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## **Collaborative Governance Model Of Drinking Water Supply And Services In Tangerang District: Study Of Public Private Partnership (PPP) Between Tangerang Regency Government And PT. AETRA Air Tangerang**

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### **Abstract**

The need for drinking water is a very important need for the community and is the government's obligation to fulfill it, and the right to fulfill drinking water is guaranteed by law. The management and supply of drinking water in Tangerang Regency is carried out on the basis of Tangerang Regency's Regional Regulation Number 11 of 2010 concerning the Implementation and Provision of Tangerang Regency's Regional Drinking Water. Due to the high demand and the limitations of the Regional Government to meet the limited drinking water needs of all Tangerang Regency people, the Tangerang Regency Regional Government cooperates with the private sector, namely PT AETRA Air Tangerang in the form of Public Private Partnership (PPP). This study focuses and aims to examine and analyze the factors that influence the effectiveness of collaborative governance in the Public Private Partnership (PPP) between the Government and PT AETRA in the provision and service of drinking water in Tangerang district using the Collaborative Governance theory proposed by De'Seve (2007), as well as formulating a collaborative governance model simulation with the dynamic system method. This research is a descriptive study with a qualitative approach, and the technique of formulating a model simulation with a dynamic model system. The results showed that the concept of collaborative governance in the implementation of Public-Private Cooperation in the fulfillment of drinking water in Tangerang Regency was not effective due to network structure factors that were still hierarchical, lack of governance certainty, uneven distribution of accountability and responsibility, information sharing that was still constrained by the system, and resources that are not optimal, both human and financial. This study also succeeded in describing a collaborative governance simulation model in the Public Private Partnership (PPP) program in the provision and service of drinking water in Tangerang Regency with a dynamic model system.

**Keywords:** Public Private Partnership (PPP), Collaborative Governance, Supply and Service of Drinking Water.

## A. INTRODUCTION

As a very important necessity and controlling the livelihood of the community, the provision of clean water is the responsibility of the government. As stated in Article 33 of the 1945 Constitution of the Republic of Indonesia, which reads:

"Production branches which are important for the state and which affect the livelihood of the people are controlled by the state" (Article 33 Paragraph 2); "Earth and water and the natural resources contained therein are controlled by the state and used for the greatest prosperity of the people" (Article 33 Paragraph 3).

In the governance structure, the problem of service plays a bigger role because it involves the public interest, even the interests of the community as a whole. In the Decree of the Minister for Empowerment of State Apparatus Number 17 of 2017 explains that public services are activities or series of activities in the context of fulfilling service needs in accordance with laws and regulations for every citizen and resident of goods, services, and/or administrative services provided by the organizer. public service.

Law Number 23 of 2014 concerning Regional Government states that government affairs consist of absolute government affairs, concurrent government affairs, and general government affairs. In addition, in PP No. 23 of 2011 concerning Procedures for the Implementation of Duties and Authorities as well as the Position of the Governor as a Representative of the Government in the Provincial Region, it is stated that the coordination of service delivery between the provincial government and the district/city government in the province concerned.

The management and supply of drinking water in Tangerang Regency is carried out on the basis of Tangerang Regency's Regional Regulation Number 11 of 2010 concerning the Implementation and Provision of Tangerang Regency's Regional Drinking Water. As the implementation of the PERDA, the local government of Tangerang Regency formed a Regional-Owned Enterprise that handles the provision of drinking water and clean water management services, namely the Regional Drinking Water Company (PDAM) TirtaKertaRaharja, with its main task being to provide services to the local community of Tangerang Regency. related to clean water. However, in carrying out its duties, PDAM TirtaKertaRaharja has not been able to fully reach and serve the drinking water needs of Tangerang Regency residents.

To improve services to the community and in order to fulfill the need for drinking water supply and clean water management that has not been reached by PDAM TirtaKertaRaharja, the local government of Tangerang Regency cooperates with the private sector, namely PT AETRA Air Tangerang. The initial legal basis for cooperation between the Tangerang Regency Government and PT AETRA Air Tangerang is Government Regulation No. 122 of 2015 which is the implementing regulation of Law No. 11 of 1974. The signing of the cooperation between PT. AETRA Air Tangerang and the Tangerang Regency Government carried out on August 4, 2008 and the concession period was 25 years from October 2, 2009.

