



COLLABORATIVE GOVERNANCE STRATEGY IN IMPROVING REGIONAL ORIGINAL REVENUE IN CIAMIS REGENCY

Bambang Heru Purwanto¹, Soleh Suryadi², Angga Gustiana Yusman³

bambangherupurwanto@unpas.ac.id¹, suryadisoleh@gmail.com²,

anggagustiansyusman@gmail.com³

123 Pasundan University Bandung, Indonesia

ABSTRACT

The background of this research is that the Regional Original Income is still not maximized in Ciamis Regency. This is indicated by the lack of quality human resources, lack of socialization, low innovation, weak level of supervision and low support from various stakeholders in collaborating. The research method uses descriptive analysis with a qualitative research approach (qualitative research). Data collection techniques through interviews, literature study and observation. Furthermore, the data analysis technique used is data triangulation and SWOT analysis techniques. The results of the study explain that the collaborative governance strategy in increasing effective Regional Original Income in Ciamis Regency is an aggressive growth strategy (growth oriented strategy) which means that in this situation the Regional Government has the power and opportunity to realize collaborative governance in increasing Regional Original Income more effectively in the future., by maintaining the previous strategy and optimizing the strengthening of the elements of the availability of resources (employees who have competence, availability of infrastructure) and secondly; capabilities (clear Standard Operating Procedures, clear policies regarding tax collection, support from the private sector and other regional apparatus organizations) so that these two things can become competitive assets, and if by aggressively optimizing the involvement of cross-sectoral cooperation (government, private sector) and community leaders)

Keywords: strategy, collaborative governance, local revenue

INTRODUCTION

Each Regional Government is competing to be able to improve its own regional economy, including increasing the acquisition of Regional Original Income as one of the regional revenues reflecting the level of regional independence. The greater the regional income, the greater the ability of the region to implement fiscal decentralization and less dependence on the central government (Abers, 1998). For this reason, it is necessary to have creativity, innovation and dynamic thinking to support increasing regional income from each regional potential owned (Song, 2007).

Regional Original Revenue in terms of the duties and functions of the Regional Government has a strategic meaning, because in addition to being a tangible manifestation of the level of regional independence in carrying out its autonomy, it will also be related to the level of Regional Government capacity in mobilizing regional funding sources to carry out regional development in order improve public services and welfare. The increase in people's welfare will be marked by an increase in purchasing power and the ability to pay regional taxes and

levies (Yani et al., 2021). However, the current implementation of collaborative governance in terms of planning, organizing, implementing and evaluating the actions of the Ciamis District Government, still requires synergy and measurable, coordinated steps to follow up on programmed problems that can be said to be ineffective, identified by factors as following:

1. The low level of communication and coordination among interested parties in increasing Regional Original Income in Ciamis Regency, this is marked by weak synergy and sectoral ego between regional tax-producing organizations and stakeholders.
2. Institutions as parties that have authority in tax management, such as the Regional Financial Management Agency, the Tourism Office, the Transportation Agency, the Communications and Information Technology Office, as well as other tax-producing agencies still adopt old procedures and lack of breakthroughs or innovations.
3. There is no initiative from the Regional Government through related parties, especially the Regional Financial Management Agency to formulate joint strategic steps, which is indicated by the absence of efforts to make policy planning / technical regulations that regulate mutual agreements between tax-producing agencies to address the importance of Regional Original Income for the community. in Ciamis Regency.
4. The tendency of work patterns that still use a "top down" approach when collaborating with other parties, and do not carry out agreements based on a cooperation mentality.
5. Frequent changes to the agreement that was agreed at the beginning of the cooperation agreement and the emergence of new, different interests among stakeholders including the leaders of each group.
6. Weak support from local policy makers as indicated by the low level of commitment and shared awareness on the part of legislators, tax-producing agencies, and other parties through joint planning agreements that are actualized in the form of binding cooperation.

Collaboration emerges and is developed adaptively to respond to the complexity of public problems and conflicts with political nuances, or in other words, it does. explains that collaboration is driven by pragmatism efforts in solving problems that cannot be resolved through the application of conventional theories that have been believed to be able to solve problems. Legal fragmentation and multi-jurisdictional problem solving are the two main sources of institutional complexity and interdependence (Sari & Rosdianae, 2021). Based on the description of the identification of the problem above, that efforts to increase Regional Original Revenue in Ciamis Regency are faced with obstacles to the level of communication and coordination between agencies that are sectoral in nature, the lack of initiatives by the Regional Government through parties and the weak support from stakeholders from the legislature, tax-producing agencies, and government agencies. the other party. Therefore, efforts are needed with new strategies, one of which is collaborative governance in increasing Regional Original Income in Ciamis Regency.

