

Factors of Policy for “*Teman Bus*” Program with “Buy the Service” Scheme in Bandung City

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Abstract: *Bandung is the 3rd metropolitan city and one of the main tourist destinations in Indonesia, which provides various benefits, such as opening up employment opportunities because there are various business fields that are developing. It also increases cultural preservation because increasing tourism interest can provide incentives to preserve the heritage, culture, and history of an area. However, despite these various benefits, the high number of tourists often makes traffic jams worse. Therefore, at the end of 2021, the government launched “Teman Bus” programme with the Buy the Service (BTS) scheme as a new breakthrough that is expected to not only be able to overcome traffic jams but also reduce pollution, supports reform in the transportation sector and can be a means of changing people’s behaviour from one that tends to be conventional to one that is more digitally literate. However, the fact is that up to the time the research was conducted, there were still many Bandung residents who had not chosen to switch from private transportation to mass transportation services, so the researchers tried to take an approach using the six implementation variables proposed by Van Meter and Van Horn to find out what factors influenced the course of this policy.*

Keywords: *policy; public transportation; teman bus.*

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Introduction

Currently, the city of Bandung is the third-largest metropolitan area in Indonesia and has become a popular tourism destination for both domestic and foreign tourists. This, of course, provides many benefits, such as opening up employment opportunities because there are various business fields that are developing and increasing cultural sustainability because increasing tourism interest can provide incentives to preserve the cultural and historical heritage of an area. However, we need to remember that every advantage must be accompanied by a disadvantage; in this case, the arrival of tourists often makes traffic jams worse. Based on data from the Asian Development Outlook 2019 Update published in September 2022, Bandung is ranked as the 14th most congested city in Asia.

Apart from the high number of tourists, traffic jams are also caused by various problems, such as economic growth and urbanisation, inadequate transportation infrastructure, and dependence on private vehicles, which causes derivative problems in the form of decreasing air quality, which, based on the researchers' monitoring results on the IQAir site in Bandung City, almost always be at a high level of pollution qualification.

Big cities in Indonesia are experiencing problems related to very serious traffic jams due to the fact that the majority of Indonesian people currently

rely on private cars and motorbikes as a means of transportation, which is increasingly growing and becoming increasingly uncontrolled. High dependence on cars and motorcycles, low quality of public transportation, and decreased use of public transportation in cities also worsen the situation (Rakamandi & Winaya, 2022).

In line with these problems, the government is actually continuing to try to find solutions, such as by improving and updating the service system in the field of public transportation, so that a sense of security and comfort can arise, which can increase people's interest in using public transportation. Because then the pollution level will not get higher, and traffic jams can be slightly resolved. Therefore, urban transportation must be built in accordance with community needs, taking into account aspects of efficiency and effectiveness (Wright, 2007 in Tangkudung, Fitriati et al., 2011).

Considering that transportation plays a role as one of the main keys to successful city development, many cities are trying to get their people to reduce the use of private vehicles (Zhou et al., 2023). However, based on Table 1, we can see that the number of passengers on inter-city buses—in this case, Djawatan Angkoetan Motor Repoeblik Indonesia, better known as DAMRI—continues to experience a significant decline. This indicates that people's interest in public transportation is decreasing.

Table 1. Amount of Bandung City Bus Passengers (DAMRI) in 2018-2020

No	Year	Amount of Bandung City Bus Passengers (DAMRI)
1.	2018	9.449.500
2.	2019	8.873.996
3.	2020	4.058.587

Source: DAMRI Bandung, 2021

Simultaneously with the problems at the local level that were occurring at that time, the government at the central level was ready to launch a new breakthrough in the form of a service purchasing scheme that is expected to not only be able to overcome congestion and pollution but also be able to support reforms in the transportation sector, as well as being a means of changing people's behaviour, which previously tended to be conventional, to become a more digitally literate society.

In several countries, transformation in the field of public transportation has been underway and shown significant results, such as what happened in America, where between 2004 and 2012, trips by motor vehicle decreased by 1% and public transport passengers increased by 14% (Todd Litman, 2021).

The service purchasing scheme (Buy the Service), which we are familiar with with the abbreviation BTS, was launched by the Ministry of Transportation in 2020 as a form of government presence in providing services in the field of public transportation, as mandated in Article 138 Paragraph 1 and Article 139 Paragraph 3 of Law Number 22 of 2009 concerning Road Traffic and Transportation.

