

## EVALUATION OF DEVELOPMENT POLICY AND INCREASED INTEGRATED PUBLIC TRANSPORTATION IN BANDUNG CITY

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### ABSTRACT

*The rapid growth of Bandung, both in population and economic activity, has heightened the demand for efficient and effective transportation. To address these challenges, the Integrated Public Transportation Development and Improvement Policy, grounded in Regional Regulation No. 5 of 2022, was introduced. This study, drawing on Thomas R. Dye's policy implementation theory as referenced by Wahab (2022), aims to assess the effectiveness of this policy in enhancing public transportation services in Bandung. Using a qualitative descriptive analysis method, the research incorporates primary and secondary data gathered through interviews, observations, and document analysis of public transportation systems. The findings reveal that the policy is well-structured with clear objectives, adequate budget allocations, and effective inter-institutional coordination, leading to significant improvements in accessibility and comfort of public transportation. However, challenges remain, including insufficient infrastructure, ineffective regulations, and issues with integrating different transportation modes. The study proposes solutions such as stricter regulation enforcement and better integration of transportation modes. Recommendations include increased infrastructure investment, enhanced coordination among institutions, and greater community involvement in the planning and evaluation processes of public transportation policies. These measures are expected to contribute to a more efficient, effective, and sustainable public transportation system in Bandung, thereby supporting the city's future development.*

**KEYWORDS** *bandung city, infrastructure, integrated public transportation, policy evaluation, transportation policy*



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### INTRODUCTION

National development is a sustainable effort to develop and improve various aspects of people's lives, such as the economy, politics, socio-culture, and state security defense. The main objective is to achieve general well-being, as mandated by Article 23A of the 1945 Constitution. The government has an important role in designing policies that support sustainable development. In this context, public

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transportation policies are crucial, especially in big cities like Bandung. The city faces various transportation challenges, including traffic congestion and personal vehicle domination which reaches 98%.

The area of Bandung City Road network is only around 2.96% of the total area, far below the ideal standard 10-30%. This emphasizes the importance of developing and improving the quality of integrated public transportation. Regional Regulation (Perda) Bandung City Number 5 of 2022 concerning Development and Improvement of Integrated Public Transportation Quality is expected to create an efficient, integrated, and environmentally friendly transportation system. However, the implementation of this policy still faces various challenges, such as the uncertainty of definitions and differences in interpretation regarding integration and regional systems, and deficiencies in regulations that regulate changes in transportation infrastructure. (Sari, Sumriyah, And Jusmadi, 2023)

This policy also needs to pay attention to environmental aspects to achieve sustainable development goals. Comprehensive and sustainable evaluation is needed to ensure this policy can run according to plan and provide maximum benefits for the people of Bandung City. Efforts made by the regional government have shown commitment in improving the quality of public transportation, even though there are still many improvements needed. (Suryanto, A, 2021). Even though the regional regulation number 5 of 2022 has been ratified, the implementation still faces various challenges, one of the main problems is the lack of clarity in definitions and settings regarding the integration of the transportation system. In addition, there is still a gap in providing infrastructure that supports integrated transportation concepts. Other disadvantages that need to be addressed include legal, technical and operational aspects.

In terms of law, existing regulations have not yet detailed regulating changes in transportation infrastructure, such as the construction of new transportation networks or repairing existing facilities. In terms of technicality, challenges include limited budget and human resources that are competent to manage and supervise the implementation of this policy. Operationally, coordination between agencies and related institutions is often less than optimal, which has an impact on the effectiveness of the implementation of policies in the field.

To overcome these challenges, the Bandung City Government needs to conduct policy evaluations regularly. This evaluation aims to assess the effectiveness of policy implementation, identify existing obstacles, and find a proper solution. Active participation from various parties, including society, academics, and transportation practitioners, is also very necessary in this evaluation process. In the long run, it is expected that this policy can encourage the creation of a more efficient, integrated, and environmentally friendly public transportation system in the city of Bandung. Thus, sustainable development goals can be achieved, and the quality of life of the city community can increase. (Ridwan, & Lestari, 2019)

## RESEARCH METHOD

This study uses qualitative methods with case study approaches. Data is collected through in-depth interviews with related parties, field observations, and analysis of policy documents. The data analysis technique used is data reduction, data presentation, and conclusion withdrawal. This research focuses on the implementation of integrated public transportation policies in the city of Bandung, involving the Department of Transportation, City Planning Office, and the community.

