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COLLABORATIVE STRATEGY MODEL BETWEEN GOVERNMENT AND PRIVATE SECTOR IN HOUSING FINANCING THROUGH THE HOUSING FINANCING LIQUIDITY FACILITY SCHEME (FLPP) IN INDONESIA

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Abstract

The housing backlog problem in Indonesia continues to be a major challenge, especially for low-income communities (MBR) who have difficulty accessing decent and affordable housing. The government, through the Housing Financing Liquidity Facility (FLPP) scheme, seeks to provide subsidized financing by involving the role of the private sector, such as implementing banks and housing developers. This study aims to analyze the conditions of FLPP implementation, the role of each party, and formulate an ideal collaborative strategy model between the government and the private sector in increasing the effectiveness of housing financing in Indonesia. The method used is a qualitative approach with literature studies and content analysis of scientific literature, policy documents, and the latest FLPP implementation data. The results of the study show that the effectiveness of collaboration is greatly influenced by adaptive regulations, policy incentives, integrated digital systems, and clarity of the roles and responsibilities of each actor. The ideal collaborative strategy model emphasizes the importance of cross-sector synergy, innovation in financing schemes, and empowerment of MBR as active partners. This study recommends the need to strengthen institutions such as BP Tapera as the main orchestrator, diversify financing sources, and increase housing literacy for the community.

Keywords: *public-private collaboration; housing finance; FLPP low-income communities (MBR); collaborative strategy; BP tapera*

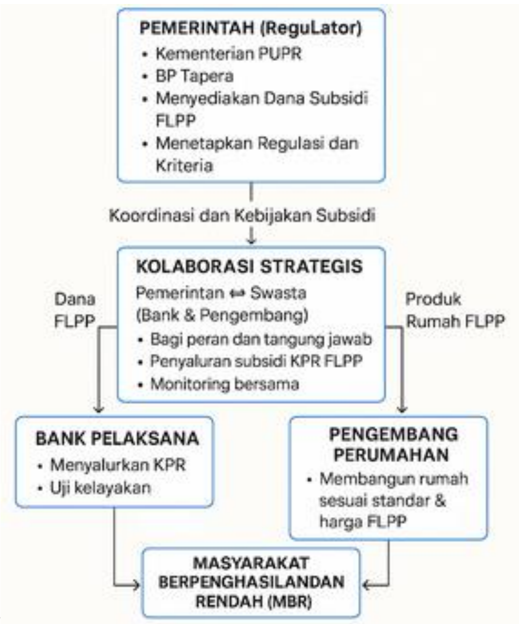
A. INTRODUCTION

The availability of decent, affordable, and sustainable housing is an important aspect in improving people's welfare and supporting inclusive national development. However, the reality in Indonesia shows that many low-income people (MBR) still have difficulty accessing decent housing due to limited income and high property prices. Based on data from the Central Statistics Agency (BPS), the housing backlog in Indonesia is still relatively high, with the number of unmet housing needs reaching millions of units. This condition shows a gap between the need and the ability to provide housing, especially for the MBR segment. The Indonesian government has attempted various policy interventions to address this problem, one of which is through the Housing Financing Liquidity Facility (FLPP) scheme. This scheme is designed to encourage home ownership by MBR by providing mortgage interest subsidies through revolving funds managed by the government and distributed through implementing banks. Although this program is considered successful in reaching thousands of beneficiaries each year, its implementation still faces various obstacles, including limited APBN allocation, complicated bureaucracy, and limited developer capacity in providing houses according to the standards and prices set.

