

Research Article

Multi-Stakeholder Synergy in Innovation-Based Regional Development Planning at the Regional Development Planning Agency of Sidoarjo Regency

Jhoni Arwan S ¹*, Ika Devy Prmudiana²), Amirul Mustofa³)¹ Fakultas Ilmu Administrasi, Universitas Dr. Soetomo Surabaya² Fakultas Ilmu Administrasi, Universitas Dr. Soetomo Surabaya³ Fakultas Ilmu Administrasi, Universitas Dr. Soetomo Surabaya* Corresponding Author: e-mail: jhonias2906@gmail.com

Abstract: This study analyzes multi-stakeholder collaboration in innovation-based regional development planning at the Regional Development Planning Agency (Bappeda) of Sidoarjo Regency, emphasizing institutional mechanisms, data integration and digital innovation, joint financing schemes, and actor capacity and participation dynamics. The research focuses on the need to improve the effectiveness of development planning through planned, participatory, and data-driven intersectoral collaboration. Applying a qualitative case study approach, information was collected through in-depth interviews, participant observation, and analysis of planning documents. It was then analyzed using data reduction, thematic grouping, and source triangulation techniques. The research findings indicate that institutional synergy has been realized through formal forums such as development planning meetings and group discussions. However, coordination remains suboptimal due to overlapping roles between regional government agencies and the lack of a sustainable collaborative mechanism. Digital data integration still faces challenges due to limited platform content and user technical capabilities, resulting in data utilization not fully supporting evidence-based decisions. In terms of financing, collaborative schemes have begun to be implemented but are inconsistent, particularly in combining funding sources from various sectors. The capabilities of actors show striking differences, which impact the quality of public engagement and the efficiency of facilitating the planning process. Overall, these results confirm that the effectiveness of innovative planning is largely determined by the integration of digital systems, strengthening collaboration between stakeholders, and enhancing institutional capacity. This study suggests designing a more organized, interactive, and long-term multi-actor synergy model.

Received: October 12, 2025;

Revised: October 21, 2025;

Accepted: November 19, 2025;

Published: December 27, 2025;

Curr. Ver.: January 02, 2026;

Keywords: multi-stakeholder synergy; regional development planning; digital innovation; institutional collaboration; actor capacity.

1. Introduction

Research on collaborative governance in the Indonesian context shows that collaboration between various parties does not occur spontaneously, but rather requires institutional mechanisms, managerial capabilities, and clear incentives to support sustainable participation. Natalia & Supardal (2025), Juniyanto (2022), and Mahardhani et al. (2025) states that collaborative groups such as technical forums, joint budget allocation agreements, and public-private partnership schemes are useful for strengthening program implementation governance and increasing local resilience to economic shocks or disasters. Furthermore, research Luckytasari & Maulana (2024) Participatory planning explains the alignment of community expectations at the village/sub-district level with the district's strategic priorities so that designed programs can be implemented effectively and budgetarily.

Development in Sidoarjo Regency is influenced by rapid urbanization, pressing infrastructure demands, and the need for coordination between cities within the Greater Surabaya area. These conditions increase the demand for planning mechanisms that can unite



Copyright: © 2025 by the authors.

Submitted for possible open

access publication under the

terms and conditions of the

Creative Commons Attribution

(CC BY SA) license

[\(https://creativecommons.org/licenses/by-sa/4.0/\)](https://creativecommons.org/licenses/by-sa/4.0/)<https://creativecommons.org/licenses/by-sa/4.0/>

various interests from the central and provincial governments to local actors and the private sector within a single, targeted investment framework. Research conducted in Sidoarjo by Ayu & Sukmana (2023) and Andini (2024) a study to determine the level of program evaluation revealed that although the Development Planning Conference (Musrenbang) forum remains a formal channel for participation, its effectiveness is hampered by the quality of public input, the capacity of facilitators, and limited follow-up mechanisms. Consequently, synergy between various stakeholders has not yet resulted in integrated development priorities. This situation places the Sidoarjo Regency Bappeda in a strategic and challenging position to design an innovative, evidence-based and collaborative coordination model.

