DIJEFA: Dinasti International Journal of Economics, Finance & Accounting
E-ISSN: 2721-303X
P-ISSN: 2721-3021
https://dinastipub.org/DIJEFA dinasti.info@gmail.com +62 811 7404 455
DOI: https://doi.org/10.38035/dijefa.v7i2.6716
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Received: 08 May 2026 | Revised: 22 May 2026 | Accepted: 08 June 2026

Baktiseraga Village Governance as a Best Practice of Good Governance in Buleleng Regency

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Abstract: This study aims to comprehensively explore the implementation of good governance principles and identify the enablers and barriers of governance capacity in Baktiseraga Village, Buleleng Regency. Amidst the widespread phenomenon of village fund misallocation at the local level, Baktiseraga Village emerges as a high-performing entity that warrants deep investigation. By integrating Stakeholder Theory to analyze the Pentahelix actors and the Governance Capacity Framework (GCF) for systemic dimensions, this qualitative study employs an in-depth case study design. Data were gathered through semi-structured interviews with 15 key informants, non-participant observations, and documentation studies, which were then analyzed using an interactive model consisting of data reduction, data display, and conclusion drawing. The GCF scoring results demonstrate that Baktiseraga Village has successfully achieved a highly optimal transformative capacity level (score ++) in granular information transparency, inclusive accountability, and organic public participation with zero transaction costs by revitalizing the cultural value of ngayah. However, administrative gaps in formal authority and the institutionalization of innovation that remains person-centric pose potential barriers. This study concludes that the governance model of Baktiseraga Village represents a valid best practice in local public administration, offering a strategic recommendation to codify these innovations into Village Regulations.

Keywords: Best Practice, Baktiseraga Village, Good Governance, Governance Capacity Framework, Governance.

INTRODUCTION

The paradigm of good governance has emerged as a cornerstone in global public administration reform, fundamentally redefining the traditional relationship between the state and its citizens. Far surpassing the conventional, hierarchical notion of "government," which centers primarily on state institutional authority and top-down bureaucratic control, governance encompasses the collective mechanisms, processes, and formal or informal institutions through which citizens articulate their interests, exercise their legal rights, meet their obligations, and mediate their structural differences. Good governance is fundamentally characterized by the

synergistic, balanced interplay among three primary domains: the state, which acts as a facilitator and regulator; the private sector, which drives economic growth and market efficiency; and civil society, which provides social oversight, ethical grounding, and active public participation. The ultimate objective of this administrative paradigm is to establish solid, democratic, and highly accountable public resource management that minimizes systemic misallocation, eliminates corrupt practices, and safeguards equity, inclusivity, and the rule of law at every level of administration.

In Indonesia, the structural push for localized good governance gained unprecedented institutional momentum with the enactment of Village Law No. 6 of 2014. This landmark legislation radically shifted the national development paradigm from "developing villages" to "villages developing" by granting extensive political autonomy and substantial fiscal devolution directly to village administrations through the allocated Village Fund (Dana Desa). The underlying philosophy of this decentralization policy was to empower rural communities to become self-reliant, innovative, and socio-economically resilient entities capable of directly addressing localized public challenges. However, this massive, annual injection of financial resources has simultaneously introduced profound governance risks. Empirical evidence from various regions indicates that weak managerial capacity, inadequate financial literacy among rural officials, and poorly institutionalized accountability mechanisms at the grassroots level frequently lead to severe budgetary deviations, operational inefficiencies, and rampant financial corruption. Consequently, this dynamic has shifted the locus of public administration vulnerability from central bureaucratic agencies to rural authorities.

