

INTO OUR 19TH YEAR HELPING DEVELOPING COUNTRIES TO WEAVE TOGETHER KNOWLEDGE AND INFORMATION . . . WISELY.

COMPANY PROFILE



OSANA
INTERNATIONAL

Jakarta, August 2013



OSANA

Weaving an Ikat

Implementation of a development program is similar to weaving "ikat" (hand-woven) fabric in which a mixture of knowledge, practical skills and deep affections accurately coordinated. First, the weaver has to envision through imagination, the whole pattern and composition of colors he/she wished for.

After recognizing the goal or target is to be achieved, then the process of designing will begin. In weaving "ikat" fabric, thread has to be tie-dyed in a certain color for a pattern or picture is yet to be seen. In implementing a development, project has to be thoroughly prepared through series of planning, executing strategy as well as precise step-by-step application. A long and never-ending thread is an analogous of private partner role, like Osana, as Government's support in certain areas that need special technical knowledge and practices.

A strong and beautiful fabric is produced only by a perfect combination of these elements. Osana fully understands the connection between these functions. Therefore, Osana is capable to accomplish Government institution's efforts in carrying out development projects. With deep understanding and broad experiences, Osana understands which thread is having a right color or not yet able to be used.

Moreover Osana practical skills are trustworthy thus enable us to grasp on the pattern and design the weaver envisioned for. In other words, Osana is the right partner to support the Government in implementing nation development just like weaving an "ikat"!

Melva Nababan

President Director and CEO

Weaving together knowledge and information... wisely



Perseroan Terbatas Osana Lestari Konsultan (Osana International) was organized by Professor DR. P.W.J. Nababan under the laws of the Republic of Indonesia in 1991.

Professor Nababan was born into a traditional farming family in Butar, North Sumatra. At an early age, he became motivated to learn English and, after graduating from high school and college, developed the desire to study in the United States where he ultimately earned a Masters Degree from the University of Texas in Austin and a Doctoral Degree from Cornell University in Ithaca, New York. Over a twenty-five year professional career, he became one of Indonesia's leading educators and author of numerous education and linguistics books.

Professor Nababan was founded Osana with the objective of better preparing public sector officials, particularly those in the Ministry of National Education, and private sector executive to further Indonesia's growth and development after the New Order regime.

In 1993, Professor Nababan appointed his daughter, Dra. Melva Nababan, as the President Director and transferred his share interest to a family foundation. Today, Osana has more than twenty years experience assisting developing governments, newly-autonomous local governments, as well as state- and regional-owned enterprises, to technical assistance projects. A keynote characteristic of this assistance has been materially assisting the drive to good governance and better fiduciary performance in public, public-private and public-community transactions.

Our Staff

Osana's Indonesian and international professional staff are knowledgeable of Indonesia's economic, social and political environment. Our international professionals typically have experience on several continents and offer multidisciplinary skills as well as fluency in one or more foreign languages, primarily Bahasa Indonesia, which helps to bring important cultural, intellectual and technical perspectives to their work. Osana's Indonesian professionals typically are bilingual, primarily in English, and have experience assisting all levels of government and BUMN/BUMD, and have extensive experience working on ADB, World Bank and USAID financed projects.

The people who represent Osana combine breadth of experience, sensitivity and the capacity for working in some of the world's most challenging development environments.

Our firm is experienced at handling the financial, administrative and logistical requirements of complex projects with large expatriate field staffs. We are well known for our ability to solve the practical problems of project implementation and for the range of experienced talent we can provide.

Osana maintains continuing associations with a variety of professional organizations and individual consultants. The combined talents of staff and associates provide the firm with a deep fund of development experience, enabling it to organize and field expert teams on short notice.

Osana has been managed on a day-to-day basis over the past seventeen years by Dra. Melva Nababan. She is supported by a staff of full time Indonesian and expatriate professionals.



Osana has successfully completed more than 200 professional engagements in Indonesia, Philippines, Vietnam, Cambodia, Sri Lanka, Pakistan, Nepal, Maldives, and Kosovo. Our proven capabilities have been applied to all phases of the technical assistance project cycle, including needs assessment, project design, project execution and performance evaluation.

Osana's experience spans all facets of development - from modernizing the state audit sector and improving government procurement systems to promoting the growth and development of small businesses and removing legal impediments to the growth of market economies, including facilitating and sustaining private sector participation in the provision of infrastructure and related facilities.

