

FOSTERING MUTUAL INTEREST: EXPLORING THE DYNAMICS OF REGIONAL GOVERNMENT RELATIONS WITH THE REGIONAL PEOPLE'S LEGISLATIVE ASSEMBLY IN NORTH CENTRAL TIMOR REGENCY

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ABSTRACT

Purpose: This study aims to determine the Mutual Interest Pattern in the Relationship between the Regional Government and the Regional People's Representative Council.

Approach/Methodology/Design: This study uses a qualitative method. Descriptive research is a type of research that aims to analyze in depth a phenomenon. This study describes more about a phenomenon and does not carry out calculations using statistical figures.

Findings: The results show that the dimension of mutual interest is influenced by weak respect, trust between the two institutions, strong domination by political parties by ignoring the interests of society. As a result, the final result in the form of an outcome, namely increasing the welfare of the community, is considered to have not been successful.

INTRODUCTION

The implementation of authority by the Government is directly related to the distribution of power which affects the relationship between the government in administering government, both the central government and the Regional Government or the relationship between the Regional Government and the Regional People's Representative Council (DPRD) in establishing partnership relations in the region. The intended partnership relationship is the creation of harmonization of relations based on the principle of cooperation in the context of carrying out development in all fields, especially in the field of autonomy with the main objective being to improve the welfare of the people in the regions. The partnership relationship means that the Regional Government and the Regional People's Representative Council are both working partners to implement regional autonomy in accordance with their respective

functions of the two institutions.

The ideas and theories that are used as an entry point to explore and analyze the pattern of the relationship between the Regional Government and the Regional People's Legislative Assembly are using the theory put forward by Wannin and Day (2010), which consists of four dimensions, namely: the first dimension of accountability, the second dimension of joint decision making, the third dimension of transparency, and the fourth dimension of mutual interest. These four dimensions are used as an analytical tool to explain empirical conditions regarding the pattern of relationship between the Regional Government and the Regional People's Representative Council of North Central Timor Regency. These empirical conditions include:

The Regional People's Legislative Council for North Central Timor Regency remains adamant in refusing the Regent Raymundus Sau Fernandes and Deputy Regent Aloysius Kobes to attend the Council meeting to discuss the Regional Revenue and Expenditure Budget II. The rejection attitude of the Regional People's Legislative Assembly was conveyed to the Minister of Home Affairs with a letter and a recommendation from the Regional People's Representative Council of North Central Timor Regency regarding the cancellation of the Decree (SK) on the Appointment and Inauguration of North Central Timor Regents, 2010-2015 as incumbents due to problems in the election of the Regent and Deputy Regent is considered not democratic. For this reason, the Chairperson of the DPRD of North Central Timor Regency together with members of the DPRD remained firm not to include the candidates for Regent and Deputy Regent of Petahana who were re-elected as Regent and Deputy Regent of North Central Timor Regency.

The meeting of the Budget Board (Banggar) of the North Central Timor Regional Representatives Council, categorically refused to accommodate the three recommendations given by the Governor of East Nusa Tenggara, Viktor Bungtilu Laiskodat. The reason is that the three recommendations are not included in the priority program of the Provincial Government. A budget allocation of more than Rp. 5 billion for the 1,187 committee teachers who will be appointed as contract workers, a budget allocation of Rp. 150 million for the salaries of program assistant staff (Uninhabitable Home Improvements), as well as a budget allocation of Rp. 100 million for collaboration with Fortuna media, because the governor's decision is in direct contact with the work program of the provincial regional administration, it is not a mandatory government affair or one in the North Central Timor District which is routinely carried out by the Regional Government with the DPRD in North Central Timor District.