These previous findings illustrate the importance of structured research on how multi-stakeholder synergy can be formalized in the regional planning process through innovative mechanisms, whether procedural, digital, or institutional, to make planning more responsive, transparent, and focused on development outcomes. This research addresses this gap by focusing on the Sidoarjo Regency Bappeda due to its strategic position in setting the development agenda and its potential as a laboratory for innovative collaborative planning practices. Identifying factors that support or hinder synergy between various stakeholders is expected to provide practical policy input for improving the quality of sustainable regional planning.

This research focuses on four main analytical areas. First, institutional mechanisms for multi-stakeholder synergy: analyzing how the structure of planning forums (development planning conference, focus groups, technical committees) and formal collaboration/contractual forms create effective coordination among regional government agencies (OPD), the private sector, NGOs, and academics, as well as the institutional constraints that arise. Second, data integration and digital innovation in planning: analyzing the alignment of planning information systems (including spatial and financial data), platform connectivity, and the role of information technology in supporting collaboration and evidence-based decision-making. Third, budget distribution and collaborative financing methods: analyzing the practice of joint budget prioritization, mixed financing models (public-private, co-financing), and their impact on achieving development targets. Fourth, actor capabilities and engagement dynamics: evaluating the technical capacity of the Regional Development Planning Agency (Bappeda), facilitator resources, and the quality and sustainability of community and stakeholder participation in the planning process. Each focus is analyzed within the context of the performance of the Sidoarjo Bappeda and the theoretical framework of collaboration and participation in governance.

Based on this focus, the research objectives are formulated as follows: (1) to identify and analyze institutional mechanisms that support or hinder multi-party collaboration in regional development planning in Sidoarjo Regency; (2) to evaluate the role of digital innovation and data integration in improving the quality of the planning process and the accuracy of investment priorities; (3) to examine budget allocation practices and collaborative financing models that have the potential to support the implementation of priority programs; and (4) to formulate recommendations to strengthen institutional capacity and participation mechanisms that can be adopted by the Sidoarjo Bappeda to increase the effectiveness, accountability, and sustainability of regional development planning. The research findings are expected to provide an empirical and policy basis for efforts to reconstruct regional planning practices that are sensitive to the needs of multi-party collaboration.

2. Theoretical Review

Efficient regional development planning is increasingly understood through the perspective of collaborative governance, a framework that emphasizes shared institutions where public, private, and civil society actors formally interact to design and implement public policies. (Mahardhani, 2023). Recent literature emphasizes that collaborative institutions require more than just meeting forums, but also social capital, technical facilitation capacity, and legitimacy mechanisms to ensure continued participation; without these institutional conditions, collaboration risks becoming a participatory ritual that has no influence on resource allocation decisions (Fathy, 2019). Regional planning requires a collaborative mechanism, with the Regional Development Planning Agency (Bappeda) actively acting as a facilitator to improve alignment of development priorities and reduce the risk of fragmented interventions.

Developing interoperable data and digital systems is a technical prerequisite for evidence-based multi-stakeholder collaboration. Current interoperability frameworks encompass technical dimensions (data standards, application programming interfaces (APIs), semantics (common sense and classification), and institutional aspects (data sharing protocols and privacy policies); effective implementation supports a single source of truth so

stakeholders can collaborate using a consistent database for spatial planning, finance, and program evaluation. A literature review of digital government and case studies of interoperability implementations shows that without standards for metadata and data management, technology investments can result in partial connectivity that does not support decision-making between stakeholders (Bone et al., 2018; Maulana, 2025). Thus, integration between planning platforms (spatial and financial) is an operational requirement for Bappeda to support data-driven multi-stakeholder dialogue.

Public transparency theory develops the collaboration argument by highlighting that access to information, including planning data, budget allocation methods, and performance indicators, will increase accountability and legitimacy of planning outcomes (Novatiani et al., 2019). Current openness practice standards promote timely, relevant, and machine-readable data, enabling auditability, program replication, and analytical participation by non-governmental actors. In the context of Musrenbang (Regional Development Planning Forum) and local participation mechanisms, this transparency serves to reduce information asymmetries between planners and program applicants, facilitate more logical negotiation of priorities, and provide a trail of decisions that can be monitored by the public and partners. The latest open government policy documentation and national action plan encourage the adoption of these practices as part of collaborative strategies (Premilasari et al., 2023).

