STAKEHOLDER COMMUNICATION WORKSHOP IN THE PREPARATION OF THE SUSTAINABLE URBAN MOBILITY PLAN (SUMP) BALIKPAPAN

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ABSTRACT

Balikpapan plays a strategic role in the flow of passenger and goods movements in East Kalimantan. As an economic and industrial city, Balikpapan provides national and international connectivity such as airports and ports. There is also a toll road that connects Balikpapan with Samarinda and the Capital City of the Nusantara (IKN). Balikpapan needs a Sustainable Urban Mobility Plan (SUMP) that integrates transportation, economy, and spatial planning in an integrated manner to improve accessibility and economic competitiveness, maintain environmental sustainability, and improve the quality of life. The SUMP preparation workshop aims to form a stakeholder communication ecosystem that brings stakeholders together in one space to build understanding of SUMP, identify mobility issues, map the interests and roles of each stakeholder. To evaluate the success of the workshop implementation from the stakeholder communication aspect, an evaluation was carried out using a non-questionnaire approach based on structured artifact assessment through a value scale of 1 (Very Poor) to 4 (Very Good) with five indicators, namely: (1) open communication; (2) exchange of information and knowledge; (3) common understanding; (4) participation and involvement; (5) coordination and commitment to collaboration. The evaluation was carried out on 48 workshop participants, who were heterogeneously divided into 8 working groups each consisting of 6 cross-sector representatives: government, transportation operators, academics, and civil society. The results of the workshop evaluation showed that stakeholder communication in the preparation of the Balikpapan City SUMP was in the "Good" category, with an overall mean score of 3.12 from a scale of 4.00 or equivalent to an achievement rate of 78.10%. This achievement indicates that participatory workshop-intervention based methods are effective in breaking down bureaucratic communication barriers and facilitating constructive dialogue between stakeholders.

Keywords: Stakeholder Communication, Urban Planning, Urban Mobility, Sustainability, SUMP.

1. INTRODUCTION

Balikpapan is one of the cities in the province of East Kalimantan that grows and develops as an economic, industrial, and logistics distribution center to Central Kalimantan and other cities in East Kalimantan. Its close position to Samarinda, the capital city as well as the center of the government of East Kalimantan, makes Balikpapan very strategic to support the mobility and connectivity of goods and passengers. Balikpapan provides national and international connectivity through Sultan Aji Muhammad Sulaiman Sepinggan International Airport and its port system, including Kariangau and Semayang Ports. There is also the Balikpapan-Samarinda toll road which cuts travel time from the previous 3 hours to 1 hour. The toll road also makes the flow of people, logistics distribution faster and easier so that it can provide a boost to economic growth for Balikpapan and Samarinda.

The presence of the Capital City of the Archipelago (IKN) further strengthens Balikpapan's strategic role as a supporting city for the IKN along with Samarinda. The three cities are even projected as the Tri City metropolitan area which reshapes the economic geography of Kalimantan. The capital as a metropolitan area is already owned by the Tri City Balikpapan-Samarinda-IKN, which is a combined population of more than 1.7 million people by 2025, supported by the Balikpapan-Samarinda toll road and large public investment in infrastructure development. Based on the Tri City Development Plan (TCDP) prepared by Bappenas, the Nusantara Capital Authority (OIKN), and JICA, the cities of Balikpapan, Samarinda, and IKN are planned as one functionally integrated metropolitan system, not as stand-alone urban centers (Bappenas et al., 2026). Thus, the Tri City area is increasingly developing as a major metropolitan growth pole in Kalimantan and becoming an increasingly important gateway to the Eastern Indonesia region.

The dynamics of the relationship between the city of Balikpapan-Samarinda-IKN form a single metropolitan ecosystem on a megaregion scale (three growth centers). This has important implications for mobility planning

because transportation demand is increasingly shaped by the interaction between various population centers, logistics, and supporting activities. On the other hand, the internal conditions of the city of Balikpapan have structural, operational, and institutional challenges throughout the transportation ecosystem such as the high use of private vehicles, the topography of the hills that limit road development, pedestrian facilities, heavy freight traffic mixed with public transportation and private vehicles, and traffic congestion concentrated in certain corridors during peak hours of activity (Balikpapan City Transportation Agency, 2023).

