

CHAPTER III

ANALYSIS AND DISCUSSION

This chapter will describe the results of “Public-Private Partnership for Trowono Traditional Market Revitalization in Gunungkidul Regency in the Year 2016-2017”. This research aims to know and understand the partnership process in the Trowono Traditional Market revitalization project. This study refers to the variables specified in theory of public-private partnership guideline year 2010 by the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, namely project selection, public consultation, feasibility study, risk review, forms of partnership, government support, procurement, implementation, and monitoring. This study used qualitative research and the result will be described.

A. Project Selection in Revitalizing the Trowono Traditional Market

Project selection is an important step in the public-private partnership process. In the theory of public-private partnership guideline year 2010 by the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, there were scheme initiated by the government (solicited) and also scheme from the private sector (unsolicited). In this research, the stage of project selection is entirely the authority and responsibility of the government (solicited) and this project was determined to be a PPP project. In the project selection, there are indicators that must be used by the

government such as the process of identifying and prioritizing projects. This activity aims to attract private partners to instill capital/involvement and interest in the private sector in the construction of projects and convince the private sector that a project has economic and political reasons in project development planning.

a. Identification Process in Revitalizing the Trowono Traditional Market

According to PPP Guideline year 2010 by the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, the identification process is the first step in the project selection that aims to consider and determine which projects are feasible and have a large impact. The Government has a different identification process. One of them was the Gunungkidul Regency Government in the Trowono Traditional Market revitalization project, where the regional work unit managing the project was the Department of Industry and Trade of Gunungkidul Regency. Identification activities for project identification was collaboration with CV. Seia Cons as a Planning Consultant in carrying out the process of identifying the Trowono Traditional Market. As the Head of Market Management Division, Mr. Ari Setiawan, S.IP.,M.Si, revealed that:

“We (Industry and Trade Department of Gunungkidul Regency) collaborate with CV. Seia Cons (Planning Consultant) to begin the process of identifying the Trowono Traditional Market, then we find various problems such as inadequate market buildings, lack of facilities and infrastructure, slum market conditions etc. The market enters in the revitalization planning list.” (Interviewed on January 9, 2019).

Based on the statement above, the results of the identification process by the Department of Industry and Trade of Gunungkidul Regency with the CV. Seia Cons as a Planning Consultant resulted many findings such as buildings that were no longer suitable for use, slum market conditions, lack of supporting facilities and infrastructure and others. Furthermore, the Trowono Traditional Market is included as one of the traditional markets planned by the Gunungkidul Regency Government for the Traditional Market revitalization project in Gunungkidul Regency in 2016.

No.	Market Name	Location
1	Ngawen Traditional market	Kampung, Ngawen
2	Nglipar Traditional market	Nglipar, Nglipar
3	Siyonoharjo Animal Market	Siyonoharjo, Playen
4	Baran Traditional market	Semugih, Rongkop
5	Ngrancah Traditional market	Jerukwudel, Girisubo
6	Jimbaran Traditional market	Tambakromo, Ponjong
7	Argosari Traditional market	Purbosari, Wonosari
8	Trowono Traditional market	Karangasem, Paliyan
9	Mentel Traditional market	Hargosari, Tanjungsari
10	Playen Traditional market	Ngawu, Playen

Source: <http://gunungkidul.sorot.co> (Accessed on February 3, 2019)

From the result of the identification process, the CV. Seia Cons as a Planning Consultant prepared all planning documents such as the funding budget document, environmental impact assessment, social impact document, master plan document, Detail Engineering Design, and other documents. Moreover, the preparation for project selection is based on the conditions that occur in the field, meaning that with the existence of revitalization project it is expected that the Trowono Traditional Market will give comfort for visitors and traders. Furthermore, the project identification is a

step to revive traditional market in order to improve the economy of the people who live in the part of southern in Gunungkidul Regency. In addition, the specific reason for this identification project were disclosed by the Head of Market Management Division, Mr. Ari Setiawan, S.IP., M.Si, who revealed that:

“.....the reason for the Trowono Traditional Market revitalization in 2016, because at that time, the Gunungkidul Regency Government consider the Trowono Traditional Market less representative to become the largest market in the southern part of Gunungkidul Regency. There are many main market buildings that aren't suitable to be occupied and there are still limited trade places which have an impact on the booming of traders. This identification process is carried out by the Department of Industry and Trade of Gungkungkul Regency collaborating with the Planning Consultant (CV. Seia Cons) in reviewing and identifying the Trowono Traditional Market so that the final results are concluded that it requires rearrangement, then we compiled various identification documents to plan the revitalization project.” (Interviewed on January 9, 2019).

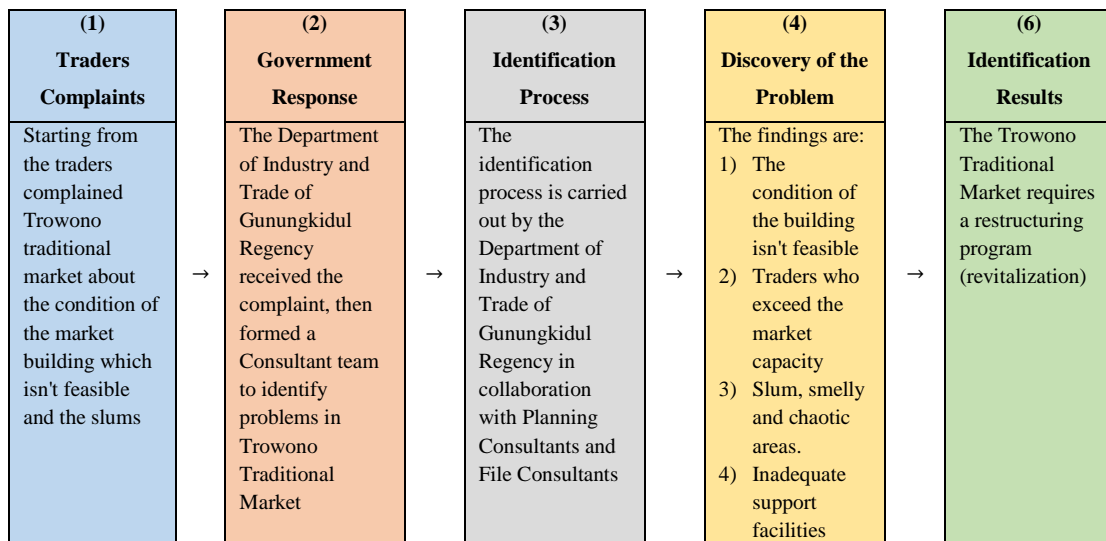
Based on the statement above, it can be concluded that the results of identification by the Department of Industry and Trade of Gunungkidul Regency with the CV. Seia Cons as a Planning Consultant were the Trowono Traditional Market was the largest market in the south of Gunungkidul Regency and this market had buildings that were not suitable for traders, because the buildings suffered damage in everywhere. Furthermore, the identification process is also explained in more detail by the Head of the Facilities and Infrastructure Section, Mr. Sukarman, ST, who revealed that:

“We (Department of Industry and Trade of Gunungkidul Regency) conducted identify based on complaints from market traders. We invited the CV. Seia Cons as a Planning Consultant and began to review the Trowono Traditional Market. Furthermore, the problems in the field were that the market really needed revitalization for the buildings. Moreover, we designed a revitalization project such as providing all kinds of Master Plan, DED, Finance, and other documents.

Moreover, we requested assistance from the Procurement Service Unit for tendering.” (Interviewed on January 15, 2019).

From the statement above, it can be concluded that the identification process was carried out by the CV. Seia Cons, which designed all project such as Master Plan, DED, Finance, and other document. Furthermore, from the market traders' response, the government formed a team to monitor the condition of the Trowono Traditional Market. After getting the final results of the identification process, the problem was formulated with the CV. Seia Cons as a Planning Consultant. In addition, the conclusion for the Trowono Traditional Market was a realignment or revitalization. Therefore, the process of identifying the Trowono Traditional Market revitalization project can be seen in the table below.

Table 3.1 Identification Process in Revitalizing the Trowono Traditional Market



Source: Author's Analysis Result

Based on the explanation above, if it is associated with the theory of public-private partnership guideline year 2010 by the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, it is stated that the identification process is a step to consider/determine the situation and the process of designing financing methods for potential projects. This shows the suitability of the research phenomenon with the above theory, where the identification process was originated from market traders complaints about market conditions which later the government responded. The Department of Industry and Trade of Gunungkidul Regency with CV. Seia Cons as a Planning Consultant conduct a review to ensure and consider these complaints related to the problem. The results of the identification suggest that the market has great potential. Furthermore, the Department of Industry and Trade of Gunungkidul Regency and CV. Seia Cons determine the method of designing a budget for revitalizing Trowono Traditional Market and declaring this market as one of the priority projects that have great potential for the welfare of the community and traders.

b. Project Prioritization in Revitalizing the Trowono Traditional Market

In the PPP process, the selection of projects requires a priority scale that aims to identify and determine which infrastructure projects must be completed and have major implications for the community. In addition, this priority must meet the criteria for traditional market revitalization such as markets that are ≥ 25 years old, markets that experience fire disaster, post-natural disasters, post-conflict social markets, border regions, and regions with minimal trade facilities / large trade potential. Furthermore,

giving priority scale and fulfillment of the criteria above then the development project can be implemented. This was then carried out by the Department of Industry and Trade of Gunungkidul Regency in preparing priority projects for the revitalization of the Trowono Traditional Market. As the Head of the Market Management Division, Mr. Ari Setiawan, S.IP., M.Si, revealed that:

“For the project priority of revitalizing the Trowono Traditional Market, it is believed that this market has great potential in improving the economy of the people around the southern region of Gunungkidul Regency, because the market location is close to tourist attractions and southern crossing routes which are expected to be able to provide everything kinds of goods and economic support tools around tourist attractions. Furthermore, the Gunungkidul Regency Government seeks this Market to carry out a full revitalization program for all parts building of the Trowono Traditional Market which aims to realize the Trowono Traditional Market towards a healthier, more advanced and better market and can increase Regional Original Income (PAD) in Gunungkidul Regency.” (Interviewed on January 9, 2019).

Based on the statement from the Head of Market Management Division above that the location of the Trowono Traditional Market is very strategic. It is one of the reasons for the of the revitalization project because the market is the biggest economic wheel for people who are close to tourist attractions to carry out buying and selling transactions. In addition, the revitalization activity in the Trowono Traditional Market is an initial step in the Gunungkidul Regency Government to be a healthier, more developed, good market and to be a national standard market. Furthermore, giving priority to the Trowono Traditional Market for the revitalization project was stated by Head of the Facilities and Infrastructure Section, Mr. Sukarman, S.T as follow.

“There are 38 traditional markets in Gunungkidul Regency, which are priority projects of market revitalization intended for the Trowono Traditional Market, because of the identification results found that the market is slum, smelly, chaotic. In addition, this market is also currently in the Type C market, it is near the mountain and the route to tourist attractions. Moreover, it has great potential to become the largest market in the southern of Gunungkidul Regency. This market has a large number of traders and buyers. Therefore, it requires revitalization in order to be able to accommodate traders and to meet the national standard (SNI) market.” (Interviewed on January 15, 2019).