The systemic vulnerabilities associated with village financial mismanagement and administrative capacity deficits are starkly visible within Buleleng Regency, located in the Bali Province. In recent years, Buleleng Regency has witnessed a series of high-profile corruption scandals involving the explicit misappropriation of village funds, Village-Owned Enterprises (BUMDes) capital allocations, and direct cash social assistance (BLT). For instance, in late 2020, severe financial malpractice was uncovered within the BUMDes of Giri Mas Village, where substantial public funds were embezzled through fabricated accountability reporting for personal enrichment. This institutional failure was closely followed by similar financial irregularities in the management of Tirtasari Village's BUMDes in 2021. The most egregious and widely publicized violation occurred in Temukus Village, spanning from 2022 to early 2024, where village officials were judicially convicted of embezzling hundreds of millions of rupiah by systematically forging administrative signatures on social welfare allocations. These repetitive legal infractions reflect a profound deficit in local public accountability, a severe lack of institutional integrity, and a systemic failure of internal and external checks and balances within the regional administrative apparatus.

In sharp and exemplary contrast to this prevailing landscape of localized governance crises across Buleleng Regency, Baktiseraga Village stands out as a highly resilient and exceptional administrative anomaly. Baktiseraga Village has not only maintained an unblemished record regarding fiscal and financial integrity, but it has also successfully institutionalized a model of public administration excellence, effectively establishing itself as a benchmark for local best practices. Under visionary, transparent, and adaptive leadership, the village government has spearheaded innovative, sustainable initiatives that directly address critical socio-ecological and economic challenges. Notably, the village established a source-based waste management system through its TPS3R facility, effectively transforming organic waste into high-value compost to fuel local urban farming initiatives. Furthermore, the Revitalization of Unproductive Lands (RELt_PRO) program successfully reclaimed 20 hectares of idle land for agricultural optimization and community empowerment. These synchronized innovations earned Baktiseraga a prestigious position in the TOP 99 National Public Service Innovations awarded by the Ministry of Administrative and Bureaucratic

Reform (Kemenpan-RB), alongside national accolades for marine conservation through the Pokmaswas Penimbangan Lestari community group.

The sustained success of Baktiseraga Village in manifesting a robust best practice model is heavily anchored in an organic, multi-stakeholder collaborative network rather than isolated bureaucratic efforts. To dissect this phenomenon with rigorous academic precision, this study integrates Stakeholder Theory, specifically utilizing the Stakeholder Salience framework proposed by Mitchell, Agle, and Wood (1997), overlaid with the Pentahelix collaborative model. The Pentahelix collaboration within Baktiseraga Village dynamically integrates five core pillars: Government, Academia, Business, Community, and Media. By evaluating how these diverse actors deploy their respective attributes of power, legitimacy, and urgency, this research effectively maps the input dynamics that drive rural governance innovation. The active presence of definitive stakeholders across these five pillars forms a resilient social capital network capable of overriding bureaucratic inertia, reducing institutional friction, and fostering collective, grassroots ownership over local public development projects.

While stakeholder dynamics explain actor interactions and motivations, the systemic institutionalization of these innovations requires a rigorous evaluation of process-oriented capacities. Therefore, this study adopts the Governance Capacity Framework (GCF) formulated by Koop et al. (2017) as its primary analytical tool. Unlike traditional compliance-based assessment models that linearly evaluate superficial administrative outputs or simple regulatory conformity, the GCF comprehensively evaluates nine interconnected systemic conditions, including knowledge capacity, continuous innovation, resource flexibility, and the efficacy of policy instruments. The application of the GCF introduces a robust evaluative and prescriptive dimension to this study, enabling the analysis to look beyond mere project completion and rigorously evaluate the deep transformative and institutional capacity of the village governance system to withstand, adapt to, and sustainably resolve shifting socio-economic and political challenges.

Existing literature on rural governance frequently examines good governance principles through highly fragmented or purely quantitative lenses, such as isolating the statistical impact of transparency on financial reporting or measuring the technical adoption rates of village information systems (Darmanto et al., 2024; Nada & Khoiriawati, 2022). A critical research gap persists regarding how localized best practices successfully merge dynamic, actor-driven collaborations with long-term, systemic institutional readiness. This study directly bridges this literature gap by combining Stakeholder Salience with the GCF to evaluate the structural integrity of Baktiseraga Village. Consequently, the primary objective of this study is to comprehensively analyze the implementation of good governance principles in Baktiseraga Village and systematically identify the underlying enablers and barriers to its governance capacity. This case study offers valuable theoretical contributions to rural public administration literature and provides practical, scalable insights for other local governments aiming for sustainable administrative self-reliance.