To answer the above problems and challenges, a Sustainable Urban Mobility Plan (SUMP) for Balikpapan is needed involving stakeholders from various parties. SUMP does not only focus on road capacity or private vehicle modes, but SUMP will integrate transportation aspects with spatial dynamics, economic activities, environmental quality challenges, social engagement and equity, and urban area governance. The main principle of SUMP is to integrate aspects of transportation, economy, and spatial planning in an integrated manner to ensure that transportation investments and services are able to increase accessibility, support economic competitiveness, maintain environmental sustainability, improve safety, strengthen social inclusivity, and realize a sustainable urban quality of life in the long term (European Commission, 2026).

The implementation of SUMP requires the involvement of stakeholders from various parties considering that urban mobility is a cross-sector problem that cannot be solved through transportation policy alone. Community movements are influenced by spatial planning, residential locations, economic centers, education, public services, road conditions, public transportation, the use of private vehicles, safety, the environment, and the socio-economic characteristics of the community. Each of these aspects is under the authority of different stakeholders. The government has regulatory and planning authority. The private sector is related to public transportation operators, economic and trade activities, and workers' travel needs. Academics provide analysis and methodology. Meanwhile, the public has direct experience as users of the mobility system.

Therefore, SUMP requires a process that is able to integrate knowledge, authority, resources, and interests of various actors. Stakeholder involvement is also important because SUMP is not just a technical document, but a planning process that requires mutual agreement and commitment. At this stage, harmonious communication is needed among stakeholders which begins with the formation of a common understanding and knowledge about SUMP. The workshop is designed to form a stakeholder communication ecosystem in the process of preparing SUMP. The workshop brings together stakeholders in one space to build an understanding of SUMP, identify mobility issues, map the interests and roles of each party, identify data needs, and discuss coordination mechanisms. Thus, the workshop is not just a socialization activity, but a stakeholder engagement process that connects knowledge, communication, coordination, collaboration, and planning.

The workshop aims to find out how stakeholder communication relationships are built in the preparation of SUMP, what are the communication barriers that arise among stakeholders in the preparation of SUMP, and how to integrate stakeholder communication to increase collaboration in the preparation of SUMP. The three objectives were formulated in reference to the condition that there was no stakeholder communication in the preparation of the SUMP. Each stakeholder ran on its own without any communication and coordination so that collaboration did not occur. In fact, the success of the preparation of the SUMP was supported by the communication skills of stakeholders who were unhindered and there was no sectoral ego.

2. METHOD

The workshop was carried out face-to-face and was held twice in Balikpapan, East Kalimantan, on July 16 and 23, 2026. The workshop was attended by representatives from 48 agencies from central, provincial, and city Ministries/Institutions, SOEs, business actors, professional organizations and communities. The duration of each workshop reaches 10 hours which includes material delivery activities, interactive discussions, and experience sharing. The attendance of workshop participants has been scheduled a few days in advance. Each participant receives an invitation letter to attend by letter, email, or telephone. Contact information comes from the Ministry of National Development Planning/Bappenas, the Global Environment Facility (GEF), and the World Bank which is a partner of this workshop activity.

The workshop material varies in each meeting session, following the design of the SUMP activity program. The implementation of the first session of the workshop discussed the direction of development of the city of Balikpapan and the province of East Kalimantan, the function and role of SUMP in urban planning. Meanwhile, the implementation of the second session workshop discussed the method of collecting Balikpapan SUMP data, spatial analysis of the city of Balikpapan, and the transport modelling framework. Various facilities used during the workshop

include visual presentation materials, laptops, LCD projectors, worksheets to record the ideas of workshop participants. All workshop participants also get the same opportunity to convey ideas, information, and experiences for the preparation of SUMP.

The active involvement of workshop participants aims to explore views, ideas, solutions, and feedback from participants in an interactive and in-depth manner with a long duration in order to produce concrete outputs. On the other hand, participants are also invited to understand SUMP problems and formulate specific and comprehensive solutions. The workshop also presented researchers from several universities such as Ibn Khaldun University, Bogor, Trisakti University, Jakarta, IPB University, Bogor, and Prof. Dr. Moestopo (Beragama) University, Jakarta. The researcher acted as a resource person, facilitator, and evaluator of workshop activities. In the initial stage, the research team created a frame of reference for workshop activities based on the needs of SUMP planning and the expected results. Table 1 shows how the stages of the workshop were carried out.