From the statement above, it can be concluded that the Trowono Traditional Market is one of the priority markets to be revitalized by the Gunungkidul Regency Government. This is because it has fulfilled the criteria for implementing the national revitalization program, such criteria as a strategic location in which it is in the southern crossing lane and also close to tourist attractions. Based on the explanation, if it is associated with the theory of public-private partnership guideline year 2010 by the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, the priority of the project as a step in determining a project that has great implications for the community. This shows the suitability of the research phenomenon with the theory above, where the priority of this revitalization project states that the Trowono Traditional Market has minimal trading facilities, but has large trade potential because this market is the largest market in the south of Gunungkidul Regency that holds various commodities for sale. In addition, there are still many criteria for the Trowono Traditional Market as one of the markets included in the revitalization program.

The priority of the revitalization project is also seen from the type of market, based on 2016 data the Trowono Traditional Market is a type C market which is a market that

operates at least 2 times a week and has a minimum capacity of 200 people and at least 3000m² area. Therefore, based on the researcher analysis from various official website sources those states that the Type C Market is the focus of the government to revitalize the entire market building. In addition, this market revitalization program is an effort of the Gunungkidul Regency Government to make the Trowono Traditional Market a Type A and a national standard (SNI) market. Type A is the market with daily market operations, the number of traders capacity is at least 400 people and the land area is at least 5000m². Therefore, the priority of revitalizing the Trowono Traditional Market answers the Nawacita's program to revitalize 5.000 traditional markets. This revitalization program applies to the Trowono Traditional Market as one of the first steps to restore the image of a better traditional market and support the creation of facilities to support the people's economy that is suitable for future traders.

B. Public Consultation in Revitalizing the Trowono Traditional Market

According to PPP Guideline year 2010 by the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, the public consultation process is a stage to get the suggestions needed in the design of a project. This process is carried out by the government to the community as a form of partiality to the community. In addition, government consultations are carried out to prospective partners, if the PPP scheme was initiated by the private sector (unsolicited). Furthermore, the Department of Industry and Trade of Gunungkidul Regency held a socialization and forum group

discussion with the community and traders of Trowono Traditional Market. To get advice and responses in the design of revitalization projects. However, for government consultations with prospective private partners for the revitalization market project was not implemented, because this project was initiated by the Department of Industry and Trade of Gunungkidul Regency (solicited).

a. Government Consultation with Community and Traders of Trowono Traditional Market

In the PPP process, government consultation with the community is very important to capture community aspirations/suggestions. This is intended as a consideration in designing development projects and general acceptance of project development. In addition, community involvement also aims to control the project so that it runs smoothly. The consultation process usually provides a discussion forum with the community and traders. It was also carried out by the Department of Industry and Trade of Gunungkidul Regency related to the consultation activities carried out by community and traders. As the Head of Market Management Division, Mr. Ari Setiawan, S.IP., M.Si, revealed that:

“After getting complaints from the community and traders, we (Department of Industry and Trade of Gunungkidul Regency) decided that the Trowono Traditional Market must be revitalized. Therefore, our next step is to prepare a revitalization plan, especially to ensure that the funding budget has been completed and the environmental impact analysis document already exists. After the preparations were all completed, then we carried out socialization to the traders regarding the design that had been made.” (Interviewed on January 9, 2019).

Based on the statement delivered by the Head of Market Management Division above, the Gunungkidul Regency Government carried out socialization activities to the community and traders of Trowono Traditional Market related to the revitalization project plan. This socialization was to accommodate the aspirations and suggestions of community and traders especially regarding complaints such as improper infrastructure and lack of supporting facilities such as toilets, mushrooms, parking lots, landfills, etc. Furthermore, the socialization aims to get the approval of the community and traders in planning a revitalization project and ensuring that the traders are transferred to the Emergency Market. Besides the community also agreed with the revitalization project. As the Head of Facilities and Infrastructure Section, Mr. Sukarman, S.T, revealed that:

“We have already talked to the community and traders. They responded very positively and agreed with regard to the revitalization project because this also had a good impact on shared comfort and could also improve the quality of traditional markets better. Furthermore, these traders, we switched to the Trowono Animal Market and partially rented community land to be made into Emergency Markets, the response of traders also did not mind being temporarily transferred to the emerging market.” (Interviewed on January 15, 2019).

Based on the statement from the Head of the Facilities and Infrastructure Section above that the public outreach activities have been carried out by the government. If associated with the theory of public-private partnership guideline year 2010 by the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, the government consultation with the community is as a screening stage for aspirations and responses from the community and traders. This shows the suitability of the research phenomenon with the above theory, where the Department of Industry and Trade of

Gunungkidul Regency has carried out socialization to the community and the Traders of Trowono Traditional Market. This socialization aims to filter out their aspirations and also the response between the Department of Industry and Trade of Gunungkidul Regency and the traders of the Trowono Traditional Market regarding the planning of a market revitalization project. Furthermore, traders were transferred to the Emergency Market stationed at the Trowono Animal Market and also temporarily rented land owned by residents and waited for the Trowono Traditional Market to be ready for reuse.

b. Government Consultation with Prospective Partners

In a public-private partnership scheme, the Government provides consultation with prospective partners to get advice on construction of a project if the project is initiated by the private sector (unsolicited), but the government does not always offer discussion forums because this PPP scheme is carried out by the Department of Industry and Trade of Gunungkidul Regency used a scheme derived from government initiation (solicited). In addition, the suggestions of prospective partners cannot influence the design of development projects. Furthermore, the consultation of the Gunungkidul Regency Government to prospective partners was not implemented. As the Head of Market Management Division, Mr. Ari Setiawan, S.IP., M.Si, explained that:

“The Department of Industry and Trade of Gunungkidul Regency partnered with CV. Seia Cons as a Planning Consultant partner in creating the master plan and Detail Engineering Design. In addition, the government also partnered with CV. Jana Consultants as the private sector in the Supervision Consultant to oversee

the process of developing the revitalization of the Trowono Traditional Market by PT. Putra Kharisma Sejahtera.” (Interviewed on January 9, 2019).

Based on the statement of the Head of Market Management Division above that the Trowono Traditional Market revitalization project is based on government initiation (solicited), where there was consultation between the government and several private parties in the process of making various documents, the Department of Industry and Trade of Gunungkidul Regency partnered with CV. Seia Cons as a Planning Consultant made a Master Plan, Detailed Engineering Design (DED) and a draft budget for the Trowono Traditional Market revitalization project. In addition, the Department of Industry and Trade of Gunungkidul Regency also partnered with CV. Jana Consultant as Supervisory Consultant in overseeing the construction process of development. This states that, in the theory of public-partnership guidelines by Coordinating Ministry for Economy Affairs, government initiation projects are not always derived from the idea of solicited all, but there is also the involvement of the private sector in each public-private partnership process. As the Head of Publisher of the Data Processor of the Infrastructure and Facilities Section, Mr. Sularno, revealed that:

“This project scheme requires advice from the private sector, the Department of Industry and Trade of Gunungkidul Regency in partnership with several private sectors such as CV. Seia Cons, CV. Jana Consultant to get the services of making a Master Plan, DED and also a detailed budget plan in the Trowono Traditional Market revitalization project.” (Interviewed on March 14, 2019).

Based on the statement above, it can be concluded that some of the private sector can intervene or provide input in planning the Trowono Traditional Market revitalization program as in project preparation. If linked to the theory of the 2010 public-private partnership guidelines by the Coordinating Ministry of Economic Affairs of the Republic of Indonesia, the activities of government consultants for the private sector are carried out for planning projects initiated by the private sector (without being asked). Furthermore, the Trowono Traditional Market revitalization project was carried out by the Department of Industry and Trade of Gunungkidul Regency (requested) in collaboration with CV. Seia Cons as a Planning Consultant and CV. Jana Consultant as a Supervising Consultant as the party that has the authority to design, prepare documents, and supervise every process in the revitalization project.

C. Feasibility Study in Revitalizing the Trowono Traditional Market

In the theory of public-private partnership guideline year 2010 by the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, feasibility study contains the results of a project feasibility analysis, which presents all information needed by the government in making decisions. To prepare a feasibility study, it depends on the project being initiated by the government or the private sector. In this research, the feasibility study is a process that must be carried out by the government (solicited) who partnership between the private sector to prepare all kinds of feasibility documents as a consideration of whether the project is feasible or not. In a feasibility study, the

regulations governing the contents of a feasibility study are designed by the private sector. Furthermore, the Department of Industry and Trade of Gunungkidul Regency was handed over to the CV. Seia Cons (Planning Consultant) to prepared legal validity documents for the release of land, financial basis design, environmental impact analysis, and social analysis documents.

a. Legal Validity Document for the Release of Land in Revitalizing the Trowono Traditional Market

In project development, a clear legal validity document is needed as a basis for implementation. This aims to avoid and minimize the occurrence of conflicts in development. The legal validity document in the Trowono Traditional Market revitalization project refers to a clear legal validity document regarding the release of land for the revitalization of the Trowono Traditional Market. As the Head of Market Management Division, Mr. Ari Setiawan, S.IP., M.Si, revealed that:

“All kinds of documents including the legal validity documents for release of land are very clear because the status of land for the Trowono Traditional Market is owned by the Gunungkidul Regency Government. The government has ensured that the land is managed by the Regional Finance and Asset Agency of Gunungkidul Regency (BKAD).” (Interviewed on January 9, 2019).

From the statement of the Head of Market Management Division above, it can be concluded that the legal validity document for release of land has been owned by the Gunungkidul Regency Government which is handled by the Regional Finance and Asset Agency of Gunungkidul Regency. Furthermore, the Department of Industry and

Trade of Gunungkidul Regency can ensure clarity regarding the validity documents. Regarding the legal validity document for the release of land, it was also conveyed by Head of the Facilities and Infrastructure Section, Mr. Sukarman, ST, who revealed that:

“In the past Trowono Traditional Market land was a grant from someone to give to the government, then the government took the land into Trowono Traditional Market. So, currently for land certificate documents and others have been held by BKAD (Regional Financial and Asset Agency) of Gunungkidul Regency.” (Interviewed on January 15, 2019).

From the statement of the Head of the Facilities and Infrastructure Section above that the land currently occupied for the Trowono Traditional Market is a *waqf* land from someone to be managed by the Gunungkidul Regency Government, so the government initiates this land as a Traditional Market. Furthermore, the validity document for release of land has been officially held by the Regional Financial and Asset Agency in the Gunungkidul Regency Government.

Based on the explanation above, if it is related to the theory of the public-private partnership guideline year 2010 by the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, the validity document for release of land is an important document to support the guarantee of the project planning process. This shows the suitability of the research phenomenon with the theory above, that the document of legal land validity for the procurement of the Trowono Traditional Market revitalization project is already owned by the Regional Financial and Asset Agency of

Gunungkidul Regency which then the document is an attachment in the procurement of tenders.

b. Financial Basic Design in Revitalizing the Trowono Traditional Market

The basic financial design plays an important role in every development project plan, where the financial plan is a project financing so that it can launch any project implementation in providing project materials and other financings. The basic financial design is also to ensure financial resources and details of the expenditure allocated in each activity that has been set. As the Head of Market Management Division, Mr. Ari Setiawan, S.IP., M.Si, stated that:

“Department of Industry and Trade of Gunungkidul Regency collaborate with CV. Seia Cons (Planning Consultant) to design the financial basis for the project revitalization of the Trowono Traditional Market, after being proposed, we propose to the Central Government of the Ministry of Trade to use the State Budget Assistance Fund in the year 2016 to finance it, then to design a finance of around IDR. 9.5 billion to be proposed, but the budget set by the Central Government was only approved by IDR. 5.8 billion.” (Interviewed on January 9, 2019).

