

IMPLEMENTATION OF STRATEGIC POLICIES FOR THE INDONESIA-CHINA HIGH-FAST RAIL PROJECT: A CASE STUDY OF THE JAKARTA-BANDUNG HIGH-FAST RAIL

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Abstract

This study analyzes the strategic policy implementation of the Indonesia China High-Speed Rail (KCIC) project, focusing on the Jakarta–Bandung High-Speed Rail (HSR) case study. This project is one of the largest infrastructure initiatives in Indonesia, involving bilateral cooperation between Indonesia and China. The study aims to evaluate the extent to which this policy has been successfully implemented, based on Mazmanian and Sabatier's policy implementation theory and William N. Dunn's policy evaluation criteria. The study reveals that despite the project's clear strategic objectives and high-level political support, its implementation faces various challenges, including overlapping regulations, limited interagency coordination, public resistance, and budget overruns. This study uses a qualitative descriptive approach, aiming to describe and analyze the strategic policy implementation process of the Jakarta–Bandung high-speed rail project in depth, based on empirical data and the perspectives of policy actors. The evaluation indicates that physical effectiveness has been achieved through infrastructure completion, but efficiency, responsiveness, and accountability still need to be improved. The study concludes that the successful implementation of strategic policies depends not only on political and financial strength, but also on clear policy design, good governance, and inclusive public participation. Keyword: Policy implementation, High-speed train, Policy evaluation.

A. INTRODUCTION

Although the project was finally inaugurated in 2023, various questions remain regarding the policy's effectiveness, budget efficiency, socio-economic impact on communities surrounding the railway line, and its future operational sustainability.

Implementing such a strategic policy requires strong synergy between government, private sector, and community actors. Therefore, this article aims to evaluate the policy implementation process for the Jakarta-Bandung High-Speed Rail Project, focusing on aspects of planning, coordination between actors, resource management, and its impact on national development goals (Tetama et al., 2022). This research also analyzes how the policy is implemented within a strategic policy framework, and the extent to which the principles of good governance and administrative efficiency are applied.

Previous research conducted by Aji, R., & Prakoso, D. (2021) - Analysis of the Implementation of the National Strategic Project Policy for the Jakarta-Bandung High-Speed Rail. Examining implementation obstacles from the perspective of inter-agency coordination and infrastructure readiness. The findings are that the main obstacles are the synchronization of permits, overlapping spatial planning regulations, and delays in land acquisition.

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Cross-ministerial coordination is considered suboptimal, thus affecting the implementation time target. Nugraha, F. (2020) Study of the Socio-Economic Impact of High-Speed Rail Development in the West Java Corridor, examines the social and economic impacts on communities around the project route. The findings are: The project provides new economic opportunities (property investment, employment), but also causes negative impacts such as conversion of agricultural land and social shifts in affected communities. Setiawan, H. (2021), The Role of Bilateral Cooperation in Indonesia-China High-Speed Rail Project Examining diplomatic relations and investment cooperation between Indonesia and China. The results of the research are that the business-to-business-based financing scheme reduces the burden on the APBN, but increases the financial risk for implementing SOEs.

The Jakarta-Bandung High-Speed Rail (KCJB) project is a National Strategic Project (PSN) that symbolizes the transformation of modern transportation infrastructure in Indonesia. This project not only involves the technical aspects of high-speed railway construction, but also reflects strategic cooperation between Indonesia and China within a global investment framework. Its strategic value lies in the potential to reduce intercity travel times, strengthen metropolitan connectivity, and stimulate economic growth in the areas it passes through. However, behind these lofty goals, the policy implementation process faces various challenges, such as delays in land acquisition, overlapping regulations, escalating project costs, resistance from affected communities, and environmental sustainability issues. These factors indicate that the project's success is determined not only by technological sophistication and funding availability, but also by the quality of planning, coordination between actors, and policy risk management.

To date, academic studies that comprehensively analyze the implementation of KCJB's strategic policies from a public policy perspective are still relatively limited, particularly those that integrate policy implementation model analysis with the context of bilateral cooperation and local socio-economic characteristics. This research is crucial for: Identifying the extent to which KCJB's policy implementation aligns with established strategic objectives, identifying supporting and inhibiting factors for implementation from a public policy perspective, and providing policy input for other large-scale infrastructure projects to be more effective, efficient, and sustainable.