The transformation of public supply chains into digital supply chains enhances cross-stakeholder synergy by emphasizing comprehensive visibility, demand predictability, and logistical efficiency, all of which support development program implementation. Technologies such as e-procurement, e-catalogs, integrated inventory systems, and analytical dashboards reduce budget duplication and accelerate activity implementation when linked to needs-based planning. However, empirical evidence in Indonesia shows that these technical benefits only materialize when SOPs, managerial capabilities, and inter-unit coordination mechanisms are consistently implemented. This means that technological innovation must go hand in hand with organizational process changes to generate real efficiencies (Augestri et al., 2025; Luna-Reyes & Gil-Garcia, 2014; Zeng et al., 2025).

3. Methods

This research method adopted a descriptive qualitative approach using a case study design to deeply explore the dynamics of collaboration between stakeholders in innovation-oriented regional development planning at the Regional Development Planning Agency (Bappeda) of Sidoarjo Regency. This approach was chosen because it can capture processes, actors, interactions, and institutional contexts that cannot be explained by quantitative methods. Data were collected through in-depth interviews with various stakeholders, including Bappeda structural officials, regional apparatuses proposing programs, business sector actors, civil society organizations, academics, and local community representatives involved in planning forums such as the Musrenbang (Regional Development Planning Forum) and the Public Consultation Forum (FKP). In addition, participatory observation was conducted in regional planning activities, including coordination meetings, program synchronization, and innovation workshops, to evaluate coordination patterns, collaboration mechanisms, and the use of innovation instruments in the decision-making process. Information was also obtained through document analysis, such as the Regional Work Plan (RKPD), Medium-Term Development Plan (RPJMD), Musrenbang records, regional innovation maps, and development performance evaluation documents. Data validity was ensured through triangulation of sources, methods, and researchers, as well as cross-checking with key informants to ensure accurate interpretation. Data were analyzed using the interactive model of Miles and Huberman (Pahleviannur et al., 2022). This method encompasses the process of data conditioning, data presentation, and drawing conclusions repeatedly until consistent patterns are found regarding synergy, factors that encourage and hinder collaboration, and the contribution of innovation to the effectiveness of regional development planning. Through this methodology, research can produce a comprehensive understanding of how multi-stakeholder synergy is built, managed, and institutionalized in the context of regional development planning in Sidoarjo.

4. Result And Discussion

Institutional Mechanism For Multi-Stakeholder Synergy

Field research indicates that the planning forum structure in Sidoarjo Regency, including the Musrenbang (Regional Development Planning Forum), a technical forum between regional government agencies (OPDs), and several government-established working

committees, provides formal channels for the participation of external actors (NGOs, academics, and business actors). However, coordination effectiveness remains limited to the formal consultation stage. Multi-stakeholder engagement tends to occur sporadically and episodically, rather than being institutionalized as a mechanism that results in sustainable priority decisions. Consequently, many participatory proposals are not consistently followed up in budget allocation and program implementation.

The theoretical discussion draws on collaborative governance literature, which emphasizes that collaborative forums function effectively when supported by social capital, facilitator skills, and clear rules for the division of tasks and responsibilities (Emerson et al., 2012; Suyuthi et al., 2023); The Sidoarjo findings confirm this pattern, where institutional weaknesses (e.g., the lack of a formal mandate for joint decision-making, the disorganization of technical forums, and differences in capacity across regional government agencies) hinder the conversion of participation into integrated policy outcomes, as revealed in recent studies on collaborative governance.

A more in-depth analysis reveals several key institutional barriers: (1) the absence of regional regulations mandating joint budgeting mechanisms for cross-actor programs; (2) the low capacity of the forum secretariat, resulting in uncertain continuity in technical work; and (3) conflicting norms between the traditional Musrenbang mechanism and project-based partnerships initiated by the private sector or donors. These barriers illustrate why synergies remain susceptible to transient political and resource constraints. These findings align with studies of collaborative forum implementation that emphasize the importance of institutional regulations and the secretariat's capacity to maintain collaboration continuity..

