



List of Consulting Service Experiences:

Name of assignment or project: Local Partner of IXE Group for Various Projects in Indonesia

Year: October 2011 – October 2013

Location: Jakarta, Indonesia

Client: Mr. Walter Bizzarri – IXE Group, Switzerland

Main project features: Providing finance facilities to Indonesia company, supplied steam coal for European market and assisting on acquiring one of listed Indonesia Bank

Name of assignment or project: Consultant services for Study of Sewerage Projects in Indonesia

Year: July 2011 – August 2011

Location: Jakarta, Indonesia

Client: Oriental Consultants Co. Ltd.

Main project features: Working together with Dinamika Kerindo Mandala (DKM), collected data and information on laws, regulations, decrees regarding PPP projects and made input/knowledge on Pre-Feasibility Study from Ministry of Land Infrastructure (MLIT)

Name of assignment or project: Finance/PPP Specialist for National Highway Master plan project

Year: November 2010 – May 2011

Location: Jakarta, Indonesia

Client: PT. BITA ENARCON ENGINEERING, Bandung

Main project features: Working together with International team and made input/knowledge in Finance /PPP at IndII National Highway Master plan project

Name of assignment or project: Individual Contractor/PPP Specialist for PPP projects in the “Non-Infrastructure” (social) sectors

Year: September 2010 – December 2010

Location: Jakarta, Indonesia

Client: United Nations Development Programme, Jakarta

Main project features: Substantial inputs for drafting the PPP framework on methodology in close consultation with the government and other stakeholders; made report on PPP financing mechanism in non infrastructure area, more specially on education assessment and strategy and made final report on a policy framework for the private sector engagement in Development and Harmonization strategies for Government Programmes of PPP mechanism in non-infrastructure area, more specially on education

Name of assignment or project: Individual Consultant for Decentralization Support Facility (DSF) to identification, development, procurement and management of **public service infrastructure projects** which will be financed by the issuance of the bonds.

Year: August 2010 – June 2011

Location: Jakarta, Indonesia

Client: Decentralization Support Facility (DSF), Jakarta

Main project features: preparations for the issuance of Jakarta's **Municipal Bonds** (as one of the efforts to generate increased public financing for infrastructure development, such as the development of public-housing, traditional markets, hospitals, sewerage system, gasification/CNG program for the "Blue Sky" policy, bus terminals, etc

Name of assignment or project: Advisory Services for Public Private Partnership (PPP) Projects in Indonesia

Year: June 2010 – December 2010

Location: Jakarta, Indonesia

Client: Katahira & Engineering International (KEI)

Main project features: Advisory for coordination meeting with concerned agencies, advisory the suitable scheme for PPP Contract for Toll Road Project, and for the special issues on PPP concept and arrangements requested by KEI.

Name of assignment or project: Transaction Advisory for the Bekasi City

Year: January 2010 – January 2011

Location: Bekasi City, Indonesia

Client: Bekasi City Government

Main project features: providing public-private partnerships schemes and transaction advisory services for the **optimization of assets** utilization, with respect to improvement of benefits for the Bekasi Government, and strengthening of public service units' performance (including reform of rules and regulations to facilitate such improvements), such as public parking, Telco/BTS, Batching plant, LPG filling plant, garbage collection and cultural center.

Name of assignment or project: Review Engineering Estimate of Cost Per –Km Bus Operation for Corridor 9 & 10 Transjakarta Busway

Year: May 2009 – June 2009

Location: Jakarta, Indonesia

Client: Institute for Transportation and Development Policy (ITDP)

Main project features: analyze the academic review of engineering estimate of cost Per-Km articulated bus operation for corridor 9 & 10 of Transjakarta busway which was develop by PUSTRAL –UGM for ITDP/BLU Transjakarta, analyze business practice based of determination of cost Per-Km of articulated bus operation corridor 5 Transjakarta busway which is applied by the bidding winner bus operator, and provide recommendation to ITDP/BLU Transjakarta about operational cost of articulated bus for corridor 9 & 10 which considers scientific and business practice approaches.

Name of assignment or project: Consulting Services for The Study on Development of Regional Railway System of Central Java Regional in Indonesia

Year: June 2008 – August 2008

Location: Central Java Regional, Indonesia

Client: Pacific Consultants International (PCI)

Main project features: review the existing relevant laws and regulations relevant to the railway business in Indonesia, to formulate railway business development plan in the Central Java Region by applying Public Private Partnership scheme, to attend the Steering Committee meeting, Workshops and prepare relevant part in the Interim Report and Draft Final Reports.