Statement by the chairman of the North Central Timor DPRD, Hendrikus Frengki Saunoah, in the Plenary Session Room of the North Central Timor DPRD Office, asking the District Head, Raymundus Sau Fernandes, to immediately remove the Execution of the Duties (Plt) of the Council Secretary (Sekwan) of North Central Timor Regency³. The North Central Timor Regional Secretariat (Sekda) stated that the replacement of the Council Secretary's (Sekwan) Implementation of Duties (Plt) was a form of the Regent's good response to the request of the DPRD of North Central Timor Regency. "So, proposing an official request for a replacement, one of the responses from the Regent to a request from the DPRD has been followed up," said Yakobus Taek in response to a request from the North Central Timor DPRD in relation to the replacement.

The proposal to increase the number of regional contract workers (Teko) from 1,222 people to 1,827 contract workers became the subject of heated debate between North Central Timor Regent Raymundus Sau Fernandes and DPRD chairman Hendrikus Frengki Saunoah, as well as a number of members of the Council. The debate that lasted more than an hour took place in a plenary session of discussion. legislature through performance achievements and financial

accountability to the public or local communities, the two dimensions of joint decision making, is joint decision making, namely the existence of a consensus in decision making between the executive and the legislature, the third dimension of transparency, namely the existence of openness between the executive and the legislature in administering government in area, and the fourth dimension of mutual interest, namely the existence of mutual benefits from the relationship pattern between the Regional Government and the DPRD in North Central Timor District. This view is considered not yet comprehensive for analyzing the pattern of the executive's relationship with the DPRD, so the authors combine it with the theory of Dochas (2010), that in order to guarantee the harmonious relationship between the executive and the DPRD, a shared perception is needed, meaning that the executive and the DPRD have the same view in seeing the problems that exist in the DPRD. area as a common problem to be solved jointly; Effective communication means that the executive and the DPRD always maintain good communication in order to build and maintain a harmonious pattern of relations between the executive and the DPRD to achieve the goal of cooperation in the regions. Although Wann and Day's theory (2010) looks more at the relationship pattern in education and Dochas (2010), sees the relationship pattern more with NGOs, there are components that are relevant and in accordance with the aspects of research conducted by researchers by discussing according to the research topics being discussed. carried out in order to analyze the problems carried out in research that are tailored to research needs.

METHODOLOGY AND PROCEDURES

Qualitative research, with the type or type of descriptive research, namely a type of research has the aim of analyzing in depth a phenomenon. This research describes more about a phenomenon and does not perform calculations using statistical figures. As stated by several experts, this research method is highly dependent on in-depth observations of human behavior and the environment (Bogdan, 1982, Miles and Huberman 1984; Brannen 2015). The approach used by the author in this study is an empirical approach, meaning that the author looks at empirical issues related to research problems, then the researcher takes the essence of the various conditions encountered at the research location, especially regarding the behavior of the individuals involved in the research, both from the Regional Government, the House of Representatives Regions, communities and other institutions that are determined as the target of this research object. The choice of this method is because the object under study requires direct observation from the researcher as the main instrument of research to examine the process and meaning.

RESULTS AND DISCUSSION

Mutual Interests

Mutual interest is a common interest to be achieved by the Regional Government and the community in administering governance in the region. The results of observations in the field of researchers found that the Regional Government has made efforts to fulfill the interests of the community through regional development strategic planning which is manifested in the form of 1. Empowering community economic institutions; 2. Develop economic potential based on natural resources and with an environmental perspective; 3. Increasing regional economic competitiveness; 4. Develop quality education that is equitable and accessible; 5. Improving regional infrastructure development and equity; 6. Realizing quality public services Improving the quality of management of the structure and pattern of spatial use in the City of Kefamenanu. 8. Improving the management of the North Coast coastal area; 9. Increasing the development of the State border area.

Facts on the ground show that the Regional Government has planned a program of regional

development activities contained in the strategic plan based on the real needs of the people in the North Central Timor Regency area, but in reality, at the implementation level of the work program, it has not been implemented optimally in improving people's welfare. This happened because the Regional Government and the DPRD did not create a climate of conducive cooperation by carrying out a priority scale of development activity programs carried out in the regions. As a result, the desired goals for improving the welfare of people's lives are not achieved properly.

