Journal of Positive School Psychology http://journalppw.com
2022, Vol. 6, No. 8, 1540-1548

Strategy Public Private Partnership In Pltp Patuha Unit 2 Project

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Abstract
This research is based on a problem related to the weakness in the provision of public service infrastructure in the Patuha 2 PLTP Project in Bandung Regency that, in its implementation, has not been running effectively in terms of coordination . So the purpose of this study is to determine the implementation of Public Private Partnership (PPP) and Public Sector Coordination in the Patuha 2 PLTP Bandung Regency Project to run effectively. This research uses a qualitative approach with a case study method, and the data is analyzed using the interactive model of Miles and Huberman . The results show that the implementation of Public Private Partnership (PPP) and Public Sector Coordination has not been running effectively, so a Public Private Partnership and Public Sector Coordination strategy is needed in the PLTP Patuha Unit 2 Bandung Regency Project that can run effectively if optimally by adding dimensions as a measuring tool for the basis of SWOT analysis are 1) corporate planning; 2) Cost Alternative; 3) Network Government; 4) Communications.

Keywords : Public Private Partnership, Public Sector Coordination, Patuha PLTP Project 2 .

A. INTRODUCTION

In the era of globalization, the government's commitment to responding to community demands is in the form of infrastructure development, namely facilities and infrastructure that serve the needs of the community (Djajuli, 2018). Infrastructure is very important to encourage economic expansion and achieve optimal development. The accessibility and availability of infrastructure will have an impact on the efficiency, sustainability, and accuracy of production and distribution operations (Rifai, 2016). Therefore, this is significant and supports the level of the economy, requiring the government to provide all types of basic infrastructure and service facilities for the welfare of the community (Siswanta & Haryanto, 2017).

Public infrastructure development is often supplied and built by the government, while semi-private and private infrastructure are usually developed by State-Owned Enterprises (BUMN) and Regional-Owned Enterprises (BUMD), but can also be developed by the private sector or cooperative business entities (Maramis, 2018). However, in the government's efforts to fulfill infrastructure and also as a public service provider, it is not enough to rely solely on its expertise; have limited resources, both from the government budget and their own resources (Hutagalung & Hermawan, 2018). On the other hand, there are demands from the community for excellent public services; implementation is transparent, with a speedy process and fair costs; and this need continues to emerge periodically (Rukayat, 2017).

In the past, the public service model gave a bigger role to the government which was the sole supplier (Fatmawati, 2011). In order to build and develop facilities and infrastructure as a tangible form of government to answer the needs of the community, the government must synergize the need to collaborate with other parties, including the private sector and the community (Fauzela, 2007). Sutiyoso, & Putra, 2019). To overcome this, a Public Private Partnership model was created, where the government can develop infrastructure and provide community services through a cooperative pattern, with the aim of meeting the basic needs of the community (Ayu et al, 2021).

Public Private Partnerships (PPPs) as a stimulus mechanism contribute to more effective procurement and offer a new source of investment that has been widely adopted across the country, especially in industrialized

countries. In this case, as a contractual partnership that can specify in detail the duties and obligations of each partner in the framework of infrastructure development as described in the contract (Akintoye, Beck, and Mohan, 2016). In the cooperation contract, the form of the agreement framework and all obligations that must be fulfilled by each party are clearly and completely explained. Therefore, the government must be able to think more creatively to find answers to the challenges that may develop in carrying out its responsibilities (Bisthomi, Saptono, & Suharto, 2016).

The government and the private sector at a certain point have different characteristics, qualities, and interests in the implementation of a Public Private Partnership (PPP). This difference presents many challenges that cause many cases in the implementation of Public Private Partnership (PPP) to be ineffective (Rifai, 2016). This condition raises the question of whether certain problems can be solved more effectively and efficiently by the government and the private sector together than if they were solved by the government and the private sector individually (Kouwenhaven in Kooiman, 1993). In this scenario, government competence is an important aspect in implementing an effective Public Private Partnership (PPP). The government should improve its capabilities, which include the ability to identify projects to be financed by Public Private Partnerships (PPPs) (e.g. high social value projects), define service characteristics, agree on imbalances, work with contract details, and invest in contracts. As a result, the more the government's capacity to understand the features and funding of the Public Private Partnership (PPP), the more effective the joint initiatives it manages (Maramis, 2018).

