



PwC Indonesia
Government
& Public Services
Capability Statement

Contents

President Jokowi's priorities	3
Global Trends Overview	6
PwC Services	11
Environmental, Social, and Governance (ESG)	12
Our Credentials	14
Our Thought Leadership	22
Our Team and Expertise	23

This document contains a commentary on current issues in government and public services in Indonesia and PwC Indonesia's services to government and international development agencies. For further details please contact the team on page 23.

Delivering value with
industry-focused services



President's Jokowi's priorities

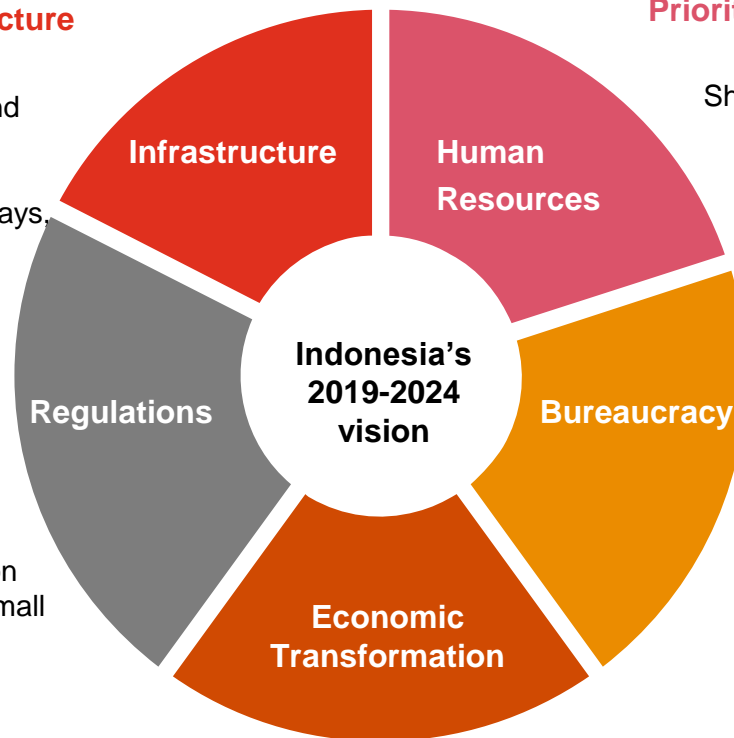
President Jokowi delivered his inauguration speech after taking an oath of office for the 2019-2024 presidential term. He outlined his **improved** plan for his second term, which comprises five dimensions: infrastructure, human resources, bureaucracy, regulations, and economic transformation.

Accelerate infrastructure development

Continue, accelerate and connect ongoing large infrastructure programs such as toll roads, railways, airports and ports.

Reduce all forms of obstructive regulation

Implementation of laws that promote job creation and empowerment of small and medium enterprise



Prioritise human resources development

Shift the development focus on human resources improvement through ensuring health and education for every household in Indonesia.

Simpler and more agile institutions

Structural reform to make government institutions simpler and more agile through shifting the bureaucratic mind set.

Economic Transformation

Transform from a natural resources dependent economy to a competitive manufacturing and service-based economy



1. Infrastructure Development

Addressing Indonesia's infrastructure deficit remains a key priority of the Jokowi administration, since this is necessary to support the economic transformation of the country. Infrastructure development will improve the connectivity between production and distribution areas, facilitate access to tourist areas, boost employment and accelerate the added value of the people's economy. In line with this priority, improving the policy, planning and delivery of infrastructure represents a central focus of PwC's Government and Public Service ('G&PS') offering. This offering is led by the Capital Projects & Infrastructure ('CP&I') team within Advisory Deals Services, but draws upon the infrastructure skills and experiences of other lines of service, including legal, assurance and tax. As such, the PwC Indonesia infrastructure team brings together functional and industry expertise in order to help clients solve complex issues relating to infrastructure investment and development.



2. Human Capital Strengthening/Enhancement

Indonesia has been predicted to experience a demographic bonus from 2020 to 2035, with the working age population being expected to account for 70 percent of the total population by 2030. President Jokowi has stressed that the development of human resources is the key to achieving the Indonesia 2045 vision. The process started with the provision of a good healthcare system for babies and infants, and is continuing with the provision of education for future generations of Indonesians and by building the ecosystem to support reskilling and upskilling to ensure Indonesia's workforce have the ability to compete globally. PwC Indonesia has a highly qualified local team that supports regulators and companies in formulating people strategy, building the right capabilities, getting the best from people at every level, and leveraging relevant technology to further develop Indonesia's global competitiveness.



3. Investment Facilitation

Indonesia is a country with a complex regulatory environment. President Jokowi emphasised the importance of cutting barriers to investment and he has set policies to encourage investment as one of his goals for his second term administration.

It does not matter what business you are engaged in, what phase of business you are in, nor whether you intend to enter the Indonesian market by establishing a new entity, or by means of a merger or acquisition: with our extensive knowledge, expertise and experience, we will be ready to assist you in navigating the various regulatory and compliance requirements. By assisting our clients to minimise or remove obstructions during the course of the investment process, PwC Indonesia supports them to achieve their goals efficiently.



4. Simplifying Bureaucracy

PwC has great experience of government institutional reform from many parts of our global network, which enables us to act as a one-stop source of assistance for transforming bureaucratic institutions to become simpler and more agile but still accountable in terms of performing their public service mandates. We solve important problems in order to make institutions more adaptive, productive, digitally-enabled and innovative. One of the most practical solutions for simplifying bureaucracy is to implement e-government systems, which enable citizens to receive more personalised responses much faster, improving accessibility and efficiency. Other benefits of implementing proper e-government systems include cost savings, the removal of autonomous processes by means of automation, and the addition of new capabilities that allow government officers to provide a wider range of services to citizens.