The results of the observations of researchers in the field show that the Regional Government and the DPRD in North Central Timor Regency have not created a conducive working climate because the Regional Government and the DPRD in the administration of regional government concentrate more on the content of the interests of their respective political parties in order to find an image with the community in order to strengthen base of political parties at the local level. Thus, an equal partnership relationship between the Regional Government and the DPRD in the administration of the Regional Government, especially in improving the welfare of neglected communities, that:

"The regional government makes maximum efforts to carry out each program of regional development activities that have been determined through the regional development strategic plan, but one of the things that is not good is that the Regional Government (Regent) and the DPRD in carrying out regional government affairs are more dominant in fighting for the interests of their respective political parties. respectively. Examples of implementing community economic institutional empowerment programs and developing natural resource-based economic potential that are environmentally sound, as well as improving the management of the North Coast coastal area for the sake of increasing community welfare. If the implementation of the program has a positive bargaining value, the two local government institutions, namely the Regional Government (Regent) and the DPRD each show their fangs that the activity is carried out well because of the hard work of the Regional Government (Regent) and vice versa from the DPRD. thereby. In terms of the Regional Government has launched a fast, effective and efficient work program through the establishment of a quick win's work program in the area of North Central Timor Regency "

In accordance with the observations of researchers in the field, public services carried out by the Regional Government through the quick wins program are programs that have leverage related to improvements to the main agenda (core business). The types of services that will be used as quick wins are types of services that can quickly improve the quality of their services and have a positive impact on bureaucratic reform efforts that will be carried out by the North Central Timor Regency government as a whole. Several types of services selected to become quick wins, are carried out with the consideration that the Regional Government will make quick changes to improve the quality of services in the field of regional development that are directed at the real needs of the community, so that they can be implemented quickly and the community will be able to feel significant changes. With rapid changes to the quality of this type of service, it will have a positive impact on the image of implementing bureaucratic reform and increasing public trust in the North Central Timor District government because the government has sufficient capacity to carry out rapid change steps in order to improve the quality of development services through quick wins work program, that:

"DPRD is not yet optimal in carrying out the function of political representation. This means that the DPRD is an extension of the community, but in reality, the function of political representation has not run properly because the DPRD is difficult to fight for the interests of the community which are obtained by DPRD members through hearings or DPRD working visits. The difficulty is that the DPRD is not given space by the Regional Government to include community interests in regional budgeting, this is political equality between the government and the DPRD in the region"

In order to achieve common interests, especially the interests of the community where the Regional People's Representative Council has the function of political representation, namely in the constellation of government in the region. In essence, apart from being an official body that represents the people, DPRD is also an executive partner/partner in formulating policies in the context of running the wheels of regional government. This means that the DPRD as the people's representative in the region should have intellectual and professional capabilities in order to carry out a joint venture with the Regional Government to prioritize the interests of the community in the region through regional budgeting. This proves that the presence of the DPRD as the people's representative is not used properly in the context of efforts to fight for the interests of the community in the regional budget to be determined jointly between the Regional Government and the DPRD.

The results of field observations indicate that the DPRD has a politically weak bargaining position before the Regional Government, as a result the Regional Government is reluctant to accept work programs from the DPRD, especially those that are in direct contact with the interests of the people in the region. The politically imbalanced position of the DPRD and the Regional Government means that the Regional Government has an attitude of commitment to sticking with the entire program of activities that have been planned by the Regional Government to be stipulated in the regional budgeting by gaining legitimacy through the DPRD session to be determined and implemented (Primanto, 2020) .