From the statement above, it was concluded that the Department of Industry and Trade of Gunungkidul Regency in collaboration with CV. Seia Cons as a Planning Consultant designed a budget to be submitted to the Central Government, namely the Ministry of Trade, where the financial design was valued at IDR. 9.5 billion. Then, the final result of the financial plan was only IDR 5,805,000,000.00. Furthermore, the basic financial design was also explained by the Head of the Facilities and Infrastructure Section, Mr. Sukarman, ST, as follows.

“The basic financial design was calculated by the Department of Industry and Trade of Gunungkidul Regency with CV. Seia Cons as a Planning Consultant, at that time we got the accumulated budget plan amounting to IDR. 9.5 billion. After that we designed a proposal document to the Central Government of the Ministry of Trade using the State Budget Assistance Fund of 2016, then we got a definite budget confirmation from the Ministry of Trade, which only received around IDR 5.8 billion. In addition, we also proposed this revitalization budget to the APBD in Gunungkidul Regency of the budget year of 2017, then got a budget of IDR 200,000,000.” (Interviewed on January 15, 2019).

From the statement of the Head of the Facilities and Infrastructure Section above, this financial design was designed by the Department of Industry and Trade of Gunungkidul Regency with CV. Seia Cons (Planning Consultant) in setting the initial budget for the Trowono Traditional Market revitalization project. Based on the results of the detailed budget set by the Department of Industry and Trade of Gunungkidul Regency are worth IDR. 9.5 billion. Then the financial plan is submitted to the State budget (APBN) through the 2016 Fiscal Assistance Fund (DTP) from the Ministry of Trade. Then the final result of the submission only gets a statute of around IDR. 5,805,000,000.00, the details of the articles of association for the revitalization of the Trowono Traditional Market can be seen in the table below:

Table 3.2 Budget Recapitulation for Revitalizing the Trowono Traditional Market in Gunungkidul Regency

No.	Job Description	Total Price (IDR)
1.	Market Office Building	556.677.148.92
2.	Los Kiosk Building II (9 unit kiosk & 5.5 x 27 m Los)	510.025.198.39
3.	Kiosk Building I (14 unit kiosk & 5.5 x 42 m Los)	660.361.660.19
4.	Kiosk Building (8 unit)	294.094.159.81
5.	Los I Building (9.5 x 39 m)	396.392.866.74

6.	Los II Building (9.5 x 33 m)	346.647.988.54
7.	Los III Building (9.5 x 33 m)	346.647.988.54
8.	Los IV Building (9.5 x 24 m)	238.268.26.28
9.	Los V Building (4 x 15 m)	103.613.135.28
10.	Los VI Building (4 x 9 m)	67.388.851.71
11.	Los VII Building (4 x 6 m)	49.097.034.49
12.	Los VIII Building (4 x 31 m)	300.362.526.60
13.	Los Meat Building (5.5 x 17.5 m)	197.173.698.92
14.	Bathroom Building II (3 unit)	161.926.223.25
15.	Inter-ladder Work and <i>Talud</i> Work	400.509.683.05
Total		4.629.186.248.71
10% VAT		462.918.624.87
Amount Includes 10% VAT		5.092.104.873.58
Rounded off		5.092.104.000.00
Spelled: <i>(Five Billion Ninety-Two Million One Hundred Four Thousand Rupiahs)</i>		

Source: Agreement Document for Revitalizing Trowono Traditional Market

Furthermore, the Department of Industry and Trade of Gunungkidul Regency also got a Budget from APBD of Gunungkidul Regency in the year 2017. This financial budgeting aims to finance administrative expenses and shortages that are needed in the field. The financial statutes of APBD in Gunungkidul Regency amount to IDR 200,000,000. Based on the explanation, if it is associated with the theory of the public-private partnership guideline year 2010 by the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, the basic financial design is a financing material in the preparation of project planning. This shows the suitability of the research phenomenon with the above theory, that the Department of Industry and Trade of Gunungkidul Regency has designed and budgeted the articles of association in the Trowono Traditional Market revitalization project in detail.

c. Document of Environmental Impact Assessment (EIA) and Social Analysis in Revitalizing the Trowono Traditional Market

Environmental Impact Assessment (EIA) document is a document that contains the results of a study of the major impacts that are very important for a project in the planning process. The government must have EIA documents as material for consideration of the implementation of a project. This EIA document aims to ensure that there are environmental problems that are estimated to have an impact directly or indirectly and can be carried out to evaluate the handling of any impacts caused. In this case, this is important to note in the planning of traditional market revitalization which is expected to support the improvement of the community welfare surrounding the market and traders itself. Furthermore, the CV. Seia Cons as a Planning Consultant has carried out an analysis of environmental impacts and social impacts in planning the revitalization of the Trowono Traditional Market. As the Head of Market Management Division, Mr. Ari Setiawan, S.IP., M.Si, explained that:

“For existing environmental impact assessment and social impact documents, the assessment was carried out, we formed consultant teams from independent parties namely CV. Seia Cons as a Planning Consultant to assess all kinds of direct and indirect impacts that occurred during the process of revitalizing the Trowono Traditional Market.” (Interviewed on January 9, 2019).

Based on the explanation above, if it is related to the theory of public-private partnership guideline year 2010 by the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, EIA documents and social analysis are documents of the

results of studies on the impacts that occur while and after the project is implemented and this document must be available for planning a project. This shows the suitability of the research phenomenon with the above theory, that the environmental impact analysis and social analysis documents has been provided by the CV. Seia Cons. This document is the result of studies of all kinds of impacts that occur such as environmental impacts and social impacts for revitalization projects carried out. The social analysis has also been carried out by CV. Seia Cons as a Planning Consultant in looking at the social situation and capturing various kinds of complaints and responses from the public and traders about the revitalization of the Trowono Traditional Market.

D. Risk Review for Revitalizing the Trowono Traditional Market

In the theory of public-private partnership year 2010 by the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, a risk review of the project is planned to identify various risks in the project and things that can reduce risk, and the proposed risk transfer from those responsible for project implementation.

The Gunungkidul Regency Government with the CV. Seia Cons as a Planning Consultant carried out a risk review of several risks that might occur later, such as reviewing the risks of legal validity for release of land, financial design, environmental impact analysis, and social analysis. This aims to clearly review the risks of the project, therefore later it can be handled properly and quickly to achieve success from the project itself.

a. Risk Review to Legal Validity Document for the Release of Land in Revitalizing the Traditional Trowono Market

In the theory of public-private partnership guideline year 2010 by the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, a risk review of the legal validity for the release of land is very important to look at the situation in the future so that undesirable things does not happen. Based on this explanation, if it is related to this research, it shows the suitability of the research phenomenon with the theory, that the risks regarding the legal validity documents for the release of Land in Trowono Traditional Market have certainly not caused inequality. As the Head of Market Management Division, Mr. Ari Setiawan, S.IP., M.Si, revealed that:

“There is no risk posed regarding the legal validity for the release of land because the land is owned by Gunungkidul Regency Government, so there is no doubt.” (Interviewed on January 9, 2019).

From the statement of the Head of the Market Management Division above, there is no problem for the risk of validity regarding for the release of land. Further explained in more detail by the Head of the Facilities and Infrastructure Section, Mr. Sukarman, ST, as follows.

“There is no risk posed by the legal validity for the release of land because it was clear. It's just that there is one problem, because in the middle of the market location there is still a plot of land about 150m² which is still owned by individual, so far the land that person still has it, they want to sell it but it's too expensive so the government is still negotiating to buy the land.” (Interviewed on January 15, 2019).

Based on the statement of the Head of the Facilities and Infrastructure Section above that there is nothing to worry about the risks of the validity of the land law. The validity of the status of this land is owned by the Government of Gunungkidul Regency, where the document is stored in the Financial and Asset Agency (BKAD) in Gunungkidul Regency. However, in the middle of the market there are 1 plot of land about 150m² which is still owned by individual. The land has not be sold yet, because the price offered is far from the normal price. The Gunungkidul Regency Government is still trying to negotiate with the landowner to find a solution together with a goal so that there are no small problems in the Trowono Traditional Market.

b. Risk Review of the Financial Basic Design in the Preparation of the Trowono Traditional Market Revitalization

In the public-private partnership guideline year 2010 by the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, the risk review of the basic financial design greatly influences the implementation of the revitalization project. This is possible for tariffs to occur which tend to be unstable in the future and can reduce project implementation. For this reason, the Gunungkidul Regency Government must ensure that the risk assessment regarding the financial basis plan has been prepared so that prolonged conflicts do not occur in project implementation and the project is able to be completed on time. As the Head of Market Management Division, Mr. Ari Setiawan, S.IP., M.Si, revealed that:

“We (Department of Industry and Trade of Gunungkidul Regency) with the CV. Seia Cons (Planning Consultant) have confirmed and calculated the risks that might occur regarding finances in the future, such as changes in the prices of basic building materials, we have calculated them appropriately.” (Interviewed on January 9, 2019).

From the results of interviews with the Head of Market Management Division above the Department of Industry and Trade of Gunungkidul Regency in collaborate with the CV. Seia Cons as a Planning Consultant to design the financial basis of the Trowono Traditional Market revitalization project and the risks regarding price changes have been carefully calculated. Furthermore, the risk of the source of the budget has also been ensured that planning such as budgeting for revitalization projects is proposed to various central, provincial and regional governments. Based on the explanation, if it is related to the theory of public-private partnership guideline year 2010 by the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, the basic financial risk design must be provided to prevent prolonged conflicts. This shows the suitability of the phenomenon of research with the theory. Furthermore, regarding the risks of the basic financial design submitted by the Head of the Facilities and Infrastructure Section, Mr. Sukarman, ST, revealed that:

“We have considered the risk of budgetary sources if it is not accepted in the central government (APBN), there are other alternatives such as the APBD of DIY Provincial and the APBD of Gunungkidul Regency. If one is accepted, then the articles of association are managed by the Department of Treasury Service of Gunungkidul Regency (KPPN), further risks such as the expenditure of the project budget will be those who are responsible.” (Interviewed on January 15, 2019).