From an institutional performance evaluation perspective, research shows that in Bappeda work units that have an active facilitation role (for example, sectoral planning units that routinely coordinate related OPDs), coordination outcomes are more optimal, demonstrated by synergy of program indicators and reduced overlapping activities between OPDs, compared to units that only perform administrative roles. This suggests that institutional mechanisms should move beyond formal forums to more proactive managerial functions (secretariats with analytical capabilities and a coordination mandate), in line with recommendations from the literature on collaborative institutional design.

Interventions that have been shown to be successful include the establishment of thematic working forums with clear Terms of Reference (TOR), the use of Memorandums of Understanding (MoUs) for specific partnerships, and the operation of secretariats supported by trained human resources. These practices enhance accountability for collective action and improve the follow-up of plans into measurable programs. However, the sustainability of these interventions still depends on political commitment and the availability of funds to support secretariat operations. Therefore, institutional improvements need to include the creation of regional regulations and sustainable funding mechanisms for the coordination process.

These findings highlight the importance of (a) strengthening the institutional mandate for the planning forum secretariat; (b) legal mechanisms for joint budgeting and priority setting among OPDs; (c) standardizing terms of reference for technical forums; and (d) regular evaluation based on collaboration outcome indicators-steps that align with the global literature on collaborative governance and best practices that support the shift from symbolic consultations to institutional partnerships that produce tangible outputs and outcomes.

Data Integration and Digital Innovation in Planning

Research findings indicate that the Sidoarjo Regional Development Planning Agency (Bappeda) has implemented several digital tools (spatial maps, sector program databases, and a Musrenbang proposal recording module), but cross-platform integration remains minimal and technical interoperability is limited. Spatial data is not yet fully connected to financial data and the OPD program catalog, making it difficult for planners to conduct cross-sectoral cost-benefit analyses quickly and effectively. Consequently, decisions are often based on incomplete data, compromising the quality of prioritization.

From the perspective of digital interoperability theory (Maulana, 2025), These results reflect the partial connectivity issues that often arise when technical (application programming interface / API, metadata standards), semantic (data attribute definitions), and institutional (data sharing protocols) aspects are not addressed simultaneously; e-government literature emphasizes that single-source veracity and metadata standards are prerequisites for evidence-based planning, a conclusion reflected in implementation experiences in a number of successful regions (Hakiki et al., 2025; Ma'arif et al., 2025). Consequently, weaknesses in metadata structures and a lack of APIs are typically major barriers to data utilization in collaboration between various actors.

Empirical discussions show that digital innovations that prioritize user interfaces (the homepage in e-Musrenbang) without internal integration (data warehouses and APIs) only improve the accessibility of inputs, not the quality of planning outputs. This research supports the literature that successful digitalization of planning requires a data architecture that supports automatic synchronization between spatial data, proposal bases, and budget and reporting modules, so that various stakeholders can utilize the same datasets for priority discussions.

A more in-depth analysis reveals non-technical barriers affecting digital integration: organizational lack of support for data exchange, privacy/security concerns, and variations in classification standards between regional government agencies (OPDs). A technological approach alone will be inadequate without data management mechanisms, such as access policies, anonymization protocols for sensitive data, and inter-agency interoperability agreements, as reviewed in recent literature (Bone et al., 2018). Therefore, an integration strategy must combine technical initiatives with data management policies.

Based on research and theoretical studies, practical recommendations include: (1) developing a data warehouse for integrated planning that combines spatial, program, and financial layers; (2) implementing metadata standards and APIs to enhance interoperability; (3) strengthening data management protocols (data sharing agreements, third-party access); and (4) developing a technical capacity building program to enable regional government agencies (OPDs) to map and utilize integrated data for evidence-based planning and actions aligned with e-government best practices and the latest interoperability research.

Budget Allocation and Collaborative Financing Mechanism

Empirical findings indicate that the budget allocation process in Sidoarjo remains heavily focused on traditional regional budget mechanisms, while collaborative financing practices (e.g., co-financing, public-private partnerships) are only seen in small-scale initiatives and have not been integrated into official planning documents. Consequently, the potential for leveraging external resources has not been optimized for strategic projects requiring larger investments. Case studies of partnership-based programs demonstrate positive outcomes when collaborative planning processes are in place, but these initiatives often depend on individual leadership or temporary project assistance from donors.