METHODS

This research fundamentally adopts a rigorous qualitative methodology utilizing a descriptive case study design to comprehensively dissect the public governance architecture of Baktiseraga Village, Buleleng Regency. The qualitative paradigm was deliberately selected because the research objective transcends mere statistical frequency, hypothesis testing, or the quantitative measurement of linear variables. Instead, it aims to unearth deep semantic meanings, contextualize operational intricacies, and illuminate the highly complex social interactions among various actors within the rural administrative ecosystem (Creswell & Creswell, 2023; Yin, 2018). The core of this case study is to systematically investigate and answer the analytical "how" and "why" questions: specifically, how Baktiseraga Village

constructed a resilient, participatory governance system, and why it successfully insulated itself from the pervasive financial integrity crises that frequently afflict neighboring rural entities. Empirical fieldwork was intensively conducted over a continuous six-month period, spanning from August 2025 to January 2026.

Subject selection was meticulously executed through a purposive sampling strategy, wherein informants were deliberately chosen as information-rich cases based on their direct structural involvement, profound empirical understanding, and proven track records in localized decision-making. To guarantee that the compiled data remained multidimensional and devoid of internal institutional bias, the informant clustering was theoretically anchored in Stakeholder Theory, specifically operationalizing the Stakeholder Salience model integrated with the Pentahelix collaborative framework.

Strictly governed by the principle of data saturation, the research iteratively engaged a total of 15 key informants representing the five definitive pillars of the Pentahelix network. These pillars comprised: (1) The Government Element, consisting of the Village Head and the administrative apparatus; (2) The Academic Element, involving local public policy and management scholars from regional universities; (3) The Business Element, encompassing local entrepreneurs and the executive directors of the Village-Owned Enterprise (BUMDes); (4) The Community Element, represented by the leadership of the Village Consultative Body (BPD), traditional customary leaders, and members of the Community Supervisory Group (Pokmaswas); and (5) The Media Element, represented by local journalists who actively cover bureaucratic issues and rural innovations in Buleleng Regency.

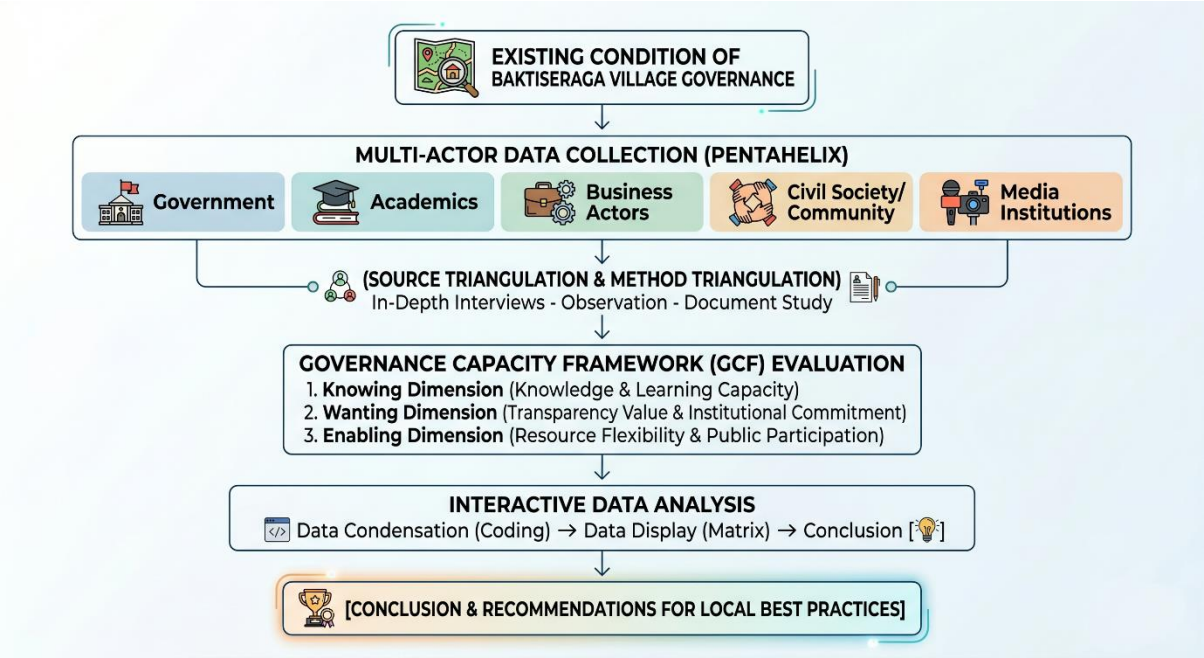
Table 1. Distribution of Key Informants Based on the Pentahelix Framework

