

New Ways to Combat Air Pollution from Mobile Sources

The Case Study of Mitra Emisi Bersih (MEB) (The Indonesian Partnership on Clean Emissions Forum)

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ABSTRACT

Rapid urbanization and industrialization in Indonesia cause severe air pollution problems, particularly in its major cities. Without appropriate countermeasures, namely; clean fuel, clean technology, appropriate maintenance, better traffic management and land use planning, air quality governance as well as proper institutional arrangement, air pollutant load from exhaust emission from vehicles will increase dramatically. It is predicted doubled during the period 1995 – 2010. Among all of countermeasures above mentioned, lack of institutional arrangement is the missing link for achieving Better Air Quality (BAQ) in Indonesia. This paper examines why and how new institutional arrangement in combating air pollution from mobile sources in Indonesia should be in place and developed. It focuses on discussion of a broader based multi stakeholder involvement which consists of beyond the state actors for participating in entire of development phases, including decision making, implementation, and evaluation of the policy that related air pollution control. Recently, in Indonesia such a broader based multi stakeholder involvement has been institutionalized in the Partnership on Clean Emissions Forum (MEB) which declared on 18th October 2001 and formally launched on 15th November 2002. The MEB forum objective is to formulate and implement air pollution reduction strategies aimed at reducing exhaust emissions from mobile sources, and to facilitate coordination existing efforts by several institutions through participatory process. The members of MEB consist of interested parties from civil society & NGOs, universities and professional associations, private sectors, and government agencies from national and local level. This forum is set up with the principles of commitment, participation, openness, equity, and independence. The paper also examines new the roles of donor agencies, in which, donor agencies should not only be promoter of participatory process, but also be executor of this approach. Therefore, development work for all could be guaranteed.

Key words: exhaust emissions, institutional arrangement, participatory approaches, the blue-sky program (the Indonesian air pollution control program) and good environmental government.

1. INTRODUCTION

Rapid urbanization and industrialization in Indonesia tend to cause severe air pollution problems in its major cities. Air quality conditions in some of nation's largest cities and industrial areas currently exceed its ambient air quality standards (AAQS) particularly for key pollutants, and these conditions sometimes are more pronounce than in DKI Jakarta, a capital city of Indonesia. Based on continuous ambient air quality monitoring stations in DKI Jakarta, the highest yearly average for parameter nitrogen oxides (NO_x), sulfur dioxide (SO₂), fine particles less than 10 µm in diameter (PM10), and oxidant (O₃) were 120 µg/m³, 28µg/m³, 81 µg/m³, and 42 µg/m³, respectively. All of these parameters with exception of SO₂ are exceeded the AAQS. In term of monetary value, health problems associated with NO₂, SO₂ and PM10 was IDR 1,786,803 millions (US\$ 181 million) in 1998 and it was projected to increase IDR 4,348,558 millions (US\$ 403 million) in 2015 unless serious control efforts were implemented¹.

In addition to causing of health problems, decreasing of air quality in big cities in Indonesia will cause declining competitiveness of big cities as residential and businesses location compare to their competitors. According to study conducted by CESDA LP3ES in 2001, 90 % of respondents in 5 big cities in Indonesia (Jakarta, Surabaya, Medan, Banjarmasin, and Makasar) believe that their city is heavily polluted, and 67 % replying that the pollution sources from transportation. The survey also indicates that people believe air pollution is harmful to human health (82%)².

Although there a lot number of efforts and studies have been conducted to combat air pollution problem since last decades, for examples, the Blue Sky program (a collaboration program among Ministry of Environment, Ministry of Transportation, Ministry of Energy, and provincial and local government to improve air quality) since 1995, the Urban Air Quality Management Strategy (URBAIR) in 1992, Integrated Air Quality Management (IAQM) Study in 1997, and Air Quality Monitoring System for Metropolitan Cities (AQMS) since 1998, air quality in big cities in Indonesia tends to decrease significantly. It is predicted to be doubled during the period 1995 – 2010 (Table 1). As a result, comprehensive and effective strategies, namely; clean fuel, clean technology, appropriate maintenance, and better traffic management as well as appropriate institutional arrangement are badly needed as a precondition for air pollution control from exhaust emission. If it has not, of course Better Air Quality in Indonesia will be above the Sky.