In this context, collaboration between the government and the private sector is a strategic necessity. The government cannot work alone in financing and providing housing for the entire community, especially the low-income group. The involvement of the private sector—both financial institutions, developers, and investors—can be a solution to expand the scope of the FLPP program and increase the efficiency of its implementation. However, this collaboration requires the right strategy, a clear division of roles, and supporting regulations so that the synergy between the two parties can run optimally and be mutually beneficial. Unfortunately, until now, there has not been a truly established and structured collaborative model between the government and the private sector in implementing FLPP. There are still imbalances in roles, mismatched incentives, and a lack of data and system integration between stakeholders. As a result, the FLPP program often does not achieve its targets optimally, both in terms of the quantity of houses built and the quality of financing services provided to the low-income group.

Based on these problems, it is important to design and review a more systematic and sustainable collaborative strategy model between the government and the private sector in the FLPP scheme. This model is expected to strengthen complementary partnerships, accelerate the absorption of FLPP funds, and increase the availability of livable houses for low-income communities in Indonesia.

Figure 1. FLPP Collaborative Strategy Model



This study aims to strengthen collaboration between the government and the private sector to improve the effectiveness of housing financing through the Housing Financing Liquidity Facility (FLPP) scheme. The model developed places the government as the main regulator, while the private sector—consisting of implementing banks and housing developers—acts as an implementing partner in the provision and financing of housing for low-income communities (MBR). At the beginning of the process, the government through the Ministry of PUPR and BP Tapera is responsible for providing FLPP subsidy funds and designing regulations and technical criteria that form the basis for program implementation. The government also facilitates coordination and establishes subsidy policies that serve as a reference in partnerships with the private sector.

Next, a strategic collaboration was formed between the government and the private sector, marked by the division of roles and responsibilities. At this stage, the implementing bank is tasked with distributing FLPP mortgages to MBR in accordance with applicable provisions and conducting feasibility tests on prospective recipients. On the other hand, housing developers are committed to providing housing that meets the quality and price standards set in the FLPP scheme. This collaboration strengthens the subsidy distribution mechanism, encourages efficiency in financing, and ensures that FLPP housing products are accessible to the target community. Low-income communities are the final beneficiaries of this scheme, by gaining access to decent and affordable housing through subsidized financing. This model prioritizes sustainable synergy between the government and the private sector, which not only focuses on the financing aspect, but also includes a joint monitoring and evaluation mechanism so that the FLPP program remains on target and has a real impact on reducing the housing backlog in Indonesia.

The problem of unequal access to decent housing in Indonesia, especially for low-income communities (MBR), is still a crucial issue that has not been fully resolved. The high housing backlog and limited purchasing power of MBR for formal housing encourage the government to continue to seek inclusive, affordable, and sustainable financing strategies. In this case, the Housing Financing Liquidity Facility (FLPP) scheme is present as a form of state intervention through mortgage interest subsidies to make it easier for MBR to own a home. However, the government's budget limitations and the complexity of implementation in the field make the FLPP scheme unable to stand alone. An active and synergistic role is needed from the private sector—especially financial institutions and housing developers—to ensure the sustainability of the program and increase the scope of beneficiaries. Unfortunately, until now, collaboration between the government and the private sector in the FLPP program is still functional and not fully strategic. There is no systematic, measurable collaboration model that is able to optimally bridge the interests of both parties.

Therefore, this research is important and urgent to be conducted in order to formulate a collaborative strategy model that is able to synergistically integrate the roles, functions, and responsibilities between the government and the private sector. The model will not only help identify reinforcing and inhibiting factors in the implementation of FLPP, but also provide recommendations for more effective, efficient, and community-oriented collaboration policies and governance. More broadly, the results of this study are expected to contribute to accelerating the achievement of national housing development targets, supporting the reduction of social disparities, and becoming a reference for the development of a Public-Private Partnership (PPP) model in the housing sector based on social justice and sustainable development. Meanwhile, research published by Kne Publishing in 2024 raised the concept of collaborative governance in the provision of social housing in Prabumulih City. The results show that the implementation of collaboration between local governments and the private sector in the rehabilitation of uninhabitable houses can have a direct positive impact on the community. However, the study also revealed that there are still major obstacles in the implementation of collaboration, especially those related to limited resources, weak institutional design, and the lack of long-term synergy mechanisms.