Pentahelix Element	Informant Role / Institution	Number of Informants
Government	Village Head and Baktiseraga Village Government Apparatus	4
Academia	Public Policy and Management Scholars (Local University)	2
Business	Executive Directors of BUMDes and Local Entrepreneurs	3
Community	Leadership of BPD, Traditional Customary Leaders, and Pokmaswas Penimbangan Lestari Members	4
Media	Local Journalists (Bureaucracy and Village Innovation Focus)	2
Total		**15**

The central analytical instrument deployed to systematically operationalize the governance variables is the Governance Capacity Framework (GCF), developed by Koop et al. (2017). The GCF functioned prescriptively as the primary architectural blueprint for constructing the interview protocols. It structurally dissects governance capacity into three interwoven macro-dimensions: 'Knowing', 'Wanting', and 'Enabling'. These dimensions are further systematically deduced into 9 operational systemic conditions—such as community awareness levels, policy instrument efficacy, and organic public participation—and subsequently broken down into 27 highly specific indicators. The evaluation of these indicators utilized a modified qualitative Likert scoring matrix, classifying systemic capacity into five tiered levels: highly limiting (--), limiting (-), neutral (0), encouraging (+), and highly encouraging (++). This scoring was strictly utilized as an ordinal proxy to map the maturity matrix of the existing governance capacity conditions, which were subsequently synthesized into descriptive-analytical narratives rather than absolute mathematical quantifications.

Data collection was executed using rigid source and technique triangulation. Primary data extraction heavily relied on semi-structured in-depth interviews guided by the GCF indicators. These sessions were designed dynamically, granting the flexibility to deploy

targeted probing questions to capture unexpected sociological nuances (Brinkmann & Kvale, 2024). This empirical data collection was substantially sharpened through non-participant observation. Direct on-site observations were conducted on public service circulation mechanisms, decision-making forums, and the operational facilities of village innovations, notably the TPS3R waste management infrastructure and the urban farming ecosystem. To cross-validate historical and formal claims, these observations were complemented by comprehensive documentation studies, scrutinizing village regulatory documents (Perdes), Village Governance Implementation Reports (LPPD), and Village Budget (APBDes) realization portfolios.



Source: Research Results

Figure 1. Integrative Data Collection and Analysis Flow Based on GCF.

The data analysis mechanism was operationalized using a comprehensive, interactive, and continuous model that synthesized the qualitative analysis frameworks of Miles, Huberman, and Saldaña (2020) alongside the thematic stages articulated by Braun and Clarke (2021). The analytical construction rests upon four mutually influential, circular processes: initial data collection and familiarization (transcribing audio and digitizing field notes); data condensation (selecting and simplifying raw data through an initial coding process exclusively pegged to the 27 GCF indicators); data display (assembling fragmented information into narrative descriptive matrices); and conclusion drawing and verification. To safeguard a high degree of validity, neutralize researcher bias, and ensure the trustworthiness of every presented conceptual claim, this study rigorously executed cross-triangulation and member checking mechanisms. Through member checking, the drafts of preliminary interpretations were re-consulted with representative key informants, guaranteeing that the academic narratives authentically parallel their dialectical experiences regarding the actualization of governance best practices in Baktiseraga Village.