The establishment of a Public Private Partnership (PPP) will result in a decrease or decrease in government ownership activity in a particular service or industry caused by the involvement of the private sector in the provision of services or infrastructure (Putra, 2018). In this situation, the private sector is required to supervise and will be compensated for carrying out responsibilities such as finance, development and asset management, when there is a transfer of duties from the public sector to private companies (private companies). As a result, the risks associated with carrying out the functions must be borne by the private sector (Akintoye, Beck, and Mohan, 2016).

The scheme for implementing the Public Private Partnership between the government and the private sector can be seen from the phenomenon of infrastructure development cooperation, one of which is the electricity infrastructure supply project for PLTP Patuha 2 in Bandung Regency. The Ministry of National Development Planning or the National Development Planning Agency (BAPPENAS) has explained the types of infrastructure that can be collaborated with the PPP/KPS scheme in the Public Private Partnership (PPP) pocket book or Public Private Partnership (KPS) in the implementation of public infrastructure provision. Electricity infrastructure is one of them. (BAPPENAS, 2019).

The Patuha 2 PLTP project is included in the implementation program of the Government's Infrastructure policy to accelerate the development of Power Plants to meet the needs of electricity resources for the wider community, using Renewable Energy. PT. PLN as the provider of Electrical Infrastructure Development (PIK), in practice can organize PIK in accordance with the provisions of Article 4 paragraph (2) of Presidential Regulation No. 4 of 2016 through 2 methods, namely self-management and cooperation in electricity supply. In the Patuha 2 PLTP construction project, PT. PLN uses the cooperative method of providing electricity by cooperating with PT. Geo Dipa Energi as a Power Plant Developer (GDE, 2021). PT. Geo Dipa Energi even though it has the status as a BUMN, but in the context of cooperation between the government (public) and business entities (private), is considered a partner for the government.

In the case of the Patuha 2 PLTP development, where coordination between the government and the private sector is known to be not going well, it is necessary to first know how the strategy and model of the Public Private Partnership (PPP) is actually being implemented. To find out the implementation of this PPP strategy, it can be known by using the benchmark characteristics of PPP implementation in general proposed by Grimsey and Lewis (2004) including: 1) Participants, 2). Relationships, 3). Resourcing, 4). Sharing, and 5). Continuity Therefore, it is

necessary to take several important elements that can be used as benchmarks to explain how a policy for implementing a Public Private Partnership (PPP) is held, so that it can be used as a guide to explain how to implement a Public Private Partnership (PPP) in the Patuha 2 PLTP project. .

Researchers are interested in conducting additional research that focuses on the existence of a problem related to the Implementation of Private Government because it has been explained in detail about the construction and development of infrastructure, especially the construction of the Patuha 2 PLTP in Bandung Regency which uses the Public Private Partnership Scheme (KPS) facility. This has piqued the interest of researchers because it has described in detail about the construction and development of infrastructure, especially the construction of the Patuha 2 PLTP in Bandung Regency which uses public facilities, where the project is included in the acceleration program for Electricity Infrastructure Development (PIK), especially in the interests of electricity in West Java.

B. METHOD

Qualitative techniques are applied in the research methodology. The aim is to present and thoroughly review the Public Private Partnership PPP scenario in supporting good cooperation between parties participating in the Patuha 2 PLTP Project in Bandung Regency. Qualitative approach refers to the characteristics of the quality, value, or significance of facts or phenomena. Only linguistics, language, or words can convey and explain these attributes, values, or meanings. According to Creswell (2016), qualitative research is a kind of exploratory study that recognizes and understands the meaning of various individuals or groups of people arising from social problems.

In terms of nature, this research is descriptive. Descriptive analysis approach is used to provide a summary of the phenomena that occurred before being explored further. A descriptive approach is an approach that uses data or samples obtained as they are to describe or explain the purpose of the investigation, without requiring general analysis and conclusions (Sugiyono, 2019). Therefore, based on the descriptive data obtained, this study attempts to conduct a qualitative analysis, including describing and explaining the Public Private Partnership (PPP) strategy and public sector cooperation in the development of the Patuha 2 PLTP project.