LITERATURE REVIEW

Public administration has a very large role in covering all aspects of the social, political, cultural and legal environment that affect the implementation of the duties of state institutions, both government organizations and private organizations in achieving certain goals. Basically, public administration has the function of carrying out government policies to achieve the goals

that have been set in the policy hierarchy framework. Changes in the orientation and role of public administration are needed to respond to the increasingly high dynamics of society, especially in creating efficient and effective services (Maleka et al., 2019).

The success in increasing Regional Original Income, in the context of implementing collaborative governance strategies, requires a better understanding from the perspective of the government as a regulator and from the point of view of entrepreneurs as stakeholders, as well as the community as subjects and objects who must benefit from the output. The realization of a policy requires a strategy for the operation of the organizational learning process (Osborne, 2020). The organizational learning process must be approached from the strategic management perspective (Venkitachalam & Schiuma, 2022), namely "that set of managerial decisions and actions that determine the long-term performance of a corporation". This means that there needs to be a set of decisions that are used as the basis for acting policies to determine organizational performance (Umulkulum & Suaji, 2020).

The collaborative governance strategy in increasing Regional Original Revenue places the government in a strategic position as a driving force for various activities that can support and create a conducive atmosphere for development to take place in an area, especially in Ciamis Regency. Local governments need to find solutions to these problems, one of which is to implement a collaborative governance strategy in Regional Original Improvement. Therefore, the collaborative governance strategy is considered important to always be carried out in a sustainable manner. Theoretically it can be seen that the benefits and impacts when viewed from the point of view which includes economic, social and cultural benefits which will ultimately improve the welfare of people's lives in Ciamis Regency. The point is that this collaboration is considered as one of the solutions in overcoming increasingly complex public problems, thus requiring several parties to be involved in overcoming these complex problems (J. Liu et al., 2022). There are many arguments about the importance of cross-sectoral collaboration, state that in general the existence of collaborative is due to the following reasons: "(1). Complexity and interdependence between institutions, (2). Conflicts of interest groups that are latent and difficult to suppress, and (3). Efforts to find new ways to achieve political legitimacy." (Y. Liu et al., 2019)

The collaborative governance process can start from the formulation of shared ideas and expectations until it ends with partnership activities. Therefore, according, (Emerson et al., 2012) Collaborative governance as "a process and structure in the management and formulation of public policy decisions involving actors who constructively come from various levels, both at the government level and/or public agencies, private institutions and the community. civil society in order to achieve public goals that cannot be achieved if carried out by one party alone. The dimensions of Collaborative governance according to are as follows:

- a. System Context; The first dimension is described by the outermost box which is the scope / system context that covers it. System context elements that can differentiate or influence the Collaborative Governance that are formed include: Resource Condition (Resources owned), Policy and Legal Framework (Policy and legal framework), Level of Conflict/Trust (Conflict between interests and level of trust), Political dynamics /power relations (political dynamics), and Network connectedness (Network related).
- b. Drivers; It is generally recognized that a condition at the outset of collaboration can facilitate or prevent collaboration between stakeholders and between agencies and

stakeholders, many frameworks tend to combine system contexts and conditions with particular drivers of collaboration. The components included in the drivers are as follows: leadership, incentive consequences, and interdependence.

c. Collaborative Dynamics; The third dimension is the dynamics of collaboration which consists of three components, namely: Principled Engagement, Shared Motivation, and Capacity for Join action.(Emerson et al., 2012)

The dimensions developed by Balogh are considered quite comprehensive considering the collaboration process starting from input from drivers to impacts collaboration. The Collaborative Governance framework model developed is considered capable of seeing a transformative process in a program such as the collaboration of the government sector in increasing Regional Original Income in Ciamis Regency. Therefore, this model is used as a supporting theory to complete the theory and items that become a benchmark for success in understanding the collaborative governance process in increasing Local Own Revenue in Ciamis Regency.