The implementation of the cooperation was not without obstacles, many obstacles and problems were encountered in the field, including those related to government regulations and policies, access to information, resources, the authority of each stakeholder, collaboration and trust between stakeholders, and networks in cooperation. These obstacles are relevant to the factors in collaborative governance. Then the author will analyze the concept of collaborative governance in the implementation of the Government of Serang Regency PPP with PT. Aetrait Tangerang in the supply and service of drinking water in Tangerang Regency.

The theory used as an analytical tool in this study is the theory proposed by DeSeve (2007) which identifies the effectiveness of collaborative governance with 8 (eight) items, namely Networked structure, Commitment to a common purpose, Trust among the participants, Access to authority, Distributive accountability, Information sharing, and Access to resources.

## B. LITERATURE REVIEW

### 1. Public Organization Theory

Organization is a form / container containing people who carry out activities and work together to achieve a common goal that has been formulated previously. According to Robbins (1994: 43) an organization has relatively identifiable boundaries, where these boundaries can change over time and are not always clear, but a real boundary must exist so that we can distinguish between members and non-members.

Organizations from various definitions can be seen from various points of view, namely organization as a process, organization as a structure and organization as a system. Organization as a process is based on the notion of organization as a real process of collaboration between groups in achieving common goals, which is implied by the process theory of organization which is a teaching in classical organizational theory. Organization as a structure can be seen in Hasibuan's opinion (2013: 24) organization as "a formal, structured and coordinated union system of groups of people who work together to achieve certain goals". And the opinion of Waldo (1956:130), which states "Organization is the structure of relations between people based on authority and is permanent in an administrative system". While the organization as a system departs from the concept of an organization consisting of inputs, processes and outputs to achieve a goal. Likewise with systems that have input,

processes, outputs and results. This view considers the organization as a network consisting of various subsystems.

There are three approaches in organizational theory, namely rational organization theory, contingency theory and interorganization theory. (Hatch, 1997:350). Rational organization theory views organizations as bureaucratic machines. Contingency theory views organizations as a combination of mechanistic organizations that thrive in a stable environment and organic organizations that operate in rapidly changing environments. (Harith, 2021:95). Meanwhile, interorganizational theory focuses on the study of inter-organizational interdependence and the strategies chosen by organizations in these relationships or can also be called open systems.

Interorganizational theory views the organization as a network, where the process is in the form of interorganizational interactions and the exchange of resources between organizations. It is in this interorganizational concept that the concept of collaboration or collaboration between organizations emerges.

## 2. Interorganizational Theory

In the perspective of organizational theory, the concept of collaboration or relations between organizations can be traced from the interorganizational theory approach. This theory focuses on the study of interdependence between organizations and the strategies chosen by organizations in these relationships. Stakeholder involvement in this collaboration is in the form of a network. In the process dimension, interorganizational interaction is where resources are exchanged.

In the perspective of organizational theory, Interorganizational Theory or interorganizational theory is used to track the concept of collaboration or inter-organizational relations. Interorganizational theory focuses on the study of interdependence between organizations and the strategies chosen by organizations in these relationships. The dimensions that exist in interorganizational theory are actors, processes, decisions, power and information/values.

The concept of interorganizational theory develops the concept of a network in an organization that shows the patterns of relations between interdependent actors in the public policy-making process. Interdependence occurs because the organization cannot fulfill its resources and achieve its goals alone, but through other actors in the interaction process. This interaction is done repeatedly institutionalized (institutionalization).

## 3. Collaborative Governance

The term collaborative governance is a way of managing government that directly involves stakeholders outside the country, consensus-oriented, and deliberation in the collective decision-making process, which aims to make or implement public policies and public programs (Ansell & Gash, 2007: 2).

The definition of collaborative governance according to Ansell and Gash is reiterated by Subarsono (2016: 175) as a series of arrangements in which one or more public institutions directly involve non-state stakeholders in formal, consensus-oriented and deliberative policy-making processes that aim to create or implement public policy or manage public programs or assets. Furthermore, Ansell & Gash (2007:550) suggest four factors that influence the effectiveness of collaborative governance, namely Starting Conditions, Facilitative Leadership, Institutional Design and Collaborative Process.

Meanwhile, collaborative governance is defined by Balogh et al (2011: 3) as a process and structure in the management and formulation of public policy decisions that involve actors who constructively come from various levels, both within the government and or public agencies, private agencies, and civil society in order to achieve public goals that cannot be achieved if carried out by one party alone.

This opinion implies that the form of collaborative governance is not always a new institution that combines several institutions in it, but a policy that is based on the needs and

involvement of the interests of several institutions is also a concept of collaborative governance. In line with the above view, UNDP (1996) suggests three main elements (domains) that need to be involved in the implementation of good governance, namely the state, the private sector, and civil society organizations.