C. RESULTS AND DISCUSSION

Factors that caused the Public Private Partnership (PPP) strategy and Public Sector Coordination in the Patuha 2 PLTP Project in Bandung Regency to have not been effective

Historically, the Public Private Partnership (PPP) between PT. Geo Dipa Energi (GDE) and PT. PLN Persero in the development and management of PLTP Patuha 2 only started in 2009, since PT. GDE is fully independent as an SOE. Cooperation between PT. PLN and PT. GDE can simply be explained that PT. PLN builds PT. GDE and push to become a geothermal SOE. The purpose of establishing PT. GDE is to manage geothermal energy so that it becomes electrical energy for use by PT. PLN. In this position, PT. GDE is one of the suppliers of electrical energy for PT. PLN which is the single buyer for PT. GDE.

Cooperation that is carried out without negotiation, there is only an alignment around Kwh and electricity prices or tariffs and a clear contract that must exist in a collaboration. Contracts within the framework of the Public Private Partnership (PPP) are made within the framework of risk management (Grimsey & Lewis, 2004). The type of contract between PLN and GDE is a whole-life cycle contract. Within the framework of PPP cooperation, the commitment created becomes an indicator for risk management. Then PTPN VIII as the owner of the area should be involved in this project, currently there are negotiations but only input related to the area, namely commitments related to the exploration area and its impacts.

The implementation of the Patuha 2 project involves the cooperation of several sectors including the private sector and the public sector. This shows that, in this Patuha 2 development project, PT. Geo Dipa Energi as the builder of this project is not only PT. Geodipa is only in the implementation of its construction, but also in collaboration with other parties such as the private sector or other private companies to become joint contractors in this project as well as institutions in the community area. In the implementation of this

cooperation or mechanism for implementing the Public Private Partnership (PPP), there is a negotiation process through which there is a commitment.

The framework of Public Private Partnership (PPP) cooperation in new and renewable energy development projects has begun to develop in the last 10 years. One of the important resources to be shared between each party is resources in the form of technology. The world is currently competing to develop effective technologies in managing and developing new and renewable energy resources. In the cooperation between PLN and GDE, technology sharing occurs, this shows that this collaboration is not only aimed at creating good public services, but also producing effective new and renewable energy development technologies according to conditions in Indonesia. The use of green technology in the development of Patuha 2 implemented by GDE and PLN is not only limited to knowledge sharing, but also includes the use of tools, drilling techniques, geothermal processing techniques into electrical energy, and waste treatment techniques. In addition, PLN, through the EDP division, develops the capacity of its human resources to be able to develop new and sustainable renewable energy.

In the GDE position, the work carried out for private purposes is the work of producing electricity from geothermal energy, which is then sold to PLN as a single buyer. From the transaction with PLN, GDE is expected to gain profit as a form of GDE's responsibility to investors, PTPN VII only prepares the exploration area because it feels incompetent in terms of technical exploration so it does not provide the skills and knowledge possessed, although in this case PTPN VII wants to participate in support the National Electricity program.

PT. Geo Dipa Energi explained that, indeed, the basis of this collaboration is to provide support or support from each partner. Therefore, there is a difference between the resources provided by contractors/private companies and the community. PT. Geo Dipa Energi explained enough to provide clarity in the development of human resources, especially the local workforce. This means that PT. Geodipa itself seeks to provide feedback to communities in areas affected by the Patuha 2 project. In this case, PT Geodipa focuses more on providing reinforcement for local workers to have skills . This provides certainty related to the implementation of the Public Private Partnership (PPP) for concerns regarding support for local/community workers to both have good feedback with agreements with financiers and it is clear that there is a need for commitment to public service goals and private.

The contractual relationship in the Public Private Partnership (PPP) between PLN and PT. Geo Dipa Energi shows that this collaboration has legal consequences that bind both parties. The fulfillment of common interests is the initial condition of Public Private Partnership (PPP) cooperation. The private sector and the government basically have different interest orientations, therefore PPP cooperation must find a common ground where the interests of the government and the private sector can meet and fulfill each other. In the case of PLN and PT. Geo Dipa Energi the meeting point of interest lies in a joint commitment that is carried out in an integrated manner.