5. Effective Government Spending

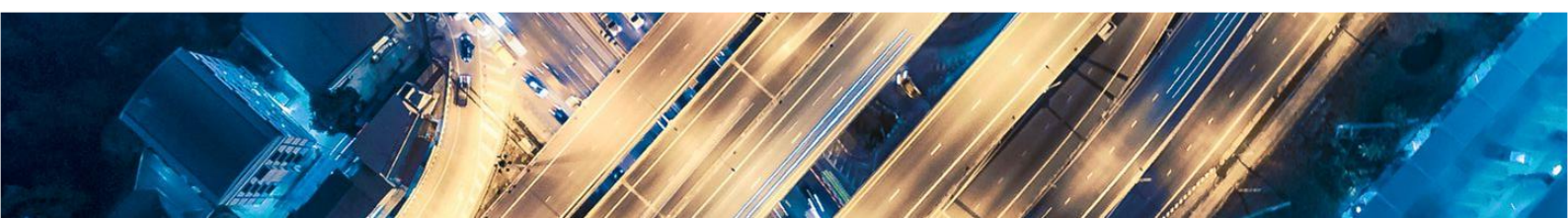
The Jokowi administration's plan for 2019–2024 is focused on ensuring that all government programmes are properly executed, delivered and realised. The administration has emphasised that it will enforce a bureaucracy that delivers, guaranteeing that the general public will truly experience the benefits of the implemented programmes. In addition, any laws that are deemed to be obstructive will be simplified to further boost job creation and empower small to medium enterprises.

In addition to the five priorities, in his speech at the 2022 Annual Session of the People's Consultative Assembly, President Joko Widodo emphasised that five big agendas of the nation must not stop despite geopolitical conflicts and crises continuing to create major global issues.

The five big agendas aim to: continue to conduct the downstreaming process and industrialisation of natural resources; optimise green energy sources and focus on improving the green economy; continue to strengthen the community's legal, social, political and economic protection; continuously support micro, small, and medium enterprises to level up; and lastly, the fifth agenda highlighted by the President is that the construction of the National Capital of Nusantara (IKN) should not stall.

A New Capital City

The new capital city project is currently the most ambitious infrastructure project in Indonesia. Careful planning and preparation is necessary to be able to respond to the challenges accompanying the realisation of President Jokowi's big vision. The government is keen to learn from the experiences of similar projects in other countries and apply internationally recognised best practices in order to mitigate the various risks that might arise. PwC Indonesia, through its global network, has extensive experience of implementing infrastructure and urban planning and is committed to supporting the Government in realising a modern new capital. This city will be a driver of the Government's reform agenda and set the standard for all aspects of national and local government service delivery, from which other cities and provinces can learn.



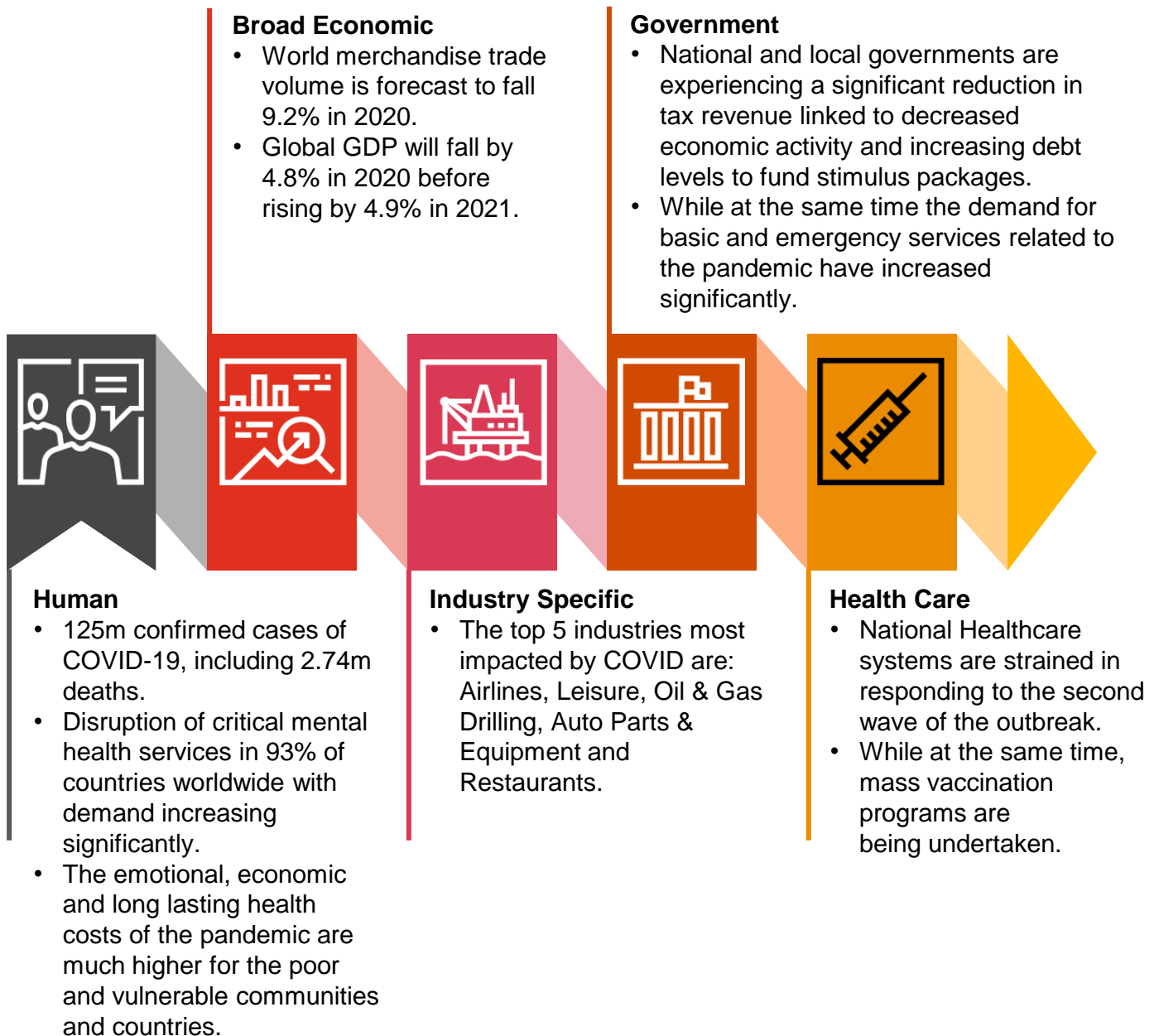
PwC Indonesia's presence at the B20 forum

