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## Peluang Investasi di Indonesia Sektor Transportasi

Investment Opportunities in Indonesia  
Transportation Sector

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## Latar Belakang

Indonesia merupakan negara kepulauan terbesar di dunia dengan lebih dari 17.000 pulau dan memiliki jumlah penduduk yang mencapai 260 juta jiwa. Hal ini menjadikan pembangunan konektivitas terutama di sektor transportasi darat, laut dan udara sebagai bagian penting dalam meningkatkan daya saing internasional serta mendukung pencapaian pertumbuhan ekonomi nasional.

Mengingat besarnya Indonesia secara geografi, banyak daerah-daerah di Indonesia yang masih tertinggal pembangunannya, dimana infrastruktur serta layanan publik transportasinya perlu dibangun ataupun dioptimilisasi dan diperbarui di setiap layanan infrastruktur yang telah tersedia. Untuk membangun serta melakukan koordinasi dalam integrase sistem transportasi di Indonesia, diperlukan dana yang sangat besar. Namun, hal ini juga diperlukan sebagai upaya meningkatkan logistik dalam perdagangan dan mobilitas penduduk yang berjumlah besar di Indonesia. Manfaat dari pembangunan ini nantinya akan menunjang kesejahteraan negara baik dari aspek ekonomi ataupun sosial serta juga akan mendukung kepentingan nasional dalam aspek politik ataupun pertahanan keamanan.

Selain memberikan keuntungan-keuntungan jangka panjang, pembangunan transportasi sendiri akan memicu pertumbuhan ekonomi regional sehingga seluruh proyek-proyek transportasi baik makro maupun mikro maupun mikro akan turut serta memainkan peran strategis. Pemerintah Indonesia melalui Kementerian Perhubungan tengah mendorong investasi dan peran serta dari pihak swasta nasional maupun asing dalam pembangunan infrastruktur transportasi melalui metode pembiayaan alternatif yang kreatif. Metode ini dirancang untuk memenuhi kebutuhan pembiayaan pembangunan melalui Kerjasama Pemerintah dengan Badan Usaha (KPBU), sehingga akan mengurangi beban pemerintah dalam penggunaan anggaran serta sebagai upaya dalam melibatkan peran swasta untuk mewujudkan sebuah jaringan konektivitas lokal ataupun global yang terintegrasi.

## Background

Indonesian territory covers the world's largest archipelago, with 17,000 islands and a population of 260 million. This makes transportation development, particularly in the connectivity of land, sea and air transport, a crucial factor in efforts to boost international competitiveness and support Indonesia's economic growth.

Indonesia's size and geography means that there are many regions where development has lagged and where infrastructure and public transport needs to be developed or where existing infrastructure requires optimizing and modernizing. Establishing and coordinating an integrated transport infrastructure in Indonesia requires massive funding, but it is needed to improve logistics for commerce and to mobilize the large population. The benefits of this development will flow to the economic and social wellbeing of the country as well as supporting national interests in politics and defense.

In addition to the long term benefits, transport development in itself will stimulate regional economic growth, so all transportation projects, both macro and micro will play a strategic part

The Indonesian Government through its Ministry of Transportation is now encouraging local and foreign private sector investment in transportation infrastructure through a creative alternative funding mechanism. This mechanism is designed to provide funding for development through Public Private Partnerships (PPP), to relieve the Government of pressure on its budget and to involve the private sector in creating local and global inter-connectivity.



**01**

Merumuskan kebijakan nasional, kebijakan pelaksanaan dan kebijakan teknis di bidang transportasi.

*Formulating an overall national transportation policy, and the policies for its technical specifics and implementation.*



**02**

Melaksanakan urusan pemerintahan di bidang transportasi.

*Providing Government oversight and support to the transportation sector.*



**03**

Mengelola aset milik/kekayaan negara yang menjadi tanggung jawab Kementerian Perhubungan.

*Managing the national assets that are in the transportation sector.*



**04**

Mengawasi dan melaksanakan tugas di bidang transportasi.

*Implementing and supervising policies in the transportation sector*



**05**

Menyampaikan laporan hasil evaluasi, saran dan pertimbangan di bidang tugas dan fungsi bidang transportasi kepada Presiden.

*Providing evaluation, advice and guidance to the President on transportation sector policy and affairs.*

## Peran Kementerian Perhubungan

*Ministry of  
Transportation  
Roles:*



**06**

Bekerja sama dengan Badan Koordinasi Penanaman Modal (BKPM) Indonesia untuk menjajaki dan menarik investasi asing.