The launch of the Buy the Service (BTS) scheme is also a manifestation of the Strategic Plan (*Renstra*) of the Directorate General of Land Transportation 2020–2024 and the National Medium-Term Development Plan (*RPJMN*) 2020–2024, which determines the important role of the transportation sector as a link in meeting the needs of the community by targeting strengthening multimodal and intermodal connectivity in urban areas. As Wawan Sunarjo, Director of Non-Tax State

Revenue at the Ministry of Finance, said, "The Buy the Service Scheme is an activity to develop an integrated transportation system with the aim of overcoming congestion and reducing the use of private vehicles, so it is hoped that the regional economy can improve, transportation runs better, and people get better services." Because if transportation problems such as traffic congestion, air pollution, and lack of promotion of sustainable public transportation modes are not resolved, there could be a significant negative impact on cities and the people who live there (Malasique et al., 2022).

In its implementation, the Buy the Service (BTS) scheme is regulated by Regulation of the Minister of Transportation of the Republic of Indonesia Number PM 9 of 2020, which was later amended by Regulation of the Minister of Transportation of the Republic of Indonesia Number PM 2 of 2022 concerning Providing Subsidies for Urban Public Passenger Transport. Also taking into account the Regulation of the Minister of Transportation of the Republic of Indonesia Number PM 10 of 2012, which was later amended by the Regulation of the Minister of Transportation of the Republic of Indonesia Number PM 27 of 2015 concerning Minimum Service Standards for Road-Based Mass Transport.

It should also be noted that the Buy the Service (BTS) scheme is a development of the existing Bus Rapid Transit (BRT) programme (Marsikun et al., 2023) where the government, in this case the Ministry of Transportation, purchases services from operators using an auction mechanism based on Minimum Service Standards (MSS), which must meet aspects of comfort, security, safety, affordability, equality, and health aspects.

Furthermore, the Buy the Service (BTS) scheme is packaged into a programme called "*Teman Bus*," which stands for *Transportasi Ekonomis* (Economical), *Mudah* (Easy), *Andal* (Reliable), and *Nyaman* (Comfortable) Transportation, where *Teman Bus* themselves promise to be able to provide buses that are safe and comfortable and have guaranteed schedules and bus

availability at least once every 10 minutes. Apart from that, the Minister of Transportation, Budi Karya Sumadi, also emphasised that "*Teman Bus* services must continue to be maintained and on time. Because if that is done, bus transportation will definitely be in demand because it has point-to-point advantages, so it can become part of intermodal integration."

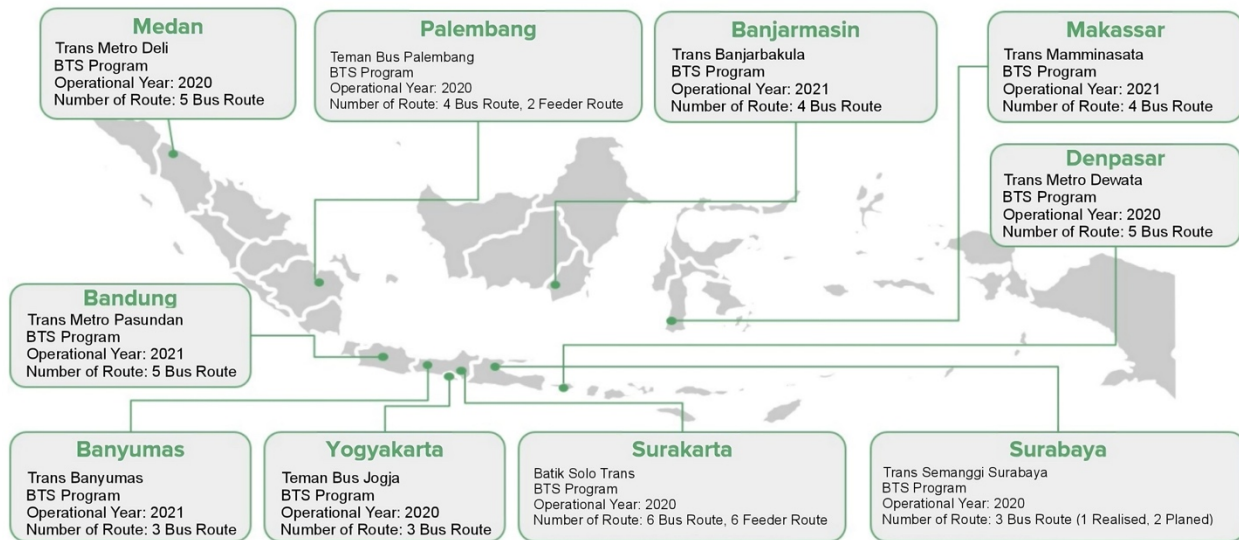


Figure 1. Buy The Service (BTS) areas in Indonesia as per June 2022
 Source: Evaluation Document for the *Teman Bus* Program in Indonesia in 2023

