



AGENDA

MANAJEMEN STRATEGIS SEKTOR PUBLIK

Potensi *Public Private Partnership* dalam
Penyediaan Aset dan Pelayanan Publik

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Widyaiswara Ahli Utama
BPSDMD SUMSEL

PPP



Deskripsi Singkat

Mata pelatihan ini membekali Peserta dengan pemahaman tentang public private partnership.

Hasil Belajar

Setelah mengikuti pembelajaran mata pelatihan ini,
Peserta mampu menjelaskan konsep dan mempraktikkan public private partnership strategis.

Indikator Hasil Belajar

Setelah mengikuti pembelajaran ini Peserta dapat:
(1) memahami konsep public private partnership;
(2) mampu menganalisis peluang dan risiko public private partnership; dan
(3) mampu mengembangkan program public private partnership.

Pokok Bahasan

Public Private Partnership (PPP)

01

KONSEP PUBLIC
PRIVATE PARTNERSHIP

02

TEKNIK ANALISIS PUBLIC
PRIVATE PARTNERSHIP

03

PROGRAM PUBLIC
PRIVATE PARTNERSHIP

Public Private Partnerships

"A **long-term** contract between a private party and a government entity, for providing a public asset or service, in which the private party bears significant risk and management responsibility, and remuneration is linked to performance"
(The PPP Knowledge Lab - ADB, EBRD, IaDB, IsDB, & The World Bank Group)



Karakteristik PPP



*Salah Satu Metode
Pengadaan*



*Kolaborasi
Pemerintah -Swasta*



*Kontrak Jangka
Panjang*



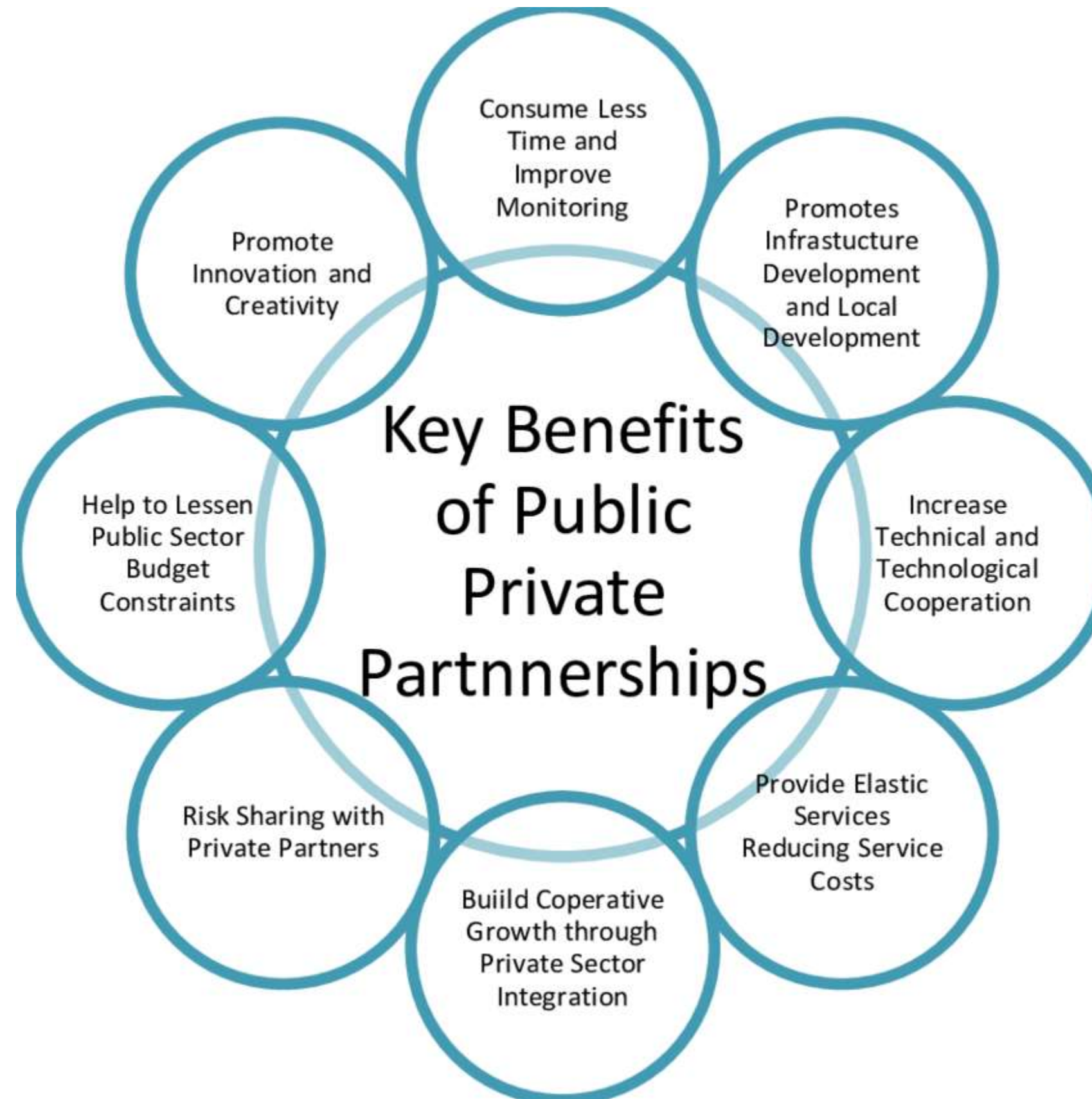
Investasi



Alokasi Risiko



Bukan Privatisasi





<https://theinvestorsbook.com/public-private-partnership-ppp.html>

Service-Oriented: The PPP approach deals with the facilitation of long-term public services. It includes roads for transportation, dams for electricity and water supply and street lights for lighting.

Whole Life Costing: In the PPP model, the project's total cost is computed at once for its entire life span. Thus, taking into consideration the initial capital expenditure, repair and maintenance expenses, modification expense and the eventual disposition cost

Innovation: With the involvement of the private firms, the PPP approach also initiates the implications of creativity and new technology to the infrastructure projects.

Participants: The two parties involved in the public-private alliance are; the government and the respective private company.

Risk Allocation: Infrastructure projects involve high risk; thus, PPP helps the government to transfer this risk to private firms.

Long-term Relationship: These projects are usually for years; therefore, the government authority and the private entity remains associated for an extended period.

Resource Sharing: The capital, financial, design and other resources required, are shared between the government and the firm for successful project accomplished.