Osana has served as a strategic partner to international development firms based in the United States, Europe, Canada and Australia, and our assignments are supported by multilateral financing agencies (Asian Development Bank, World Bank, Multi Donor Trust Fund, UNDP, EU, etc) and bilateral donors (USAID, AusAID, JICA, GTZ, etc).

Osana draws from a wealth of experience in promoting sustainable development throughout Indonesia. The firm has more than fifteen years experience assisting central Indonesian government agencies, and thirty-five newly-autonomous local governments, as well as state-and regional-owned enterprises (BUMN/BUMD), to implement and institutionalize complex multilateral agency- and bilateral donor-financed technical assistance projects. *A keynote characteristic of this assistance has been materially assisting the drive to good governance and better fiduciary performance in public, public-private and public-community transactions.*

Our commitment to sustainable development is evidenced by Osana's assigning a principal to each of our primary technical assistance assignments. Osana's work as a private consulting firm is notable for its scope and quality, and its commitment to managing for results.

Our current areas of work include:

- Decentralization and Good Governance
- Public Private Partnership (PPP)
- Public Procurement
- State Audit Reform
- Information System
- Health
- Education
- Law Development / Legal Reform
- Transportation and Infrastructure
- Project Management
- Financial Management Reform

Examples of our work in Indonesia and other developing countries are:

▶ **ADB TA 6337-REG: Maldives Maritime Transport Master Plan, 31 October 2012 – April 2013, Asian Development Bank**

The main objective of the consulting services is to support the Government of Maldives in improving the maritime support transport sector performance through policy dialogue and infrastructure recommendations. The focus of the TA is to prepare a maritime transport regulatory framework and a 20-maritime transport master plan in the Maldives context. The TA will assess maritime transport service needs, identify sector priorities and directions. Identify infrastructure investment needs and priorities, assess scope of private sector participation, assess resource requirements and prepare a resource mobilization strategy, and prepare an action plan for further institutional and policy reforms to improve management, transport efficiency and governance.

▶ **Review of Infrastructure Enhancement Grant (IEG) Program, July – December 2012, IndII- Australian Agency for International Development (AusAid)**

The objective this activity were to: 1) assess the efficiency and effectiveness of the program from the viewpoints of: (i) design and approach of this grant program, (ii) level of understanding and commitment from the LGs, (iii) actual implementation by LGs and (iv) impact to the current and future sanitation planning and budgeting; and 2) compile lessons learned as a guide to design and implementation of other “performance based” grant programs.

▶ **Engineering Services for Railway Double Tracking on Java South Line (III) Package B For Management Consulting Services – JICA Loan No. IP-450, 1 April 2012- 15 December 2012, Japan International Cooperation Agency (JICA)**

Osana's Legal and Regulatory working with Egis International and the Indonesian Ministry of Transportation to examining the legal background for multiple railway operations as per Railway Law No. 23/2007, PP No. 56/2009 (Executing Railways), PP No. 72/2009 (Railway Traffic and Transport) and other related regulations. The Consultant shall also interview government officials. Collecting data and information about railways in other countries that have multiple operators. If needed, conduct a site visit of one of these railways while being accompanied by DGR staff members.

▶ **Global Methane Initiative (GMI) Landfill Gas Technical and Outreach Support in South and Southeast Asia, March 2011 – December 2013, U.S. Environmental Protection Agency (USEPA)**

The U.S. Environmental Protection Agency (USEPA) in collaboration with other U.S. Government agencies, as well as the private sector, are working to identify potential project opportunities for reducing landfill methane emissions in countries in South and South East Asia as part of the Global Methane Initiative (GMI). The primary objective of this task order is to support USEPA's Landfill Methane Outreach Program (LMOP) by providing landfill gas technical assistance and outreach support to these countries. Support will be required both at individual waste disposal sites, as well as on countrywide LFG issues (e.g., lack of technical training, technology transfer, legal/regulatory). USEPA will be working directly with its Landfill Subcommittee counterparts on the GMI as well as other stakeholders to identify, develop and deliver specific technical and outreach activities in support of the Initiative. Osana mobilized senior advisors to establish dialogue with line Ministries, principally the Ministry of Environment (KLH), with two associations of APEKSI (Mayors and Regents) and ADEKSI (local representatives in Parliament), and Identified 4 -5 municipalities /landfills to target and assisted the APRSCP Conference held by the Ministry of Environment and InSWA. Osana assisted to conduct Landfill Operation Workshop on 11 – 12 July 2012 with the Ministry of Public Works and 20 local municipalities.