## RESULT AND DISCUSSION

### General description of the Bandung City Transportation Agency

The Bandung City Transportation Agency plays a crucial role in managing and managing the public transportation system in the city. Based on regional regulation number 5 of 2022 concerning the development and improvement of integrated public transportation quality in the city of Bandung, the Transportation Agency has several main tasks, namely: (Mayor of Bandung, 2022)

1. Planning public transportation.
2. Traffic and public transport settings.
3. Management and maintenance of transportation infrastructure.
4. Compilation of technical policies related to transportation.
5. Supervision and evaluation of public transportation performance.

Composition of Apparatus Apparatus Office of Transportation Based on the level of education shows that they have a variety of educational backgrounds, ranging from S1 to SD levels, which allow them to handle various aspects of their duties.

### Implementation of Regional Regulation Policy No. 5 years 2022

Policy implementation is the implementation process of policies that have been made in the hope of realizing the objectives should be proper. The implementation of this policy is very dependent on coordination between parts of the Transportation Agency, especially in terms of planning and implementing transportation policies which include route setting, schedule settings, and supplying support facilities. (Mahardika, 2022)

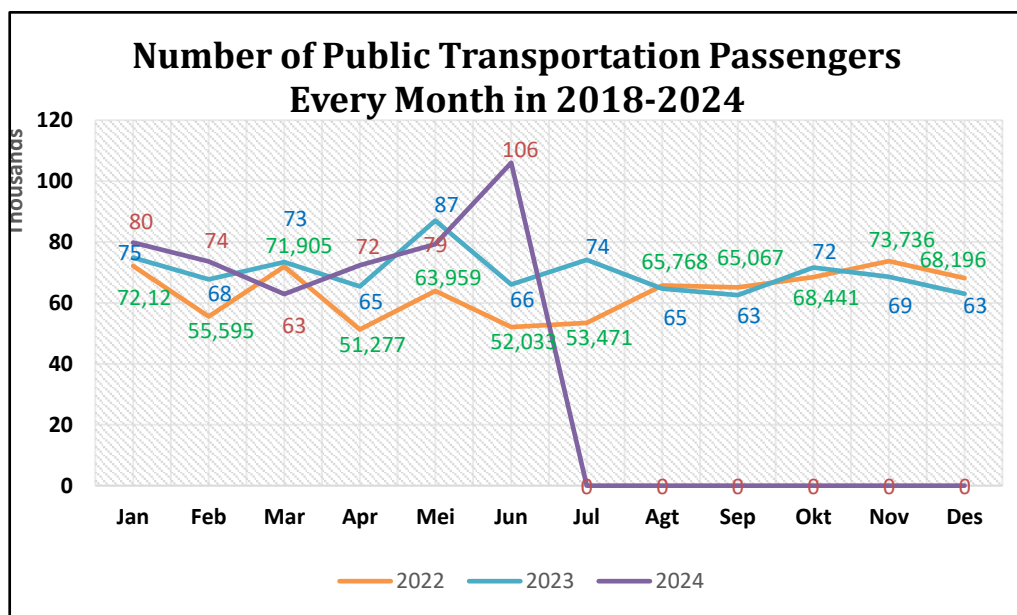
Theoretically, according to (Mazmanian & Sabatier , 1983) there are variables that can affect the implementation of a policy, namely the level of difficulty of problems, policy characteristics or policy capabilities in responding to problems, as well as policy factors or variables outside the policies that contribute to the implementation process.

### Problem Characteristics (Tractability of the Problem)

In the context of the development and improvement of integrated public transportation quality in the city of Bandung, the characteristics of the problem faced include the complexity of coordination between institutions, high congestion levels, and the need for adequate infrastructure. This problem requires a holistic and

integrated approach so that it can be overcome effectively. (Hanifa, & Fisabilillah, 2021)

In addition, for people to be interested in using public transportation, the government must raise public knowledge of the benefits of doing so. If the government does not include the community in the policy-making process, there will be a highly complex drop in public interest in public transportation in the city of Bandung. The decline in the number of public transportation users can be seen from the image below:



Number of Passengers Each Month 2022-2024 Source: Department of Transportation, (processed)

Therefore, apart from careful, comprehensive, structured planning involving stakeholders, every SKPD and community involvement also needs to be paid attention to, so that the government knows what the community wants so that when the policy comes into effect, people will not want to use public transportation.

