



# **Annual Activity Report**

**(From April 2017 to March 2018)**



**Asia PPP Institute (APPPI)**  
**TOYO University**

## Organization of Asia PPP Institute (APPPI)

### Honorary Advisors

Dr. Mahathir bin Mohamad, the fourth Prime Minister of Malaysia

Dr. Yasuko Fukuda, the ninety-first Prime Minister of Japan

### Director

Prof. Sam Tabuchi, Professor of Toyo University, Vice-chair of the Executive Board to UN PPP Team of Specialists under UNECE (The United Nations Economic Commission for Europe)

### Senior Staff

Fumiyo Takai (from April 2017)

### APPPI Members (2016)

#### <In Japan>

- Kitakyusyu City, Fukuoka Prefecture
- Eight-Japan Engineering Consultants Inc.
- Cova Japan Co. Ltd
- Toyama City, Toyama Prefecture

#### <Overseas>

- Butuan City, the Philippines
- Iriga City, the Philippines

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## **I. Executive Summary**

Since its establishment in 2011, APPPI has been continuing to grow with faith in going ahead with the mission to be a global driver to promote a notion of PPP frameworks and PPP-based business development across Asia. Its activities have been broadening steadily among APPPI target countries. While this year marks the 6th year of its foundation, the main activities in 2017 represent as follows;

- Two field visits to Indonesia as well as a PPP training and site visit in Tokyo was conducted based on the three-year contract between Toyo University and JICA on Policy Advisory Research Studies on PPP and toward the implementation of PPP projects
- RDAP/PPP Follow-up Studies were conducted in Butuan City, Cebu Province and Mandaue City, the Philippines
- A PPP Seminar was conducted for the Ministry of Finance from South Africa in Otemachi, Japan
- A PPP Seminar was conducted for the government officials from Qinghai, China in Otemachi, Japan
- A PPP Seminar was conducted for the officials from IIGF, Indonesia in Otemachi, Japan
- PPP Applicability Site Visits were conducted to Cambodia and Nepal
- PPP Applicability Study on Agriculture was conducted in Indonesia
- Workshops for APPPI members and Open Seminars were conducted

## II. APPPI Activities from April 2017 to March 2018

### 1. Regional Development Advisory Program (RDAP) /PPP Applicability Study

#### 1) JICA Policy Proposal Research Program on PPP in Indonesia:

<The 3<sup>rd</sup> Field Visit: September 3<sup>rd</sup> to 12<sup>th</sup>, 2017>

Based on the 3 year (2016-2019) contract between JICA and Toyo University on policy proposal research on PPP in Indonesia, APPPI proposes on the policies and systems to promote PPP in Indonesia at the local government level through identifying bottlenecks and capacity enhancement of local government officials on PPP. We visited Indonesia twice so far to assist PPP project planning at Sidoarjo Regency, particularly for a public hospital construction project and consolidation plan of government offices.

In this regard, we conducted the 3<sup>rd</sup> field visit to Indonesia from 3<sup>rd</sup> to 12<sup>th</sup> September, 2017. First we visited the Sidoarjo Regency to discuss the Krian hospital project. We intended to find out about service and risk allocations between private and public sectors. However, officers explained that everything was prepared under PT SMI, not themselves. We found out that the health department of the Sidoarjo Regency wished that the medical staff were hired as government officers.

On the 2<sup>nd</sup> day, we visited several private companies. They showed an interest in the PPP project in principal and some companies expressed positive opinions toward participating in them. Nevertheless, private sectors expressed some criticism toward the government. One of the major impediments was land acquisition. The long term, complex formalities were causing concerns for private investors. Another challenge was that they needed to acquire different types of permission to construct something. Besides these, distribution of interests, risk allocation, exit mechanism also caused concerns in the case of the PPP project.

On the 3<sup>rd</sup> day, we visited the Chamber of Commerce in Surabaya. There we interviewed an owner of a hospital who wished to construct another private hospital. In

his case, he showed skepticism regarding PPP as it took longer in terms of time and a lot of processes for initiating a project compared with general public work. In the afternoon, we visited the public work department of the Sidoarjo Regency to find out about the details of the government office consolidation project. We introduced the possibility of applying “soft PPP” method for the project. Based on this meeting, we agreed to invite officers from Sidoarjo for PPP training and to do site visits in Japan.