▶ **IndII Rail PSO-IMO-TAC Activity (Act #285), 12 April 2012 – 31 May 2012, IndII-Australian Agency for International Development (AusAid)**

The proposed activity is designed to progress an appropriate framework for PSO, IMO and TAC operations in the railway sector. The activity has a strong linkage with previous and planned IndII rail sector programs (including railway restructuring, safety, and PSP/PPP development) and requires immediate support to ensure that full-cost recovery processes-and thus railway operations sustainability – can be assured in the future.

▶ **Da Nang Water Supply Project (ADB TA 7144-VIE) , October 2009 – April 2010, Asian Development Bank**

Under the ADB-financed TA 7144-VIE Da Nang Water Supply Project, Osana's Legal and Institutional Specialist reviewed the current involvement of the private sector in providing water supply services, and recommended alternative options for private sector participation, including a means to facilitate and sustain private sector investment through public-private partnerships (PPP). As a key part of this assignment, Dr. Sullivan evaluated the legal and regulatory framework for PPP and made recommendations in the form of an Executive Report submitted to, and discussed with, key senior government officials and the ADB.

▶ **Public Financial Management for Rural Development Program, November 2009 – September 2011, Asian Development Bank**

Under the ADB-financed TA 0133-CAM Public Financial Management for Rural Development Program, Osana's International Public Procurement Advisor assisted the Royal Government of Cambodia to consider and draft provisions for the country's first Law on Public Procurement.

Concurrently, Osana's Advisor assisted three rural ministries to strengthen and improve their procurement functions by helping the ministries to: (a) review and improve the ministries' basic rules, regulations and practices relating to public procurements; (b) consider the merits of establishing a centralized, senior-level "Procurement Review Group" to improve the government's procurement oversight and management capabilities (including the development of the organizational structure, staffing and budgeting of the function); (c) consider the development of standard curricula for government-wide procurement training; (d) conduct a series of capacity building activities; including workshops, seminars and a training-of trainers programs, to help ingrain and institutionalize the new government procurement law and implementing regulations into a cohesive, well-functioning Indonesian government procurement system; and (e) develop a system to disseminate timely and accurate information on government procurement policies, practices, and actions to both the public and private sectors.

▶ **Indonesia Infrastructure Initiative (IndII), Upgrading community-based pipe water services with private sector support (Second generation project), Component II – Study and Technical Assistance to Develop Support Programs for CBOs through Private Sector Participations (PSP), November 2010 – October 2011, IndII- Australian Agency for International Development (AusAid)**

Under subcontract from SMEC International, Osana mobilized its advisors and staff to reach the goal of the Upgrading Community-based Pipe Water Services with Private Sector Support Project (2nd Generation Project) to contribute to the long-term development of Indonesia by increasing the sustained access of up to 10,000 residents in 2-5 districts in West and East Java to safe water supply through community-based water organizations (CBOs). The desired project outcome was the participating CBOs and local governments in 2-5 districts in West and East Java utilize the new financing and program schemes introduced in the project aimed at expanding and improving services through community-based water organizations by 2012. The objective of this particular assignment was to strengthen the performance of a group of CBOs in two (2) districts through the implementation of a well- structured support program involving partnership between the private sector, local government and community based organizations. The project had successfully introduce new financing and program schemes involving partnerships between local governments, CBOs and the private sector to develop CBO water infrastructure and expand their customer base thus providing a sustainable mechanism for increasing water supply access to "urban" areas outside the PDAM service boundary.

▶ **Indonesia Infrastructure Initiative (IndII), Infrastructure Planning and Capacity Building for Papua and West Papua, November 2009 – June 2011, IndII-Australian Agency for International Development (AusAid)**

Under subcontract from SMEC International, Osana mobilized a team of international and national advisors and specialists to assist the local government of Papua and West Papua to contribute to the achievement of Indonesia's goal of speeding up development of Papua and West Papua, by building the capacity of Bappeda to lead the planning of development of infrastructure. Specific objectives of the activity are, in relation to infrastructure in both Papua and West Papua, to: (a) Develop the capacity of each Bappeda to act as the "right hand man" of the governor in planning and programming, (b) Assist the head of Bappeda in strategic planning to build capacity, (c) Improve the standing of each Bappeda in relation to establishing and reporting provincial accountability, including improved synchronization, priority-setting and coordination of public and private investment, (d) Improve the standing of Bappeda in relation to organization, establishment, staffing and operational budget, (e) Develop the capacity of Bappeda to coordinate the preparation of the next Medium Term Development Plan in 2011, (f) Support the implementation of the law on special autonomy, especially related to control of land use and the environment, (g) Provide on the job training to Bappeda personnel, (h) Develop benchmarking and indicators of improvement in Bappeda performance.