Table 1: The future air pollution load from exhaust vehicle emissions in Greater Jakarta³

(unit pollutant: ton/year, running km = 10⁶ km/year)

| | CO | HC | NO _x | SO _x | PM | Running Km |
|-------------------|-------------|-------------|-----------------|-----------------|-------------|-------------|
| 2010 | 1,154,493 | 196,880 | 223,913 | 18,992 | 21,964 | 80,287 |
| 1995 | 564,292 | 97,971 | 98,738 | 8,142 | 9,563 | 38,577 |
| 1995 -2010 | 2.05 | 2.10 | 2.27 | 2.33 | 2.30 | 2.08 |

Source: JICA & BAPEDAL Study. 1997. pp. 7-20

This paper elaborates what and how appropriate strategies should be deployed in order to reduce air pollution from vehicle effectively, and it will focus on examination of the role of multi stakeholder involvement (the

¹ Indonesian MAPG on Vehicle Emission Reduction. 2000. pp. 1

² Karyadi, A. 2001. pp. 6

³ It predicted based on medium growth scenario, JICA & BAPEDAL study. 1997. pp. 7-20

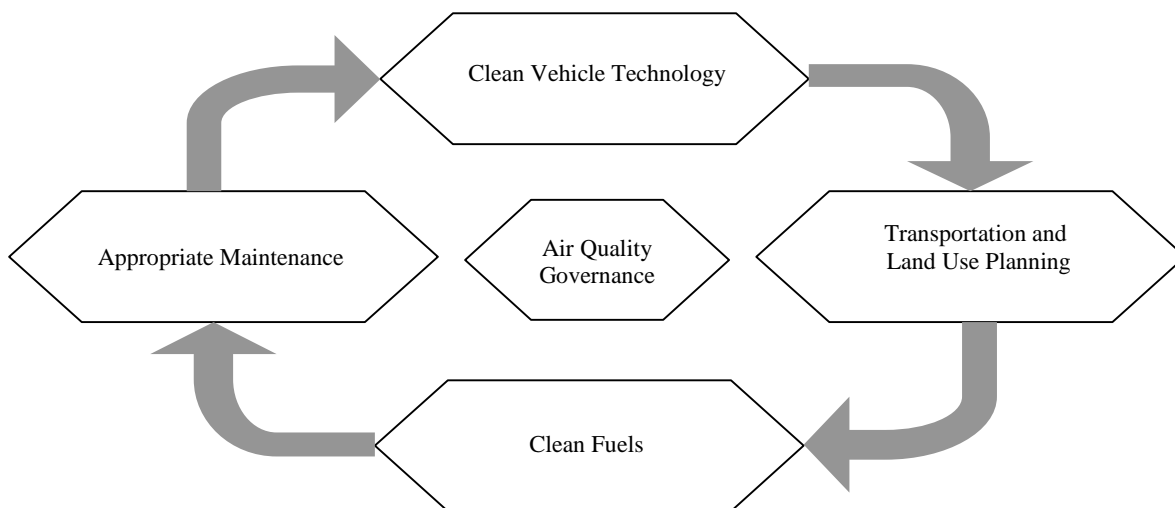
Partnership on Clean Emission Forum) as a new institutional arrangement to overcome the severe air pollution problems in Indonesia. The paper also examines new the roles of donor agencies so that development work for all could be guaranteed.

2. THE MISSING LINK

Many argue that without comprehensive strategy, the Blue Sky or Better Air Quality (BAQ) in big cities in Indonesia is like daylight dream as we cannot handle air pollution problem effectively. Thus, *“Blue Sky is ever above the Sky”*. By nature air pollution control program requires multi dimensional approaches as well as cross sectoral approaches through broader-based involvement of stakeholder. It is because the quality of exhaust emissions relate to many factors. According to air pollution control from mobile sources, Walsh (2002) notes that five elements of a comprehensive vehicle pollution control, namely, clean fuel, clean vehicle technology, appropriate maintenance, and transport and land use planning as well as the air quality governance should be in place⁴.

All these elements are closely inter-linked, for instance, progressively tighter emissions standards can be met only through a combination of improved fuel quality and advanced engine technology, and better air quality cannot be achieved without tighter emissions standard, appropriate transport management and land use planning, the availability of proper inspection and maintenance system.

