

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 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 **SOE Special Operations Executive assignment** Donald Hamilton-Hill,1973 SOE Recollections and Reflections, 1940-1945 John Grosvenor Beevor,1981 **Security and Special Operations** Christopher J. Murphy,2006-10-10 Security and Special Operations 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 It explores SOE s involvement with MI5 s double cross operations and offers a fresh perspective on both the Englandspiel disaster in Holland and the case of the notorious agent Henri Dericourt Her Finest Hour Gabrielle McDonald-Rothwell,2017-04-15 The untold story of the female British secret agent forgotten by history **Resistance** Halik Kochanski,2022-05-24 WINNER OF THE 2023 WOLFSON HISTORY PRIZE New Yorker Best Books of 2022 This is the most comprehensive and best account of resistance I have read It addresses the story with scholarly objectivity and an absolute lack of sentimentality So much romantic twaddle is still published it is marvelous to read a study of such breadth and depth which reaches balanced judgments Max Hastings The Sunday Times UK Resistance is the first book of its kind a monumental history that finally integrates the many resistance movements against Nazi hegemony in Europe into a single sweeping narrative of defiance To resist therefore But how when and where There were no laws no guidelines no precedents to show the way Dutch resister Herman Friedhoff In every country that fell to the Third Reich during the Second World War from France in the west to parts of the Soviet Union in the east a resistance movement against Nazi domination emerged And every country that endured occupation created its own fiercely nationalist account of the role of homegrown resistance in its eventual liberation Halik Kochanski s panoramic prodigiously researched work is a monumental achievement the first book to strip these disparate national histories of myth and nostalgia and to integrate them into a definitive chronicle of the underground war against the Nazis Bringing to light many powerful and often little known stories Resistance shows how small bands of individuals took actions that could lead not merely to their

own deaths but to the liquidation of their families and their entire communities As Kochanski demonstrates most who joined up were not supermen and superwomen but ordinary people drawn from all walks of life who would not have been expected least of all by themselves to become heroes of any kind Kochanski also covers the sheer variety of resistance activities from the clandestine press assistance to Allied servicemen evading capture and the provision of intelligence to the Allies to the more violent manifestations of resistance through sabotage and armed insurrection For many people resistance was not an occupation or an identity but an activity a person would deliver a cache of stolen documents to armed partisans and then seamlessly return to their normal life For Jews under Nazi rule meanwhile the stakes at every point were life and death resistance was less about national restoration than about mere survival Why resist at all Who is the real enemy What kind of future are we risking our lives for These and other questions animated those who resisted With penetrating insight Kochanski reveals that the single quality that defined resistance across borders was resilience despite the constant arrests and executions resistance movements rebuilt themselves time and time again A landmark history that will endure for decades to come Resistance forces every reader to ask themselves yet another question this distinct to our own times What would I have done

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