▶ **Infrastructure Reform Sector Development Program (IRSDP) – Technical Advisory Services (TAS), October 2008 – May 2012, Asian Development Bank (ADB), Loan 2264 (SF)-INO and Grant 0064-INO**

Under this four-year ADB-financed assignment, Osana will, among other important tasks, (i) support the technical aspect of project implementation (assisting ministries, government agencies and regional government) in PPP project preparation and planning/building technical capacity for all stakeholders and in the PPP process; (ii) support PPP project preparation in legal aspects to achieve best international practices; (iii) develop standard project legal documents to be used as standard of PPP project preparation in infrastructure; (iv) review/develop standard of investment tender and its evaluation procedures, contract/concession agreement document to be used in transaction of the PPP infrastructure project; (v) prepare/review of existing/draft/new regulation in infrastructure; and (vi) prepare material to address international legal issues to be solved and implemented in accordance with legal and regulation applied in Indonesia.

▶ **Earthquake and Tsunami Emergency Support Project (ETESP) – Package 33: Strengthening BRR's Project Management Office, May 2007 – December 2010, Asian Development Bank (ADB), Grant No. 002-INO**

Schedule 5 of Earthquake and Tsunami Emergency Project (ETESP) Grant Agreement stipulates the Badan Rehabilitasi dan Rekonstruksi (BRR) Aceh and Nias, the Executing Agency for the Grant, to establish a dedicated, centralized Project Management Office (PMO). BRR accomplished this provision in late 2005 and the PMO was subsequently restructured in the fourth quarter of 2006. A director level staff has been appointed as the Head of the PMO. To support its operation, Osana is establishing a Secretariat under this Technical Assistance. Osana mobilize twenty-five advisors, sub-professionals and staffs to assist BRR's PMO facilitating, coordinating and reporting upon implementation of rehabilitation and reconstruction projects in 22 district governments of NAD and Nias, many of which involve a participatory development process, the drafting of economic development plans, and administration support, specifically pertaining to procurement, financial management, projects monitoring and evaluation and reporting function;

▶ **Support for State Audit Reform Sector Development Project (STARSDP) – Program Loan Monitoring Unit (PLMU), January 2006 – December 2007, Asian Development Bank (ADB), TA 4473 – INO**

Osana's Legal and Institutional Specialist/Team Leader was responsible for team coordination, appropriate sequencing of consulting inputs of the team, timely submission of outputs and all reports, and leading all consultant and discussion with the aid community and the government.

This included the coordination with executing agency, State Audit Reform Development Program (STARSDP) steering committee to ensure all stakeholders are kept up to date concerning the progress of the project; assisting the Ministry of Finance to ensure the implementation of STARSDP Program Loan was executed as planned, and work with other consultants to ensure that all reporting (monthly, quarterly, semester and annual reports) from each related PIUs are timely and in accordance with the agreed format.

Osana's Data Analyst/Research specialist was responsible in assisting the GOI's Ministry of Home Affairs to disseminate nationwide two Model Regulations (PERDA and SK) and establishing a tracking system to monitor the adoption of Model Regulation by regional governments. In this assignment, the specialist also helped the PLMU Team Leader in scheduling meetings with GOI officials related to the STAR assignment and collecting data or documents needed for project report writing.

▶ **PDAM Pontianak: Design of a Capital Investment Strategy and Financing Plan, November 2006 – February 2007, World Bank, TF # 050068**

The objective of this activity is to enhance Pontianak's financial market access through the design of a financing plan and the issuance of a local currency credit rating thereby augmenting its access to the market-based funding pool of institutional savings and investment. The activity of this project is divided in two phases: Phase I, Identify Pontianak's financing requirements during the next 5-7 years while keeping in mind the evolving structure of the industry and market, the corporate and legal framework, and the evolution of PDAM Pontianak over time. Phase II, Support Pontianak as required during the credit rating process. This will entail assisting Pontianak in preparing for the credit rating, in complying with the rating agency's information requirements, and in supporting Pontianak senior management during their dialogue with the rating agency.

