



Analysis of DKI Jakarta's APBD Fund Allocation Policy for Improving the Quality of Public Services at the City Level

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Abstract: This study aims to analyze the effectiveness of the allocation of funds from the Jakarta Regional Revenue and Expenditure Budget (APBD) in supporting the improvement of the quality of public services at the city level. By taking a qualitative approach, data was obtained from literature studies and analysis of documents related to the management of the Jakarta Regional Budget from 2008 to 2012. The results show that although there is an increase in regional revenue and expenditure growth during this period, there are still obstacles that hinder the effectiveness of APBD fund allocation, such as budget irregularities, weak budgeting control, and political dominance in budget decision-making. However, efforts to strengthen transparency, accountability, and community participation in the budgeting process were identified as potential solutions to address these barriers. This study illustrates the importance of effective management of public funds in improving the quality of public services at the city level, especially in the context of the Jakarta Regional Budget.

Keywords: Jakarta Regional Budget, effectiveness of fund allocation, public services, transparency, accountability, community participation

1. Introduction

The Regional Revenue and Expenditure Budget (APBD) is a policy instrument used by local governments, such as provinces, districts, and cities, to plan expenditures and revenues in a certain period (Gagola, Sondakh, & Warongan, 2017), (Edtiyarsih & Izzabillah, 2023). The APBD has a very important role in regulating local government activities and providing funds for the financing of various development programs and projects, as well as the provision of public services. The APBD consists of two main components, namely Regional Original Revenue (PAD) and Regional Expenditure (Sudaryo, Sjarif, & Sofiati, 2021), (Mardiasmo, 2021). Regional Original Revenue (PAD) is a source of income obtained directly by local governments from various sources, such as taxes, levies, regional-owned business results, and others. PAD is one of the determining factors in determining the ability of local governments to implement various development programs and provide public services. The revenue obtained from PAD is used to finance various government activities, including infrastructure development and health services and education (Adiyanti & Fathurrahman, 2021), (Kireina & Octaviani, 2021).

This study will discuss the analysis of the Jakarta Regional Budget fund allocation policy and its impact on improving the quality of public services at the city level. DKI Jakarta, as the center of national government and economy, has an important role in providing quality public services for its residents (Amal & Wibowo, 2022), (Sigit &

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Kosasih, 2020). One of the important aspects in providing these services is through the allocation of funds from the Regional Revenue and Expenditure Budget (APBD). In recent years, there has been a significant growth in Jakarta's Regional Original Revenue (PAD), demonstrating the ability of local governments to increase their revenues. The growth of PAD is accompanied by the growth of operating expenditure and capital expenditure, signaling the commitment of the DKI Jakarta Provincial Government in improving services and development in its region (Putra & Edward, 2020), (Heryanti, Wahidahwati, & Suryono, 2019).

However, despite the growth in regional financial management, there are still obstacles that hinder regional financial performance, especially in the allocation of APBD funds. The practice of budget irregularities, the weak budgeting control of the DKI Jakarta DPRD, and the strong political influence within the local government are challenges that need to be overcome (Mardiasmo, 2021), (Rukmini et al., 2022). In this context, this study will analyze in depth the policy of allocating Jakarta APBD funds in an effort to improve the quality of public services at the city level. By paying attention to the growth of regional revenue and expenditure and identifying existing obstacles, this study aims to provide a better understanding of the effectiveness of the Jakarta Regional Budget fund allocation policy and provide recommendations for future improvements (Meiryani, Fernando, Dewiyanti, & ..., 2021).