Name of assignment or project: Special Advisor to the Chairman of the Jakarta Regional Financial Management Agency (BPKD)

Year: January 2008 – Present

Location: Jakarta, Indonesia

Client: Chairman of BPKD – DKI Provincial Government

Main project features: providing public-private partnerships schemes and transaction advisory services for the **optimization of assets** utilization, with respect to improvement of benefits for the Jakarta government, and strengthening of public service units' performance (including reform of rules and regulations to facilitate such improvements), such as the Busway and MRT Systems; as consultant to the Decentralization Support Facility/DSF (managed by the World Bank) to assist the DKI Jakarta in preparation for the issuance **of Municipal Bonds** (the first of its kind in Indonesia).

Name of assignment or project: Senior Advisor to the Jakarta Investment Board (JIB)/BPM-PKUD

Year: January 2007 – 2008

Location: Jakarta, Indonesia

Client: Jakarta Investment Board (JIB) – DKI Provincial Government

Main project features: providing transaction advisory services to the JIB, to facilitate foreign direct investment and public-private partnerships in the development of Jakarta's infrastructure. The project will also set up a **Jakarta Investment Center** (JIC) to provide project development services to all **BUMDs/SOEs** in Jakarta, to optimize the management of DKI's assets, and to promote private sector participation in meeting Jakarta's vast demands for power, transportation, telecommunications, and other utilities

Name of assignment or project: Consulting Services for Preparation of Country Programming Document for Indonesia

Year: June 2007 – August 2007

Location: Jakarta, Indonesia

Client: The United Nations Educational, Scientific and Cultural Organization (UNESCO)

Main project features: provide an outline and a final draft of the UNESCO Country Programme Document (UCPD) for Indonesia

Name of assignment or project: Consulting Services for Regarding Questionnaire Survey for Sector Study on Introduction of PPP Scheme in Water Supply Sector in The Republic of Indonesia

Year: March 2007 – August 2007

Location: PDAM in Indonesia

Client: Pacific Consultants International (PCI)

Main project features: provide services of translation, interpretation and supports to the questionnaire survey

Name of assignment or project: Technical Assistance And Support To The Development of A Public Private Partnerships Central Unit (P3CU) And Its Network

Year: March 2006 – November 2006

Location: Jakarta, Indonesia

Client: Coordinating Ministry for Economic Affairs, (CMEA), GOI

Main project features: review and evaluate the existing P3 network strategy and propose a P3CU, develop standard procedures and a general toolkit of modules for P3CU capacity building, assist the initial successful operation of the national P3 network, and implement capacity building programs for the national P3 network

Name of assignment or project: Consulting Services for Research on Public-Private Partnerships (PPP) in The Power Sector: The Case of Indonesia

Year: January 2006 – March 2006

Location: Jakarta, Indonesia

Client: Japan Bank for International Cooperation (JBIC)

Main project features: provide a brief background to the development of public-private partnerships (PPP) in Indonesia, and background to the development of the Power Sector, tracing its history from the inception of PLN, through to private sector participation in this sector

Name of assignment or project: PPTA for the Private Sector Participation Development Facility (PSPDF)

Year: March 2004 – January 2005

Location: Jakarta, Indonesia

Client: Directorate for Public Infrastructure Institutional Development – BAPPENAS

Main project features: PPTA for the **Private Sector Participation Development Facility (PSPDF)** is an **ADB** financed project aimed to support the development of urban infrastructure by regional governments (Provinsi/Kabupaten/Kota)

Activities performed: responsible for Redesign of financial scheme and organizational structure of the facility Evaluation and Review of regulation related to PSPDF, Design of the work plan for PSPDF & Creating cost estimation of PSPDF

Name of assignment or project: Linkage Programs for Local Governments (LGs) on Infrastructure Development through Public-Private Partnerships

Year: January 2004 – December 2006

Location: Jakarta, Indonesia; Paris, France; Washington DC, USA; Brisbane, Australia; Kuala Lumpur, Malaysia; Bangkok, Thailand; Beijing, China; Seoul, Korea

Client: Center for Training & Education (Pusbindiklatren) – BAPPENAS

Main project features: designing and implementing Linkage Training Programs for **Local Governments** throughout Indonesia, by providing theoretical knowledge of PPP (in cooperation with ITB and other universities) then continued with site visits to various other countries, to complement with practical knowledge of PPP projects. Upon return, the LGs are then asked to follow-up with Action Plans to implement potential PPP projects in their respective regions.