From the perspective of collaborative financing theory (Yulianti et al., 2024), The success of co-financing mechanisms requires transparency in allocation, clear risk management, and auditable accountability; the literature on Public Private Partnerships (PPPs) and co-financing shows that without adequate governance mechanisms (contracts, SOPs, oversight mechanisms), collaborative financing schemes can increase coordination complexity and give rise to conflicts of interest (Yue et al., 2022). The Sidoarjo observations emphasize the importance of a local regulatory framework that supports the formation of financing consortia and provides legal guarantees for private partners.

Budget data analysis and interviews with managers indicate opportunities to improve fiscal efficiency through the consolidation of similar programs across regional government agencies (OPDs) and the utilization of matching funds with the private sector for small-scale public infrastructure. However, procedural obstacles, such as the mismatch between OPD planning stages and the private sector investment cycle, require adjustments to planning schedules and the development of fiscal incentive schemes to make co-financing attractive to partners. Best practices in the literature emphasize the importance of a local financing blueprint that regulates risk assessment, profit distribution, and transparent reporting mechanisms.

Potential impacts of implementing an effective collaborative financing scheme include accelerating the implementation of priority projects, providing funding for fiscally sound programs in the region, and increasing innovation in public services. However, this study highlights that the transition to collaborative financing requires the analytical capabilities of the Regional Development Planning Agency (Bappeda) in evaluating financial feasibility, as well as strengthening the partnership management unit that can prepare transaction documents (business cases, risk assessments, and legal frameworks). Therefore, reformulating the budget allocation mechanism needs to include an institutional readiness module for collaborative financing (Mahardhani, 2024).

The recommendations include: establishing local policies that support co-financing and PPPs at the priority project level, developing collaborative financing planning and assessment modules at Bappeda, adjusting the planning cycle to align with investors/partners, and strengthening transparency and audit mechanisms to mitigate governance risks and attract sustainable private sector participation. These steps are based on empirical literature on

optimizing regional development funding in the digital and collaborative era (Firdaus et al., 2023).

Actor Capacity and Participation Dynamics

The capacity evaluation results show striking differences between units within Bappeda: some units have quite strong analytical and facilitation capabilities (expertise in spatial data processing, program logic matrix development), while others still rely on standard practices and irregular training; the quality of forum facilitation is in line with the significant level of community and stakeholder participation; the better the facilitator's skills, the higher the likelihood that citizens' aspirations will be accommodated in priorities. This suggests that diverse institutional capacities are a key factor in determining the quality of active participation (Mashudi et al., 2023).

Based on Grindle's capacity building theory (Mubarok et al., 2020) and recent studies, capacity interventions need to focus on three levels: the individual (technical analytical skills, participatory facilitation), the organization (processes, specialized units, information systems), and the policy context (regulations and incentives). Field findings indicate that ad hoc training without strengthened implementation procedures and institutional support yields only limited and limited capacity improvements. Therefore, capacity development strategies must be designed as a comprehensive package that links technical training with changes in work processes and organizational incentives.

Analysis of public participation shows that the quality of community contributions is influenced by existing advocacy and facilitation mechanisms. Community groups with access to organizations (NGOs, professional groups) are more likely to provide technical input than individuals. Therefore, without proactive participation inclusion strategies, marginalized voices will be less heard. Lessons from the deliberative planning literature recommend the use of a variety of participatory techniques (focus workshops, citizen juries, mobile consultations) tailored to the local context to improve the representativeness and quality of expectations (Mahardhani et al., 2020). In Sidoarjo Regency, the implementation of participatory methods like this has not been consistently implemented.

This research also reveals that the quality of participation dynamics is significantly influenced by the process of building trust between actors, particularly between local governments, communities, and the private sector. Trust is a crucial prerequisite for data exchange, collaboration between stakeholders, and the sustainability of dialogue forums, as described in recent literature on collaborative public management, which shows that trust acts as institutional capital that supports adaptive and long-term collective decision-making (Gunawan et al., 2025; Widiawati et al., 2023). The research findings indicate that forums guided by a dialogic approach and open information disclosure, such as the open publication of work plans, program roadmaps, and meeting minutes, tend to generate more active and constructive participation than forums that are purely procedural. Therefore, capacity-building strategies should encompass not only strengthening technical and procedural capabilities, but also targeted efforts to build a collaborative ecosystem based on trust through consistent, responsive, and inclusive communication mechanisms among stakeholders.