Furthermore, Eryanto (2023) in his research on the role of PT. Bank Artha Graha International Tbk in distributing FLPP mortgages identified a number of benefits felt by MBR, such as ease of application process, low fixed interest rates, and insurance. However, challenges still arise in the form of fluctuations in fund distribution and low financial literacy among prospective FLPP beneficiaries, which hinder the effectiveness of program implementation in the field. In addition, a study conducted by the Asian Development Bank (ADB) regarding the Public–Private Partnership (PPP) scheme in Indonesia emphasized that the success of collaboration-based development programs is highly dependent on clarity of partnership relationships and balanced risk sharing between the public and private sectors. In the context of FLPP, this principle is very relevant, considering that this program requires clarity of roles, transparency in funding, and shared responsibility in program implementation and supervision.

Based on the series of findings, it is apparent that there are conceptual and operational gaps in the form of a collaborative model that is able to optimally unite the roles of the government and the private sector in the FLPP scheme. Therefore, this study is important to design a collaborative strategy model that not only clarifies the structure of the roles and responsibilities of the parties, but is also able to maximize the effectiveness of fund distribution and distribution of subsidized houses for MBR fairly and sustainably.

B. LITERATURE REVIEW

Public Policy and Housing Theory

Public policy is a state intervention to overcome market failures and meet the basic needs of society. Dye (2018) stated that public policy is whatever governments choose to do or not to do, including housing financing policies such as FLPP. In the context of housing, the state is responsible for ensuring fair access to decent housing for all citizens (Basri, 2020). The need for housing for low-income communities (MBR) is considered a basic need that cannot be fully met by market mechanisms.

Therefore, the role of government is vital in providing various forms of support, one of which is through the FLPP scheme.

Public-Private Partnership (PPP) Theory

The Public-Private Partnership (PPP) model is a form of cooperation between the public and private sectors in the provision of public services, including in the housing sector. According to Hodge & Greve (2018), PPP is a long-term contract between public and private partners for the provision of public assets and services involving risk sharing, financing, and resources. In the context of FLPP, the government provides long-term low-cost funding subsidies, while the private sector (distributing banks, developers, and contractors) plays a role in implementing development and technical financing for MBR. This model requires solid coordination, good governance, and mutual trust between the parties involved (Yuliani & Wibowo, 2021).

FLPP Scheme as a Housing Policy Instrument

The Housing Financing Liquidity Facility (FLPP) is a government subsidy financing program launched in 2010 to encourage home ownership for MBR. This program is run by the People's Housing Savings Management Agency (BP Tapera) in collaboration with implementing banks. According to Pratiwi (2019), FLPP has been proven to increase home ownership rates, but still faces challenges such as limited land, bureaucracy, and inter-agency collaboration. FLPP works on the principle of revolving funds, where subsidy funds are combined with bank funds to provide low fixed interest rates for MBR (around 5% fixed for up to 20 years). With this scheme, the burden of home installments becomes more affordable.

Collaborative Strategies in Housing Finance

Collaborative strategies include the integration of roles and resources between the government and the private sector to achieve common goals. Strategic collaboration is needed to expand the reach of FLPP, especially in terms of expanding partner banks, improving building quality, and fulfilling land legality aspects.

According to Kurniawan & Ramli (2020), collaborative strategies include the following dimensions:

1. Shared commitment to social goals.
2. Sharing of risks and responsibilities.
3. Transparency in financial information and accountability.
4. Innovation in financing models (including digitalization and product flexibility).

Concept of Low Income Communities (MBR)

MBR is a segment of society with insufficient income to buy a house with a commercial scheme. Based on PUPR Ministerial Regulation No. 242/KPTS/M/2020, MBR is defined as a household with a maximum income of IDR 8 million per month (as of 2020) and does not yet own a house. According to Safitri and Ananda (2021), the need for state intervention is very important for this group due to the high housing backlog and the disparity between market prices and people's ability to pay.