MANFAAT PPP



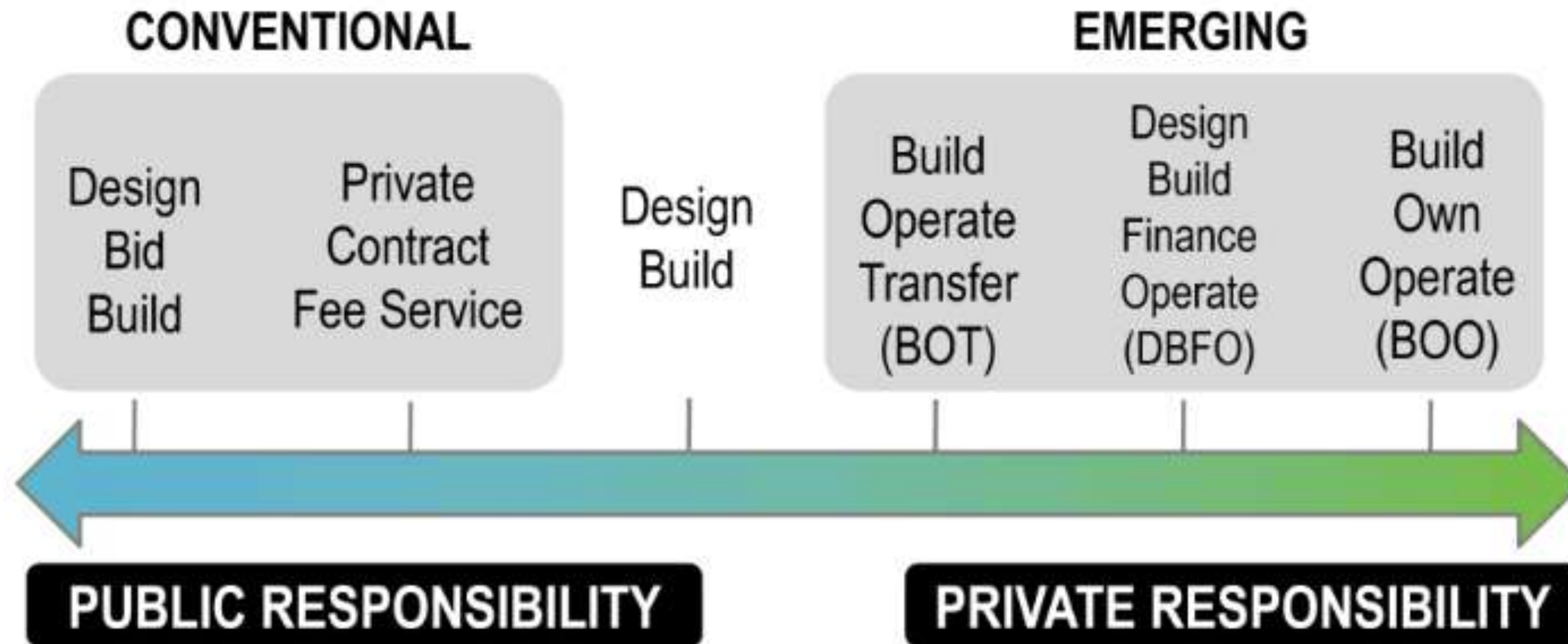
**Aspek
Kerjasama**



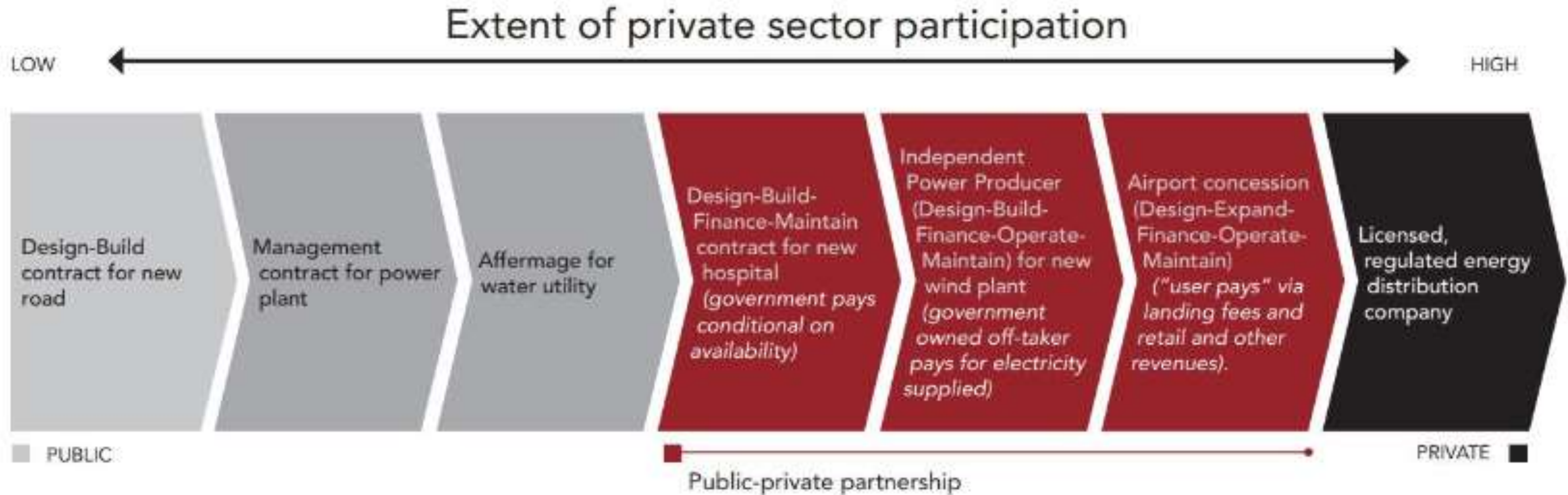
**Design (D)
Build (B)
Finance (F)
Operation (O)
Maintenance (M)
Transfer (T)**

- **Design** (also called engineering work)—involves developing the project **from** initial concept and output requirements **to** construction-ready design specifications.
- **Build, or Rehabilitate**—when PPPs are used for new infrastructure assets, they typically require the private party to construct the asset and install all equipment. Where PPPs involve existing assets, the private party may be responsible for rehabilitating or extending the asset.
- **Finance**—when a PPP includes building or rehabilitating the asset, the private party is typically also required to finance all or part of the necessary capital expenditure, as described further in How PPPs Are Financed.
- **Maintain**—PPPs assign responsibility to the private party for maintaining an infrastructure asset to a specified standard over the life of the contract. This is a fundamental feature of PPP contracts.
- **Operate**—the operating responsibilities of the private party to a PPP can vary widely, depending on the nature of the underlying asset and associated service. For example, the private party could be responsible for: **Technical operation** of an asset, and providing a bulk service to a government off-taker—for example, a bulk water treatment plant. Technical operation of an asset, and providing services directly to users—for example, a PPP for a water distribution system Providing support services, with the government agency remaining responsible for delivering the public service to users—for example, a PPP for a school building that includes janitorial service

Public / Private Partnership Options



EXAMPLE OF CONTRACT TYPES



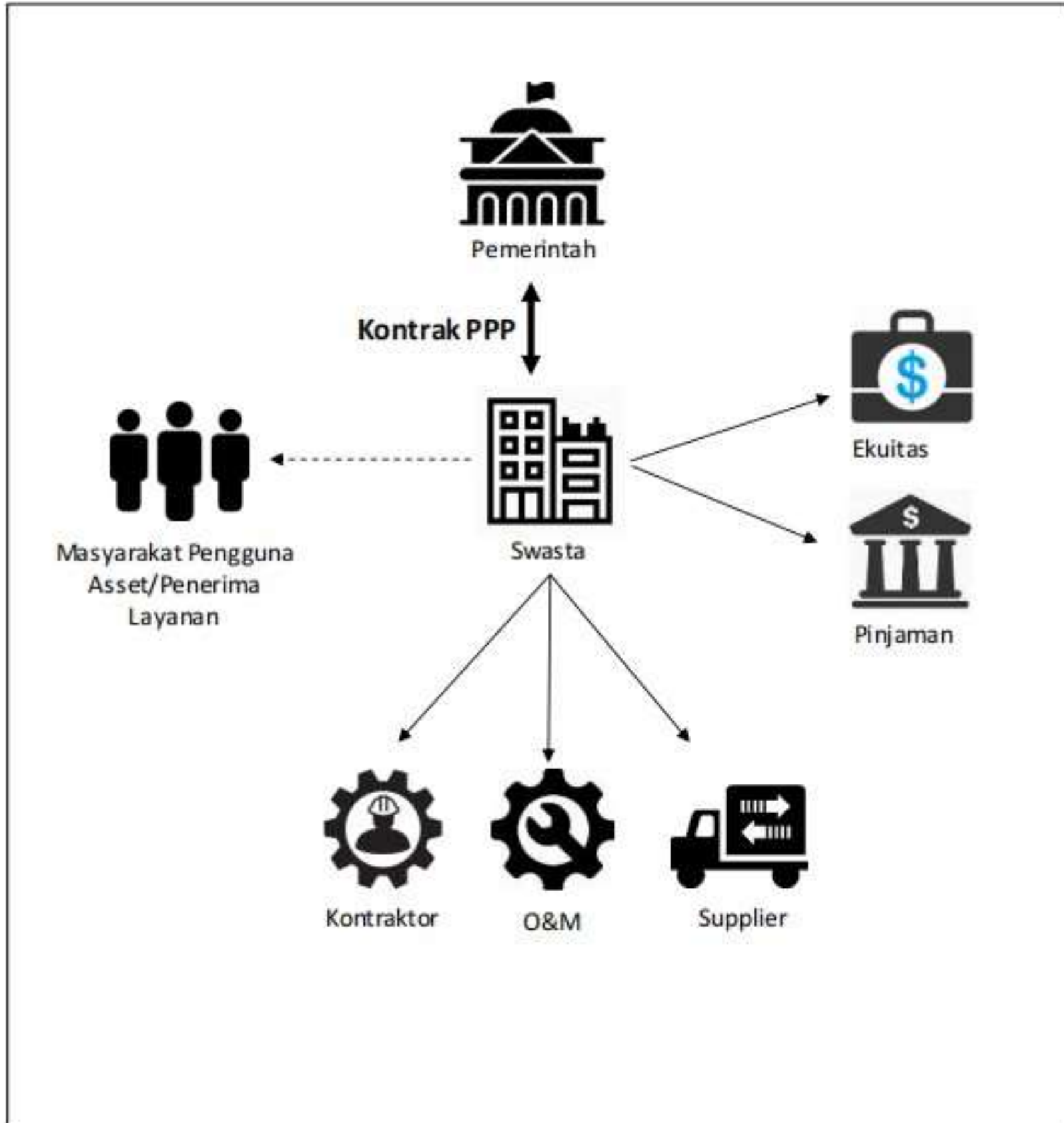
— PRIVATE RISK & CONTROL
+ PUBLIC CONTROL

+ PRIVATE RISK & CONTROL
— PUBLIC CONTROL AND REGULATION



COUNTRY POLICY & PRACTICES

- **Brazilian** law distinguishes between user-pays and government-pays **only the latter** are commonly referred to as PPPs.
- **France**, the term PPP is restricted to **government-pays** contracts implemented under the PPP Law; **user-pays contracts are referred to as concessions**
- **United Kingdom**, government-pays PPPs for new assets are known as **Private Finance Initiative** or PFI projects, while PPPs for existing assets (such as hospitals or railways) are sometimes known as **franchises**.
- **Chile**, all PPPs are **called concessions** and implemented under the country's Concessions Law.



Pihak swasta berkewajiban mendapatkan pendanaan untuk proyek baik yang bersumber dari ekuitasnya sendiri atau pinjaman dari pihak lain. Pihak swasta pun wajib menyediakan aset dan memberikan layanan dimana pihak swasta dapat bekerjasama dengan pihak lainnya baik perusahaan konstruksi, perusahaan O&M, maupun pihak supplier

For the provision of these services, the private party typically creates **a PPP company, a Special Purpose Vehicle (SPV)**. A dedicated SPV allows for the segregation of all assets and liabilities linked to the private provision of services.