Name of Assignment or Project: Various Projects

Year: May 1999 - December 2003

Location: Indonesia and USA

Client: The Institute for Public-Private Partnerships, Washington, DC

Activities performed: served as a PPP specialist, designing procurement and PPP training programs, proposal writing, case study analysis, project analysis and research on public-private partnerships projects.

Name of Assignment or Project: Procurement Review and Policy Analysis Group (PRPAG)

Year: July 1993 – May 1999

Location: Indonesia

Client: Coordinating Ministry for Economic Affairs, GOI

Main project features: PRPAG was conducted under the United States Agency for International Development “Economic Law and Improved Procurement Group” (ELIPS) Project.

Activities performed:

responsible in Privatization and Infrastructure Investment :

- Customized training programs for various GOI agencies; He was responsible in the design and implementation/management of **customized training programs** for Indonesian ministries/agencies, such as the Association of Water Authorities (PERPAMSI), the Ministry for Religious Affairs (MORA), the Ministry for Public Affairs (PU), and State Administration Agency (LAN), in the field of public-private partnerships (PPP).
- Analysis of the economic feasibility of 12 PDAMs for **public-private partnership schemes** (October 1997 to October 1998)
- Analyzed the economic feasibility of 12 Water Authorities (PDAMs) to determine potential for restructuring and privatization. Major cities' Water Authorities were examined, including Cirebon, Banjarmasin, Semarang, and Bali.

Initial Study on the conditions of BUMNs and the possibilities for their restructuring/privatization (December 1997 to February 1998). Participated as a member of a team assigned to study on the overall conditions of the BUMNs and the possibilities for their **privatization**. This work contributed to the establishment of a separate agency/ministry to oversee economic performance of **State-Owned Enterprises**.

Analysis of infrastructure projects requiring excessive foreign funding (October 1997 to December 1997). Participated as a member of a team assigned to compile and analyze major infrastructure projects requiring large amounts of foreign debt funding, to plan and decide their priority for implementation with respect to the targets of the National Development Plan and to conserve foreign currency. This analysis was used as a basis for **Keppres 39/97**, a Presidential decree dealing with the rescheduling of major infrastructure projects

Public Management Systems and Policy

Involved as team member in various tasks and had responsibilities in:

- Team for formulation of **Keppres (Presidential Decree) 7/98** on the Provision of Infrastructure through Public-Private Partnerships (Kerjasama Pemerintah-Swasta);
- Team member for initiating efforts to establish a **Public-Private Partnerships Center (P3 Center)**;
- Team member for the revision of Kepmens (Ministerial Decree) on the Administration of **Foreign Economic Cooperation** and Procurement of Consultancy Services;
- Development of the Foreign Economic Cooperation - Management Information System (FEC-MIS) for administration, monitoring, and evaluation of foreign-aid projects;
- Development of the **Blue Book Information System (BBIS)** for administering and compiling the annual Blue Book of donor funded projects and **technical assistance** for the **Consultative Group on Indonesia (CGI)**;
- Evaluated **donor funded contracts** with reference to relevance, availability of funding, and conformity to international and national procurement systems and regulations for suppliers, contractors, and consultants;
- Developed **Standard Operating Procedures (SOPs)** for the administration of foreign economic cooperation including training programs, procedures for contract approvals, and submission of project proposals for development projects requiring donor funding;
- Developed a system for the processing and evaluating of major contracts for procurement of goods and services of government agencies under the

Procurement Evaluation Team (TEP), Office of the Coordinating Minister for Economy, Finance and Development Supervision (EKKUWASBANG);

- Member of the **Procurement Review and Policy Analysis Group (PRPAG)** of the task force on Privatization under the Coordinating Ministry for Economy, Finance, and Development Supervision (EKKUWASBANG);

-Trainer of project managers on the implementation of **Keppres 16 /94** for procurement under regulations of the Expenditures and Revenues of the State Budget;

-Developed customized training programs for government officials on privatization, public-private partnerships, **reinventing management**, and decentralization;

Analyzed the annual State Budget with reference to the need for **donor funding** to implement development projects and technical assistance for the **Five-Year Development Plans** (Repelita).