### **Policy Characteristics (Ability of Statute to Structure Implementation)**

Policies regulated in Regional Regulation No. 5 years 2022 has a structure that is quite clear and detailed, which includes planning, utilization, control, maintenance, supervision, and law enforcement related to public transportation. This allows policy implementation to be done more directed and systematic. Related to Policy Characteristics of Regional Regulation Policy No. 5 of 2022 concerning the development and improvement of integrated public transportation quality in the city of Bandung which consists of several indicators, here are the results of the analysis, namely as follows:

#### ***Clarity of policy objectives (Clarity of Policy Objectives)***

In the context of Regional Regulation No. 5 of 2022, the purpose of this policy was formulated by considering the need to overcome various transportation issues

in the city of Bandung, such as congestion, lack of accessibility of public transportation, and high air pollution due to personal vehicle use. Thus, this policy seeks to create a better, efficient and environmentally friendly transportation system.

Clarity of policy objectives also facilitate the implementation of policies in the field. Each program and project that is run can be evaluated based on the extent to support the achievement of policy goals. In addition, with clear goals, the community can also better understand the direction of policy and provide better support. In the implementation of this policy, the clarity of the objectives allows more objective assessment and evaluation of the achievement of policy goals. (Fitriana, M.K, 2017)

Based on the results of interviews with several informants involved in the implementation of this policy, findings show that the clarity of policy goals has been well understood by various parties. The informant from the Bandung City Transportation Agency stated that the purpose of this policy was very clear and had been well socialized to all ranks in the Transportation Agency. They have concrete guides to improve the quality and efficiency of public transportation, and each work program is directed at supporting these objectives.

### ***Resource Support (Resource Support)***

The success of a policy depends on the availability and allocation of adequate resources. These resources include financial, human and infrastructure aspects needed to support policy implementation effectively. Without sufficient resource support, even well-designed policies are at risk of failing to achieve its goals.

#### **1. Financial resources**

Financial resources are crucial elements in policy implementation. The sufficient budget allows the government to finance various programs and the necessary initiatives. For example, in the context of developing public transportation, funds are needed to build infrastructure, buy vehicles, and maintain existing facilities. In addition, the budget is also needed to finance daily operations and overcome various obstacles that may arise during the implementation process. (Diamendia, T., & Setyowati, M. S, 2021)

#### **2. Human resources**

Another important aspect is human resources. The existence of a skilled and competent workforce is needed to implement policies effectively. Training and development of capabilities for staff directly involved in the implementation of policies must be a priority. Thus, they can carry out their duties efficiently and are able to overcome various challenges that might be faced. (Nugroho, R, 2021)

#### **3. Infrastructure and facilities**

In addition to financial and human resources, infrastructure and facilities also play a vital role in supporting policy implementation. Adequate infrastructure, such as good road networks, convenient transportation terminals, and sophisticated technology systems, can improve the efficiency and effectiveness of policy implementation. Good facilities

can also increase service satisfaction services, which in turn will support the achievement of policy goals. (Pratama, 2018)

#### **4. Management and Coordination of Resources**

Good management and effective coordination between various stakeholders is also very necessary to ensure that available resources can be used optimally. This includes mature planning, strict supervision, and sustainable evaluation of resource use. Coordination between institutions is also important to avoid overlapping and ensuring synergy in the implementation of policies. By ensuring good availability and management of resource, policy implementation can run more smoothly and efficiently. Adequate resource support will help overcome various obstacles that may arise, and ensure policies can effectively achieve its goals. (Zakiyah, & Arpangi, 2018)

##### ***Coordination between institutions (inter-agency coordination).***

Coordination between institutions is a crucial aspect in the implementation of public policy, especially in the context of integrated public transportation policies involving various parties and aspects. Without good coordination, the implementation of policies has the potential to experience obstacles, inefficiencies, and conflicts between institutions. This is reflected in the implementation of Regional Regulation No. 5 of 2022 concerning the development and improvement of integrated public transportation quality in the city of Bandung, where coordination between institutions such as the Department of Transportation, City Planning Office, and other government institutions is very important.

The importance of coordination between institutions Based on interviews with several informants involved in implementing this policy, coordination between institutions looks very crucial: (Jumadi, 2018)

##### **1. Head of Bandung City Transportation Agency:**

"Coordination between institutions is very crucial in this policy. We routinely hold a coordination meeting with the City Planning Office and other institutions to ensure that each program runs in harmony with the policy objectives. We also have a special team in charge of ensuring the smooth running of communication and cooperation between institutions."

##### **2. Head of the City Paddy field:**

"Cooperation with the Transportation Agency is very good. We often coordinate in terms of planning and implementing infrastructure projects. In addition, there is a mechanism of coordination that has been established to ensure that each institution knows its respective roles and can work synergistically."

##### **3. Deputy Mayor of Bandung:**

"We strongly emphasize the importance of coordination between institutions in the implementation of this policy. For this reason, we form a coordination forum between institutions tasked with identifying problems, finding a shared solution, and ensuring that every step taken is on the same path to achieving policy goals."