Based on the results of the confirmation with the two informants above regarding mutual interests, it is known that the Regional Government and DPRD do not yet have the same consistent attitude in matters of governance in the regions. Because on the one hand the Regional Government has a strong consistency through the principle of quick wins in the region while the DPRD has the function of political representation from the community to compete fiercely with the Regional Government in order to pass the DPRD work plan based on the interests of the community, but the Regional Government is strictly not to do work program alignment with DPRD. As a result, the DPRD lacks enthusiasm for the Regional Government in carrying out government affairs in the North Central Timor District area. The attitude shown by the DPRD as above gives the impression that the DPRD is not using its authority, especially acting as a representative who has entrusted himself to occupy political positions as the people's representative in the region. The consequence is that people's trust in the DPRD begins to decline and this will result in the upcoming legislative elections, because the public will definitely not make their choice of the DPRD members concerned.

With regard to mutual interests, researchers conclude that the Regional Government and DPRD have an unfavourable relationship in the implementation of government activities in the region (NYIMAS AYU, 2023). It is said that because the Regional Government and the DPRD carry out different tasks and functions, but the DPRD and the Regional Government have one common goal, namely to provide welfare to the people of North Central Timor Regency as a whole. The thing that is very risky is where the Regional Government creates a model of development services quickly and has quick wins in accordance with strategic planning in order to improve people's living standards, but the DPRD still persists in the polemic of the Regional Government's rejection of the DPRD's work plan obtained through the recess. These are two very different things that researchers found, especially directly related to mutual interests or common interests that are carried out in order to provide a prosperous life for the people in the North Central Timor Regency area.

Respect

Respect is an attitude of mutual respect for one another from a person to other people, fellow friends, and the surrounding community. Respect already exists within a person because since childhood, humans have been taught to respect each other. In social life, respect grows well

because every day humans communicate to establish community relations. In general, respect is a way of feeling and behaving with other people (Ansori et al., 2021). Respect and courtesy are a small part of the many values contained in existing character values. Respect is an attitude of respect/respect for oneself, others, and the environment, treating others as the desire to be respected, civilized and polite, not harassing and insulting others, not judging others before getting to know them well. In connection with this respect, there are two important things that are analyzed, namely mutual respect and mutual acceptance between the Regional Government and the DPRD to make joint decisions related to the interests or needs of the community.

Facts on the ground show that the attitude of respect between the Government and the DPRD in the implementation of government affairs in the regions looks not good, this is evidenced by the existence of ego attitudes from each institution such as, not respecting each other in the alignment of work programs between the Regional Government (Regent) and DPRD, In addition, the DPRD always rejects the Regional Government through the Regional Regulation Draft which is the initiative of the Regional Government without professional reasons. directly to the real needs of the community (Madani, 2020). The results of the observations of researchers in the field show that the Regional Government and DPRD lack positive respect for one another, especially with regard to government administration activities in the regions, professionally related to the tasks and functions carried out by each institution, but what happens in the regions between the Regional Government and the DPRD to give mutual respect which is less pleasant to each other by maintaining the status quo displayed by the Regional Government and the DPRD in carrying out government affairs in the region. If this thing thrives in regional government, then it is clear that the goal of achieving the government's work program in the framework of improving the welfare of the people of North Central Timor Regency will be a mere utopian thing. Respect is important for regional government because good respect in local government will ensure the establishment of a conducive working climate between the Regional Government and DPRD as equal partners in administering governance in the area of North Central Timor District. Regional Government and DPRD have duties and functions each in the region, but the functions and tasks are different not in the sense that the relationship between these two institutions has to experience ups and downs, but these two institutions are synergistic and have one goal to develop the region, especially in North Central Timor District. DPRD has a control function over the Regional Government, then the Regional Government is the institution authorized to run the wheels of government. For this reason, between the Regional Government and DPRD there should not be a power that dominates unilaterally. DPRD is an institution where each member comes from a certain party.

The fact on the ground is that the DPRD in carrying out its work activities cannot be separated from the interests of the party, as is the case with the executive represented by a Regional Head, who both come from certain political parties and each carrying out their duties cannot be separated from the control of their party's interests. As a result, the relationship between the two institutions is not harmonious, because the strong influence of political parties dominates these two regional government institutions, where in fact the Regional Head comes from the Nasdem party and the DPRD chairman comes from the PDIP party.