Figure 1: Elements of a comprehensive vehicle pollution control strategy



Sources: Modification of Walsh (2002)

In addition to these 5 elements, existence of appropriate institutions as effective tools for ‘Better Air Quality’ has come to be perceived as the missing link element in reducing of emission from motor vehicles in Indonesia. In public policy perspective, the existence of appropriate institution is very important as it refers to rule of the game of its actors.

*“...institution can and should be seen as ‘rules’ in one way or another, influence behavior of political and social actor...”*⁵.

Since a success of air pollution control program depends on behavior of many actors, such as; political, social, and private actors, the availability of appropriate institution is a prerequisite for the success of air pollution control program in Indonesia. World Bank, furthermore, states that the greater participation improves the

⁴ Indonesian MAPG on Vehicle Emission Reduction. 2000. pp.3

⁵ B. Steunenberg and Vaught, F. 1997. pp. 2

chance for success – in term of development effectiveness and economic sustainability. Participation by project beneficiaries therefore can help to ensure that development resources supportive environment goals are not wasted⁶.

Although there have been a large number government agencies involve directly with reduction of exhaust emissions from vehicles, for instances; Ministry of Environment (MOE), Department of Transportation (DOT); Department of Energy (DOE); and other local government agencies, these institutional arrangements have not been effective yet. Then, what factors make this institutional arrangements are not effective. In my point of view, the following factors causes why the existing such policy making institutions are not effective:

- Firstly, most of decision-making process in Indonesia is conducted within undemocratic environment, in which most of governmental agency behaves as a monopolist in public policy rather than as facilitator and cooperating partner. In some cases perhaps the government actors also have lack of capability.
- There is also lack of public participatory and transparency in policy formulation in area of air pollution control. In many cases, government agencies have formulated public policy or programs without consultation with related parties. Many policies, in addition, often ignore the demand of related parties.
- Finally, there is no room and clear rule of the game for societal actor and private sector involvement in policy decision making as well as development process.

2.1. Shifting government agency as a monopolist

The role of government as a monopolist in public policy formulation process should be ended in order to minimize utility maximization of governmental actor behavior. According to Grindle, M, and Thomas, J (1991), decision makers within the government were concerned with making decisions or supporting positions that would enhance the fortunes – in terms of budgetary resources, influence over programs, prestige, or clientele – of bureaucratic entities they led or were part of as well as contribute to their own career opportunities⁷. An thus these utility maximization and egocentric behavior of government actors cause lack of political legitimacy of policy established by these actors.

There is some clear examples of lack politically legitimacy of monopolist and egocentric agencies' policy. First of all, some difficulties arise in implementation of Ministerial Decree Number: Kep-35/MENLH/1995 on *Emission standards for Exhaust Emission from Motor Vehicle* which was issued by the State Minister of Environment (MOE). For instances, in case of two stroke motorcycle there is no motor vehicle manufacturer can comply with existing emission standards, in which, in manufacturers' point of view the standards are very strict. It is argued that it happened because Motor Vehicle Manufacturers did not involve in drafting of this emission standard from the beginning. On the other hand DOT has issued type approval certification for motor vehicle in Indonesia without referring to this MOE Ministerial Decree. In other words, this decree has been toothless tiger paper.

In addition, a long process development of Type Approval Exhaust Emission Standard for Motor Vehicle is because DOT is keen to act as a monopolist. It is reluctant to share the power with MOE. Both of DOT and MOE also are very keen to pursue their owned perception about their authorities. After more than five years Type Approval Exhaust Emission for Motor Vehicle Standard has not been issued yet. Also slow progress of phasing out leaded gasoline in Indonesia, in addition, is because of lack of transparency and openness of PERTAMINA as a solely operator of government in producing and distributing of fuels. Finally, establishment of fuel quality standards have been decided without considering the demand and benefits for the public at large. In fact, all decisions are in the hand of DOE. There is no room for involvement of other interested parties.

