

Synergity Analysis On Local Institutional Of Village Fund Management (Case Study On Jungsemi Village, Kangkung District , Kendal Regency, Central Java Province) .

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Synergicity Analysis On Local Institutional Of Village Fund Management (Case Study On Jungsemi Village, Kangkung District, Kendal Regency, Central Java Province)

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ABSTRACT

The problem of this study was how is the synergy of local institutions to manage village funds and what there were the inhibiting / supporting factors for managing village funds for village development. This study was to describe and analyze the synergy of local institutions in the management of village funds and to describe and analyze obstacles and support factors in managing village funds for development. This research used a phenomenological qualitative approach, because the qualitative approach has characteristics, including: having an actual sett, and the researcher was the key instrument. The data was usually descriptive, emphasizes the process, the data analysis was inductive, and the meaning of each event was essential attention. Data analysis used an interactive model, namely the analysis technique which is an integral cycle between data collection, data reduction, data display and conclusion. The synergy of village institutions in Jungsemi Village was well developed because it involved various existing institutions and operated in various sectors of the village funds management, transparency or openness must be built with the community and with existing village institutions

Keywords: Synergy, Village Funds, Village Institutions, Village Officials, Community.

BACKGROUND

Village Regulations in Law Number 6 of 2014 concerning Villages is an effort to protect and empower villages to become stronger, more advanced, independent and prosperous. To achieve this, several rights and authorities are given to villages, one of which is a new source of funding for villages from the APBN. Therefore, this Law also regulates provisions of village income originating from the State Budget allocation or Village Funds sourced from central expenditure by making village-based programs evenly and justly effective. The policy implementation process does not only concern to the behavior of the administrative body which is responsible for implementing the

program and to build in the target group obedience. In addition to the implementation process is to concerns to the network of political, economic, and social forces that directly or indirectly influence the behavior of all parties involved and ultimately affect both negative and positive impacts. Thus, achieving successfully the implementation is necessary to have a common view of the goals to be achieved and the commitment to all parties to provide support.

The success of implementing a policy can be measured by looking at the suitability between the implementation of the policy on the design, goals and objectives of the policy itself and describing a positive impact or outcome for solving problems faced by the community. Implementation theory according to Edward III (1980) explained that there are four critical variables in the implementation of public policies including communication or clarity of information, consistency of information (communications), availability of resources in a certain amount and quality (resources), attitudes and commitments from program or policy implementers. Bureaucrats (disposition), and bureaucratic structures or operating standards governing work procedures and management (bureaucratic structure).

The implementation of public policies to be understood by all stakeholders of rural development, because the large amount of funds received by the village has raised concerns from many parties to solving the problem of poverty in rural areas. The village funds may drag village elites into criminal acts of corruption. It is no secret how the mentality of corruption has penetrated all levels of government apparatus without exception to officials in villages. The problem is not only the lack of human resources, but also the mental unpreparedness of village officials. Without a proper institutional and management system, the large disbursement of funds will invite the temptation to misuse it. Controlling on institutional oversight and Effective management will narrow the space for acts of fraud and to do so by strengthening assistance and oversight of the systemic management of village funds.

Based on the above phenomena, researchers are interested in conducting research by Analyzing of Local Institutional Synergy in Village Fund Management (Case Study on Jungsemi Village, Kangkung District, Kendal Regency, Central Java Province).

Research Urgency

The amount of village funds that will be received by every village throughout Indonesia raises concerns for many parties, especially the potential for mismanagement of the village funds starting from budgeting, implementation, administration, accountability and reporting. Therefore, the existence of village institutions in the context of administering governance of the village requires transparency, accountability and participation, both in terms of finance, performance, and compliance with laws and regulations. Potential weaknesses for the management of village funds carried out by village institutions includes policy, planning, budgeting, implementation, administration, accountability and reporting.

Problem Formulation and Research Objectives

Based on the description of the problem of this research is formulated as follows:

1. How is the synergy of local institutions in managing of village funds?
2. What are the inhibiting / supporting factors of managing the village funds for village development?

While the objectives of this study are:

1. To describe and analyze the synergy of local institutions in the management of village funds.
2. To describe and analyze the factors inhibiting and supporting the management of the village funds for development.