*Cooperating with the Indonesian Investment Coordinating Board (BKPM) to attract and evaluate foreign investment.*

## Tahapan KPBUs | PPP Process

### Pemilihan Proyek | Selecting a Project

- Penilaian dan perhitungan investasi | Evaluate the project and calculate the required investment
- Perencanaan hasil proyek yang sesuai spesifikasi | Plan the project in accordance with the specifications

1  
Identifikasi  
Proyek  
Project  
Identification

### Penilaian atas Opsi KPBUs | Assessing PPP Options

- Kemampuan keuangan | Financial ability
- Alokasi resiko | Allocation of risk
- Project bankability
- Analisis nilai keuangan | Financial projections and analysis

### Proses Penawaran | Bidding Process

- Pemberitahuan pengadaan, prakualifikasi dan penyeleksian | Announcement of the procurement tender, pre-qualification and selection criteria
- Undangan lelang | Tender invitation
- Interaksi dengan penawar | Interaction with the bidders
- Evaluasi penawaran dan penetapan pemenang lelang | Evaluate the bids and select a winner

3  
Pengadaan  
Procurement

### Manajemen Proyek yang Terorganisir | Project Management and Organization

- Persiapan struktur tim proyek dan tata kelola | Finalise the project team, its structure and governance
- Pendekatan dengan konsultan sebagai penasehat | Appoint consultants and advisors
- Pengembangan rencana proyek dan kerangka waktunya | Develop project plans and time-lines

2  
Persiapan  
Preparation

### Persiapan Proses Lelang | Conclude studies on the project

- Pelaksanaan studi lebih lanjut | Finalise the PPP details and structure
- Persiapan desain rincian perencanaan KPBUs | Select the procurement method
  - Pemilihan metode pengadaan | Select a procurement method
  - Evaluasi kriteria untuk proses penawaran | Evaluate the bidding process and criteria
  - Persiapan draf kontrak KPBUs | Prepare draft PPP documentation and contract

### Manajemen Kontrak | Contract Management

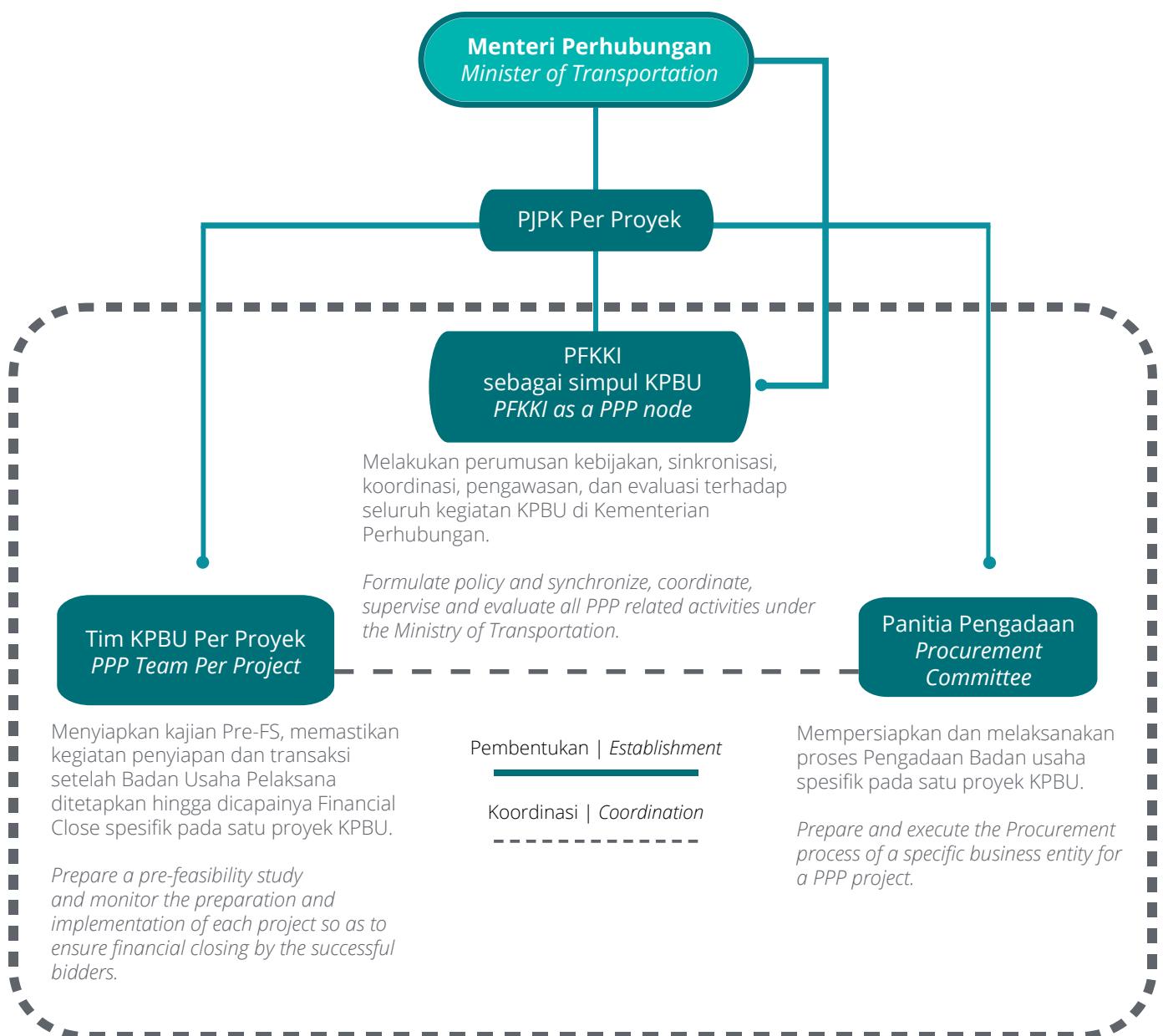
- Pengalokasian kewajiban manajemen | Manage and control the project
- Pemantauan dan pengelolaan hasil-hasil proyek | Manage and control the project
- Pengelolaan perizinan dan penentuan hal-hal yang tidak termasuk dalam kontrak KPBUs | Manage the project's licensing and establish what areas are not covered by the PPP
- Penyelesaian sengketa | Management of dispute resolution

