COLLABORATIVE GOVERNANCE POLICY FOR DEVELOPMENT OF NATIONAL STRATEGIC PROJECTS IN THE FIELD OF INFRASTRUCTURE IN THE BANTEN PROVINCE

(CASE STUDY OF CONSTRUCTION OF THE SINDANGHEULA DAM IN SERANG DISTRICT AND THE KARIAN DAM IN LEBAK DISTRICT)

Ipah Ema Jumiati[1], Riny Handayani[2], and Egi Riyan Galuh[3]
[1] Universitas Sultan Ageng Tirtayasa
[2] Universitas Sultan Ageng Tirtayasa
[3] Universitas Sultan Ageng Tirtayasa
* Corresponding Author: Ipah Ema Jumiati. Email: ipah.ema@untirta.ac.id

Abstract
Banten Province has two dams, namely the Sindangheula Dam and the Karian Dam, which are two national strategic projects in Banten Province as stated in Presidential Regulation Number 3 of 2016 concerning the acceleration of the implementation of national strategic projects, that in the context of accelerating the implementation of strategic projects to meet basic needs and improve welfare community, efforts need to be made to accelerate the implementation of national strategic projects. The Sindangheula Dam, which was built in 2015, is located in Pabuaran District, Serang Regency, was inaugurated in March 2021 by the President of the Republic of Indonesia Joko Widodo, this dam has the benefit of providing water for Serang Regency/City and Cilegon City, providing supply needs to the Cibanten Irrigation Area, controlling floods, water storage, recreational facilities and water tourism destinations, as well as the potential for generating electrical energy. Meanwhile, the construction of the Karian dam is an effort to fulfill raw water needs and agricultural needs such as providing water for irrigation. The government hopes that the construction of the dam can fulfill its main objective as a supplier of water needs in the Banten region and its surroundings. Apart from meeting raw water and irrigation needs, the construction of the Karian Dam also has several purposes, namely to deal with flooding problems, as a water tourism destination and the potential for generating electrical energy. One of the keys to the success of the construction of the two dams is the implementation of collaborative governance (An-sell and Gash, 2007) as a more holistic and participatory approach, involving various stakeholders in the decision-making process, as well as creating a more transparent and accountable ecosystem. Through the use of a qualitative approach, the author matches social phenomena with applicable theories, and with descriptive methods the author aims to describe and interpret the research object according to what it is. This project was initiated in October 2015 with an investment of Rp 1,07 trillion and was implemented by Daelim Industrial Co, LTD-PT. Wijaya Karya (Persero)-PT. Waskita Karya (Persero) Joint Operation. The project involved the participation of the Indonesian Div. SDA Barata Indonesia in the project, which included the construction of the Radial Gate, a major project in Indonesia. The project involved various departments within the Indonesian government, including Hydromechanics, Telecommunication, Control Operation, and Maintenance Equipment.

Keywords: *Collaborative, Governance, Policy, Dam, Project*

1. **Introduction**

Development is a process carried out consciously in all areas of life to bring about change. For example, a national development program describes a process of change that occurs based on concrete, conscious planning and is desired by both the community and the government as a development pioneer.

The main goal of development is to improve the quality of life of the population in both spiritual and material aspects (Soekanto, 2012).

Development is needed to support the survival of the population. The population has basic needs that must be met. The development is done to make life easier for residents so they don't have to depend on just one area. Through development activities, the living and social environment will change fundamentally. All development activities aim to assist residents in developing all aspects to meet their needs for facilities and infrastructure. The government is trying to encourage development to meet important needs such as development the fields of transportation, health, education, nutrition, electricity, and other sectors.

Equitable development is one way to meet these needs. The government seeks to achieve equitable development through the construction of large-scale industrial projects such as road construction projects, and factory construction projects, as well as the construction of dams and reservoirs to meet transportation needs. It cannot be denied that developing large-scale industrial projects certainly requires a large amount of land used to build industrial projects. This means the government must make efforts to change land use, which most commonly occurs in agricultural land, plantations, and residential areas.