After the amendment to the 1945 Constitution regarding the election of the Executive/Governor/Deputy and the election of the DPRD which has changed the pattern or system with direct election by the people. With direct election by the people, regional heads and DPRD members feel they have the right/legitimacy that they are representatives of the people directly who feel they have the full support of the people. Things like this can be an impetus for Regional Heads to become less tolerant of opposition groups/Council. This is what makes the selfish attitude between the Regional Head and the DPRD become stronger. An equal partnership relationship between the Regional Head and the Legislature will experience a prolonged deadlock. The relationship between the Regional Government and the DPRD does

not find a positive signal due to selfishness on each side who feels they have strong power/legitimacy because they are directly elected by the people, it is only natural for the Regional Government and DPRD always cooperate where one is the executor and the other is the control over the implementation of the policy. This is what will make it better than a relationship that brings each other down so that the end is not in favor of the people. However, in reality what happened in Timor Tengah Utara District, the relationship between the Regional Government and DPRD experienced disharmony in the 2019 RAPB. The disharmony of these two institutions caused the discussion/approval of the 2019 APBD to be delayed. The ratification of the 2019 APBD should have been carried out before the current fiscal year, namely the December 31, 2018 at the latest the APBD is approved, but the ratification is not discussed until it finally continues in 2019.

The bad relationship between the Regional Government and the DPRD during the discussion/approval of the budget did not only occur in the North Central Timor District. However, several regions also experience the same problem. The disharmony of the relationship between the two institutions could have been caused by differences in political parties between the executive and the dominant party in the DPRD, so that during the discussion of the program proposed by the executive, no decision was made from the DPRD because the DPRD also proposed its own program. This difference is not harmonious between the Regional Government and the DPRD, causing the APBD to experience delays.

Trusts

Trust is trust in a person or group of people within the scope of organizational life because that person is considered to have the ability to carry out organizational tasks and activities in order to achieve the goals that have been mutually agreed upon. The definition of trust in this study is related to the trust that is built between the Regional Government and DPRD in joint decision making by looking at the competence and predictability that the Regional Government and DPRD have in joint decision making. Principles and trust in partnerships will go well according to the purpose of forming partnerships (Daraba et al., 2020). Partnerships will produce results if each partner makes a good contribution and is rewarded with good deeds, there is trust, mutual respect between one partner and another, and the partnership program is run by partners by prioritizing joint decision-making, carried out in a transparent and accountable manner, implemented in a sustainable manner for the common good.

Competence is the ability possessed by someone in the framework of carrying out certain activities in order to achieve the goals that have been set (Darim, 2020). For this reason, in the administration of governance in the regions, especially joint decision-making between the Regional Government and the DPRD, it definitely requires the capabilities of these two institutions in order to make good decisions in accordance with the interests of the people in the area. Competence comes from the English language competence which means ability or skill. Competence in a broad skill can also be described as an underlying characteristic of an individual that is closely related to a person's performance in doing his job which includes motivation, traits and attitudes, self-concept, knowledge and behavior or skills.

Facts in the field show that the Regional Government with the Regional People's Representative Council can carry out government activities or activities properly, so they must have formal education completed by someone in the Regional Government and DPRD, because with this formal ability, both the Regional Government and DPRD can utilize their knowledge in accordance with their respective disciplines to support the tasks carried out by the Regional Government and the DPRD. In addition to competence, skills are also very important for these two institutions, because experience or skill is also a determining factor for a person in carrying out a job properly and with full responsibility in his field of work. The right man in the right place is the main basis for Regional Government in the sphere of life local government

organizations. Because placing a person in his place in accordance with the knowledge and knowledge that he has will automatically make it easier for the person concerned to move enthusiastically about what he has to do because the scientific discipline is in direct contact with the task he is carrying out.