On June 2, 2020, the City of Palembang was selected as the first pilot city to receive *Teman Bus* Programme with a service purchase scheme (Buy the Service), where in its operation, the Ministry of Transportation collaborates with Trans Musi to serve three existing corridors. A month later, on July 4, 2020, the city of Surakarta was chosen to be the second city, where the Ministry of Transportation operates four corridors in collaboration with Batik Solo Trans. However, when *Teman Bus* Programme was launched, there were only 2 corridors that could operate because the rest were

still in the process of being built on the fleet.

Two months later, on September 8, 2020, Denpasar City took its turn to become the third city, where there are four corridors operated in collaboration with the Ministry of Transportation and PO Trans Metro Dewata. However, just as happened at the launch of the *Teman Bus* Programme in Surakarta City, in Denpasar City, not all corridors could be operated on the launch day because three of the four existing corridors could only operate three months later.

Following Palembang, Surakarta, and Denpasar, respectively, *Teman Bus*

Programme was also launched in several cities, including:

- Yogyakarta City and Sleman Regency on October 2, 2020
- Medan City on November 8, 2020
- Makassar City on November 13, 2021, and
- Banyumas City on December 5, 2021

As can be seen in Figure 1, the city of Bandung is the 8th city entrusted with running *Teman Bus* Programme using a service purchase scheme (Buy the Service), which was launched on December 27, 2021, through an inauguration at the frontyard of *Monumen Perjuangan Rakyat Jawa Barat* (West Java People’s Battle Monument). In Bandung, *Teman Bus* is also known as TMP (Trans Metro Pasundan), and in operating this TMP, the Ministry of Transportation collaborates with DAMRI as the manager of corridors 1, 4, and 5. Meanwhile, for corridors 2 and 3, the Ministry of Transportation collaborates with PT. Big Bird Heritage. Meanwhile, just like other cities, the operational implementation of *Teman Bus* Programme with the Buy the Service (BTS) scheme, TMP (Trans Metro Pasundan), is supervised by PT. Surveyor Indonesia (SI), which is coordinated directly by the Ministry of Transportation. Meanwhile, local governments have not been involved in monitoring or evaluation.

In the initial period of operation, the TMP (Trans Metro Pasundan) service was free, provided that passengers were still advised to bring an e-money card so they could get used to making payments using cashless methods. As previously explained, one of the objectives of the Buy the Service (BTS) scheme implemented in *Teman Bus* Programme, in this case TMP (Trans Metro Pasundan), is to change the

behaviour of people who previously tended to be conventional into a more digitally literate society. So when the free service period ends, cash payments are no longer permitted.

Then, in accordance with Minister of Finance Regulation (PMK) Number 138/PMK.02/2022, on October 31, 2022, all *Teman Bus* programme services, including TMP (Trans Metro Pasundan), will officially stop being free. The tariff applied for one trip in the Greater Bandung area is Rp. 4,900, with transactions that can not only be done using an e-money card but can also be done via an e-wallet or banking that supports payments using QRIS.

Unfortunately, even after two years, *Teman Bus* Programme with the Buy the Service (BTS) scheme is still quite common in some circles. It is often the researcher, as a user of the TMP (Trans Metro Pasundan) service, hear complaints like most parents who feel that the all-digital *Teman Bus* Programme only benefits Millennials and Gen Z but instead actually hinders the mobility of the elderly who are technologically illiterate.

In fact, there are quite a few Millennials and Gen Z who still don't understand the procedures for enjoying this service due to the lack of information and socialisation regarding termination and payment methods. Apart from that, *Teman Bus* application to see the whereabouts and departure schedule of buses is also not yet accurate enough because it is often too fast or even too slow. The researcher’s assumptions in this section are also strengthened by data, as can be seen in figures 2 and 3, where the existing graph shows that the increase in the number of passengers in corridor 5, which is dominated by students, has not increased significantly.