RESEARCH METHODS

The research method used is descriptive analysis with a qualitative approach (qualitative research) is "a study aimed at describing and analyzing phenomena, events, social activities, attitudes, beliefs, perceptions, thoughts of individuals and groups". (Gill et al., 2008) This qualitative research is specifically more directed at the use of the case study method. Basically research with the type of case study aims to find out about something in depth. In order to be more focused and systematic, the implementation of this case study is carried out with the mechanism as expressed as follows: Selection of themes, topics, and cases, Literature reading, formulation of research focus and problems, data collection, data refinement, data processing, data analysis, data analysis process, theoretical dialogue, triangulation of findings, conclusions of research results, and research reports. This study uses data collection methods: literature study, in-depth interviews, field observations and FGD (triangulation), as well as technical data analysis using SWOT analysis (Arciniegas Paspuel, O. G., Álvarez Hernández, S. R., Castro Morales, L. G., & Maldonado Gudiño, 2021).

RESEARCH RESULTS AND DISCUSSION

To find out how much influence internal and external factors have on the implementation of collaborative governance strategies in increasing Regional Original Income in Ciamis Regency, researchers used SWOT research. Based on the results of weighting and assessment through SWOT analysis, namely IFAS and EFAS, the final total value of strengths, weaknesses, opportunities and threats is obtained as follows:

1. Opportunities – Threats = $1,70 - 1,18 = 0,52$
2. Strengths – Weakness = $2,26 - 1,41 = 0,85$

a) SWOT Analysis

The above results are used as a reference for the formation of a SWOT analysis to see the position of implementing collaborative governance strategies in increasing Regional Original Income in Ciamis Regency as follows:

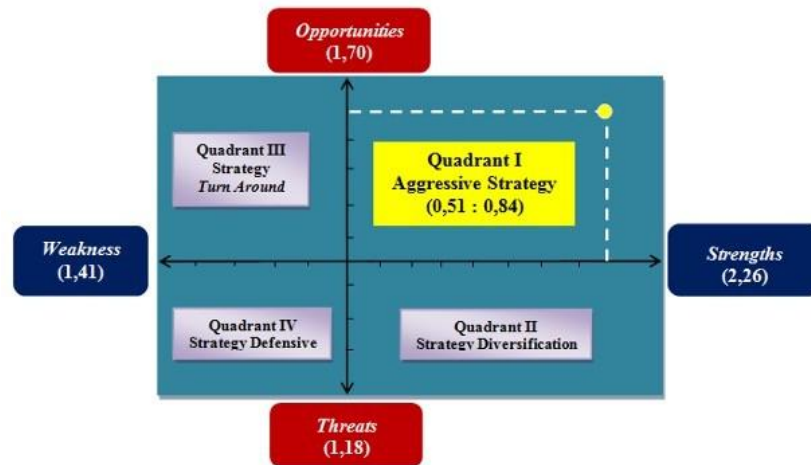


Figure 1
Collaborative Governance SWOT Analysis Diagram
In Increasing Regional Original Income
in Ciamis District

Based on this position, it can be determined that the organization has internal opportunities and strengths so that it can take advantage of existing opportunities. It is more clear that in the quadrant I position, the Ciamis District Government currently has the power and opportunity to implement collaborative governance strategies in increasing Regional Original Income in Ciamis District. Therefore, the recommended strategy is an aggressive growth strategy (Growth Oriented Strategy).

Aggressive growth strategy (Growth Oriented Strategy) is more focused on solving all the obstacles faced with the strategy that has been formulated. The Regional Government of Ciamis Regency is expected to have the ability to translate aggressive strategies at the operational level, starting with measuring the availability of Human Resources, providing infrastructure and other elements and being able to take into account and also make good use of every external opportunity. At the same time, it can also identify and exploit internal potential. By analyzing external factors, one is also able to anticipate the challenges of any external changes, even turning them (challenges) into new opportunities in the implementation of collaborative governance in an effort to increase Regional Original Income more optimally in the future (Bianchi et al., 2021). The implementation of Collaborative governance that is formed from stakeholders who are actualized later in an effort to further optimize Regional Original Revenue in Ciamis Regency contains at least 3 (three) elements, namely power, legitimacy and urgency as well as 1 supporting element, namely the private sector (entrepreneurs). By referring to this concept, researchers can identify stakeholders in the collaboration as follows:

1. The first party is the Regional Financial Management Agency of Ciamis Regency, this agency has the function of supporting government affairs in the financial sector. Its legitimacy is obtained through the Regional Regulation on the Organizational Structure and Work Procedure of the Ciamis Regency that one of its main functions is to organize financial affairs, while the urgency is that this institution is responsible for all tasks of carrying out administrative management, work programs, technical instructions and coordination as well as

data and information management, supervision, control and reporting in the field of services, determination and data of Regional Taxes and Regional Levies in Ciamis Regency.