Table 1 Stages of SUMP Balikpapan Workshop

Stages of the Workshop	Main Activities	Expected output
SUMP Education	• Presentation of the concepts and principles of SUMP and its relation to sustainable city development. • Explanation of urban mobility issues: congestion, accessibility, safety, public transportation, emissions, and intermodal integration. • Submission of examples of the implementation of SUMP in other cities. • Discussion on Balikpapan's mobility challenges.	• Participants understand the concepts, principles, objectives, and stages of SUMP. • Awareness of the urgency of SUMP as sustainable city planning. • The identification of the main mobility issues and problems of Balikpapan. • The establishment of a common perception of SUMP between stakeholders.
Identification of Demographics of Balikpapan City SUMP	• Presentation of demographic data and characteristics of the Balikpapan area. • Mapping of population distribution and urban activity centers. • Identify travel patterns based on population group, age, occupation, gender, and mobility needs. • Mapping of residential areas, economic zones, education, government, and public facilities. • Discussions about vulnerable groups and groups with special mobility needs.	• Demographic profile and mobility of Balikpapan City. • Map of population distribution and activity centers. • Identify the group of transportation users and their mobility needs. • Identify priority areas/mobility interventions.
Formation of the SUMP Working Group	• Mapping the roles and interests of each stakeholder. • Discussion and determination of the working group structure. • Determination of coordinators, members, and focal points of each institution. • Preparation of communication, coordination, and decision-making mechanisms. • Setting an initial working group agenda.	• The SUMP Balikpapan Working Group was formed. • Organizational structure and division of roles. • Coordination and communication mechanism between stakeholders. • Initial work plan of the working group.
SUMP Data Collection	• Inventory of data available to the government and other stakeholders. • Secondary data collection: demographics, road networks, public	• Balikpapan urban mobility database. • Baseline data on transportation and mobility conditions.

Stages of the Workshop	Main Activities	Expected output
	transport, vehicles, accidents, land use, emissions, and infrastructure. • Primary data collection through surveys, interviews, observations, traffic counting, and/or travel diaries.	• Map of the network and transportation infrastructure. • Trip pattern data and user characteristics.

The workshop was carried out using a participatory action approach that placed the workshop not only as a forum for delivering information, but as a collaborative process to build knowledge, identify problems, build institutions, and produce a database that can be used in urban mobility planning. In this approach, participants from various stakeholders not only play the role of recipients of information, but also as a source of knowledge and experience related to the mobility conditions of Balikpapan City.

The participatory process allows researchers and stakeholders to combine academic knowledge, government data, transportation user experience, and local community knowledge. Thus, the four stages of the workshop form an interconnected series, where the results of one stage become the basis for the implementation of the next.
Various literature also states that workshops can be used as a data collection tool and research intervention. That workshops are methods that can help researchers to collect data, identify and explore relevant factors in a certain field (Aittamaa & Siemon, 2024; Ørngreen & Levinsen, 2017). Research using workshops is even able to become a core instrument in Participatory Action Research (PAR) that invites participants to actively participate, especially in triggering international discussions, analysis, and data collection (Eccles et al., 2018; Engler et al., 2022; Reason & Bradbury, 2001).

3. RESULTS AND DISCUSSION

The implementation of the workshop was dynamic and interactive. Participants were enthusiastic in participating in the workshop which was marked by providing a lot of responses, information, and input. Participants also often asked workshop resource persons who came from university researchers with scientific fields about transportation and urban planning. The workshop began with the delivery of material on the definition, concept, function and principles of SUMP so that participants have an understanding and build a common view of SUMP. This means that the delivery of SUMP material is an effort to educate workshop participants about the concept of SUMP and a sustainable city. This is necessary because participants come from various stakeholders and not many understand SUMP.

In the discussion, participants understood that SUMP is limited to increasing road capacity so that it needs to be balanced with development in the form of increasing accessibility, intermodal integration, pedestrian facilities, and paying attention to community groups with special needs in public transportation. In fact, the understanding of SUMP is broader, namely placing the mobility of people and vehicles as part of the urban system more broadly by paying attention to environmental aspects such as reducing dependence on private vehicles, increasing the use of public transportation, supporting walking and cycling activities, reducing carbon emissions and air pollution by switching to electric vehicles or using new renewable energy.