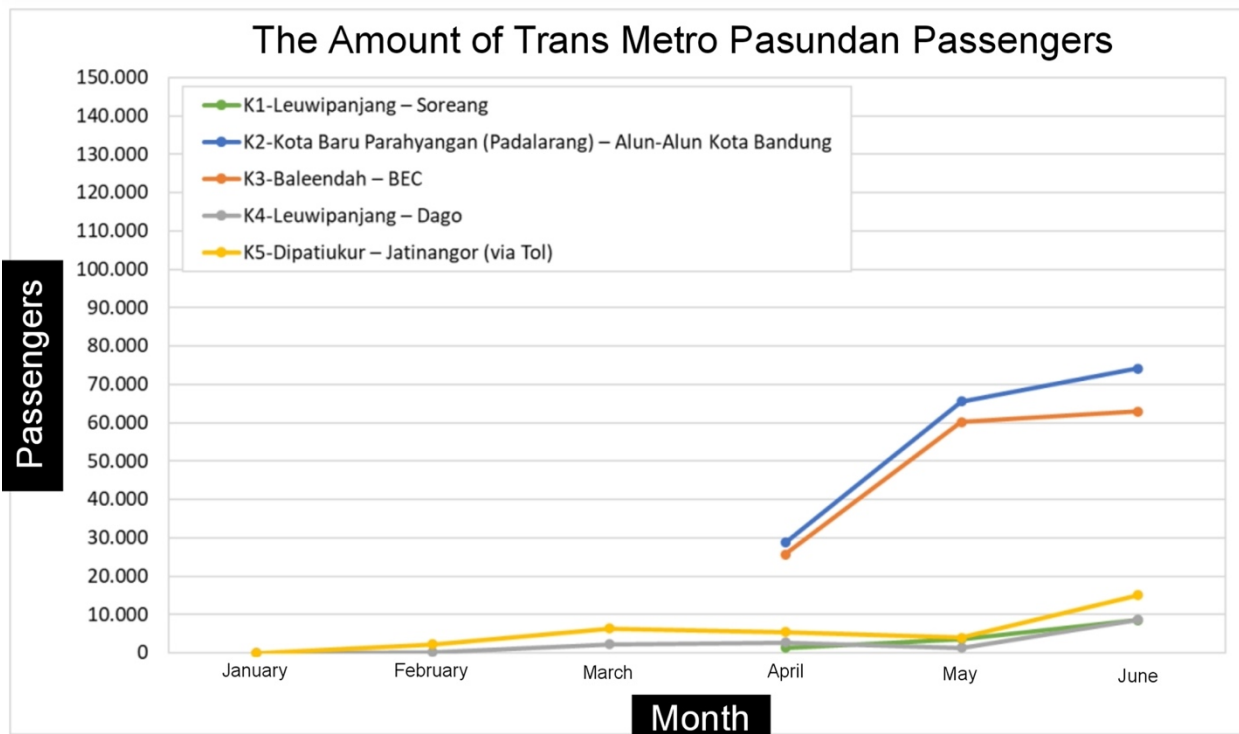


Figure 2. Number of Trans Metro Pasundan service passengers (passengers/month)
Source: Evaluation Document for *Teman Bus* Program in Indonesia in 2023