● INISIATIF
PPP

-
-
-
-

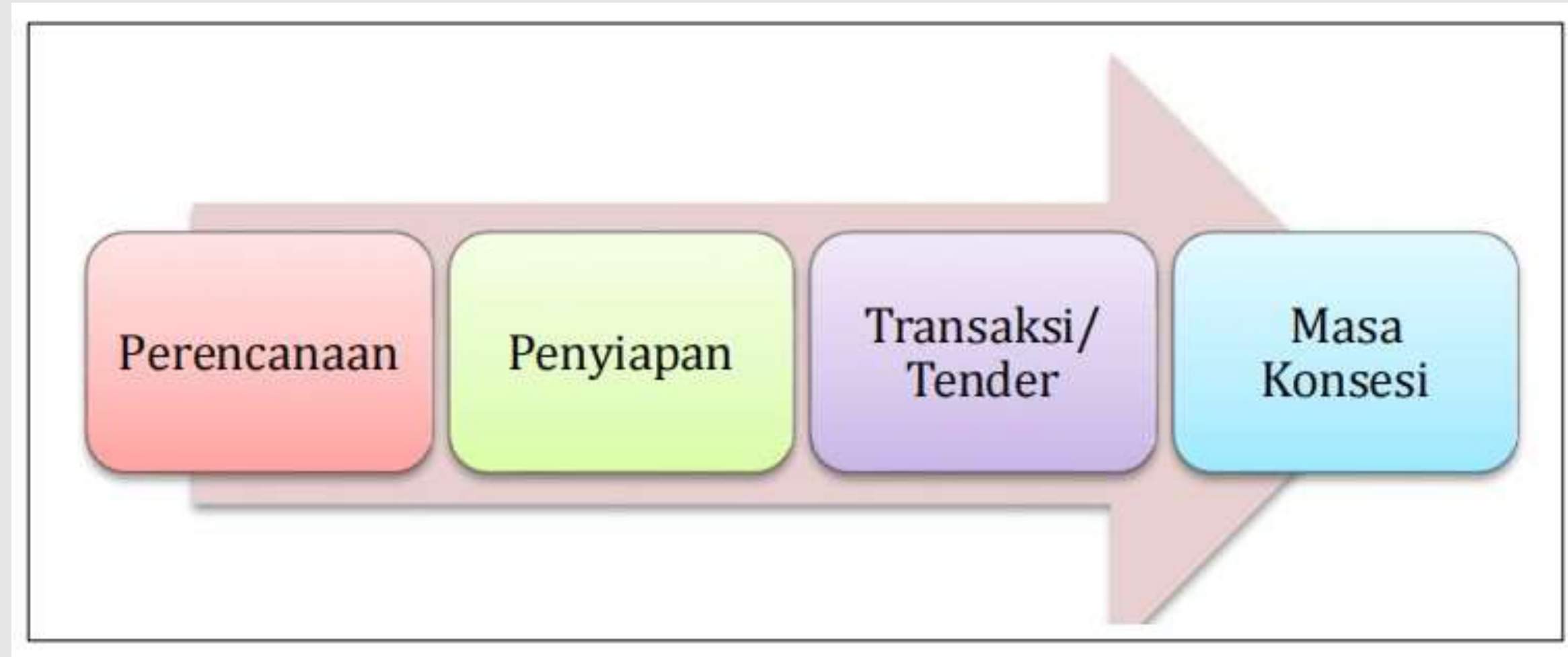
SOLICITED

PEMERINTAH
MEMILIKI SEJUMLAH
RENCANA ATAS
PENYEDIAAN
INFRASTRUKTUR DAN
MEMBERIKAN
LAYANAN

UNSOLICITED

PIHAK SWASTA DATANG
KEPADA PEMERINTAH
DENGAN MEMBAWA
USULAN PROYEK

Tahapan Solicited Project



Pada tahapan penyiapan pada umumnya dilakukan market sounding, untuk menguji dan mendapatkan masukan dari pihak swasta atas proyek yang disiapkan pemerintah



TARIF (USER CHARGES)

Pengembalian investasi yang bersumber dari pengguna barang/jasa langsung. hak untuk menentukan besaran tarif berada pada tangan pemerintah. Pihak swasta hanya mengusulkan besaran tarif.



AVAILABILITY PAYMENT (GOVERNMENT PAYS)

Pengembalian investasi bersumber anggaran pemerintah Availability Payment (AP) yang erat kaitannya dengan pengukuran kinerja. Pada umumnya skema pengembalian investasi ini dipilih untuk proyek infrastruktur sosial yang tidak menghasilkan pendapatan atau kurang menghasilkan pendapatan

Dukungan Pemerintah

DUKUNGAN FINANSIAL :

- a. hibah biaya sebagian konstruksi (viability gap fund);
- b. subsidi tarif;
- c. pinjaman lunak;
- d. pengurangan dan/atau pembebasan pajak; dan
- e. pengadaan lahan.

DUKUNGAN NON FINANSIAL :

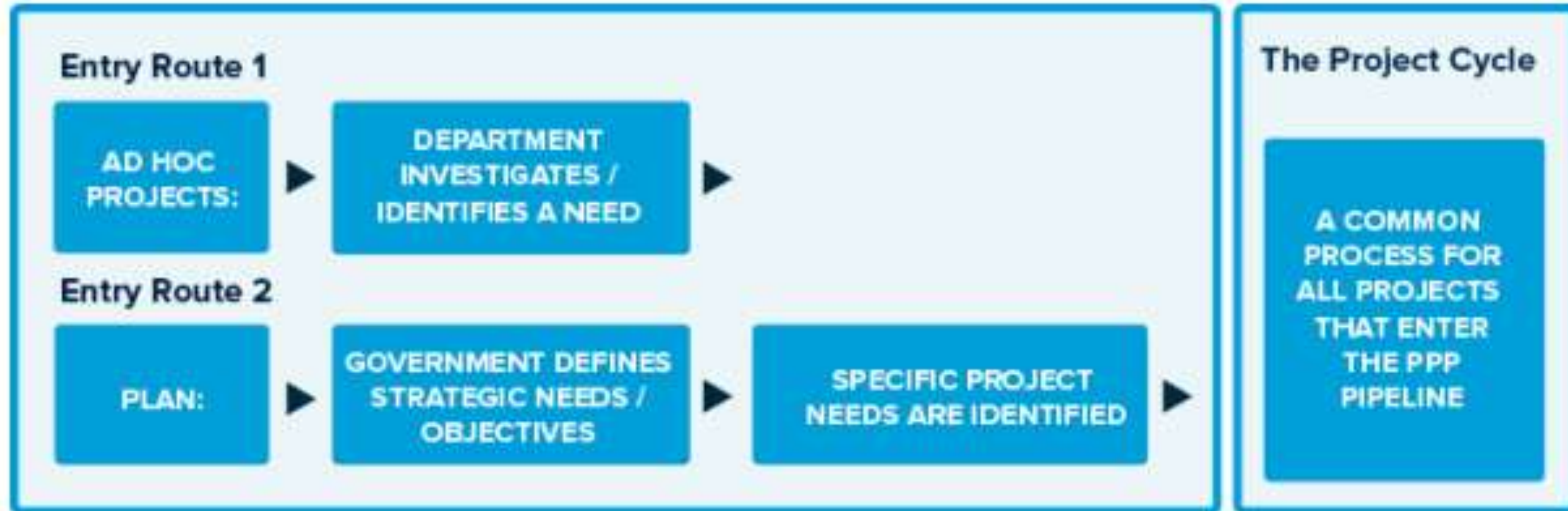
Dalam bentuk kebijakan dan jaminan pemerintah



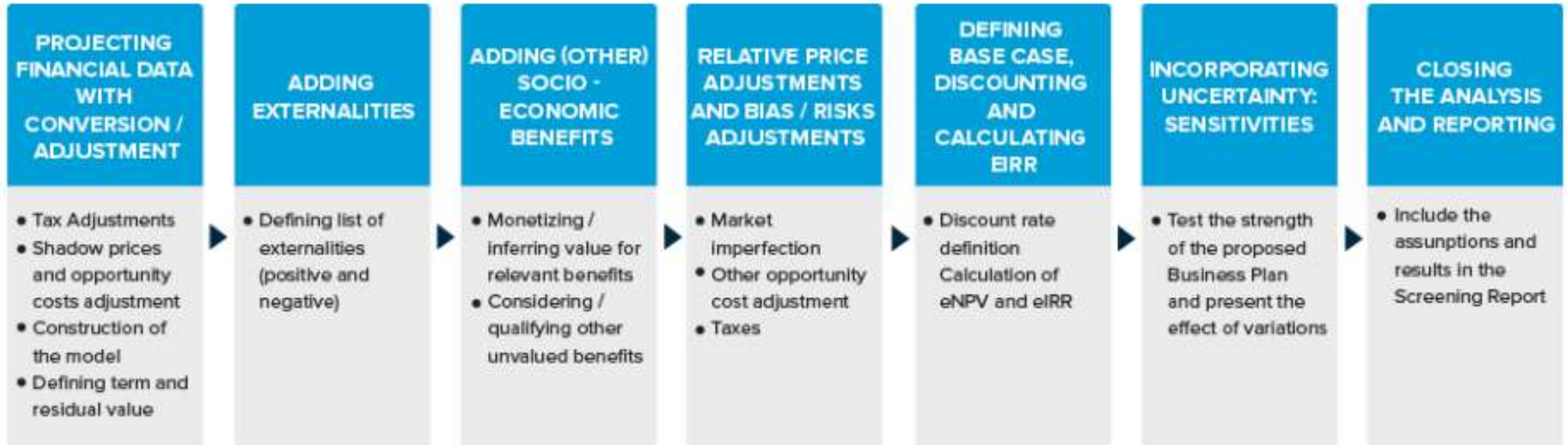
Identifying Projects and Preparatory Activities



Entry Routes to the Pipeline



Sequence of the CBA Analysis



Note: CBA= cost-benefit analysis; eIRR= economic Internal Rate of Return; eNPV= economic Net Present Value.

Screening Decision-Making Process



Assessing Capabilities and Needs



REGULASI INDONESIA

- Perpres No 38 Tahun 2015 ttg Kerjasama Pemerintah dengan Badan Usaha Dalam Penyediaan Infrastruktur
- Perpres No 75 Tahun 20 14 ttg Percepatan Penyediaan Infrastruktur Prioritas sebagaimana telah diubah dengan Perpres No 122 Tahun 20 16 ttg Perubahan atas Perpres No 75 Tahun 20 14 ttg Percepatan Penyediaan Infrastruktur Prioritas
- Permenkeu No 265/PMK.08/ 20 15 ttg Fasilitas dalam rangka Penyiapan dan Pelaksanaan Transaksi Proyek Kerjasama Pemerintah dan Badan Usaha dalam Penyediaan Infrastruktur sebagaimana telah diubah dengan Permenkeu No 1 29/PMK.08/ 20 16 ttg Perubahan atas Permenkeu No 265/PMK.08/ 20 15 ttg Fasilitas dalam rangka Penyiapan dan Pelaksanaan Transaksi Proyek Kerjasama Pemerintah dan Badan Usaha dalam Penyediaan Infrastruktur
- Permenkeu No 73 /Pmk.08/20 18 ttg Fasilitas untuk Penyiapan Dan Pelaksanaan Transaksi Proyek Kerja Sama Pemerintah Dengan Badan Usaha Dalam Penyediaan Infrastruktur

PERMASALAHAN PPP

- Garansi politik
- Dukungan pemerintah
- Permasalahan tanah
- Penyiapan proyek
- Asistensi teknis
- Penyiapan proyek di tingkat studi kelayakan dan keterbatasan kemampuan asistensi teknis yang masih kurang. "Konsultan studi kelayakan harus yang kredibel dan reliabel, karena kalau tidak investor tidak percaya pada hasilnya"

(https://ekonomi.bisnis.com/read/20111021/45/50713/5-kendala-proyek-ppp-versi-bappenas._accessed 29072022)

CONTOH-CONTOH PROYEK PPP

PENGAMPU :
Dr. HARRY SUPRIADI, SH, MM

KELOMPOK 3 :
Dr. AGUSTINUS, S.SIT, MT
TEDDY MARTHA, S.STP
Drs. RIKI DWI WORO, M.SI
ILLYAN CHANDRA SIMBOLON, S.STP, M.SP
ROCKY MARKIANO

**IMPLEMENTASI PROYEK
DENGAN SKEMA PPP**
(Studi Kasus Pembangunan Jalur Kereta
Api Siantar – Parapat)
<https://northsumatrainvest.id/id/investment-project/siantar-parapat-railway>

LAN RI
MAKARTI BHAKTI NAGARI

**PELATIHAN KEPEMIMPINAN NASIONAL
TINGKAT II
ANGKATAN IX KELOMPOK 2**



PROJECT PROFILE

MOBILITY
Economic activities encourage the mobilization of people and goods from one region to another. Transportation infrastructure is needed, one of which is railroad infrastructure

FUND
Infrastructure development requires large funds. The role of the private sector / business entity is needed to be involved in funding the construction of railway transportation infrastructure.