On the 4th day, we visited PT SMI and IIGF in Jakarta to report about our meetings in Sidoarjo. In addition, we visited KPPIP-FS to learn about their experiences with rehabilitation and the expansion plan of Medan public hospital. Though it is a brownfield PPP project and situation is quite different, we obtained some fruitful insights from their experiences.

On the 5th day, we visited BAPPENAS, the Ministry of Finance and JICA Indonesia office. In addition we visited Siloan private hospital, which is run by the Lippo group. It runs a BPJS hospital for patients using the national insurance system called “BPJS” next to their private hospital buildings, which focused on the patients that have private medical insurance. This visit also gave us a different perspective of how to manage a hospital using BPJS while maximizing the capacity of private sectors.



< PPP Seminar & Site Visits in Tokyo Japan: December 12<sup>th</sup> to 15<sup>th</sup>, 2017 >

Toyo University conducted a 4 day PPP seminar and site visits in Tokyo, Japan

between 12th and 15th December 2017, based on the request from the Sidoarjo Regency. A total of 18 participants from Indonesia (10 from the Sidoarjo Regency, including the Regent, 8 from the Ministry of Finance, IIGF and PT SMI) participated in the training.

On the 1st day, the project plans and current progress were shared regarding the Krian hospital project and the government office consolidation project. Then lectures on hospital PFI and PPP structuring were held. On the 2nd and 3rd day, participants visited Toshima-ward local government office, Hiratsuka Hospital and Tama Medical Hospital for PPP site visits. At Toshima-ward local government office, the participants showed great interest in the selection process of a construction company and proposal evaluation methods in the PPP projects. It seemed that the participants were surprised at the amount of time and effort required for its preparation. Toshima-ward local government utilized the money that they received from leasing the old city hall site to relocate and acquire a new city hall space.

Hiratsuka Hospital is a private hospital. However, it aims to serve the Hiratsuka residents by putting significant effort in the emergency response services. In addition, it was built as the core facility of a mixed-use development in the area. Its efforts of hiring medical doctors and cooperating with neighboring commercial facilities provided many insights to the participants.

Tama Medical Centre, build through the PFI-BTO method, is the 4th biggest hospital in Japan. All the participants were surprised at the massive size of the hospital. The key issue in this PPP hospital was to improve the management of the hospital and communication between public workers (medical staff) and private workers (co-medical and other related staff). From the explanation by SPC, the participants fully understood that comprehensive hospital management was well organized by SPC under the close cooperation with Tokyo Metropolitan Government by setting up a 24/7 calling center

system for hospital staff, a monthly management monitoring system and committee meetings. It also provided many insights on how to divide risk allocation and how to establish an effective mechanism of penalties and incentives in its contracts.

On the last day, the participants discussed the project structures and way forward for the above 2 projects, based on the findings from the lectures and site visits. Although there are still many issues and challenges ahead, Toyo PPP School believed that this training could have been an eye opener for the main PPP players on how to deliver effective PPP projects in Indonesia.



<The 4<sup>th</sup> Field Visit: February 28<sup>th</sup> to March 8<sup>th</sup>, 2017>

We conducted the 4th field visit to Indonesia from 18th to 24th February, 2018. First we visited the Sidoarjo general hospital which is operational in the east side of the Sidoarjo Regency. It is a class B public hospital. It is recognized as a “green hospital”, which introduces the tradition of East Java and green nature as the hospital concept. It obtained several awards from the Ministry of Health and other institutions as it has developed advanced activities as a public hospital, such as making MOUs with private companies.

In public hospitals in Indonesia, the ratio of revenue from BPJS patients is regulated as 85% as of February 2018. The medical fee in BPJS is rated low, therefore the Sidoarjo general hospital makes MOUs with several private companies to reduce the initial costs



of introducing medical equipment and it introduces Toyota's "Kaizen" program to improve the business conditions. We observed that officers in the Sidoarjo general hospital are proud of their work and activities. These kinds of initiatives could be also introduced in the Kurian hospital project.

