

## CHAPTER IV

### CLOSING

#### 4.1 Conclusion

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

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

## **4.2 Recommendations**

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

frameworks, digital land registry systems, and clear legal mechanisms can accelerate dispute resolution. Additionally, a structured intergovernmental framework that clarifies roles, improves accountability, and aligns national and regional priorities is necessary. Enhancing stakeholder engagement and public participation through community feedback platforms can also ensure greater transparency in decision-making processes.

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