RESULTS AND DISCUSSION

Based on an in-depth qualitative exploration of the structural and social actor interactions within Baktiseraga Village, this study reveals that the success of public administration governance in this entity is not built solely upon the foundation of formal regulatory

compliance. Rather, it is an intricate and harmonious orchestration of technological adaptation, the revitalization of local cultural values, and the ethical commitment of its leadership. The evaluative implementation of the Governance Capacity Framework (GCF) provides a highly comprehensive mapping regarding the maturity level of the village's governmental system. Through the GCF matrix, governance capacity is dissected far beyond the superficial evaluation of financial reporting outputs, delving deeply into the systemic process capacities (outcomes) categorized into three overarching dimensions: Knowing, Wanting, and Enabling.

Overall, the findings from the GCF proxy scoring demonstrate that Baktiseraga Village has successfully transcended the traditional, rigid phase of bureaucratic governance and has firmly entered a collaborative-transformative governance phase. This conclusion is explicitly confirmed by the attainment of peak scores (Highly Encouraging / ++) across several critical indicators, most notably in Stakeholder Inclusivity, Behavioral Internalization, and Collaborative Agent. The maximization of these specific indicators signifies that the majority of community elements and the village administrative apparatus possess a moral commitment and organizational capacity that far exceeds normative, statutory standards in executing open government principles. Nevertheless, this research also captures structural and managerial ambivalence within several operational indicators, indicating that the current best practice ecosystem in Baktiseraga Village is not entirely immune to the latent threats of future bureaucratic inertia and political transition.

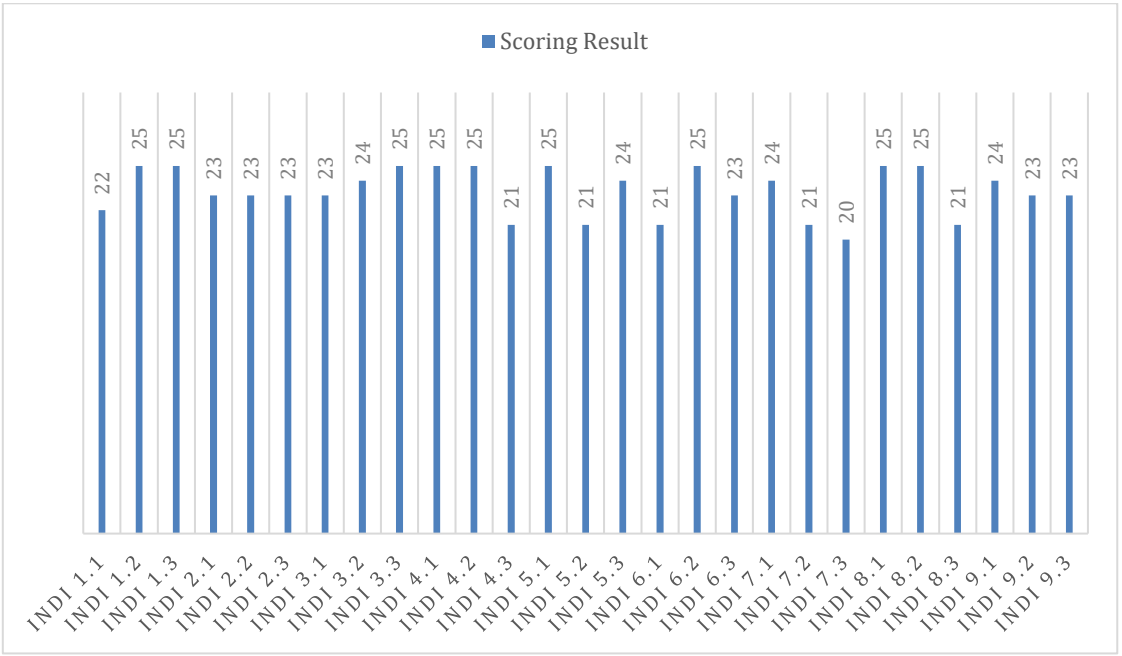


Figure 2. Mapping of the Governance Capacity Framework (GCF) Scoring Results in Baktiseraga Village.