In the afternoon, we had discussions with Sidoarjo Public Works Department on the government office consolidation project. In the meeting, the calculation background of construction cost was shared. They also shared the information that the Sidoarjo Regency plans to have a design competition and DB (Design-Build) competitive bidding in the near future. It seemed to be difficult for the Sidoarjo Regency to make one comprehensive PPP project by combining both, the reuse of the former government offices and the construction of new government office under the current laws and regulations. Therefore we recommended that the Sidoarjo Regency promote the utilization of Public Real Estates (PRE) to gain the necessary income for the government office consolidation project. Following this line, we also insisted the importance that the information of all the government offices and land needs to be disclosed to the private sector. So that the Sidoarjo Regency can analyze their proposals from the viewpoints of publicness (benefiting the general public) and profitability.

On the 2nd day, we visited ITS (Institut Teknologi Sepuluh) to find out about the calculation background used in the FS report for the Kurian hospital project. As a result, we felt confident in the construction costs. Regarding management costs, despite of the fact that medical revenue and expenditure is different, based on the class of hospitals from A to D, it is calculated based on the average cost per patient use of medicines, and inpatient and outpatient operations in principal. In Indonesia, the revenue from medicines is the majority of the revenue. The ratio of human resource costs in management costs is about 30~35% in general in Indonesia. However, human

resource costs are normally lower in public hospitals, compared with private hospitals, as they obtain subsidies from the central government for the salaries of doctors and nurses. In the Kurian hospital project, SPC has to cover the cost for the entire human resource costs, including doctors and nurses, the calculations in the FS report cannot be applied.

In the afternoon on the 2nd day, we conducted a PPP seminar for Sidoarjo Members of Parliament (MPs). In the seminar, we explained PPP outlines and hospital PFI experiences in Japan. We also introduced PPP projects of the French Embassy in Tokyo and Toshima-ward government office as examples for the government office consolidation projects. Six MPs who participated in the seminar understood the needs of applying PPP. They also expressed the necessity of publicness in PRE projects.

On the 3rd day, we observed the 3rd Kurian Hospital Project Market Sounding. There were about 20 participants/companies from investors and financial institutions. BAPPEDA (Regional body for planning and development) and SMI which is contracted as a consultant by the Sidoarjo Regency made presentations and had Q&A sessions. Some participants made a request for expanding the contract term up to 15 ~ 20 years, instead of 10 years. Some also asked the question about the demand risk of incoming number of patients and SMI responded that they expected the proposals are prepared including the demand risk. At the end, the upcoming schedules were shared; tender process starts from March 2018 and the successful bidder will be announced by the end of September 2018. Information confidentiality is enhanced when the tender process is initiated. It might be difficult for us to make recommendations on the Kurian hospital project itself. Therefore we would rather focus on policy recommendations for the future PPP projects by following the Kurian hospital project proceedings. In the afternoon of the 3rd day, we conducted another PPP seminar for the Sidoarjo Regency staff. Initially, a presentation was prepared on the PPP regional platform from the side

of Japanese experiences to both participants of the Kurian hospital project market sounding and the Sidoarjo Regency staff. However, after observing the proceeding of the market sounding, it was difficult to conduct such a presentation, therefore we changed the subject and conducted a basic PPP seminar to the Sidoarjo Regency staff only.

On the 4th and 5th day, we had follow up meetings with central government institutions, including the Ministry of Finance, IIGF and SMI. In addition, we visited the Ministry of Home Affairs to find out the AP (Availability Payment) approval scheme. In JICA Indonesia office, we conducted a brief report on the 4th field trip and exchanged ideas for future research.



2) RDAP/ PPP Applicable Study Follow Up in Butuan City, the Philippines:

APPPI visited Butuan City, the Philippines between September 25<sup>th</sup> and 28<sup>th</sup> 2017 to follow up on the PPP projects which were created from RDAP (Regional Development Advisory Program) /PPP Applicability Study in 2011. In the field visit, we visited 3 on-going projects (clean water supply project, eel farming and rice milling along with promotion of rice farming) and Asiga River Hydro Power Project, which was operationalized in early 2018.



The clean water supply project initiated its operation in June 2016. This is the first water PPP project in the Philippines and treated water taken from the river is sold to the Butuan City Water District Company. The biggest benefit from the project was a reduction in complaints from customers regarding water quality, according to the Butuan City Water District Company. In addition, water, which is equivalent to 1 month consumption of Butuan city, could be reserved at the water intake weir as a result of the project. This could promote the sustainable supply of public water in Butuan.

Rice is the main food in the Philippines and the rice consumption per person is beyond 112kg per year. On the other hand, rice imports reached over 1 million tons, which was equivalent to 20% of the total amount of rice consumed. Therefore the improvement of self-efficiency rate of rice and economic improvement of farmers, one-third of which are living under the poverty line, are imperative issues in the Philippines.