Therefore, this research is highly urgent in bridging the gap between policy formulation and the reality of implementation on the ground, while also serving as a reference for the government, project implementers, and other stakeholders in managing future strategic infrastructure projects. In general, this research aims to analyze the strategic policy implementation of the Jakarta-Bandung High-Speed Rail Project as part of the Indonesia-China cooperation. Its Policy Contribution is to: Provide alternative policy implementation strategies that are more adaptive to political, economic, and social dynamics and serve as a reference for designing future strategic infrastructure policies to be more targeted, efficient, and sustainable.

B. LITERATURE REVIEW

Public Policy Implementation Theory is used to analyze how a strategic policy is implemented from the central level to the field (Wahab, 2021). Policy implementation is the process of implementing political decisions in the form of laws, regulations, or concrete government decrees on the ground. In the context of the Jakarta-Bandung High-Speed Rail project, implementation involves not only technical implementation but also coordination between actors across countries, the National Bureaucracy, Regional Governments, and the Private Sector.

Mazmanian and Sabatier (1983) state that three key variables in successful implementation are clarity and consistency of policy objectives, supportive socio-economic and technological conditions, and the commitment and capacity of implementing actors. In the case of the high-speed rail project, it is important to analyze whether the policy objectives are clear and whether resource support, including political, technical, and budgetary, is available. Winter (2020) developed a hybrid top-down and bottom-up approach, examining how local actors contribute to the success of national projects such as the high-speed rail. The high-speed rail project is heavily influenced by the clarity of central instructions, the technical readiness of implementing agencies, and local responses (e.g., in land acquisition).

Expert Opinion on Indicators of Success or Failure of Policy Implementation (2020-2025) William N. Dunn (2020, Revised Concept of Policy Evaluation). Dunn emphasized that the success of policy implementation can be measured through: Effectiveness: the extent to which policy objectives are achieved, Efficiency: the ratio between costs and benefits, Adequacy: the extent to which the policy addresses the needs of public problems, Responsiveness: the extent to which the policy is accepted by the public and meets community aspirations, and Appropriateness: how appropriate the policy is to the socio-economic-political conditions of the community.

Grindle's Theory (1980): "Good Enough Governance" Grindle emphasizes two important dimensions in implementation: Content of policy: how complex, technical, and flexible the policy is. Context of implementation: including political power, bureaucratic support, community response, and leadership. This theory is relevant to see how the interaction between Indonesian national policies and Chinese interests in this strategic project, including local resistance or social conflict.

Top-down (Van Meter & Van Horn): emphasizes that success depends on the consistency of policy objectives, the quality of communication between actors, and the capabilities of implementers. Bottom-up (Lipsky, 1980): recognizes the importance of local actors (street-level bureaucrats) in shaping policy outcomes on the ground. The implementation of national strategic projects such as the High-Speed Rail tends to use a top-down approach, where the central government dominates planning and implementation, with limited involvement from communities and regions. The tension between this top-down approach and the need for local responsiveness is a key factor in analyzing the implementation of the KCIC project.

Definition of Policy Evaluation According to William N. Dunn In his book, Public Policy Analysis (latest edition, 2020), William N. Dunn states that: "Policy evaluation is the process of assessing the value or benefits of an implemented public policy, in terms of effectiveness, efficiency, adequacy, equity, and sustainability." Furthermore, Dunn explains that policy evaluation aims to:

1. Determining whether a policy achieves its objectives (effectiveness),
2. How optimally resources are utilized (efficiency),
3. Whether the policy adequately meets community needs (adequacy),
4. Whether the policy is responsive to public demands and aspirations (responsiveness),
5. Whether the policy is received fairly and equitably (equity/justice).