LITERATURE REVIEW

Development Management

In the development process, there was various management dimensions of socio-economic development, of modernizing the social process towards an advanced society. Management has the dimension of national development, which aspects include human development, physical and non-physical qualities, brain and character. In point of the time dimension, development management was divided into short-term, medium-term, and long-term developments. The ultimate goal of development was social welfare of a broad sense (physical and spiritual welfare). Physical welfare related to the level of life both in terms of the economy and social strata. While the spiritual welfare related to the *belief system* of community. How do humans understand themselves (*self-understanding*), accept themselves (*self-acceptance*) and how do people actualize themselves (*self-actualization*) to feel satisfied (*satisfaction*) through various government policies including the village fund policy by making village-based programs evenly and fairly.

Government Policy Implementation Perspective

Public policy implementation can be seen from several perspectives or approaches. One of them is the *implementation problems approach* introduced by (Edwards III, 1984), proposing an approach to implementation problems by first asking two main questions, namely: (1) what are supporting factors to the successful implementation of policies, (2) what are hindering factors successful implementation Policy. Based on these two questions, four factors were formulated which are the main requirements for the success of the implementation process, namely communication, resources, the attitude to the bureaucracy or executor and the organizational structure, including the system bureaucratic work flow.

Communication with a program carried out well by the implementers, which includes the process of delivering information, clarity of information and consistency of information conveyed. Resources, including four components, namely sufficient staff (number and quality), information needed for decision making, sufficient authority to carry out tasks or responsibilities and facilities required in implementation. The disposition or attitude to the executor was the commitment to the program and bureaucratic structure based on *standard operating procedures* that govern the flow of work and implementation of policies.

According to Mazmanian and Sabatier (1983), there were two perspectives on implementation analysis, namely the public administration perspective and the political science perspective. In the perspective of public administration, implementation was initially seen as implementing policies appropriately and efficiently. However, in fact, public administration agencies were influenced by pressure from interest groups, members of the legislature and various factors in the political environment.

In perspective of political science, the implementation analysis was supported by a systems approach to political life. This analysis approach seemed to break the organizational perspective in

public administration and started paying attention to the importance of inputs from outside of the administrative area, such as administrative provisions, changing public preferences, new technology and people's preferences.

Institutional

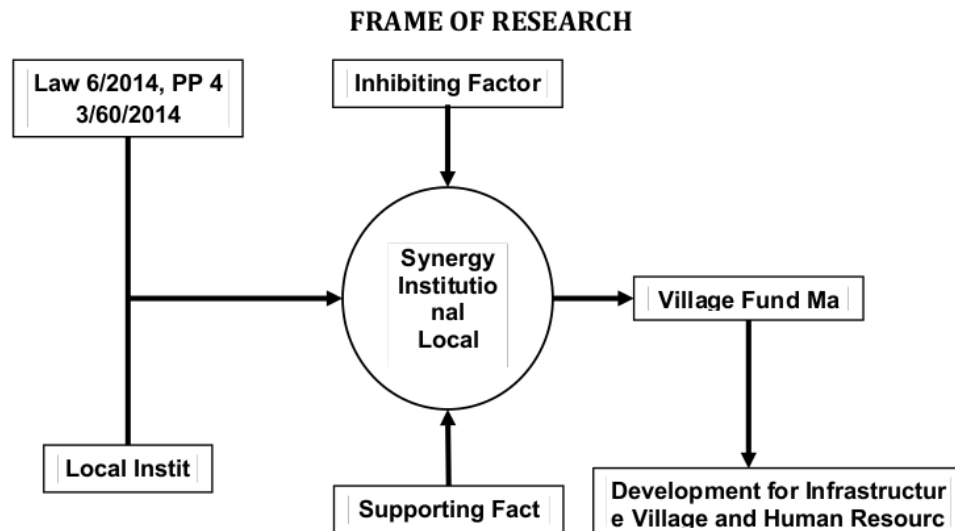
Institutional was a rule for a group community or organization that facilitates coordination among its members to help them with the hope that each person or organization achieved their desired common goal (Ruttan and Hayami, 1984). Ostrom (1985) defined institutions as a rule and signs as guidelines used by members to regulate relationships that are mutually binding and dependent on one another. North (1990) emphasized institutions as the rules of the game in a group that is strongly influenced by economic, social and political factors. In principle point of view, institutions are different from organizations, where institutions are thicker with regulations and organizations are more focused on structure. Based on these definitions, the institutions are ruling that facilitate institutions or organizations in coordinating and working together to achieve the desired common goals

