



Trust Building in the Collaborative Governance Process of Implementing Village Fund Policy: Case Study of Tanah Abang Selatan Village, Penukal Abab Lematang Ilir Regency

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Abstract

Trust building is a component of collaborative governance that involves face-to-face interaction, dedication to the process, mutual understanding, and short-term achievements. This study examines and outlines the various aspects of establishing confidence in the execution of village finance policies, based on the viewpoint of the Collaborative Governance Process theory. The study was carried out at Tanah Abang Selatan Village, which has been allocated village finances since 2015. Empirical evidence demonstrates that the trust actors place in the collaborative governance process can be beneficial in facilitating the achievement of actor support, cooperation, commitment, and successful policy implementation. Nevertheless, the existing literature on collaborative governance indicates a scarcity of studies on establishing trust in policy execution, particularly in the context of implementing village fund regulations. The findings of this study demonstrate that the establishment of trust among participants in the Collaborative Governance process significantly enhances the efficacy of implementing the village fund policy in Tanah Abang Selatan Village, Tanah Abang District, Penukal Abab Lematang Ilir Regency (PALI).

Introduction

Village development have very important and strategic role in frame development national and development area Because contain element equality development and its results, as well tangent direct with interest part big people living in rural and deep areas frame For increase his welfare (Suandi et al., 2022). Village development own role It is also important to be based on Nawacita which is nine priority five years of development to front. On point second Nawacita mentioned that Indonesia's development begins from fringe with strengthen regions and villages in Indonesia. This matter because part Most of Indonesia's territory is an administrative area level village (Suandi et al., 2022).

Village is structure government Lowest from system Indonesian government (Tindi, 2015) and also entities direct government _ relate with people. Every type policy development national Certain comes down to development village because Indonesia's development is not will There is It means without build village, and can said that day Indonesia's future lies and depends from success We build village.

It's published (Law Number 6 of 2014) about the Village, which is next supported (Government Regulation Number 43 of 2014, 2014) about Regulation Implementation (Law Number 6 of 2014) about the Village became A point beginning for village For showing roles and abilities on himself. Constitution This give chance to public village For organize and manage House

the stairs alone, with mandated requirements in Constitution that is, namely held with notice principles democracy, role as well as society, equality, justice, as well notice potential and diversity area.

One of policy Indonesian government in support development village that is with disburse village funds as one of the source income villages. Village Fund Policy has implemented in the world, one of which is in Thailand. The Village Fund Policy in Thailand is in the form of credit micro. Policy this is in deep Thailand the practice give loan to the poorer, the farm, the house stairs, and some a lot of money is used For activity agriculture or as consumer credit. However, in its administration happen abuse (Boonperm et al., 2012).

Implementation of village funds felt has Lots give benefit for public especially with the more many infrastructures rural areas that have built from the Village Fund. However, based on things discovered by the Corruption Eradication Commission indicate that the Village Fund has weakness in four matters namely, regulations, management, supervision and resources Power humans who manage village funds (<https://news.detik.com/>). Temporary them, ICW maps on some considered point-vulnerable practice corruption namely, starting from the planning process, accountability process, monitoring and evaluation process, implementation process, and procurement process goods and services (<https://news.detik.com/>).

Apart from that, it is also disclosed by (Meutia & Liliana, 2017), that of 26 Village Governments in Ogan Ilir Regency, South Sumatra, no all villages have it qualified village officials. This matter results weak in making report accountable finances with principal management good finances, so uptake budget become low and obstructed disbursement of Village funds. This means Still Lots apparatus Village Government with ability ability low in carry out managing Village funds effectively transparent and accountable. (Rasheli, 2016) also stated that Village Government not yet capable implement accountability orderly finances with administrative discipline and discipline report. So that uptake budget and distribution of Village funds to be low. This is what many people experience Village Government in Indonesia (et al., 2018) Village Government still own Lots limitations in implementation Village fund policy, good That limitations knowledge, abilities, and resources Power as well as network (Islamy et al., 2020). Therefore, that's necessary the existence of collaborative governance within carry out policy the.

According to (Ansell & Gash, 2008) Collaborative Governance is defined as arrangement government where one or more public bodies in a way directly involve holder interest non-governmental (business and society) in the adoption process decision formal collective, oriented towards consensus and purposeful deliberation For make or apply policy public or managing programs or asset public. Collaborative Governance is one of them method For respond the wishes of the stakeholders interest involved in implementation development and response limitations funding the government does n't Can follow development demands public will performance increasingly government. Good with objective get resource To use carry out development in accordance stakeholders expectations interest (Tri Sambodo & Pribadi, 2016).