Using the approaches and theories above, this study of the implementation of the Jakarta-Bandung High-Speed Rail policy can reveal: Factors for the success and failure of strategic policy implementation, Tensions between central policy logic and realities on the ground, and the role of international actors (China) in the configuration of national public policy. To measure the success of the Strategic Policy Implementation of the Indonesia-China High-Speed Rail Project, the author uses indicators from the theory of Mazmanian & Sabatier (1983, updated in the 2000s), namely Implementation and Public Policy Indicators:

1. Clarity of policy objectives
2. Legal capacity to direct implementation
3. Implementer leadership
4. Support from target groups and political elites
5. Stability of social, political, and economic conditions

To measure the success of policy evaluation, the author uses indicators from William N. Dunn (2020) (6th Edition) on Public Policy Analysis, namely that the success of policy evaluation is determined by:

1. Effectiveness
2. Efficiency
3. Adequacy
4. Responsiveness
5. Appropriateness
6. Equity/Equity-Effectiveness

C. RESEARCH METHODOLOGY

This study uses a qualitative descriptive approach, which aims to describe and analyze the strategic policy implementation process of the Jakarta-Bandung high-speed rail project in depth based on empirical data and the perspectives of policy actors. This approach was chosen because policy implementation is a complex process, involving various actors, socio-political contexts, and dynamics between institutions, so it is more appropriate to be analyzed through a qualitative approach. This research is an exploratory case study, focusing on one unit of analysis, namely: The implementation of the strategic policy of the Indonesia-China High-Speed Rail project on the Jakarta-Bandung route. Location and Time of Research. The research was conducted in the area directly affected by the project, namely Bandung Regency (Tegalluar Station). The research time is planned between April-June 2025. Data Collection Sources and Techniques. Primary Data, namely in-depth interviews (with: PT KCIC (Indonesia China High Speed Train) officials, affected local governments, community leaders, affected communities (displaced, relocated, etc.), academics or public transportation observers and field observations of project infrastructure, social impacts, and community responses. Secondary Data, namely mass media news and academic studies or research.

The main research instrument is a semi-structured interview guide compiled based on policy implementation indicators. Data analysis techniques use thematic analysis through the following stages: Data reduction sorting relevant data from interviews and documents, Categorization grouping data according to policy implementation theory indicators, Interpretation interpreting the meaning of emerging patterns and Conclusion drawing: concluding the success/failure factors of implementation

D. RESULT AND DISCUSSION

"The Strategic Issues of the Indonesia-China High-Speed Rail Project: A Case Study of the Jakarta-Bandung High-Speed Rail", analyzed based on: Mazmanian and Sabatier's Theory (1983): Framework for the Study of Implementation and William N. Dunn's Policy Evaluation Theory (2020).

Implementation Analysis Based on Mazmanian and Sabatier's Theory

Mazmanian and Sabatier explain that the success of policy implementation is determined by three main categories:

Clarity of Policy Objectives.

Informant 1: Representative of KCIC (PT Kereta Cepat Indonesia-China)

Question: Was there clear policy direction from the government to KCIC throughout the project?

Answer:

“We received strategic direction from the government, but policy changes often occurred suddenly, such as in financing and permitting. This forced us to adapt quickly without consistent guidelines. For example, several revisions to Presidential Regulations and adjustments to work plans came mid-construction.”

Informant 2: Academic and Transportation Policy Observer

Question: How would you assess the clarity of policy objectives in the KCJB project?

Answer:

“The policy objectives are highly political and macro, but unfortunately, they are not accompanied by measurable technical indicators. This is a classic problem in our strategic policy. Referring to Mazmanian & Sabatier, this project is less successful in terms of clarity of objectives. As a result, coordination between institutions is often out of sync, and the public does not understand the direction of this development.”

Informant 3: Community Leader Affected by the Project in Tegalluar

Question: Do you understand the objectives of this high-speed train?

Answer:

“They say it's to speed up travel and advance the economy. But we, as residents, have never been clearly informed. We only know our land is being used for the project. There has also been minimal outreach. We're confused about who this project is actually for.”

Analysis: The objectives of the KCJB project have high strategic and political content, but they are not accompanied by detailed and measurable performance indicators (KPIs), such as user targets, economic impact targets, or efficiency benchmarks. Impact: Project implementers are confused about translating strategic objectives into operational steps. This opens up room for multiple interpretations in decision-making, such as in land acquisition and determining route routes.

Legal Capacity to Guide Implementation

Source Person 1: Representative of KCIC (PT Kereta Cepat Indonesia–China)

Question: Are the legal instruments adequate to support the operational aspects of the KCIC project?

Answer:

“We often face gaps between applicable regulations and technical requirements on the ground. For example, there is no national standard for testing train speeds of 350 km/h. We also have to coordinate with multiple ministries, but there is no single regulation that explains the process in detail. This makes some processes slow and risky.”