Research Framework

This research is built on the idea that collaboration between the government and the private sector in the FLPP scheme requires a strategic and integrative approach. By referring to PPP theory and public policy, the development of a collaborative strategy model is expected to:

1. Identifying the main obstacles in the implementation of FLPP.
2. Develop strategies to increase collaboration effectiveness.

Providing policy recommendations based on good collaborative practices.

C. METHOD

Research Approaches and Types

This study uses a descriptive qualitative approach with the aim of gaining an in-depth understanding of the collaborative strategy between the government and the private sector in housing financing through the FLPP scheme in Indonesia. According to Creswell & Poth (2018), a qualitative approach is used to explore and understand the meanings constructed by individuals or groups towards a social problem or policy. In this context, a qualitative approach allows researchers to explore the processes, challenges, and forms of collaboration that occur between policy actors (government, private sector, and banking) in the implementation of FLPP.

Location and Time of Research

This research was conducted in several cities that represent the implementation of FLPP, such as Jakarta, Surabaya, and Medan, as centers of government and private activities in the housing sector. The location selection was carried out purposively based on the existence of FLPP projects and the involvement of various parties in the scheme. The research period is planned to last for 3 months, namely from July to September 2025.

Informants and Informant Determination Techniques

Informants in this study include:

1. Representatives of implementing banks (Himbara and private banks),
2. Subsidized housing developers,
3. Academic or housing policy expert,
4. FLPP beneficiaries (MBR).

The informant determination technique was carried out by purposive sampling, namely selecting informants who have direct knowledge and experience in implementing the FLPP program. Maxwell (2019) explains that purposive sampling is used in qualitative research to select participants who can provide rich and in-depth information on the issues being studied.

Data Collection Techniques

Data collection is carried out using three main techniques:

1. In-depth interview (in-depth interview)
   Used to explore the experiences, views, and roles of each actor in the FLPP collaboration. Interviews were conducted in a semi-structured manner.
2. DocumentationIncludes regulations, BP Tapera annual reports, cooperation documents, financing policies, and official news from related institutions.
3. ObservationUsed to record interactions and dynamics in the field, including the service process and realization of subsidized housing.

Moleong (2019) emphasized that triangulation techniques like this are important to ensure the validity and depth of qualitative data.

Data Analysis Techniques

The data was analyzed using the thematic analysis method, as explained by Braun & Clarke (2019), namely by:

1. Familiarization with data (re-reading interview transcripts),
2. Initial coding to group data,
3. Search for key themes (e.g. themes about the role of government, barriers to collaboration, effectiveness of strategies),
4. Review and deepening of the theme,
5. Writing the analysis results in narrative form.

This process is carried out iteratively and reflectively to reveal effective collaboration patterns and inhibiting factors in the FLPP program.

Data Validity Test

To maintain data validity, the following techniques are used:

1. Triangulation of sources (comparing data from government, private sector, and MBR),
2. Member check (confirming interview results with informants),
3. Peer debriefing (discussion with research colleagues to avoid bias).
4. According to Sugiyono (2019), validity tests in qualitative research include credibility, transferability, dependability, and confirmability, all of which are maintained through triangulation and cross-validation approaches.

D. RESULT AND DISCUSSION

What are the conditions and roles of each party (government, implementing banks, and developers) in implementing the FLPP scheme in Indonesia at present?

1. Government (Ministry of PUPR and BP Tapera)

The government plays a major role in formulating policies, providing subsidy funds, and supervising the implementation of the FLPP program. This role is carried out through two important institutions: the Ministry of Public Works and

Public Housing (PUPR) and the Public Housing Savings Management Agency (BP Tapera). Since 2021, the management of FLPP funds has been fully transferred from the PUPR Ministry's Housing Financing Center (PPP) to BP Tapera, in accordance with the mandate of Law No. 4 of 2016 concerning Tapera. BP Tapera functions as the manager of public funds, including APBN funds distributed as fixed interest subsidies in FLPP. The government, through BP Tapera, prepares the annual allocation of FLPP funds, determines recipient requirements, develops technical regulations, and monitors and evaluates the performance of program distribution.