These findings show that the education process not only functions as a knowledge transfer, but also as an initial stage to build shared understanding between stakeholders. Two-way communication in the workshop allows conceptual knowledge about SUMP to be linked to experiences and mobility issues faced in the field. At the stage of identifying city demographics, workshop participants conveyed information and data on the characteristics of the city of Balikpapan while providing feedback and interactive discussions with workshop speakers. The discussion resulted in findings that the mobility pattern of the people of Balikpapan is greatly influenced by population distribution, development of residential areas, centers of economic activities, public service facilities, and transportation networks. Workshop participants emphasized the importance of looking at mobility not only based on the number of vehicles or the level of traffic density, but also based on who travels, where they come from, where they travel, the destination of the trip, the travel time, and the mode of transportation used. In addition, participants identified that the mobility of each community group has different needs. This includes people who do not have private vehicles, public transportation users, pedestrians, cyclists, children, the elderly, and community groups with special needs.

This perspective expands the understanding that mobility issues are not only people's access to urban activities and services but also inclusivity. That every community group has the same right to move and utilize transportation facilities.

In the discussion, it also emerged that various institutions basically have relevant data and knowledge regarding transportation and mobility, but the data is still scattered based on the authority and function of each institution. As a result, information on urban mobility is not always available in the form of an integrated database. Workshop participants identified the need for a more structured data and information exchange mechanism so that data on traffic, public transportation, spatial planning, demographics, accidents, infrastructure, and people's travel patterns can be read together. This is because the problem that arises is not only the lack of data, but how data is communicated, shared, validated, and used jointly by stakeholders. These findings reinforce the importance of cross-stakeholder institutional communication as part of the SUMP preparation process.

Working Group Forms Stakeholder Communication

Participants also realized that the preparation of SUMP requires a collaboration mechanism that takes place in a sustainable manner. Collaboration is established through an intensive and harmonious communication process between stakeholders. At this stage, the formation of a working group offered by the workshop resource persons becomes relevant as one of the results of the workshop activities. The existence of the working group is not only an administrative structure, but also as a space for communication and coordination across sectors that allows stakeholders to exchange information, agree on priority issues, validate data, and jointly formulate alternative solutions. Workshop participants even identified the importance of clarity on the role of each stakeholder, especially in the provision of data, the implementation of surveys, analysis of mobility conditions, communication with the community, and program implementation.

With this approach, stakeholder communication does not stop at consultation forums, but is directed to become a co-production of knowledge mechanism, which is the process of producing knowledge and solutions jointly between researchers, the government, the community, and related stakeholders. At the data collection stage, workshop participants found that the preparation of SUMP requires baseline mobility data that is not only quantitative but also able to capture the experiences and perceptions of transportation users. Quantitative data such as vehicle volume, number of trips, road network conditions, number of public transportation users, and accident data are needed to describe the objective condition of the transportation system.

However, the data needs to be complemented by qualitative data on user experience, perception of service quality, travel barriers, sense of security, comfort, and reasons for people choosing certain modes. The workshop discussion also identified the need to cross-verify the data owned by the institution and the actual conditions in the field. Thus, the data collection process is understood as a collaborative process, where stakeholders not only become data providers but also play a role in determining relevant data and validating findings. Overall, the results of the workshop showed that stakeholder communication is a connecting element between knowledge, data, institutions, and decision-making processes in the preparation of the Balikpapan City SUMP. The education stage produces a common understanding and data regarding stakeholder knowledge and perception; demographic identification results in a contextual understanding of community characteristics and mobility patterns; the formation of working groups results in a structure and mechanism of collaboration between stakeholders; while data collection produces a mobility baseline as the basis for analyzing transportation conditions.

These four stages show that the success of SUMP is not only determined by the availability of infrastructure and data, but also by the ability of stakeholders to build open communication, share knowledge, align interests, and agree on problems and priorities together. Table 2 describes the findings and results of the workshop analysis which refers to the stages of the workshop activities carried out.