Based on the statement of the Head of the Facilities and Infrastructure Section above, it can be concluded that the alternative risks of budgeting for the Trowono Traditional Market revitalization project have been fully planned, such as the proposed project financing budget which is proposed through the Ministry of Trade's Co-Administration Fund (DTP) for the budget year 2016. The public-private partnership guideline year 2010 by the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, states that the risks posed in the basic financial design must be prepared with alternative plans for other sources of budgeting. In addition, there is conformity with the theory that the Department of Industry and Trade of Gunungkidul Regency and the CV. Seia Cons as a Planning Consultant have other sources of plans such as budgeting to the APBD of Special Region of Yogyakarta Province and the APBD of Gunungkidul Regency. Furthermore, the risk of the project budget will be submitted to the Department of Treasury Service of Gunungkidul Regency (KPPN) as the Government Agency which is responsible for managing financing expenses for each project to revitalize the Trowono Traditional Market.

c. Risk Review for Environmental Impacts Assessment and Social Analysis in Revitalizing the Trowono Traditional Market

In the implementation of the project, a review of environmental impact assessment (EIA) risks is very important to ensure that the implementation of the project is safe against small and large risks caused later on. In addition, a risk review of social impacts is also important to assess the negative and positive social impacts that are predicted to

occur during and after the project is implemented. This activity is important to be carried out as a part of an effort to social safeguard (social security). In addition, the government is able to provide instruments to help reduce these risks by managing them the best. As the Head of Market Management Division, Mr. Ari Setiawan, S.IP., M.Si, stated that:

“Environmental impact risk has been reviewed by Department of Industry and Trade of Gunungkidul Regency with the CV. Seia Cons (Planning Consultant), where the result is that there are no major risks posed during the revitalization project. In addition, social risks are not a problem, only 1 to 3 traders are difficult to be directed to the emergency market, but after socialization the traders can be transferred.” (Interviewed on January 9, 2019).

Based on the statement of the Head of Market Management Division above, it was concluded that the risk of environmental impacts was analyzed by the Department of Industry and Trade of Gunungkidul Regency with CV. Seia Cons (Planning Consultant). The results of the interview stated that there was no major risk caused when and after the revitalization of the Trowono Traditional Market done. Besides, social analysis has been carried out and the results of the majority of traders agree to be revitalized and diverted to the Emergency Market, but only a small number of traders are still comfortable with the place of sale because the area of the market placed by traders will change. It was difficult to manage the traders until they were pursued by the government to be given direction and socialization for the common good. Furthermore, the risk of environmental impact was explained by the Head of the Facilities and Infrastructure Section, Mr. Sukarman, ST, who revealed that:

“For the risk of environmental impact is not too large, because the market is near the mountain, first when the initial construction of the market, we dredged land on the mountain, the mountain also has rock construction so that it does not cause landslides or other disasters. Then, during the revitalization process, we did not find a big risk related to environmental impacts, so the revitalization process could run smoothly. Furthermore, for social risk, the traders agreed to be revitalized, but there were only 1 and 2 traders who did not agree because the Los that was placed would later change smaller in size so that with the approach of socialization, they agreed to the revitalization project. Subsequently, the traders are temporarily transferred to the Trowono Animal Market and rented to community area.” (Interviewed on January 15, 2019).

Based on the results of interviews with the Head of the Facilities and Infrastructure Section mentioned above, environmental risks and social risks for the Trowono Traditional Market revitalization project have been reviewed. The results of the study do not pose a big risk. From this explanation, if it is related to the theory of public-private partnership guideline year 2010 by the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, the risk of environmental impacts and social impacts is an effort to assess conditions that can predict the occurrence of positive and negative situations. This shows the conformity with the phenomenon of research with the theory that the Department of Industry and Trade of Gunungkidul Regency has carried out an assessment of environmental risks and social risks in the Trowono Traditional Market revitalization project.

Furthermore, the results of the study revealed that for the risk of environmental impacts on the revitalization project there is no big risk, except that in the revitalization process, the trees around the market are cut so that during the rainy season there is a high risk of despairing rainwater irrigation due to no objection. Besides, according to

Mr Sutarman, ST regarding social risks, there are some market traders who are still difficult to divert, some traders are reluctant to leave the Trowono Traditional Market because they feel comfortable with the place. To overcome this, the Department of Industry and Trade of Gunungkidul Regency carry out socialization on this matter so that the entire traders can be transferred to the emergency market at the Trowono Animal Market and place residents' area.

E. Forms of Partnership to Revitalizing Trowono Traditional Market

The form of partnership often refers to several types of alternatives that can be applied between the government and the private sector. This aims to determine the scheme used during the partnership process later. In the form of cooperation consists of types of agreements containing the scope of cooperation and action plans to develop responsibilities between the government and the private sector.

a. Types of Agreement in Revitalizing the Trowono Traditional Market

In the theory of public-private partnership by the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, the implementing of the partnership, a binding agreement is needed between the two parties, namely government sector and private sector. The government sector by the Department of Industry and Trade of Gunungkidul Regency and the private sectors such as CV. Seia Cons as a Planning Consultant, CV. Jana Consultan as a Supervisor Consultant, and PT. Putra Kharisma Sejahtera as a contractor in the Trowono Traditional Market revitalization project. The existence of this agreement is to ensure the duties and authorities and responsibilities

of each party in the revitalization project. As the Head of Publisher of the Data Processor of the Infrastructure and Facilities Section, Mr. Sularno, who revealed:

“The type of partnership that exists between Department Industry and Trade of Gunungkidul Regency and PT. Putra Kharisma Sejahtera as a contractor in the revitalization of Trowono Traditional Market is a type of “**Service Contract + Build and Transfer**”, in which the private sector carries out development management. Moreover, the type agreement between Government of Gunungkidul Regency with CV. Seia Cons as a Planning Consultant is **Sharing Development Ideas**. Furthermore, the type agreement between government and CV. Jana Consultant as a Supervisor Consultant is **Management Contract**.” (Interviewed on March 14, 2019).

From the statement of the Head of Publisher of the Data Processor of the Infrastructure and Facilities Section above, it can be seen that the type of partnership between the Department of Industry and Trade of Gunungkidul Regency and PT. Putra Kharisma Sejahtera in carried out the revitalization of the Trowono Traditional Market is a type of “Service Contract + Build and Transfer”. In the type of Service Contract that the government hands over a particular service activity to the private sector while the private sector must provide certain services to the government, then the type of Build and Transfer that the private sector carried out construction and part of the financing of a project within a certain period of time, agreed in the contract of agreement, after the construction of the project is complete the private party submits the project to the Government.

In addition, the type agreement between the Department of Industry and Trade of Gunungkidul Regency and CV. Seia Cons as a Planning Consultant is that “Sharing

Development Ideas”, where the CV. Seia Cons (private sector) provides ideas for development such as the master plan, detailed engineering design to the government, then the government conducts the transaction of the idea for a project. In this case, CV. Seia Cons spend IDR 49,656,000 budget, where the budget has been replaced by the Gunungkidul Regency Government in line with the cooperation agreement used the Regional Revenue and Expenditure Budget (APBD) of Gunungkidul in 2017.

Moreover, the CV. Jana Consultant as a Supervisor Consultant had partnership with Department of Industry and Trade of Gunungkidul Regency which is the “Management Contract”. This type of partnership that the government of the Department of Industry and Trade of Gunungkidul Regency was transfers all operational activities of a particular activity to the CV. Jana Consultant as a private sector, where is the CV. Jana Consultant carried out the management function of providing services in accordance with the agreement contract.

Based on the theory of the public-private partnership guideline year 2010 by the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, the type of partnership is very important to determine the duties of each party. This shows the suitability of the phenomenon with the theory above where the Department of Industry and Trade of Gunungkidul Regency has made this type of agreement for the revitalization project namely Service Contract + Build and Transfer for PT. Putra Kharisma Sejahtera, the type Sharing Development Ideas for CV. Seia Cons, the type Management Contract was conducted between government and Consultant Planning.

b. Action Plan in Revitalizing the Trowono Traditional Market

In the theory of public-private partnership guideline year 2010 by the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, the action plan in project development is very important to be a guideline for each project developer because the action plan as a more detailed activity to find out the strategy and direction of project development that has been included in the PPP project. This action plan includes several programs that will be implemented in development projects. In the Trowono Traditional Market revitalization project, it is more directed at the plan of zoning and building construction plans contained in the Master Plan and Detail Engineering Design (DED) that was carried out by Consultant Planning. As the Head of Market Management Division, Mr. Ari Setiawan, S.IP., M.Si, revealed that:

“For the action plan, the Department of Industry and Trade of Gunungkidul Regency with the CV. Seia Cons (private sector) have designed the Master Plan and Detail Engineering Design (DED) to revitalize the development of the Trowono Traditional Market, then we submit the documents to the private sector PT. Putra Kharisma Sejahtera who carried out the action of building construction, then every achievement of the construction must be reported to the PPK (Commitment Making Officer).” (Interviewed on January 9, 2019)

From the statement of the Head of Market Management Division above, the action plan for the Trowono Traditional Market revitalization project was left entirely to the private sector, namely PT. Putra Kharisma Sejahtera. Furthermore, the party carried out the construction of the Trowono Traditional Market in accordance with the agreement document between the Department of Industry and Trade of Gunungkidul

Regency with PT. Putra Kharisma Sejahtera. The action plan is carried out based on the Master Plan and Detail Engineering Design (DED) set by the CV. Seia Cons as a Planning Consultant.

Figure 3.1 Flow of Management in Revitalizing the Trowono Traditional Market

1 In Project KTR	2 Pre-Construction Meeting		3 Discussion		4 System & Standard Implementation Procedure	
	Tim Direction	Supervision consultant	Implementing Contractor	<ol style="list-style-type: none"> 1. Schedule of Work 2. Schedule Material 3. Schedule of Equipment 4. Schedule of Labor 5. Shop Drawing 6. Discussion of the Form Model 		
8 Physical Work Begins		7 MCO for Process CCO	6 Uitzet & Bouwplank	5 Project Socialization To The Community Of The Project Location Sector		
9 Activities Partners	10 <ol style="list-style-type: none"> 1. Daily Book 2. Daily Reports 3. Weekly Reports 4. Monthly Reports 		11 Monthly Progress	12 Guaranteed Process Continue for Physical Jobs & Progress 100%	13 Checklist <ol style="list-style-type: none"> 1 Minor / Major - Defect 2 Project Administration 3 As-built Drawing 4 Final Report 	14 There are Repairs to the Physical Job Continue Until Reaching 100% Progress
			Guaranteed Process			
Finished	19 Project Coordinator Media		18 Mobilization Contractor	17 Bast 2	16 Maintenance	15 Bas 1

Source: Agreement Document in Revitalizing the Trowono Traditional Market

Based on the project management flow for revitalizing the Trowono Traditional Market above, it can be explained that first, the revitalization action plan starts from the “pre-construction meeting” among the Team of Directors, Conservation Consultant and Implementing Contractor (PT. Putra Kharisma Sejahtera). In this meeting work schedules, materials, equipment, labor, work drawings, and discussion of form models are discussed. Furthermore, the discussion aims to create a system and standard of

implementation procedures in the revitalization of the Trowono Traditional Market. After completing the “pre contraction meeting”, the Commitment Making Officer (PPK) conducts project socialization to the community around the project site and the market traders. Then after the socialization activities have been completed, PT. Putra Kharisma Sejahtera able to begin the construction of physical construction in the market building. Every implementation of physical work, PT. Putra Kharisma Sejahtera is obliged to fill out an activity, namely; in diaries, daily reports, weekly reports, monthly reports. This is intended to ensure the monthly progress of the physical work of the market. Monitoring the results of the report was carried out by the monitoring team of PPK (Commitment Making Official), CV. Jana Consultant as a Supervision Consultant and the Department of Industry and Trade of Gunungkidul Regency. Besides, the media coordination project can record the progress of achieving the revitalization of the Trowono Traditional Market.