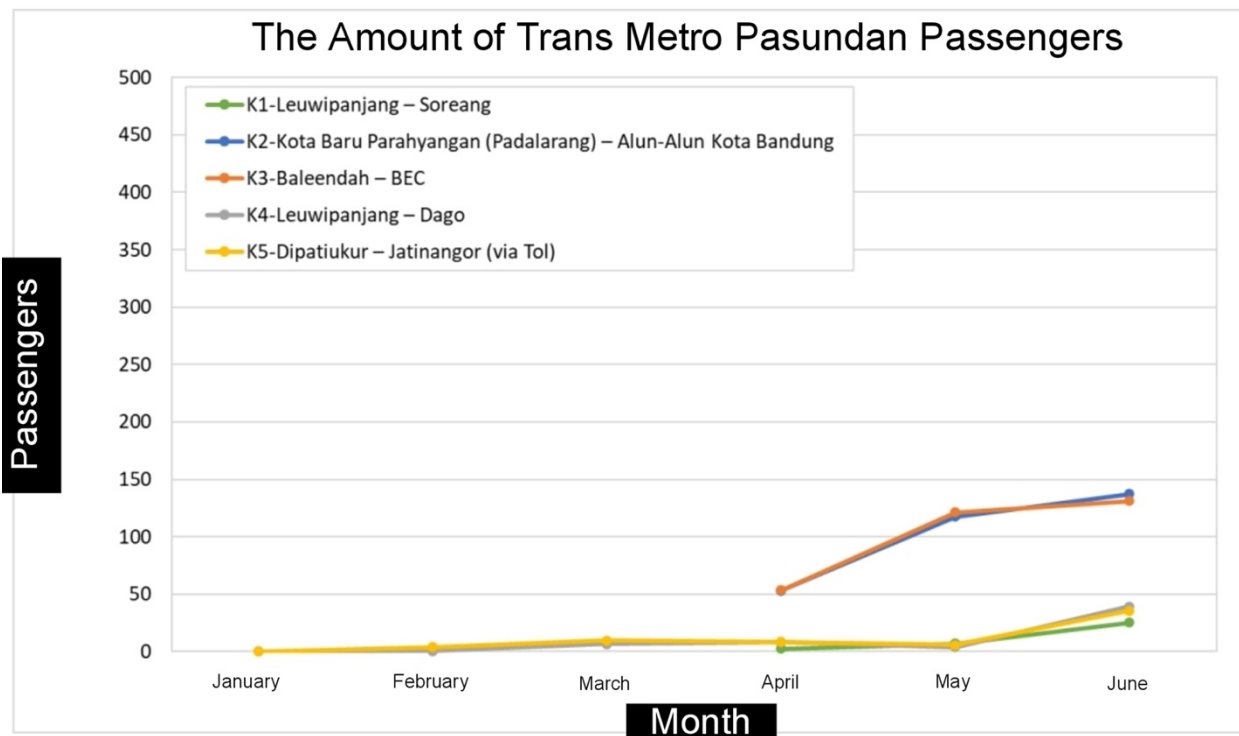


Figure 3. Number of Trans Metro Pasundan service passengers (passengers/month)

Source: Evaluation Document for *Teman* Bus Program in Indonesia in 2023

The inadequate availability of infrastructure such as bus stops and bus stop markers could also be one of the reasons why the increase in the number of passengers in corridor 5 is not increasing rapidly, because this causes prospective passengers to be confused about where to wait for the bus, so that in the end they choose to return to take a private vehicle.

Apart from the things already mentioned, the suitability of buses as the main means of this programme is also often questioned because it is not uncommon for passengers to encounter obstacles when travelling, such as buses that are forced to stop because the engine stops, windscreen wipers suddenly jam when the rain is heavy, as well as several other problems that at first glance are easy to fix, but if this continues to happen, it can increase the risk of accidents. In fact, in article 14 paragraph 2 of the Regulation of the Minister of Transportation of the Republic of Indonesia Number PM 27 of 2015 concerning Amendments to the Regulation of the Minister of Transportation Number PM 10 of 2012 concerning Minimum Service Standards for Road-Based Mass Transport, it is stated that public transport companies that carry out transportation of people on routes are obliged to be responsible for the roadworthiness of the motorised vehicles they operate.

Various studies related to transportation system policies in large cities throughout the world have been carried out (Wish, 1982; Wildon, 1939; Hafis et al., 2013). While these are based on empirical issues that the researchers find in the field, the researcher is interested in conducting related research on mass public transport policy through the implementation of *Teman* Bus programme with the Buy the Service (BTS)

scheme in Bandung City using the policy implementation theory put forward by Van Meter and Van Horn. Van Meter and Van Horn stated that there are six variables that influence public policy implementation, namely: policy standards and objectives, policy resources, communication between organisations, characteristics of implementing institutions, economic, social, and political conditions, as well as the disposition of implementers (Digest 2013:23).

The aim of conducting this research itself is to find out what factors influence the implementation of mass public transport policies through the *Teman* Bus programme with the Buy the Service (BTS) scheme in the city of Bandung, especially on Corridor 5, which serves the Dipatiukur-Jatinangor route. Based on standard variables and policy objectives, *Teman* Bus Programme with the Buy the Service (BTS) scheme was created for the comfort and convenience of the community, but in its implementation, the government almost did not carry out any socialisation at all, so instead of providing comfort and convenience, the community actually found it difficult to adapt to changes that seemed completely sudden.

Looking from the variable of policy resource, some human resources (HR), in this case drivers as implementing agents, are not communicative enough to provide information or even just communicate with passengers as service recipients.