##### **4. Chairman of the Community Community Care Transportation:**



"From a community perspective, we see that there are improvements in terms of coordination between institutions. This can be seen from the more integrated public transportation services and a better city arrangement. We hope this coordination will continue to be improved so that the benefits can be felt by the wider community."

#### ***Community Participation.***

Community participation is an important indicator in the success of policy implementation. Involving the community in planning and implementing policies is expected to create higher support and compliance with predetermined policies.

Community participation includes the provision of information, consultation, and involvement in the decision-making and policy implementation process. By involving the community, the policies produced are expected to be more responsive to the needs and aspirations of the community. Active participation from the community can also increase the transparency and accountability of the policy process, and increase the support and compliance with the policy.

#### ***Flexibility of policy (policy flexibility)***

Policy flexibility is an important element that enables policies to be adjusted to the conditions and needs that develop in the field. This flexibility allows policy implementers to make adjustments needed to achieve policy goals more effectively.

Rigid and non-flexible policies often fail because they cannot adjust to existing dynamics and realities. Flexibility in policy allows the existence of fast and precise adjustments according to the growing needs and situations. In the Regional Regulation Policy No. 5 of 2022 concerning the development and improvement of integrated public transportation quality in the city of Bandung, policy flexibility allows policy implementers to make necessary adjustments to achieve policy goals more effectively.

#### **Characteristics of Policy Implementation**

Policy implementation requires good coordination between parts of the Transportation Agency and active involvement of the community and other stakeholders. The Transportation Agency has taken several steps to overcome the existing obstacles, such as improving coordination with related parties, socializing to the community, and providing adequate supporting facilities. Related to the characteristics of policy implementation on Regional Regulation Policy No. 5 of 2022 concerning the development and improvement of integrated public transportation quality in the city of Bandung consisting of several indicators, here is the description of the results of the author's analysis:

#### **Difficulty level**

Implementation of policies faced various levels of difficulty, including resistance from drivers and infrastructure that is not adequate. This challenge is primarily seen in changes in city transport systems and infrastructure that are not fully prepared, as well as changes in the expected behavior of transportation users. The level of difficulty is an important element that must be addressed to ensure the

success of policy implementation. This difficulty can come from various sources, such as resistance from the parties involved, inadequate infrastructure conditions, and changes in behavior needed from users. In the context of Regional Regulation Policy No. 5 of 2022 concerning the development and improvement of integrated public transportation quality in the city of Bandung, here is the analysis of the level of difficulty based on interview results : (Yulianto, & Prasetyo, 2018)

***Resistance from public transportation drivers***

One of the main challenges in the implementation of this policy is the resistance of public transportation drivers. They are worried about the proposed change and scheduling changes, which are considered to affect their operational income and comfort.

***Infrastructure that is not ready***

The current transportation infrastructure is not ready to support new policies. It includes physical readiness such as roads, stops, and other supporting facilities that still need to be repaired and adapted to new policy needs. (Rahmawati, 2019)

