



AGILE GOVERNANCE AND INSTITUTIONAL RESILIENCE: AN EVALUATION OF ADAPTIVE POLICY THE SOCIAL AFFAIRS OFFICE OF EAST JAVA PROVINCE

Karlina Winaryanti ¹, Ulul Albab ², Ika Devi Pramudiana ³

¹ University Dr. Soetomo, Indonesia

² University Dr. Soetomo, Indonesia

³ University Dr. Soetomo, Indonesia

Email : winaryanti@gmail.com¹

E-ISSN : 3109-9777

Received: August 2026

Accepted: August 2026

Published: August 2026

Abstract :

This study aims to analyze the implementation of agile governance and its contribution to strengthening institutional resilience in adaptive policy evaluation at the Regional Social Service of East Java Province. The research employs a qualitative approach with a case study design to explore governance dynamics and policy evaluation processes within a public institutional context. Data were collected through in-depth interviews, observation, and document analysis, and were examined using thematic analysis techniques. The findings indicate that agile governance principles are reflected in policy responsiveness, flexible coordination, cross-sector collaboration, and data-driven evaluation processes. Adaptive policy evaluation contributes significantly to enhancing anticipatory, adaptive, and transformative capacities as the core dimensions of institutional resilience. However, structural challenges such as limited human resource capacity and regulatory synchronization continue to affect the optimization of adaptive governance practices. The study concludes that the integration of agile governance and institutional resilience represents a strategic approach to improving social policy effectiveness in complex and uncertain environments. This research provides theoretical contributions to the development of adaptive public administration paradigms and practical implications for strengthening institutional capacity in the social service sector.

Keywords : agile governance, institutional resilience, adaptive policy evaluation, public administration, social services.

INTRODUCTION

The increasingly dynamic changes in the strategic environment, driven by digital disruption, social crises, and global uncertainty, require the public sector to adopt a more adaptive and responsive governance approach. The concept of agile governance has emerged as a new paradigm in public administration that emphasizes flexibility, collaboration, and decision-making based on continuous learning (Amantha, 2024). Unlike rigid traditional bureaucratic models, this approach encourages policy innovation capable of responding to change quickly and effectively. In the context of social services, the need for rapid responses has become increasingly crucial as it directly concerns vulnerable groups. Therefore, the integration of agile governance within social service institutions is academically relevant to examine (Suryani & Diniawaty, 2024).

On the other hand, institutional resilience is a key factor in ensuring the sustainability of public organizational performance amid both external and internal pressures. Resilience is not merely understood as the ability to survive,



but also as the capacity to adapt and strategically transform (Izzati, 2026). Resilient institutions are capable of conducting reflective policy evaluations and improving structural as well as procedural weaknesses. In the realm of public administration, this concept is closely related to institutional capacity, adaptive leadership, and effective risk management. Therefore, the relationship between agile governance and institutional resilience becomes a significant focus of analysis (Salam et al., 2024).

The context of social policy in Indonesia demonstrates complex challenges that require adaptive approaches in both policy implementation and evaluation. The Social Affairs Office, as the frontline institution in social welfare services, faces dynamic issues related to poverty, social protection, and community empowerment. At the regional level, institutional capacity is often tested by limited resources, cross-sector coordination challenges, and demands for public accountability (Febrian & Muljanto, 2024). Adaptive policy evaluation becomes an important instrument to ensure that social programs remain relevant and effective. Thus, studying adaptive governance practices at the provincial level constitutes an important contribution to the public administration literature (Wahid et al., 2022).

East Java Province, as one of the most populous provinces in Indonesia, faces diverse and complex social issues. The Social Affairs Office of East Java Province is required to design and evaluate policies that are responsive to socio-economic changes within society (Rudyanto, Timoty et al., 2025). In both crisis situations and normal conditions, the institution's ability to adjust policies serves as a key indicator of governance effectiveness. The agile governance approach can strengthen coordination mechanisms, transparency, and participation in the policy evaluation process. This, in turn, reinforces the dimension of institutional resilience in facing long-term challenges (Bakarbesy, 2024).