Build trust is one of stages in a collaborative process implementation village fund policy. Village fund policy in Indonesia is one of the Central Government's programs for increase empowerment and equality public even in level village. However so, still there is various problem in implementation village fund policy, for example weak trust between actor in carry out village funding policies and their weaknesses capacity government village in managing limited village funds, as well as not enough transparent, participatory and accountable in system government village. One of alternative solution in overcome problem the is improving governance with involve various holder interests, team supervisor and assistant of village funds

as well as public in frame monitor implementation village fund policy. This is very realistic remember capacity government relative village limited. So, government village need support from various party To use reach success implementation village fund policy. Collaborative Governance Theory is something possible approach used in implementation policy with involve various component working community. The same For each other support Because limitations source the power you have something organization. The Collaborative Governance process includes a number of dimensions, namely; stare advance, build trust, commitment towards process, understanding together, and achievements period short, even collaborative governance is seen as a government platform in finish problem complex related service public.

This research study build trust in implementation village fund policy based on collaborative governance process perspective. A number of results studies explain importance Collaborative Governance perspective. The experts have the same view that collaborative governance can increase collaboration between various holder interests, support solution various problem complex consequence limited source the power you have government, and provide expected changes in service sector public. Research conducted by Emerson, Nabatchi, & Balogh found that Collaborative Governance is useful For unite various difference thoughts that exist among the stakeholders interests, esp perpetrator sector public, private, and non-profit For reach core objectives, incl arrangement policy, implementation policy, and implementation policy. Coordination in control various related tasks with service public. A collaborative process perspective in essence can increase commitment actor in implementation policies and work The same actor or interest integrative in collaboration. Collaboration processes the can done through three stage, namely; (1) determination problem, (2) determination direction, and (3) implementation. A number of study previous show that Collaborative Governance theory has important meaning in support success achievement objective organization sector effective and efficient public and private sectors.

Still, there are a number of issues with the management of village funds in Tanah Abang District, Regency Penukal Abab Lematang Ilir. These include: (a) a lack of a reliable power source for the village government to implement village fund policies; (b) insufficient infrastructure to support village fund programs; (c) a lack of preparedness and support from the village government for the Long Term Development Plan for the Middle Village, Plan Work for the Village Government, Budget for Village Income and Expenditures (APBDesa), planning and allocation of village fund budgets; and (d) a lack of commitment actors to help implement a relative program for village fund activities. Event that takes place at the same This demonstrates that the community Government is still dealing with a number of issues, particularly those pertaining to the ineffective use of continuous budget monies since the community was impressed in 2015.

The research was conducted in villages that have uniqueness separately namely Tanah Abang Selatan Village, Tanah Abang District, PALI Regency. This village located in the mother city PALI District, which can take in time around two tens minute. By typical village, this consists from area plantations and their communities Still hold firm strong customs and traditions. Basically, principle the relevant with Collaborative Governance theory because aim For become adhesive in increase enthusiasm and work The same all over element public in reach hope together in implementation policy. Collaborative governance focuses on policy public and management public and one aspects of collaborative governance are trust build.

Building efforts confidence in the sector government at least requires five elements important, namely; (a) performance , ie realize the targets that have been set set previously in accordance with perception public; (b) design institutional, i.e character organization being viewed from mechanism involvement society, structure government, and system politics (election); (c)

attributes official government which includes; appropriate behavior with ethics, integrity, competence, and will (virtue), (d) conducive environment covers stability politics, welfare economy, trust society in general, and beliefs to government; (e) actor government can be believed to consist from; characteristics individual, like demographics, party, affiliation, and ideology politics. In the journal study trust, Hamm et al., found There is six strengthening aspect trust, namely; trust disposition, concern, competence, confidence, justice procedural and commonality prominent values. Each element that's basically it different One each other, however each other correlated, useful For push collaboration between actor and influence enhancement satisfaction as well as knowledge and experience holder interests (trustor). Therefore, that's trust is core elements that can increase will public For participate and interact with government. Therefore that, research This elaborate how far to build trust influence implementation village fund policy. With development trust of the actors involved in implementation policy, expected village fund management will the more effective, efficient and accountable.

Literature Review

Organizational arrangements are implemented to address problems that are beyond the capabilities of a single organization to solve or are resolved with little difficulty. Collaborative theory is a highly efficient method for addressing intricate problems or problems that currently lack an appropriate resolution. Experts in Collaborative Governance argue that the involvement of responsible and influential parties, along with individuals possessing relevant expertise, is crucial for resolving complex problems characterized by complexity and uncertainty. Challenges encountered. Over the past few decades, the collaborative governance model has gained significant popularity as a substitute for governments that continue to adhere to conventional bureaucratic governance patterns. Collaborative Governance in this instance focuses on uniting the diverse objectives of stakeholders from different sectors (public, commercial, and non-profit) towards a common purpose, such as policy formation, policy implementation, or coordination in managing public service responsibilities.