PRIORITY INFRASTRUCTURE
Railways are a priority infrastructure in infrastructure development Siantar - Parapat Corridor: railroad has the potential to be PPP

Government Contracting Agency (GCA)
Governor of North Sumatera Province

Project Scheme
Public Private Partnership

Return of Investment Mechanism
Availability Payment

Contract Period
20 years

Track Distance: 64.7 Km

Est. Project Cost: IDR 12,100 Billion



PROJECT PROFILE

Siantar - Parapat Railway



MOBILITY

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Track Distance
64.7 Km



FUND

Infrastructure development requires large funds. The role of the private sector / business entity is needed to be involved in funding the construction of railway transportation infrastructure.

Est. Project Cost
IDR 12,100 Billion



PRIORITY INFRASTRUCTURE

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Government Contracting Agency (GCA)
Governor of North Sumatera
Province



Project Scheme
Public Private Partnership



Return of Investment Mechanism
Availability Payment



Contract Period
20 years



Solicited Proposal



Source : Minister of National Development Planning Regulation Number 2/2020

Potensi Isu :

Kajian (reliabilitas,

Teknis (konstruksi)

Finansial (investasi) – CBA CAPEX, AP, IRR, ... vs ekonomi (AP/GP vs user charge)

Manajemen Proyek (monitoring, controlling)

Hukum (kontrak) – hak kewajiban & penalty, penyelesaian sengketa

Loan (termasuk SUN/obligasi)/APBN vs PPP – APBN status prioritas project

FINANCIAL FEASIBILITY

TOTAL CAPEX
IDR ~12,100 Billion

OPEX
IDR ~120.6 Billion / Year

Track Distance
64.7 Km



IDR ~ 1,057 Billion/ Year
Concession Period 20 years



~ 14 %



Government Contracting Agency (GCA)
Governor of North Sumatera Province



Project Scheme
Public Private Partnership
Expected financial modalities guarantee



Return of Investment Mechanism
Availability Payment



Pay Back Period/
Contract Period
20 years



KENDALA / PERMASALAHAN

- Pasca OBC, Pemprov Sumut mengajukan PDF kepada MOF untuk penyiapan FBC
- MoF meminta komitmen PJKK untuk menanggung AP yang menjadi tanggung jawab PJKK dalam hal ini Gubernur Sumatera Utara
- Mempertimbangkan Kapasitas Fiskal Pemprov Sumut, nilai AP tersebut belum memungkinkan
- Tahun 2023 Pemprowsu mengajukan ulang permohonan dukungan dari Kemenhub dan Bappenas agar project PPP tsb dapat berlanjut
- Alternatif solusi yang disiapkan : Stop KPBU, proceed by Loan atau APBN

Kebutuhan AP Proyek KPBU SDA 2026-2032

No.	Nama Proyek	Nilai Investasi	Proyeksi AP/tahun	Periode Pembayaran AP
1.	Bendungan Bodri, Jateng	Rp1,74 Triliun	Rp394 Miliar	2032-2043
2.	Bendungan Merangin, Jambi	Rp6,58 Triliun	Rp1,31 Triliun	2031-2045
3.	Daerah Irigasi Komering, Sumsel	Rp1,73 Triliun	Rp546 Miliar	2027-2039
4.	Sistem Interkoneksi HLD Wilayah Sungai Lombok	Rp1,71 Triliun	Rp576 Miliar	2026-2037
Total Kebutuhan Pembayaran AP pada 2032			Rp2,8 Triliun	

CONTOH-CONTOH

PPP Project

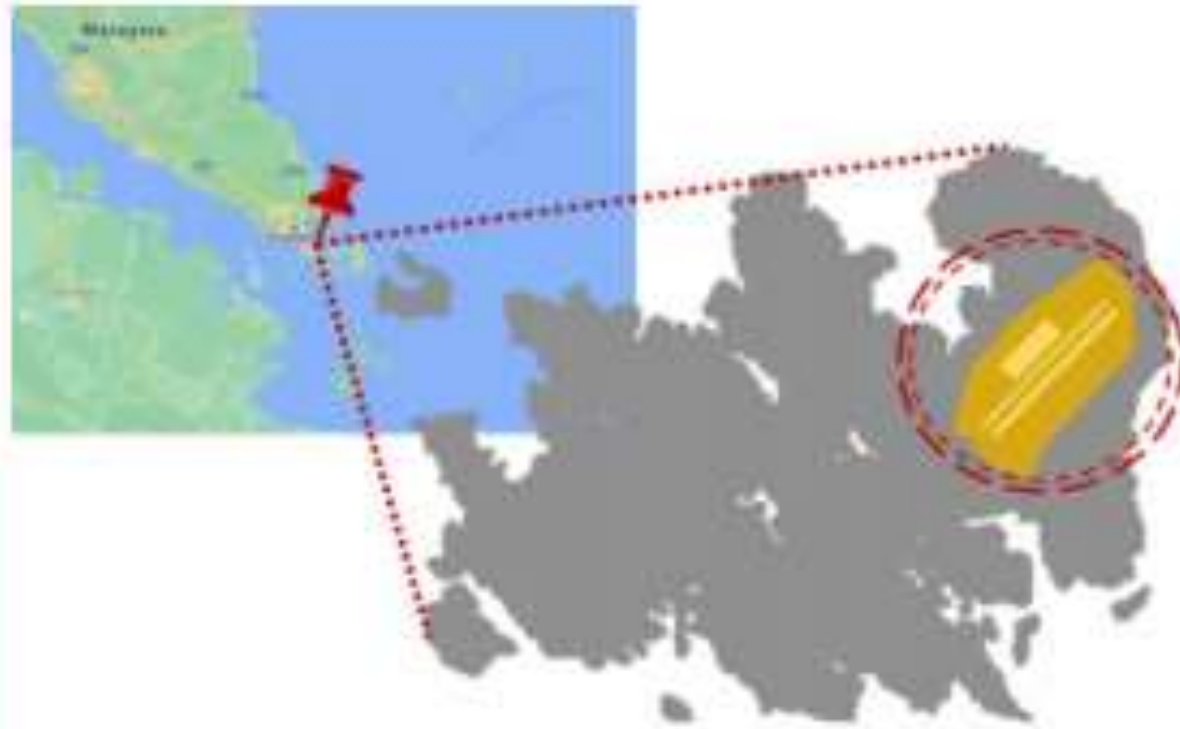
(PPP Book Bappenas 2023)



Expansion of Hang Nadim International Airport Passenger Terminal

Location: Batam, Riau Islands Province

Sector : Transportation



Government Contracting Agency:
Chairman of Batam Indonesia Free Zone
Authority

Type of PPP:
Solicited

Return of Investment:
User Charge

Sub-Sector : Airport

Description:

The project is to expand the passenger terminal of Hang Nadim International Airport and designated to handle up to 24.7 million passengers in 2046.

Scope of work:

- Refurbishment and expansion of Passenger Terminals;
- Operation and Maintenance Passenger Terminal; and
- Operation and Maintenance Cargo Terminal.

Estimated Project Cost: USD 466.14 Million

Financial Feasibility:

IRR : 14,73%
NPV : USD 3.17 Million

Consession period: 25 years

Project Schedule



Project Status : Agreement Signing

Project Structure

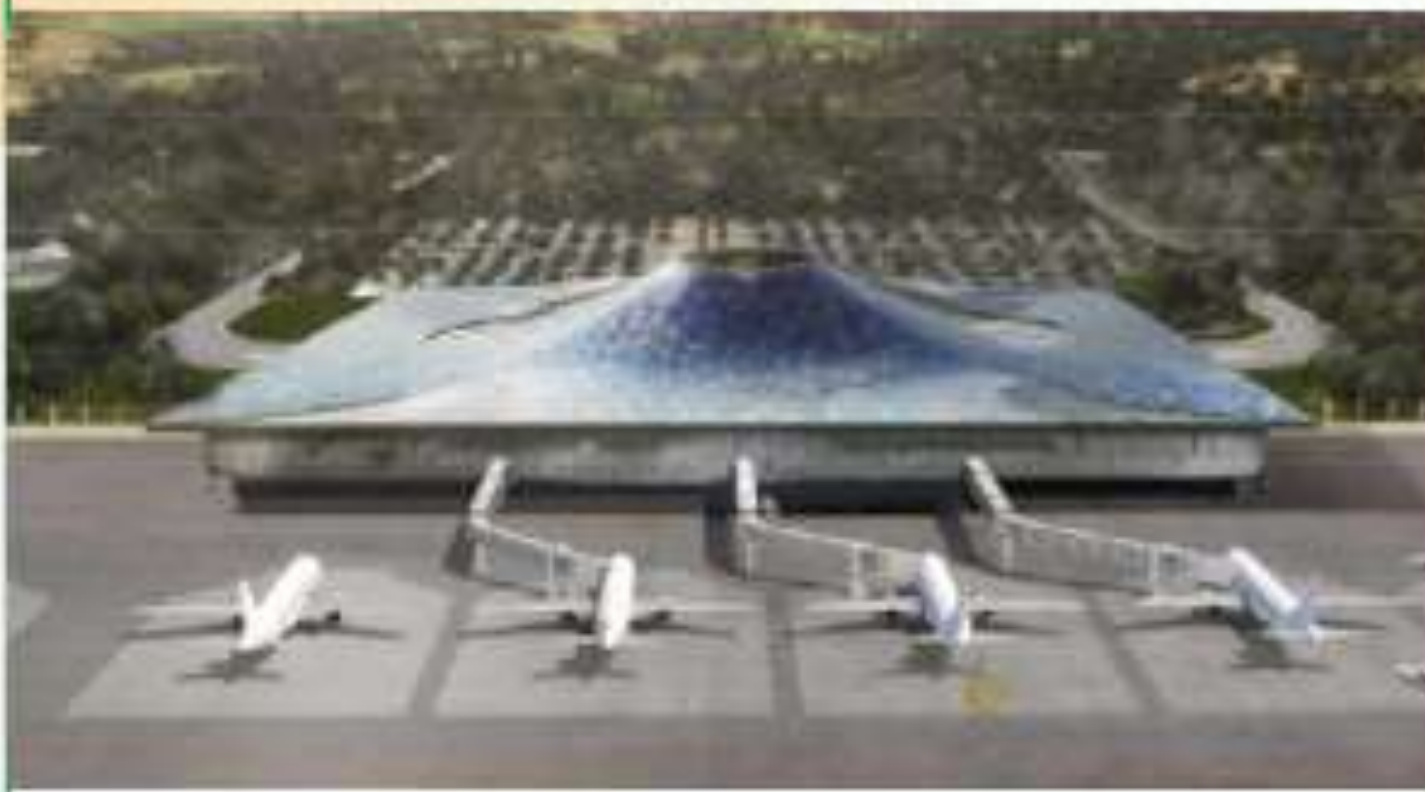


Contact Person : Ponco Indro Subekti (Head of Transportation Planning BP Batam)
+62-812-6130-3737
bthpppteam@bpbatam.go.id or bthpppteam@gmail.com

New Airport in Kediri

Location: Kediri District, West Java

Sector : Transportation



Government Contracting Agency:
Minister of Transportation

Type of PPP:
Unsolicited

Return of Investment:
User Charge

Sub-Sector : Airport

Description:

The New Airport Project is proposed with a 3.300 m x 45 m of runway and 70.000 m² passenger terminal building for serving 10 mppa. The airport aims to increase the economic and social activities of the community through the development of connectivity between Kediri District and centers of economic activity both at the national and global levels.

Estimated Project Cost: USD 610.90 Million

Financial Feasibility:

IRR : 9.48%

NPV : USD 59.05 Million

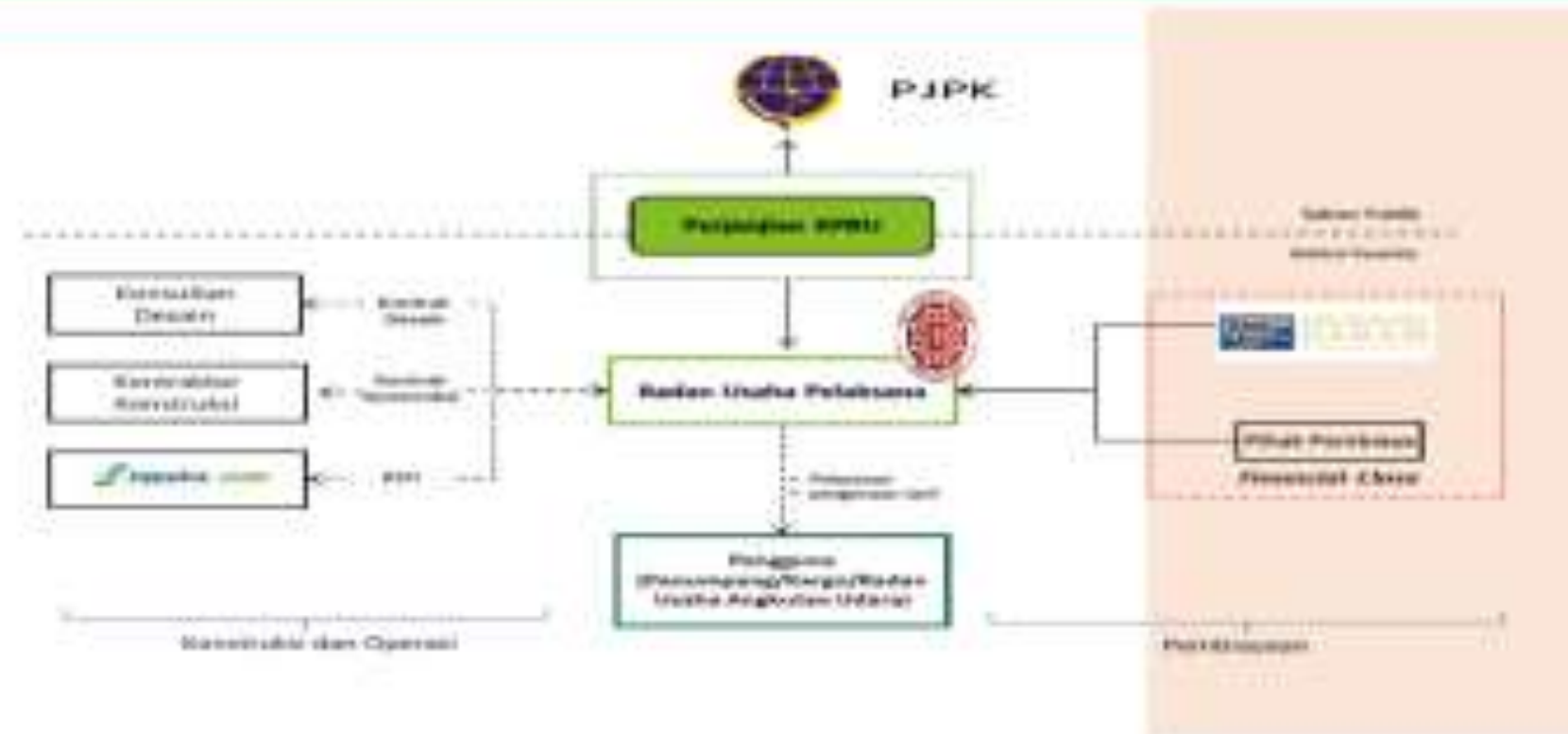
Estimated Concession Period: 50 years

Project Schedule



Project Status: Agreement Signing

Project Structure



Contact Information : Arief Mustofa (Deputy Director Airport Business and Management)

+62 815 9419511

ariefnote@gmail.com

Patimban Port

Location: Subang, West Java Province

Sector : Transportation



Government Contracting Agency:
Minister of Transportation hand over to
Director General of Sea Transportation

Type of PPP:
Solicited

Return of Investment:
User Charge

Sub-Sector : Port

Description:

Patimban Port in Subang (West Java) designated as a national strategic project (PSN) located near Cikarang Industrial Zone to support trading activities in Java, the country's most populated island and center of its manufacturing activities.

Estimated Project Cost: USD 1,422.78 Million*

Financial Feasibility:

IRR : 14.9%

NPV : USD 100.34 Million

Estimated Concession Period: 40 years

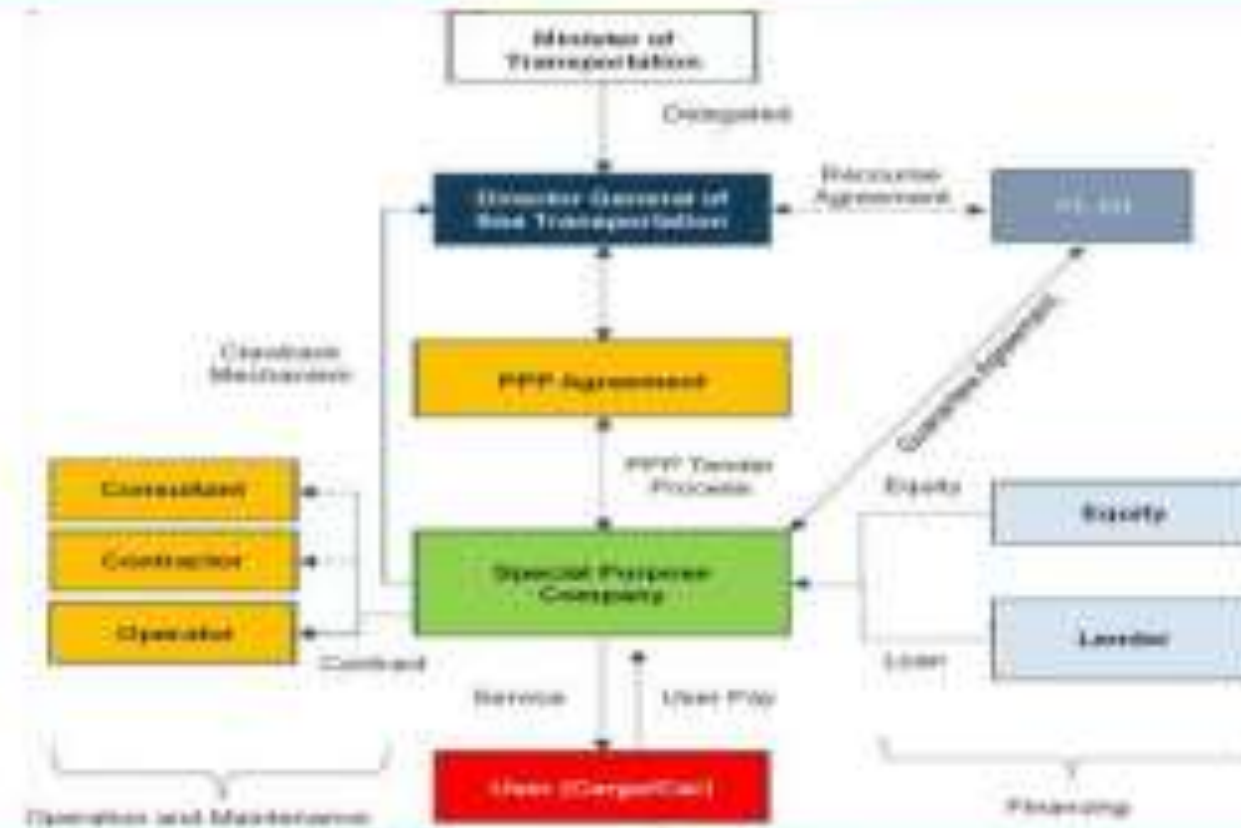
*) Capex

Project Schedule



Project Status : Agreement Signing

Project Structure



Contact Information : Muhammad Masyhud (Head of Port Development Planning Sub-Directorate)
kpbupelabuhan@gmail.com

Gedebage – Tasikmalaya – Cilacap Toll Road

Location: West Java – Central Java

Sector : Road



Government Contracting Agency:
 Head of Indonesia Toll Road Authority (BPJT)

Type of PPP:
 Unsolicited

Return of Investment:
 User Charge

Sub-Sector : Toll Road

Description:

The project is to construct 206.65 km toll road of Gedebage-Tasikmalaya-Cilacap which is expected to overcome traffic problems and encourage economic and regional growth. This toll road is equipped with 1 junction and 10 interchanges.