Based on the above explanation, this study aims to analyze how agile governance is implemented in adaptive policy evaluation and how it contributes to strengthening institutional resilience. This research is expected to provide theoretical contributions to the development of contemporary public administration paradigms, particularly in the context of adaptive governance (Tiong et al., 2024). Furthermore, this study also has practical implications for strengthening institutional capacity in the social service sector. Through a comprehensive approach, this research seeks to bridge the gap between theory and practice in public policy evaluation. Therefore, this study is relevant in enriching international discourse on the transformation of public sector governance in an era of uncertainty (Unga et al., 2025).

RESEARCH METHOD

This study employs a qualitative approach with a case study design to analyze the implementation of agile governance and institutional resilience in adaptive policy evaluation at the Dinas Sosial Provinsi Jawa Timur. This approach was selected because it allows for an in-depth exploration of governance dynamics, policy evaluation processes, and interactions among

actors within an institutional context. The case study method is used to understand the phenomenon contextually and comprehensively within a real public organizational environment. Thus, this research emphasizes processual understanding rather than statistical generalization (Alaslan, 2023).

The research location is focused on the Dinas Sosial Provinsi Jawa Timur as the implementing institution of social policies at the provincial level. The research subjects include structural officials, policy analysts, program implementers, and relevant stakeholders involved in the policy evaluation process. Informants were selected using purposive sampling techniques based on their direct involvement in the formulation, implementation, and evaluation of social policies. This method aims to obtain relevant and in-depth data regarding adaptive governance practices.

Data collection techniques include in-depth interviews, limited participatory observation, and documentation studies of program evaluation reports, planning documents, and related regulations. Interviews were conducted in a semi-structured manner to explore informants' perspectives on policy flexibility, feedback mechanisms, and institutional capacity in responding to change. Observations were carried out to directly understand coordination patterns and organizational dynamics. Meanwhile, documentation was used to strengthen the validity of empirical data (Annasthasya et al., 2025).

Data analysis was conducted using interactive analysis techniques, including data reduction, data display, and gradual conclusion drawing. The analytical process was carried out simultaneously with data collection to identify patterns, themes, and relationships among concepts. This study applies a thematic analysis approach to categorize findings based on the dimensions of agile governance and institutional resilience. In this way, data interpretation is conducted systematically and grounded in the established theoretical framework.

To ensure validity and reliability, source and method triangulation techniques were applied. Data validity was strengthened by confirming interview results with official documents and conducting member checking with informants. In addition, the researcher maintained an audit trail to ensure transparency throughout the research process. Through these procedures, this study is expected to meet methodological rigor standards in international public administration research.

FINDINGS AND DISCUSSION

Implementation of Agile Governance in Adaptive Policy Evaluation

The findings indicate that the implementation of agile governance principles in policy evaluation at the is reflected in more flexible and responsive coordination mechanisms. The evaluation process is no longer purely hierarchical but involves cross-sectoral collaboration and engagement with external stakeholders. Internal communication patterns demonstrate an acceleration in decision-making processes through thematic coordination meetings and the use of data-based information systems. This reflects a shift from

a procedural approach toward an iterative and feedback-driven model. Thus, the institution has begun to adopt adaptive principles within the social policy cycle (Sulastri & Permatasari, 2023).

Furthermore, the monitoring of social programs is conducted periodically using a performance-based approach and more dynamic field evaluations. Field findings serve as the basis for technical program adjustments without having to wait for formal regulatory changes. This condition demonstrates administrative flexibility that enhances policy responsiveness to social dynamics. From the perspective of agile governance theory, these mechanisms reflect characteristics of continuous improvement and feedback integration. Therefore, policy evaluation functions not only as a control instrument but also as a means of organizational learning (Ansyah & Nur, 2022).