There are two dams in Banten Province: Sindangheula Dam and Karian Dam. This is stated in Presidential Regulation (Perpres) Number 3 of 2016 concerning the Acceleration of Implementation of National Strategic Projects related to facilitating the implementation of strategic projects to fulfill basic needs and improve the environment, which are two national strategic projects in Banten Province. Community interests require efforts to accelerate the implementation of national strategic projects. Built in 2015, the Sindangheula Dam is located in Pabuaran District, Serang Regency, and was completed by President Joko Widodo of the Republic of Indonesia in March 2021, to supply water to Serang Regency/City and Cilegon City. The volume is 0.80 m3/s, the supply requirement for the Cibanten irrigation area covering an area of 1000 hectares is 0.80 m3/s, flood protection is 1.5 million m3, water storage capacity is 9.26 million m3, and the pool area is 9.26 million m3. 129.50 hectares, recreational and water tourism facilities, as well as potential energy production facilities of 0.40 MW. (Source: PUPR Ministry website, as of 6 December 2023).

Figure: 1. Sindangheula Dam
Source:
https://djpb.kemenkeu.go.id/kppn/lubuklinggau/images/173530026_2895739577362955_4141597593581897028_n.jpg

In the Sindangheula Dam area, which can accommodate 9.25 million cubic meters of air, the environment looks beautiful with lots of trees. It should be noted that the idea to build this dam was initiated by the Serang Regency Government in 2015, through a feasibility study on igneous rock by the

Serang Regency Public Works and Spatial Planning (PUPR) Department. The then Ministry of Public Works and Public Housing (PUPR) through the Banten Province Cidanau-Ciujung-Cidurian River Basin Center (BBWSC-3) refined the Dam Design Details in 2008. However, BBWSC-3 changed the name of the dam, originally named Dam Gelam was converted into Sindangheula Dam. The construction of the first building that has completed construction received support from President Joko Widodo through Presidential Decree No. 3 of 2016 concerning the Acceleration of National Strategic Projects (PSN) for 2 buildings in Banten.

Figure 2. Karian Dam
Source: https://www.majalahlintas.com/storage/2024/01/PERESMIAN-BENDUNGAN-KARIAN-1024x683.jpg

The construction of the Karian Dam as one of the National Strategic Projects abbreviated as PSN in Lebak Regency requires land of at least 2,226 hectares with a water capacity of 314.7 million M3 and an effective capacity of 207.5 million M3. With such an area, the Karian Dam will become the third largest dam after the Jatiluhur Dam and Jatigede Dam. (Source: 2019 Priority Infrastructure Provision Planning Committee). Construction of the Karian Dam began in October 2015 with a budget of IDR 1.3 trillion and was carried out by implementing contractor Daelim Industrial Co, LTD-PT. Wijaya Karya (Persero)-PT. Waskita Karya (Persero) Joint Operation. This dam also has the potential as a water tourism destination in Lebak Regency as well as generating 1.8 megawatts of electrical energy through the Mini Hydro Power Plant (PLTMH). (Source: Ministry of PUPR 12 July 2023).

Changes in land use that occurred as a result of the development of the national strategic project, namely the construction of two dams, namely the Sindangheula Dam located in Pabuaran District, Serang Regency, and the Karian Dam located in Sajira District, Lebak Regency. The Sindang Heula Dam is located in Pabuaran District, Serang Regency, this dam has the benefit of providing water for the Regency/City of Serang and Cilegon City of 0.80 m3/second, providing the supply needs to the Cibanten Irrigation Area with an area of 1000 ha of 0.80 m3/second. Seconds, flood control of 1.5 million m3, water storage of 9.26 million m3 with a pool area of 129.50 ha and recreational facilities and water tourism destinations as well as electricity generation potential of 0.40 MW. Meanwhile, the Karian Dam has the benefit of providing raw water for Lebak Regency, Tangerang Regency, South Tangerang City, and the DKI Jakarta area of 9.1 m3/sec; to provide supply needs to the Ciujung Irrigation Area with an existing area of 22,000 ha and RKI needs for Cilegon City and Serang Regency of 5.5 m3/sec; downstream flood control with a storage capacity of 60.8 million m3; micro hydro power plant of 1.8 MW and tourism development.

