

Article

Policy development of road plus property developer on toll road with SOE assignment schemes

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Abstract: The Trans Sumatra Toll Road (TSTR) is a mega toll road project with an assignment State-Owned Enterprise (SOE) scheme in Indonesia. In its development, TSTR has several limitations, including funding, low investment feasibility and the un-optimum implementation of land value capture (LVC). This has the impact of delaying the completion of project development, decreasing the performance of toll road developer companies and even causing bankruptcy. LVC is an alternative funding scheme proven successful in other countries such as Hongkong, England and Vietnam. Several transportation projects based on transit-oriented development have successfully achieved profits using the LVC method. With a low project feasibility, the implementation of the Road Plus Property Developer (RPPD) business model is expected to be a solution to improve investment performance in the TSTR project. RPPD is defined as an assignment scheme toll road business model based on LVC implementation. This research aims to develop policies for implementing the RPPD business model on toll road SOE-assigned schemes. The data was collected by in-depth interviews with experts in two stages. The data analysis method used is Soft System Methodology (SSM). This research produces two recommended actions: ratification of the Presidential Regulation regarding the implementation of LVC and institutional transformation of regionally owned business entities in the property sector. It is hoped that implementing the RPPD policy will become a priority in completing the TSTR project.

Keywords: road plus property; land value capture; toll road assignment; trans Sumatra toll road

1. Introduction

The development of toll road infrastructure continues to be a priority for the Indonesian government in producing extensive transportation infrastructure that will boost productivity and facilitate traffic or connectivity between regions. One of the priorities in the Long and Medium Term Plan (RJPMN) 2020–2024 is the construction of the Trans Sumatra Toll Road (TSTR). This is included in the list of national strategic priority projects connecting Sumatra Island, stretching from Bakaubeni to Banda Aceh via a 24-toll road section with a total length of 2813 km (Hutama Karya, 2019). PT Hutama Karya (Hutama Karya) is a State-Owned Enterprise, which received an assignment from the government to build and operate TSTR based on Presidential Decree No. 100 of 2014 and Presidential Decree No. 115 of 2015 concerning Amendments to Presidential Regulation No. 100 of 2014 concerning Acceleration of Toll Road Development in Sumatra.

The implementation of the assignment scheme in toll road operations in Indonesia still faces several obstacles from the Business Entity side as the recipient of the mandate. There are at least three main problems or issues faced by the SOE, which

Soe Assignment

Gabrielle McDonald-Rothwell

A red circular graphic with a gradient, appearing as a partial circle or a thick arc, located to the right of the author's name.

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SOE Assignment Donald Hamilton-Hill, 1975 *Security and Special Operations* C. Murphy, 2006-10-10 This volume offers the first comprehensive history of the Security Section of the Special Operations Executive and its relationship with MI5 during the Second World War The book makes extensive use of recently declassified files in order to examine the development of liaison between the two organizations

Secret Assignments Tommy E. Cauthen, 2018-07-24 This is a sequel to *Secret Passages* and picks up the story of the three Norwegians Adriana Strand Captain Hans Lunsford and his friend Carl Romer in late 1942 and their secret assignments by the British SOE to assist in the destruction of the Nazi German government currently occupying Norway Their individual secret assignments involve parachuting Carl into Norway to assist in the destruction of a power plant which was producing heavy water to be used by the Germans for making nuclear weapons the assignment of Adriana the task of cunningly spreading false plans to invade Norway as part of the plan to deceive the Germans where the invasion would actually occur and the assignment of Hans the mission of parachuting back into Norway to help organize the destruction of the Nordland Railway system to prevent the movement of German troops from Norway back to Germany after the invasion of Normandy

Mergers and Acquisitions in North America, Latin America, Asia and the Pacific Selected Issues and Jurisdictions Dennis Campbell, 2011-09-22 The thirty second edition of the *Comparative Law Yearbook of International Business* comprises two volumes each dealing broadly with issues relating to cross border and mergers and acquisitions Volume A provides 16 chapters and examines mergers and acquisitions in Europe Volume B provides 16 chapters and treats mergers and acquisitions in North America Latin America and Asia and the Pacific Each consists of national reports and treatments of selected issues within the respective regions Volume B Mergers and Acquisitions in North America Latin America Asia and the Pacific *Selected Issues and Jurisdictions* reviews the Australian Takeovers Panel joint ventures in China and employment issues in New Zealand as well as national reports on Brazil Canada Chile China Colombia India Indonesia Israel Japan Nigeria The Philippines Sri Lanka and Trinidad and Tobago