Meanwhile, the communication variable between organisations, based on information from the Head of Operations for DAMRI Buy The Service (BTS) Bandung City as the operator of DAMRI, is only tasked with providing drivers and production equipment, while the rest is a matter for PT. Surveyor Indonesia (SI) as an extension of the Ministry of

Transportation, which is assigned to carry out field supervision, which shows that in implementing *Temam* Bus Programme with the Buy The Service (BTS) scheme, the local government is not involved at all. Meanwhile, in essence, implementation requires coordination and communication from many parties so that it can run perfectly.

Judging from the variable characteristics of implementing institutions, there are several implementers of *Temam* Bus Programme with the Buy the Service (BTS) scheme who do not understand the flow of the policies being implemented. This could underlie miscommunication between policymakers and policy recipients.

Meanwhile, based on economic and social variables, the *Temam* Bus Programme with the Buy the Service (BTS) scheme did not quickly attract public interest because of the cashless (non-cash) payment system, which requires passengers to have e-money or e-wallets, while middle- to lower-class people do not have it.

Meanwhile, in terms of the disposition of the implementers, it appears that at the beginning of the implementation of the *Temam* Bus Programme with the Buy the Service (BTS) scheme, it was still used as an opportunity to corrupt because several times the researchers found unscrupulous drivers who arbitrarily accepted transactions, even though at that time this service was still in promotional period, which only requires passengers to bring a card without being subject to withdrawal fees. So from this, it can be concluded that there is no strong commitment from the implementers.

The aim of this research is to find out what factors influence the

implementation of mass public transport policies through the *Temam* Bus programme with the Buy the Service (BTS) scheme in the city of Bandung, especially since this research was carried out on Corridor 5, which serves the Dipatiukur - Jatinangor route.

Method

In this research, the researchers used a descriptive qualitative method with the six implementation variables approach proposed by Van Meter and Van Horn. Meanwhile, almost all research was conducted at the DAMRI Bandung Office with respondents from DAMRI and PT. SI, while other research was conducted on passengers as service recipients.

In a policy context, the implementation process determines whether or not the objectives of the policy itself are achieved. According to the implementation theory proposed by Van Meter and Van Horn, there are six variables that can influence the implementation process, including: policy standards and targets, policy resources, communication between organisations, characteristics of implementing agents, social and political economic conditions, and the disposition of implementers. .

Primary data in this research was collected through interviews, observation, and documentation from key informants, while secondary data was obtained from relevant literature, books, photos, and documents. The validity of the data was tested through triangulation of sources, techniques, and time to obtain diverse perspectives.

Result and Discussion

The Implementation of *Temam* Bus Program with the Buy The Service (BTS) Scheme in Bandung City

Table 2. Urban Public Transportation Operational Data Trans Metro Pasundan (TMP)

No.	Route	Distance (km)	Number of Vehicle		Vehicle's Type
			SO	SGO	
1.	Leuwipanjang – Soreang	40,7	17	19	Big Bus
2.	Kota Baru Parahyangan (Padalarang) – Alun-Alun Kota Bandung (Bandung City Square)	42,1	18	20	Medium Bus
3.	Baleendah – BEC	35,2	16	18	Medium Bus
4.	Leuwipanjang – Dago	24,9	11	13	Big Bus
5.	Dipatiukur -Jatinangor (via Toll)	67,5	21	24	Big Bus

Source: Evaluation Document for *Teman Bus* Program in Indonesia in 2023

As stated in the introduction, *Teman Bus* programme with the Buy the Service (BTS) scheme was first launched in Bandung City on December 27, 2021, through an inauguration at the frontyard of *Monumen Perjuangan Rakyat Jawa Barat* (West Java People's Battle Monument). Then this programme, which is one of the products of the mass public transport policy, is more commonly known as TMP (Trans Metro Pasundan). Based on Table 2, it can be seen that Corridor 5, which connects Dipatiukur (Bandung City) with Jatinangor (Sumedang Regency), is the route with the furthest TMP distance and also has the largest SO (Ready for Operation) and SGO (Ready for Use & Operation) number of vehicles compared to the other 4 routes.

Apart from that, based on the results of interviews, the researchers obtained information that Perum DAMRI's job as a regional operator is only as a provider of drivers and production equipment to carry out operational work, while supervision and regulation in the field are under PT's authority. SI, as a third party, is an extension of the Ministry of Transportation.