▶ **Aceh Technical Assistance Recovery Project (A-TARP), September 2005 – May 2007
USAID**

This project was conceived as a result of numerous requests from a number of Government of Indonesia (GOI) Ministries and Agencies for fast-mobilizing and targeted technical and other assistance. In order to respond expeditiously to Government requests, A-TARP was designed to accommodate diverse policy, strategy and project implementation needs across a relatively broad array of sectors: economic, social, education, governance, and others. It is also intended to support disaster-related programming associated with the reconstruction and rehabilitation of Aceh and North Sumatra. The purpose of this project is to provide high-caliber long and short-term policy and technical advice, training, and commodities to relevant GOI Ministries and Agencies, including those that are engaged directly and indirectly in the recovery of Aceh and North Sumatra provinces. The project will build capacity in line ministries, equipping them to better develop, analyze, and respond to national policy and planning needs, including those which may be related to the disaster. A-TARP will mobilize short and long-term expatriate and local technical assistance, provide limited commodity support, and organize domestic and international training and conference participation. The mix and type of assistance will be determined through a mutual project design.

Osana mobilized Senior Adviser to Logistic Management Services to BRR (LMS-BRR) to assist the process of implementing the Blue Print / Master Plan for reconstruction after the tsunami and earthquakes of 26 December 2004 and 28 March 2005. The LMS will assist the various program managers under the deputies and directors of BRR to execute the logistics elements of programs delegated to them.

▶ **Gender Responsive Public Policy and Administration, May 2005 – May 2006, Asian Development Bank (ADB), TA 4479 – INO**

Osana, in association with Cowater International Inc., Canada, is helping the Government to increase women's participation in political decision making and improve gender mainstreaming in policies and programs at the regional level. The Project directly addresses the third Millennium Development Goal to reduce gender disparities and promote gender equality and empowerment through gender sensitive programs and projects at the district level of government.

The goal of the assignment is to reduce gender inequality and empower women through participation and gender mainstreaming in line with the Millennium Development Goals (MDG) target 3. The purpose is to help regional governments increase women's participation in political decision making and improve the gender responsiveness of regional policies and programs. The project will develop the capacity of potential female representatives and female representatives of local governments to perform more effectively, and improve the gender sensitivity of local government laws and regulations.

▶ **Private Provision of Infrastructure Technical Assistance (PPITA) Project, October 2004 – February 2005, The World Bank**

Under subcontract from Pacific Consultants International (PCI) Osana assisted the Ministry of Transportation and the Coordinating Ministry for Economic Affairs to consider and develop the legal and regulatory framework to facilitate and sustain private sector investment in the provision of infrastructure and related facilities. In particular, Osana's PSP Legal Specialist provided advice and expertise concerning new cross sectoral policies for Public Private Partnerships (PPP), and advised an interministerial team concerning (a) the legislative development of laws and implementing regulations to deeply root these new policies into the legal framework and (b) develop the institutional arrangements to support the framework, both with the aim of creating an enabling environment for PPP.

▶ **Support to State Audit Reform (STAR) Project, October 2003 – July 2004, Asian Development Bank (ADB), TA 4107 – INO**

In association with IBTCI, Virginia, Osana assisted the Government to formulate and design a project to support state audit reform. The Technical Assistance (TA) aimed to build strong and effective audit institutions in the public sector by (i) developing a road map that reflects a shared understanding among stakeholders of a comprehensive and long term perspective for audit institutions, (ii) formulating institutional development plans for internal and external audit institutions, and (iii) identifying areas for external financing. The TA specified the key policy actions needed to effect legal and institutional change. The TA also incorporated internationally recognized auditing standards and good practices in Indonesia's public sector audit systems and procedures taking into account the Indonesian experience. Osana played a key role in the successful completion of the project, over and above that originally envisioned. Osana Legal and Institutional Specialist took the lead role to help complete the Interim Report, Draft Final Report and Final Report (inclusive of the RRP and PAM). Osana assisted in facilitating an exchange among senior Indonesian government professionals to address and overcome a variety of sensitive complex issues.