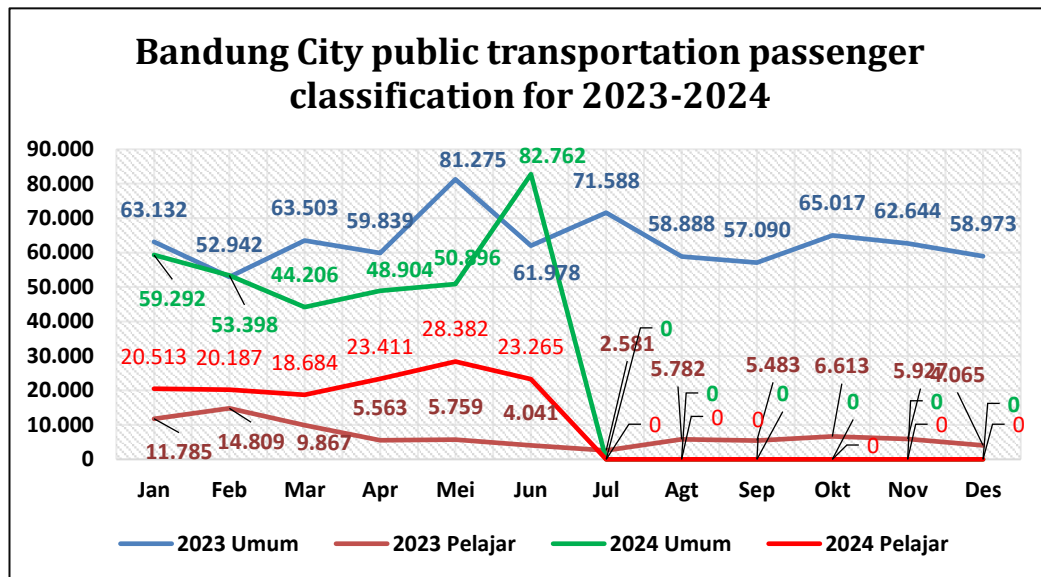
***Change of user behavior***

Changing the behavior of transportation users is also a challenge. This policy requires the community to switch from the use of private vehicles to public transportation, which requires time and efforts to educate and change their habits. Based on interviews and analysis, it can be concluded that the success of the Regional Regulation Policy Implementation No. 5 of 2022 concerning Development and Improvement of Integrated Public Transportation Quality in Bandung City is very dependent on the ability to overcome various levels of difficulty so that flexibility and adaptation in the policy implementation approach is also needed to overcome the challenges and difficulties that appear in the field.

**Target Group Diversity**

Policy implementation requires special attention to the diversity of target groups, which include workers, students, and employers. This indicator of the proportion of target groups in public transportation policy is very important to understand how big its impact is on the population of Bandung City. The target group population in this context includes various levels of society who have the potential to use public transportation as the main alternative for daily mobility. This can be seen from the image below:





Classification of Number of Passengers 2023-2024 Source: Bandung City Transportation Department (processed by researchers)

Each group has different needs and behaviors related to public transportation, so the policy must be adjusted to accommodate this difference. (Risky, 2020)

1. Workers need reliable, timely, and convenient transportation to support their work activities. Public transportation that is often late or uncomfortable can interfere with their productivity and job satisfaction.
2. Students need safe, comfortable and affordable transportation for trips to and from school. Timeliness is very important so they are not late for school.
3. Entrepreneurs need reliable transportation to support their business activities, including shipping goods and employee mobility. Efficient transportation can increase productivity and reduce operational costs.
4. The general public requires affordable, comfortable and efficient transportation to support their daily activities. Good public transportation can improve the quality of life and reduce dependence on private vehicles.

The diversity of these target groups requires a different approach in policy implementation. Understanding the specific needs of each group is the key to ensuring effective and successful public transportation policies. The implementation of policies that pay attention to the diversity of target groups will be better able to achieve their goals and get broader support from the community.

### Target Group Percentage

The implementation of public transport policies in the city of Bandung must consider the number of significant populations, which reached around 2 million people. The percentage of the target group shows that policies designed must be able to accommodate the needs of various groups in a vast and diverse population.

### ***A large population***

With a large target group population, transportation policy needs to be designed comprehensively to cover the various needs and situations faced by the population. It includes infrastructure, schedules, and transportation services that are able to meet the needs of all residents.

### ***Coordination and effectiveness***

Implementation of policies for large populations requires good coordination with various relevant parties, including the government, the private sector, and the community. Effective coordination can ensure policies run smoothly and achieve their goals. (Dewi,N.U, 2017)

### ***Social and economic impact***

Effective transportation policies can have a positive social and economic impact on the entire population. This includes increased accessibility, congestion reduction, and productivity increase. (Nurhadi, 2018)

### ***Service adjustment***

Adjusting transportation services to meet the needs of all target groups is a significant challenge. It includes route adjustments, service frequency, and supporting facilities to ensure that public transportation services can be accessed and used effectively by all residents. It is important to understand and accommodate the percentage of large target groups so that policies can be more targeted and effective. With services that are tailored to the population requirements, satisfaction and use of public transportation can increase, and provide significant social and economic benefits for all residents. (Setijaningrum, E, 2009)

## **CONCLUSION**

Based on the results of research that has been carried out by the researcher through data analysis techniques using literature review and related secondary data, with the title Analysis of the Implementation of Integrated Public Transportation Policy in the City of Bandung. The findings of Edward and Van Metter Van Horn's theory do not look at two aspects, namely Government Regulation and Service, the researcher looks at these two aspects. So, there is a contribution that can be obtained from this research. The conclusion of the implementation of the Public Transportation Public Service Policy in the City of Bandung at the implementation stage and its implementation has run optimally in accordance with the theory of Edward and, Van Metter Van Horn. Then the implementation results are also in line with Regional Regulation No. 5 of 2022 of the City of Bandung. The implementation of Regional Regulation No. 5 of 2022 concerning the Development and Improvement of the Quality of Integrated Public Transportation in the City of Bandung has shown several positive results, such as increased coordination between institutions and improving the quality of public transportation services. However, there are still several obstacles that need to be overcome, such as high levels of congestion and the need for better infrastructure.

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