Institutional Synergy

Social institutional arrangements interacted very closely with state institutions for better or for worse. Government action may be both constructive and destructive with regard to civil society. Formal institutions, government structures and public policies have a profound influence on the quality of life of people. Informal social institutions were an important source of advancing their interests. The existence of local institutions was as an important factor of facilitating community development and gave people the opportunity to interact and often represented the common interests in the people in such areas.

The synergy of government institutions with community institutions was a realistic agenda and was very likely to be realized. The synergy was achieved in many ways, including through programs that may be carried out by them in order to enlarge and expand community participation. At the level of government agencies to roll out programs to expand access to public information on effective ways. The way was like formulating policies that encouraged public orientation made them as part of the solution, not part from the problem. Thus cooperation would produce a synergy as follows:

1. Each party has the strategic resources needed,
2. A synergy as the collaborated parties must be oriented to a win-win pattern in working.
3. a synergy was committed to achieving a greater final goal,
4. a synergy based on exchange behavior positive ones,
5. a synergy was working within the corridor of agreement,
6. a synergy was open to changing cooperation patterns as an alternative in an effort to achieve better results.



Source: Researcher Modification, 2019

RESEARCH METHODS

Research Approach

This research used a phenomenological qualitative approach, because the qualitative approach has characteristics such as actual events, there was the key instrument, the data was descriptive, and the research emphasized on the process. The data analysis was inductive, and the meaning of each event was an essential attention. Phenomenology was in accordance with the research objectives, namely to describe social events to reveal real events in the field and also to reveal hidden values, was more sensitive to descriptive information and tried to maintain the integrity of the object of study. (Strauss and Corbin, 2009).

The focus of research

The study focused on the management of village funds that was examined from the following aspects:

- a. Local village institutions,
- b. Synergy between local institutions in managing village funds, including aspects: involvement of local institutions, compliance with regulations, village development planning, community participation, priority setting, compliance with SOPs, creativity community

Location and Research Sites

This research was conducted in Jungsemi Village, Kangkung District, Kendal Regency, Central Java Province which was selected purposively (intentionally). To enrich the qualitative nuances, sites were carefully traced, including the characteristics of the village's natural and physical environment, the availability of human resources. While the key Informants: Village Officials, Village Fund Managers, Community, and Village Fund Facilitators

DATA ANALYSIS

The analysis was carried out to find patterns, by searching through field notes, interview results and materials collected to increase understanding of all the things that were collected and to allow

presenting what was found, about the institutional synergy in the village in managing village funds. This data analysis process was carried out continuously with data collection. In conducting the analysis of the data referring to the steps described Miles and Huberman (1992), which consists of three phases: data reduction (*data reduction*), presentation of data (*data display*) and conclusion or verification (*conclusion drawing verification*). Data analysis technique used an interactive model, namely an analysis technique which is an integral cycle between data collection, data reduction, data display and conclusion (Bungin, 2010)

RESULTS AND DISCUSSION

Overview of Village Funds in Jungsemi Village

Village Fund was a number of budget funds given to villages from the government originating from the State Revenue and Expenditure Budget (APBN) which is the source of the Central and Regional Financial Balancing Fund and the amount received is at least 10% of the APBN. The allocated funds must be used consistently and in a controlled manner. Every activity that used village fund allocations went through several stages of a clear and principle-based planning, implementation, and evaluation process. All reports must be transparent and accountable. The Village Fund was used to finance governance, implementation of village infrastructure development, human resource development (HR), community development, and community empowerment.