▶ **Strengthening the Capacity of the Ministry of Settlements and Regional Infrastructure (MSRI) to Combat Fraud and Corruption, September 2002 – October 2003, Asian Development Bank (ADB), TA 3842 – INO**

This project was designed to improve the capabilities of the Ministry of Settlements and Regional Infrastructure – Inspectorate General (MSRI-IG) to combat fraud and corruption in the both areas of operational auditing and forensic auditing through analysis of the Government of Indonesia's (GOI) policies and procedures; development of an operational audit manual; improvement of information technology (IT) facilities and training to audit more effectively; creation of public awareness; and audit training. Osana, in association with Cowater International, Canada, assisted the Government of Indonesia to develop a work plan to strengthen its capacity to execute forensic accounting and to detect and investigate fraud and corruption in accordance with international standards. This assignment also included initiatives to review government laws and regulations that affect MSRI operations, and MSRI regulations, guidelines, and procedures to identify inconsistencies and conflicts that prevent MSRI from providing efficient and transparent forensic auditing and report on findings and recommendations

▶ **The Refinement and Implementation of Urban Public Transport Policies in Bandung, April 2001 – December 2001, Government of Indonesia – Ministry of Settlement and Regional Infrastructure (MSRI)**

The objectives of this study were to: a) further develop and refine the previous draft Urban Transport Policy Statement (UTPS), b) prepare an industry-accepted strategy, c) undertake a careful review of existing regulations, d) prepare guidelines to assist local government in the final preparation and implementation of appropriate regulations; and prepare a Perda for the implementation of these changes. Osana's Legal Advisor helped to revise and refine the Draft UTPS for Bandung's public transport; investigate opportunities for improving operational efficiencies in urban bus services; bus industry structure review; review and consultation with stakeholders; prepare draft guidelines to assist local government to prepare and implement new regulations and prepare the draft regulations for Kota Bandung, Kabupaten Bandung and Kabupaten Sumedang.

▶ **Bali PPP Study for Solid Waste Management – Phase 2B (WB Loan No. 3319-INO), The Worldbank, 1 October 2001-1 December 2001**

Osana under a subcontract from SMEC, assisted the Bupati of Kabupaten Klungkung, Gianyar, Badung, Tabanan and the Mayor of the city of Denpasar to improve the efficiency, quality and delivery of piped water to South Bali by helping to draft a Joint Decision concerning "The Main Principles of Co-Operation consensus on the Development, Operation, Management and Maintenance of Water Supply Infrastructure and Facilities within the Southern Bali Region." The Joint Decree, issued after consultations with each local Peoples' Representative House (Dewan Perwakilan Rakyat Daerah or DPRD), expressed the local government officials' intention to work together cooperatively to further plan, develop, operate, maintain and manage the provision of piped water to South Bali, to, among other important objectives, promote the health and welfare of the citizens residing in their respective districts.

▶ **Bali Water Supply Master Plans and PPP Opportunities, Phase II, Package 2A (Loan No. 3913-IND), The Worldbank, 1 February 2001 – 28 February 2001**

Bali PPP Water Supply Project comprised of two phases. Phase 1 of the project was granted by the central government through Technical Assistance Project for the Public Private Provision of Infrastructure (TAP4I), which was funded by the World Bank and executed by Bappenas. Phase 1 was executed by the provincial government, with local coordination provided by the Provincial Project Coordination Unit established under BUIP (Bali Urban Infrastructure Project). Phase 2 expanded on the work of Phase 1, which supported the preparation of a Master Plan and studied ways in which Public Private Partnership (PPP) might be used to deliver the planned improvements for the supply of piped water to urban centers across Bali. The long term objective of Phase 2 was to help the Provincial Government of Bali and the local government in South Bali (in partnership with the private sector) provides a water supply that satisfies the needs of all residents and visitors to the region. The immediate objective was to prepare a Pre-feasibility study for the proposed partnership and the document required to procure such a partnership.

▶ **Advisory Services to Local Governments of Bogor, Tangerang and Bekasi ("Botabek" Area) in Promoting Private Sector Participation in Water Supply, Sanitation and Solid Waste Management, January 2000 – December 2000, Asian Development Bank (ADB)**

The objectives of the project were (i) to provide advice to National Legal Expert of the PSP consultant team and the involved Local Governments with legal issues related to PSP contract requirements, and (ii) to provide advice with regard to tender documents and draft-contract documents. Within this project, Osana assisted six local governments to draft certain tender documents to facilitate private sector participation (PSP) in two pilot projects, i.e. a waste water project and solid waste project. These documents include drafting of an advertisement, Invitation to Prequalify, Prequalification Application, Bid Document and a Concession Agreement.