Table 2 Findings and Analysis of the Balikpapan SUMP Workshop Discussion

Stages of the Workshop	Key Findings	Analysis
SUMP Education	• Stakeholders' understanding of SUMP and the concept of sustainable mobility is not yet completely uniform. Transportation still tends to be understood from the aspects of infrastructure and smooth traffic. • Stakeholders have different experiences and practical knowledge about Balikpapan transportation issues.	• There is a need to build a shared understanding before stakeholders are further involved in the preparation of the SUMP. • Knowledge about mobility comes not only from statistical data, but also from the local experience and knowledge of stakeholders.

Stages of the Workshop	Key Findings	Analysis
Identification of Demographics of Balikpapan City	• The characteristics of the population and the distribution of activity centers affect people's needs and travel patterns. • Mobility needs differ based on the characteristics of users and community groups. • There are certain areas and points that are seen as having higher mobility problems than other regions.	• Mobility needs to be analyzed based on the socio-spatial context, not just on the volume of vehicles. • SUMP needs to apply the principles of inclusivity and accessibility, so that the needs of different groups can be accommodated. • Stakeholders' local knowledge can be used to validate spatial data and determine priority areas.
Formation of Working Groups	• Data and information related to transportation are scattered across various institutions and have not been fully integrated. • The role and authority of stakeholders in the preparation of the SUMP needs to be clarified. • Communication forums are needed that take place in an ongoing manner, not just during workshops.	• The main problem is not only the availability of data, but also access, integration, communication, and utilization of data. • SUMP requires cross-sector collaboration because mobility issues are multidimensional. • Working groups can function as a communication platform and co-production mechanism of knowledge.
Data Collection	• SUMP's data needs include demographic data, spatial planning, road networks, public transportation, traffic, safety, environment, and travel patterns. • The available quantitative data needs to be supplemented with information about user experience and perception. • Potential data gaps or limitations of certain data required for SUMP analysis were found.	• The preparation of the SUMP requires an integrated mobility database as a basis for decision-making. • Mobility baseline must combine quantitative data and qualitative/user experience data. • Identifying data gaps is an important part of the evidence-based planning process.

The findings show that stakeholder communication starts from a common understanding of the concept and definition of SUMP followed by coordination and communication through a working group that functions as a forum for exchanging data and information about the needs of SUMP preparation. Meanwhile, the communication pattern of stakeholders leads to symmetrical two-way communication, namely providing information to each other, being willing to listen, consider, and adjust actions based on information.

Grunig (2013) Explains that symmetrical two-way communication emphasizes dialogue, mutual understanding, building beneficial relationships, and managing conflicts through communication and negotiation. Symmetrical two-way communication wants to build mutual understanding and dialogue among stakeholders (Girsang & Kartikawangi, 2021; Wilcox et al., 2015; Woodward, 2000). Thus, stakeholder involvement in the preparation of the SUMP is not only a technocratic process to calculate the need for roads, public transportation, or travel patterns but a process of communication and negotiation of interests.

In the context of the SUMP workshop, stakeholder communication is interpreted as the process of exchanging information, dialogue, and influencing each other based on the arguments and needs of stakeholders. The literature on SUMP even mentions that the involvement of various citizen stakeholders is a prerequisite for sustainable urban mobility planning, because mobility planning requires a collaborative process between the government, the community, and other stakeholders (Lindenau & Böhler-Baedeker, 2014).

This strengthens the understanding of stakeholders who explain that stakeholders are groups or individuals that influence each other and the organization must involve these groups to maintain trust (Freeman et al., 2018). Stakeholder involvement is carried out to balance economic and social priorities by expanding the types of stakeholders such as ministries/institutions, business associations, academics, and civil society organizations (Fan et al., 2025; Kunnaala-Hyrkki et al., 2026; Parviainen et al., 2018).

Stakeholder Communication Evaluation

Based on the explanation above, stakeholder communication can be positioned as an enabling mechanism in the preparation of the Balikpapan City SUMP. Communication not only serves to convey information, but also allows for the exchange of knowledge, negotiation of interests, data validation, agreement formation, and coordination of actions between stakeholders. This shows that the workshop has an impact on the capacity and collaboration aspects of stakeholders, not only on the implementation of activities. To measure the success rate of the implementation of the workshop, especially from the aspect of stakeholder communication, an evaluation was carried out using a non-questionnaire approach based on structured artifact assessment. This approach was chosen to minimize the subjectivity bias that often appears in independent questionnaires, as well as to capture concrete evidence of the communication process, knowledge exchange, and collaboration dynamics that occurred during the activity.