Eel farming started in 2015. The project is operated in a part of former shrimp farming sites, which were abandoned due to the spread of diseases. It also aims to establish a local industry, using young eels available in inshore around Mindanao Island. As of September 2017, the processing facility was not yet in operation but SPC was seeking markets for the processed eels in Manila, Taiwan, Japan and elsewhere.

As of September 2017, the construction of Asiga River Hydro Power Generation Plant was still on-going. Once it starts operation, the plant has the capacity to generate 8MW of electricity and will sell the electricity to the regional power distribution company. In Caraga region, an additional 2 hydro power plants, a biomass power plant and a wind power plant are planned, beside the Asiga river hydro power project. Once all the power generation plants are operationalized, the Caraga region will have the capacity of generating 174MW of electricity, which will be about 40% of supply demands in the Caraga region in 2020.

3) RDAP/PPP Applicability Study Follow Up in Cebu Province and Mandaue City, the Philippines:

We visited Cebu Province and Mandaue City on March 12, 2018 to follow up RDAP/PPP Applicability Study, which was conducted in 2015 (Cebu Province) and in 2012 (Mandaue City).

In Cebu Province, we discussed the on-going projects and its challenges with the Governor and several provincial staff. Regarding the transportation issues, a 3<sup>rd</sup> bridge between the airport (Mactan Island) and Cebu Island has been under construction and a 4<sup>th</sup> bridge is also planned to reduce the traffic. Once 4 bridges are constructed, the expansion of the 1<sup>st</sup> bridge is planned. In addition, Cebu Province received the permission from NEDA (The National Economic and Development Authority) to introduce MRT (Mass Rapid Transit) system.

In order to respond to the garbage problem, Cebu Province will make another landfill site as a PPP project. We suggested in creating power generation from the waste along with the PPP project, because Cebu Province has a huge population. The Cebu Governor replied that they will first conduct a solid waste management project then move toward the power generation project.

It became mandatory for local governments in the Philippines to prepare a contingency plan against disasters. We praised the progress and recommended that Cebu, which is located in the center of the country, should accommodate national training and a response center against disasters. As for PPP project planning, local governments receive many USP (Un Solicited Proposals) but officers have difficulties on how to evaluate the proposals without proper standards and the methods to make comparisons. We mentioned that we plan to



conduct training on VFM (Value for Money) for the local government officials in Indonesia and this kind of training could help the officers evaluate received USPs. The officers in Cebu Province showed an interest thus we agreed to coordinate together to conduct VFM training in Cebu in the future as well.

In Mandaue City, we had a meeting with the Planning & City Development Department. This was the first follow up visit since we conducted RDAP/PPP applicability study in 2012. Thus most of the staff, including the City Mayor had been replaced. After introducing ourselves, Mandaue City explained that they have been conducting 11 proposals (on the issues of transportation, garbage, drainage and the proposals for tourism and increasing tax revenue) out of 17, which were proposed in the RDAP report in 2012. We were happy to hear their progress and agreed to continue our communication to share information including training opportunities in the future.

## 2. PPP short-term seminars

### 1) PPP seminar for the Ministry of Finance from South Africa in Otemachi, Japan in May 2017

APPPI conducted a PPP seminar for 8 officials of the Ministry of Finance from South Africa, who visited Japan under a technical cooperation project of JICA. In the seminar, Prof. Tabuchi and Associate Prof. Namba from APPPI explained the checklists for PPP project implementation, including project appraisals, PPP policy and framework, needs assessment and option analysis, while introducing actual examples. The participants raised the issues on the low response from private sectors towards RFI (Request for Information) and how to communicate with private sectors. The professors insisted the importance of setting incentives for private sectors in each project and introduced “the guide for dialogues between the public and private sectors and its selection process” published in 2015, as well as PPP platforms to learn and promote PPP as the

corroborative effort between the public and private sectors in Japan.

The professors also explained about the history of railway networks in Tokyo. In 1950s, the government of Japan took the initiative in setting up core railway lines in Tokyo as a public project. Later private companies established several interconnecting railway lines from the core lines, together with the development of residential areas as well as industrial areas along the railway lines. From this experience, the professors explained the importance of Transit Oriented Development (TOD) and the need for establishing comprehensive development plans at national and regional levels.