Source Person 2: Academic in Constitutional Law and Public Policy Question: How do you assess the legal capacity to guide the implementation of strategic projects like the KCJB?

Answer:

“Our laws tend to provide formal power at the outset, but are weak in technical and implementation terms. The KCJB is a concrete example of how goodwill in the form of a Presidential Regulation is not necessarily effective on the ground without the support of clear SOPs, operational guidelines, technical guidelines, and evaluation mechanisms. This reflects structural weaknesses in the legal design of strategic policies.”

Normatively, the KCJB project has sufficient legal force. However, in substance, existing regulations have not been able to regulate the technical implementation in detail and consistently. This results in ambiguity in implementation, weak coordination, and inconsistent decisions, all of which have an impact on delays and project cost overruns.

Implementation Leadership

Interviewee 1: Operations Director of PT KCIC

Question: What role does leadership play in ensuring the smooth running of the KCJB project?

Answer:

"Leadership in this project is quite complex because it involves two countries, four state-owned enterprises, and government agencies. We strive to maintain communication between the central government and the field, but in reality, cross-sector coordination is not always smooth. Each leader has their own style, and this sometimes causes processes in the field to become unsynchronized, especially when there is a change in leadership."

Interviewee 2: Head of the West Java Provincial Transportation Agency

Question: To what extent does the project leadership involve the local government in the implementation of the KCJB?

Answer:

"Formally, we are invited to coordinate, but in practice, we often only receive one-sided information. The project leader focuses more on physical construction targets, even though there are social issues that should be discussed with the local government, such as the impact of relocation and access for residents around the station."

Interviewee 3: Infrastructure and Transportation Policy Observer

Question: How do you assess the implementation leadership in the KCJB project?

Answer:

"One of the major weaknesses of the KCJB project is the lack of visionary leadership capable of bridging the technical and social aspects. Many decisions are reactive, not strategic. Yet, for a project of this magnitude, we need leadership that can assess risks and manage communication between stakeholders in an inclusive manner."

Interviewee 4: Project-Affected Residents in Rancaekek.

Question: Have you ever met directly with the project leaders or their representatives?

Answer:

"Who is directly responsible? When there are land issues, we have to go back and forth to the village office and the district office, but it's not clear who can make decisions. The project leaders seem distant from the residents." Rarely. Usually, contractors or field staff come. We don't know.

Indicators of implementing leadership in the KCJB project implementation show: Legal and structural capacity is in place, but it is not supported by strong visionary and technocratic leadership, coordination between actors is weak, and field policies tend to be sectoral and technocratic, lacking social sensitivity. In line with Mazmanian & Sabatier's theory, without strong, adaptive, and communicative leadership, strategic policy implementation risks failing to achieve its overall objectives.

Support from target groups and political elites

Informant 1: Head of the Bandung Regency Development Planning Agency (Bappeda)

Question: Does the local government fully support the KCJB project?

Answer:

"We support it because it's a national strategic project. But frankly, our involvement in the initial stages was very minimal. Many technical policies and decision-making were made at the central level, without considering social dynamics and local needs. As a result, we were the ones who had to deal with the community when resistance or demands for compensation arose."

Informant 2: Project-Affected Residents in Tegalluar Village

Question: How do you respond to the construction of the high-speed train passing through your area?

Answer:

"Initially, we thought this project would provide immediate benefits, such as employment or economic growth. But in reality, we had to relocate, the compensation was inadequate, and there was a lack of public awareness from the government. We didn't feel involved; we were only informed after everything was decided."

Informant 3: Observer of Public Policy and Transportation Politics

Question: To what extent were political elites and target groups involved in the implementation of the KCJB?

Answer:

"Formally, support from national political elites is very strong, especially because this project is a symbol of progress and modernization. However, its implementation has not sufficiently considered the participation of local communities and elites. This gap has created resistance at the grassroots level, primarily due to the lack of transparency and two-way communication."

Indicators of support from target groups and political elites indicate that: Politically, the KCJB project has strong support from the central government and national political elites. However, this support has not been accompanied by an inclusive process for local elites and affected communities. This imbalance in support has become a source of social conflict, implementation delays, and a decline in public trust in the project.