The study also finds that the implementation of agile governance still faces structural challenges. Limited human resources with adequate data analysis capacity, as well as a bureaucratic culture that remains largely procedural, serve as inhibiting factors. Although digitalization efforts have been initiated, the integration of information systems across units has not yet been fully optimized. This indicates that transformation toward fully agile governance requires sustained institutional capacity building. Hence, the implementation of agile governance remains in a transitional phase toward a more mature adaptive governance model.

In addition to coordination and responsiveness, the findings also reveal changes in leadership patterns that are more adaptive in the policy evaluation process. Unit leaders no longer function solely as administrative controllers but also as facilitators of collaboration and policy innovation. This leadership style encourages openness to input from technical implementers in the field. Such conditions strengthen a more participatory organizational culture that is receptive to learning. From the agile governance perspective, adaptive leadership becomes a critical element in accelerating the transformation of public governance.

On the other hand, the digitalization of social services supports the implementation of agile principles by providing faster and more integrated data access. The utilization of electronic reporting systems accelerates problem identification and the formulation of policy recommendations. Although system integration remains incomplete, this effort demonstrates the institution's commitment to building technology-based governance. Digital transformation contributes to administrative efficiency while enhancing transparency in the evaluation process. Thus, digital governance serves as a supporting instrument in strengthening agile governance practices within the social service sector (Rahmadhani et al., 2022).

Table 1. Implementation of Agile Governance in Adaptive Policy Evaluation

Agile Governance Dimension	Finding Indicator	Description of Research Findings	Administrative Implications
-----------------------------------	--------------------------	---	------------------------------------

Responsiveness	Speed of program adjustment	Social programs can be adjusted based on field monitoring results without waiting for formal regulatory revisions	Enhances policy effectiveness in responding to social dynamics
Organizational Flexibility	Cross-sector coordination patterns	Coordination is conducted through dynamic thematic forums and routine evaluation meetings	Reduces bureaucratic rigidity and accelerates decision making
Collaboration	Stakeholder involvement	Evaluation involves internal units, regional partners, and relevant stakeholders	Strengthens legitimacy and improves the quality of policy evaluation
Data-Driven Approach	Utilization of information systems	Program monitoring uses performance reports and field data as the basis for adjustments	Encourages evidence-based policy decision making
Continuous Improvement	Feedback integration	Evaluation results are used as the basis for periodic technical program improvements	Builds a culture of organizational learning
Structural Challenges	Human resource capacity and system integration	Limited data analysis capacity and suboptimal integration of information systems	Requires strengthening institutional capacity and integrated digitalization

(Source: Findings, 2026)

Based on Table 1, the implementation of agile governance at the Dinas Sosial Provinsi Jawa Timur demonstrates a shift in governance patterns from a conventional bureaucratic model toward a more adaptive and responsive approach. The dimension of responsiveness is reflected in the organization's ability to adjust social programs based on field monitoring results without waiting for formal regulatory changes that typically require lengthy procedures. This indicates the presence of administrative flexibility within a well-maintained legal framework. Conceptually, this finding aligns with the principle of the iterative policy cycle in agile governance. Thus, the evaluation process functions as a rapid corrective mechanism in response to evolving community needs.

The dimensions of organizational flexibility and collaboration also reveal strengthened cross-sectoral coordination through dynamic thematic evaluation forums. This mechanism reduces bureaucratic rigidity and accelerates

consensus-based decision-making. The involvement of both internal and external stakeholders in the evaluation process enhances policy legitimacy while improving the quality of improvement recommendations. This practice reflects a networked governance approach, which forms part of the modern public administration paradigm. Therefore, collaborative governance becomes a key factor in supporting the adaptability of social policies.