On the other hand, the PUPR Ministry also continues to play a role in regulating the technical specifications of subsidized housing, setting house price standards, and encouraging the preparation of derivative regulations that strengthen the integration between aspects of financing, development, and quality control. The government also acts as a liaison between implementing banks and developers, creating a collaborative ecosystem so that subsidized housing can be reached by low-income people (MBR). However, although the government's role is very central, the challenges faced are quite complex. Limited APBN allocation, delays in disbursement of subsidy funds, and bureaucratic obstacles in the verification process for FLPP recipients are still obstacles. In addition, the need for better cross-sector coordination is also an important note, especially between the PUPR Ministry, the Ministry of Finance, and local governments.

2. Implementing Bank (Bank Distributing Subsidized Mortgage)

The implementing bank is a crucial partner in the implementation of FLPP because they are the parties that interact directly with prospective subsidized KPR recipients. The main roles of the bank are:

a. Distributing home ownership credit (KPR) with a fixed interest scheme of 5% per year for up to 20 years, in accordance with FLPP provisions.
b. Conducting selection and verification of prospective debtors based on MBR provisions, such as maximum income, not yet owning a house, and use of the house as a permanent residence.
c. Manage the disbursement of funds from BP Tapera and combine it with internal funds to finance the purchase of subsidized houses.

Banks that are members of the State-Owned Bank Association (Himbara), such as Bank BTN, BRI, Mandiri, and BNI, dominate the distribution of FLPP. In addition, several private banks and BPDs also take part as implementing partners. Bank BTN itself remains a major player because it has a portfolio and infrastructure that supports massive subsidized mortgages.

However, implementing banks also face various challenges such as the risk of bad debts from MBR, a long verification process, and administrative burdens in reporting to BP Tapera. In addition, the limited reach of banking in remote areas means that access to FLPP is still uneven. In order for implementation to be more optimal, a digital integration system is needed between banks and BP Tapera, regular training for bank officers, and fiscal incentives for banks that actively distribute FLPP in areas with high housing backlogs.

3. Housing Developer

Developers play a major role in the physical provision of subsidized housing. They are responsible for building houses according to the standards and maximum prices set by the government each year. The role of developers includes:

a. Providing land and basic infrastructure (roads, water, electricity),
b. Designing and building subsidized houses that are suitable and meet technical specifications,
c. Cooperating with implementing banks in the consumer mortgage process,
d. Conducting promotions to the community and assisting in the administration process of FLPP applications.

Many local developers in the region rely on FLPP projects as their main source of business activity, given the high demand for affordable housing from MBR. Developer associations such as REI (Real Estate Indonesia) and HIMPERRA are important forums in voicing challenges in the field and bridging communication between developers and the government.

The obstacles faced by developers are quite diverse, including limited land at affordable prices, slow licensing processes at the regional level, and small margin pressures due to rising building material prices. In this condition, incentive support is needed, ease of licensing through OSS (Online Single Submission), and increased coordination between the central and regional governments so that developers remain interested in running FLPP projects. Developers also need a guarantee of fast payment from the bank after the house is handed over, so that the project cash flow remains healthy. Several cases of delays in FLPP disbursement from banks or complicated administrative processes have caused developers to lose interest and shift their focus to the commercial market.

Collaboration between the government, implementing banks, and developers is the backbone of the FLPP scheme implementation in Indonesia. The three have complementary roles: the government as a provider of regulations and subsidies, banks as financing facilitators, and developers as physical providers of houses. However, the synergy between these actors still faces challenges in the form of cross-sectoral coordination, workload imbalances, and operational challenges in the field. In the future, strengthening communication, integration of digital information systems, and fair incentive policies for each party are the keys to creating a more effective and sustainable collaboration model in the FLPP program.