Stability of Social, Political, and Economic Conditions

Informant 1: Head of an Affected Village in Tegalluar
Question: How has the social condition of the community been since the KCJB project began?

Answer:

"Residents here were initially supportive, but now many are disappointed. There are issues with compensation, failed relocations, and disrupted road access. There hasn't been any open conflict, but the social atmosphere has become less harmonious. We feel like we were only involved as a formality."

Informant 2: Economics Lecturer and Infrastructure Observer

Question: How do you view the social, political, and economic stability of the KCJB implementation?

Answer:

"Macro stability is relatively maintained, but the micro-social aspects are problematic. This project is highly dependent on global economic dynamics and foreign financing. Furthermore, the government is too focused on portraying this project as a source of national pride without adequately considering social balance and the distribution of benefits to the local community."

Indicators of social, political, and economic stability show: Politics are relatively stable, but projects are heavily symbolized and politicized, creating ambiguous public perceptions. Social support is maintained, but community participation is very low and social impact mitigation is minimal. The economy is experiencing turmoil, particularly due to the pandemic and cost overruns, which are putting pressure on financing sustainability.

Policy objectives are considered clear and measurable, but in terms of implementation on the ground, some communities still do not understand the direct benefits of this project. Public communication is less than optimal. There is strong leadership, but lack of coordination between institutions and slow bureaucracy has caused project delays. Political support is very strong, but support from the community as the primary target group remains

weak, leading to friction on the ground. Stability is relatively maintained, but economic fluctuations and the pandemic have disrupted project schedules and costs.

The following is a bar chart depicting the implementation of the strategic policy of the Indonesia–China High-Speed Rail Project (KCIC) based on indicators from Mazmanian & Sabatier:

Table 1. Analysis of Readiness and Challenges in Policy Implementation		
<i>NO</i>	<i>COMPONENT</i>	<i>BRIEF DESCRIPTION</i>
1	Clarity of Policy Objectives	There are long-term goals, but they are not fully understood by the public.
2	Legal Ability to Direct Implementation	Many overlapping regulations and rule revisions
3	Executive Leadership	The central government is strong, but coordination between agencies is weak.
4	Support from Target Groups and Political Elites	There was initial political support, but it began to weaken due to cost/technical issues.
5	Social, Political, and Economic Stability	There is a lot of macroeconomic uncertainty and local community resistance.

Source: Processed By Researchers, 2025

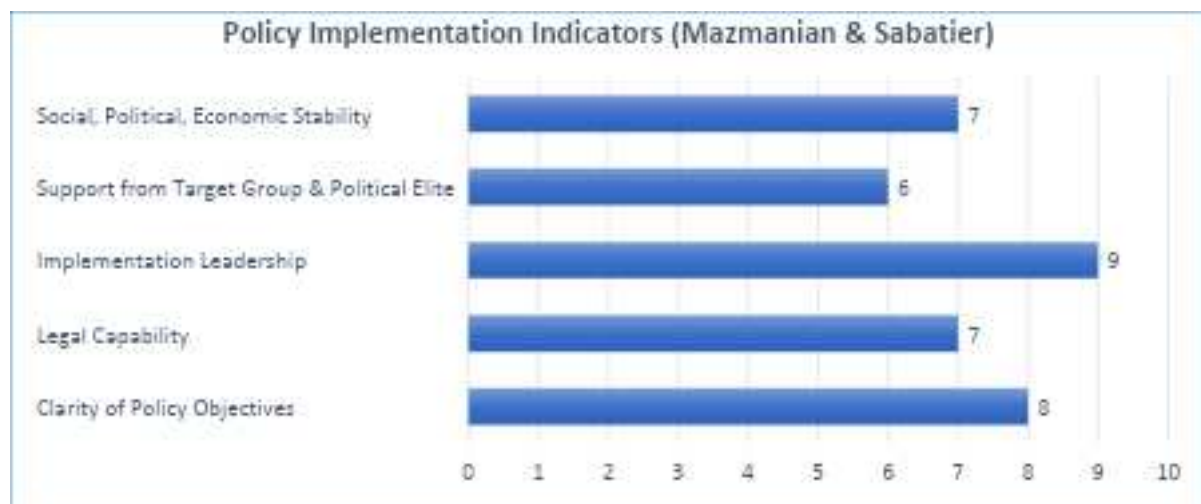


Figure 1. Grafik Policy Implementation Indikator

Source: Processed By Researchers, 2025

Overall, the implementation of the Jakarta–Bandung High-Speed Rail project has a strong foundation in terms of leadership and clear policy objectives, but still faces challenges in terms of public support and technical and regulatory obstacles. This type of evaluation helps identify areas for improvement to ensure the success of similar projects in the future.