2. The second party is a tax-producing agency (Tourism Office, Transportation Service, Communication and Information Service, Regional General Hospital, Public Works Service, DPMPTSP, and others), the role of the tax-producing service has a major role in optimizing local tax revenues, namely conducting socialization activities, improving tax payment services, creating a healthy business climate and so on. Its legitimacy is obtained through the Regional Regulation on Organizational Structure and Work Procedure of Ciamis Regency that one of its main functions is to administer local tax revenue.

3. Third parties are community leaders such as the Camat, Head of Village / Kelurahan and Head of RT / RW who can be directly involved in efforts to increase Regional Original Income in Ciamis Regency. This party has the power to participate in socializing, supervising and coordinating / active approaches to increase awareness of paying taxes to the Ciamis Regency Government. As legitimacy, it has an activity license from the Regional Government or special policies from the Ciamis Regency Regional Financial Management Agency.

4. Supporting parties are private parties (entrepreneurs); has an important role to be involved in the success of the government policy of Ciamis Regency. Although they do not have formal powers obtained from the government, these parties can have the legitimacy to play a role by participating in socializing taxes through products and services, facilitating various obstacles for business actors in paying taxes, actively participating and supporting various tax activities to improve tax compliance. to the Regional Government of Ciamis Regency.

The description of the role of the parties mentioned above is a group that is directly related to efforts to increase Regional Original Income in Ciamis Regency which includes the government, private parties and community leaders. This collaborative relationship can be described in the form of a complex engagement relationship. In accordance with the concept that has been stated above that the complexity of this relationship is the main characteristic of governance (Luh & Dewi, 2019). From the most important involvement, a map of the collaboration that has been established so far can be drawn as shown in the following figure:



Figure 2
Cooperation In Participation

The results of the research as well as the theoretical analysis as mentioned above, form the basis of this research to reconstruct efforts to increase local revenue from the perspective of collaborative governance strategies. The results of the reconstruction are as follows:

- a. Due to the limitations of each party, it is possible for involvement to cover these deficiencies, the involvement of each is uneven and proportional in accordance with their respective abilities.
- b. The perspective of the collaborative governance strategy that is used to be placed on efforts to increase Regional Original Income still requires a coordination process, because not all relationships reach a cooperative process.
- c. To accelerate coordination on collaborative governance strategies that cannot run naturally, it is necessary to have an institution that functions as a catalyst to accelerate coordination and has duties among the parties involved in efforts to increase Ciamis Regency Original Revenue.

Increasing Regional Original Income through a collaborative governance perspective has not yet produced an equal relationship, this condition occurs because the process takes place in an adaptive manner, all parties wait for each other and adjust to environmental developments that occur. To further increase the Regional Original Income in Ciamis Regency in a sustainable manner and produce a strategy based on cooperation, in this section a recommendation for current changes is formulated so that various existing problems can be resolved.

Based on the model of cooperation in participation above, it can be explained that currently in Ciamis Regency in an effort to increase Regional Original Income, a comprehensive forum is needed and is given full authority to implement and manage the implementation of collaboration among all parties involved. With a position as a stakeholder and being the center of activity, it can perform its function to carry out cooperation with community leaders and private parties, so that it can plan in detail and can carry out its duties and functions to the fullest (Hysing, 2020).

The implementation of this collaborative governance strategy allows various conflicts of interest to be overcome. All parties realize how important it is to respect the existing procedures to enable the process of a policy to take place and to hit the target. In such a situation, those who do not agree with the content of the policy will be willing to comply with the policy decision. This means that the implementation of policies no longer has to rely on the legality of government decisions, but instead on the legitimacy of the policy-making process. If in the model mentioned in the previous discussion it was stated that pro-active policy-making dominated by state officials ultimately relied on the legality of legislation, in this model it is assumed that the pro-active role of the community makes policy-makers not thirsty for legality. In this context, it is realized that policy is not identical with the product of legislation (Rambe & Prasajo, 2021). Policies do not have to be stated in laws and regulations.

Togetherness to implement a collaborative governance strategy will ultimately evaluate the achievement targets that have existed in the past and allow development to see which side needs strengthening, what must be prioritized and of course in what way the target achievement

will be carried out. Therefore, a collaborative governance strategy that does not begin with a comprehensive study of organizational needs and an assessment of pre-existing conditions.