PwC Indonesia has played a key role in the Indonesian success story of economic growth and social development. In line with our purpose of building trust in society and delivering sustained outcomes, our engagement at the B20 Summit Indonesia 2022 showcased our commitment to supporting Indonesia's government in encouraging inclusive, resilient, and sustainable global economic growth.

With our appointment as B20 Knowledge Partner for the Energy, Sustainability and Climate and the Finance and Infrastructure Task Forces, as well as our participation as task force members alongside global industry leaders in various other task forces, PwC Indonesia supported the task forces in delivering concrete, actionable policy recommendations on the priorities of the Indonesian G20 and B20 presidency to spur economic growth and development, especially in accelerating energy transition and achieving net zero.

Global Trends Overview

COVID-19 has had an unprecedented global impact



Many governments have used the crisis to “rebuild stronger” ...



Building Resilience

Crisis is the new norm, and it is crucial that governments have the ability to absorb shocks and address events while maintaining their core agendas. Leading governments are looking at levers to increase resilience to future crises (e.g. economic diversification, supply chain reconfiguration, health system strengthening) along with their agility.

Improving Equality

Seven of the 10 countries with the highest number of Covid-19 cases have a Gini Coefficient (measurement of wealth inequality) classified as ‘highly unequal’ which is at risk of increasing due to the crisis. To proactively mitigate this issue, governments are using policy tools and targeted stimulus to reduce impacts to low income and vulnerable populations.

Driving Sustainability

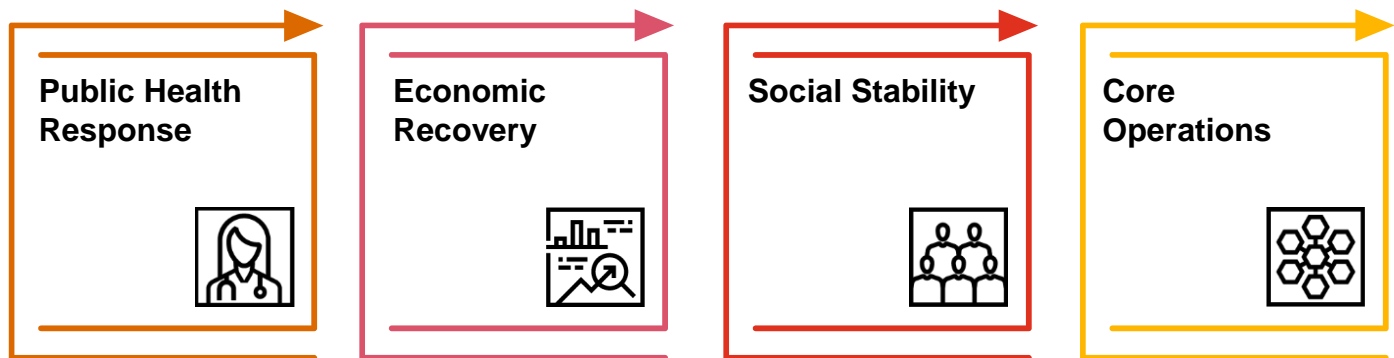
Climate remains top of the agenda in Indonesia. The current economic crisis has been triggered largely by social issues. Good governance is being demanded by citizens around stimulus funding. Climate change is causing very real and adverse impacts. The ESG agenda is a higher priority than ever before.

Increasing Access

The world has become virtual. Governments are driving the digital agenda, supporting physical distancing measures while increasing access to citizen services, education, healthcare and social safety nets.

...and they have expanded and re-prioritised core mandates

Integrated National Strategy



- Strengthen health systems (e.g. delivery, track and trace)
- Reconfigure the supply chain
- Increase resilience to Covid-19 and future pandemics
- Maintain focus on non-Covid-19 related health issues

- Stabilise core industries
- Diversify the economy
- Identify crisis-driven economic opportunities
- Leverage tax policy
- Manage debt levels and financing for recovery

- Address critical issues causing civil unrest
- Distribute social safety nets
- Transform education
- Enable other social protections
- Manage borders and foreign relations

- Maintain government operations (e.g., defense, energy, culture)
- Further non-crisis strategic objectives
- Drive a stronger climate agenda in push to Build Forward Stronger
- Provide ongoing citizen services