DeSeve (2007: 50) defines Collaborative Governance as follows: "An integrated system of relationships that is managed across formal and informal organizational boundaries with recongeined organizational principles and clear definition of success". Furthermore, DeSeve stated that there are eight important items that can be used as a measure of the success of a collaboration in governance, these eight items include:

- a. Networked structure, explains the conceptual description of a relationship between one institution and another that is fused together that reflects the physical elements of the network being handled. (DeSeve, 2009: 135)
- b. Commitment to a common purpose, refers to the reason why a network or network must exist because of attention and commitment to achieving positive goals (DeSeve, 2009:136). The requirement for collaboration to run smoothly is the commitment of everyone or the stakeholders who hold the collaboration. Stakeholders are also driven by the awareness of achieving a common goal. With this requirement, this automatically brings the level of efficiency and effectiveness in collaborating to a better level, because this collaborative action requires members (stakeholders) to master the basic things about the organization, namely intention and commitment.
- c. Trust among the participants, based on the existence of professional or social relationships, the belief that participants rely on information or the efforts of other stakeholders in a network to achieve common goals.
- d. Governance, including Boundary and exclusivity (which confirms who is a member and who is not a member), Rules that define a number of restrictions on the behavior of community members, Self-determination (the freedom to determine how collaboration will be carried out and who is allowed to run it), Network management (resource allocation rejection/ challenge resolution, quality control, and organizational maintenance). Included in governance are; a) there is mutual trust between the actors, b) there are limits on who can be involved and who cannot be involved, c) clear rules of the game that are mutually agreed upon, and d) freedom to determine how collaboration is carried out (DeSeve, 2009: 136).
- e. Access to authority(access to power), related to the availability of standards or standards for the provision of clear and widely accepted procedures.
- f. Distributive accountability. Related to the concept of shared governance (organization, management, management together with other stakeholders) and sharing a number of decision-making to all network members, and thus share responsibility for achieving the desired results.
- g. Information sharing, related to the ease of access for members, protection of privacy (confidentiality of one's personal identity) and limited access for non-members as long as it is acceptable to all parties.
- h. Access to resources, refers to the availability of financial, technical, human and other resources needed to achieve the goals of a network or network.

### C. METHOD

The research was carried out with a descriptive qualitative method with a case study type, carried out in Tangerang Regency with a focus on PPP (Public Private Partnership) Tangerang Regency Government with PT. Aetra Air Tangerang in the context of providing and serving drinking water for the people of Tangerang Regency. Data analysis was carried out using the approach developed by Miles & Huberman (1992) which consisted of the process of collecting data, reducing data, presenting data and drawing conclusions. This study will also formulate a simulation model for the implementation of collaborative governance, the authors use System Dynamics Models in Policy and Strategy Formulation with Porewsim 10 software.

### D. RESULTS AND DISCUSSION

#### 1. Factors Affecting Collaborative Governance in Public Private Partnership (PPP) the Government and PT AETRA in the Provision and Service of Drinking Water in Tangerang Regency

This research was conducted in Tangerang Regency, Banten Province, by taking the research unit of the Tangerang Regency Government, the Tangerang Regency Regional Development Planning Agency, the Tangerang Regency Investment and One-Stop Service Office, Tangerang Regency Bina Marga Office, and PT. Aetra Air Tangerang.

Based on the results of the research, the concept of collaborative governance in the provision and service of drinking water carried out under the Public-Private Partnership scheme still needs to be improved and maximized in various factors. The existing conditions for the implementation of the collaborative governance concept are described based on the item items as follows:

##### a. Networked structure

In cooperation between the Government and the private sector in the provision and service of drinking water in Tangerang Regency, it is known through observations and interviews with informants that there is no hierarchy of power in the process. Collaboration between the government and the private sector refers to the regulation of the cooperation agreement which explains the different roles of each but has the same interest, namely the fulfillment and services to the community related to drinking water needs.

However, the results of the interviews were not confirmed by the observations made. In the field, the researchers found that there is still a hierarchy in the network structure of the implementation of cooperation in the supply and service of drinking water in Tangerang district. There are still hierarchical elements, especially in government agencies that handle the cooperation process.

Based on the results of the research above, it shows that the structure of the collaboration network has not been maximally complementary and supports each other in cooperation in the supply and service of drinking water in Tangerang Regency. So, the

element of network structure is a factor that hinders the effectiveness of collaborative governance in the provision and service of drinking water in Tangerang Regency.