PTPN VIII does not have responsibilities related to operations, but regarding results, PTPN VIII will get revenue of 2.8 billion per year. PTPN VIII supports the national electricity program. PTPN VIII is more concerned with the symbiotic-mutualism relationship in this collaboration. The clarity of the division of responsibility and risk for the results, PTPN VIII explained that it was in accordance with the initial commitment that provided reinforcement that there was a need for information disclosure and inclusiveness as well as complaint handling services that would provide clarity about responsibilities to work partners, as well as the surrounding community. PTPN VIII affirms that the relationship is contractual in nature in relation to the implementation of the Public Private Partnership (PPP), especially convincing the interests of the public/community. The output of Public Private Partnership (PPP) cooperation is the availability of good public services, not only cooperation contracts that must be complied with, but all regulations related to the provision of these public services.

The coordination and directive relationship as stated by PLN is not entirely directly related to the PPP cooperation for the development of Patuha 2. Government agencies that have direct relations with Patuha 2 are the Ministry of Energy and Mineral Resources and the Ministry of Finance. PLN shows that when

it comes to the cooperation contract for the development of Patuha 2, there is no relationship between the central and regional PLN. PLN asserts that, in the Patuha 2 project, PLN only has a contractual relationship with PT. Geo Dipa Energi GDE and has a coordinating relationship with the Ministry of Energy and Mineral Resources and the Ministry of Finance. PTPN VIII has a good relationship with other institutions in the PT Geo dipa Project, PTPN VIII actively establishes personal communication related to non-technical activities outside the PT. Geo Dipa Energy. PTPN VIII's relationship with other institutions is only a procedural relationship, while the relationship that is in partnership with the village government has a good relationship in the Patuha 2 PLTP Project.

The coordination strategy, especially how the movement of each implementation, and basically there is no clarity related to well-written documentary evidence, PT Geodipa accommodates every proposal from each partner in the process of developing the Patuha 2 PLTP project, which involves the parties involved. advisory and negotiation. Where is PT. Geodipa as the controlling holder has the attitude to ask for input and permits. The importance of coordination with relevant government agencies for PPP projects that are long-term and sustainable. PLN shows that the EDP Division consists of human resources who have the capability to handle electricity supply projects using new and renewable energy. The EBT Division is a relatively new division within the PLN organization. This division was formed to address the need to develop new sources of electrical energy for PLN using new and renewable energy. The board of directors' regulations regarding the formation of this division were only issued in 2020. PT. Geodipa emphasizes in this regard to always strive in accordance with ADB policies. This argument certainly represents the existence of an assessment from ADB with the commitment described in accordance with ADB's policies and may indeed be related to the principle of Public Private Partnership (PPP).

Strategy for the Public Private Partnership (PPP) and Public Sector Coordination in the Patuha 2 PLTP Project in Bandung Regency to run effectively

According to the results of the study, the cooperation between the private sector and the government in overseeing the construction of the PLTP 2 project is not effective. Based on a study of various variables that contribute to the ineffectiveness of private and government cooperation, the author will conduct a strategy analysis so that private and government cooperation related to PLTP Patuha 2 can run efficiently. Strategy analysis will be evaluated using a SWOT approach.

By using SWOT analysis, the ineffectiveness of Public Private Partnership and Public Sector Coordination in the Patuha Unit 2 PLTP Project in Bandung Regency is analyzed so that its strengths and weaknesses can be identified.

In order to improve the effectiveness of Public Private Partnership and Public Sector Coordination in the Patuha Unit 2 PLTP Project, Bandung Regency, an analysis of external variables was also carried out in addition to the analysis of internal factors. Identify elements of strengths, vulnerabilities, opportunities, and threats/challenges obtained from the results of the qualitative research strategy carried out.

Alternative strategies are determined based on a combination of internal strengths, the ability to seize opportunities, and the ability to overcome external threats or problems. In the model matching step of the complete strategy formulation framework, internal and external components can be combined to generate space. External opportunities and threats, as well as internal strengths and weaknesses, can be combined to create viable alternative solutions for each of the analyzed (feasible) prospects.