4  
Implementasi  
Implementation

### Kontrak KPBUs dan Pemenuhan Pembiayaan | PPP's contracts and Financial Close

- Finalisasi kontrak KPBUs | Finalise the PPP contract
- Penyelesaian perjanjian pembiayaan | Finalise financing arrangements
- Finalisasi pemenuhan pembiayaan | Execution of financial agreements and closing

## Struktur Organisasi Kementerian Perhubungan | *Steering Committee*



**PJPK:** Penanggung Jawab Proyek Kerjasama | *Project Cooperation Person In Charge*

**PPKKI:** Pusat Fasilitasi Kemitraan dan Kelembagaan Internasional | *Partnership and International Institution Facilitation Center*



## Keuntungan Skema KPBU untuk Swasta | *Benefits of PPP schemes for the Private Sector*

**01**

Alokasi Resiko Swasta dan Pemerintah

*Allocation of risk between Government and Private Sector*

**02**

Transfer pengetahuan dan teknologi antar swasta dan Pemerintah

*Transfer of knowledge and technology between the Private Sector and the Government*

**03**

Manajemen waktu penyelesaian konstruksi

*Construction completion time management*

**06**

Biaya proyek yang lebih rendah karena adanya pembagian antar Pemerintah dan swasta

*Lower project costs due to the cooperation between the Government and the Private Sector*

**05**

Tersedianya insentif dan penjaminan proyek

*Availability of project incentives and guarantees*

**04**

Proyek pilihan yang telah melalui studi kelayakan dengan standar internasional

*The selected projects have completed international standard feasibility studies*





**Budi Karya Sumadi**

Menteri Perhubungan Republik Indonesia

*Minister of Transportation of the Republic of Indonesia*

**// Sebanyak 90% dari jalur perdagangan dunia diangkut melalui laut dan 40% dari perdagangan tersebut melewati Indonesia. Karakteristik Indonesia sebagai negara kepulauan, sehingga 260 juta penduduk Indonesia menggunakan transportasi setiap harinya. Saat ini Indonesia sedang dalam pembangunan infrastruktur paling agresif dalam sejarah Indonesia. Sehingga banyak kebijakan reformasi hukum untuk memudahkan investor. //**

*90% of world trade is transported by sea and 40% of that trade is carried on sea routes passing through Indonesian waters. Indonesia is an archipelago with 260 million people, many of whom travel every day. Indonesia is currently developing transport infrastructure more aggressively than at any time in its history. Much law reform has made it easier to invest in this development.*



**Prof. Wihana Kirana Jaya M.Soc, Ph.D.**

Staf Khusus Menteri Perhubungan Bidang Ekonomi dan Investasi Transportasi

*Special Staff to the Minister of Transportation for Economy and Transportation Investment*