In addition, the professors indicated that the cheapest option is not necessarily the best option and the indicators for VFM (Value for Money) involve not only the price issue but also other factors, by describing an example of the administrative building in Shiwa town, Iwate prefecture, where the local government decided to utilize local timbers despite the high costs. In the later part of the seminar, the participants presented the current situation of PPP projects in South Africa; Tembisa development and Gautrain (high speed train) development plans. An active discussion took place based on what they learned from the seminar.



2) PPP seminar for the government officials from Qinghai, China in Otemachi, Japan in July 2017

On 11<sup>th</sup> of July, 2017, APPPI conducted a PPP seminar for 18 local government officials from Qinghai, China, who visited Japan to study about private fund management in public projects. The seminar was organized based on the request from the Japan-China Society. In the seminar, Associate Prof. Namba explained PPP

classifications, PPP implementation processes and systems in Japan. She further clarified “Public Service Type” and “Utilization of Public Assets Type” from PPP classifications through introducing actual case studies. Then Prof. Tabuchi introduced some case studies, such as Shiwa town, the Belgian Embassy in Tokyo and Yotoku Dormitory of Nara Prefecture to explain some other PPP methods. In addition, he described PPP institutional framework in the US, UK and France.

The seminar was about 2 hours only so we didn't have enough time for a Q&A session.

However, APPPI was able to deliver PPP basic principles and the fundamental concept. We hoped this seminar introduced some kinds of concepts for the development of PPP systems and projects in Qinghai, China.



### 3) PPP seminar for the officials from IIGF from Indonesia in Otemachi, Japan in July 2017

On 27<sup>th</sup> of July, 2017, APPPI conducted a PPP seminar for the officers of IIGF (Indonesia Infrastructure Guarantee Fund). In the PPP outline, we explained PPP appraisal, feasibility check list and PPP structuring. We showed the examples of PPP structures in electricity and school construction projects. Japan has only a few examples for water sector PPP. However, we explained possible PPP schemes in the water sector and shared 2 water PPP cases in Japan; comprehensive outsourcing in Sakai City, Fukui Prefecture and DBO (Design Build Operate) case in Aizuwakamatsu City, Fukushima Prefecture. In addition, we shared our policy





recommendation research in Indonesia together with its challenges and referencing examples of PPP case studies.

### 3. Other Activities

#### 1) Attending the UNECE PPP Business Advisory Board Meetings :

APPPI gave a presentation at the UN PPP Forum in May 2017 in Hong Kong on on-going PPP projects which were initiated from RDAP / PPP Applicability Study in 2011 in Butuan, the Philippines. In October 2017, we participated in the UNECE Business Advisory Board Meeting in Geneva. We are continuing to raise our presence in the UN to promote PPP initiatives over the world.

#### 2) Meeting between Dr. Mahathir bin Mohamad and Mr. Yasuko Fukuda, APPPI Honorary Advisors:

On June 5th 2017, Dr. Mahathir, APPPI Honorary Advisor, had a meeting with Dr. Yasuo Fukuda, former Prime Minister of Japan, who inaugurated as an APPPI honorary advisor in succession of Dr. Masajyuro Shiokawa, who was passed away in 2015, under the coordination of Mr. Shinji Fukukawa, Chairman of Toyo University. At the end of the meeting, they signed a new APPPI board as shown in the picture below. APPPI continues working under this new structure.

On the same day, Dr. Mahathir had a discussion with students from the Faculty of Global Innovation as well as the PPP Graduate School of Toyo University. In the discussion, students asked questions regarding various topics, including economic issues, such as Islamic



Finance, the sale of Proton Motors, ethnic and cultural issues, political and international issues, such as corruption, inequality, capacity of national leaders, and international cooperation toward conflict resolution. Dr. Mahathir replied to each question sincerely and honestly based on his experiences and knowledge.

For example, on the question regarding the capacity of a national leader, Dr. Mahathir explained the importance of learning various elements, especially on economy and finance as a leader and also mentioned that the leaders should listen sincerely to the voices of experts.