Build a Culture of Innovation, Technology & Digital Transformation

Deliver with Transparency & Accountability

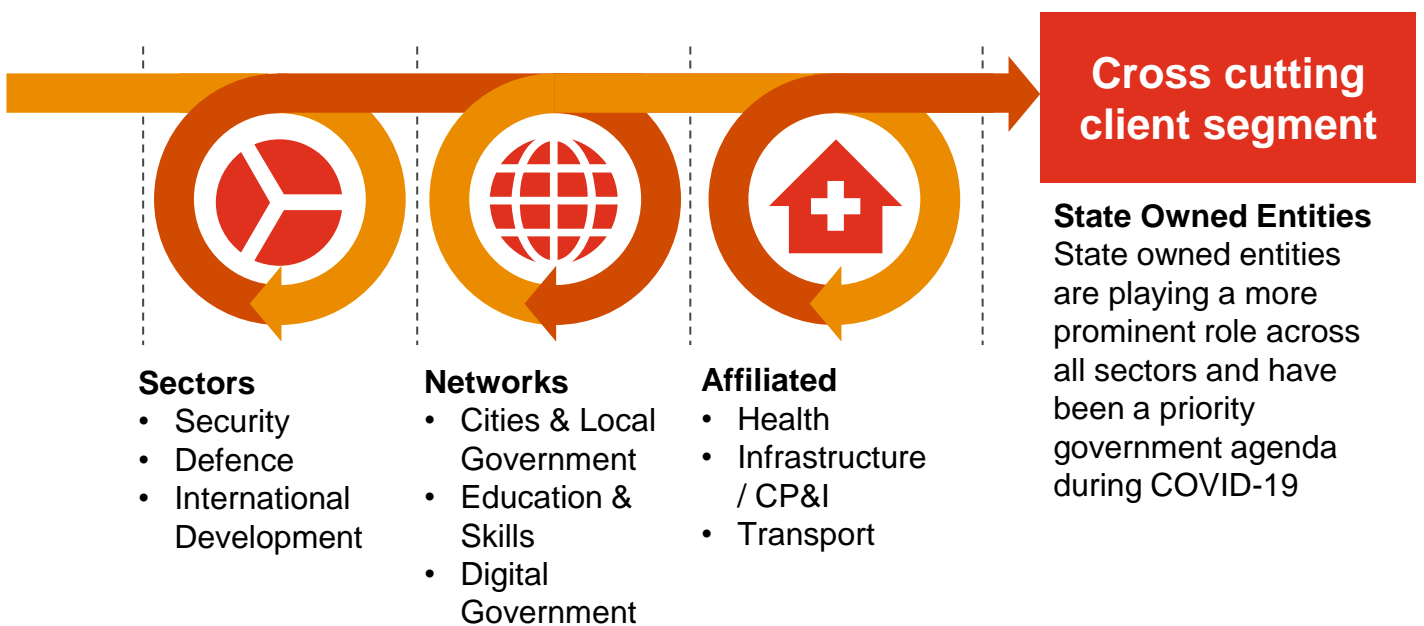
Balance Nationalism with Global Coordination / Multilateralism

The pillars are not modular – each one is dependent upon the others. Governments must Rethink and Reconfigure to lead their country’s successful Repair efforts. Citizens and other stakeholders will expect real time Reporting through all communication channels. Each of these pillars will require a x-Industry response.

Governments are currently at the centre of the global stage and our G&PS practitioners are working hand-in-hand with the Government of Indonesia



We are anchored around priority sectors and networks



What we have done globally

Assisted 1200+ schools to address the impact of COVID-19

Supported 100+ governments at national and subnational levels

Digitised governments in 89+ countries

Supported justice reform in more than 25 territories

Formed partnerships with UNDP and UNICEF to support urgent development needs

Supported COVID-19 vaccination efforts in 14+ countries

Served as thought leaders in resilient cities, policing, vaccinations, climate, education, future of workforce in defence, digital solutions and more

How we can help

Our government and public services practice focuses on providing audit and assurance, tax, legal and consulting services to local, national, regional and global government entities. We work together with our clients, looking for practical, workable and innovative solutions that make a difference in solving the pressing challenges that are being faced every day across a range of areas in the public domain, including education, digital government, international development, local government and public finance.





PwC Services

1. Economics and Policy

- Inward investment advisory
- Business licensing and immigration
- Investment facilities
- Project economics
- Microeconomics policy and regulatory reform
- Impact analysis and evaluation
- Economic modelling

2. Capital Projects and Infrastructure

- Strategy
- Assessing projects
- Developing projects
- Procuring projects
- Delivering projects
- Operating projects
- Disposing of projects

3. Tourism, Education and Health Care

- Destinations, sites, amenities, attractions and their accessibility;
- Good governance and tourism institutions and organisations;
- Tourism-related infrastructure;
- Products and services relating to travel and tourism;
- The traveller experience;
- Digital transformations;
- Capacity building for tourism; and
- Health, safety and environment standardisation.

4. Risk Assurance

- Governance, risk and compliance
- Data enablement
- Cybersecurity
- Enterprise systems and transformation assurance
- Impact analysis and evaluation
- Economic modelling

5. Workforce Transformation

- Organisation transformation
- Culture transformation
- Upskilling and reskilling
- Workforce strategy and planning
- Digital HR transformation
- Talent management
- Change management and communications