Meanwhile, the data-driven and continuous improvement dimensions indicate that the institution has begun integrating performance reports and field data as a basis for decision-making. Evaluation is no longer merely administrative in nature but has evolved into a continuous organizational learning instrument. Nevertheless, structural challenges such as limited data analysis capacity and suboptimal integration of information systems hinder the full effectiveness of the agile approach. This underscores that transformation toward agile governance requires investment in strengthening human resource capacity and integrated digital systems. In other words, the success of agile governance implementation largely depends on comprehensive institutional readiness.

Strengthening Institutional Resilience through Adaptive Policy Evaluation

The study indicates that adaptive policy evaluation contributes to enhancing the institutional resilience of the Dinas Sosial Provinsi Jawa Timur. The organization's ability to quickly identify program-related problems demonstrates a relatively strong anticipatory capacity. In situations of social change and increasing public demands, the institution is able to make technical program adjustments in a timely manner. This reflects adaptive capacity, which serves as a key indicator of institutional resilience. Thus, adaptive evaluation functions as a mechanism for strengthening organizational robustness (Sukoco et al., 2025).

Internal reflection processes conducted through routine evaluation forums encourage collective organizational learning. Experiences from previous program implementation are used as references in formulating subsequent policies. This practice demonstrates the transformational dimension of institutional resilience, whereby the institution not only survives but also undertakes systemic improvements. From the perspective of resilience theory, this capability reflects the integration of adaptive and transformative capacities. Therefore, adaptive policy evaluation serves as a strategic instrument in building more resilient institutions.

The level of Institutional resilience is also influenced by external factors such as cross-sector coordination and regional budget support. Dependence on national policies sometimes limits the space for innovation at the provincial level. Moreover, rapid policy changes without synchronized regulatory support may create administrative uncertainty. This condition shows that institutional resilience is determined not only by internal factors but also by the broader governance ecosystem. Hence, strengthening resilience requires synergy between organizational flexibility and regulatory stability.

The findings further reveal that collaborative networks with district/city

governments and community-based social institutions contribute to reinforcing institutional resilience. These networks enable a more equitable distribution of information and resources in addressing complex social issues. Such collaboration creates reciprocal support mechanisms when external pressures arise, such as surges in social assistance demand. Within the resilience theory framework, collaborative networks represent social capital that strengthens the adaptive capacity of public organizations. Therefore, institutional resilience is built not only internally but also through strategic external relationships.

Furthermore, adaptive policy evaluation promotes the development of more systematic performance-based reflection mechanisms. Social programs are evaluated not only in terms of budget absorption but also based on their impact and benefits for society. This approach reflects a shift in orientation from mere administrative compliance toward outcome-oriented governance. Consequently, institutional resilience evolves alongside improved accountability and the quality of public service delivery. This demonstrates that adaptive evaluation serves as a strategic instrument in building institutions that are not only resilient but also progressive and sustainable (Yulia et al., 2025).

Table 2. Strengthening Institutional Resilience through Adaptive Policy Evaluation

Institutional Resilience Dimension	Finding Indicator	Description of Research Findings	Impact on Institutional Resilience
Anticipatory Capacity	Program risk identification	Routine evaluations are able to detect implementation obstacles at an early stage	Reduces the potential failure of social programs
Adaptive Capacity	Technical policy adjustments	Technical program changes are implemented according to evolving community needs	Increases policy relevance and sustainability
Transformative Capacity	Organizational learning	Evaluation results are used as a basis for refining work systems	Encourages continuous internal reform
Organizational Stability	Consistency of internal coordination	Internal reflection forums maintain program continuity	Strengthens bureaucratic cohesion and stability
External Support	Cross sector coordination and regulatory framework	Dependence on national policies affects regional innovation space	Resilience is influenced by the broader governance ecosystem

External Challenges	Policy and budget synchronization	Rapid policy changes may create administrative uncertainty	Requires regulatory harmonization and fiscal support
---------------------	-----------------------------------	--	--

(Source: Findings, 2026)

Based on the findings presented in Table 2, adaptive policy evaluation significantly contributes to strengthening the institutional resilience of the Dinas Sosial Provinsi Jawa Timur. The dimension of anticipatory capacity is reflected in the organization's ability to identify potential program obstacles at an early stage through routine evaluations. This mechanism enables the institution to minimize implementation risks and enhance the stability of social programs. From the perspective of resilience theory, anticipatory capacity constitutes a fundamental foundation for building organizational robustness. Therefore, adaptive evaluation functions as an early warning system within policy governance.