Estimated Project Cost: USD 3,797.54 Million

Financial Feasibility:

IRR : 12.11 %

NPV : USD 227.99 Million

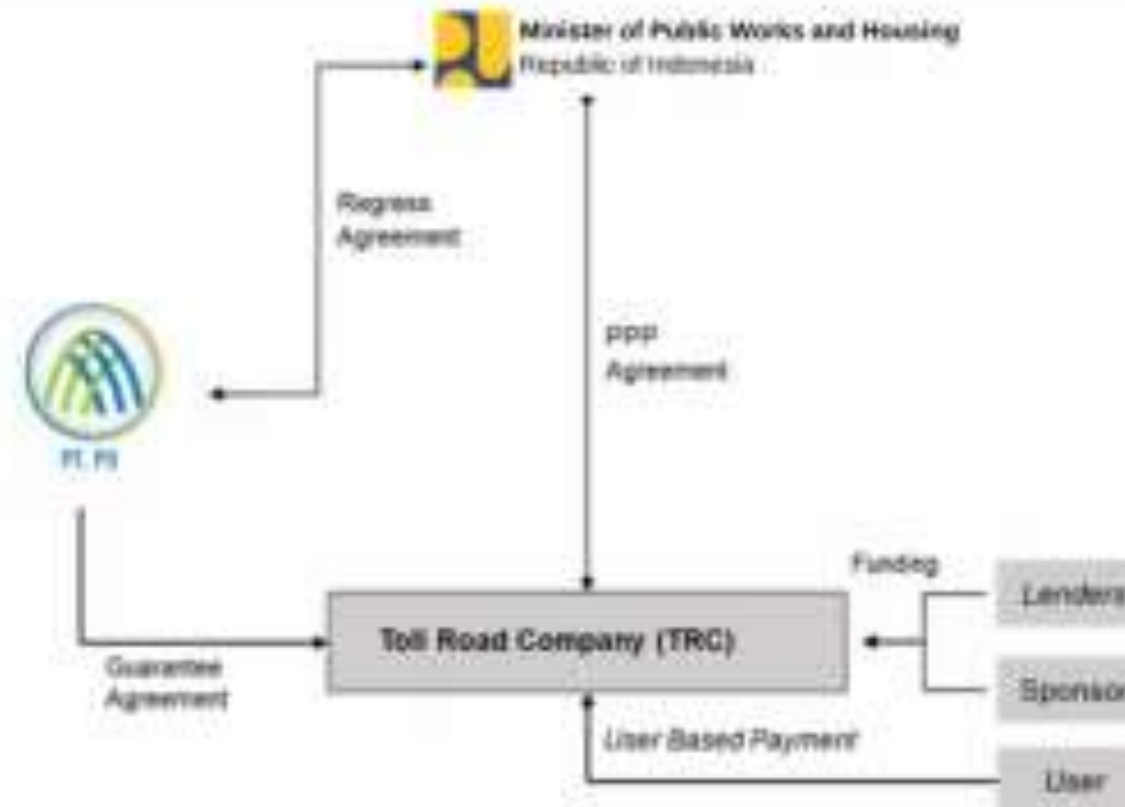
Estimated Concession Period: 40 years

Project Schedule



Project Status: Agreement Signing (will be restructurized and retendered)

Project Structure



Contact Person : Denny Firmansyah (Head of Investment Division)
 +6221 - 7258063
 bpjt@pu.go.id

Development of The Trans Papua Jayapura - Wamena Road

Location: Papua Province

Sector : Road



Sub-Sector : Non-Toll Road

Description:

The Trans Papua Mamberamo - Elelim road section is located in Papua Province which is part of the Trans Papua Road section that connects the Jayapura area with Wamena. The location of the road preservation work starts from the direction of Wamena KM 366+690 with a handling length of 50.14 Km.

Estimated Project Cost: USD 188.02 Million

Financial Feasibility:

IRR : 10.81%

NPV : USD 5.72 Million

Concession Period: 15 years

Government Contracting Agency:

Minister of Public Works and Public Housing

Type of PPP:

Solicited

Return of Investment:

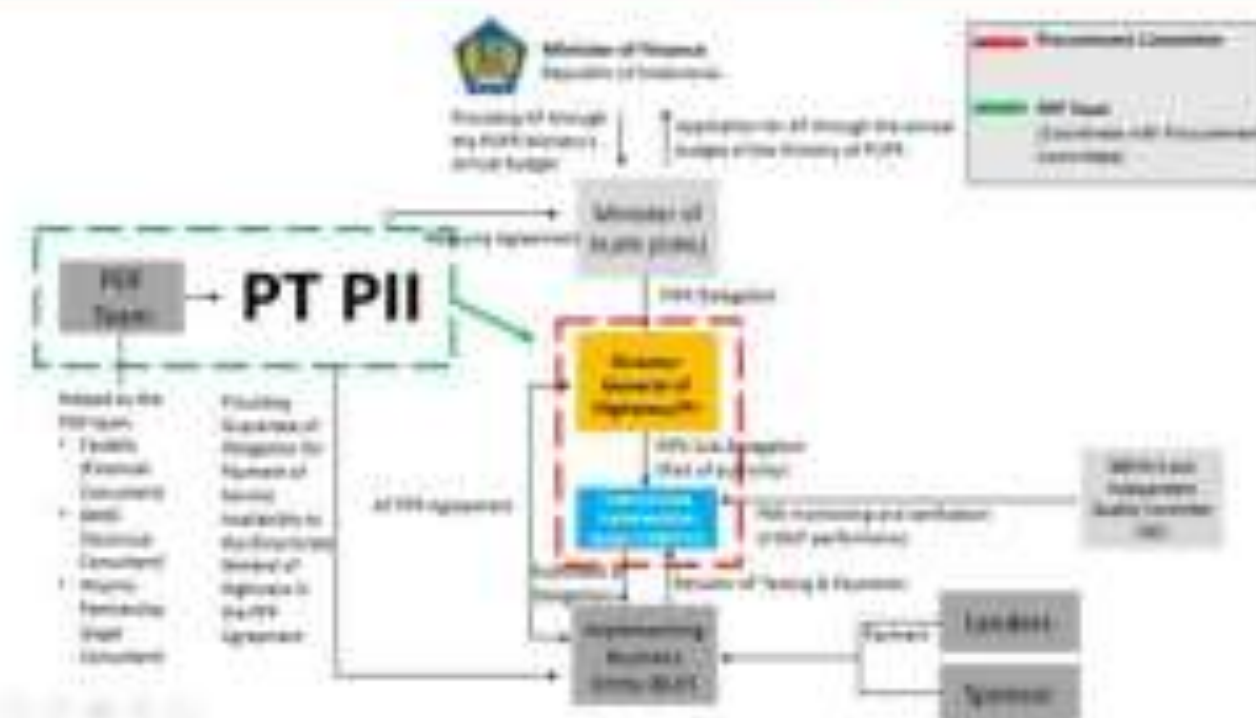
Availability Payment (AP)

Project Schedule



Project Status : Pre Qualification

Project Structure



Contact Person

: Denny Firmansyah (Head of Investment Division)

+6221 - 7258063

bpjt@pu.go.id

Karian – Serpong Regional Water Supply System

Location: Lebak, Banten Province

Sector : Water Resource



Government Contracting Agency:
 Minister of Public Works and Housing

Type of PPP:
 Unsolicited

Return of Investment:
 User Charge

Sub-Sector : Water Supply

Description:

Karian-Serpong Regional Water Supply System project is developed to accelerate the expansion of piped water supply for DKI Jakarta, Tangerang City, and South Tangerang where the bulk water will be sourced from the Karian Dam in Banten Province through the project Karian Serpong Conveyance System with outflow of 4.600 lpd.

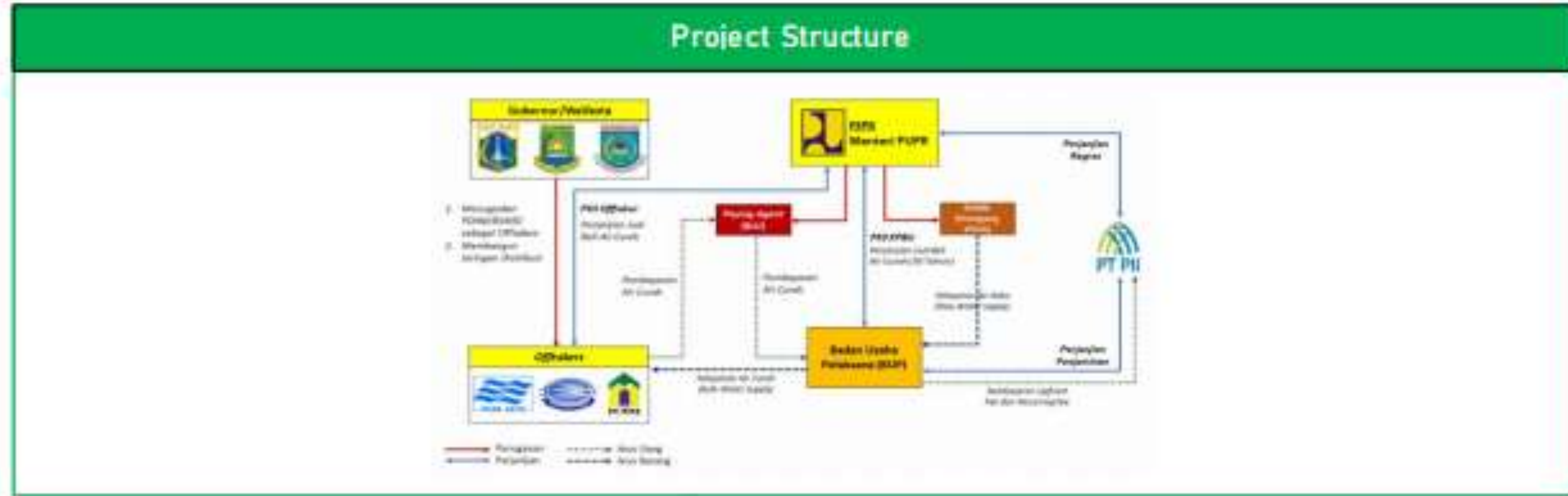
Estimated Project Cost: USD 166.64 Million