6. Digital services

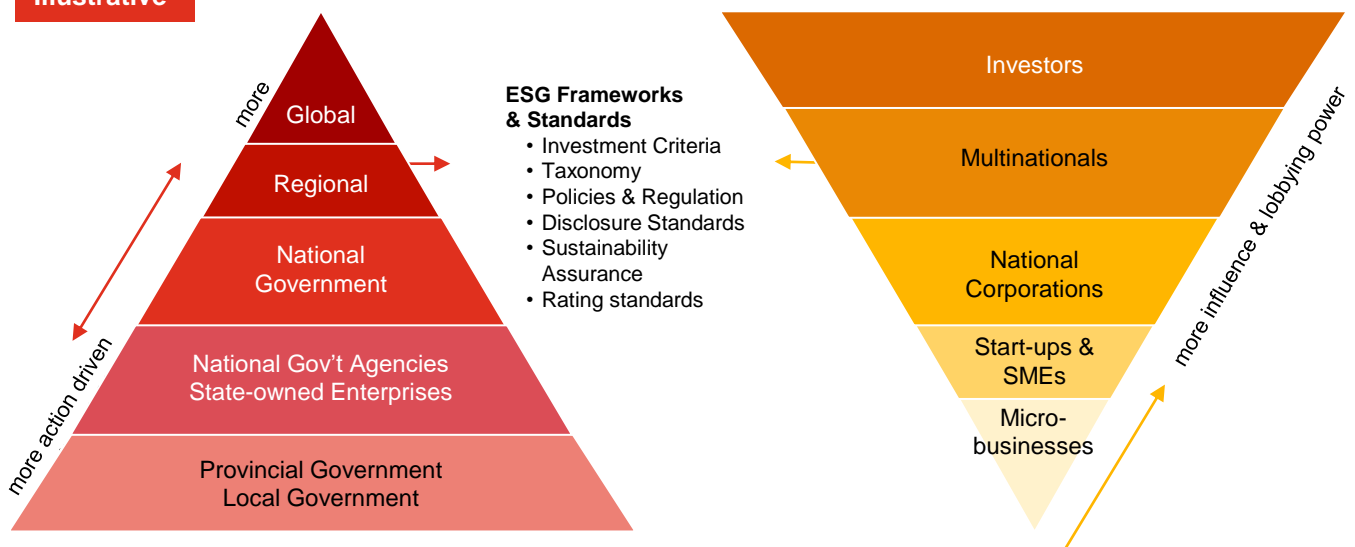
- Experience strategy
- Experience design
- Experience technology





Environmental, Social and Governance (ESG)

Illustrative



There are several push and pull factors that ultimately shape an economy's ESG framework. G&PS clients tend to push for more ambitious targets and commitments and expect the private sector to play a key role in achieving those targets. However, investors and businesses tend to negotiate and lobby for more easily achievable targets and commitments, especially where financial penalties can be enforced (e.g. carbon pricing scheme). The results of these engagements will shape and define the country's ESG commitment and delivery.

In order for national governments to overcome barriers to sustainability and establish a robust ESG framework, they must work across government and with the private sector to address two types of challenges. These are:

Commitment-related challenges:

Challenges which require global level coordination and efforts to introduce necessary frameworks which can align national ESG policies and practices. Alternatively, if momentum is weak at the global level, these challenges can be addressed directly by the national government, introducing necessary policies which can align ESG practices in that territory.

Action-related challenges:

Challenges which require coordination and efforts from the national and subnational levels to introduce regulatory measures that can align business ESG operations and practices across industries in line with international standards and best practice.

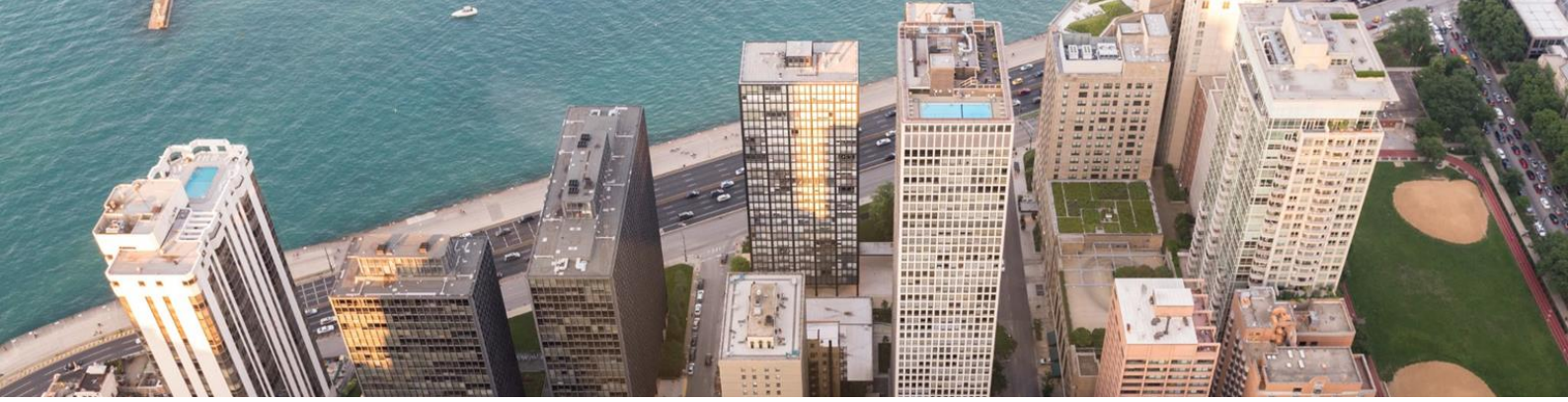
OECD Focus Areas to Strengthen ESG Frameworks

OECD's study proposes to policymakers to consider policy development in five key areas in order to improve ESG practices in business. These include:

1. Standardisation of core metrics: consistency, comparability and quality	It is critical for policymakers to develop a set of core ESG metrics irrespective of industry. Additionally, sector-specific and industry-specific core metrics can further enhance the quality of reporting.
2. Reporting through financial materiality	There is mixed evidence on the extent to which ESG rated portfolios outperform traditional portfolios. Therefore, there is a need for further studies to better assess the link between ESG value creation and financial materiality.
3. Levelling the field of ESG disclosure and ratings across large and small issuers	Recent research findings suggest that current ESG metrics pose a scoring bias in favour of large companies and against SMEs.
4. Transparency and comparability of scoring methodologies of established ESG ratings providers and indices	Given the abundance of ESG information being disclosed through a variety of disclosure frameworks from exchanges and framework standard setters, ESG ratings providers can play a valuable role through structured assessments, based on rigorous methodologies that allow for consistency in ratings and have the potential to enhance comparability.
5. ESG product labelling and communication	Appropriate labelling and disclosure of ESG products to adequately inform investors of how ESG considerations are used in the product, using comparable and consistent metrics that align with financial materiality, to allow market participants to make investment and voting decisions in line with their investment objectives and risk tolerance.