Evaluation Analysis Based on William N. Dunn's Theory (2020)

Dunn identified six criteria for evaluating policy implementation: effectiveness, efficiency, adequacy, responsiveness, accuracy, and appropriateness. The findings in the context of the high-speed rail project are as follows:

Effectiveness

Definition (Dunn): The extent to which a policy is able to achieve its stated objectives. Findings: The KCJB project targets transportation modernization, accelerated Jakarta-Bandung connectivity, and reduced traffic congestion. However, the project has been

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delayed for more than five years, from its initial target of 2019 to full operation in 2024. Projected passenger numbers have not yet reached the target due to limited integration of supporting (feeder) transportation modes. Project effectiveness is still partial: the long-term goal of fast connectivity is starting to be seen, but has not been fully achieved due to technical and social obstacles.

Efficiency

Definition (Dunn): The ratio between output produced and resource input used (cost, time, labor). Findings: Project costs increased from IDR 86 trillion to more than IDR 120 trillion (as of 2024). Cost overruns were influenced by exchange rate fluctuations, the pandemic, and technical and technological adjustments. The land acquisition process took longer than the initial estimate. Discussion: Low efficiency, because the resources (funds and time) used were not commensurate with actual progress. This project risks not being cost-effective if the number of passengers and fares are not optimal.

Adequacy

Definition (Dunn): Is the policy capable of addressing all aspects of the problem being addressed? Findings: The KCJB project has not fully addressed the problem of intercity mobility because: The starting and ending stations are not located in the city center. There is no guaranteed connection to local transportation (buses, commuter trains, public transportation). There are no ticket subsidies for certain community groups. Discussion: Adequacy is not met, as it only partially resolves transportation problems, while challenges of accessibility and inclusion remain unaddressed.

Responsiveness

Definition (Dunn): The extent to which the policy is able to respond to public needs, aspirations, and interests. Findings: Some residents support the project because it is perceived as bringing modernization. However, affected residents (especially landowners) have protested unfair compensation and minimal communication. Many complaints from the community remain about their lack of involvement in project planning. Discussion: Responsiveness is weak, as implementation tends to be top-down without meaningful public involvement. Affected communities feel like objects, not subjects, of policy.

Appropriateness

Definition (Dunn): Is the chosen policy the most appropriate solution to the existing problem? Findings: KCJB offers high-tech solutions, but only serves certain segments of society (middle to upper class). Yet, the main problems of urban and intercity transportation are congestion, affordability, and modal integration, not simply speed.

Equity / Equity Effectiveness

Definition (Dunn): The extent to which the policy distributes benefits and burdens fairly among various community groups. Findings: The primary benefits of the project are enjoyed by passengers who can afford high fares. Meanwhile, the social burdens (relocation, compensation, access disruption) are borne by local communities affected by the project. There is no mechanism for supporting the poor.

Table 2. Brief Evaluation of KCJB

<i>NO</i>	<i>Dun Criteria (2020)</i>	<i>Brief Evaluation of KCJB</i>
1	Effectiveness	Partial achievement, but not yet according to the initial target
2	Efficiency	Low due to waste of time and cost
3	Adequacy	

		Still limited in answering the root of transportation problems
4	Responsiveness	Weak, the public is less actively involved
5	Accuracy	Advanced solution, but not suitable for needs
		Unfair; more beneficial for certain groups of the majority
6	Equity (Equity)	There is no mechanism for supporting vulnerable or poor groups.