Regarding the dimensions of adaptive and transformative capacity, the findings indicate that evaluation results are utilized not only for short-term technical improvements but also for more fundamental refinements of work systems. The institution demonstrates the ability to adjust policies in accordance with the evolving needs of society. Moreover, internal reflection forums promote collective learning and the renewal of more effective working procedures. This reflects the integration of adaptive capacity and transformative capacity within the framework of institutional resilience. Consequently, the organization does not merely withstand external pressures but also grows through continuous learning processes.

Nevertheless, institutional resilience is also influenced by external factors such as the synchronization of national regulations and regional budget support. Dependence on central government policies may limit the space for innovation at the provincial level, particularly in the context of accelerating social policy changes. Regulatory inconsistencies and fiscal dynamics may create administrative uncertainty that affects organizational stability. Therefore, strengthening institutional resilience requires policy harmonization across levels of government as well as support from a stable governance ecosystem. In other words, the resilience of public institutions results from the interaction between internal capacity and a supportive external environment.

CONCLUSION

This study demonstrates that the implementation of agile governance in adaptive policy evaluation at the has functioned effectively and shows a tendency toward transformation into a more responsive and flexible governance model. The dimensions of responsiveness, collaboration, and data utilization in the evaluation process serve as key indicators of a shift from a traditional bureaucratic model toward a more adaptive approach. Policy evaluation is no longer positioned merely as an administrative instrument but as a mechanism

for continuous organizational learning. Thus, agile governance plays an operational role in strengthening the dynamics of adaptive social policies.

Furthermore, the study finds that adaptive policy evaluation significantly contributes to strengthening institutional resilience. The organization's anticipatory, adaptive, and transformative capacities indicate an enhanced ability to respond to social dynamics and external pressures. The institution is not only capable of withstanding change but also of undertaking strategic adjustments to ensure the sustainability of social programs. However, the level of resilience remains influenced by external factors such as regulatory synchronization and fiscal support, suggesting that public institutional resilience results from the interaction between internal capacity and the broader governance ecosystem.

Theoretically, this study reinforces the argument that the integration of agile governance and institutional resilience constitutes a relevant approach to public policy evaluation in an era of uncertainty. Practically, the findings imply that strengthening institutional capacity, digitalizing information systems, and fostering a culture of organizational learning are essential prerequisites for the successful implementation of adaptive policies in the social service sector.