▶ **Decentralization Study on the Implications of Good Governance in Project Implementation, February 2000 – April 2000, Asian Development Bank (ADB)**

Decentralization and good governance have the potential to increase significantly the responsiveness and accountability of government officials, a major benefit of moving the government closer to the people. Locally elected officials generally know their constituents' needs better than central government officials and are therefore in a better position to provide the public services their citizens' want and need. Additionally, physical proximity makes it easier for citizens to hold local government officials accountable for their performance. Accountability will ensure that the policies adopted by the government are supported by their citizens and have the optimum chance to achieve their desired effect. Osana's Legal Specialist prepared a report concerning the implications of good governance on projects being implemented by Indonesia's kabupaten and kota governments under Laws No. 22 and 25 of Year 1999 and Presidential Decrees No. 17 and 18 of Year 2000.

- ▶ **The New Medan International Airport Project: Facilitating Limited Recourse Financing in Indonesia's Civil Aviation Sector, January 1999 – March 2000, Asian Development Bank (ADB), TA 2929 – INO**

Osana's Legal Specialist working with Pacific Consultants International (PCI) and the Indonesian Ministry of Communications helped to draft a comprehensive concession agreement, land conveyance, joint venture agreements, and a complete set of tender documents (including an Invitation to Prequalify and a Request for Proposal) to facilitate and sustain private sector investment in Indonesia's civil aviation sector. The Legal Specialist also conducted a training workshop for GOI officials and executives of state-owned enterprises concerning private sector investment under Presidential Decrees No. 7 of Year 1998 and 12 of Year 2000.

- ▶ **Promotion of Good Governance and Indonesia's Anticorruption Efforts, July 1999 – August 1999, Asian Development Bank (ADB)**

Osana's Public Administration Expert prepared a report analyzing a series of recent laws enacted and regulations adopted by the GOI, including: Local Government Administration Law No. 22 of Year 1999, Central-Local Fiscal Balance Law No. 25 of Year 1999, the regulatory framework for government procurements (Presidential Decrees No. 7 of Year 1998 and No. 6 of 1999), together with a newly drafted Presidential Decree on procurement), Clean Government (Law No. 28 of Year 1999, four implementing Government Regulations and a Presidential Decree), Antimonopoly Law No. 5 of Year 1999, Consumer Protection Law Number 5 of Year 1999, and others.

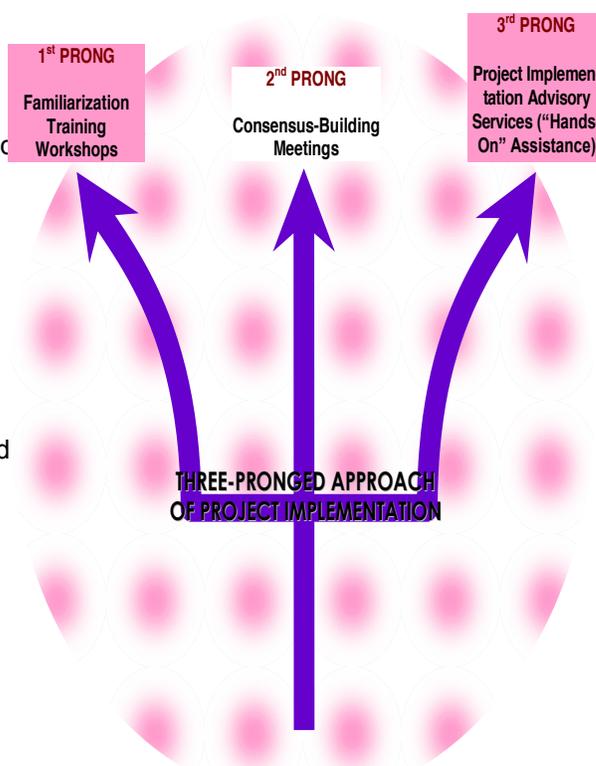
Bearing in mind the difficulties and obstacles that have delayed the implementation of other multilateral agency-financed technical assistance projects, Osana manages Team Coordination, Investment Loan Budgeting and Disbursement, Quality Assurance Monitoring and Supervision, Preparation of Terms of Reference (TORs) and related procurement tasks, and Reporting to ensure that assignments are carried out efficiently and effectively.

