

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

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SOE Assignment Donald Hamilton-Hill, 1975 *Mergers and Acquisitions in North America, Latin America, Asia and the Pacific* Dennis Campbell, 2011-01-01 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 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 *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 *Running A Company Under Indonesian Laws - Rajawali Pers* Sulistiowati, Bagus SD Nur Buwono, 2023-09-01 This book is the result of a rare collaboration between an academic and a corporate lawyer with recognized expertise in the field of corporate law So this book has a distinctive feature as it provides equal coverage of both theoretical and practical sides about various forms of business entities operating under the Indonesian laws Moreover apart from having a comparative approach with other jurisdictions it also discusses the relevant Indonesian court decisions to provide additional perspective on how the judges interpret the provisions on the company laws Thus the readers will get a comprehensive and unparallel legal perspective of these business entities Furthermore this book has reflected the latest legal developments including after the enactment of the first Omnibus Law in Indonesia on job creation in November 2020 The establishment of a business entity in Indonesia including business licensing is rarely discussed in a comprehensive book This book offers this effort to readers especially investors to fully understand

and be updated on how the establishment registration and licensing process for a business entity are carried out Although this book is informative at first glance the authors in each chapter provide critical analysis of the present law and practice to enable the readers to Understand the differences risks and tensions related to a particular form of business entity and corporate governance So this book is also suitable for those who want to keep abreast of new developments in this field

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Williams,2003 Based on impressive research and new evidence this history of the secret British wartime agency the Special Operations Executive in wartime Yugoslavia argues that SOE actions achieved little military advantage for the Allies and exacerbated the developing civil war among the forces of monarchist Drazha Mihailovic Tito s partisans and other guerilla groups Heather Williams tracks SOE relations with the British Foreign office policy makers and military high command the Yugoslav guerrilla movements and exiled Yugoslav government other secret organizations and the American Office of Strategic Services examining how rivalries among these players influenced the future of Yugoslavia Copublished with C Hurst Co Publishers Ltd London The Wisconsin edition is for sale only in North and South American U S dependencies and the Philippines Violette Tania Szabó,2015-07-06 SOE agent Violette Szab was one of the most incredible women who

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awarded the George Cross and her fascinating life has been immortalised in film and on the page Written by her daughter Violette formerly Young Brave and Beautiful reveals the woman and mother behind this extraordinary hero *Fighting Nazi Occupation* Malcolm Atkin,2015-09-18 Everyone knows about the Home Guard but what about the other Secret Intelligence Services SIS and M16 You can read about them in this book This England When Winston Churchill made his we shall never surrender speech in 1940 he was speaking in the knowledge that Britain s Secret Intelligence Service was planning a civilian British resistance movement to mobilize after the country had been occupied Britain s planning for clandestine warfare developed out of a fierce battle between the Secret Intelligence Service and the War Office for the control of guerrilla warfare and conflicting ideas over the legitimacy of armed civilians A multi layered system of secret organizations was the result The Auxiliary Units are the best known of these ungentlemanly forces but in this perceptive new study based on painstaking original research Malcolm Atkin clearly demonstrates that they were never intended as a resistance organization Instead they were designed as a short term guerrilla force whilst their Special Duties Branch was designed to spy on the British public as much as any Nazi invader Meanwhile deep in the shadows was the real resistance organization Section VII of SIS Malcolm Atkin s conclusions will cause controversy among military historians and will change our understanding of the preparations made in Britain to resist Nazi occupation in the Second World War A detailed yet accessible historical study ProtoView

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 - The Rise of Digital Reading Soe Assignment
 - Advantages of eBooks Over Traditional Books
2. Identifying Soe Assignment
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Soe Assignment
 - User-Friendly Interface
4. Exploring eBook Recommendations from Soe Assignment
 - Personalized Recommendations
 - Soe Assignment User Reviews and Ratings

- Soe Assignment and Bestseller Lists
- 5. Accessing Soe Assignment Free and Paid eBooks
 - Soe Assignment Public Domain eBooks
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 - Soe Assignment Enhanced eBook Features
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 - Highlighting and Note-Taking Soe Assignment
 - Interactive Elements Soe Assignment
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 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Soe Assignment
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 - Creating a Diverse Reading Collection Soe Assignment
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 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
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 - Setting Reading Goals Soe Assignment
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Soe Assignment
 - Fact-Checking eBook Content of Soe Assignment
 - Distinguishing Credible Sources

13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements
 - Interactive and Gamified eBooks

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