What are the supporting and inhibiting factors in collaboration between the government and the private sector in housing financing through FLPP?

Collaboration between the government and the private sector, especially implementing banks and developers, is a key element in the successful implementation of the Housing Financing Liquidity Facility (FLPP) scheme. This collaboration is needed to expand access to housing for low-income communities (MBR) amidst the country's limited fiscal capacity. However, in practice, the success of this collaboration is determined by a number of supporting and inhibiting factors that influence each other.

1. Supporting Factors for FLPP Collaboration

a. Government Commitment through Subsidy Policies and Funding

One of the main factors driving collaboration is the strong commitment of the central government through the provision of consistent FLPP subsidy funds from year to year. The government provides interest subsidy funds and covers the difference between market interest rates and the fixed interest of 5% paid by MBR. This creates market certainty for implementing banks and developers. The existence of a special body such as BP Tapera which manages FLPP funds professionally is also an institutional supporting element that strengthens the governance and sustainability of the scheme. The determination of subsidized housing price policies, maximum recipient income, and other technical regulations provide a clear framework for all actors.

b. Involvement of Himbara and Private Banks as Mortgage Distribution Partners

Another factor is the active role of implementing banks, especially members of the State-Owned Banks Association (Himbara) such as BTN, BRI, Mandiri, and BNI, as well as several private banks and BPDs that also distribute FLPP mortgages. These banks have extensive networks, supporting technological infrastructure, and trained human resources in distributing subsidized credit. The presence of banks that are committed to the housing sector is a strong support in bridging the community's need for access to financing.

c. Developer Contribution in Providing Livable Housing

The role of developers as providers of physical housing units is no less important. Many local and national developers who join associations such as REI (Real Estate Indonesia) and HIMPERRA, are actively building subsidized housing in various regions. This collaboration expands the reach of FLPP to areas with high backlogs. Developers' enthusiasm for getting involved in FLPP projects is strengthened by the fixed price scheme and the certainty of demand from the community, as long as regulations do not limit their business margins too much.

d. Synergy in the Process Digitalization System

The development of digitalization systems such as Sikasep and SiKumbang by the Ministry of PUPR and BP Tapera also supports the integration of processes between banks, developers, and the government. This system simplifies the verification process, monitoring of housing stock, and selection of prospective recipients. Digitalization creates efficiency, transparency, and accelerates cross-agency administrative processes.

2. Factors Inhibiting FLPP Collaboration

a. Budget Limitations and Dependence on the State Budget

One of the main obstacles is the limited allocation of subsidy funds in the APBN. The availability of FLPP funds is highly dependent on the state budget decision each year, thus creating uncertainty for banks and developers in planning long-term projects. If the allocation of subsidy funds is cut or its disbursement is late, then the entire collaboration ecosystem will be affected, especially in the form of delays in the realization of KPR.

b. Complex Bureaucracy and Regulations

Long and layered administrative procedures, especially in terms of subsidized housing development permits, are a serious obstacle for developers. Local governments have not fully supported by providing easy permits, even in some cases there are still illegal levies or slow OSS (Online Single Submission) services. On the other hand, inconsistent or poorly socialized regulatory changes can also cause confusion at the implementing level, both at banks and developers.

c. Information and Coordination Gaps Between Parties

Despite the existence of digital platforms, there are still often information gaps between the government, implementing banks, and developers. For example, beneficiary data that has not been updated or differences in understanding about the eligibility requirements for FLPP recipients can hinder the verification process. The lack of regular communication forums between parties makes collaboration reactive, not proactive, so that many problems arise in the field without quick solutions.