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Spies and Saboteurs Joseph F. Jakub III, 1999-01-13
 Spies and Saboteurs is the story of the origins of the Anglo American Special Relationship in human intelligence collection and special operations which took place amidst the global conflagration that was the Second World War It is the story of William Wild Bill Donovan the father of America's Central Intelligence Agency and of his relationship with legendary British spymasters like William Stephenson code named Intrepid Stewart Menzies C chief of the Secret Intelligence Service Admiral John Godfrey the powerful and enigmatic director of Naval Intelligence and General Colin Gubbins Britain's master saboteur Relying almost exclusively upon recently declassified OSS and British intelligence documents and survivor interviews it examines the transatlantic association in espionage and sabotage guerrilla warfare and disinformation It explores the evolution of covert relations from a tutorial arrangement with the U S as pupil to an unequal then full partnership and ultimately to competition and rivalry in the prosecution of the clandestine war

Through Hitler's Back Door Alan Ogden, 2010-06-19
 Romania Bulgaria Hungary and Slovakia were all German allies in the Second World War unlike the other countries of Europe which had either been forcibly occupied by the Nazis or remained neutral SOE Missions mounted within their borders were thus doubly hazardous for they were conducted in enemy populated territory heavily policed by military forces and gendarmerie Furthermore all these states had well developed and experienced security services usually supplemented by Gestapo and Abwehr units A further complication to the activities of SOE in these countries was that they had all been effectively conceded by Western Allies to Russia not surprisingly therefore operations in the Soviet sphere of influence were to prove diabolically difficult This is a story about the courage of individuals in the face of overwhelming odds Hunger ill health exhaustion cold and treachery all combined to make life for those members of SOE who parachuted into these Fascist outposts of Fortress Europe as insufferable as it was dangerous For weeks on end the SOE missions moved continually at night chased by enemy troops betrayed by local villagers awaiting air drops that never came and listening out for orders that were rarely specific Thus the picture that emerges of SOE activities in these countries is one of heroic proportions with courage dedication and daring displayed by every mission Although nearly all SOE personnel were either killed or captured the impact of their clandestine operations served as a persistent irritant continuously undermining Germany's strategic and political assumptions about the loyalty of her allies

Society of Former Special Agents of the FBI
 Turner Publishing, 1998-06

They Fought Alone Charles Glass, 2019-12-03
 Highly detailed and fast paced Charles Glass's They Fought Alone is a must read for those whose passion is the Resistance literature of World War II Alan Furst author of A

Hero of France From the bestselling author of *Americans in Paris* and *The Deserters* the astounding story of Britain's Special Operations Executive one of World War II's most important secret fighting forces As far as the public knew Britain's Special Operations Executive SOE did not exist After the defeat of the French Army and Britain's retreat from the Continent in June 1940 Prime Minister Winston Churchill created the top secret espionage operation to set Europe ablaze The agents infiltrated Nazi occupied territory parachuting behind enemy lines and hiding in plain sight quietly but forcefully recruiting training and arming local French r sistantes to attack the German war machine SOE would not only change the course of the war but the nature of combat itself Of the many brave men and women conscripted two Anglo American recruits the Starr brothers stood out to become legendary figures to the guerillas assassins and saboteurs they led While both brothers were sent across the channel to organize against the Germans their fates in war could hardly have been more different Captain George Starr commanded networks of r sistantes in southwest France cutting German communications destroying weapons factories and delaying the arrival of Nazi troops to Normandy by seventeen days after D Day Younger brother Lieutenant John Starr laid groundwork for resistance in the Burgundy countryside until he was betrayed captured tortured and imprisoned by the Nazis in France and sent to a series of concentration camps in Germany and Austria Feats of boldness and bravado were many but appalling scandals including George's supposed torture and execution of Nazis prisoners and John's alleged collaboration with his German captors overshadowed them all At the war's end Britain France and the United States awarded both brothers medals for heroism and George would become one of only three among thousands of SOE operatives to achieve the rank of colonel Yet their battle honors did little to allay postwar allegations against them and when they returned to England their government accused both brothers of heinous war crimes Here for the first time is the story of one of the great clandestine organizations of World War II and of two heroic brothers whose ordeals during and after the war challenged the accepted myths of Britain's wartime resistance in occupied France Written with complete and unrivaled access to only recently declassified documents from Britain's SOE files French archives family letters diaries and court records along with interviews from surviving wartime Resistance fighters *They Fought Alone* is a real life thriller Renowned journalist and war correspondent Charles Glass exposes a dramatic tale of spies sabotage and the daring men and women who risked everything to change the course of World War II

Her Finest Hour Gabrielle McDonald-Rothwell, 2017-04-15 The untold story of the female British secret agent forgotten by history