⁶ World Bank. 1994.pp.192

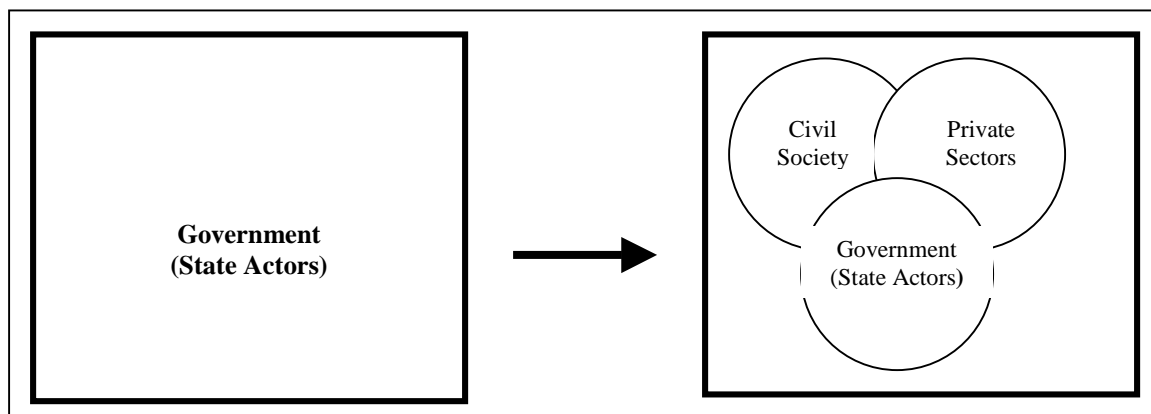
⁷ Grindle, M., and Thomas J. (1991): Public Choices and Policy Change. pp.100

In order to reduce such utility maximization behavior, the monopoly power of bureaucratic agent has to be shifted in appropriate way within democratic decision-making process in entire development programs cycles. It could be done by involving beyond state actors through participatory processes. Consequently, such policy arena should consist of actors from government, private sectors, civil society and NGOs, as well as related parties (Figure 2). Vast benefits arise from elimination of bureaucratic domination in decision making and policy implementation through participatory approaches as the following:

- Firstly, this approach could improve transparency as well as fairness of public policy process among stakeholders,
- Secondly, the process will enhance political legitimacy decision making. It is argued that political legitimacy as a precondition for sustainable development⁸,
- Finally, the whole is greater than sum of the parts and thus the policy (e.g. environmental policy) produced through this process could be implemented in sustainable manner as it has broad support by involved parties⁹.

However, multi stakeholder involvement in public policy process and development does not come without cost. For instance, a number of actors (politicians and bureaucrats) feel deprived of their long standing privilege of deciding alone, and bureaucrats sometimes fear that participation will dilute their professional¹⁰, and as this process involves multi actors, it will expand negotiations process among the conflicting needs and interests of the actors. Thus, in term of time and the cost of public policy formulation will increase. But, on the basis of cost and benefits analysis on decision making outcomes, I strongly believe that such participatory approach is better than traditional decision making approaches with government as a monopolist.

Figure 2: A shifting of actors in public policy formulation



3. THE PARTNERSHIP ON CLEAN EMISSION FORUM (MEB) AND GEG

3.1. A common goal and trust paving the way to multi stakeholder cooperation

Establishment the Joint Committee for Leded Gasoline Phase out (KPBB) can be stated as a quantum leap of a broader based involvement in decision-making activities in Indonesia in particular for reducing air pollution from exhaust emissions of mobile sources. KPBB is collaborative strategy for phasing out leaded gasoline within air pollution control context. KPBB was launched in October 1999 by several prominent environmental NGOs in Jakarta, such as WALHI Jakarta, ICEL, and LEMKOHI which supported by Program Segar! Jakarta-ku of Swisscontac. The main reason for establishment of KPBB is because involved parties believe that

⁸ Kooiman, J. 1999.pp. 71

⁹ OECD. Off-prints of Dac Journal. 2001. pp. IV-60

¹⁰ Banner. G. 1999.pp. 21

phasing out leaded gasoline need intensive advocacy, but they have lack of resources. Thus, this collaborative approach is one of alternatives to consolidate all the resources they have in order to overcome the limitation resources.

As time goes by, the KPBB's broader based involvement advocacy and its lobbies were able to induce into inner circle of government agencies. Then, it has driven intergovernmental agencies to consolidate their efforts to phase out leaded gasoline within the framework of Blue Sky program. This government consolidation forum is chaired by National Planning Board (BAPPENAS) and Environmental Impact Management Agency (BAPEDAL). Currently BAPEDAL has merged with MOE. In short, through intensive meeting this intergovernmental agency forum was able to crystallize phasing out leaded gasoline issue within government agencies.