d. Thin Profit Margins for Developers

The selling price of subsidized houses set by the government every year often does not fully consider the increase in material prices and operational costs in the field. This causes the developer's profit margin to be very thin, which has an impact on the decline in interest in building subsidized houses. Many developers eventually turn to the commercial housing market because it is considered more profitable. If this trend continues, the supply of FLPP houses will decline and the program's objectives will not be achieved.

e. Technical Constraints in Credit Distribution

Implementing banks face challenges in distributing mortgages to MBR who generally have a high-risk profile, such as irregular income, not having a bank account, or not being able to fulfill formal documents. This complicates the creditworthiness process and affects the bank's non-performing loan (NPL) ratio. In addition, the limited reach of bank services to remote areas is also an obstacle in equalizing FLPP access.

Overall, the collaboration between the government and the private sector in the implementation of FLPP has a lot of potential and strength, but it is not free from structural, technical, and coordinative obstacles. Supporting factors such as government commitment, involvement of banks and developers, and digitalization have driven the success of this program to reach hundreds of thousands of MBR every year. However, to realize a more sustainable and effective collaboration, strategic steps are needed such as:

1. Regulatory reform and bureaucratic simplification,
2. Additional incentives for developers and banks,
3. Improving cross-sector coordination,
4. Diversification of funding sources (not only relying on the APBN),
5. And strengthening data-based monitoring systems.

Thus, the collaboration which is currently programmatic in nature can be developed into a systemic and long-term collaboration in order to realize the fulfillment of the need for decent housing for all levels of Indonesian society.

What is the ideal collaborative strategy model between the government and the private sector in increasing the effectiveness of housing financing through the FLPP scheme in Indonesia?

The need for decent and affordable housing in Indonesia continues to increase along with population growth and urbanization. To address these challenges, collaboration between the government and the private sector is crucial, especially in the context of housing financing through the Housing Financing Liquidity Facility (FLPP) scheme. In order to increase the effectiveness of the FLPP program, an ideal collaborative strategy model is needed that is able to integrate roles, resources, and responsibilities synergistically and sustainably.

1. Multi-Helix Approach to Collaboration

The ideal collaborative strategy model can be developed with an expanded Triple Helix approach, namely the involvement of three main actors—government, private sector, and community, with support from financial institutions and academia. This collaboration is not only based on administrative roles, but also on the spirit of mutual reinforcement through a clear division of functions:

a. The government as regulator and provider of subsidies,
b. The implementing bank as a financing facilitator,

c. Developers as providers of physical infrastructure,
d. The community/MBR as empowered beneficiaries,
e. Academics and research institutions as policy evaluators and providers of innovative solutions.

2. Pillars of an Ideal Collaborative Strategy

To build an effective collaborative model, there are several key pillars that must be strengthened:

a. Adaptive Regulations and Policies

The government needs to create regulations that are adaptive and incentive-based, not just compliance-based. For example:

1) Dynamically adjust subsidized housing prices following inflation and construction costs,
2) Providing tax incentives or licensing facilities for developers who are committed to building low-income housing,
3) Encourage implementing banks to enter underdeveloped areas through risk sharing schemes or credit risk subsidies.

Inclusive and less bureaucratic policies will strengthen private sector interest in active involvement without sacrificing their business viability.

b. Integration of Digital Systems and Integrated Data

Strengthening national digital platforms such as SiKasep (Housing Subsidized Mortgage Information System) and SiKumbang (Housing Availability Information System) are important foundations of modern collaboration. This system must be developed into an integrated dashboard that connects the government, banks, developers, and the community in real-time. That way, data on housing availability, mortgage application status, and FLPP allocation can be managed more efficiently and transparently. In addition, integration with digital identity systems and population data will accelerate the MBR verification process, so that the financing process is not hampered by administrative issues.

c. Diversified and Shared Risk-Based Financing Scheme

The ideal model should lead to diversification of financing schemes, not just relying on APBN funds. Some strategies that can be adopted include:

1) Developing Public-Private Partnership (PPP) based on long-term investment,
2) Providing housing bonds to raise funds from the financial sector,
3) Involving credit guarantee institutions to minimize the risk of NPL (Non-Performing Loan),
4) Adopting a blended finance scheme that combines government subsidies with private investment.