#### **b. Commitment to A Common Purpose**

PT. Aetra Air Tangerang as a private party in cooperation in providing drinking water in several areas of Tangerang Regency, has the same commitment related to the quality of service to residents in the provision of drinking water, so that the existing cooperation can still be said to be in accordance with the plans and targets formulated, although not optimal.

In its implementation in the field, PT. Aetra Air Tangerang based on the results of observations and interviews with the board of directors has been firmly committed to always providing the best service and increasing customer satisfaction from time to time. So that every strategy and effort is carried out to achieve this mission, which can be said to be in line with the vision of the local government related to the cooperation of drinking water supply in Tangerang Regency.

The results showed that both the Tangerang Regency Government and PT. Aetra Air Tangerang as a private party in cooperation in providing drinking water in several areas of Tangerang Regency, has the same commitment related to the quality of service to residents in the provision of drinking water, so that the existing cooperation can still be said to be in accordance with the plans and targets formulated, although not optimal.

#### **c. Trust among the participants**

In the implementation of the cooperation in the supply of drinking water by the local government of Tangerang Regency and PT. AETRA Air Tangerang, between stakeholders maintain mutual trust with each other, as the results of the author's interview with the Head of the Economic Planning Division of Bappeda, the Head of the Public Health Sub-Office of the Tangerang District Health Office, and the Director of PT. AETRA Air Tangerang.

The results of these interviews are also supported by the results of observations/observations made by researchers. Every stakeholder starting from elements of local government (Bappeda, Investment Agency and One Stop Service, Department of Highways) and the private sector (PT. AETRA Air Tangerang) cooperates.

#### **d. Governance**

In the Public Private Partnership for drinking water supply in Tangerang Regency, there is a limit on who may be involved in the process, namely the local government (Bappeda, Investment Agency and One Stop Service, Bina Marga Office) and the private sector, namely PT Aetra Air Tangerang.

There are clear rules regarding their respective roles in collaboration, both in Presidential Regulation Number 67 of 2005 concerning Government Cooperation with Business Entities, as well as Minister of Public Works Regulation Number 12 of 2010 concerning Guidelines for Cooperation of Drinking Water Developer Entrepreneurs, cooperation agreements between the Tangerang Regency Government with PT. Aetra Air Tangerang Number 690/PK-2076-BPMD/2008 concerning the Provision and Service of Drinking Water in the Districts of Sepatan, Pasar Kemis, Cikupa, Balaraja and Jayanti, as



well as the Decree of the Regent of Tangerang No. 902/KEP.940-HUK/2019 concerning the Establishment of a Monitoring and Evaluation Team for Increasing the Coverage of Drinking Water Services for PT. AETRA Air Tangerang in Tangerang Regency.

Due to the standard regulations governing cooperation, each stakeholder cannot freely accommodate the concept of collaboration in their respective conditions and visions.

**e. Access to authority**

All agencies involved in the Public Private Partnership for drinking water supply in Tangerang Regency, both elements of the local government (Bappeda, Investment Agency and One Stop Service, Department of Highways) and private elements (PT. AETRA Air Tangerang), have their respective authorities to carry out a role as an effort to provide drinking water in Tangerang Regency.

In financing, in accordance with the contents of the Built Operate Transfer (BOT) scheme or the build-to-handover scheme, the entire investment financing is Rp. 525 billion sourced entirely from PT. AETRA Air Tangerang, and there is no capital participation from the Tangerang Regency Government. Thus PT. Aetra Air Tangerang has the authority to invest in capital, the government element in this collaboration is authorized to supervise and ensure that PT. Aetra Air Tangerang complies with the standards and provisions for the quality of drinking water distributed to the public.

The authority that arises based on the cooperation agreement has boundaries between agencies. However, each authority should have a partition but still be interrelated. In this collaboration, the government has the authority as a supervisor or has a monitoring function. As confirmed in the Decree of the Tangerang Regent No. 902/KEP.940-HUK/209 concerning the Establishment of a Monitoring and Evaluation Team for Increasing the Coverage of Drinking Water Services at PT. AETRA Air Tangerang in Tangerang Regency.

**f. Distributive accountability/ responsibility**

In the collaboration of drinking water supply and service, the procedure has been determined in the concession, the roles and responsibilities of each stakeholder vary according to their field.

The government is responsible for ensuring that PT. Aetra Air Tangerang to fulfill every obligation in accordance with the concession so that the community gets their rights, PT. Aetra Air Tangerang is responsible for providing drinking water services and provision for the community, and the community itself is responsible for fulfilling its obligations in paying drinking water usage rates in accordance with the services received.