In addition, the preparation of the EFI and EFE (Internal Factor Evaluation and External Factor Evaluation) matrices was continued with the calculation of the internal and external strategy quadrants. Develop a position map of Public Private Partnership and Public Sector Coordination in the Patuha Unit 2 PLTP Project, Bandung Regency, then develop alternative strategies by combining groups of internal factors (Strengths and Weaknesses) with groups of external factors (Opportunities and Threats). This analysis is based on a logical framework that can optimize strengths and probabilities. Then reduce the weaknesses (Weaknesses) and threats (threats) simultaneously. The projected results will be able to balance internal and external factors as outlined in the SWOT matrix to determine the optimal approach.

Table 1. EFI and EFE Analisis Analysis Matrix

		DESCRIPTION	Weight (B)	Rating (R)	B x R	Assumption
I		**INTERNAL ENVIRONMENT ANALYSIS**				
	A.	STRENGTH				
	-	Company Vision and Mission	0.25	4	1.00	
	-	Company goals and strategies	0.23	4	0.90	
	-	Framework	0.18	2	0.35	
	-	Business fields	0.18	2	0.35	
	-	Investation	0.18	2	0.35	
		TOTAL IA	**1.00**		**2.95**	
	B.	WEAKNESS				
	-	HR	0.15	4	0.0	
	-	The community-based approach is still weak	0.13	3	0.39	
	-	The company's communication strategy is still lacking	0.13	3	0.39	
	-	Policy resistance	0.12	2	0.24	
	-	Company commitment to society	0.12	2	0.24	
	-	Weak corporate responsibility aspects (law, social economy)	0.10	2	0.20	
	-	The involvement of local figures is still minimal	0.10	2	0.20	
	-	The absence of an informal company information forum	0.08	1	0.08	
	-	Community social engineering assistance does not yet exist	0.08	1	0.08	
		TOTAL IB	**1.00**		**2.41**	
II		**EXTERNAL ENVIRONMENT ANALYSIS**				
	A.	OPPORTUNITY				
	-	Involvement of External Agencies (PTPN, ADB, PEMDA)	0.23	4	0.92	
	-	Providing benefits for the surrounding community	0.21	3	0.63	
	-	Available alternative resources	0.15	2	0.30	
	-	Potential development	0.15	2	0.30	
	-	Become a national icon for affected areas	0.15	2	0.30	
	-	Creating collaboration in handling CSR	0.11	1	0.11	
		TOTAL II A	**1.00**		**2.56**	
	B.	THREAT				
	-	PTPN does not have the authority to issue permits	0.15	4	0.61	
	-	The community does not support the said policy	0.13	3	0.39	
	-	Become a competitor of existing SOEs	0.12	3	0.36	
	-	EIA	0.12	3	0.36	
	-	Duplication of activity programs between PLN and PT GEO DIPA	0.11	2	0.22	
	-	Price competitiveness of electricity fulfillment	0.11	2	0.22	

	-	Reduced land owned by PTPN, in terms of use of forest areas	0.10	2	0.20	
	-	Disparities in the development of the city district area	0.08	1	0.08	
	-	Social change	0.07	1	0.07	
AMOUNT			**1.00**	**-**	**2.51**	

Source: Results of Focus Group Discussion, qualitative research, 2022 processed.

The EFI and EFE Analysis Results Matrix, based on Table 1, provides strengths and weaknesses (as the X-axis in the strategy quadrant), in particular, Strengths (S) - Weaknesses (W) = 2.95 - 2.41 = 0.54. While the difference between the components of opportunities and threats (represented by the Y axis in the strategy quadrant) is 2.56 - 2.51 = 0.05. As a result, the strategic quadrant point (X,Y) has a value of (0.54, 0.05), indicating a position map that supports an aggressive approach to the successful performance of the PLTP Unit 2 Patuha Project in Bandung Regency. In addition to internal factors in the form of strengths possessed by the Patuha Unit 2 PLTP Bandung Regency, it can be said that external factors of the Patuha Unit 2 PLTP Bandung Regency Project have considerable opportunities, but we must be aware that external threats also play a large role.