Source: Processed By Researchers, 2025

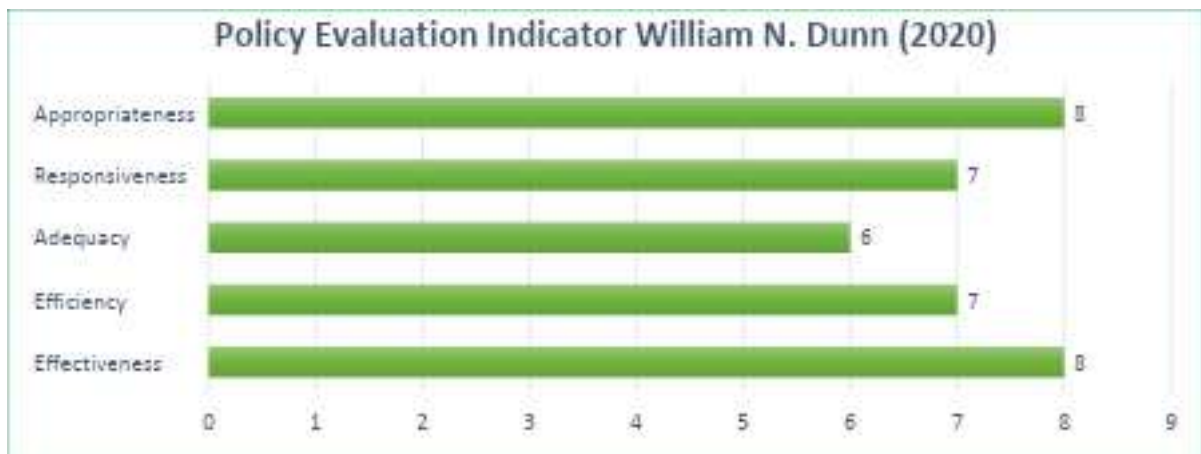


Figure 2. Policy Evaluation Indicator
Source: Processed By Researchers, 2025

Based on William N. Dunn's (2020) indicators, the KCJB project demonstrated high levels of effectiveness and policy accuracy, but still had room for improvement in adequacy and community participation. This evaluation is useful for improving the quality of public policy in future strategic infrastructure projects.



Figure 3. KCJB project policy evaluation flowchart based on William N. Dunn
Source: Processed By Researchers, 2025

The following is a flowchart of the policy evaluation of the Jakarta–Bandung High-Speed Rail (KCJB) project based on William N. Dunn's (2020) evaluative approach. This diagram shows the relationship between:

1. Strategic policy as the starting point,
2. Various inputs and implementation processes,
3. Project outputs and outcomes,
4. Evaluation based on Dunn's six criteria,
5. Finally, it produces further policy recommendations.

E. CONCLUSION

The Jakarta-Bandung High-Speed Rail project demonstrates the complex dynamics of implementing large-scale public policies. Based on a review of Mazmanian & Sabatier's implementation theory and an evaluation by William N. Dunn, the following conclusions can be drawn:

Clarity of Objectives and Policy Design, The project's objectives of improving connectivity and accelerating regional economic growth are quite clear, but there are still shortcomings in its socialization and adaptation to the local socio-economic context. The policy design is ambitious, but not entirely adaptive to the dynamics of field implementation.

Legal and Institutional Framework, The legal framework and regulatory support are in place, but overlapping authority between institutions and a lack of coordination between the central and regional governments have led to obstacles in the land acquisition and licensing processes.

Leadership and Implementation Capacity Project leadership is under the direct control of the central government through state-owned enterprises, but technical and managerial capacity at the implementation level is uneven. The involvement of foreign partners from China adds technical and diplomatic dimensions that require careful management.

Political and Social Support, Although the project has high-level political support, resistance from affected communities and criticism from policy observers pose challenges. The lack of public participation and involvement of local stakeholders also impacts the policy's legitimacy.

Changing Social, Economic, and Political Conditions, National economic instability, fiscal burdens, and the impact of the COVID-19 pandemic have delayed project implementation. Exchange rate fluctuations and cost overruns also indicate that implementation faces significant external challenges.

Effectiveness and Efficiency, From an effectiveness perspective, the project has demonstrated physical achievements, such as the completion of key infrastructure. However, from an efficiency perspective, budget overruns and schedule delays indicate suboptimal resource management.

Responsiveness and Accountability Responsiveness to public criticism remains limited, and project accountability mechanisms, particularly regarding cost transparency and socio-economic impacts, need improvement.

Overall, the implementation of the Jakarta-Bandung High-Speed Rail strategic policy represents a significant achievement in national infrastructure development, but also demonstrates the importance of improving participatory policy planning, interagency coordination, and risk management in large-scale strategic projects.

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