Based on the theory of public-private partnership guideline year 2010 by the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, the project development in an action plan is a more detail strategic plan for project development. If it is associated with the theory, there is the suitability of the research phenomenon with that theory, where the Department of Industry and Trade of Gunungkidul Regency and PT. Putra Kharisma Sejahtera have prepared a maximum action plan in the Trowono Traditional Market revitalization project. Furthermore, the results of the analysis of the researcher in the cooperation agreement report that every construction

process if it can be guaranteed, then PT. Putra Kharisma Sejahtera can continue the construction process up to 100% where each achievement of 25%, 50%, 75% to 100% remains reviewed such as minor defects, project administration, as-built drawings, and final reports on the revitalization of the Trowono Traditional Market. In addition, after the implementation has finished entering the maintenance period to ensure that the entire construction of the Trowono Traditional Market building is feasible. During the maintenance, PT. Putra Kharisma Sejahtera can stop the work (project demobilization).

F. Government Support for Revitalizing the Trowono Traditional Market

In the theory of the public-private partnership guideline year 2010 by the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, the government support is divided into 2 namely physical facility support and financial support. In the form of physical facilities as part of supporting the increase in the number of infrastructure establishments. In addition, financial support is also needed as a form of providing sustainable funding needs in providing quality infrastructure. In this research, the Department of Industry and trade of Gunungkidul Regency as a government party that provides support to the construction of the Trowono Traditional Market revitalization project.

a. Physical Facilities Support in Revitalizing the Trowono Traditional Market

In the development, there needs to be government support, one of which is in the form of certain physical facilities for development projects. This aims to contribute to

the provision of various facilities by the government. In a public-private partnership scheme which is initiated by the government, the support of facilities by the government is a separate part of the contents of the agreement agreed upon by the government and the private sector. In addition, government support is the same as in the Trowono Traditional Market revitalization project, which requires the procurement of garbage containers, support for the provision of Waste Water Management Installation (WWTP), rainwater storage containers and others. As the Head of Facilities and Infrastructure Section, Mr. Sukarman, ST, explained that:

“For the physical facility support of Department of Industry and Trade of Gunungkidul Regency they only provide trash containers. Other physical support, we are still working on the procurement of the IPAL (Waste Water Management Installation) and the making of rainwater storage containers.” (Interviewed on January 15, 2019).

From the statement of the Head of the Facilities and Infrastructure Section above, it can be concluded that the Gunungkidul Regency Government can only provide physical support in the form of trash containers. Furthermore, to install a wastewater management installation (WWTP) as well as rainwater storage containers is still in process. This is due to the limited land around the Trowono Traditional Market which is not possible to be used as the procurement of WWTP and rainwater storage containers. Therefore, until this year, the Trowono Traditional Market does not have WWTP and rainwater storage containers, whereas to become a market with the National Market Standards it must have all of that support.

Therefore, the Trowono Traditional Market cannot be regarded as a national standard market, because to become a national standard market must have at least 40 facility items, as explained by the Head of the Facilities and Infrastructure Section, Mr. Sukarman, ST, below.

“.....the national market standard has a lot of around 40 items that must be met such as Los, Kiosks, MCK, breastfeeding places, trash cans, unloading areas, etc. For the 40 items, there are still that aren't yet available at the Trowono Traditional Market such as rainwater storage containers and WWTP. For the WWTP, the procurement of the construction is difficult, because it has not found a suitable place to establish it, besides that rainwater storage containers have not yet been provided.” (Interviewed on January 15, 2019).

Based on the statement of the Head of the Facilities and Infrastructure Section above, it can be concluded that the government's support in the form of physical facilities by the Department of Industry and Trade of Gunungkidul Regency for the Trowono Traditional Market revitalization project only procures garbage containers. Moreover, the procurement that has not been facilitated by the Gunungkidul Regency Government are such as MCK, Breastfeeding Place, rainwater shelter, and Waste Water Management Installation (WWTP). From the statement, the researcher observed this phenomenon that the Gunungkidul Regency Government had not provided physical facilities in the form of MCK and breastfeeding sites because of this Trowono Traditional Market as a type C market, where only operates 2 days a week during Kliwon day. Therefore, the provision of MCK and breastfeeding sites is not provided because the market operational time is not crowded every day. In addition, for

rainwater storage containers and Wastewater Management Installation (WWTP) are not yet provided due to the absence of land for the construction of these two facilities.

From the results of the researcher' analysis, if it is associated with the theory of public-private partnership guideline year 2010 by the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, government support in the form of physical facilities is very important to increase the amount of support for facilities and infrastructure. It shows the suitability of the research phenomenon with the theory, where the government has provided physical facilities in the form of garbage containers. However, the support of physical facilities is not much compared to other supports. From the observation of the researcher, the Department of Industry and Trade of Gunungkidul Regency so far prioritized giving financial support only as a grant for project administration and other matters apart from financial provisions originating from the APBN, such as wages from executors of construction of the Trowono Traditional Market building.

b. Financial Support in Revitalizing the Trowono Traditional Market

Financial support from the government is very necessary to provide capital costs or provide subsidies in the procurement of equipment/goods for building projects so that the project can run smoothly and there are no financial related constraints. In this case, the Government through the Department of Industry and Trade of Gunungkidul Regency said that financial support for the revitalization of the Trowono Traditional Market originated from the Co-Administration Fund (DTP) from the Ministry of Trade

year 2016 was IDR 5,805,000,000 and from the APBD of Gunungkidul Regency in the year of 2017 was IDR 200,000,000. As the Head of Market Management Division, Mr. Ari Setiawan, S.IP., M.Si, revealed that:

“Regarding financial support, the Trowono Traditional Market revitalization project used the State Budget in the year 2016 from the Ministry of Trade, it amount of IDR 5,805,000,000. In addition, it also received from APBD of Gunungkidul Regency year 2017 of IDR 200,000,000 to support the process of implementing revitalization projects such as administration/filing, giving rewards according to the contract for PT. Putra Kharisma Sejahtera and others.” (Interviewed on January 9, 2019).

Based on the statement above, financial support for the Trowono Traditional Market revitalization project originated from the State Revenue and Expenditure Budget (APBN) in the year 2016 for Co-Administration Fund (DTP) the Ministry of Trade's was IDR 5.805.000.000. In addition, the Gunungkidul Regency Government also provided financial support through the APBD in the year of 2017 which was worth IDR 200,000,000 to cover deficiencies related to both administration and implementation of construction as well as to provide compensation in accordance with the contract for CV. Seia Cons, CV. Jana Consultant, and PT. Putra Kharisma Sejahtera.

Based on the findings of the researcher in the agreement document the budget from the State Revenue and Expenditure Budget (APBN) in the year 2016 worth IDR 5,805,000,000 was then added to including 10% VAT, the original value in the construction of IDR 5,092,104,873.58 was rounded up to IDR 5,092,104,000.00. In

addition, funding from the APBN for the Trowono Traditional Market revitalization project was submitted to the State Treasury Service Office (KPPN) of Gunungkidul Regency, as a Government Agency which has the authority and responsibility to manage the expenditure of the Trowono Traditional Market revitalization project.

If associated with the theory of public-private partnership guideline year 2010 by the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, government support in the form of finance is very necessary for the provision of equipment/goods as well as administrative funding for project development. It shows the suitability of the research phenomenon with the above theory, where the Gunungkidul Regency Government provided financial support in the amount of IDR 200,000,000.00 from the budget of 2017. The provision of this support as a form of local government responsibility to contribute to regional development so that development can run smoothly and there are no financial constraints.

G. Procurement in Revitalizing the Trowono Traditional Market

In procurement, the government chooses its private partners for the implementation of projects using a public-private partnership scheme through a competitive tender process. This is based on criteria that have been determined in the regulations that have been made so that in the end they are able to complete this project effectively and efficiently. In the theory of PPP guideline year 2010 by the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, procurement is an attempt to find a

business entity that is capable of becoming a partner with the government. Furthermore, this procurement is divided into 4 stages, namely: project preparation, qualifications, evaluation, and contract signing.

a. Project Preparation Activities for Prospective Partners in Revitalizing the Trowono Traditional Market

Project preparation as a stage in preparing the required plan information includes plan drawings, budget plans, partnership types, and other specifications to complete all Tender Documents. In this study, the preparation of the Trowono Traditional Market revitalization project was carried out by the Department of Industry and Trade of Gunungkidul Regency. The design of this project has been proposed through the Procurement Service Unit (ULP) of Special Region of Yogyakarta Province to be included in the Electronic Procurement Service System for tendering. As the Head of Market Management Division, Mr. Ari Setiawan, S.IP., M.Si, stated that:

“We (Department of Industry and Trade of Gunungkidul Regency) with Planning Consultant and File Consultant are tasked with making tender documents such as financial design, Master Plan, Detail Engineering Design (DED), type of agreement, etc. Furthermore, we requested the Procurement Service Unit (ULP) in the Goods and Services Procurement Service (LPSE) of the Special Region of Yogyakarta to be tendered on the website as a publication of the Trowono Traditional Market revitalization project so that private parties can see and input the files tenders for this project.” (Interviewed on January 9, 2019).

Based on tender information on the Electronic Procurement Service System (LPSE) of the Special Region of Yogyakarta Province with the tender code 4967013, the name

of the tender “*Revitalisasi Pasar Rakyat Trowono*” as of August 5, 2016, had been included in the procurement system. Furthermore, in procuring the revitalization of the Trowono Traditional Market, there were 70 prospective partners from various private sectors who were enthusiastic to participate in the procurement conducted by the Gunungkidul Regency Government.

Table 3.3 Tender Information for Revitalizing the Trowono Traditional Market

Tender Code	4967013		
Tender Name	<i>Revitalisasi Pasar Rakyat Trowono</i>		
Creation Date	August 2, 2016		
Agency	Regional Government of Gunungkidul Regency		
Work unit	The Department of Industry, Trade, Cooperatives, Energy and Mineral Resources of Gunungkidul Regency		
Category	Construction work		
Procurement System	Public Auction - After One File Qualification - Lowest Price of Fallout System		
Fiscal year	APBN 2016		
Package Ceiling Value	IDR 5.805.000.000,00	HPS Package Value	IDR 5.797.859.000,00
Type of Contract	Payment method	Unit price	
	Job Location	Paliyan District - Gunungkidul Regency	
	Business Qualifications	Non Small Company	
Qualification Terms	* Business license		
	Business license	Classification	
	<i>SIUJK</i>	which is still valid	
	<i>SBU</i>	Classification of valid Building Construction Sub-classification Building Construction Services (BG004)	
	* Has Paid the Last Year's Tax Obligations has an NPWP and has fulfilled the taxation obligation of the last tax year (Annual SPT) in 2015		

Tender Participants	70 participants
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Source: Procurement Service Unit of DIY

Based on the tender information for the revitalization of the Trowono Traditional Market above, there were 70 participants from the Business Entity who have registered their companies to participate in the tender selection. The 70 Business Entities are as follows:

Table 3.4 Bidder Participants in the Revitalizing the Trowono Traditional Market in