Source: OECD, 2020





Our Credentials

Organisational Development Mentoring and Management Skills Training for Procurement Modernisation

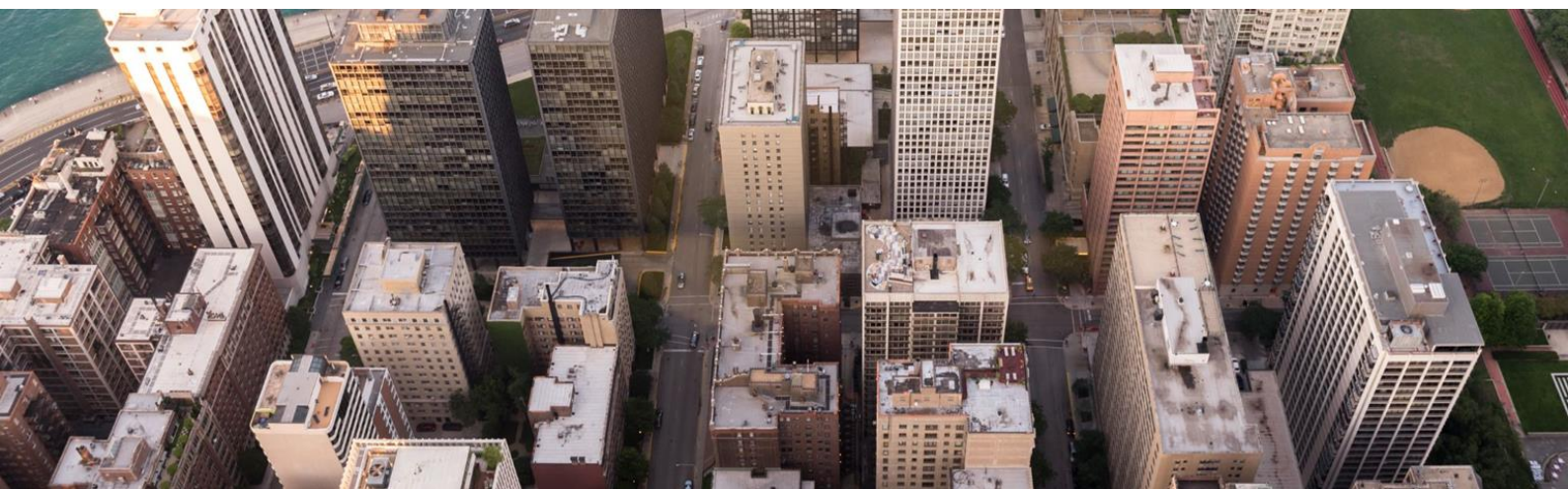
PwC was engaged to strengthen the organisation's capacity to plan and manage continuous organisational development, facilitate the establishment of an integrated procurement management plan, increase the capacity of the staff in core organisational and management skill areas, link the outcomes of the PM Program to a communication and outreach program and establish a Procurement Champion network.

Modernisation of Public-Private Partnership (PPP) Procurement for the Waste Supply Study and Waste Collection and Transport Model

PwC provided assistance with preparatory activities related to the waste supply process. The primary objective of this study was to assess the reliability of the supply of municipal solid waste to the project. The study looked at the quantity/quality of the municipal solid waste to be transported to the project, estimating its overall generation, composition and detailed scientific characteristics, as well as assessing logistical aspects of the transport fleets and considering additional infrastructure.

Development of Framework for Contract Processes and Implementation of Framework Contracts

PwC was engaged in a long-term review project with the client to develop processes to implement framework agreements contracting at all levels of the Government of Indonesia ("GoI"): ministries, regional and local governments and universities. PwC successfully piloted ten pilot projects at GoI institutions for two years, leading to a two-year extension at another 25 GoI institutions.



Our Credentials

Procurement Agent – Financial & Tax Administration Project

PwC was appointed as the acting procurement agent for the implementation of the Core Tax Administration System (“CTAS”). The objectives of this assignment were to deliver high-quality procurement services and draw upon best international practices to ensure that the procurement process followed the applicable principles and procedures. In this way, the project was considered a means to help the GoI modernise its tax administration system.

Procurement Modernisation

The goal of the client’s component of the procurement modernization program was to provide procurement advice to the client so that it could improve its effectiveness as a regulatory agency. PwC conducted capacity building and stakeholder dialogue to ensure that stakeholders had the same level of understanding.

Human Capital Development Plan in Manufacturing Sector

The objectives of this project were to obtain data and obtain a National Human Capital Development strategy to address the availability and needs of national human resources in the short, medium and long term for several regions, focusing on the manufacturing sector. PwC obtained recommendations for a management and development framework for an integrated National HR to serve as a preliminary study (pilot) to support the client’s concept paper for Indonesia’s national talent management.

Project Management Office in Monitoring and Evaluation of Regional Government Agency Activities

The Provincial Government of DKI Jakarta was granted a national economic recovery loan to fund infrastructure development in DKI Jakarta, including the infrastructure of flood control, clean water, transportation, waste management, smart city, sports, cultural and tourism. PwC was engaged in assisting the PMO team of the government in monitoring the projects funded through the loan and to ensure timely completion and their compliance with relevant regulations.



Our Credentials

Program Management, Process Adoption and Change Management (“PPC”)

The objective of this project is to develop the infrastructure that supports availability of payment services in real time, seamless, 24 hour and 7 days availability coupled with high level end-to-end security and efficiency. The client expects PwC to bring the best practice in payment systems, assist the payment system implementation, program management, process reengineering/adoption and change management to realise its IPS vision. Our long term relationship with the client and unique combination and collaboration of Business, eXperience and Technology (“BXT”) approaches, along with our regional expertise in payment systems enables us to fulfil their needs.