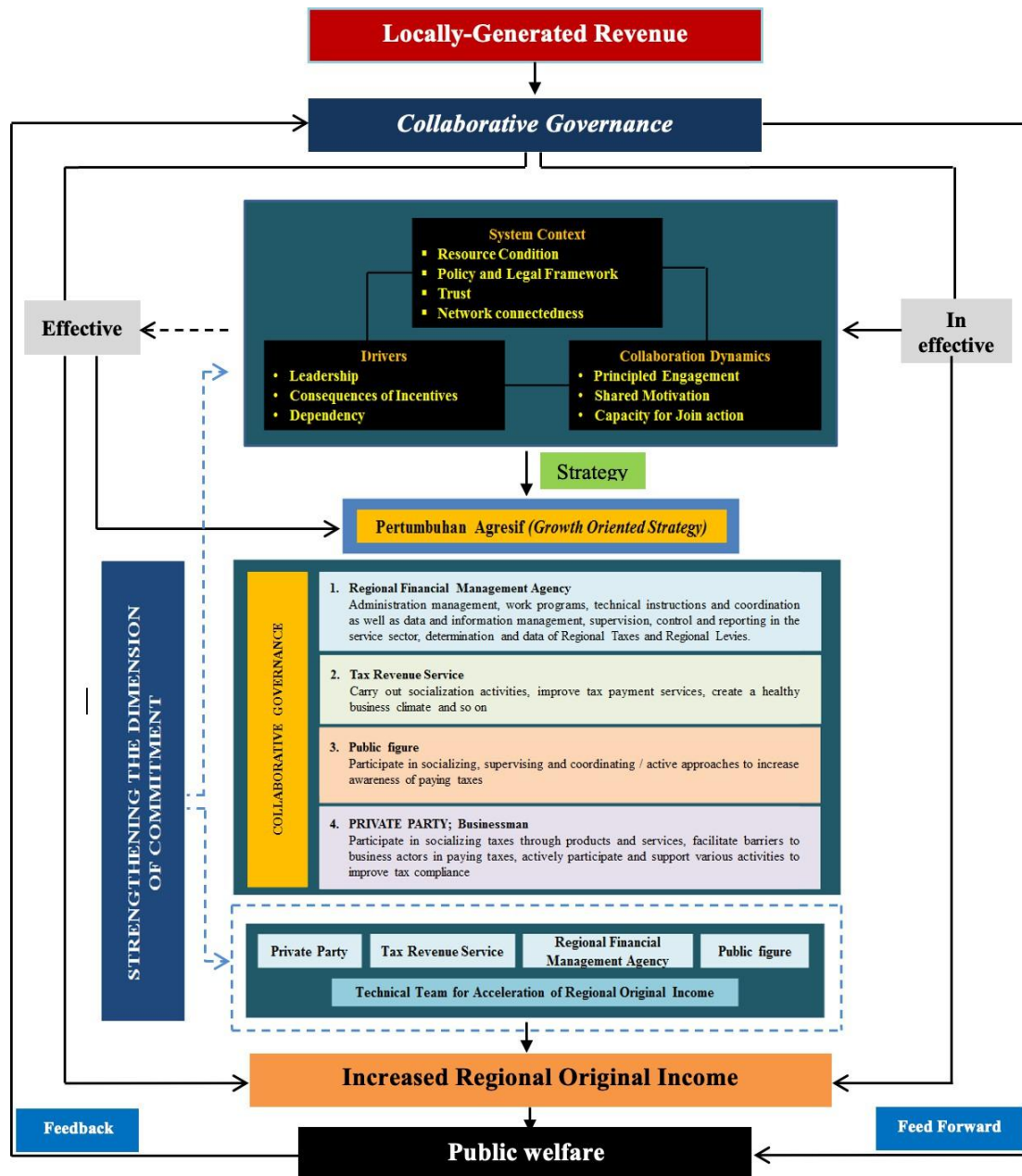


Figure 3
Collaborative Governance Strategy Recommendations
In Increasing Regional Original Income
in Ciamis District

The strategic position and role of the local government as a public actor, related to the implementation of collaborative governance strategies in increasing Regional Original Income in Ciamis Regency, requires a more complex understanding in actualizing it so that optimal benefits can be obtained for the community, both in terms of economy, social, and culture. That a future plan must be able to provide a clear government policy framework, but so far the

implementation of collaborative governance strategies in Ciamis Regency can still be said to be ineffective.