The objectives of village funds that were distributed among the Jungsemi village community include:

- a. Helping overcome economic problems of the village, including reducing poverty, reducing unemployment, reducing the rate of urbanization and reducing inequality;
- b. Helping the economic empowerment of rural communities, assisting in equitable distribution of development and results, building infrastructure and creating new job opportunities and jobs;
- c. In addition to using it for village development, but also building human resources (HR) in the village, such as carrying out coaching, guidance and mentoring, and monitoring in a more orderly and interconnected manner;
- d. Strengthening coordination, consolidation, and synergy towards the implementation of programs that are priority village development priorities from the central, regional, sub-district government levels to the village itself;
- e. Building infrastructure and public facilities services and empower and develop the economy in the village.

Jungsemi Village, Kangkung District, Kendal Regency is one of the villages that receives Village Funds every year and is received directly through the village treasury from the 2019 State Budget. The provision of Village Funds to villages is also accompanied by the obligation to implement them accountably in order to realize the implementation of regional autonomy which is in line with efforts to create *good governance* down to the village level.

The results of the study, in Jungsemi Village in 2019 as a basis for conducting descriptions and analysis of research problems as follows:

Synergy of local institutions in managing village funds

Aspects of Involvement of Local Institutions:

The synergy of local institutions in Jungsemi village in managing village funds showed that local institutions in Jungsemi village was expected to increase development efficiency. The institutions provided accurate and representative information about people's needs, priorities and capabilities as well as feedback to government initiatives and services. These local institutions must be

- Facilitating the adaptability of development programs
- Improving program efficiency through the ability to develop group communication.
- Improving program efficiency through resources (*resource mobilization*) through mutual cooperation activities.
- Developing local institutions, local knowledge (*technical knowledge*) by obtaining long collective experience that was processed and utilized for efficiency and development success.

Compliance Aspects of Rules

Compliance with the performance of procedures related to the implementation of effective and efficient Village Fund management which analyzed based on discipline or time order as a consequence of clarity of stages in applicable laws and regulations. The involvement in local institutions in development planning (Musrenbangdes) in Jungsemi village was a form of accountability regarding the implementation of Village Fund management procedures according to the schedule and time set in the applicable regulations.

Village Development Planning Aspect:

Village development must be managed in a participatory manner by involving the participation in the Village community leading to the realization of Village independence. Village development activities must be managed by the Village by utilizing human resources in the Village as well as natural resources and the environment in a sustainable manner.

Aspects of Community Participation

The involvement in local institutions in Jungsemi village above referred to a combination of organizational goals and their relationship to the environment which is the result of interaction and adaptation. The institutions provided organizations that contain individual values and the social environment. Institution was defined as organizations that shape, support and protective, normative relationships and patterns of certain activities and simultaneously form the functions and services that were valued in an environment. Therefore, the involvement in local institutions in development interpreted as all planning, creating new structures and directives, or rearranging organizational directions, including: (a). Creating, supporting and strengthening normative relationships and active patterns, (b). Establishing functions and services that were valued by society, (c). Creating facilities that connect new technologies with the social environment.

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Aspects of Determining Priority for the Use of Village Funds

The RPJM Desa deliberation were carried out in accordance with the stages to determine priorities over the use of Village Funds as part of strategic matters in the Village. The use of village funds, they discussed and agreed upon in Village deliberation. The results of the Village deliberation agreement on the priority to the use of Village Funds must be stated in the official report document and served

as guidelines on the Village government in the preparation of the Village Government Work Plan (RKP Desa).

Compliance with SOPs

The Village Fund, which is allocated to the APBN, was intended for villages and was used to financial governance, implementation of development community development, and community empowerment. Village funds were intended to improve public services in villages, to alleviate poverty. The funds were to increase the village economy, and to cover up development gaps between villages. Thus Jungsemi Village managed village funds have referred to the Village Law.

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Aspects of Community Creativity

Referring to the direction and policies of village funds in 2019. *First*, increasing the village funded budget ceilings. *Second*, perfecting the formulation of allocating village funds while still paying attention to aspects of equity and justice. *Third*, optimizing the use of village funds in several priority village activities, namely 3-5 activities. *Fourth*, to continue the cash-intensive scheme in the use of village funds for the development of infrastructure or physical facilities and infrastructure. *Fifth*, to increase the use of village funds for community empowerment. *Sixth*, improving the village economy through optimizing the role of Village-Owned Enterprises (BUMDes), creating superior village products, and providing easy access to capital. *Seventh*, increasing the accountability of village funds implementation through disbursement policies based on implementation performance. *Eighth*, the synergy of village development through a partnership between the business world. *Ninth*, strengthening the monitoring and evaluation of the implementation of village fund policies. Strengthening the capacity of village apparatus human resources coordination, as well as, consolidation and synergy from the central government, regional government, sub-district, to village levels. Thus the results of the interviews show the creativity of the community in managing and developing village funds for their communities.