Analysis of the Implementation of *Teman Bus* Program with the Buy The Service (BTS) Scheme in Bandung City Using the 6 Variable Implementation Approach According to Van Meter and Van Horn

In the policy context, implementation is defined as the process of implementing or applying an order or prohibition that has gone through a series of formulation processes before being ratified. Implementation can also be interpreted as the stage where decisions that have been taken in the formulation process are converted into action to achieve the desired goal. Van Meter and Van Horn define implementation as actions carried out either by individuals or officials or government or private groups that are directed at achieving the goals outlined in policy decisions (Agustino, 2022: 146).

The implementation process model introduced by Van Meter and Van Horn itself is basically not intended to measure and explain the final results of government policies, but rather to measure and explain what is called programme achievement because, according to him, a policy may be implemented effectively but fail to have an

impact-appropriate substance because the policy was not well drafted or because of other circumstances.

According to Van Meter and Van Horn in Winarno (2012: 159–169), the path connecting wisdom and work performance is separated by a number of independent variables that are interrelated. Meanwhile, in Cerna (2013) it is stated that six variables that influence the performance of implementing a policy, according to Van Meter and Van Horn, include:

1. Policy standards and objectives: *Teman* Bus Programme with the Buy the Service (BTS) scheme is present Bandung as a government step to reduce congestion as well as to prevent Bandung from qualifying for high levels of pollution. However, apart from the two reasons already mentioned, *Teman* Bus programme, hereinafter referred to as Trans Metro Pasundan (TMP), is essentially a transformation in the transportation sector, which is expected to be able to bring new colours with the aim of increasing people's interest in using public transportation. Meanwhile, the implementation of this programme is based on the Minimum Service Standards (MSS), which have been determined by the Ministry of Transportation, where the party carrying out the operations—in this case, DAMRI—is obliged to provide aspects of comfort, security, health, safety, affordability, and equality to passengers as service recipients.

So why was it that in the early days when Trans Metro Pasundan (TMP) was operated, there was an opinion that instead of providing comfort and convenience, this

programme from the Ministry of Transportation actually made things difficult for some groups because the transition seemed completely sudden?

It turned out that this was caused by a lack of information, which ultimately prone to misperceptions. For example, passengers were surprised by a sudden change in payment methods that only accepted cashless (non-cash), whereas previously there had been no information at all.

Because even though at the beginning Trans Metro Pasundan (TMP) was operated, there was a promotional period where payments were made free for a while, but in fact several implementing agents—in this case, the driver as the only party in direct contact with passengers as service recipients—were not informative enough to say that the reason payments were made free was as a form of promotion as well as socialisation that in the future Trans Metro Pasundan (TMP) would completely leave the conventional system and switch to an all-digital system. So passengers who don't take the initiative to ask questions and look for information themselves are only limited to knowing that the bus service is free without knowing what the real purpose is.

Therefore, Trans Metro Pasundan (TMP), which is a product of *Teman* Bus programme with the Buy the Service (BTS) scheme, is actually considered a sudden and complicated policy.

2. Policy resources: Trans Metro Pasundan (TMP) is operated by Human Resources who meet

standard qualifications from the central DAMRI, where HR assignments are determined through SK (Decree Letter). Other resources, such as the units/vehicles and operational funds, are subsidies from the Ministry of Transportation. Then, in implementing this programme, the Ministry of Transportation collaborated with PT. SI (Indonesian Surveyor) as a third party mandated to supervise operational implementation in the field. The supervisor from PT. SI itself consists of a regional coordinator, rampcheck team, service team, and operational team.

So why was it that in the early days of Trans Metro Pasundan (TMP) operations, there were still implementing agents who were not even informative enough to convey the aims and objectives of the mass public transport policy, which changed the conventional system to become completely digital? Why is it that, until now, there are still frequent problems related to vehicle suitability?

First, regarding Human Resources (HR), this happens because the qualification standards themselves do not include communication skills. Meanwhile, regarding other resources, in this case the vehicles (buses), problems related to suitability are often encountered because the bus used is an old one. From the results of interviews with the Head of Operations of DAMRI Bandung, the researchers obtained information that the buses currently operating are buses from 2015 and 2016. Therefore, even though the bus's roadworthiness can still be improved

by checking and repairing it regularly by the ramp check team in the early morning and at night, it would be better if updates were carried out in the future.

3. Communication between organisations: In the operation of Trans Metro Pasundan (TMP), DAMRI, as the operator, is only tasked with providing drivers and production equipment, while the rest is PT's business. SI, as the field supervisor, will then convey all his findings to the Ministry of Transportation.

So why is the local government not involved in implementing the mass public transport policy through *Teman Bus* programme with the Buy the Service (BTS) scheme?