Thus, FLPP financing does not become a sole burden on the state and can be scaled up sustainably.

d. Equal and Transparent Partnership

The ideal collaborative model requires an equal and trusting relationship between all parties. The government should not be dominant in an authoritative manner, but rather as an ecosystem facilitator. Each actor is given access to information, dialogue space, and joint monitoring mechanisms. National and regional partnership forums can be developed as a forum for regular communication between BP Tapera, developer associations (REI, HIMPERRA), Himbara, Islamic banking, and the MBR community. This forum is a place to solve field problems collaboratively, as well as to formulate long-term strategic plans together.

3. BP Tapera's Strategic Role as a Collaborative Orchestrator

In this framework, BP Tapera not only functions as a fund manager, but also as the main orchestrator in creating cross-sector synergies. This role includes:

a. Ensuring the distribution of funds is on target and accountable,
b. Conduct supervision over the performance of banks and developers,
c. Becoming a bridge between national policies and regional needs,
d. Initiating financing innovation and service digitalization.

The professional and independent institution of BP Tapera is the main key to ensuring the sustainability of the FLPP program nationally.

4. Strengthening the Role of Regional Government and Local Institutions

In an ideal model, local governments should not be passive. They should actively support collaboration by:

a. Providing land incentives for the construction of subsidized housing,
b. Facilitating ease of licensing based on OSS-RBA,
c. Providing basic infrastructure (roads, water, sanitation) that supports the environmental suitability of FLPP homes,
d. Integrating national housing programs with spatial planning and regional development plans.

5. Empowering Communities as Partners, Not Just Recipients

The ideal collaboration model places MBR not only as a beneficiary, but as an active subject. This can be done through:

a. Financial and housing literacy education,
b. Formation of cooperatives or communities of subsidized housing residents,
c. Involvement in post-occupancy area care,
d. Support for MSMEs around the FLPP housing area.

This is important to create social sustainability and not just administrative success.

The ideal collaborative strategy model between the government and the private sector in housing financing through the FLPP scheme is not just sharing roles, but creating an integrative, innovative, and long-term results-oriented work system. Through adaptive regulations, integrated digital systems, mixed financing schemes, transparent partnerships, and strengthening the role of implementing institutions such as BP Tapera, this collaboration can answer the challenges of the national housing backlog in an inclusive and sustainable manner.

E. CONCLUSION

Collaboration between the government and the private sector is essential to the success of the Housing Financing Liquidity Facility (FLPP) scheme, a strategic initiative aimed at providing access to decent and affordable housing finance for low-income communities (MBR). In practice, effective and sustainable implementation of this program requires synergistic involvement among the government, implementing banks, and developers. The government acts as a regulator and subsidy provider, the implementing banks serve as credit distributors to MBR, and the developers are responsible for the physical provision of subsidized housing. These three actors have interconnected functional roles, and any imbalance or obstacle from one party can directly impact the achievement of program objectives.

Several key factors support successful collaboration, including strong government commitment, policy incentives, the proactive role of banks, developer participation, and process digitalization through systems like SiKasep and SiKumbang. However, the collaboration also faces significant challenges such as budget constraints, bureaucratic licensing procedures, low profit margins for developers, and gaps in information and coordination among stakeholders. Therefore, an ideal collaborative strategy should be built on the foundation of mutually beneficial strategic partnerships, supported by adaptive regulations, innovative financing schemes, digital data integration, and institutional strengthening, particularly through the role of BP Tapera as the national orchestrator. Additionally, the active involvement of local governments and the empowerment of beneficiary communities are crucial elements in fostering sustainable collaboration.

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