KPBB with its intensive agenda setting through quarterly consultation forum and public campaign and its lobbies, moreover, was able to reach strong support not only from other NGOs but also from private sectors and related government organization, as well as universities. KPBB, therefore, reincarnated to be a Forum for Phasing out Leaded Gasoline (FPBB). Herewith I would like to highlight that a key success for such strategic coalition within diverse actors is mainly because there is a common goal and spirit in which all actors badly need clean fuel, and also there is trust among the actors. Perhaps, it is also because they neglect other actors' unique agenda behind their involvement, at least for temporary. The nature of this strategic coalition is informal with unbinding agreement.

The primary benefit of such coalition is it is able to increase leverage of interested parties, in addition. It gives FPBB accesses and power to do hearing with Legislative bodies as well as negotiation with opponents phase out leaded gasoline policy, such as, oil producer (PERTAMINA). As a result FPBB is success to push PERTAMINA and Department of Energy & Mineral Resources (DOE&MR) to phase out leaded gasoline in Jakarta by 1st of July 2001.

3.2. The Partnership on Clean Emissions Forum (MEB)

Generally speaking, development of MEB cannot be separated from the success story of KPBB and FPBB in phasing out leaded gasoline in Indonesia. Transformation process from KPBB to MEB can be seen in Figure 3.1. A successful cooperation within KPBB and FPBB has been a valuable asset to strengthen future cooperation among interested parties. It is because mutual understanding and trust have been developed among interested parties. It is a result of three years of consistent and honest dialogues among credible parties. Furthermore, the idea for institutionalized of interested parties because of lack of existing institutional arrangements among interested parties, for instances, overlapping activities in different minister and agencies, unclear authorities among national, provincial and local government in accordance to a pollution control from mobile sources, and coordination problems among national, provincial and local government¹¹. However, although MEB is a formal institution, decision making process in MEB is still characterized by unbinding commitment so that independency and 'sovereignty' of actors can still be maintained.

Figure 3: Metamorphosis of KPBB into MEB



¹¹ Indonesian MAPG on Vehicle Emissions Reduction. 2002.pp.34

| | | | | |
|------------------------------------|---|--|--|---------------|
| Participants (Actors) | NGOs: WALHI Jakarta, ICEL, LEMKOHI, and Program Segar Jakartaku | Civil Society & NGOs, Private Sectors, and National & Local Govt. Agencies | Civil Society & NGOs, Private Sector, and National & Local Govt. Agencies. | |
| Types of interaction ¹² | | Interferences | Interplays | Interventions |
| Types of cooperation | Formalized | Not Formalized | Semi-formalized | Formalized |
| Types of agreement | Unbinding | Unbinding | Unbinding | Unbinding |
| Goals | Phasing out lead | Phasing out lead | Vehicle emissions Reduction | |

One of the major steps to formalize such multi stakeholder strategic cooperation is through broad-based involvement of all stakeholders in drafting an action plan for Integrated Vehicle Emission Reduction Strategy (IVERS). This activity was carried out on a Workshop that conducted in October, 16th to 18th 2001. The workshop was organized through the cooperation of national and local government, the private sector, non-government organizations and donor agencies, such as, Swisscontact, KPBB, ADB, US-AEP, BAPPEDAL (MOE), DOT, DOE, Pelangi, USAID, JARI, Local Government of DKI Jakarta, Shell, and GAIKINDO. As a final result of the IVERS Workshop, participants of Multisectoral Action Plan Group (MAPG) Forum have agreed to have a strategic collaboration within the umbrella of Mitra Emisi Bersih (MEB- the Partnership on Clean Emissions Forum). As accountability to its member is crucial for sustainability of this cooperation, MEB was set up with the principles of joint commitment, participation, openness, equity, and independence. MEB was established in 18th October 2001, and then it launched formally in 15th November 2002 by fully of support from Minister of Environment, Minister of Energy, and Minister of Transportation.

The MEB forum objectives are to formulate and implement air pollution reduction strategies aimed at reducing exhaust emission from mobile sources, and to coordinate existing efforts by several institutions through participatory process. A primary goal of this forum is to develop an action plan through participatory approaches. As a result, the implementation of action plan will be fully support by its members, and also institutional overlap will be avoided. Members of the MEB forum consist of representatives from civil society and NGOs, national and local government, the private sectors, universities, research institutes, and professional association.