The evaluation process measured the outputs of the group produced by 48 participants, which were heterogeneously divided into 8 working groups consisting of 6 cross-sector representatives: government, transportation operators, academics, and civil society. The outputs in the form of worksheets, mapping matrices, and draft action agreements were independently assessed by three evaluators/researchers. Stakeholder communication was operationalized into five main indicators which were evaluated through a value scale of 1 (Very Poor) to 4 (Very Good). The measurement was directed to find out the extent to which the workshop was able to build communication, information exchange, common understanding, openness between stakeholders, and readiness to collaborate in the process of preparing SUMP.

Based on these objectives, stakeholder communication is operationalized into five indicators, namely: (1) open communication, assessing the extent to which group outputs honestly map structural obstacles, resource limitations, and sensitive issues between agencies without a defensive attitude; (2) information and knowledge exchange, measuring the integration of cross-sector data in outputs, such as the integration of traffic data from the Transportation Agency, Bappeda spatial data, and the empirical aspirations of local communities; (3) common understanding, assessing the level of perception of all group members in formulating the definition, priorities, and strategic direction of sustainable mobility in Balikpapan; (4) participation and involvement, measuring the representation and balance of the proportion of ideas from all elements of participants ranging from the government, the private sector, and vulnerable groups; (5) coordination and commitment to collaboration, assessing the clarity of cross-sectoral role division and the courage to formulate a sustainability coordination scheme.

The data processing of evaluation results combines quantitative and qualitative descriptive analysis techniques through three stages. First, triangulation of assessor assessment. The analysis process begins by assigning three people as evaluators to examine the output documents of each working group separately. For each indicator in a group, the scores from Evaluator 1, Evaluator 2, and Evaluator 3 are combined to produce the group's average score. Second, descriptive quantitative aggregation. After the scores of the entire group were collected, the researcher calculated the average scores of the indicators to see the collective performance of all workshop participants on each communication dimension. Next, the average score was converted into the form of a percentage of maximum achievement to provide an idea relative to ideal conditions (perfect score = 4.00). The success rate was then intuitively categorized into four levels of achievement: excellent (>85%), good (70-85%), adequate (50-70%), and poor (< 50%). The final scores of the five indicators were recalculated on average to obtain an overall performance score (overall benchmark).

Third, qualitative descriptive analysis. Quantitative data is interpreted by conducting a thematic analysis of the qualitative notes that the evaluator attaches to the assessment rubric. This note explores the reasons behind the emergence of numbers such as why certain indicators achieve high scores, while other indicators are at a lower level. By combining the sharpness of quantitative numbers and the depth of the qualitative narrative, this evaluation method is able to present a comprehensive map of the extent to which the workshop succeeded in breaking down ego-sectoral barriers and building a foundation for collaboration in the preparation of the Balikpapan City SUMP.

Table 3 Evaluation of Stakeholder Communication in the Preparation of the Balikpapan SUMP

Indicator	Total Score (8 groups)	Calculation of Mean	Achievement Calculation (%)
Information Disclosure	26	3,25	81,25%

Indicator	Total Score (8 groups)	Calculation of Mean	Achievement Calculation (%)
Exchange of Information and Knowledge	24	3,00	75,00%
Commonality of Understanding	28	3,50	87,50%
Participation and Engagement	25	3,12	78,00%
Coordination and Commitment to Collaboration	22	2,75	68,75%
Overall mean and percentage		3,12	78,10%

The results of the data processing showed that overall the implementation of the workshop on the preparation of the Balikpapan City SUMP was in the Good category, with an overall mean score of 3.12 from a scale of 4.00 or equivalent to an achievement rate of 78.10%. This achievement indicates that the participatory workshop-based intervention method is effective in breaking down bureaucratic communication barriers and facilitating constructive dialogue between stakeholders. The Commonality of Understanding Indicator recorded the highest average score, which was 3.50 (87.50%, Very Good). Qualitative assessment of the output document shows a shared paradigm shift; the issue of congestion in Balikpapan City is no longer seen as just a problem of physical road capacity, but a mobility governance problem that requires modal integration.