In its development, the Banten Provincial Government has issued Regional Regulation Number 2 of 2019 concerning the Development and Management of Drinking Water Management Systems. The

purpose of this regulation is to pay attention to the development and management of SPAM. Providing affordable drinking water for the community in a fair, equitable, quality, and sustainable manner. Meeting the drinking water needs of each district/city. Effective and efficient implementation of SPAM to expand the scope of drinking water services.

This regional regulation also regulates raw water storage buildings including the Karian Dam in Lebak Regency; and the Sindangheula Dam in Serang Regency/City. The raw water supply building as intended in paragraph (1), is carried out through: the development of the Cidanau Dam in Serang Regency; the development of the Pasir Kopo Dam in Pandeglang Regency; the development of the Ciliman Dam in Pandeglang Regency; the development of the Cibaliung Dam in Pandeglang Regency; development of the Pamarayan Dam in Serang Regency; development of the Ranca Sumur Dam in Tangerang Regency; development of the Pasar Baru Dam in Tangerang City.

2. Method

Research methods are closely related to the type of research used because every research is to achieve the goal of the research itself. For this reason, in this research, the researcher used a qualitative research method, namely research by collecting data through manuscripts, interviews, notes, field notes, memos, personal documentation, and other official documents. Denzin and Lincoln in Moleong (2006:5) define qualitative research as research that uses a natural background, to interpret phenomena that occur and is carried out by involving existing methods. Moleong (2006:6) reveals that qualitative research is research that intends to understand phenomena about what is experienced by research subjects, for example, behavior, perceptions, motivations, and actions holistically and using descriptions in the form of words and language, in a context. Specifically natural ones and by utilizing various natural methods. The use of a qualitative approach in this research is to match social phenomena with applicable theories. This research uses a descriptive method which aims to describe and interpret objects according to what they are. Descriptive is also research where data is collected to try out research questions related to current conditions.

3. Results and Discussion

3.1. Collaborative Governance

3.1.1. The concept of collaborative governance

Collaborative Governance also known as Collaborative Governance is a change from government to governance. Where this change focuses more on the public administration side while Government focuses more on government institutions, in contrast to governance which places more emphasis on the involvement of groups outside the government, in this case, stakeholders and the community. (Sari in Oswar Mungkasa 2014:15).

According to Emerson et al (2012:2), Collaborative Governance is a structural process in management where public policy decision-making involves several constructive actors from various sectors, including government, private sector, and society, to achieve a goal, if carried out by one party only. Then this goal cannot be achieved. Meanwhile, according to Dwiyanto (2011: 34) in Collaborative Governance there is a delivery of Vision, goals, and strategies in activities carried out between parties who collaborate to make decisions independently and have authority to manage subject to mutual agreement. Ansell and Gash's Collaborative Governance theory is used as a basic basis where the theory states that "a governing arrangement where one or more public agencies directly engage non-state stakeholders in a collaborative decision-making process that is formal, consensus-oriented and deliberative and that aims to make or implement public policy or manage public programs or assets" (Ansell and Gash 2007: 544). In the sense that Collaborative Governance is a control model where one or several public institutions involve non-state stakeholders or stakeholders outside public institutions in a collective policy-making process that is formal, consensus, and deliberative to create and implement public policies and manage public programs (Ansell and Gash in Islamy, 2018:2).

In Collaborative Governance, Ansell and Gash have 4 (four) dimensions as references, namely Initial Conditions, Institutional Design, Facilitative Leadership, and Collaboration Process. Initial conditions in Collaborative Governance determine the basis of the level of trust, problems/conflicts, and social capital which can become opportunities and challenges in Collaborative Governance. Institutional design is the basic rule in collaborative activities, and leadership is the mediator and facilitator in Collaborative Governance. Meanwhile, the Collaboration Process is the core of Collaborative Governance, wherein the collaboration process is Face to face-to-face dialogue, building trust, building commitment, sharing understanding, and temporary results (Ansell and Gash in Islamy 2018:12-14).