3.3. What's next

¹² From a societal perspective, there are three types of interaction phases in governance (multi-sector involvement). In the first place there are what can be called *interferences*. These are basically uncoordinated, spontaneous forms of interactions. Then, there are more coordinated forms of interaction which can be called *interplays*. Such modes of interaction are semi-formalized. And the third, there are formalized modes of interaction which can be called *interventions* (Kooiman, J. 1999.pp. 75).

Establishment of MEB is not the end of journey in which the road is still under construction. And thus, what's next so that MEB as a forum is effective for decision-making. The following actions have to be considered at least by MEB. First of all, there should be increasing commitment to common visions among the members. Then, because there are vast diverse of the parties involved in MEB with different level of capacity and knowledge in decision-making, empowering and capacity building of involvement parties are crucial elements for making decision-making effective. It could be better also if all of parties have same level of knowledge and understanding.

MEB, then, has to be ready as facilitator and cooperating partners of numerous actors whom have different interests, such as politics, money, and prestige. In which MEB has to be credible forum to resolve the power struggle issues within its members. In addition, free rider opportunities should be minimized so that spirits and moral obligation of the members could be enhanced. The principles and visions of MEB, thus, should be in the heart and mind of it members. If it is not, sustainability of MEB as multi stakeholder forum is under questioned.

In addition, with increasing demand of Good Governance practice in decision making, particularly in the area of environmental governance, perhaps MEB forum could be a model for implementation of Good (Environmental) Governance (GEG) into practices in Indonesia. In general MEB's concept and principles are similar with most of the concept Good Governance which promoted by many agencies such as UNDP¹³ and World Bank¹⁴ within the country.

According to the nature of environmental problems in Indonesia as what stated by World Bank (1994),

“most environmental problems occur at the local level, and their resolution must be tailored to local conditions, interim solutions should be build on the special knowledge and existing cultural arrangements of affected communities, with the support and encouragement of national, provincial, and local authorities”

and the enlargement of decentralization in decision making as impacts of political reform in the recent , MEB has to promote and facilitate provincial and local interested parties to deploy participatory approaches in the decision-making especially in regard to environmental issues. In other words, MEB has to be ready to get involve in provincial and local decision making arena. Consequently, MEB together with regional and local parties have to design right mechanisms for national, provincial, and local authorities, civil society & national NGOs, private sectors, other associations and interest groups in the decision making.

Thanks to globalization which open chances for expanding cooperation among actors within the region as well as other parts of the globe. Therefore, MEB have to take these chances to cooperate intensively with agencies from other countries within the framework of regional or global cooperation. By having strong cooperation with other institutions means that MEB can increase its leverages. Through such cooperation, MEB can find the most effective ways to combat air pollution in Indonesia for the Better of Air Quality. In which, in some cases perhaps MEB can learn and share from and with other experiences. It means that MEB does not need to reinvent the wheel.

However, last but not least MEB should aware that there are some the crucial things should be considered in deployment of participatory approaches as one of GEG elements within either national or local level, for instance, MEB has to prevent what named as 'legitimizing stamp'. In this case, a broader based involvement should not be handled in an instrumental way. In which a broader based involvement should be done in comprehensive manner. "Comprehensive participation means participation should take place early in the projects in the sense of 'co-decision' and 'self-responsibility and 'self determination' and not to be limited

¹³ According to UNDP good governance has 8 major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.

¹⁴ The World Bank has identified four basic elements of good governance: participation, transparency, accountability, and predictability,

solely to members of target groups. Other people involved should also be included.They should have a say in the entire development process to which the project is intended to make a contribution”¹⁵.

4. THE ROLE OF DONOR AGENCIES AS AGENT OF CHANGE

Globalization provides room for donor agencies to have contributions in establishment of sustainable decision-making institutions within recipient countries. The opportunities arise is due to the fact that the power of these international donor agencies was enlarged in part because they often command extensive technical expertise and financial assistances that can influence decision makers. Grindle and Thomas (1991,pp. 102) note that choices of technology and institutional reform were pressed upon governments and often became condition for “reward” from international actors. Also, it is argued that donor agencies must encourage state organizations to promote participatory process so that they become accountable to citizens and the people through institutions to get access to resources, and then donor agencies must also be “advocates” of the vulnerable parties. As a result, most of donor agencies borrow the word of participation in their development policy paper, for instances, the German Federal Ministry for Economic Cooperation (BMZ) demands that the affected people should participate actively in development processes and decision making. This means that at least in principle, a far reaching participation of the population in development cooperation has to be guaranteed¹⁶.