Financial Feasibility

IRR : 10.87%

NPV : USD 49.14 Million

Estimated Concession Period: 33 years (incl. construction)



Contact Person : Dahlia Napitupulu (Head of Investment Cooperation Coordination Subdirectorate Directorate General of Infrastructure Financing for Public Works and Housing)
 +62878 – 2391-8110

Legok Nangka Regional Waste Processing Facility

Location: West Java Province

Sector : Waste Management



Government Contracting Agency:
Governor of West Java

Type of PPP:
Solicited

Return of Investment:
User Charge

Sub-Sector : Waste Management System

Description :

Management of 1,853 – 2,131 tonnes waste per day of sourced from 6 municipalities (Bandung Regency, Bandung City, Sumedang Regency, Cimahi City, West Bandung Regency, and Garut Regency) located in Legok Nangka, Nagreg, West Java. Scope: Design, Build, Finance, Operate, maintain the Waste Treatment Plant and supporting infrastructure.

Estimated Project Cost: USD 271.36 Million

Financial Feasibility:

IRR : 13.30%
NPV : USD 48.98 Million

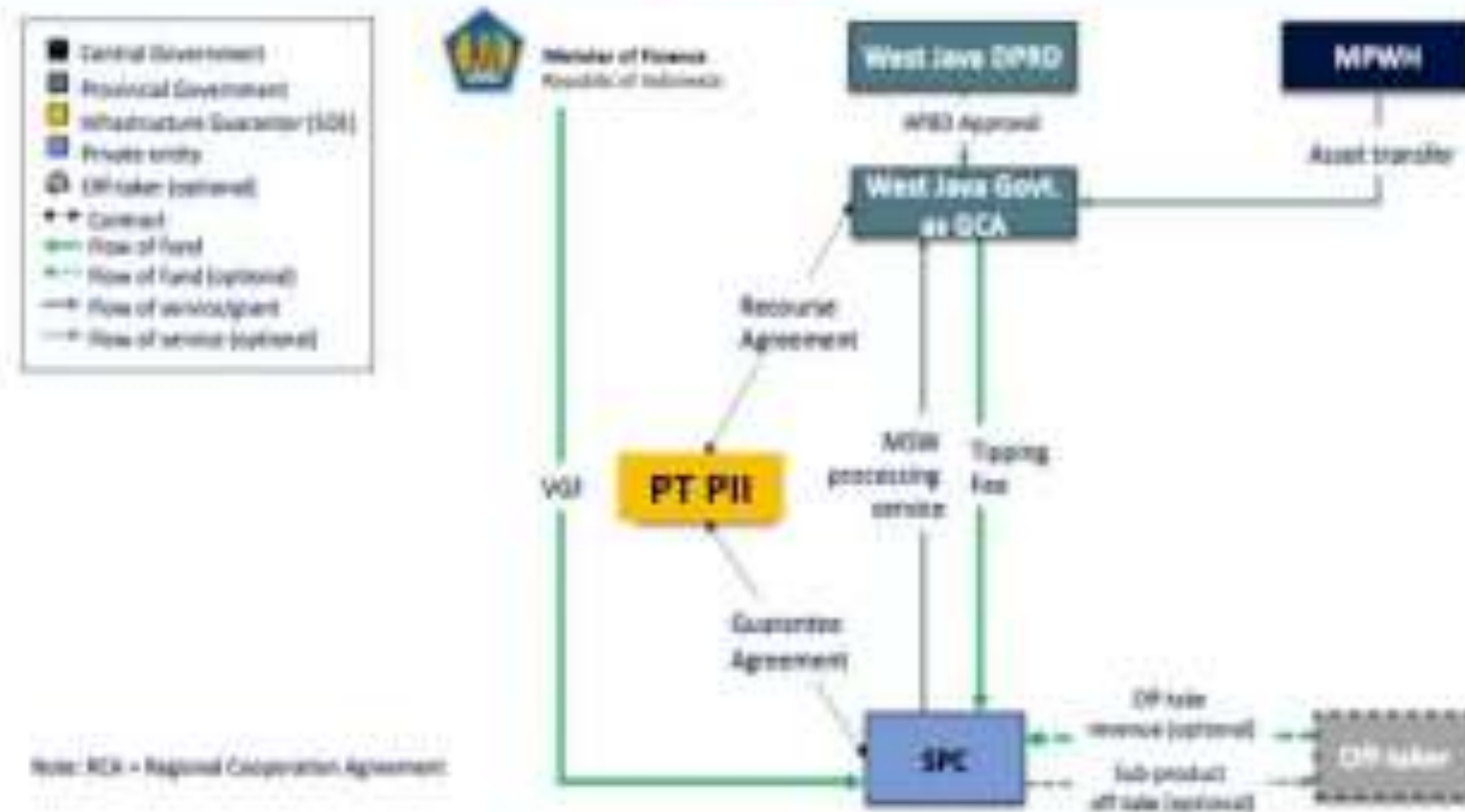
Concession Period: 25 years

Project Schedule



Project Status: Pre-Qualification

Project Structure



Contact Person : Arief Perdana (Head of West Java Regional Solid Waste Management)

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pstrdlhprovjabar@gmail.com

Bintang Bano Dam Maintenance and Provision of Mini Hydro Power Plant Infrastructure Capacity 6,3 MW

Location: West Sumbawa, West Nusa Tenggara Province

Sector : Water Resources and Irrigation



Government Contracting Agency:
Minister of Public Works and Housing

Type of PPP:
Unsolicited

Return of Investment:
User Charge

Sub-Sector : Mini Hydro Power Plant

Description:

MHPP Bintang Bano is the first Unsolicited Water Resources PPP project using a user charge return on investment scheme. The project scope are provision of Mini Hydro Power Plant Capacity 6,3 MW which implemented under Design-Build-Finance-Operate-Maintenance-Transfer (DBFOMT) scheme and maintenance of Bintang Bano Dam.

Estimated Project Cost: USD 11.23 Million

Financial Feasibility:

IRR : 12.50%

NPV : USD 3.87 Million

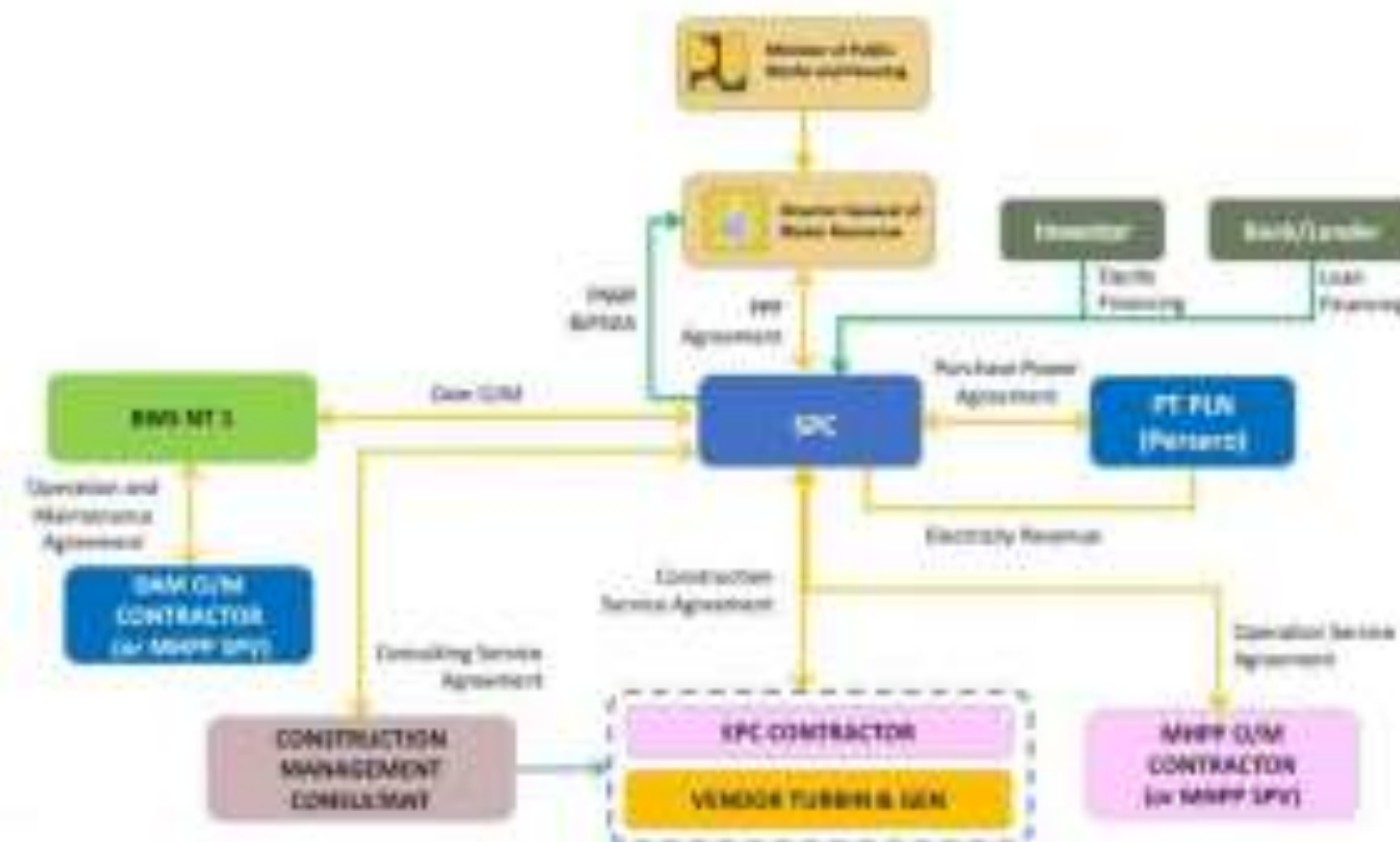
Estimated Concession Period: 27 years

Project Schedule



Project Status : Request for Proposal

Project Structure



Contact Person : Arvi Argyantoro (Director for Water Resources Infrastructure Financing)
 +62-21-7264-267, dit_ppisda@pu.go.id