Robertson and Choi (2010) define collaborative governance as a collective and egalitarian process in which everyone participants in it have the authority to make decisions decisions and every stakeholder has equal opportunity to reflect on his aspirations within that process. Bovaird defines a partnership between government and private sector simply as arrangements work based on mutual commitment, above and beyond above those regulated in each contract between one organization in the public sector with organizations outside the public sector (Dwiyanto, 2011). From the definition put forward by Bovaird, it is clear that it is said that partnerships involve more than forms of cooperation cooperation contracts. The cooperation described in the concept of partnership between the public and private sectors is to work with each party who has outside concerns about what is written in the contract.

3.2. National Development

3.2.1. Concept of National Development

National development is a series of development efforts carried out continuously in all areas of community, nation, and state life to realize national goals. 18 This is done to realize national goals as written in the 4th paragraph of the Preamble to the 1945 Constitution. The national development planning system is regulated in Law No. 25 of 2004 concerning the National Development Planning System. According to Law No. 25 of 2004 concerning the National Development Planning System, Planning is a process for determining appropriate future actions, through a sequence of choices, taking into account available resources. National Development is an effort carried out by all components of the nation to achieve state goals. Based on Article 1 paragraph (3) of Law No. 25 of 2004, the National Development Planning System is a unified development planning procedure to produce long-term, medium-term, and annual development plans implemented by state and community administrators at the Central and Regional levels.

National Strategic Projects are projects implemented by the government, regional governments, and/or business entities that have a strategic nature to increase growth and equitable development to improve community welfare and regional development. National Strategic Projects are infrastructure projects of President Joko Widodo's government whose project scale is strategic to increase economic growth, equitable development, community welfare, and regional development. National Strategic Projects were first regulated through Presidential Regulation No. 3 of 2016 was issued on January 08, 2016, and contains the number, details, and location of each National Strategic Project.

Ministers/heads of institutions, governors, and regents/mayors provide permits and non-permits required for the implementation of National Strategic Projects by their authority based on Article 3 of Presidential Decree Number 3 of 2016. The Minister or head of the institution as the Person in Charge of the National Strategic Project proposes the completion of permits and non-permits required to start implementing the National Strategic Project since the promulgation of the Presidential Regulation.

To increase economic growth through infrastructure development in Indonesia, the Government is making efforts to accelerate projects that are considered strategic and have high urgency so that they can be realized within a short time. For the public interest and general benefit of the national strategic program, the government also issued Presidential Instruction Number 1 of 2016 concerning the Acceleration of Implementation of National Strategic Projects, which was addressed to the Working Cabinet Ministers; Attorney General of the Republic of Indonesia; Head of the National Police of the

Republic of Indonesia; Cabinet Secretary; Chief of Presidential Staff; Heads of Non-Ministerial Government Institutions; Governors; and the Regents/Mayors. The things that must be implemented by the officials concerned are actions related to their respective duties, functions, and authorities, resolving problems and obstacles, and adopting policies to accelerate the implementation of National Strategic Projects.

3.3. Collaborative Governance In The Construction Of Karian And Sindangheula Dam

As stated by Ansell and Gash, 2008, Collaborative Governance is a way of government management that directly involves stakeholders outside the government or state, focusing on context and deliberation in the collective decision-making process which aims to create or implement public policies and programs. public program.

The construction of the Sindang Heula and Karian Dams is one of the national strategic projects contained in Presidential Regulation No. 3 of 2016 concerning the Acceleration of Implementation of National Strategic Projects. The Sindangheula Dam was built on the Cibanten River channel with a total storage volume of 9.26 million cubic meters with an inundation area of 128.50 ha. Meanwhile, Karian Dam has a capacity of 315 million cubic meters with a pool area of 1,773 hectares and can provide a number of benefits to the community in the Banten region and its surroundings.