Intelligence And Espionage George C Constantinides, 2019-03-04 This pioneering work based on many years of reading and research and ranging mainly from the seventeenth century to the present breaks new ground in intelligence bibliography It is the most comprehensive and thorough bibliography of English language nonfiction books on intelligence and espionage to date The in depth analytical annotations deal

China Law Deskbook James M. Zimmerman, 2005

[Britain, Mihailovic and the Chetniks, 1941-42](#) S. Trew, 1998-01-28 Casting new light on a controversial aspect of wartime British foreign policy this book traces the process by

which the British authorities came to offer their backing to Colonel Draza Mihailovic leader of the non Communist resistance movement which emerged after the Axis invasion of Yugoslavia in April 1941 It also examines why British confidence in Mihailovic was subsequently eroded to the point where serious consideration was given to transferring support to his avowed enemies the Communist led Partisans *Undercover* Patrick Howarth,2021-11-21 This book first published in 1980 is an invaluable assessment of SOE s contribution to the Allied victory From both first hand knowledge Howarth served with SOE for 4 years and in depth research this book traces the development of the organisation and its successes and failures By bringing to life some of the outstanding men and women who served in SOE this book pays tribute to their bravery and examines their role in fomenting and supporting clandestine resistance against the Nazi regime **Churchill's Ministry of Ungentlemanly Warfare** Giles Milton,2017-02-07 Originally published in Great Britain as The Ministry of Ungentlemanly Warfare by John Murray Publishers Title page verso [Ian Fleming's Commandos](#) Nicholas Rankin,2011-10-07 In Ian Fleming s Commandos Nicholas Rankin tells the exciting story of a secret intelligence outfit conceived and organized by Fleming Named 30 Assault Unit the group was expected to seize enemy codebooks cipher machines and documents in high stakes operations Based on incisive research and written with verve and insight Ian Fleming s Commandos brings to life a long obscured chapter of World War II and reveals the inspiration behind Fleming s famous fiction **Special Operations in Norway** Ian Herrington,2019-04-04 Between 1940 and 1945 Britain s Special Operations Executive SOE carried out sabotage and organised resistance across occupied Europe Over 5 years SOE sent over 500 agents into Norway to carry out a range of operations from sabotage and assassination to attempts to organise an underground guerrilla army This book is the first multi archival international academic analysis of SOE s policy and operations in Norway and the influences that shaped them challenging previous interpretations of the relationship between this organisation and both the Norwegian authorities and the Milorg resistance movement **Special Forces Commander** Michael Scott,2012-02-29 Early in the Second World War Peter Wand Tetley volunteered for special service He saw action first with the newly formed Commandos raiding the North African coast and then in the fierce fighting on Crete Operations with the LRDG in the Western Desert were followed by SAS actions as Rommel retreated to Tunis Remarkably he then transferred to the Special Operations Executive and was parachuted blind into enemy occupied Greece in 1943 His role was to train and equip Andarte guerillas and his contribution and courage were recognized by the award of an immediate MC Following victory in Europe he sailed with the Parachute Regiment to Javo where he fought in the counter insurgency war As well as describing his exemplary war record Special Forces Commander covers Wand Tetleys early life he was a superb marksman and his career post war in the turbulent days of the end of Empire **Cloak & Gown** Robin W. Winks,1996-01-01 The CIA and its World War II predecessor the Office of Strategic Services OSS were for many years largely populated by members of Ivy League colleges particularly Yale In this highly acclaimed book Robin Winks explores the underlying bonds between the university and the

intelligence communities introducing a fascinating cast of characters that include safe crackers and experts in Azerbaijani as well as such social luminaries as Paul Mellon David Bruce John P Marquand Jr and William Vanderbilt This edition of the book includes a new preface by Winks Reviews of the first edition One of the best studies of intelligence in recent years Edward Jay Epstein Los Angeles Times Book Review The most original book yet written on the interpenetration of counter intelligence and campus Andrew Sinclair Sunday Times London Winks writes a lively compound of analysis and anecdote to illuminate the bonds between academe and the intelligence community His book is a towering achievement Robert W Smith Chicago Sun Times Among the more important contributions to the history of Anglo American espionage to appear this or any other year Moves with an unfolding pace that any thriller writer might envy Tom Dowling San Francisco Examiner A brilliant book Sallie Pisani Journal of American History

Construction Industry Advance and Change Michael Anson, Yat Hung Chiang, Patrick Lam, Jianfu Shen, 2021-11-10 Construction Industry Advance and Change Progress in Eight Asian Economies since 1995 describes construction industry progress between 1995 and 2019 sharing information and context needed to appreciate the nature of construction industries and the factors affecting industry output performance

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