Inhibiting / Supporting Factors for Village Fund Management in Jungsemi Village, Kangkung District

Inhibiting Factors for Village Fund Management

The capacity of Jungsemi village officials in managing village funds is not optimal. This was because the education of Jungsemi village officials on average was only junior high school graduates and some senior high schools. The lack of knowledge and skills possessed by Jungsemi village officials in planning, implementation, supervision and accountability led to management of village fund allocation was not effective. The ability of village officials in managing village funds on the implementation stage showed that the tasks carried out by the village government of Jungsemi have not been running according to their respective main tasks and functions due to inadequate human resource competency factors, which affected the implementation of village fund management in Jungsemi village. Kangkung District.

In many cases, the mismanagement of village funds was due to the inability of the village heads and the community in the financial administration process, therefore the solution must be with guidance, not through legal action, and around 60 percent of village heads (kades) did not complete high school (SMA). The village heads who made administrative mistakes, he was afraid to use village funds that he did not know his actions was breaking the law.

Supporting Factors

The village government must play a role in the success of government programs related to the implementation of village funds. The Central Government distributed village funds to local governments. Likewise, the regional government distributed village funds to the village treasury according to the mechanism that has been established as the regulation for channeling village funds. If there were obstacles or blockages in the distribution chain, this would also have an impact on the success and benefits from village funds felt the local area / village community.

Village officials that previously were still unfamiliar with the management and administration of government finances, of course, must be given extra attention to improve understanding of financial management in their villages. The implementation of village development managed through village funds must also involve the participation in the local community. Village funds were not only allocated to build infrastructure in the village, but also to develop the economy in the village by involving existing resources in the village. The village head also played a good role to lead to the village community has benefit and belong to the infrastructure built in their village.

The financial management of village funds must pay attention to the management and use of village funds. Regulations on priority allocation for the use of village fund that regulate in detail the priority to village funds of 2019 was issued from the Regulation of the Minister of Villages, Development of Rural Areas, and Transmigration of the Republic of Indonesia No. 19 of 2017. This regulation was made as a guidance and reference for the implementation of authority. A reference to district / city governments to prepare technical guidelines on monitoring and evaluating on the implementation of the use of village funds.

CONCLUSIONS AND RESEARCH RECOMMENDATIONS

Conclusions

The synergy of village institutions in Jungsemi Village was well developed. It involved various existing institutions and operated in various sectors. In many cases, the average skill for the construction planning and making of the Budget Planned (RAB) were around 30 to 40% and the others can only propose. The ability of village officials in managing village funds allocations at the implementation stage shows that the tasks carried out by the Jungsemi village governments have not been running according to their main tasks respective and functions due to the competence of human resources.

Inhibiting and Encouraging Factors for the management of village funds in Jungsemi Village:

- a. Inhibiting Factors, The ability of village officials in managing village funds at the implementation stage showed that the tasks carried out by the Jungsemi village government have not yet been carried out in accordance with their main tasks respective and functions due to inadequate human resource competency factors, These factors led to ineffectively on implementing village fund management .
- b. Supporting factors. A real manifestation of the awareness of the Jungsemi village community and officials was a strong commitment to develop their village and community life. The community might not be realizing all of that happened before. This illustrated well that related parties has carried out their functions of a professional manner, and have commitment to needed community development.

Suggestions (Recommendations)

1. Village officials and local institutions in Jungsemi village should be more able to develop synergies between institutions in order to increase their capacity in managing village fund allocations according to the use of village funds.
2. Village officials and local institutions are to further increase awareness and participation of the community actively in the management of village funds, transparency or openness. These must be built with the community and with existing village institutions in order to lead the community in planning and implementing village funds.

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