Karian Dam can accommodate 314 million cubic meters of dammed water from the Ciujung River and Ciberang River. The construction of the Karaian Dam can be useful for the irrigation of 22,000 hectares as well as raw water requirements for Cilegon City and Serang Regency of 5.5 M3/second. Raw water supply for Lebak Regency, Tangerang Regency, Tangerang City, Tangsel City, and the DKI Jakarta area is 9.1 M3/second. The construction of the Karian Dam can control flooding in the downstream area which is a strategic area with important infrastructure, namely the Jakarta-Merak toll road as well as an integrated industrial area with a flood storage capacity of 60.8 million M3.

Apart from that, the benefits of building the Karian Reservoir can also be used as a tourist attraction development by the Lebak Regency Government. The construction of the Karian Reservoir can also produce electricity through a 1.8 Megawatt Mini hydro Power Plant. This dam will supply water for household, urban, and industrial needs in 7 cities/regencies, namely Serang City, Cilegon City, Tangerang City, Tangerang Regency, Serpong City, Lebak Regency, and the western region of DKI Jakarta Province. So far, the raw water supply to Jakarta comes from east Jakarta, namely the Jatiluhur Dam. With the existence of the Karian Dam, there will be a balance in the water balance.

To convey raw water to these areas, it is necessary to build a water pipe which is estimated to be 47.9 kilometers long. Its capacity is 14.6 million m3/second and will be enjoyed by more than 5 million people. Currently, the master plan has been reviewed and a feasibility study has been prepared with **K-Water from South Korea**, which has long experience as a world-class institution in managing water resources so that it can be built using a Government and Business Entity (KPBU) collaboration scheme.

Construction of the Karian Dam began in October 2015 with a budget of IDR 1.07 trillion and was carried out **by Daelim Industrial Co, LTD-PT. Wijaya Karya (Persero)-PT. Waskita Karya (Persero) Joint Operation.** The land for the construction of the Karian Reservoir is planned to be 2,225 hectares. This area of land covers 11 villages in four sub-districts in Lebak. The Karian Reservoir is located in four sub-districts, including Sajira, Maja, Cimarga, and Rangkasbitung sub-districts. The reservoir was built on 2,225 hectares of land. An area of 1,740 hectares is for the dam body and the remainder is for building other supporting facilities, such as sluice gates and dams.

In the construction of the Karian dam, **Barata Indonesia** participated in the construction of the Karian Dam in Lebak, Serang Regency, Banten Province belonging to the Ministry of PUPR BBWS Cidanau – Ciujung – Cidurian. In the Karian Dam construction project, Barata Indonesia participated in the Radial Gate construction process. The construction of the Radial Gate is the largest in Indonesia with dimensions of 13.1 meters long, 14.8 meters wide, and 13.7 meters high. In one of these national strategic projects, Barata Indonesia's tasks include Hydromechanical Electrical, Telecommunication as well as Control Operation and Maintenance Equipment. Barata Indonesia itself has long experience in working on Water

Gate Projects including Randugunting Water Gate; Rehabilitation of Pasar Baru Tangerang Dam; Gerak Sembayat Dam, Gresik; Kuningan Dam, West Java; Tanju & Mila Dam, NTB; Passaloreng Dam, South Sulawesi; Rehabilitation of the Kedung Semat Sluice Gate, Jepara; Bojonegoro Motion Dam, East Java; Jabung Dam, Lampung and many other hydromechanical projects in the country.

In 2019 the Ministry of Public Works and Public Housing (PUPR) carried out the filling (impounding) of the Sindangheula Dam in Serang Regency, Banten Province. The dam with a capacity of 9.26 million m3 is a National Strategic Project (PSN) that was built to anticipate the increase in raw water demand for domestic and industry in Serang Regency, Serang City, and Cilegon City by supplying raw water from 800 liters/second. The construction of the dam was completed over three years from the end of 2015 to the end of 2018 due to the provision of land supported by the Banten Provincial Government with a total land acquisition of 154.60 hectares. In the construction process, a bypass channel was built in the form of a conduit 204 meters long, with dimensions of 3.5 meters wide and 3.5 meters high in the shape of a horseshoe. The diversion of the flow from the Cibanten River as the dam's water source was carried out in July 2017. Excavation of the dam foundation began in August 2017 and continued with embankment work completed in December 2018.