REFERENCES

- Alaslan. (2023). Metode Penelitian Kualitatif.
- Alfikri, M. Y., Arnisyi, U., Azizah, Y. N., A, S. N., & Mawaddah, N. (2025). Kebijakan Publik : Pengertian , Teori Dan Karakteristik Menulis : Jurnal Penelitian Nusantara. Jurnal Penelitian Nusantara, 1(6), 29–33.
- Amantha, G. K. (2024). Implementasi Konsep Agile Governance Pasca Penyederhanaan Implementation Of The Concept Of Agile Governance After Bureaucratic Simplification At The Regional Secretariat. Jurnal Ilmiah Wahana Bhakti Praja, 14(2), 124–135.
- Annasthasya, D., Alfindoria, I., Rahayu, S., & Khair, O. I. (2025). Metodologi Penelitian Kualitatif: Tinjauan Literatur Dalam Konteks Pendidikan. Jurnal Ilmiah Multidisipin, 3(7), 423–429. <https://doi.org/10.60126/jim.v3i7.1070>
- Ansyah, M. R., & Nur, S. H. (2022). Monitoring Dan Evaluasi Dinas Sosial Kota Medan Dalam Penyelenggaraan Kebijakan Program Bantuan Sosial Tunai Kepada Masyarakat Terdampak Covid-19 Di Kelurahan Helvetia Timur. Professional: Jurnal Komunikasi Dan Administrasi Publik, 9(2), 255–260. <https://jurnal.unived.ac.id/index.php/prof/article/view/3097%0Ahttps://jurnal.unived.ac.id/index.php/prof/article/download/3097/2711>
- Bakarbessy, D. (2024). Resiliensi Komunitas dalam Menghadapi Bencana: Literature Review Pendekatan Kesejahteraan Sosial di Wilayah Rawan Bencana. JIIP - Jurnal Ilmiah Ilmu Pendidikan, 7(12), 14350–14356. <https://doi.org/10.54371/jiip.v7i12.6592>
- Duli, D. (2025). Analisis Resiliensi Ekonomi Lokal dalam Menghadapi Perubahan Iklim: Sebuah Tinjauan Literatur. Jurnal Kebijakan Pembangunan, 20(1), 1–14. <https://doi.org/10.47441/jkp.v20i1.404>

- Fathor. (2025). RESILIENSI ORGANISASI DAN KINERJA UKM DALAM MENGHADAPI KETIDAKPASTIAN EKONOMI DI ERA DISRUPSI GLOBAL. 06, 763–775.
- Febrian, A. T. S., & Muljanto, M. A. (2024). Implementasi Kebijakan Program Kelompok Usaha Bersama (KUBE) Dalam Menangani Kemiskinan Oleh Dinas Sosial Provinsi Jawa Timur. *PREDIKSI: Jurnal Administrasi Dan Kebijakan*, 23(1), 20. <https://doi.org/10.31293/pd.v23i1.7529>
- Izzati, U. A. (2026). EKSPLORASI RESILIENSI PEGAWAI ASN DALAM LINGKUNGAN KERJA BERTEKANAN TINGGI: STUDI KUALITATIF DESKRIPTIF. 13, 58–70.
- Muttaqin, M. A. (2022). Membangun Kebijakan Adaptif Menuju Dynamic Governance. *Jurnal Wacana Kinerja: Kajian Praktis-Akademis Kinerja Dan Administrasi Pelayanan Publik*, 25(1). <https://doi.org/10.31845/jwk.v25i1.773>
- Natalia, A. (2022). PARADIGMA GOOD GOVERNANCE DALAM ADMINISTRASI PUBLIK MEMFASILITASI PENCAPAIAN TUJUAN PEMBANGUNAN BERKELANJUTAN (TBP). *Paradigma Good Governance Dalam Administrasi Publik Memfasilitasi Pencapaian Tujuan Pembangunan Berkelanjutan (Tbp)*, 18(1), 1–26.
- Rahmadhani, wulan ayu, King, D., Sijabat, fernandes diego, Amin, M., & Raviqy, R. (2022). PEMANFAATAN WEBSITE SEBAGAI BENTUK DIGITALISASI PELAYANAN PUBLIK UNTUK MEWUJUDKAN TRANSPARANSI DI DINAS SOSIAL PROVINSI SUMATERA UTARA DAN PEMANFAATAN DIGITALISASI PADA PENDIDIKAN ISLAM. *Edukasi Islami: Jurnal Pendidikan Islam*, 11(1), 1167–1182. <https://doi.org/10.30868/ei.v11i01.2979>
- Rudyanto, Timoty, G. U., Nugroho, W. B., & Tamim, I. H. (2025). Perspektif Tindakan Sosial Tenaga Kesejahteraan Sosial Kecamatan (TKSK) Dinas Sosial Kota Denpasar. *Jurnal Administrasi Publik*, 2(10), 100–106. <https://doi.org/10.5281/zenodo.15386539>
- Salam, R., Bahasruddin, A., Wijaya, I. D., & Faisal, M. (2024). Strategi Meningkatkan Resiliensi Dalam Tata Kelola Pemerintahan Pada Era Digital. *Jurnal Administrasi Publik*, 20(2), 309–326. <https://doi.org/10.52316/jap.v20i2.437>
- Salam, R., & Rosalin, S. (2025). Integrasi Teknologi Dalam Pelayanan Publik Sebagai Upaya Meningkatkan Resiliensi Organisasi Pemerintahan Di Indonesia Integration of Technology in Public Services As an Effort To Enhance Government Organizational Resilience in Indonesia. *Palangga Praja*, 7(1).
- Sukoco, D., Utomo, M. D. S., Muchtadin S B, M., & Mahardhika, R. T. (2025). Model Resiliensi Bootcamp bagi ABH dan Diseminasi Buku Harapan dan Perubahanku di UPT PRSMP Marsudi Putra Surabaya. *Jurnal Pengabdian Sosial*, 2(11), 4697–4705. <https://doi.org/10.59837/c8ft5606>
- Sulastri, S., & Permatasari, A. (2023). Implementasi Konsep Agile Governance dalam Penanganan Krisis Ekonomi Pasca Pandemi COVID-19 di Provinsi