Based on the results of interviews and observations, each of the stakeholders claims to have carried out the responsibilities specified in the cooperation agreement between the Tangerang Regency Government and PT. Aetra Air Tangerang Number 690/PK-2076-BPMD/2008 concerning the Provision and Service of Drinking Water in the Districts of Sepatan, Pasar Kemis, Cikupa, Balaraja and Jayanti which explains the responsibilities and authorities of each party in cooperation in the supply and management of drinking water. in Tangerang Regency.

#### **g. Information sharing**

The results of interviews and field observations show that access to information by the community regarding cooperation and drinking water services by PT Aetra Air Tangerang still needs to be improved and is not optimal.

This is found from the results of the author's interviews with the community as service users in interviews. "...the supply and service of drinking water by PT Aetra Air Tangerang is better now, but in our opinion access to information is still lacking, there are many things that need to be improved regarding access to information, both about services, as well as information about program plans that may require our role as a society"

The results above indicate that access to information by the public regarding cooperation and drinking water services by PT Aetra Air Tangerang still needs to be improved and is not maximized. So, it is necessary to make efforts to socialize and create a good system to be able to achieve the concession objectives to the maximum.

#### **h. Access to resources**

The availability of human resources in the cooperation in the supply and service of drinking water in Tangerang Regency can be seen from the condition of the personnel of each agency in the cooperation program. The financial sources used in the cooperation program are fully sourced from the private sector, namely PT. Aetra Air Tangerang. With the implementation of the BOT (Build Operate And Transfer) system which was carried out to cover the limitations of the APBD (Regional Expenditure Budget) which was insufficient in the development of the Drinking Water Supply System (SPAM) in several areas in Tangerang Regency.

In the reality of the research, both the government and PT Aetra Air Tangerang with the BOT funding system, have the same profit opportunities. The local government can control the drinking water supply process, while the private sector is responsible for each of the transmission, production, operation and maintenance.

Based on the results of in-depth interviews with all stakeholders in charge of implementing policies for the Provision and Service of Drinking Water in Tangerang Regency through Public Private Partnerships (PPP), a factor that also affects the quality of collaboration, namely the behavior of policy implementers or actor behavior is obtained. All informants agreed that the behavior of implementing policies that were good and in accordance with the guidelines, would be able to encourage the effectiveness of the policy for 25 Provision and Service of Drinking Water in Tangerang Regency, especially with regard to the implementation of Public Private Partnership (PPP) between the Tangerang Regency Government and PT. AETRA Air Tangerang.

So, one new finding in this study is the modification of De'Seve's theory by finding items of policy implementer behavior or actor behavior in determining whether or not a collaborative governance concept is effective.

## **2. Collaborative Governance Simulation Model for Drinking Water Supply and Services in Tangerang Regency through Public Private Partnership (PPP)**

The aspects used to explain the policy formulation activities of this research are aspects of analysis, planning and control, which were developed by Lyneis (2009). The steps taken to formulate policies carried out by researchers by adopting various expert opinions and previous research and adjusting to the problems and conditions encountered during observation are described as follows:

a. Problem Articulation/ konseptualization.

Problems are identified using the basic theory confirmed in this study, namely De'Seve theory which reveals the factors that influence collaborative governance, namely network structure, commitment to goals, mutual trust between actors/participants, clarity in governance, access to power, sharing of accountability/ responsibility), sharing of information and access to resources.

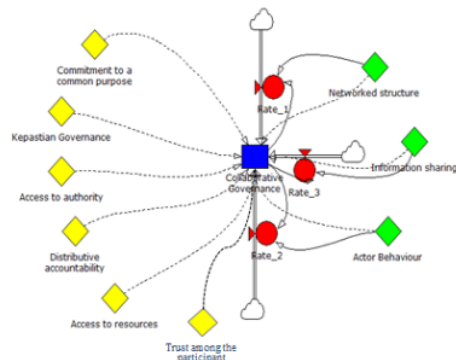
**Table 1 Problem Articulation Collaborative Governance**

<b>Factors</b>	<b>Problems Found</b>	<b>Strategy Solution</b>
Networked structure	The existing structure in the elements of both government and private agencies is still hierarchical. Evaluating networks and structures in the implementation of cooperation	The existing structure in the elements of both government and private agencies is still hierarchical. Evaluating networks and structures in the implementation of cooperation
Commitment to a common purpose	Lack of commitment from officers, both government and private elements. Renewal of commitments on both sides, with the intention of refreshing the commitment to cooperation	Lack of commitment from officers, both government and private elements. Renewal of commitments on both sides, with the intention of refreshing the commitment to cooperation
Trust among the participants	Lack of trust results from a lack of communication and high egos from both parties. Although the control function rests with the government, and the private sector only in operations, it is necessary to sit together in open forums as often as possible, so that trust is formed.	Lack of trust results from a lack of communication and high egos from both parties. Although the control function rests with the government, and the private sector only in operations, it is necessary to sit together in open forums as often as possible, so that trust is formed.