A highly effective approach for problem-solving is through collaboration. This method regards the process as iterative and cyclical, rather than linear. Collaborative governance will enhance the dedication of participants in fulfilling their duties and foster a shared passion in working together. Mizrahi, et al discovered that trust had a beneficial impact on enhancing engagement, which in turn can enhance performance. Trust, particularly within the framework of an organization, is a fundamental element that establishes and strengthens working relationships. The establishment of trust within the corporate context is crucial for comprehending the dynamic between management and employees.

Trust is an integral aspect of public administration theory. Public administration is increasingly focused on public perceptions of government, with particular emphasis on public trust. Research in this field often centers around country-specific studies. Trust is a crucial factor that can promote the active involvement and dedication of individuals in the execution of policies. This article is grounded in the theory proposed by Mayer et al. (1995), which posits that the integrative organizational trust model is applicable for cultivating trust in the public sector. A trusted public organization is an entity that possesses expertise, dedication, and goodwill. The subsequent scheme pertains to the examination of facets concerning the establishment of trust within the context of the Collaborative Governance process.

Methods

The research methodology employed in this study is a qualitative approach utilizing a case study strategy. Methods for collecting data encompass interviews, observation, and

examination of documents. Interviews were performed with informants who were recruited via purposive sampling, specifically chosen for their extensive knowledge of village money management issues. In order to gather data for this study, a number of key informants were selected through purposive sampling. These informants included the Community and Village Empowerment Agency, the Head of Tanah Abang Subdistrict, the Head of Tanah Abang Selatan Village, the Village Consultative Body (BPD), and the Village Fund Supervisor and Supervisory Team. Direct observations were conducted at the research site in Tanah Abang Selatan Village. This village possesses distinctiveness through its robust sense of kinship and adherence to customs. The inhabitants of this community maintain amicable and cohesive relationships. Tanah Abang Selatan Village has been allocated village funding since 2015, which have been utilized to develop several village projects that have garnered accolades from the local administration. This research examines many factors that contribute to the establishment of confidence in the execution of development and community empowerment initiatives using village finances. The data collected from interviews, observations, and documentation studies were evaluated using an interactive model analysis, which consists of four steps: data collecting, data condensation, data presentation, and drawing conclusions.

Results and Discussion

In the context of rural development, village fund policies have the objective of enhancing the well-being of rural areas and empowering local populations. In order to ensure the effective utilization of village funds in conjunction with village communities, a minimum of 70% of the funds are allocated towards physical, economic, and socio-cultural development. The remaining 30% is designated for routine/operational expenses and community empowerment. These monies can be completely utilized to strengthen rural communities, based on actual needs and a distribution ratio of 70% for one purpose and 30% for another.

The enactment of village funds has been officially established by Government Law No. 43 of 2014, which pertains to the implementation requirements for Law Number 6 of 2014, providing a comprehensive description of village funds. This paper asserts that program implementation is a crucial aspect as it determines whether the program will be executed diligently or not. The research findings indicate that the government of Tanah Abang Selatan Village is making efforts to ensure the success of the program, as the village fund program is closely linked to the attainment of effectiveness and efficiency. Nevertheless, it can be asserted that the execution of this program is challenging to achieve due to the unpredictability and intricacy of society, and the surroundings consistently exert a greater impact in determining the efficacy of village finances.

However, the effective execution of village funding policies necessitates the competency of the participants engaged in the village forum to collaborate and endorse each program that has been established. The Community and Village Empowerment Agency serves as a government representative that evaluates and supports program proposals and funding for villages. It is responsible for ensuring that reports on the utilization of village budgets align with their intended objectives and comply with the village budget. The Village Fund Advisory and Supervisory Team plays a crucial role in overseeing the management process of the village fund program and assisting in the planning and preparation of financial reports for the village fund. The quintet of players engaged in this joint endeavor synergistically assist the Tanah Abang Selatan Village government in the administration of village finances. The effectiveness of village fund management is primarily contingent upon the dedication and harmonious collaboration of the stakeholders. Hence, the actor's proficiency in executing the program is crucial for attaining efficient administration of village money. Here are the findings from the interview on actor proficiency: The individuals directly responsible for implementing village