**// Indonesia memiliki pasar terbesar di ASEAN terutama dalam industri transportasi. Potensi keuntungan investasi di Indonesia juga sangat besar karena masyarakatnya yang menempatkan berpergian sebagai gaya hidupnya. //**

*Indonesia has the largest market in ASEAN, especially in the transportation industry. The potential benefits of investing in Indonesia are significant because of the Indonesian people who see travel as part of their lives.*

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# Tim KPBK Kementerian Perhubungan

The Ministry of Transportation PPP Team

## Tim Pengarah | Steering Committee

No.	Nama   Name	Jabatan   Position	Jabatan dalam tim   Position in the Team
1.	Drs. Agus P. Saptono, M.Si	Kepala Pusat Fasilitasi Kemitraan dan Kelembagaan Internasional   Head of International Partnership and Institutional Facilitation Center	Ketua Tim Pengarah   Head of the Steering Team
2.	Jonter Sitohang, S.Sos, MT	Kepala Bidang Fasilitasi Kemitraan dan Investasi   Head of Partnership Facilitation and Investment Division	Wakil Ketua Tim Pengarah   Deputy Head of the Steering Team
3.	Otto Ardianto, S.T., MBA.	Tenaga Ahli Menteri Perhubungan Bidang Investasi dan Keuangan   Special Advisor to Minister of Transport for Finance & Investment	Pengarah   Steering Team Member
4.	Mohamad Wiky Ridhanindyo, MBA	Kepala Sub Bidang Fasilitasi Kemitraan dan Investasi Instansi Pemerintah, BUMN/BUMD   Head of Sub Division of State Owned Enterprise Cooperation, Ministry of Transportation Republic of Indonesia	Pengarah   Steering Team Member

## Tim Pelaksana | Implementation Team

No.	Nama   Name	Jabatan   Position	Jabatan dalam tim   Position in the Team
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2.	Arief Mustofa, S.Sos, M.si	Kepala Seksi Penyelegaraan dan Pelayanan Bandar Udara   Head of Airport Operations and Services Section	Wakil Ketua Tim Pelaksana Teknis KPBK Bandar Udara   Deputy Head of the Airport PPP Implementation Team

## Tim Pelaksana Teknis KPBK Perhubungan Laut | Sea Transportation PPP Technical Implementation Team

No.	Nama   Name	Jabatan   Position	Jabatan dalam tim   Position in the Team
1.	Ciptadi Diah Prihandoyono, ST, MT	Kepala Subdirektorat Tatahan dan Perencanaan Pengembangan Pelabuhan Dit. Kepelabuhanan   Head of Sub-directorate of Planning and Development Planning for Port of Port Directorate	Ketua Tim Pelaksana Teknis KPBK Perhubungan Laut   Head of the Sea Transportation PPP Technical Implementation Team
2.	Amin Nurjanah	Kepala Seksi Perencanaan Pengembangan Pelabuhan Direktorat Kepelabuhanan   Head of Port Development Planning Section of the Port Directorate	Wakil Ketua Tim Pelaksana Teknis KPBK Perhubungan Laut   Deputy Head of the Sea Transportation PPP Technical Implementation Team

## Tim Pelaksana Teknis KPBK Perkeretaapian | Railway PPP Technical Implementation Team

No.	Nama   Name	Jabatan   Position	Jabatan dalam tim   Position in the Team
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2.	Ferry Candra Hasibuan, S.sit., MM. Tr	Kepala Seksi Penyelegaraan Kerjasama Subdirektorat Kerjasama dan Pengembangan Usaha   Head of Section for the Implementation of Cooperation in the Sub-directorate of Cooperation and Business Development	Wakil Ketua Tim Pelaksana Teknis KPBK Perkeretaapian   Deputy Head of the Railway PPP Technical Implementation Team

## Tim Pelaksana Teknis KPBK Darat | Landline PPP Technical Implementation Team

No.	Nama   Name	Jabatan   Position	Jabatan dalam tim   Position in the Team
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2.	Diana Septi Rahayu, SE.,MT	Kepala Seksi Penyelegaraan Kemitraan, Subdirektorat Kepengusahaan Prasarana   Head of Section for the Implementation of Cooperation in the Sub-directorate of Cooperation and Business Development	Wakil Ketua Tim Pelaksana Teknis KPBK Sarat   Deputy Head of the Railway PPP Technical Implementation Team

## Tim Pelaksana Teknis KPBK BPTJ | Jabodetabek Transportation Management Agency PPP Technical Implementation Team

No.	Nama   Name	Jabatan   Position	Jabatan dalam tim   Position in the Team
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