



## INTISARI

Restrukturisasi kereta api yang dicetuskan Bank Dunia pada pertengahan 90-an dengan implementasi pada tahun 2000 di Indonesia bertujuan membuat industri kereta api lebih kompetitif, ramping, dan memungkinkan privatisasi dijalankan. Skema PSO (*Public Service Obligation*) atau subsidi pemerintah kepada penumpang kereta api kelas ekonomi melalui kompensasi yang dibayarkan pemerintah kepada badan penyelenggara atas pelayanan angkutan penumpang kelas ekonomi yang tarifnya ditetapkan pemerintah, IMO (*Infrastructure Maintenance and Operation*) atau biaya yang dibayar pemerintah atas pemeliharaan dan pengoperasian prasarana perkeretaapian yang dimiliki pemerintah, dan TAC (*Track Access Charge*) atau biaya yang dibayarkan badan penyelenggara kepada pemerintah atas penggunaan prasarana kereta api yang dimiliki pemerintah, yang diterapkan di Indonesia sebagai langkah awal, belum sepenuhnya dijalankan dengan benar, yang ditandai dengan belum dipisahkannya fungsi pengelolaan kereta dan pengelolaan rel yang masih dimonopoli PT Kereta Api (PT KA). Penelitian ini bertujuan untuk membuat model privatisasi perkeretaapian yang dapat diterapkan di Indonesia.

Penelitian dilaksanakan melalui studi literatur dan wawancara mendalam (*indepth interview*). Studi literatur dengan meninjau ulang kerangka dasar regulasi yang melandasinya dan mengkaji berbagai model privatisasi kereta api di negara Inggris dan Jepang. Keduanya dipilih untuk mewakili sistem privatisasi berbasis jalur dan wilayah. Selanjutnya dilakukan analisis pemecahan ukuran (*fragmentation*) pengelolaan industri perkeretaapian dalam rangka penerapan privatisasi. Wawancara mendalam dengan tokoh-tokoh kunci pengambil kebijakan dan peneliti perkeretaapian dilaksanakan untuk mengetahui sejauh mana model yang diusulkan dapat diterapkan di Indonesia dan menimbulkan dampak minimal.

Hasil penelitian menunjukkan model privatisasi perkeretaapian di Indonesia mengindikasikan adanya pemisahan fungsi pengoperasian sarana (kereta) berbasis lelang jalur (*franchise*) dan fungsi pengelolaan prasarana (jalan rel) berbasis wilayah. Kasus di Pulau Jawa, sistem lelang jalur secara umum terbagi menjadi 3 bagian meliputi jalur pantai utara, jalur selatan, dan jalur diantara keduanya. Sistem wilayah pada rel mempertahankan kondisi yang telah ada yaitu wilayah daerah operasi (DAOP) seperti yang telah diterapkan selama ini. Dari berbagai alternatif model yang ditinjau, model 3 menunjukkan hasil terbaik dilihat dari aspek kerampingan kelembagaan, kejelasan kewenangan, efisiensi aliran dana dan risiko yang terjadi, pelibatan pemerintah daerah, swasta, dan masyarakat, dan kemungkinan pelaksanaan privatisasi.

Kata kunci : PSO, IMO, TAC, model, privatisasi, perkeretaapian, *fragmentation*, jalur, wilayah



## ABSTRACT

Railways restructure ignited by the World Bank in the mid 90s and implemented in Indonesia in the year 2000 was aimed to make railway industry to be more competitive and slight, as well as to enable privatisation. Scheme of PSO (*Public Service Obligation*) or governmental subsidize for economical class passengers through compensation paid by the government to the executive institution due to the service provided for economical class passenger, in which the tariff is set by the government, IMO (*Infrastructure Maintenance and Operation*) or the expenses paid by the government for train maintenance and operation, and TAC (*Track Access Charge*) or the expenses the executive institution must paid to the government due to the use of train infrastructure, which is applied in Indonesia as the initiation step, have not been properly conducted. It is indicated by the fact that train and rail management have not been separated and fully monopolized by PT Kereta Api (PT KA). The objective of this study is to construct a railway privatisation model that is suitable for application in Indonesia.

The research is carried out through literature study and in-depth interview. Literature study is done by reviewing the basic framework of the regulation and studying several railway privatisation models in England and Japan. Both countries are chosen to represent railway privatisation model with route and area basis. Then, fragmentation of railway industry management for privatisation application is analyzed. In-depth interview with key decision makers and railway researchers is carried out to identify how the proposed model can be suitably applied with minimal impacts in Indonesia.

Results of the study show that the railway privatisation model in Indonesia indicates separation of the rolling stock (train) operational function based on the route auction (*franchise*) and infrastructure (railtrack) management function based on the area. Cases in Java Island show that route franchise is generally grouped in to 3 including the north coastal route, south route, and the route in between. The area system sustains the existing railway condition, which is based in the operational area (DAOP) as being applied to the present. Out of several model alternatives, model 3 shows the best result based on the aspects of institutional slightness, authority clarity, efficiency, regional-governmental involvement, people and the private parties, occurring risks, and possibility for privatisation.

Keywords : PSO, IMO, TAC, model, privatisation, railway, fragmentation, route, area