In addition to the right man in the right place, the Regional Government also promotes its staff or subordinates in accordance with the length of time the person concerned has worked, for this reason regarding the competence possessed by the Regional Government even though there are deficiencies in carrying out government duties is considered normal as a human being who cannot be spared from deficiencies but guarantees that the Regional Government has endeavoured to place a person according to the knowledge possessed as well as adequate skills in the context of carrying out government activities in order to achieve the goals that are expected together.

With regard to joint decision-making carried out by the Regional Government, both each Regional Apparatus Organization (OPD) as an extension of the Regional Government is carried out based on mechanisms and procedural rules at a higher level and in the North Central Timor Regency area adjusted to Regional Regulations and Regional Head decisions as the foundation for each Regional Apparatus Organization (OPD) in completing the tasks and functions it carries out. Armstrong, (2003: 86) "competence refers to the behavioral dimension of a role or behavior that is needed by a person to be able to carry out his work satisfactorily. Competence as a person's ability to complete work at a satisfactory level in the workplace, including one's ability to transfer and apply these skills and knowledge in new situations and increase agreed benefits. This means that competence explains what people do in the workplace at various levels with their respective standards, identifying the characteristics, knowledge and skills required by individuals who carry out their duties and responsibilities effectively so as to achieve professional quality standards at work.

Facts in the field show that the average level of formal education completed by the DPRD of North Central Timor Regency is at the S1 level, but the DPRD of North Central Timor Regency is still experiencing deficiencies because it is not balanced with the practical skills possessed by the DPRD, especially in the DPRD which is still new means that there is a DPRD that has just occupied the political position of the DPRD in 1014/2019 as a result of which the DPRD has difficulty being able to compete with the Regional Government in finalizing a work program which is the work of the DPRD in North Central Timor District.

The real facts on the ground regarding the level of formal education completed by the DPRD of North Central Timor Regency are 17 DPRD members who graduated from bachelor's degrees and 13 DPRD members who graduated from high school (SMA). Real facts like this show that the capacity of members of the North Central Timor Regency DPRD formally is still minimal when compared to the formal capacity of the Regional Government of North Central Timor Regency in which there are Regional Offices with Regional Technical Institutions as extensions of the Regional Government.

Facts on the ground like this give an impression that the competence of DPRD members in capturing and responding to community aspirations which is then transferred to the realm of regional decision/policy formulation is clear that DPRD institutions are still experiencing the following obstacles: 1. Human Resources for DPRD members are limited. The 2014 general election was a very open and democratic election compared to previous elections. As a result of the democratic elections, the representatives sitting in DPRD are representative representatives. However, the question is whether the representative is supported by adequate human resources. Due to a lack of understanding of the technique for formulating Draft Regional Regulations and also being supported by inadequate human resources, so that the discussion of Draft Regional Regulations sometimes encounters obstacles. Due to the protracted tug of war between the

DPRD members themselves who were involved in discussing the Raperda and the Executive, however, the Regional Regulation was finally finalized. Often there is an understanding that is trivial so that it delays the discussion of the Raperda which wants to be resolved quickly. Most of the DPRD members are newcomers, with their experience regarding the technique of drafting the Raperda, which is still low, causing various difficulties in the discussion. On the other hand, the old members did not really help the new members to understand how the Raperda was formulated, so the arguments put forward by the new members were not in accordance with the objectives being discussed. This problem can usually be resolved by the chairman of the special committee (Pansus) who is neutral and impartial to any interests and the awareness of DPRD members of the importance of deliberation and consensus.