Arrangement and Management of West Lombok Public Street Lighting

Location: West Lombok Regency, West Nusa Tenggara

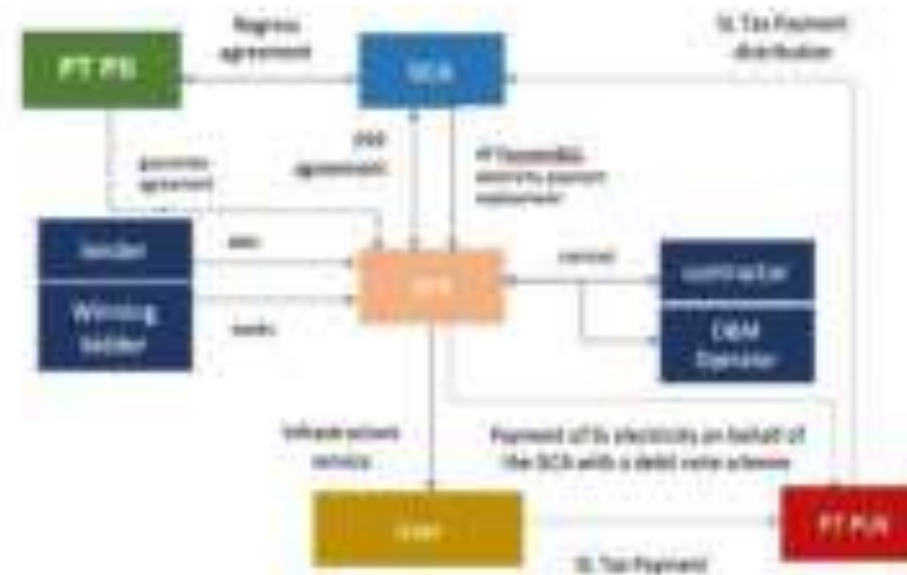
Sector : Energy Conservation	Sub-Sector : Street Lighting
	<p>Description: The West Lombok regent has an annual problem in electricity payment due to street lighting. Nevertheless, the amount of street lighting is deemed inadequate. The West Lombok Regency planned to install and maintain its street lighting using Public Private Partnership. It is hoped that this street project lighting will help increase the economy and public welfare in the regency by ensuring road safety by street lighting during the night.</p>
<p>Government Contracting Agency: Regent of West Lombok hand over to Assistant for Economics and Development</p> <p>Type of PPP: Unsolicited</p> <p>Return of Investment: Availability Payment</p>	<p>Estimated Project Cost: USD 62.62 Million</p> <p>Financial Feasibility: FIRR : 10.07 % NPV : USD 0.26 Million</p> <p>Estimated Concession Period: 1 years of construction and 10 years of O&M</p>

Project Schedule



Project Status : Pre-Qualification

Project Structure



Contact Information : Rusditha, S.Sos (Assistant of Economy and Development of West Lombok Regency)
+62 82341650685

Kebijakan Pengadaan

Head of National Public Procurement Agency (LKPP) Regulation Number 19/2015 regarding guidelines for **procurement** of business entities on PPP schemes in infrastructure provision. This regulation applies for **unsolicited project** and preparation agencies.

National Public Procurement Agency (LKPP) Regulation Number 29/2018 regarding guidelines for **procurement** of business entities on **solicited PPP infrastructure** projects. The key point of this regulation is to make the guidelines more clear, especially regarding two stages bidding

Regulatory Framework for Availability Payment Scheme on PPP Projects

a) Minister of Finance Regulation Number 260/2016 as an amendment of Minister of Finance Regulation Number 190/2015 regarding **Availability Payment** on PPP scheme in Infrastructure Provision.

b) Minister of Home Affair Regulation Number 96/2016 regarding **Availability Payment** using the local budget (**APBD**) on PPP scheme in Infrastructure Provision. Minister of Home Affair Regulation Circular letter number 120/3890/SJ regarding Explanation of the Implementation of the Local Government Cooperation with Third Parties.



Regulatory Framework for Government Guarantee on PPP Projects

- a) Presidential Regulation Number 78/2010 regarding **Government Guarantees** on PPP Infrastructure Projects.
- b) Minister of Finance Regulation Number 8/2016 as an amendment of Minister of Finance Regulation Number 260/2010 regarding Guidelines on a Government Guarantee.
- c) Minister of Finance Regulation Number 183/2018 regarding Operational Guidelines of Management Reserve Fund Guarantee for the Government Obligation Guarantee Implementation.

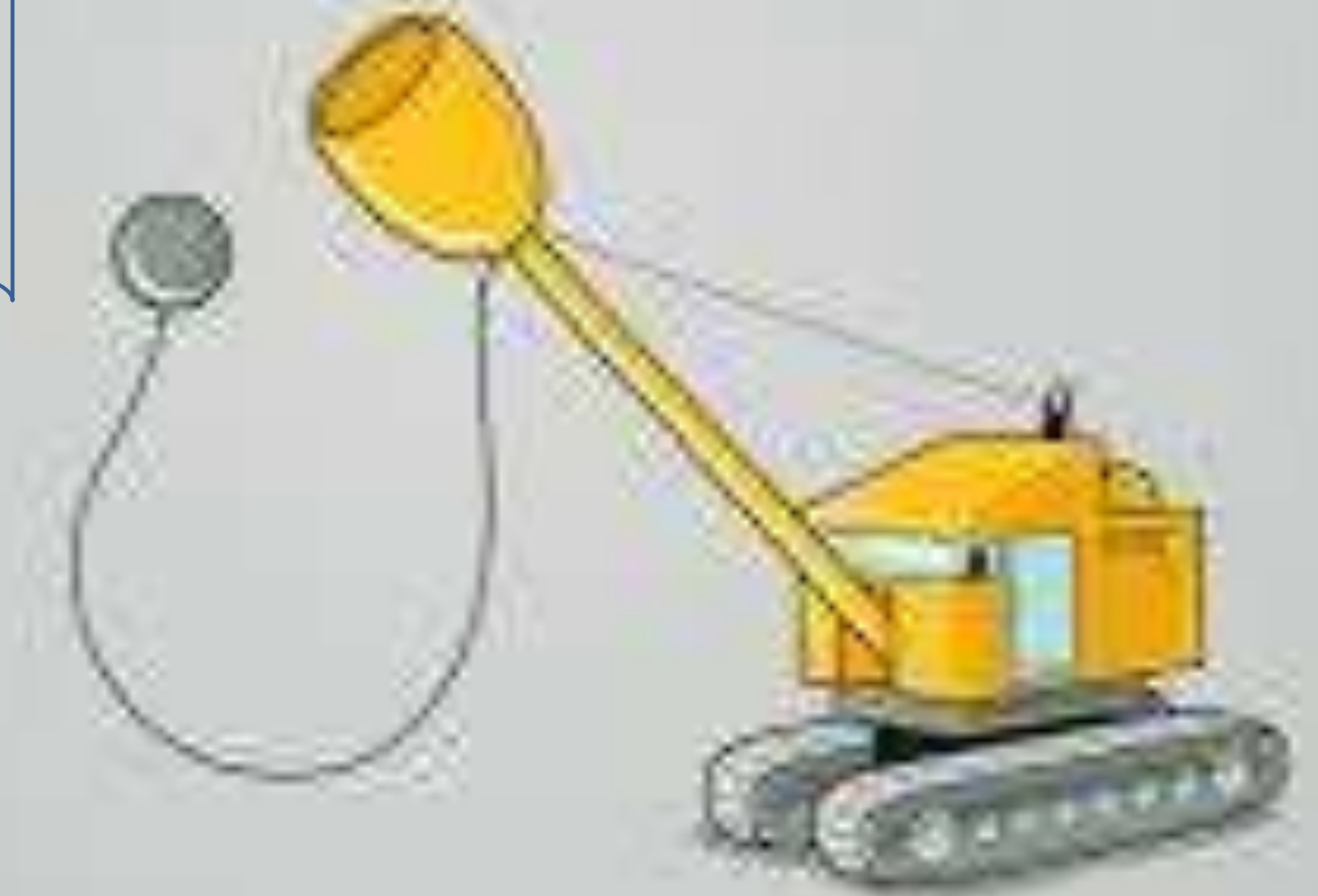
Regulatory Framework for Government Support on PPP Projects

- a) Minister of Finance Regulation Number 170/2018 as an amendment of Minister of Finance Regulation Number 223/2012 regarding **Viability Gap Fund**
- b) Minister of Finance Regulation Number 170/2015 as an **amendment** of Minister of Finance Regulation Number 143/2013 regarding **Viability Gap Fund**
- c) Minister of Finance Regulation Number 180/2020 regarding **Project Development Facility**



RISIKO

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Saksi Ngaku Diminta Rp10,5 M untuk BPK Soal Temuan Proyek Tol MBZ

Sidang kasus korupsi proyek Tol Jakarta-Cikampek (Japek) II atau Tol MBZ kembali digelar di Pengadilan Negeri

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<https://www.cnbcindonesia.com/news/20240517212557-4-539212/saksi-ngaku-diminta-rp105-m-untuk-bpk-soal-temuan-proyek-tol-mbz/amp>



Eks Kepala BPJT: Konstruksi Tol MBZ Diubah Baja demi Bantu Industri Nasional

Perubahan basic design Tol MBZ dari beton ke baja dilakukan dengan pertimbangan untuk membantu

news.detik.com

<https://news.detik.com/berita/d-7408552/eks-kepala-bpjt-konstruksi-tol-mbz-diubah-baja-demi-bantu-industri-nasional/amp>

PELUANG ?