- Daerah Istimewa Yogyakarta. Jurnal Transformative, 9(2), 187–203.
<https://doi.org/10.21776/ub.transformative.2023.009.02.4>
- Suprastiyo, A., Warsono, H., & Astuti, retno sunu. (2023). Agile governance.
- Supriyadi, E. I., Priyatna, D. Y., Maulana, I., Brajanata, S. R., & Heriyanti, T. B. V. (2023). Implementasi Konsep Agile Government Melalui Pelayanan Administrasi Terpadu Kelurahan (Patek) Untuk Meningkatkan Public Service. *The World of Public Administration Journal*, 5(2), 64–73.
<https://doi.org/10.37950/wpaj.v5i2.1784>
- Suryani, E., & Diniawaty, S. A. (2024). Penyederhanaan Birokrasi : Wujud Nyata Langkah Pemerintah Indonesia Menuju Agile Governance. *Jurnal Publik*, 18(01), 11–25. <https://doi.org/10.52434/jp.v18i01.325>
- Tiong, P., Sumaryo, P., & Fatma, N. (2024). STRATEGI MODAL SOSIAL DALAM PENGEMBANGAN KELEMBAGAAN BUMDES SEBAGAI RESILIENSI PEMBANGUNAN EKONOMI SOSIAL. *Journal of Training and Community Strategi Adperstisi (JTCSA)*, 4(2), 42–57.
- Unga, O. W. H., Taya, L., & Rasudu, N. A. (2025). REVITALISASI: SOLUSI PENGUATAN PERAN DAN FUNGSI KELEMBAGAAN BADAN USAHA MILIK DESA SEBAGAI PILAR PEREKONOMIAN DAN PELAYANAN SOSIAL. 8(4), 3123–3136.
- Wahid, A. A., Ulumudin, A., & Muchtar, M. (2022). Evaluasi Kebijakan Akreditasi Lembaga Kesejahteraan Sosial (LKS) Dan Lembaga Kesejahteraan Sosial Anak (LKSA) Di Dinas Sosial Kabupaten Garut. *Jurnal Publik*, 16(02), 111–118. <https://doi.org/10.52434/jp.v16i02.168>
- Yulia, W. S., Amelia, L., & Yudha, A. W. (2025). Evaluasi Kebijakan Makan Bergizi Gratis di Sekolah Dasar: Implikasi Terhadap Kesehatan Anak dan Pemberdayaan Ekonomi Lokal. *Innovative: Journal Of Social Science Research*, 5(4), 1727–1736. <https://j-innovative.org/index.php/Innovative/article/view/20023/13637>