

Project Steering Structure - The example of the SUTRI NAMA and INDOBUS transport project in Indonesia

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1. Project Background

SUTRI NAMA is a NAMA support project (NSP) developed by Indonesia’s Ministry of Transport (MoT) supported by the NAMA Facility with technical assistance from the GIZ on behalf of the BMU. Its main objective is to contribute to climate change mitigation through sustainable transport policies and infrastructure projects at city level supported by a national urban transport programme, including the establishment of a national subsidy scheme for cities and transport operators to promote the investment in sustainable urban transport infrastructure. Further information about the SUTRI NAMA project can be found [here](#).

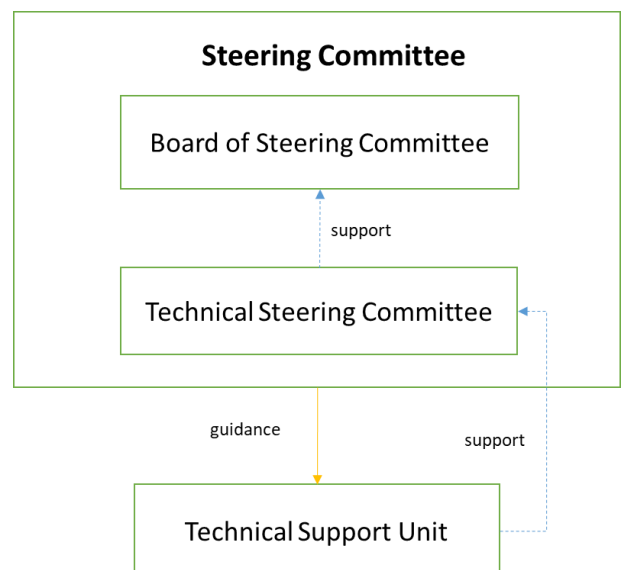
The INDOBUS project aims to launch bus rapid transport corridors in five cities in Indonesia. It is financed by the Swiss State Secretariat for Economic Affairs (SECO) and closely aligned with the Sustainable Urban Transport Programme (SUTRI NAMA) in Indonesia. [Here](#) you can find additional information about the INDOBUS project.

2. Project Steering Structure

In the Implementation Agreement of SUTRI NAMA and INDOBUS (signed on 18 December 2018), section 5.1 and 5.2 describe the steering structure of SUTRI NAMA and INDOBUS, which consist of a Steering Committee, a Technical Committee and a Technical Support Unit. During the 2nd Steering Committee Meeting held in 4 September 2019, SUTRI NAMA and INDOBUS Steering Structure was agreed on the illustration shown.

The Board of Steering Committee is the superior decision-making body on all strategic concerns and final approvals for co-funding or release payments under the project. A Technical Steering Committee, as part of the Steering Committee, supports the Board in technical and sector-specific concerns. The Technical Support Unit will provide daily management and operation support to the Technical Steering Committee.

The steering structure of SUTRI NAMA and INDOBUS is shown here:



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2.1 Board of Steering Committee (SC)

The Steering Committee (SC) is the formal mechanism for joint decision-making concerning SUTRI NAMA and INDOBUS. The SC paves the way for the implementation of the project, decides the overall priorities of the project based on project documents, Implementation Agreement, and other relevant legal documents. In the event of deviations from the project documents arise and are considered necessary, the SC takes decision. The SC alone cannot amend overall project objectives but may recommend changes in the indicators whenever necessary.