Meanwhile, the Information Disclosure indicator also has a high average value, which is 3.25 (81.25%, Good). The qualitative evaluation sheet explains that government agencies such as the Transportation Agency openly list the limitations of the budget for the rejuvenation of city transportation, while the private sector and Organda transparently explain the decline in the quality of their operational services. This two-way openness is an important turning point in building trust which has been clogging formal coordination. The Participation and Engagement indicator, showed an average score of 3.12 (78.00%, Good). The evaluator's notes confirmed that the output document was no longer dominated by a single narrative of bureaucracy. The presence of representatives of the disability community and pedestrians succeeded in coloring the draft proposal; as many as 7 out of 8 working groups included the accessibility audit matrix of pedestrian facilities as a program priority.

Meanwhile, the Information and Knowledge Exchange indicator obtained a score of 3.00 (75.00%, Good). Although participants were willing to share sectoral data such as the combination of the Public Works Office's road network map with public transportation route data, the qualitative analysis found a technical bottleneck. Some agencies still experience obstacles in harmonizing spatial data (GIS) formats between agencies, so that the integration of information in product outputs has not reached the optimal level of depth. The Coordination and Commitment Collaboration Indicators were the dimension with the lowest achievements, which was 2.75 (68.75%, Sufficient). Although the participants conceptually had the same understanding and were open to each other, the preparation of concrete action plan commitments still clashed with the limits of bureaucratic authority. Most of the working groups (5 out of 8 groups) were hesitant to include collaborative budget allocations and deadlines for the establishment of the SUMP Task Force in their output documents. The assessor's qualitative record identified concerns from technical level officials regarding the validity of the regulation if they had to bind themselves to a cross-sectoral cooperation scheme outside the regular work plan mechanism.

4. CONCLUSION

The workshop noted a change in understanding as well as breaking down the ego-sectoral barriers that have been isolating between agencies regarding SUMP. The success of the indicators of common understanding (87.50%) and information disclosure (81.25%) proves that the structured discussion method through workshops is able to shift the perspective of stakeholders. However, the findings of the workshop showed that there was a significant gap when communication dynamics were translated into formal commitments. The low achievement in the indicators of coordination and collaboration commitment (68.75%) indicates that openness in the workshop space has not necessarily softened the rigidity of the bureaucratic structure.

To overcome the gap between understanding and SUMP's commitment to collaboration, efforts are needed that can encourage synergy and intensive cooperation across agencies. Therefore, this workshop formulated a number of recommendations that can be applied to improve stakeholder communication more closely and harmoniously. These recommendations were prepared based on the findings of the workshop aimed at policy makers, program facilitators, and future researchers. First, a working group of SUMP Balikpapan was formed consisting of cross-sector agencies through the issuance of a decree (SK) of the Mayor of Balikpapan so that it has a clear legal basis and has the power to remember its members and explain the details of authority, clear division of roles between agencies. The presence

of this legal umbrella will directly provide a sense of legal certainty for technical apparatus to allocate resources and budgets across agencies.

Second, integrating SUMP indicators into formal regional planning documents, such as the Regional Medium-Term Development Plan (RPJMD) and the Balikpapan City Regional Government Work Plan (RKPD), so that action commitments have financial support. Third, building an integrated mobility data platform in the form of (one data SUMP Balikpapan as a form of standardized and interconnected data exchange between Bappeda's geographic information system (GIS) data, traffic volume recording data owned by the Transportation Department, and mapping of vulnerable routes owned by the Public Works Office.

For academics and practitioners who will replicate the workshop method as a tool for data collection and qualitative research interventions, several design improvements are suggested. Among them is implementing the Post-Workshop Follow-through Phase. After the workshop is over, a member checking and commitment tracking stage is designed 30 to 60 days post-activity to measure the extent to which the output agreement is really followed up within their respective agencies. Another thing is that workshop activities need to involve policymakers in the closing session to overcome the impasse in determining commitments. The presence of policy makers serves to directly realize the draft agreement that has been formulated by the technical team in the field.

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