Meanwhile, Regional Expenditure is an expenditure planned by the local government to finance various development activities and programs, as well as the provision of various public services to the community. Regional Expenditure consists of two main types, namely operational expenditure and capital expenditure (Kenap & Walandouw, 2021), (Azahra & Lubis, 2021). Operational expenditure includes expenditure to finance routine activities of local governments, such as employee salaries, office operations, and subsidies, while capital expenditure is used for infrastructure development and long-term investment. In its implementation, the preparation and management of the APBD is carried out by paying attention to various aspects, such as the needs of the community, state financial principles, and applicable laws and regulations. The process of preparing the APBD involves various parties, including the executive and legislature, and pays attention to the principles of transparency, accountability, and community participation. Thus, the APBD has a very important role in the development and provision of public services at the regional level, as well as being the main instrument in regulating government activities and expenditures at the local level (Khamim, 2021), (Fazri & Prasajo, 2024).

Despite significant growth in Jakarta regional revenue and expenditure, there are still concerns regarding the effectiveness of the allocation of APBD funds to achieve development goals and optimal public services. Budget irregularities, weak budgeting control in the Jakarta DPRD, and political dominance in budget decision-making are the main obstacles that hinder the efficiency and effectiveness of the use of public funds. In addition, the importance of increasing transparency, accountability, and community participation in the process of allocating APBD funds also highlights the need for an in-depth evaluation of the policy (MUCHLIS, 2023), (BEKERJANYA & BAIK, n.d.). By understanding the existing obstacles and strengthening the mechanism of supervision

and public participation, it is hoped that it can improve the effectiveness of regional financial management and the quality of public services provided by the DKI Jakarta Provincial Government. Therefore, this study aims to comprehensively analyze the Jakarta APBD fund allocation policy and provide recommendations for future improvements, in order to create better public services for the community (Rahman & Ardiansa, n.d.).

2. Materials and Methods

The literature study method was chosen for this study because it allows to explore and analyze various sources of relevant information that already exist related to the Jakarta Regional Budget fund allocation policy. The first step in this method is to conduct a search and selection of various literature, including scientific journals, government reports, and official documents related to regional finance and Jakarta APBD policies. The selection of literature is carried out carefully based on its relevance to the research topic and the quality and validity of the information presented. Once the relevant literature has been collected, the next step is to conduct an in-depth analysis of the content of the literature. The analysis process involves identifying the main patterns, trends, and findings related to the APBD fund allocation policy, including factors that affect its effectiveness and obstacles faced in its implementation. An analysis was also carried out to identify policy recommendations that emerged from the literature. The entire process of studying this literature will provide a better understanding of the dynamics of the Jakarta Regional Budget fund allocation policy and become the basis for formulating relevant policy recommendations for improving the quality of public services at the city level.

3. Results and Discussion

The effectiveness of the Jakarta Regional Budget fund allocation policy in supporting the improvement of the quality of public services at the city level is an important focus in understanding the dynamics of regional financial governance and public services in the region. DKI Jakarta, as the country's capital and a dense center of economic activity, has a major challenge in providing quality public services to its heterogeneous population. Therefore, in this essay, we will explore the effectiveness of the Jakarta Regional Budget fund allocation policy in improving the quality of public services at the city level, by paying attention to various influencing factors and challenges faced (Sakti, Bintoro, Setyanti, & ..., 2024).

It is important to understand that the DKI Jakarta APBD fund allocation policy reflects the development priorities and strategies taken by the local government. The allocation of funds must take into account various needs of the community, such as infrastructure, education, health, and other social services. Thus, the effectiveness of this policy can be measured by the extent to which the allocation of funds is able to meet the needs of the community and improve their quality of life. One of the indicators of the effectiveness of the APBD fund allocation policy is the level of accessibility and quality of public services available to city residents. For example, in the education sector, the effectiveness of policies can be seen from increasing access to education for school-age children, improving the quality of educational facilities, and improving the quality of

teachers and educators. Similarly, in the health sector, policy effectiveness can be measured by increasing public access to affordable and quality health services, as well as increasing the coverage of public health programs (Waromi & Fenetiruma, 2020).