Shadow Office Consulting Services

This project is to support the National 1000 Startup Digital Movement Program, which aims to encourage the creation of quality new digital startup companies which are able to have a positive impact on the technology industry in particular and the Indonesian economy in general. This target of this movement is the creation of 1,000 new startup companies by 2020. President Joko Widodo's vision, according to Nawacita, is to make Indonesia "The Digital Energy of ASEAN" or the largest digital economy centre in Southeast Asia.

Financial Feasibility Study of Rapid Transit System Project

The client was assigned by the GoI to act as the investor and operator for a rapid transit system project. PwC was engaged by the client to assist them with the preparation of a feasibility study document, to help them assess the project's viability and key issues and to identify the necessary steps to manage and deliver the project.

Pre-Feasibility Study of Transit-Oriented Development Area along the Commuter Line Corridor

PwC was appointed by the client to develop a feasibility study for an expansion program for coal railway transportation in South Sumatera and to develop Basic Engineering Design (“BED”) for a station and an LO/LO system. The program aimed to serve private and coal mining companies in South Sumatera and help government programs improve electricity distribution in Indonesia.



Our Credentials

Preparation and transaction advisor for PPP project involving a regional public hospital

PwC was engaged by an infrastructure company to be the financial-technical adviser for a hospital project. The project was the first regional hospital project in Indonesia to be procured under the client's scheme. The objective of the project was to provide better health services in West Sidoarjo and other surrounding districts.

Preparation and transaction advisory services for Bulk Water Supply

PwC was appointed by the client as a financial advisor to review and finalize the pre-feasibility study (outline business case) for the project, in accordance with the conditions set by the GCA and stakeholders. PwC was also appointed to prepare a draft structure and tender documents for the project, with the particular focus on the financial and technical aspects with regard to the client's regulations and other relevant regulations in Indonesia.

Financial and Transaction Advisory Services for Telecommunication Infrastructure Project

This project aimed to provide a backbone for telecommunication infrastructure in Indonesia, from the western to the eastern part. The project was successfully tendered into three different packages: West, Central and East. A cooperation agreement was signed for each of them. PwC was engaged by the client as the financial and transactional advisor. The project successfully achieved financial close in August 2016.

Policy Advice on National Land Value Capture Framework

The Government of Indonesia requested technical assistance from the client on the potential for value capture as a strategy for reducing fiscal constraints on the financing and funding of much-needed urban and transportation infrastructure. PwC was assigned by the client to develop an LVC framework applicable for Indonesia and to recommend a policy and regulatory framework to facilitate value capture and, by extension, the enhancement of economic productivity. It was envisaged that the economic benefits could help to fund upfront investments, thus reducing the funding shortfall.

Preparation and Transaction Advisory Services

PwC was engaged by the client as a financial advisor to assist the Government of a city in Indonesia in developing a feasibility study, and to improve the transaction process by developing a bid document and financial criteria.



Our Credentials

Technical Assistance in the Planning Stage of a PPP Project

PwC was engaged to provide extensive support to the client; specifically by helping to develop a manual for the implementation of Environmental, Social, and Good Governance (“ESG”) in an infrastructure project in its preparation phase; ensuring that the implementation of this ESG manual was supported by Government Support and Facilities during the project preparation phase; and assisting client in the provisions of just-in-time support to GCA.

Development of a Feasibility Study for an Agro-Tourism and Educational Park

PwC was engaged by the client, a multilateral development bank, to develop a feasibility study for an agro-tourism and educational park. PwC assisted the Coordinating Ministry of Economic Affairs and the provincial government in assessing the readiness of the project, which entailed an assessment of the project’s financing plan. According to the plan, funding was to be sourced from the proceeds of the provincial municipal bond.

External Audit Services

PwC was appointed by multiple international government organisations to audit their financial statements.

Early Business Case

Led by an International Government Organisation, PwC helped the GoI to develop guidance for the West Java Provincial Government on best practices in project preparation. PwC demonstrated the benefits of such practices and provided guidance related to the preparation, delivery and financing of a mass transit system in Greater Bandung to foster sustainable urbanisation.

Our Credentials

Project Capability Route Map

The project aimed to help the client perform an institutional capability review to determine whether an Indonesian city's component of an Indonesia's transportation project was ready for implementation.

Business Process Review and Re-engineering

To achieve its goal of financial inclusion, the Gol introduced an ambitious non-cash assistance (E-voucher) program plan for the next two to three years. To ensure effectiveness, the program was envisaged to improve the existing E-voucher SOPs and M&E plans, as well as to build and optimise the service delivery process, along with a rollout strategy. A key opportunity was improving the E-voucher program SOPs by identifying all the implementation risks on the ground and proposing mitigation strategies.

CGAP – Digitisation of Payments

The project aimed to help the Gol carefully assess and develop a digital payment strategy and implementation plan for the integration of G2P payments throughout Indonesia. The aim was to move away from the digital delivery of benefits over a single channel to delivery over multiple channels, and to provide customer choice by leveraging as much existing financial, telecommunications and identification infrastructure as possible, improving a wide range of government payment programs in the process.

Optimal Contribution of Natural Gas in the Indonesian Economy

PwC was engaged by the client to analyse the natural gas sector's current and potential contribution to the overall Indonesian economy. In so doing, PwC evaluated the entire gas value chain, including end-users, to identify direct and indirect economic benefits relating to barriers to the gas sector's optimal use of natural gas across the economy. PwC also highlighted the opportunities to overcome these barriers, suggesting various options for policy reforms and investments. The policy options mainly covered the recommended changes to domestic gas pricing and allocation, the market model, and stakeholder interaction.



Our Credentials

Single Royalty Tariff

PwC was selected by the client to assist the GoI with the design of a fiscal policy regime that would improve the policymaking process and lead to the implementation of sustainable policy reforms. Via the project, PwC helped decision-makers to coordinate, formulate, and implement sustainable fiscal policy reforms in the mining sector. PwC accomplished this by analysing the potential implications of the Single Royalty Tariff, identifying alternative fiscal measures, disseminating the findings of the analysis, and proposing suitable recommendations.