From the results of interviews in the field, the researchers obtained information that even though the regional government is not directly involved in the implementation of mass public transport policies through *Teman Bus* programme with the Buy the Service BTS scheme, the regional government, as the host, has a role in providing and maintaining public objects, as a means of supporting the implementation of policies. However, support from the local government has not been felt, as is the case in corridor 5, where the Dipatiukur bus stop, which is the starting point for bus departures, should be maintained so that passengers can wait safely and comfortably. But the fact is that these bus stops are far from safe and comfortable, especially in terms of cleanliness. Not to mention that every evening the area starts to

become busy with tents selling street food, so the bus stops cannot function as they should.

Therefore, it is important for policymakers—in this case, the Ministry of Transportation, then DAMRI as the operational party that implements the policy, and PT. SI as the field supervisor—to carry out re-consolidation with the regional government so that in the future, Trans Metro Pasundan (TMP) can run even better.

4. Characteristics of the implementing agency: When implementing a policy, understanding the contents of the policy is, of course, the basis that must be understood so that each agency or institution that coordinates within it can carry out its duties according to its function without exceeding the limits of its authority.

So why are there still implementing parties who do not understand the flow of the policies that underlie the running of Trans Metro Pasundan (TMP)?

This is because some implementers, especially in this case, drivers, only carry out their duties and responsibilities without paying attention to the idea and objectives of the current policies. In fact, apart from carrying out their duties and responsibilities, it is also important for implementers to understand what underlies the work they carry out. Therefore, motivation from implementers to understand the implemented policies is very necessary.

5. Economic, social, and political conditions: Apart from internal factors, of course there are various external factors that can influence whether or not the objectives of a policy are achieved, which of course are taken into account when the policy is formulated.

So why don't policymakers take into account the lower middle class, not all of whom have access to making cashless (non-cash) payments, so that in the early days of Trans Metro Pasundan (TMP) operations, the number of passengers actually decreased compared to before *Teman Bus* programme with the Buy the Service (BTS) scheme?

From the results of observations and interviews conducted by the researchers, it was found that, in fact, the considerations related to the decrease in the number of passengers at the beginning of the transition period had clearly been taken into account, but apart from changes in payment methods that seemed to burden the lower middle class, this government policy was actually very profitable because of the fares that passengers had to pay is no longer as big as before; where the tariff for Corridor 5, which was originally 10,000, became only 4,900,.

Therefore, as time goes by, the public paradigm that considers this policy to be burdensome no longer exists, replaced by various positive responses such as "Using Trans Metro Pasundan can minimise monthly expenses."

6. Disposition of the implementers: Ideally, a policy will achieve the expected goals if each individual involved in it has a high commitment to implementing the policy itself. As for the operation of Trans Metro Pasundan (TMP), there are very strict rules. PT. SI, as a supervisor who is an extension of the Ministry of Transportation, has the right to give warnings and even dismissal to operational staff who commit violations.

So why is it that with such strict regulations there are still some implementing elements—in this case, drivers—who carry out extortion by accepting cash payments during the transition period when payments should be made free as a form of promotion and outreach about changing the payment system?

It turns out that this happened because Trans Metro Pasundan (TMP), which serves Corridor 5, is an existing route (an old route that existed long before the mass public transport policy through *Teman Bus* programme with the Buy the Service (BTS) scheme was launched), where the implementing staff, in this case, most of the drivers—are permanent officer, some of whom then took advantage of this transition period to seek profits by receiving payments like when DAMRI was still operating before the Buy the Service (BTS) scheme existed.

Due to this, many passengers made complaints either through the call centre or direct messages on various online media; fortunately, this was quickly responded to until, finally, after several months of

operation, every Trans Metro Pasundan (TMP) unit was equipped with CCTV on all sides, which then succeeded in minimising opportunities for drivers to commit violations while travelling.

Conclusion

From a series of discussions that the researchers has conveyed, it can be concluded that the mass public transport policy through *Teman Bus* programme with the Buy the Service (BTS) scheme in Bandung City, especially in Corridor 5, can run even better than currently if an evaluation is carried out using the six approach implementation variables proposed by Van Meter and Van Horn. From the results of the researchers’ own analysis, it can be seen that there are several factors that make this policy not yet fully attract public interest in switching from private vehicles. Even though public interest in Tans Metro Pasundan (TMP) increases, the aim of the policy, which is intended to overcome congestion and reduce pollution, will quickly be realised.

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