However, to achieve this effectiveness, there are various factors that need to be considered and overcome. One of the main factors is the availability of adequate financial resources. Although Jakarta's Regional Original Revenue (PAD) has experienced significant growth, the allocation of funds for various development programs and projects must be carefully prioritized to ensure that the most urgent needs are met. In this context, it is important to ensure that there is a balance between operational expenditure and capital expenditure, and to ensure that funds are available to finance programs that are sustainable and have a long-term impact. In addition, the effectiveness of the Jakarta APBD fund allocation policy is also influenced by institutional factors, such as the quality of regional financial management, transparency in the use of public funds, and public participation in the budgeting process. Good regional financial management will ensure efficiency in the management of public funds and control of ineffective or problematic spending. Transparency and accountability are also important to ensure that public funds are used appropriately and that there are no budget irregularities or corruption. Meanwhile, community participation in the budgeting process can increase policy legitimacy and ensure that community needs are reflected in fund allocation (Asfianur, Suswanta, & ..., 2023).

However, despite various efforts to improve the effectiveness of the Jakarta Regional Budget fund allocation policy, there are still various challenges that need to be overcome. One of the main challenges is related to the complexity of regional financial governance and the budgeting process which is still vulnerable to corrupt practices and budget irregularities. Therefore, more serious efforts are needed to strengthen the supervision and control system in the management of public funds, as well as increase transparency and accountability in the use of these funds. Overall, the effectiveness of the Jakarta Regional Budget fund allocation policy in supporting the improvement of the quality of public services at the city level is the result of various interrelated and influencing factors. To achieve this effectiveness, continuous efforts are needed from local governments, communities, and various related parties to ensure that the allocation of public funds is carried out appropriately, efficiently, and transparently, and can have a positive impact on the welfare of the people of Jakarta (Winaktoe, Schultz, & ..., 2024).

Factors that affect the effectiveness of the allocation of DKI Jakarta APBD funds can be grouped into internal and external factors. Internal factors include matters that are under the direct control of the DKI Jakarta local government, while external factors are factors that come from the external environment of the local government and can affect decision-making related to the allocation of APBD funds. The following are some of these factors:

a. Internal Factors

Budgeting Policy, The budgeting policy prepared by the Jakarta regional government has a direct impact on the effectiveness of the allocation of APBD funds. Accuracy in setting priorities for the use of funds, appropriate allocation for various development

and public service sectors, and expenditure control strategies are important factors in determining the effectiveness of fund allocation.

b. Financial Management

The quality of regional financial management greatly affects the effectiveness of the allocation of APBD funds. This includes the ability to plan, organize, direct, and control the use of public funds. Good management will ensure that public funds are used efficiently, effectively, and transparently.

c. Transparency and Accountability

The level of transparency and accountability in the management of public funds greatly affects the effectiveness of the allocation of APBD funds. Transparency in the budgeting process and use of funds, as well as accountability for the use of public funds, will increase public trust and reduce the risk of corrupt practices or misuse of funds.

d. Community Participation

Community participation in the budgeting process and decision-making related to the allocation of APBD funds is also an important factor in increasing its effectiveness. Involving the community in the planning, implementation, and evaluation of development programs and public services will ensure that the needs and aspirations of the community are reflected in the allocation of funds (Initiative, n.d.).

External Factors

a. National Economic and Financial Conditions

National economic and financial conditions can affect the effectiveness of the allocation of funds for the Jakarta Regional Budget. For example, sluggish economic conditions or exchange rate fluctuations can limit regional sources of revenue and affect the allocation of funds for various development programs and public services.

b. Central Regulations and Policies

Policies and regulations set by the central government can also affect the effectiveness of the allocation of DKI Jakarta APBD funds. Changes in fiscal policy or the transfer of fund allocation from the central government can affect the plan for the use of regional funds and require adjustments in their allocation.

c. Political Pressure

Political pressure from various parties, including political parties, interest groups, and the general public, can also affect the effectiveness of the allocation of APBD funds. The political interests of various actors can influence the priority of the use of funds, the allocation for various sectors, and the decision-making process related to the allocation of funds.

d. Demographic and Social Change

Changes in the demographics and social structure of the people of DKI Jakarta can also affect the effectiveness of the allocation of APBD funds. For example, an increase in population size or a change in the age structure of the population can affect the need for certain public services, such as education, health, and transportation.