To address differences in capabilities and participation dynamics, the research recommendations include: (1) implementing a needs-based, tiered training program integrated with plans to improve the forum's secretariat function; (2) establishing a mentoring/peer learning mechanism between regional Bappeda (Regional Development Planning Agency) agencies to transfer good practices; (3) designing participation inclusion strategies that utilize technology (online consultations, mobile reporting) while maintaining offline access; and (4) measuring capacity through regularly monitored indicators to evaluate the impact of capacity-building investments on planning quality. This approach aligns with research evidence on institutional capacity that successfully promotes the implementation of collaborative planning practices.

5. Conclusion

Based on the research results, it is known that collaboration between various parties in regional development planning at the Sidoarjo Regency Bappeda still experiences obstacles related to coordination mechanisms, digital data integration, collaborative budget management, and capacity differences between actors, even though a number of innovations and participatory forums have been gradually implemented. The planning process shows increased transparency and collaboration, but its effectiveness is not evenly distributed due to differences in data quality, limited use of technology, low continuous community participation, and the role of facilitators and communication channels between stakeholders

that are not optimal. Based on these findings, the study recommends strengthening the coordination system between actors through the design of more structured and sustainable forums, accelerating the integration and interoperability of digital planning platforms, developing more flexible collaborative financing schemes, and investing in increasing technical and non-technical capacity for all parties involved. In addition, a more participatory evaluation mechanism is needed that focuses on feedback so that planning innovation does not merely become an administrative procedure, but truly drives the effectiveness of regional development and strengthens long-term collaboration.

