanisms in ensuring a more coherent and sustainable TOD development process. By highlighting these governance deficiencies, this research provides a deeper understanding of the structural and procedural gaps that hinder effective TOD implementation, thereby reinforcing the necessity of an integrated, adaptive governance approach.

Recommendations

Based on the conclusions, three indicators were found not to have been fully met in the management of Transit-Oriented Development (TOD) areas. Therefore, the author provides several recommendations to support the application of network governance in managing TOD areas and achieving transportation integration in Jakarta, particularly in the Blok M-Sisingamangaraja area. The recommendations are as follows:

First, the government needs to enhance awareness of the plurality of perceptions, interests, and objectives. This issue stems from problems found in this dimension, such as ongoing misunderstandings about the TOD concept, difficulties in unifying visions and missions, and other related issues. Concrete actions to mitigate these problems include conducting socialization efforts and providing persuasive guidance to those who do not fully understand the TOD concept or have differing visions and missions.

Secondly, it is urgent to increase public involvement in accordance with the meta-governance concept, which involves the government, the private sector, and the public. The public's contribution has been minimal, reflected only in programs such as the TOD Forum and Citizen Dialogue. Concrete actions include empowering the public directly in the development process and involving them in the Development Planning Consultation (Musrenbang) to fulfill the principle of governance "by the people, for the people.

Last but not least, the government needs to establish specific regulations to address institutional improvements for each stakeholder involved. This recommendation is based on the finding that there has not yet been concrete action to fulfill the indicator of seeking common ground. The author suggests that TOD management and transportation integration in Jakarta should be governed by dedicated regulations that define the roles of all parties involved. These regulations are recommended to take the form of a Presidential Regulation (Perpres), which could be further specified through Ministerial Regulations (Permen) at the national level and Governor Regulations at the regional level.

It is also recommended that the government conduct routine monitoring and evaluation to address existing deficiencies, such as differing visions and missions, misunderstandings about the definition of TOD, limited public involvement, and institutional challenges.

Contributorship

This manuscript was developed through the collaborative efforts of multiple authors. Dr. Vishnu Juwono (First Author) was responsible for the conceptualization of the study and led the methodology design. Mr. Ferdy Riansyah Putra (Second Author) managed the data collection and initial data analysis. Ms. Shanen Patricia Angelica (Third Author) contributed to the literature review. Mr. Ilham Pambudi (Fourth Author) assisted with manuscript drafting, literature review, and revisions. All authors reviewed and approved the final version of the manuscript.

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