By paying attention to these internal and external factors, the local government of DKI Jakarta can increase the effectiveness of the allocation of APBD funds and ensure that public funds are used optimally to improve the quality of life of people at the city level. The management of Jakarta APBD funds faces various obstacles, including the practice of budget irregularities, weak budgeting control, and political dominance in budget decision-making. These barriers hinder the effectiveness of the use of public funds and affect the quality of public services provided by local governments. The following are some of the main obstacles faced in the management of Jakarta APBD funds:

a. Budget Deviation Practices

Budget irregularities, including corruption, collusion, and nepotism (KKN), are the main obstacles in the management of Jakarta APBD funds. These practices can occur in various forms, ranging from falsifying budget documents, diverting funds for personal interests, to collecting bribes in the procurement process of goods and services. This practice of budget irregularities harms regional finances and hinders the effectiveness of the use of public funds for the development and provision of public services.

b. Weak Budgeting Control

Weak budgeting control is another factor that causes obstacles in the management of Jakarta APBD funds. Weak internal and external control systems can lead to budget irregularities and ineffective use of funds. The lack of transparency and accountability in the budgeting process and the use of funds also exacerbates this problem. Without adequate controls, it is difficult for local governments to ensure that public funds are used in accordance with the provisions that have been set and for the benefit of the community as a whole.

c. Political Dominance in Budget Decision-Making

Political dominance in budget decision-making is also a significant obstacle in the management of Jakarta APBD funds. Budget decision-making influenced by the political interests of various parties, including political parties, interest groups, and government officials, can lead to inefficient and ineffective allocation of funds. Budget policies that are based on political considerations rather than the needs of the community can result in budget irregularities and waste of public funds.

d. Lack of Supervision and Law Enforcement

The lack of supervision and law enforcement against the practice of budget irregularities is also an obstacle in the management of Jakarta APBD funds. Without effective oversight from supervisory agencies and law enforcement agencies, corrupt practices and misuse of public funds can continue unhindered. The lack of strict punishment for

budget irregularities also does not provide a sufficient deterrent effect to prevent the recurrence of these practices in the future (Sulistyo, Agusdinata, Brundiars, & ..., n.d.).

To overcome these obstacles, comprehensive and integrated measures are needed from the Jakarta local government, supervisory agencies, law enforcement agencies, and the community. Some of the steps that can be taken include:

a. Increasing Transparency and Accountability

The Jakarta regional government needs to increase transparency in the budgeting process and use of APBD funds and ensure accountability for the use of these funds. This can be done by providing more complete and easily accessible information about the budget and use of public funds, as well as by conducting periodic audits and evaluations of the use of funds.

b. Strengthening Internal and External Control Systems

The Jakarta local government needs to strengthen its internal and external control systems to prevent budget irregularities and ineffective use of funds. This includes improving internal oversight mechanisms, strengthening the role of supervisory agencies, and increasing cooperation with law enforcement agencies in cracking down on violations.

c. Increasing Community Participation

The Jakarta regional government needs to involve the community more actively in the budgeting process and decision-making related to the management of APBD funds. This can be done by holding public consultations, organizing meetings and discussions with residents, and involving community representatives in the budgeting process.

d. Strengthening Ethics and Organizational Culture

The Jakarta regional government needs to strengthen ethics and organizational culture that is clean and integrity in the management of APBD funds. This includes strengthening the code of ethics and conduct applied by government officials and local employees, as well as raising awareness of the importance of integrity and accountability in every aspect of public fund management.