With regard to competence in joint decision-making between the Regional Government and the DPRD, the researcher concludes that competence can be used as one of the components and requirements for assessing performance outcomes produced by the Regional Government and DPRD through the duties and functions carried out by the Regional Government and DPRD, and competence is also directly attached in positions held by the Regional Government with DPRD in the formation and development of organizations (Organization Designing and Development). A solid organization is an organization that has a strong foundation framework determined by technical capabilities (competencies). To find out the pattern of the relationship between the Regional Government and DPRD regarding mutual interests, the researcher describes it as follows:

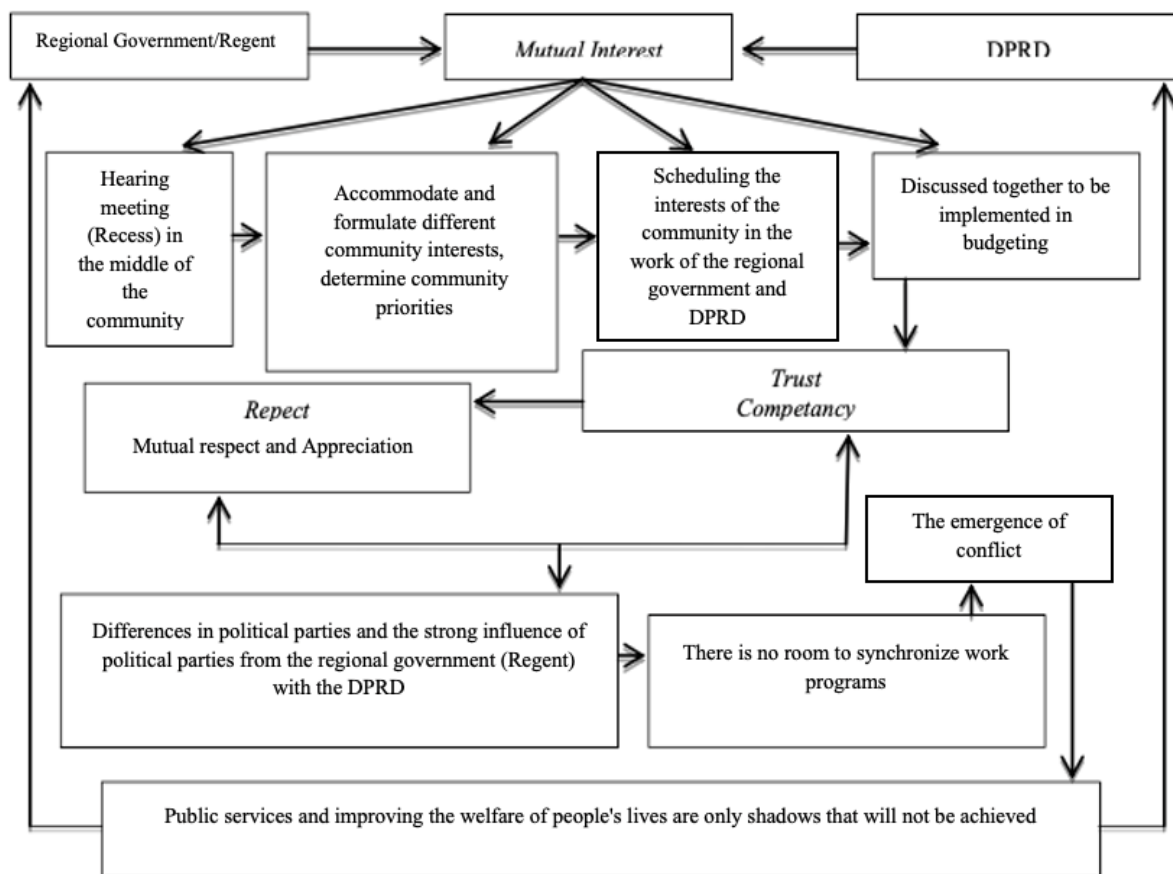


Figure 1. Pattern of relationship between Regional Government and DPRD through mutual interest

CONCLUSION AND SUGGESTION

The Mutual Interest dimension is weak respect, trust between the two institutions, strong

domination by political parties by ignoring the interests of society. As a result, the final result in the form of an outcome, namely increasing the welfare of the community, is considered to have not been successful.

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