### 3) PPP Applicability Site Visits to Cambodia and Nepal:

Between 3<sup>rd</sup> and 7<sup>th</sup> of November, 2017, APPPI visited Cambodia to conduct a PPP applicability study there. In Phnom Penh, we received the information about the plan of a toll road construction between Phnom Penh and Bavet from the Embassy of Japan, then we visited bridges which were constructed with the support from the Japanese government. In Siem Reap, we visited Angkor monuments and conducted a PPP applicability study on installing ropeways under the PPP scheme to improve the movement and comfort of travelers as well as to secure the funding for the world heritage conservation.

Between 14<sup>th</sup> and 18<sup>th</sup> of March, 2018, we visited Nepal to have meetings on the possibility of hydro power PPP projects. Firstly, we visited Upper Trishiuli 3A hydro power project team. This is a project financed by a Chinese Bank in 2010 and it aims to produce 60 MW of electricity. Secondly, we visited the Nepal Electricity Authority (NEA) to find out about the current electricity situation and future plans in Nepal. According to NEA, Nepal imports 50% of its electricity from India in the dry season and the government plans to invest to generate power up to 10,000 MW in 10 years. The biggest issue is land acquisition but they highly welcome foreign investments from the electricity sector.

On the 2<sup>nd</sup> day, we visited NMB Bank, the biggest private bank in Nepal. NMB bank has a

hydro power department with technical specialists to promote hydro power investment. The bank itself is highly motivated to encourage foreign investment in Nepal. In the afternoon, we visited the Department of Electricity Development (DOED). The DOED offers “one stop” service on electricity investment for foreign investors. According to the DOED, multiple power generation plants are planned but many projects face the lack of funds, technical issues and/or challenges in land acquisition. Lastly, we visited JICA Nepal office. JICA supports middle scale hydro power generation plants (capacity of 100~300MW) for the sustainable distribution of electricity without blackouts throughout the year. Currently they support 3 projects; the Kulekhani projects (I and II) and the Kaligandaki “A” project. In addition, JICA supported to develop a Nationwide Master Plan on storage type hydro power generation in 2014. They wish to support PPP schemes in hydro power generation projects.

4) PPP Applicability Study on Agriculture in Indonesia:

Between 24<sup>th</sup> and 28<sup>th</sup> of February 2018, we visited 10 institutions/ individuals for a PPP applicability study on agriculture in Indonesia. In Indonesia, the concentration of people / services to the capital, Jakarta is very large. Despite of the massive land area in Indonesia, 70% of its population lives in Java Island and the economic gap between Java Island and the rest of the country has been increasing. In addition, there are 34 cabinet ministers in Indonesia and it seems that the coordination among different ministries is quite difficult. For instance, STA (Sub Terminal Agribisnis) initiative under the Ministry of Agriculture is independently operated and doesn't cooperate with the Ministry of Transport nor Trade. Since 2014, the current government focuses on agriculture development and doubled the budget to the Ministry of Agriculture. It is supposing to maximize the government support by providing subsidies and machineries using government funds, rather than considering the cooperation with private sectors. Most of the farmers are small scale farmers owing less than 1 ha of

land and they depend on government support excessively. When a big natural disaster occurs, they rather wait for the support from the government, thus the priority of being insured under agricultural insurance schemes is low among small scale farmers. Therefore the cooperation with local banks, seeding and fertilizer companies is rather important for the popularization of agricultural insurance schemes. Agriculture has a potential to promote the economic development in rural areas and minimize the growing economic gaps. However, it could be difficult for the Ministry of Agriculture to promote PPP schemes in agriculture in Indonesia as of now. As the Ministry of Trade and the Meteorological Agency (BMKG) were rather positive in PPP, we will continue conducting research in the future.

5) Workshops for APPPI Members and Open Seminars:

We conducted 2 workshops for APPPI members in May and October 2017 and 2 open seminars in July 2017 and January 2018. The 1<sup>st</sup> open seminar was on the economic trend in Asian countries and the feedback from the 23<sup>rd</sup> International Conference on the Future of Asia. The 2<sup>nd</sup> open seminar was held as a part of Toyo PPP school open lectures. In the seminar, Prof. Tabuchi explained his observations on the “one belt one road” initiative of China through their increasing presence in the UNECE PPP Advisory Board Meeting. We also introduced the APPPI outline and our research activities in Indonesia. We will continue conducting these seminars with hot topics in PPP in Asia.

### III. APPPI Activity Plan in 2018 and onward

The table below shows activity plans from April 2018 to March 2019.