By taking these steps, it is hoped that obstacles in the management of DKI Jakarta APBD funds can be overcome and the effectiveness of the use of public funds can be improved to improve the quality of public services provided by local governments. Increasing the effectiveness of the allocation of Jakarta APBD funds requires comprehensive and integrated efforts, including in terms of strengthening transparency, accountability, and community participation in the budgeting process. These steps are important to ensure that public funds are used appropriately, efficiently, and in accordance with the needs of the community. Here are some of the efforts that can be made to achieve these goals:

a. Strengthening Transparency in Fund Management

Transparency is the key to ensuring that the management of Jakarta APBD funds is carried out openly and accountably. Local governments need to provide complete and easily accessible information about the budget and use of public funds, including revenue and expenditure budgets, financial statements, and the results of evaluations and audits. This information can be conveyed through the official website of the local government, social media, and other publications to ensure that the public has easy access to the information.

b. Increasing Accountability in the Use of Funds

Accountability is an important principle in the management of public funds that emphasizes the importance of accountability for the use of these funds. The local government of DKI Jakarta needs to ensure that every expenditure of APBD funds is associated with a clear purpose and is accurately accounted for. This can be done by strengthening financial reporting and performance evaluation systems, as well as adopting best practices in regional financial management.

c. Encouraging Community Participation in the Budgeting Process

Community participation is a key element in ensuring that the needs and aspirations of the community are reflected in the allocation of APBD funds. The local government of DKI Jakarta needs to actively involve the community in the process of planning, implementing, and evaluating development programs and public services. This can be done by holding public consultations, organizing meetings and discussions with residents, and involving community representatives in the budgeting process.

d. Building an Effective Surveillance System

An effective supervision system is very important in supervising the use of APBD funds and preventing the occurrence of budget irregularities. The Jakarta local government needs to strengthen supervisory institutions and internal control mechanisms to ensure that the use of public funds is in accordance with the provisions that have been set. This includes conducting periodic audits and evaluations of the use of funds, as well as following up on findings and recommendations provided by supervisory agencies.

e. Increasing the Capacity of Human Resources

Adequate human resource capacity (HR) is a key factor in increasing the effectiveness of APBD fund management. The Jakarta local government needs to conduct training and development for employees involved in regional financial management, including in terms of financial management, internal control, and the application of best practices in the management of public funds.

f. Building a Culture of Integrity and Ethics

The Jakarta local government needs to build an organizational culture that is clean, ethical, and integrity in the management of APBD funds. This includes promoting values such as transparency, accountability, honesty, and professionalism at all levels of

government. The implementation of a clear code of ethics and behavior and the enforcement of sanctions against ethical violations are important steps in building a healthy organizational culture.

By taking these steps, it is hoped that the effectiveness of the allocation of DKI Jakarta APBD funds can be improved, and public funds can be used more appropriately, efficiently, and beneficial for the welfare of the community. These efforts will also help build public trust in local governments and increase their participation and involvement in the process of building and providing public services.

4. Conclusions

From this study, it can be concluded that the management of Jakarta APBD funds faces various complex challenges, including the practice of budget irregularities, weak budgeting control, and political dominance in budget decision-making. These challenges hinder the effectiveness of the use of public funds and have the potential to harm the interests of the community. However, efforts to strengthen transparency, accountability, and community participation in the budgeting process can be an effective solution in overcoming these obstacles. By strengthening the supervision system, increasing awareness of ethics and integrity, and actively involving the community in the decision-making process, it is hoped that the management of Jakarta APBD funds can become more effective and oriented to the interests of the community. In addition, it is important to remember that increasing the effectiveness of the allocation of DKI Jakarta APBD funds is not an easy task and requires a strong commitment from all relevant parties, including local governments, supervisory agencies, law enforcement agencies, and the community. With good cooperation and collaboration between various parties, as well as awareness of the importance of integrity, accountability, and public participation in the management of public funds, it can be expected that the management of Jakarta APBD funds will become more transparent, efficient, and oriented to the interests of the community as a whole.

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