No	Name of Participant	Tax ID Number
1	PT. Putra Kharisma Sejahtera	01.653.501.5-542.000
2	PT. Sinar Mas Mutiara	01.875.165.1-531.000
3	PT. Batu Alam Bersinar	21.028.564.9-525.000
4	PT. Pradipta Bhumi Konstruksi	74.659.018.1-543.000
5	PT. Inneco Wira Sakti Utama	02.176.023.6-619.000
6	PT. Bumi Mas Perdana	01.202.675.3-533.000
7	PT. Anggaza Widya Ridhamulia	01.429.304.7-604.000
8	PT. Sobo Rejo	01.649.865.1-621.000
9	PT. MBP Perkasa	72.770.738.2-533.000
10	PT. Cimendang Sakti Kontrakindo	02.128.293.4-432.000
11	CV. Randos Jaya	71.616.072.6-127.000
12	PT. Trias Sukses Mandiri	73.169.614.2-008.000
13	PT. Brahmaan Putra Sembada	01.478.711.3-542.000
14	CV. Bima Karya Mandiri	31.658.419.2-543.000
15	PT. Artha Pradipta	21.015.884.6-541.000
16	CV. Sumber Makmur	66.167.244.4-545.000
17	PT. Santoso Shafanara	02.067.746.4-615.000
18	CV. Kuncoro Jati	01.246.321.2-542.000
19	PT. Kencana Rodo	01.301.051.7-003.000
20	CV. Chandra Bhuwana	01.435.564.8-545.000
21	PT. Alesha Karya Grup	72.287.291.8-544.000
22	CV. Arthomoro	66.259.078.5-545.000
23	CV. Bukit Seribu	02.777.877.8-545.000
24	PT. Rahayu Karya Utama	01.992.526.2-543.000

25	PT. Mukni Sejahtera Bersama	31.695.820.6-532.000
26	CV. Chandra Sehati	66.007.797.5-542.000
27	PT. Enarso Jaya Mulya	74.848.552.1-508.000
28	PT. Sumber Banyu Bening	71.406.711.3-525.000
29	CV. Unzila Mulia	02.755.103.5-543.000
30	Dwi Jaya	01.140.150.2-525.000
31	CV. Giri Kencana	31.666.282.4-545.000
32	CV. Sumbermulyo	31.472.281.0-545.000
33	CV. Trymegah	31.676.529.6-545.000
34	PT. Tunggul Jaya	31.360.594.1-531.000
35	PT. Applause C Indonesia	02.398.266.3-542.000
36	PT. Nugroho Wicaksono	02.644.938.9-541.000
37	PT. Kusuma Karya	01.140.349.0-541.000
38	CV. Karya Setia Abadi	06.598.840.4-542.000
39	PT. Kontinum Oempak Indonesia	31.452.358.0-542.000
40	PT. Putera Jaya Andalan	31.211.644.5-543.000
41	CV. Jati Sari	31.489.724.0-545.000
42	PT. Wahyu Prima	21.006.940.7-541.000
43	PT. Bayu Utama	02.265.169.9-543.000
44	PT. Karya Agung	02.265.271.3-541.000
45	Java Modern Teknologi	70.871.762.4-542.000
46	PT. Lestari Jaya Kencana Loka	02.755.138.1-541.000
47	PT. Ardi Tekindo Perkasa	01.739.528.6-609.000
48	CV. Rizki Agung	02.777.527.9-545.000
49	PT. Agung Waskita	01.545.887.0-526.000
50	CV. Tri Margayasa	66.427.176.4-545.000
51	CV. Pattern Construction Sejahtera Raya	66.699.447.0-542.000
52	PT. Nusa Raya Abadi	74.771.681.9-543.000
53	CV. Totalindo Media	02.755.216.5-541.000
54	CV Setiabudi Jaya Perkasa	74.140.459.4-543.000
55	Kelapa Gading	21.037.871.7-525.000
56	PT. Karya Bumi Indah	31.367.151.3-013.000
57	CV. Irsan	01.790.279.2-544.000
58	CV. Berkah Utama	35.106.665.9-545.000
59	CV. Lintas Cakrawala	01.992.236.8-541.000
60	CV. Jogja Karunia Cipta	31.696.408.9-541.000
61	CV. Kunto Aji	70.000.413.8-545.000
62	CV. Alaska	66.191.761.7-545.000
63	CV. Gunung Gambar	70.019.214.9-545.000
64	CV. Hidayah Putra Abadi	31.816.683.2-545.000
65	PT. Ris Putra Delta	01.468.045.8-609.000

66	Scenexes Media Intertainment	02.907.110.7-015.000
67	PT. Loka Adya Kencana	02.625.585.1-521.000
68	PT. Megumi Anugerah Mulia	02.508.865.9-008.000
69	Daffa Putra	31.600.544.6-518.000
70	CV. Gema Majantara Perkasa	01.842.115.5-621.000

Source: Procurement Service Unit of DIY

b. Project Qualifications of Prospective Partners in Revitalizing the Trowono Traditional Market

In the qualification process, only eight private parties were able to provide bid prices from the total budget of the Trowono Traditional Market revitalization project. The 8 prospective partner participants who were included in the qualifications were reviewed and re-evaluated from the administrative evaluation, technical evaluation and price evaluation of the proposals submitted in the tender “*Revatisasi Pasar Rakyat Trowono*” at the Procurement Service Unit (ULP) of the Special Region of Yogyakarta Province. As the Head of the Facilities and Infrastructure Section, Mr. Sukarman, ST, revealed that:

“This evaluation was carried out by the Procurement Service Unit of DIY Province, related to the qualification process, evaluation until the determination of auction winner was the authority of ULP in conducting the selection because ULP has a committee that is certified in goods and services, and collaborates with Public Works, Law, and others. We (Department of Industry and Trade of Gunungkidul Regency) only provided documents containing tender documents, terms, and conditions. Furthermore, we are just waiting for the auction process to finish, after knowing the winner, then delegated to us for the signing of a contract between the government and the private sector supervised by the Commitment Making Officer (PPK).” (Interviewed on January 15, 2019)

Based on the statement of the Head of Facilities and Infrastructure Section above, the procurement process was carried out by the Procurement Service Unit (ULP) of Special Region of Yogyakarta Province. The qualification process i.e. administrative, technical and price evaluation is determined by those who have experts in the field of procurement. The qualifications of bidders who upload qualification documents and offers were only 8 participants/service providers, as shown in the table below:

Table. 3.4 Qualifications of 8 Prospective Partner Participants in Revitalizing the Trowono Traditional Market

No.	Name of Participant	Bid Price (IDR)
1.	PT. Putra Kharisma Sejahtera	5.092.104.000,00
2.	PT. Sinar Mas Mutiara	5.156.934.000,00
3.	PT. Batu Alam Bersinar	5.235.914.000,00
4.	PT.Pradipta Bhumi Konstruksi	5.490.044.000,00
5.	PT. Inneco Wira Sakti Utama	5.508.202.000,00
6.	PT. Bumi Mas Perdana	5.565.923.000,00
7.	PT. Anggaza Widya Ridhamulia	5.567.890.000,00
8.	PT. Sobo Rejo	5.687.207.000,00

Source: Agreement Document for Revitalizing Trowono Traditional Market

From the table above, it is concluded that there were only 8 participants who entered the qualification and bidding documents. Furthermore, the document was subsequently implemented for the re-evaluation of bids by the Working Group for Procurement of Construction Works (PPPK).

No.	Name	Position in the Team
1.	A. Setyo Koordijanto, ST., M.Eng	Chairman
2.	Purwanto	Secretary
3.	Ashari Nurkhalis, ST	Member

4.	Supartono, S., MT	Member
5.	Yustina Ika Kurniawati, ST	Member

Source: Agreement Document for Revitalizing Trowono Traditional Market

c. Project Evaluation for the Prospective Partners by the Government in Determining Qualifications Document

Based on the results of previous qualifications for 8 prospective partners from business entities there were only 3 potential qualified partner participants assessed from administrative evaluation, technical evaluation and price evaluation. The failure of other prospective partner participants was due to incomplete administrative documents such as not attaching a list of material prices and a list of wage prices. The 3 potential partners can be seen in the table below:

Table 3.5 Final Evaluation Results for Procurement of Prospective Partner Participants in the Revitalization of the Trowono Traditional Market

No	Name of Participant	K/A/T	Corrected Offer (IDR)	H/P/PK
1	PT. Putra Kharisma Sejahtera		5.092.104.000,00	★
2	PT. Sinar Mas Mutiara		5.237.494.000,00	
3	PT. Pradipta Bhumi Konstruksi		5.490.044.000,00	

Source: Procurement Service Unit of DIY

Based on the table above, it is the final evaluation stage of procuring the Trowono Traditional Market revitalization project which among the three potential partners above namely: PT. Putra Kharisma Sejahtera, PT. Sinar Mas Mutiara, and PT. Pradipta Bhumi Kontruksi. Furthermore, the final results were re-evaluated in more detail to ensure that one of them won the tender package “*Revitalisasi Pasar Rakyat Trowono*”.

Therefore, on August 23, 2016, the Procurement Service Unit (ULP) of the Special Region of Yogyakarta Province determined the provider appointed to carry out the work won by PT. Putra Kharisma Sejahtera as a partner from the private sector that carried out physical construction to revitalize the Trowono Traditional Market.

Table 3.6 Announcement of Prospective Partners in the Trowono Traditional Market Revitalization Project

Tender Name	<i>Revitalisasi Pasar Rakyat Trowono</i>		
Category	Construction work		
Agency	Regional Government of Gunungkidul Regency		
Satker	The Department of Industry, Trade, Cooperatives, Energy and Mineral Resources of Gunungkidul Regency		
Pagu	IDR. 5.805.000.000,00		
HPS	IDR. 5.797.859.000,00		
Winner's name	Address	Tax Number	Bid price
PT. Putra Kharisma Sejahtera	Perum Griya Arga Permai B.3, Besole, Trihanggo, Sleman - Sleman (Kab.) - DI Yogyakarta	01.653.501.5-542.000	IDR 5.092.104.000,00

Source: Procurement Service Unit of DIY

d. Contract Award to Winner from Auction Participants in Revitalizing the Trowono Traditional Market

In the theory of PPP guideline year 2010 by the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, the contract award is an important part in starting the steps to work on a project. This contract aims to ensure that the government and the private sector have mutually agreed on the provisions that are available in the contract agreement, so as not to cause misunderstanding. In a solicited PPP scheme, the private sector must understand every regulation that has been provided

in the project agreement. This applies to the Trowono Traditional Market revitalization project undertaken by PT. Putra Kharisma Sejahtera. In procurement documents, the award of this contract has a period of 31 August 2016 to September 5, 2016.

In the awarding of contract agreements for the revitalization of Trowono Traditional Market with number 02/RPRS/PPK/IX/2015, the name Ir. Pramuji Ruswandono, M.Si as the Head of Energy and Mineral Resources at the Department of Industry and Trade of Gunungkidul Regency as Commitment Making Officer (PPK) acted on behalf of the Industry and Trade Department of Gunungkidul with the Managing Director Dra. Anamin Nurul Janah who acted for and on behalf of PT. Putra Kharisma Sejahtera as the provider of construction who has signed the contract on September 3, 2016.

Furthermore, as the procurement of services for CV. Seia Cons and CV. Jana Consultant is not through Provincial or Regional Procurement Service Units, where these private sectors through procurement originated from the Department of Industry and Trade of Gunungkidul Regency.