Kepastian Governance	Boundaries in cooperation often overlap. Assessment of authority and responsibility in cooperation	Boundaries in cooperation often overlap. Assessment of authority and responsibility in cooperation Operational authority is only with the private sector, the government is only authorized to supervise
Access to authority	Operational authority is only with the private sector, the government is only authorized to supervise	
Distributive accountability	Changes in power within the period of the agreement, gave birth to unequal policies. A forum is held when there is a change of regional government	Changes in power within the period of the agreement, gave birth to unequal policies. A forum is held when there is a change of regional government
Information sharing	Socialization related to non-intense collaboration Two-way communication and facilitation with qualified media are opened	Socialization related to non-intense collaboration Two-way communication and facilitation with qualified media are opened
Access to resources	Sources of funds only come from the private sector, so that access to finance is only available to the private sector. Affirmation of accessibility from each party	Sources of funds only come from the private sector, so that access to finance is only available to the private sector. Affirmation of accessibility from each party
Actor Behaviour (findings)	There are still executor behavior that does not support the implementation of cooperation. Conduct training and behavioral guidance to provide both physical and mental skills to implementers.	There are still executor behavior that does not support the implementation of cooperation. Conduct training and behavioral guidance to provide both physical and mental skills to implementers.

**b. Formulation of a simulation model**

To be able to simulate the system dynamics model, it must be made in the form of a flow diagram that can be understood by the computer software used. Each software has a unique way of drawing flow diagrams. In this study using the Powersim 10 Constructor software. The following model is generated:



**Figure 1 Flow Diagram Collaborative Governance**

In the diagram above, the factors that influence the implementation of collaborative governance in government and private cooperation in the provision of drinking water in Tangerang Regency are simulated.

It can be seen in the simulation image above, that the network structure, information sharing and actor behavior factors are factors that reduce the success value of collaborative governance in government and private cooperation in the provision of drinking water in Tangerang Regency. Meanwhile, the factors of access to authority, distributive accountability, access to resources, network structure, trust among the participants and certainty of governance are added values for the success of collaborative governance in government and private cooperation in the provision of drinking water in Tangerang Regency. The results of the simulation model are appropriate to describe the results of research with qualitative methods that have been presented in the previous section.

This study found modifications to the de'seve theory, which factors were confirmed and which factors weakened the effectiveness of the collaborative governance concept in the implementation of PPP drinking water supply in Tangerang Regency. Apart from that, other factors were also found that influence the success of collaborative governance in addition to the 8 factors determined by De'Seve, namely the actor behavior factor or the behavior of policy implementers. On this side, the researcher considers that this research is different from previous research studies. On the other hand, this research is aimed at criticizing and viewing PPP as an incomplete concept of ideal collaborative governance.

Another new thing produced in this research is the emergence of a collaborative governance simulation model which is a development of De'Seve's previous theory, which becomes an illustration of the implementation of collaboration and can be used as a reference in the implementation of government-private cooperation in the future.

## E. CONCLUSION

Based on the research results, the concept of collaborative governance in Public Private Partnership (PPP) between the Government and PT AETRA in the provision and service of drinking water in Tangerang district is influenced by network structure factors, implementing commitment to goals, trust between participants, governance certainty, access to power, distribution of accountability and responsibility, sharing of information, access to resources and behavior of policy actors. With the system dynamics model technique, a collaborative governance model for the provision and service of drinking water in Tangerang Regency is simulated in the form of a flow diagram, which shows the factors that increase and decrease the value of the success of collaborative governance. In the simulation model, it is shown that the supporting factors for collaborative governance in the Public Private Partnership (PPP) between the Government and PT AETRA in the provision and service of drinking water in Tangerang district are network structure, implementing commitment to goals, trust between participants, governance certainty, access to power, distribution of accountability and responsibility. Meanwhile, the inhibiting factors are information sharing, access to resources and behavior of policy actors.

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