In the other hand, although donor agencies have power to promote institutional reforms through their ‘reward’ condition and also participatory approaches, transparency, and accountability as a concept have been catchword in most of donor agency policy paper, in reality these magic words and power are seldom deployed in cases of development program in Indonesia, indeed. It can be seen clearly that there are great number of projects that funded by funding from international agencies donor without precondition for a broader based stakeholder involvement either in planning or implementation phases. Then, decision making of development projects funded by international donor agencies mostly concern on monetary term (USD return) rather than political and social legitimacy of the projects.

Lack of participatory process in entire project cycle, such as, decision making, implementation, and evaluation in many projects which funded by international donors also indicates that donor agencies in general are *No Action Talk Only* (NATO) in respect to participatory process. It seems that donor agencies concern on promoting institutional reforms and good governance as a project per se rather than putting these new paradigms into practice. There is a lot of institutional building and good governance projects in Indonesia currently, for instances, Partnership for governance reform in Indonesia (co funded by UNDP, World Bank and ADB), Preparatory Assistance for Coordination, Dialogue and Reform Related to Environmental Governance (UNDP), Participatory Spatial Environmental Management (GTZ), Good Governance Support Project (GTZ), and Participatory Irrigation Sector Project (ADB). Nevertheless, how many of the projects funded by foreign loan are truly decided follow the path of participatory approaches. The answer is a big question mark?

Herewith I urge that donor agencies should consciously implement their new paradigm on the grounds, indeed. At least the following actions should be taken. First of all, donor agencies must change their paradigm in participation, in which projects funded by donor agencies have to provide room for comprehensive participatory process. It should take place in the whole cycle of the projects from planning into evaluation phase. They also should not use participatory process as ‘legitimizing stamp’ of their project. Last but not least, donor agencies should act not only as an agent of promoting a broader based multi stakeholder involvement, but also using this participatory process into practice. In other words, donor agencies should be a promoter as well as be an executor of participatory process.

5. CONCLUSIONS

It cannot be denied that lack of appropriate institutional arrangement is the missing link in combating of air pollution in Indonesia, for instances, overlapping activities in different minister and agencies, unclear authorities among national, provincial and local government in air pollution control of mobile sources, and coordination problems among national, provincial and local government. This lack of institutional arrangement

¹⁵ Bliss, F. 2001.pp.18

¹⁶ Bliss, F. 2001.pp.18

occurs because of monopolist and egocentric government agencies. Decision making through this kind of institutional setting will decrease political legitimacy of the policy as precondition of sustainable development. It is because lack of support from other interested parties. Therefore, a right mechanism for facilitating multi stakeholder involvement in decision making is precondition to solve the problem mentioned earlier. With its principles (joint commitment, participation, openness, equity, and independence) MEB perhaps can be right mechanism to facilitate multi stakeholder involvement. And thus political legitimacy decision making in air pollution control in the country will increase.

Establishment of MEB, moreover, should not perceive as end of the journey. There is great challenges which have to face by MEB in the near future, for instances, empowering and capacity building of involvement parties are crucial elements for making decision-making effective because different level of capacity and knowledge of interested parties in making decision-making, power struggle between its members has been resolved so that MEB as multi stakeholder in decision making can be sustainable, members of MEB have to prevent MEB as legitimating stamp forum in decision making, and since the sustainability of partnership forum like MEB also depends on other agencies, including foreign agencies, and donor agencies, strong cooperation with other agencies is badly needed and hence the MEB does not need to reinvent the wheel.

Finally, the role of donor agencies as agent of change has to be changed. The donors are expected not only promote good governance elements, such as participatory, transparency, and accountability in recipient countries, but they also have to implement such catchwords in their decision making. Therefore, development work for all can be guaranteed.

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ACKNOWLEDGEMENTS

Thanks to MEB partners (F. Soeseno, Ahmad Safrudin, Bambang Tri Budiman, Ridwan D. Tamin, Roma C. Manurung, Moekti Handajani Soejachmoen, Soraya, Wiwik Kurniawati, and Suzanne Billharz) for their valuable comments and inputs during development of this paper. Also, thanks a lot to US-AEP and IIEF for their supports so that I am able to attend this Better Air Quality 2002 Workshop.