Bibliography

- Andini, N. K. (2024). Analisis Kualitas Perencanaan Pembangunan Desa Krembangan dalam Mengintegrasikan Aspek Ketahanan Lingkungan di Kecamatan Taman Kabupaten Sidoarjo. *Kultura: Jurnal Ilmu Hukum, Sosial, Dan Humaniora*, 2(8), 300-305–300–305. <https://jurnal.kolibi.org/index.php/kultura/article/view/2228>
- Augestri, M. Z., Fauzi, A., Khairunnisa, A. N., Ayu, D., Sundari, S., Arnan, R., Sihombing, Y. T., & Saing, B. (2025). Penerapan Teknologi IoT dalam Optimalisasi Rantai Pasok Industri Logistik. *Jurnal Manajemen Dan Pemasaran Digital*, 3(2), 158–173. <https://doi.org/10.38035/JMPD.V3I2.388>
- Ayu, R., & Sukmana, H. (2023). Partisipasi Masyarakat dalam Pembangunan di Desa Banjarbendo Kecamatan Sidoarjo Kabupaten Sidoarjo. *Journal Publicuho*, 6(3), 1080–1100. <https://doi.org/10.35817/PUBLICUHO.V6I3.242>
- Bone, M., Blackburn, M., Kruse, B., Dzielski, J., Hagedorn, T., & Grosse, I. (2018). Toward an Interoperability and Integration Framework to Enable Digital Thread. *Systems 2018, Vol. 6, Page 46*, 6(4), 46. <https://doi.org/10.3390/SYSTEMS6040046>
- Emerson, K., Nabatchi, T., & Balogh, S. (2012). An Integrative Framework for Collaborative Governance. *Journal of Public Administration Research and Theory*, 22(1), 1–29. <https://doi.org/10.1093/JOPART/MUR011>
- Fathy, R. (2019). Modal Sosial: Konsep, Inklusifitas dan Pemberdayaan Masyarakat. *Sosioglobal : Jurnal Pemikiran Dan Penelitian Sosiologi*, 3(2), 35. <https://doi.org/10.24198/JSG.V3I2.21267>
- Firdaus, R. A., Mahardhani, A. J., & Sunarto, S. (2023). Local Government Readiness in the Era of Society 5.0. *International Journal of Social Science*, 3(1), 97–102. <https://doi.org/10.53625/IJSS.V3I1.6638>
- Gunawan, H., Husni, M. F., Qur'ani, B., Ashary, M., Arman, A., & Afriyani, A. (2025). A holistic framework for asset decision-making: Organisational drivers and collaborative culture. *South African Journal of Business Management*, 56(1). <https://doi.org/10.4102/SAJBM.V56I1.5101>
- Hakiki, S. N., Sulhas, S., Efendi, T. P., Ivanda, V., Andanu, W. N., & Syamsir, S. (2025). Dinamika Penerapan Aplikasi Sistem Informasi Monitoring Evaluasi Terintegrasi dan Dinamis (Simetris) di Badan Perencanaan Pembangunan Daerah (Bappeda) Kota Padang. *Community Development Journal : Jurnal Pengabdian Masyarakat*, 6(4), 5531–5538. <https://doi.org/10.31004/CDJ.V6I4.50754>
- Juniyanto, J.-. (2022). Kolaborasi Antar Perangkat Daerah di Pemerintahan Daerah Kabupaten Gunungkidul. *Jurnal Ilmiah Administrasi Publik*, 8(1), 45–64. <https://doi.org/10.21776/UB.JIAP.2022.008.01.5>
- Leal-Rodríguez, A. L., Sanchís-Pedregosa, C., Moreno-Moreno, A. M., & Leal-Millán, A. G. (2023). Digitalization Beyond Technology: Proposing an Explanatory and Predictive Model for Digital Culture in Organizations. *Journal of Innovation and Knowledge*, 8(3). <https://doi.org/10.1016/J.JIK.2023.100409>
- Lodan, K. T. (2022). Penguatan Organisasi dalam Pengembangan Kapasitas di Dinas Kebudayaan dan Pariwisata Kota Batam. *Kebijakan : Jurnal Ilmu Administrasi*, 13(1), 1–6. <https://doi.org/10.23969/KEBIJAKAN.V13I1.4182>
- Luckytasari, V. A., & Maulana, A. (2024). Proses Penyusunan Rencana Kerja Pemerintah (RKP) di Desa Harjomulyo Kecamatan Silo Kabupaten Jember. *Triwikrama: Jurnal Ilmu Sosial*, 3(12), 121–130. <https://doi.org/10.6578/TRIWIKRAMA.V3I12.4132>
- Luna-Reyes, L. F., & Gil-Garcia, J. R. (2014). Digital government transformation and internet portals: The co-evolution of technology, organizations, and institutions. *Government Information Quarterly*, 31(4), 545–555. <https://doi.org/10.1016/J.GIQ.2014.08.001>
- Ma'arif, A. A., Toruntju, F. S., & Fadillah, N. (2025). Perancangan Sistem Informasi Perencanaan Pembangunan Daerah Berbasis Web Menggunakan Laravel di Bappeda Kota Kendari. *Jurnal Ilmiah Teknik Mesin, Elektro Dan Komputer*, 5(3), 57–65. <https://doi.org/10.51903/JURITEK.V5I3.5169>
- Mahardhani, A. J. (2023). *Pemerintahan Kolaboratif (Menjawab Tantangan Masa Depan)*. Literasi Nusantara. <https://penerbitlitnus.co.id/portfolio/pemerintahan-kolaboratif-menjawab-tantangan-masa-depan/>
- Mahardhani, A. J. (2024). Navigating the Complexities: Assessing Governance Mechanisms for Inter-regional Cooperation. *Otoritas : Jurnal Ilmu Pemerintahan*, 14(1), 51–63. <https://doi.org/10.26618/OJIP.V14I1.12652>
- Mahardhani, A. J., Darmawan, D. A., Sunarto, S., & Mufanti, R. (2025). Zero Stunting Villages: Analyzing the Challenges and Imperatives of Actor Collaboration. *Jurnal Public Policy*, 11(2), 133–140. <https://doi.org/10.35308/JPP.V11I2.11024>