No.	Private Sector Name	Position	Type of Partnership	Source
1.	CV. Seia Cons	Planning Consultant	Sharing Development Ideas	Private budget; IDR 49.656.000,00
2.	CV. Jana Consultant	Supervisor Consultant	Management Contract	Private Budget; -

Source: Author's analysis results

H. Implementation for Revitalizing the Trowono Traditional Market

In the theory of public-private partnership year 2010 by the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, the implementation is all project activities that have been designed in the cooperation agreement, it is activities from the beginning to the end of project which related the master plan and DED documents from PPP are implemented. This is very influential on the availability of resources in the implementation of building construction which in the implementation period is determined in terms of its knowledge. Furthermore, the Department of Industry and Trade of Gunungkidul Regency has provided complete project construction work to PT. Putra Kharisma Sejahtera as a contractor of the project in revitalizing the Trowono Traditional Market. The position of the Department of Industry and Trade of Gunungkidul Regency and CV. Jana Consultant as a supervisor consultant were only as a supervisor who monitors the operation of the construction.

a. Project Construction for Revitalizing the Trowono Traditional Market

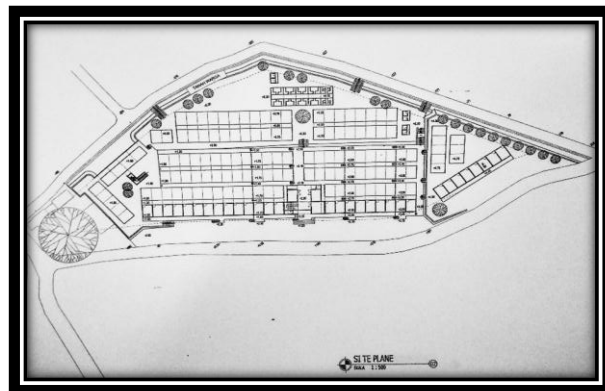
The construction began with the initial stages of planning which in this case had been carried out by CV. Seia Cons as a Planning Consultant which made the Master Plan and also Detail Engineering Design (DED). Furthermore, the construction stage, namely the physical construction of the Trowono Traditional Market carried out by PT Putra Kharisma Sejahtera as a contractor of the project in the revitalizing the Trowono Traditional Market, which has responsibilities and authority that must refer to the Master Plan and Detail Engineering Design (DED) designed by the CV. Seia Cons as

a Planning Consultant. As the Head of Market Management Division, Mr. Ari Setiawan, S.IP., M.Si, mentioned that:

“In the implementation of the project, we (the Department of Industry and Trade of Gunungkidul Regency) have provided important aspects such as the Master Plan and Detail Engineering Design (DED) as a reference in designed by CV. Seia Cons for revitaizing the Trowono Traditional Market, then we give full development to PT. Putra Kharisma Sejahtera as the party authorized to develop the Trowono Traditional Market in accordance with the agreement document.” (Interviewed on January 9, 2019).

From the statement of the Head of Market Management Division above, the implementation of the revitalization project must be in accordance with the planning of the Master Plan and also the Detail Engineering Design (DED) by the CV. Seia Cons as a the Planning Consultant. The site plane of the Traditional Market Market revitalization project can be seen in the picture below:

Picture. 3.1 Master Plan for Revitalizing the Trowono Traditional Market



Source: Agreement Document for Revitalizing Trowono Traditional Market

Furthermore, related to the cost of constructing the Trowono Traditional Market, the Gunungkidul Regency Government through the KPPN (State Treasury Service Office) of Gunungkidul Regency provided a construction advance of 25%, namely IDR 1,018,420,800. Moreover, PT. Putra Kharisma Sejahtera has the right to submit the next budget document to get a construction budget if the construction of the Trowono Traditional Market building reaches 50%, 75%, and 100%. As the Head of Market Management Division, Mr. Ari Setiawan, S.IP., M.Si, revealed that:

“The cost of building construction for the revitalization of the Traditional Trowono Market is carried out on a time-frame basis, initially given a construction payment (budget) of 25%, then PT. Putra Kharisma Sejahtera can apply again for development to reach 50%, then 75% until it reaches 100% development. Each achievement, the Department of Industry and Trade of Gunungkidul Regency, CV. Jana Consultant as a Supervisor Consultant, and also the Commitment Making Officer (PPK) monitors the construction process by PT. Putra Kharisma Sejahtera to see and ensure the truth of the results.” (Interviewed on January 9, 2019).

In addition, the above statement is similar to the statement of the Head of the Facilities and Infrastructure Section, Sukarman, ST, who stated that:

“The revitalization project aid amounting to IDR 5.8 billion from the budget in the year 2016 was given to the State Treasury Service Office (KPPN) of Gunungkidul Regency. Moreover, PT. Putra Kharisma Sejahtera can fund the Trowono Traditional Market revitalization project if the construction has reached 25%, 50% to 75% to 100% of development. Therefore, giving it gradually.” (Interviewed on January 15, 2019).

Therefore, it can be concluded from the above statement that the costs of implementing the Trowono Traditional Market revitalization process for budgeting are carried out in stages, where PT. Putra Kharisma Sejahtera received an initial budget of

25% of development valued at IDR 1,018,420,800. Then, the budget was disbursed by the Treasury Service Office (KPPN) of Gunungkidul Regency, if the development reaches 50%, 75% to 100%, PT. Putra Kharisma Sejahtera can apply for funding for the next term. Furthermore, each stage carried out by PT. Putra Kharisma Sejahtera was also not spared with supervision by the CV. Jana Consultant as a Supervisor Consultant and Commitment Making Official (PPK) who came from independent private parties. Furthermore, the provision of the construction budget for the revitalization of the Trowono Traditional Market is supervised by Commitment Making Official (PPK), where payment of work is carried out under the terms of the Termination. Payment by this method is divided into 4 Termination as follows:

- a. Termination I is given 25% of the contract price minus 25% of the down payment after the work reaches 30%, with payment details:

$$\begin{array}{r}
 25\% \times \text{IDR } 5.092.104.000,00 = \text{IDR } 1.273.026.000,00 \\
 25\% \times \text{IDR } 1.018.420.800,00 = \underline{\text{IDR } 254.605.200,00} \\
 \text{Total} \qquad \qquad \qquad \text{IDR } 1.018.420.800,00
 \end{array}$$

- b. Termination II is given 25% of the contract price minus 25% of the down payment after the work reaches 55%, with payment details:

$$\begin{array}{r}
 25\% \times \text{IDR } 5.092.104.000,00 = \text{IDR } 1.273.026.000,00 \\
 25\% \times \text{IDR } 1.018.420.800,00 = \underline{\text{IDR } 254.605.200,00} \\
 \text{Total} \qquad \qquad \qquad \text{IDR } 1.018.420.800,00
 \end{array}$$

- c. Termination III is given 25% of the contract price minus 25% of the down payment after the work reaches 80%, with payment details:

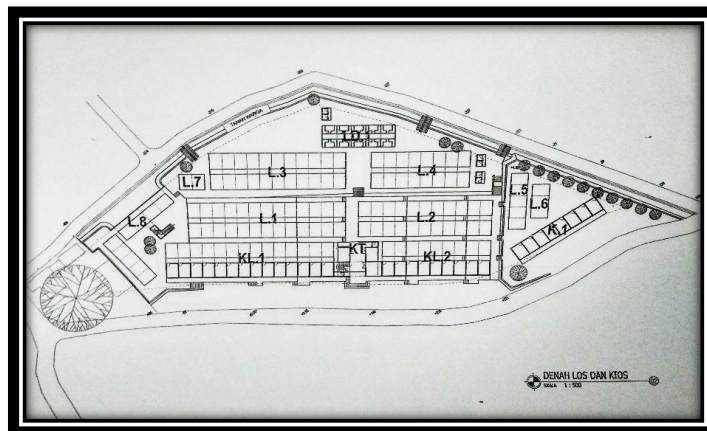
$$\begin{array}{r}
 25\% \times \text{IDR } 5.092.104.000,00 = \text{IDR } 1.273.026.000,00 \\
 25\% \times \text{IDR } 1.018.420.800,00 = \underline{\text{IDR } 254.605.200,00} \\
 \text{Total} \qquad \qquad \qquad \text{IDR } 1.018.420.800,00
 \end{array}$$

- d. Termination IV is given 25% of the contract price minus 25% of the down payment after the work reaches 100%, with payment details:

$$\begin{array}{rcl}
 25\% \times \text{IDR } 5.092.104.000,00 & = & \text{IDR } 1.273.026.000,00 \\
 25\% \times \text{IDR } 1.018.420.800,00 & = & \text{IDR } \underline{254.605.200,00} \\
 \text{Total} & & \text{IDR } 1.018.420.800,00
 \end{array}$$

Moreover, the types of buildings from the Trowono Traditional Market revitalized by PT. Putra Kharisma Sejahtera is a type of traditional market with type C, which has a market operation of at least 2 times a week and a total capacity of traders of at least 200 people and a land area of at least 3,000m². This type C market is the focus of the government to revitalize the entire market building. The construction of the Trowono Traditional Market building is expected to be a type A market which has a daily market operating hours and a total capacity of at least 400 people and a land area of 5,000m².

Picture. 3.2 Plans for Kiosks and Los in the Revitalizing the Trowono Traditional Market



Source: Agreement Document in Revitalizing Trowono Traditional Market

Based on the table above, it can be concluded that the Department of Industry and Trade of Gunungkidul Regency is planning to revitalize the Trowno Traditional Market by building a number of 31 units of Kiosks and 11 units of Los. Based on the results of observations of researchers from various official sources on the website, after the revitalization of the Trowono Traditional Market was completed, the number of market traders increased and it is probable that the Trowono Traditional Market has now turned into a Type A market because it has 585 people and occupies 5,805 square meters of land and area of 2,398 square meters of building area.

Besides, there are also results of the construction of the Trowono Traditional Market revitalization project by PT. Putra Kharisma Sejahtera which is the main market building that provides Kiosks and Los. As the Head of Market Management, Mr. Ari Setiawan, S.IP., M.Si, revealed that:

“After revitalization, Trowono Traditional Market has 31 units of Kiosks and 11 units of Los. This means that there are several buildings added such as Kiosk and Los, this is to support the availability of selling places because of the many new traders entering.” (Interviewed on January 9, 2019).

Based on the results of interviews with the Head of the Market Management Division, PT. Putra Kharisma Sejahtera founded Kiosk as many as 31 units and Los as many as 11 units. This can be seen from the table below.

Table 3.6 Number of Kiosks and Los in Trowono Traditional Markets after Revitalization in 2017

Trowono Traditional Market	Address	Total Target	
		Kiosk	Los
	Karang Asem Village, Paliyan District, Gunungkidul Regency	31 unit	11 unit

Source: Author's Analysis Result

Based on the number of Kiosks and Los above, there are differences before and after the revitalization is carried out, namely in the Kiosk, before the revitalization there is no Kiosk built but when revitalization is carried out there are 31 Kiosk units built. Furthermore, the number of Los before the revitalization was carried out was only 9 Los, but after the revitalization was carried out there were 11 Los units. Furthermore, as for the findings of the researcher regarding the number of traders of the Trowono Traditional Market before the revitalization was 472 traders took place. After revitalization there was an increase of 585 traders, consisting of 465 permanent traders and 123 street vendors, where it can be concluded that there were an increase of 113 traders after revitalization.