Date	APPPI Research/Study	APPPI Activity
May 2017	- JICA Policy Recommendation Research in Indonesia	- the UNECE Business Advisory Board Meeting in Geneva
June		- APPPI Open Seminar
July		- Workshop for APPPI Members
August	- JICA Policy Recommendation Research in Indonesia	- PPP seminar for the local government officials in Indonesia
September	- PPP Applicability Study field visit to China	- PPP seminar for the government officials in Cebu, the Philippines
October	- PPP Applicability Study in Waste Water Sector	- International PPP Forum
November		- the UNECE Business Advisory Board Meeting in Geneva
January 2018		- APPPI Open Seminar
February	- JICA Policy Recommendation Research in Indonesia	- Workshop for APPPI Members
March	- Final report for JICA Policy Recommendation Research in Indonesia	- Development of Annual Report

## Appendix 1: Major Activities from September 2011 to March 2018

Date	APPPI Activity
<b>2011</b>	
September	RDAP/PPP Applicability Study in Butuan City, the Philippines
November	<ul style="list-style-type: none"> <li>- Establishment of APPPI</li> <li>- Dr. Mahathir and Chancellor Shiokawa inaugurated as APPPI honorable advisors</li> </ul>
<b>2012</b>	
January	PPP seminar held in International Islamic University Malaysia (IIUM) and Karjasama Awam Swasta (UKAS) in Malaysia
February	Prof. Tabuchi named Vice Chair of the Executive Board to UN PPP Team of Specialists
March	PPP seminar held in Butuan, the Philippines
August	RDAP/PPP Applicability Study in the Republic of Kyrgyz
September	RDAP/PPP Applicability Study in Mandaue City, the Philippines
November	APPPI First Anniversary Event held
<b>2013</b>	
February	PPP seminar held in Manila, the Philippines
April	PPP research conducted for rehabilitation of Palais des Nation (PdN)
September	PPP seminars held in the MPI and NUCE in Hanoi, Vietnam
November	PPP seminars held in Bangdong and Surabaya, Indonesia
<b>2014</b>	
February	TOYO PPP held International Academic Competition for TOUHOKU recovery
May	<ul style="list-style-type: none"> <li>- Presentation at 1st Asia Pacific Conference on PPP at Incheon in Korea</li> <li>- Presentation of Report for rehabilitation of PdN at UN in Geneva</li> </ul>
September	PPP seminar held in Japan for government officials from Republic of Kyrgyz
<b>2015</b>	
February	RDAP/PPP Applicability Study in Province of Cebu, the Philippines

March	PPP seminar held in Hanoi, Vietnam (MPI and NUCE)
August	RDAP/PPP Applicability Study in Surigao del Norte, the Philippines
<b>2016</b>	
February	- RDAP/PPP Applicability Study in State of Kedah, Malaysia - PPP seminar held in Ho Chi Minh, Vietnam
April	Contracted with JICA on Policy Proposal Research Program in Indonesia (2016 – 2019)
May	PPP seminar held for the officials of the Ministry of Finance, South Africa
June	RDAP/PPP Applicability Study findings reported to State of Kedah officials at the 34 <sup>th</sup> JAMECA-MAJECA Joint Conference
August	- Follow up visit of RDAP/PPP Applicability Study in Butuan, the Philippines - The 1 <sup>st</sup> field visit to Indonesia (Surabaya and Sidoarjo) on JICA Policy Proposal Research Program
<b>2017</b>	
February	PPP seminar held in Pretoria and Cape Town, South Africa
March	- RDAP/PPP Applicability Study in Iriga City, the Philippines - The 2 <sup>nd</sup> field visit to Indonesia (Sidoarjo and Flores) on JICA Policy Proposal Research Program
June	- Meeting between Dr. Mahathir bin Mohamad and Mr. Yasuko Fukuda, APPPI Honorary Advisors
September	- The 3 <sup>rd</sup> field visit to Indonesia on JICA Policy Proposal Research Program - Follow up visit of RDAP/PPP Applicability Study in Butuan, the Philippines
December	- PPP training and site visits for the government officials from Indonesia in Japan
<b>2018</b>	
February	- The 4 <sup>th</sup> field visit to Indonesia on JICA Policy Proposal Research Program
March	- Follow up visit of RDAP/PPP Applicability Study in Cebu province and Mandaue city, the Philippines

## Appendix 2: APPPI's Network