The Board of SC will be staffed by senior officials (echelon 1) from different ministries related to the development of Sustainable Urban Transport, together with GIZ and SECO representatives (engaging in relevant matters of INDOBUS) and is chaired by the Secretary General of the Ministry of Transportation. The list of members of the Board of Steering Committee is found below:

1. Director General of Land Transport, MoT as Chair
2. Deputy of Infrastructure, BAPPENAS
3. Director General of Fiscal Balance, Ministry of Finance (MoF)
4. Director General of Budgeting, MoF
5. Director General of Budget Financing and Risk Management, MoF
6. Director General of Regional Development, Ministry of Home Affairs (MoHA)
7. Director General of Bina Marga, Ministry of Public Works and Housing (MOPWH)
8. Director General of Climate Change, Ministry of Environment and Forestry (MoEF)
9. Director General of Spatial Plan, Ministry of Agrarian and Spatial Plan (MoASP)
10. Head of Research and Development, MoT
11. Special Advisor to the Minister of Transportation of Regional Economy and Partnership, MoT
12. Representative from SECO
13. Programme Director of SUTRI NAMA and INDOBUS, GIZ

The SC will be responsible for the following:

1. Ensuring inter-ministerial coordination
2. Approving the 5-year and annual work plans of SUTRI and INDOBUS
3. Monitoring overall progress of the projects with a special focus on delays, problems and bottlenecks
4. Approval of progress reports, when necessary
5. Approval of co-funding or release payments of financial component of SUTRI NAMA, when necessary
6. Decisions concerning deviations from the project documents, including Project Planning and Operations (PoO), if relevant
7. Approval of the revised project documents including PoO, if relevant

Working procedures of the Board of SC are as follows:

1. The SC meets at least twice a year. Extraordinary meetings may be called upon request from the members
2. The board of SC will be supported by TSU as Secretariat of SC
3. The SC will facilitate inter-ministerial coordination, will provide invitation for the meeting and will distribute relevant documents accordingly
4. Decision is made by consensus

2.2. Technical Steering Committee (TSC)

The Technical Steering Committee (TSC) supports the SC concerning technical matters of SUTRI NAMA and INDOBUS. The TSC is staffed by echelon 2 official from MoT, BAPPENAS, MoF, MoPWH, MoEF and is chaired by the Director of Transport and Multimodal (AMM). The list of members of the TSC is as follows:

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| 1. Director of Road Transport, MoT as Chair | 15. Head of Planning Bureau, Secretariat General, MoT |
| 2. Director of Transportation, BAPPENAS | 16. Head of Finance, Secretariat General, MoT |
| 3. Director of Fiscal Balance, DJPK, Ministry of Finance (MoF) | 17. Head of Legal Bureau, Secretariat General, MoT |
| 4. Director of Government Support and Infrastructure Financing, DJPPR, MoF | 18. Head of Centre of Sustainable Transport Management (PPTB), Secretariat General, MoT |
| 5. Director of State Budget Formulation, MoF | 19. Head of International Partnership Facilitation, Secretariat General, MoT |
| 6. Director of Budget and Non-Fiscal Balance Transfer, MoF | 20. Head of Centre of Multimodal, R&D, MoT |
| 7. Director of Synchronization of Local Government Affairs 2, MoHA | 21. Head of Centre of Land Transport and Railway, R&D, MoT |
| 8. Director of Local Governments Budget, MoHA | 22. Secretary of Directorate General of Land Transport, MoT |
| 9. Head of Partnership Facilitation, MoHA | 23. Director of Land Transportation Infrastructures, MoT |
| 10. Director of Road Network Development, MoPWH | 24. Director of Land Transportation Facilities, MoT |
| 11. Director of Highway, MoPWH | 25. Director of Land Transportation Traffic, MoT |
| 12. Director of Mitigation, MoEF | |
| 13. Director of GHG Inventory and MRV, MoEF | |
| 14. Director of Spatial Plan, MoASP | |

The TSC will be responsible for the following:

1. Providing technical inputs and recommendations to the SC
2. Monitoring activities and progress
3. Endorsement of the 5-year and annual work plans
4. Endorsement of progress reports, when necessary
5. Endorsement of co-funding or release payments of financial component of SUTRI NAMA, when necessary
6. Endorsement of modification from the project documents, including PoO, if relevant
7. Endorsement of the revised project documents including PoO, if relevant

Working procedure of the TSC are as follows:

1. The TSC meets every two months, subject to project progress. Extraordinary meetings may be called upon request of SC members.
2. The TSU will support as Secretariat for TSC and participate in TSC meetings.
3. TSC Chair will announce and send invitations to members. All meeting documents shall be distributed to the members at least one week in advance together with a draft agenda.
4. The minutes of meeting will be distributed by MoT to all TSC members within two weeks after the meeting. If any participants request alterations to the minutes, the revised version must be re-circulated to all members.
5. Decisions are made by consensus

2.3. Technical Support Unit (TSU)

The Technical Support Unit is the formal committee to support daily management of the project staffed by and chaired by Director of Transport and Multimodal (AMM) MoT. The list of TSU members is based on existing Task Force (Pokja):

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| 1. Head of Sub Directorate of Urban Transport, Directorate of Road Transport, DGLT, MoT, as Chair | 9. Head of Planning Section, DGLT, MoT |
| 2. Head of Sub Directorate Transport and Multimodal, Directorate of Road Transport, DGLT, MoT | 10. Head of Sub Directorate of Traffic Impact Analysis Evaluation Section, DGLT, MoT |
| 3. Head of Sub Directorate of Inter City Passenger Transport, Directorate of Road Transport, DGLT, MoT | 11. Head of Sub Directorate of Road Facility, DGLT, MoT |
| 4. Head of Sub Directorate of Goods Transport, Directorate of Road Transport, DGLT, MoT | 12. Head of Technology and Research Support Section, R&D, MoT |
| 5. Head of Sub Directorate of Supporting Facility and Mode Integration, DGLT, MoT | 13. Head of the Transportation Environment Governance Division, PPTB, MoT |
| 6. Head of Sub Directorate of Entrepreneurship Guidance, DGLT, MoT | 14. Head of Partnership and Investment Facility, Secretariat General, MoT |
| 7. Head of Sub Directorate of Road Transport Terminal, DGLT, MoT | 15. Head of Bilateral and Sub-regional Cooperation, Secretariat General, MoT |
| 8. Head of Sub Directorate of Road Traffic Management and Engineering, DGLT, MoT | 16. Head of Sub Directorate Metropolitan and Urban, MoPWH |
| | 17. Head of Sub Directorate of Transportation, MoHA |
| | 18. Head of Mass Transport Section, DGLT, MoT |
| | 19. Head of Intermodal Section, DGLT, MoT |
| | 20. Head of Multimodal Section, DGLT, MoT |
| | 21. Head of Traffic Impact Section, DGLT, MoT |

The TSU, assisted by the GIZ team, has the following specific responsibilities in handling the daily management and operation of SUTRI NAMA and INDOBUS activities:

1. Guiding and overseeing the technical aspects of implementation, including selection of pilot cities
2. Monitoring the outputs, outcomes as well as risks and assumptions and in case of deviations, recommend remedial actions to be taken by the officials of the institutions and inform TSC, if relevant
3. Facilitating cooperation and exchange of lessons learned and best practices between institutions
4. Coordinating and harmonising SUTRI NAMA and INDOBUS with other development initiatives
5. Following up the recommendations of review, if relevant
6. Supporting relevant institutions in implementing activities and in keeping collaborative spirit and a strategic approach
7. Reviewing and providing inputs for the Terms of Reference of consultants, if relevant
8. Consolidating reports, work plans and budgets to be presented to TSC
9. Secretariat to the Steering Committee preparing relevant documents and minutes of meetings and circulating invitations to the member of SC

Working procedure of the TSU are as follows:

1. TSU meeting is scheduled every week subject to progress of project. Extraordinary meeting is on-call basis. Meeting participant is decided by TSU on related topic basis
2. Daily operation is mutually handled by TSU member and GIZ
3. The TSU will support as Secretariat for TSC and participate in TSC meetings. TSU Chair will announce and send invitations to members. All meeting documents shall be distributed to the members at least one week in advance together with a draft agenda
4. The minutes of meeting will be distributed by AMM to all TSU members within two weeks after the meeting. If any participants request alterations to the minutes, the revised version must be re-circulated to all members.
5. Decisions are made by consensus

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