To further develop the strengthening of collaborative governance strategies in increasing Regional Original Income, it is very necessary to think conceptually, systematically and sustainably which rests entirely on the order of strengthening collaborative governance. One of the important aspects in organizing collaboration that will be taken or established by collaborators from the beginning of planning its formation must be determined in advance about the deadline. In the description of the deadline, it is explained how long the collaboration will take, when the collaboration should start, and when the collaboration will end. However, there is no specific provision on how long the collaboration should be held or determined. There is no ideal time to build collaboration, so it can be said that the ideal working period of collaboration is not limited by a certain time or period, but is based on the goals and severity of the collaboration. As long as the collaborators think that there are benefits from the collaboration for all parties in the long term or it is considered that there are still affairs that have a tangent or intersection with other parties that need to be collaborated, the implementation of collaboration is still considered necessary to continue.

The attitude of the researchers in this study related to the theory is still quite actual and relevant to the collaborative governance strategy, however, there are still some weaknesses in its implementation. To anticipate the weaknesses of Emerson, Nabatchi & Balogh's theory in increasing Regional Original Income in Ciamis Regency, the researchers found a novelty as a complement to Emerson, Nabatchi & Balogh's theory so that collaborative governance strategies in increasing Regional Original Income in Ciamis Regency run effectively, namely commitment dimension.

The emphasis of the implementation of collaboration lies in the components of the commitment that have been agreed upon by the collaborators. There is a commitment from those who collaborate as a tool in determining the responsibilities of individuals in carrying out their duties which include individual beliefs about the amount of benefits that can be obtained through collaboration with team members and trust in the benefits obtained through the learning process with other parties (Febrian, 2016). How the implementation of collaboration can be used by collaborators to think clearly in articulating all kinds of interests based on their competencies. It can be considered as a mirror that can provide a complete and sharp insight into the strengths and weaknesses of each (Stout et al., 2018). Assuming that the results of two people's thoughts are better than the results of one's thinking. Team work is better and easier and cheaper than work done by a single actor (Batory & Svensson, 2019).

Essentially, each collaborator of the Regional Financial Management Agency, the tax-producing service (Tourism Office, Transportation Service, Communication and Information Service, Regional General Hospital, Public Works Service, DPMPTSP, and others), community leaders (Camat, Village Head) and the Head of RT/RW) and the private sector (entrepreneurs) will get something new from each party. In fact, it is possible that the organization will become a large and strong and proud institution as a result of a team work culture that develops continuously through collaboration. All of which will be able to provide support and positive learning for the organization through various opportunities to grow and develop in a better direction and can eliminate errors (Milagres et al., 2019).

The collaborative governance strategy is also carried out through strengthening the parties with an interest in increasing Regional Original Income. The form of strategy that is built through the involvement of parties will have a positive effect in dealing with the obstacles faced by the Regional Government (Indarto & Ratnawati, 2021). The impact of implementing collaborative governance that is carried out can have a positive influence on the tax-producing department (increasing tax revenue), the private sector (compliance in paying taxes) and community leaders (increasing awareness of paying taxes). In the end, the collaborative governance strategy carried out shows the relationship between joint activities with the involvement of the community and the private sector which is expected to provide maximum action in increasing Local Original Income in Ciamis Regency.

CONCLUSION

The implementation of collaborative governance in increasing Regional Original Income in Ciamis Regency on the dynamics of collaboration can be said to have not been maximized, more concrete efforts are still needed related to motivation, awareness, work systems and technical policy support, while on the dimensions of the system context and drivers concerning the availability of resources, and budget constraints and the level of supervision have been carried out optimally.

The collaborative governance strategy in increasing effective Regional Original Income in Ciamis Regency is an aggressive growth strategy (growth oriented strategy) which means that in this situation the Regional Government has the power and opportunity to realize collaborative governance in increasing Regional Original Income more effectively in the future, by maintaining the strategy beforehand and optimizing the strengthening of the elements of the availability of resources (apparatus who have competence, the availability of infrastructure) and secondly; capabilities (clear Standard Operating Procedures, clear policies regarding tax collection, support from the private sector and other agencies) so that these two things can become competitive assets, and if by aggressively optimizing the involvement of cross-sectoral cooperation (government, private parties and leaders) community) through Collaborative Governance in increasing Regional Original Income which is supported by the dimension of commitment as an element of strengthening as well as novelty research on the implementation of collaborative governance in an effort to increase Regional Original Income in Ciamis Regency.

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