Then as illustrated in Figure 1 , the Patuha Unit 2 PLTP project strategy map of Bandung Regency is explained as follows:

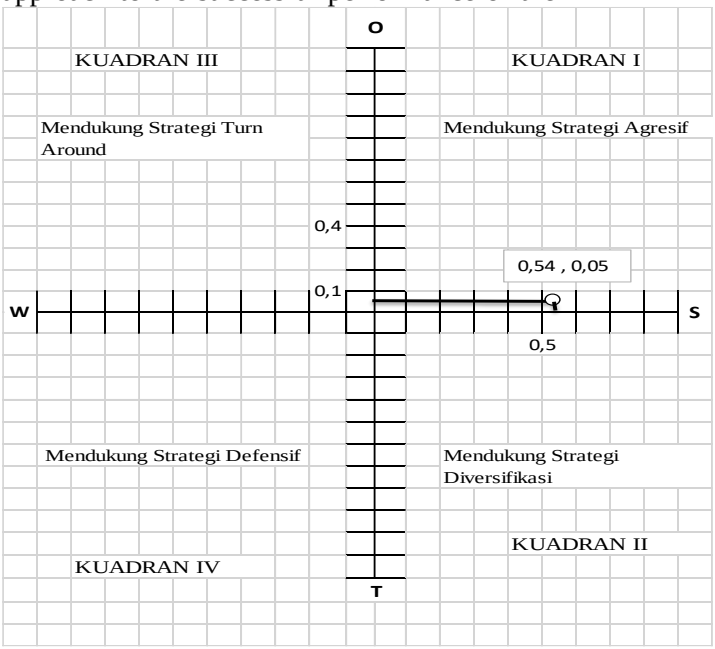

Figure 1 Map of the Strategic Position of the Public Private Partnership and Public Sector Coordination in the Patuha Unit 2 PLTP Project, Bandung Regency

In general, the author believes that the Bandung Regency Government's plan is based on the facts and previous descriptions so that the Public Private Partnership and Public Sector Coordination in the Patuha Unit 2 PLTP Bandung Regency Project run effectively are as follows:

1. Planning Coorporate , namely the development planning system for the Patuha Unit 2 PLTP Project, Bandung Regency by building a Public Private Partnership . Involving the Regent of Bandung and all team members in the Patuha Unit 2 PLTP Project, Bandung Regency, all decisions related to planning documents are made carefully and in depth, and a Memorandum of Understanding (MoU) is made and signed by the Regent and all team members and includes strengthening the vision the company's mission should involve more outside agencies. In ensuring the implementation of the Company's strategy, it should also pay attention to the benefits for the surrounding community. Involving the

community from the time of development to the recruitment of local workers. Socialization is an important step in anticipating resistance. Win the hearts of the people with a commitment. In making the Patuha 2 PLTP an icon, community leaders must be included.

2. Cost Alternative as a strengthening of business capital and opening a breakthrough in expanding opportunities in addition to having selected investors who will cooperate. Include information in the framework that the presence of PLTP as an alternative energy source.
3. Network Government . The togetherness of the government, the private sector and the community shows the support and utilization of important resources in nation building and the implementation of public services. It is necessary to develop the business sector, making the company an icon is an investment, distributing CSR for the benefit of the local community. Utilization of CSR as social engineering.
4. Communications . We must have high dedication and consistency to make the Patuha PLTP Project a success in Bandung Regency in order to understand the concept well. HR can be supported by asking for help from those with a proven track record of success

D. CONCLUSION

The implementation of Public Private Partnership (PPP) and Public Sector Coordination in the Patuha 2 PLTP Project in Bandung Regency has not been successful due to poor coordination between the public and private sectors. Private Government Owned (KPS) is held. Public Private Partnerships (PPPs) can be considered from the perspective of organizations and organizational frameworks. From this perspective, governance and network theory can offer a foundation for the study of PPP phenomena. Consideration should be given to the construction and dynamic process of implementing public-private partnerships (PPPs). Some of the tactics that can be used in the Patuha 2 Bandung Regency PLTP Project to get a successful outcome: 1). Planning Company. All planning papers are carefully and in depth with the participation of senior management; 2) Alternative Costs. In addition to having investors who will welcome them, to increase the company's capital and provide breakthrough prospects; Government Network (3). The collaboration between the government, the private sector, and the community shows the existence of support and resources that are important for the implementation of public services; 4) Communication. in order to fully and accurately understand the concept of the Patuha Unit 2 PLTP Project, Bandung Regency and have a high commitment and consistency to the success of the program implemented.

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