fund rules in Tanah Abang Selatan Village are the Village Head. The village head assumes the role of overseeing the efficient administration of village finances, with the assistance of all components of the village government. (2) The BPD has the role of overseeing all activities related to the management of village funds, particularly in the assessment and supervision of these funds. (3) The sub-district head acts as a mediator and supportive agent in determining appropriate activity programs that align with the preferences and requirements of the local community. The sub-district head plays a crucial role in the success of the village fund program by acting as a mediator to ensure the program's effectiveness. Additionally, the Community and Village Empowerment Agency serves as a government representative responsible for analyzing and assisting program proposals and funding allocated to villages. They are also accountable for ensuring that reports on the use of the village budget align with their intended purpose and comply with the village budget. Management of village money. (5) The Village Fund Advisory and Supervisory Team plays a crucial role in overseeing the management process of the village fund program, assisting in the planning and preparation of financial reports related to the village fund. The five participants in this collaborative endeavor cooperate to assist the Tanah Abang Selatan local government in managing local funds. The effectiveness of village fund management is predominantly contingent upon the dedication and harmonious collaboration of the participants. Hence, the actor's proficiency in executing the program is crucial for attaining efficient administration of village money.

In addition, according to information gathered from informants, it can be asserted that the proficiency of actors in the collaborative process of policy implementation is crucial as it can motivate individuals to engage in specific activities. The data analysis results indicate that actor competency is crucial in the joint implementation of village fund policies. The competencies mentioned encompass various areas, namely: (1) proficiency in program planning, (2) expertise in budgeting, (3) aptitude in program evaluation, (4) capability in overseeing village funds, and (5) proficiency in generating village financial accountability reports.

In addition, according to the findings from interview observations and document review, each participant plays a distinct role in developing programs and supplying resources for socializing and budgeting. The analysis of village fund reporting papers reveals that Tanah Abang Selatan Village is among the pioneering villages in formulating village fund activity programs and financial reporting. The success may be attributed mostly to the expertise and capabilities of the actors who participated in the collaborative process of adopting village fund policies in Tanah Abang Selatan Village. The findings of this study are pertinent to the research findings of (Mayer et al., 1995) which demonstrated that the proficiency of individuals in a role significantly influences an organization's effectiveness in implementing established policies and establishing a reputation as a reliable institution. Hence, it can be inferred that the implementation process of the village fund policy requires competent actors. Consequently, the higher the competence of the individuals involved in the collaborative process of implementing the village fund policy, the greater the level of confidence that will be established within the community.

Commitment

Ansell and Gash's analysis of the contingency theory of collaborative government suggests that when there is a notable disparity in power or resources among stakeholders, hindering their meaningful participation, successful collaborative governance necessitates the adoption of empowering strategies and the inclusion of all relevant parties. Less powerful or marginalized stakeholders.

The collaboration process is the central process of collaboration that seeks to accomplish pre-established outcomes. The effectiveness of the overall policy implementation program is contingent upon the partnership process. The level of success of the program is directly proportional to the quality of the collaboration process. The collaboration process encompasses several key elements, namely: establishing trust among collaborators, fostering commitment to the collaboration, developing a shared understanding of the mission and challenges, identifying common values, assessing interim outcomes, strategizing for initial success, conducting thorough fact-finding, and engaging in face-to-face dialogue for more effective negotiation with other stakeholders. The research findings indicate that trust among actors has been firmly created, as demonstrated by the growing dedication of the actors in jointly managing village fund activity programs.

The interview findings indicate a strong correlation between the dedication of actors and the establishment of public confidence. This is corroborated by the findings of an interview conducted with a member of the Community and Village Empowerment Agency personnel, as outlined below. Multiple informants' perspectives indicate that actor commitment not only cultivates community trust but also serves as a safeguard for program success and financial transparency of village money. Hence, it can be inferred that the presence of indicators measuring the level of dedication from actors involved in the collaborative process is crucial for the effective implementation of village fund policies, which in turn fosters community engagement in supporting the management of village funds.

Virtues

This research defines virtue as the foremost consideration of actors who execute village fund policies to adhere to all procedures and methods for managing village finances according to relevant laws and regulations. Virtue is intricately linked to the players' capacity to exercise self-restraint at every level of managing village funds. The study findings on virtue indicate that the actors' prioritization of adhering to ethical principles and standards in managing village funds significantly contributes to the establishment of confidence. The actors' benevolence is evident in their meticulous adherence to all procedures and stages involved in the management of village money. This includes the formulation of budgets and activity plans in accordance with relevant laws and regulations, as well as the strict adherence to budget discipline and financial transparency in handling village funds. The benevolence exhibited by the actors has the potential to enhance public confidence in the program's combined determination and legitimacy. This sentiment was articulated by the Village Head and other Village leaders.