The dam construction was carried out by **PT Pembangunan Perumahan (PP) Persero Tbk and PT Hutama Karya (Persero)** at a total cost of IDR 458 billion. This multifunctional dam, which has a pool area of 115 hectares, is of great benefit to the people of Serang Regency and Serang City for irrigation in the Cibanten Irrigation Area covering an area of 1,289 hectares, flood control in downstream areas of Serang Regency and Serang City of 50.00 m3/second, and generating power. 0.4 megawatt electricity.

Sindangheula Dam is one of 49 new dams built by the Ministry of PUPR through the Cidanau-Ciujung-Cidurian River Basin Center, Directorate General of Water Resources in the 2015-2019 period as an effort to realize water security and food sovereignty in Banten Province. Apart from the Sindangheula Dam, the PUPR Ministry is also building the Karian Dam with a target of completion in 2021 and 2 other dams are included in the readiness criteria to be proposed, namely the Pasir Kopo Dam in Lebak Regency and the Cidanau Dam in Serang Regency. Dam construction in Banten Province is targeted with a total volume of 522.60 million m3 which is expected to have benefits for meeting clean water needs and providing raw water of 15.04 m3/second, irrigation of 44,000 hectares, flood reduction of 1,164.22 m3/second seconds and a potential electricity generation of 22.20 MW.

4. Conclusion

Collaborative governance is a government management approach that focuses on collective decision-making to create public policies and programs. The implementation of the Sindang Heula and Karian River Basin Project is a national strategic project under the Presiden No. 3 Tahun 2016 on the Percepatan Pelaksanaan Proyek Strategis Nasional. The project aims to provide water to the Banten and surrounding areas, including 314 kilometers of water from Cibanten, 22,000 kilometers of water supply to Kota Cilegon and Serang, and 9,1 kilometers of water supply to Lebak, Tangerang, Tangsel, and DKI Jakarta. The project also includes the development of the Water Basin Project, which will provide water to households, communities, and industries in seven districts/towns in Jakarta. The project will also include the construction of a 47.9-kilometer water pipeline with a capacity of 14,6 hectares per day. This project was initiated in October 2015 with an investment of Rp 1,07 trillion and was implemented by Daelim Industrial Co, LTD-PT. Wijaya Karya (Persero)-PT. Waskita Karya (Persero) Joint Operation. The project involved the participation of the Indonesian Div. SDA Barata Indonesia in the project, which included the construction of the Radial Gate, a major project in Indonesia. The project involved various departments within the Indonesian government, including Hydromechanics, Telecommunication, Control Operation, and Maintenance Equipment.

5. Conflict of Interest

The authors named above declare that we have No affiliation or involvement in any way organizations or entities in which you have any financial interest (such as honoraria; educational grants; participation in speakers' bureaus; membership, employment, consultancies, stock ownership, or other equity interests; and expert testimony or patent licensing arrangements), or non-financial interests (such as personal or professional relationships, affiliations, knowledge or beliefs) in the subject matter or material discussed in this manuscript.

6. Acknowledgement

Alhamdulillah, all praise and gratitude to the author pray to the presence of Allah SWT for all His mercy and grace so that the paper entitled "Collaborative Governance Policy for the Development of National Strategic Projects in the Infrastructure Sector in Banten Province (Case Study of the Construction of the Sindangheula Dam in Serang Regency and the Karian Dam in Lebak Regency) " can be resolved well. Shalawat and greetings may be poured out to the Prophet Muhammad SAW and his family and friends. In connection with the completion of this paper, allow the author to humbly express his sincere thanks and highest appreciation to our partners, namely Riny Handayani and Egi Riyan Galuh, for their assistance in writing this paper. And we also thank the parties who have helped complete this article.

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