In the past, the Government has had difficulties planning, managing and monitoring important development projects, particularly complex ones. The failure of the executing agencies to achieve the projects' desired objectives; publicized instances of collusion, corruption and nepotism; and low disbursement rates all indicate that projects are not being implemented as intended. The Consultant will take the lead role to ensure that, now that Indonesia's decentralization and good governance laws are in effect, the participating regional governments will carry out assignments more efficiently and effectively, so that the difficulties the central government has experienced in the past will not also be "decentralized."

Osana typically implements projects using a "three-pronged approach," an innovative, proven approach which will increase the understanding – and motivation -- of concerned executing agencies and project staff regarding the various procedures and regulations mandated by the loan or grant agreement and Project Administration Memorandum (PAM) for project implementation and -- more importantly -- to prepare and assist the project implementation personnel to carry out these procedures and activities in the most efficient and effective manner possible.

The "three-pronged approach" provides:

- practical, participatory training workshops in Project objectives, project implementation regulations, procedures and activities detailed in the PAM;
- mutual consensus building between project supervisors and project implementation personnel on specific procedures for delegation of authority and decision-making, supervision and reporting; and
- hands-on assistance by the Regional-based Experts to help the concerned project supervisors and project implementation personnel to institutionalize the procedures, activities, supervision and reporting which were taught during training and workshops and mutually agreed during the consensus building.



Osana has successfully planned, organized, and conducted a wide variety of workshops and seminars to augment its technical assistance. Considering the needs of Indonesia's 529 autonomous provincial, district government, cities (*kota*), and regencies (*kabupaten*), Osana is currently focused on assisting district executives, mayors (*walikota*), and regents (*bupati*), members of the local parliaments (*DPR-D*) and other local government officials responsible for development activities to fulfill their important mandates.

In country workshops and seminars are typically conducted in one of three locations:

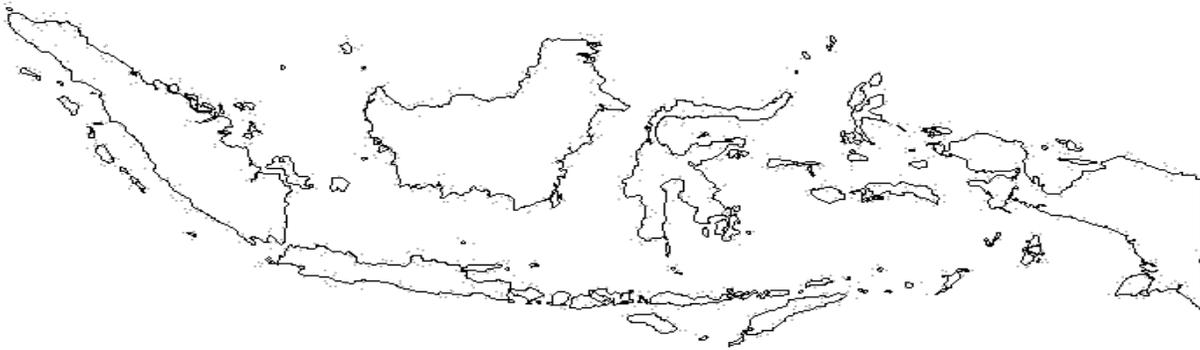
VILLA OSANA, a training facility in Puncak, West Java which offers full service dormitory facilities

ON-SITE at the client's facilities; or

HOTELS, where a larger, centrally-located venue is required.

Workshop and Seminar subjects include the following:

- Reinventing Local Government Management
- Privatization of Municipal Services
- How to Receive Better Value through Competitive Public Procurements
- How Local Governments Can Attract Investment, Foreign, and Domestic
- Good Governance and the Participatory Development Process
- Legislative Drafting for DPR-D Members
- Enhancing the Capabilities of regional Supervisory Boards (Bawasda)
- How to Conduct Compliance, Performance and Forensic Audits
- Improving Government Report Writing
- Information Technology (IT) to Improve the Function of Government
- Techniques to Implement and Institutionalize Donor Funded Projects
- The Benefits of Peer Evaluations for Local Governments
- Privatization of Regional-Owned Enterprises (BUMD)
- Infrastructure Development through Concessions



For more information, please contact, *in confidence*:

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