Table 3.7 Scope of Work for Revitalizing the Traditional Market Revitalization

No.	Job Description	Information
1.	Market Office Building	1 unit
2.	Los Kiosk II Building	9 unit Kiosk & 5.5 x 27 m los
3.	Kiosk I Building	14 unit Kiosk & 5.5 x 42 m los
4.	Kiosk Building	8 unit
5.	Los I Building	9.5 x 39 m
6.	Los II Building	9.5 x 33 m

7.	Los III Building	9.5 x 33 m
8.	Los IV Building	9.5 x 24 m
9.	Los V Building	4 x 15 m
10.	Los VI Building	4 x 9 m
11.	Los VII Building	4 x 6 m
12.	Los VIII Building	4 x 31 m
13.	Los Meat Building	5.5 x 17.5 m
14.	Bathroom Building II	3 unit
15.	Inter-ladder Building and <i>Talud</i>	-

Source: Agreement Document for Revitalizing Trowono Traditional Market

b. Project Timeline in Revitalizing the Trowono Traditional Market

In the project a clear timeline is needed to regulate the activities carried out. In the theory of public-private partnership guideline year 2010 by the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, there is a determination of this timeline as part of the project control to maintain conformity between planning and implementation. If it is associated with the theory of PPP Guideline year 2010 by the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, there is the suitability of research with theory, that project timeline shown the compatibility of the phenomenon, where the government has determined the timeline in the cooperation agreement document. As the timeline in the work on revitalizing the Trowono Traditional Market began on September 2, 2016 until December 20, 2016. As the Head of Market Management Division, Mr. Ari Setiawan, S.IP., M.Si, revealed that:

“In the agreement document, the work on revitalizing the Trowono Traditional Market takes place from September 2, 2016, and ends on December 20, 2016. Furthermore, in 2017 until 2018 we carry out feasibility testing with the CV. Jana Consultant as a Supervisor Consultant, if there are still shortages, we make improvements in 2017, because the building must be completed immediately, so in 2017-2018 we conduct due diligence while the traders fill the Los and Kiosk that have been occupied.” (Interviewed on January 9, 2019).

Based on the results of interviews with the Head of Market Management Division above, the determination of the timeline has been made in the agreement document. The project will be carried out from September 2, 2016, to 20 December 2016. In addition, for 2017 the maintenance period will take place, where the Department of Industry and Trade with CV. Seia Cons as a Planning Consultant and CV. Jana Consultant as a Supervisor Consultant will test the feasibility of the Traditional Trouble Market. Furthermore, the above statement is in line with what was conveyed by Head of the Facilities and Infrastructure Section, Mr. Sukarman, ST, who revealed that:

“The construction only requires 110 days or around 4-5 months. After that, we conducted a feasibility test with the CV. Jana Consultant and CV. Seia Cons during the maintenance period of 180 days if there are some parts that have not been completed we will immediately finish it.” (Interviewed on January 15, 2019).

Based on the statement of the Head of the Facilities and Infrastructure Section above that the construction of the revitalization of the Trowono Traditional Market requires 110 working days. This is in accordance with the findings of the researcher data on the document of revitalizing the Trowono Traditional Market that from the date of entry into force of the construction contract from September 2, 2016, to the submission of work. Furthermore, the schedule for carrying out the revitalization work providers must complete the work for 110 days and then the next maintenance period is valid for 180 days. It can be concluded that the construction of the Trowono Traditional Market contract was completed on December 20, 2016.

I. Monitoring in Revitalizing the Trowono Traditional Market

In the theory of public-private partnership guideline year 2010 by the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, monitoring plays an important role in collecting data and measuring the progress of development projects in the construction process, so that problems can be identified and acted upon immediately to reduce greater risks. In addition, monitoring can be interpreted as a continuous observer process to review current and ongoing activities. This aims to assess the management achievement in each term.

Furthermore, monitoring can be done in the construction process and the results of implementation. In this research, monitoring was carried out by the Department of Industry and Trade of Gunungkidul Regency with CV. Seia Cons as a Planning Consultant, CV. Jana Consultant as a Supervisor Consultant, and General Inspectorate of the Ministry of Trade of the Republic of Indonesia whose role was to ensure the results of the Trowono Traditional Market Revitalization project in accordance with the Master Plan document, Detail Engineering Design (DED), financial statements and achievement reports etc.

Moreover, monitoring also functions important to ensure compliance with the provisions of the cooperation agreement between the Department of Industry and Trade of Gunungkidul Regency and PT. Putra Kharisma Sejahtera and it is primarily needed for tariff adjustments and deals with various changes or problems that may arise.

a. Monitoring of the Project Construction Process in Revitalizing the Trowono Traditional Market

The monitoring of the construction process aims to see and ascertain the extent to which the private sector is working on the project. This was carried out by the CV. Jana Consultant to PT. Putra Kharisma Sejahtera during the development process. As the Head of Market Management Division, Mr. Ari Setiawan, S.IP., M.Si, explained that:

“We (Department of Industry and Trade of Gunungkidul Regency) in collaboration with CV. Seia Cons (Planning Consultant) and CV. Jana Consultant (Supervisor Consultant) have monitored the building construction process every 1 week.” (Interviewed on January 9, 2019).

Based on the statement of the Head of Market Management Division, there are similarities in statements from the Head of the Facilities and Infrastructure Section, Mr. Sutarman, ST, who revealed that:

“We have carried out the monitoring process on this project with the CV. Seia Cons as a Planning Consultant and CV. Jana Consultant as a Supervisor Consultant for every 1 week. In addition, monitoring also brings the Inspector General of Ministry of Trade of the Republic of Indonesia which takes place every 1 month to monitor the process construction of the Trowono Traditional Market revitalization project, this monitoring is like looking at the implementation method, budget expenditure, the timeliness of the execution of each term and others.” (Interviewed on January 15, 2019).

From the statement above, it can be concluded that the monitoring activities of the process of revitalizing the Trowono Traditional Market have been carried out by the Department of Industry and Trade of Gunungkidul Regency with CV. Seia Cons and CV. Jana Consultant every week to see the extent of the processes that have been built.

In addition, this monitoring also brings the Central Government from the Inspector General of the Ministry of Trade of the Republic of Indonesia every 1 month to ensure that the project continues to run well.

Based on the results of the interview above, the researcher concluded that monitoring of the Trowono Traditional Market construction process was carried out every settlement per termination. Therefore, the CV. Jana Consultant saw every execution of termination I by 25%, termination II by 50%, termination III 75%, until termination IV by 100%. This means that during the process the government monitors 4 times.

Termination	Documents in Monitoring
Termination I	<ol style="list-style-type: none"> 1. Request for Payment 2. Weekly Reports 3. Location Photos 25% 4. Job Performance Report 5. Official Progress Report 6. Reports/News on Examination of Work Results 7. Payment Minutes 8. Receipts
Termination II	<ol style="list-style-type: none"> 1. Request for Payment 2. Weekly Reports 3. Location Photos 50% 4. Job Performance Report 5. Official Progress Report 6. Reports/News on Examination of Work Results 7. Payment Minutes 8. Receipts
Termination III	<ol style="list-style-type: none"> 1. Request for Payment 2. Weekly Reports 3. Location Photos 75% 4. Job Performance Report 5. Official Progress Report 6. Reports/News on Examination of Work Results

	<ul style="list-style-type: none"> 7. Payment Minutes 8. Receipts
Termination IV	<ul style="list-style-type: none"> 1. Request for Payment 2. Weekly Reports 3. Location Photos 100% 4. Job Performance Report and Payment of Work Wages 5. Addendum to the Contract 6. Minutes of Work Progress 7. Reports/News of Work Results Inspection 8. Minutes of Submission of Work I 9. As Built Drawing 10. Payment Minutes 11. Receipts 12. Maintenance Guarantee from the Bank 13. <i>Jamsostek</i> Payment Receipt 14. Excise Tax Return Payment Receipt. C

Source: Agreement Document for Revitalizing Trowono Traditional Trowono

Based on the results of monitoring in the construction process, PT. Putra Kharisma Sejahtera works on building construction in accordance with the provisions of the cooperation agreement, where PT. Putra Kharisma Sejahtera refers to building construction based on the Master Plan and also Detail Engineering Design. In addition, the timeliness of project execution is also in accordance with the initial plan and knowing the method of implementation for the next termination.

b. Monitoring of the Project Result in Revitalizing the Trowono Traditional Market

In the theory of PPP guideline year 2010 by the Coordinating Ministry for Economic Affairs of the Republic of Indonesia, monitoring the results of the project aims to ensure that the overall work is in accordance with the standards specified in the cooperation agreement document. If it is associated with the theory, there is the

suitability of research with theory. Furthermore, the Department of Industry and Trade of Gunungkidul Regency with CV. Seia Cons as a Planning Consultant, CV. Jana Consultant as a Supervisor Consultant, and the General Inspectorate of Ministry of Trade ensure that the results of the construction of the Trowono Traditional Market carried out by PT. Putra Kharisma Sejahtera went well. As the Head of the Market Management Division, Mr. Ari Setiawan, S.IP., M.Si, revealed that:

“When the construction of the building was completed, it entered the maintenance period, and we monitored the construction of the Trowono Traditional Market. Monitoring these results to see that the construction is 100% already in line with or not with the Master Plan and Detail Engineering Design (DED). In the maintenance period, we also carry out monitoring and feasibility testing.” (Interviewed on January 9, 2019)

From the statement of the Head of Market Management Division above, the construction of the Trowono Traditional Market building is still being monitored by the Department of Industry and Trade of Gunungkidul Regency with the CV. Seia Cons as a Planning Consultant. In addition, the Central Government the Inspector General of the Ministry of Trade of the Republic of Indonesia also carried out monitoring of the results of construction implementation, especially looking at the expenditure of funds for the construction of Trowono Traditional Market buildings. The above statement was also conveyed more clearly by Head of the Facilities and Infrastructure Section, Mr. Sukarman, ST, below.

“After the construction project is complete, the Department of Industry and Trade of Gunungkidul Regency with the CV. Jana Consultant was monitor the results of construction. Besides, the General Inspectorate of Ministry of Trade of

the Republic of Indonesia was also present to see the results, such as timeliness, as well as budget expenditures and conformity with the original plan of the Trowono Traditional Market revitalization project.” (Interviewed on January 15, 2019)

Based on the results of the interview with the Head of the Facilities and Infrastructure Section above, monitoring of construction results was also carried out by the Cv. Jana Consultant and Inspector General of the Ministry of Trade of the Republic of Indonesia. Monitoring the results of the implementation of this construction is seen from the overall work, and ensuring the timeliness and expenditure of the budget is also reported to Commitment Making Officer (PPK). Furthermore, as the researcher observed in the agreement document, the monitoring results for the Trowono Traditional Market revitalization project was initiated by the Department of Industry and Trade of Gunungkidul Regency with CV. Seia Cons as a Planning Consultant that told the private sector PT. Putra Kharisma Sejahtera must attach several documents requests for payments, weekly reports, 100% location photos, reports on job performance and employment, addendum contracts, minutes of progress on work, reports/minutes of inspection of work results, minutes of submission of work I, as-built drawings, minutes of payment, receipts, guarantee of maintenance from the bank, receipts of social security payments, and receipt of payment for excise tax type of C.

Therefore, the CV. Jana Consultant mentioned PT. Putra Kharisma Sejahtera has submitted all of these documents to the Commitment Making Officer (PPK), the monitoring of the final results of the Trowono Traditional Market revitalization project, it was said that it went smoothly and there were no delays in completing the project.