The successful implementation of village fund policies necessitates the assistance of multiple stakeholders in order to facilitate a collaborative approach. Actors with diverse backgrounds will inevitably possess distinct perspectives and interests. However, establishing trust necessitates the collective commitment of all actors to collaboratively execute all program activities that have been mutually agreed upon in the discussion forum.

The actors' benevolence is evident in their meticulous adherence to all procedures and stages involved in the administration of village money, such as the formulation of budgets and activity plans in accordance with relevant laws and regulations, as well as the strict adherence to budget discipline and financial transparency in managing these funds. The benevolence exhibited by the actors has the potential to enhance public confidence in the program's credibility, which is mutually established. The aforementioned declaration was articulated by the Village Head and BPD (Badan Permusyawaratan Desa) of Tanah Abang Selatan Village.

The findings from observations and document assessments indicate that all stages identified during village meetings to establish activity programs and budgets have been effectively

executed. Every member is actively engaged and dedicated to the implementation of all relevant regulations in the management of village funds. Therefore, it may be inferred that the efficacy of the actors in executing policies will ensure the success of the activity program. The players' virtues directly influence the level of trust, transparency, involvement, and accountability that will be established.

The collaborative governance perspective places significant emphasis on the crucial role of establishing trust as a fundamental element within the collaborative process. (Ansell & Gash, 2008) defined Collaborative Governance as a framework that specifically addresses public policy and concerns pertaining to public challenges. The collaborative process emphasizes the interconnectedness of cooperation, encompassing face-to-face discussion, trust-building, process commitment, common understanding, and short-term accomplishments. (Susskind & Cruikshank, 1987) state that the participants in the collaborative process strive to establish agreement through multiple negotiations and phases of policy implementation. Edelenbos defined three distinct steps that must be undertaken in the collaboration process: preparation, policy formation, and policy decision. Each of these stages possesses its own unique qualities. The collaboration model is a crucial aspect that requires careful consideration as it pertains to the modifications in techniques adopted within the context of the collaboration process. (Vangen & Huxham, 2013) elucidated that the establishment of trust is not solely contingent upon fostering negotiations and communication, but also necessitates cultivating commitment and trust among all participants. Ansell and Gash (2008) proposed that establishing trust is a time-consuming process that necessitates a sustained commitment from individuals involved in order to accomplish collaborative results. According to them, in the presence of conflicting perspectives from competing parties, policymakers must formulate efficient budgets to enhance the trust of these parties. If the collaborative process is unsuccessful, the actors should not participate.

This perspective demonstrates that establishing confidence necessitates sufficient time and resources, along with ongoing assessment over an extended period. This study discovered that establishing confidence in the process of collaboration necessitates the presence of three key components: actor competency, commitment, and compassion. The findings of this study demonstrate that actors have significant challenges in establishing trust, as it necessitates ongoing negotiations and consensus among all parties involved in policy implementation. The successful and effective management of village money through collective village meetings necessitates a foundation of trust. The level of trust that the community has in the individuals responsible for program administration directly correlates with the effectiveness of implementing village fund policies. The subsequent model is an empirical construct derived from study findings, aimed at fostering trust in the collaborative process.

Conclusion

The effectiveness of collaborative governance in executing village fund policies is mostly contingent upon the actors' capacity to establish community trust. Establishing confidence within the collaborative process is a complex task that takes time, evaluation, and sufficient financial resources to determine the reliability of the players responsible for executing village fund regulations. This study asserts that leaders of public sector institutions should prioritize actor competency in program planning, implementation, assessment, and monitoring, as well as transparency in budget preparation and reporting. Public sector institutions tasked with program administration and financing must ascertain the actors who possess adequate competence to enhance program effectiveness. The higher the actor's proficiency, the more the public's confidence in its execution. In addition to expertise, the level of dedication exhibited by actors significantly impacts their trust and involvement in supporting the execution of

village fund policies. High commitment can be demonstrated through active participation in accomplishing tasks, providing voluntary assistance in terms of resources, energy, expenses, and time to successfully accomplish a mutually agreed-upon program. Building public trust in an actor's integrity relies on their strong dedication and adherence to established procedures and mechanisms. Ultimately, the altruism of actors is an essential element in establishing confidence. Enhancing the priorities of the actors engaged in the collaborative process of administering village funds can foster more community trust. Ultimately, the community will engage in every phase of activities that have been collectively approved. This research demonstrates that trust-building is an integral part of the collaborative process according to the principles of Collaborative Governance theory. Establishing confidence among stakeholders is crucial for ensuring the successful implementation of village fund policies.

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