Local Fund Agents for Indonesia and a Southeast Asian Country portfolios

The client is an international development agency that does not have offices in the supported countries and therefore relies on independent organisations in each country to serve as its eyes and ears on the ground. These independent organisations work closely with the country team at the Secretariat to evaluate and monitor activities before, during and after the implementation of a grant.

Urban Flood Resilience Program

The client sought to establish a National Urban Flood Resilience Program to strengthen flood resilience in Indonesian cities. The National Program required an integrated approach with multi-sectoral stakeholders and has helped participating cities to enhance their approach to flood risk analysis. Participatory planning with diverse population groups was undertaken to implement integrated structural and non-structural measures. PwC was appointed by the client to provide policy advice to help operationalize the proposed National Program and to strengthen the GoI's capacity and knowledge regarding the inclusive design of urban resilience investments.

Tax Service Transformation

The Directorate General of Taxes (DGT), Ministry of Finance, has recently embarked on a large-scale organisation transformation through the development and implementation of a new system. The client, as one of the key development partners, has been providing technical assistance and support. The client, in support of the DGT, appointed PwC to assess the existing knowledge management practices of the DGT, and develop and an integrated Knowledge Management Strategy, Framework, Governance and Improvement Roadmap.



Our Credentials

Procurement Agent

PwC was appointed by the client to be the Procurement Agent for an Indonesian Government Organisation for the procurement of SI and PMOA Consultant for the Implementation of the Core Tax Administration System with a total project of USD 130 million. We managed to carry out procurement in a year when the client had previously been unsuccessful on two occasions.

Development of Core Tax Administration System Examination Worksheet and Analytics Request Workflow Solutions

Since the end of 2020, the client has been developing the new Tax Administration System (TAS), with requirements designed in 2017 including Working Paper functionalities. For the Data Analytics Request, the client intends to build solutions that cover complete processes starting from the initial request by an authorised user until the completion or rejection of the request, and can also produce relevant output documents in various formats, functions which are not in scope of current TAS System Integrator. PwC was selected to deliver both the TAS Working Paper with an Examination Worksheet and the Data Analytics Request solutions by the client.

Sustainable Tourism Destination Standard and Training

PwC was engaged by the client to analyse the natural gas sector's current and potential contribution to the overall Indonesian economy. In so doing, PwC evaluated the entire gas value chain, including end-users, to identify direct and indirect economic benefits relating to barriers to the gas sector's optimal use of natural gas across the economy. PwC also highlighted the opportunities to overcome these barriers, suggesting various options for policy reforms and investments. The policy options mainly covered the recommended changes to domestic gas pricing and allocation, the market model, and stakeholder interaction.

Our Thought Leadership

Indonesia's Sustainable Transformation
December 2021

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OXFORD BUSINESS GROUP

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A green, sustainable new Indonesian capital city?

Julian Smith and Widita Sardjono

PREMIUM Jakarta / Sat, January 18 2020 / 01:55 am

SHARES

The new capital city project is currently the most ambitious infrastructure project in Indonesia. There needs to be careful planning and preparation to respond to the challenges in realizing President Joko "Jokowi" Widodo's big agenda. One of the existing infrastructure planning frameworks was developed by the British government is the "Five Case Model". This is an internationally recognized project planning methodology and is supported by the World Bank and G20 countries. Within this framework, there are five dimensions "Five Cases" to focus: strategic case, social case, commercial case, financial case, and management case. The strategic case – is the project strategically necessary? For the new capital city project

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Digital health

Challenges and solutions to measuring Return on Investment (ROI)

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NUS

New capital city: More important than ever to boost investment

Julian Smith

Jakarta

PREMIUM Jakarta / Thu, February 11 2021 / 01:00 am

[Link](#)

Upskilling for shared prosperity

A report by PwC and the World Economic Forum urges bold action on upskilling to create inclusive economies and societies

A message from Bob Moritz, Global Chairman, PwC and Saadia Zahidi, Managing Director at the World Economic Forum

2:10

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In recent years, the rise of automation and new technologies has transformed the world of work. The COVID-19 pandemic has accelerated these trends and widened inequalities, resulting in the urgent need for large-scale upskilling and reskilling to ensure people around the world develop the skills they need for the jobs of today and tomorrow.

In our new report, developed in collaboration with the World Economic Forum, we make the case for upskilling and highlight some of the challenges, including the disconnect between current education programmes and the skills employers need now and in the future. We also recommend steps businesses and policymakers can take to create more inclusive and sustainable economies.

The research is underpinned by results from economic modelling conducted by PwC, along with examples of successful collaborations that can be replicated and scaled.

How governments can push towards a better tomorrow

World leaders face six interconnected challenges, and although some will differ by country, taking key actions will benefit all.

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LEADERSHIP | April 8, 2020

Leadership, courage, and the power of collective thinking

The former chief of defense of the armed forces of the Netherlands explains the challenges those who do must have the confidence to act.

By Peter van Uhm

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Bridging the trillion-dollar infrastructure gap in Asia Pacific

PAPER EDITION • TODAY'S PAPER

Beyond tech: How to build a new capital city as a smart city

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Are you ready for the ESG revolution?

Societal need and business opportunity are coming together to transform the way companies craft strategy, drive performance, and report results.

By Peter Gassmann, Casey Herman, and Colm Kelly

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Widita Sardjono (The Jakarta Post)

PREMIUM Jakarta • Mon, June 7 2021

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In a keynote speech during the Abu Dhabi January 2020, President Joko "Jokowi" Widodo wanted to build a smart metropolis instead administrative capital, given his vision that

[Link](#)

Our Team and Expertise



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