- Mahardhani, A. J., Sulton, S., & Sunarto, S. (2020). Peran Civil Society (CSO) dalam Perumusan Kebijakan Publik (Kajian di Kabupaten Ponorogo). *JPSI (Journal of Public Sector Innovations)*, 4(2), 59–62. <https://doi.org/10.26740/JPSI.V4N2.P59-62>
- Mashudi, Malta, Novarlia, I., Mahardhani, A. J., & Muliadi, D. (2023). Social Policy and Human Development: A Never-Ending Issue . *Influence: International Journal of Science Review*, 5(1). <https://influence-journal.com/index.php/influence/article/view/131>
- Maulana, S. A. (2025). Interoperabilitas: Konsep, Implementasi, Dan Tantangan Dalam Era Transformasi Digital. *Journal of Comprehensive Science*, 4(8), 2590–2599. <https://doi.org/10.59188/JCS.V4I8.3552>
- Mubarok, S., Zauhar, S., Setyowati, E., & Suryadi, S. (2020). Policy Implementation Analysis: Exploration of George Edward III, Marilee S Grindle, and Mazmanian and Sabatier Theories in the Policy Analysis Triangle Framework. *Journal of Public Administration Studies*, 005(01). <https://doi.org/10.21776/ub.jpas.2020.005.01.7>
- Natalia, & Supardal. (2025). Kolaborasi Pemerintah Desa dan Masyarakat Dalam Mewujudkan Desa Mandiri Dan Sejahtera (Studi Kasus di Desa Semantun Jaya, Kecamatan Jelai Hulu, Kabupaten Ketapang, Provinsi Kalimantan Barat). *SOCIAL : Jurnal Inovasi Pendidikan IPS*, 5(2), 569–579. <https://doi.org/10.51878/SOCIAL.V5I2.5742>
- Newman, J., Mintrom, M., & O'Neill, D. (2022). Digital Technologies, Artificial Intelligence, and Bureaucratic Transformation. *Futures*, 136, 102886. <https://doi.org/10.1016/J.FUTURES.2021.102886>
- Novatiani, A., Rusmawan Kusumah, R. W., & Vabiani, D. P. (2019). Pengaruh Transparansi dan Akuntabilitas Terhadap Kinerja Instansi Pemerintah. *JURNAL ILMU MANAJEMEN DAN BISNIS*, 10(1). <https://doi.org/10.17509/jimb.v10i1.15983>
- Pahleviannur, M. R., Grave, A. D., Saputra, D. N., Mardianto, D., & Mahardhani, A. J. (2022). *Metodologi Penelitian Kualitatif*. Pradina Pustaka.
- Premilasari, P., Wasistiono, S., Prabowo, H., Rowa, H., & Alma'arif, A. (2023). Bagaimana Open Government Diterapkan dalam Perencanaan Pembangunan Daerah? (Sebuah Analisis dengan Menggunakan Soft Systems Methodology). *Jurnal Academia Praja*, 6(1), 166–184. <https://doi.org/10.36859/JAP.V6I1.1422>
- Suyuthi, A., Mumtahanah, N., & Wahyudi, W. E. (2023). Collaborative-Participatory Model in Education Policy during a Pandemic: Building Collaboration to Bridge the Gap. *Al-Hayat: Journal of Islamic Education*, 7(2), 559. <https://doi.org/10.35723/ajie.v7i2.401>
- Widiawati, S., Mahardhani, A. J., Cahyono, H., Sulton, S., & Nasution, I. F. (2023). Collaborative Governance in Fulfilling the Right to Education for Children of Non-Document Migrant Workers in Malaysia. *Journal of Governance*, 8(2). <https://doi.org/10.31506/JOG.V8I2.19207>
- Yue, L., Ye, M., & Chen, Q. (2022). The Impact of Partnerships and Information Sharing on Corporate Sustainable Performance: A Mediation Model Moderated by Government Support. *Frontiers in Psychology*, 13. <https://doi.org/https://doi.org/10.3389/fpsyg.2022.942279>
- Yulianti, G., Chaidir, M., & Santoso, S. (2024). Corporate Collaboration In Financing Schemes: Qualitative Analysis Of Risks And Benefits Of Financing To Group Companies With Shared Responsibility. *International Journal of Business Law, Business Ethic, Business Communication & Green Economics*, 1(4), 47–63. <https://doi.org/10.70142/IJBGE.V1I4.258>
- Zeng, H., Pan, J., Xu, J., & Sun, Q. (2025). Digital Transformation of Regional Education in China. In *Lecture Notes in Educational Technology: Vol. Part F107*. Springer Science and Business Media Deutschland GmbH. <https://doi.org/10.1007/978-981-97-8144-7/COVER>