In the analysis of the Knowing Dimension (Knowledge Capacity and Learning), the information governance in Baktiseraga Village is assessed as highly proactive, yet it still leaves room for moderation and improvement. The aspects of Information Availability and Information Transparency generally achieved a moderate score (Encouraging / +). Field observations and documentation studies consistently show that the village government has radically digitalized its public complaint channels and provided open access to crucial developmental documents, such as the Village Government Work Plan (RKPDes) and the Budget Plan Portfolio (RAB). This granular level of transparency serves as the primary administrative weapon deployed by the village leadership to dismantle the "dark rooms" of corruption that have historically acted as a localized bureaucratic pathology across Buleleng

Regency. The continuous availability of open data ignites the cognitive awareness of the citizens, reinforcing the paradigm that the government entity is not a closed, untouchable institution immune to public scrutiny.

However, the empirical evidence suggests that information availability does not always linearly correlate with information legibility at the grassroots level. Interview narratives extracted from the community elements indicate that while the numerical accumulations within the Village Budget (APBDes) are massively published, the capacity of the village apparatus to present this data in a grounded, easily interpretable narrative remains somewhat constrained. Ordinary citizens frequently experience technical difficulties in decoding the rigid structures of formal financial documents. Public governance literature emphasizes that information openness without the simplification of visual communication instruments—such as intuitive spatial infographics—can inadvertently degrade the quality of participatory oversight, particularly among marginalized or less-educated demographics. Therefore, the contemporary challenge within the Knowing dimension is no longer centered on merely opening the information floodgates, but rather on democratizing the comprehension of that data so that it can be easily digested by all age groups and educational strata within Baktiseraga.

The analysis proceeds to the Wanting Dimension (Institutional Commitment and Cultural Ecosystem), which arguably constitutes the robust backbone of Baktiseraga Village's governance architecture. This dimension measures the extent of the political will and moral commitment possessed by the governing actors to embrace and execute public aspirations. The GCF empirical findings reveal that the indicators of Stakeholder Inclusivity and Behavioral Internalization achieved a perfect, optimal score (++). This high scoring directly reflects the success of the village leadership—acting as a Visionary Agent—in convincingly demonstrating to the citizenry that the administrative machinery operates on an uncompromising track of systemic integrity. Interestingly, this profoundly elevated level of institutional trust has acted as a catalyst for the emergence of highly organic and financially efficient public participation.

Within the sociological ecosystem of Bali Province, the robustness of social capital is heavily dependent on the actualization of historical communal values. The Baktiseraga Village Government has brilliantly managed to revitalize the deeply rooted cultural philosophy of Menyama Braya (egalitarian brotherhood bonds) and the tradition of Ngayah (selfless mutual cooperation or voluntary work) and systematically pull them into the realm of modern public administration. Traditionally, Ngayah was strictly confined to customary affairs and religious rituals (parahyangan). However, in Baktiseraga, Ngayah has been ideologically transformed into a kinetic energy that drives the physical oversight of public infrastructure and civil services. Villagers voluntarily dedicate their time and physical labor to actively participate in innovative village programs, such as the daily operations of the TPS3R waste management facility and the Revitalization of Unproductive Lands (RELt_PRO) program. Theoretically, this phenomenon generates an ideal administrative condition characterized as "zero transaction cost," wherein mass mobilization and social oversight occur naturally without requiring specific budgetary allocations from the village treasury. The seamless synergy between digital bureaucratic technology and the cultivation of the Ngayah value represents a major theoretical novelty of this research, proving that indigenous local values do not necessarily contradict the principles of modern, rational Weberian bureaucracy, but can instead serve as a powerful amplifying catalyst for good governance.

Despite the formidable strength of this communal commitment, the Enabling Dimension (Execution Capacity and Resource Flexibility) uncovers several strategic gaps that trigger structural ambivalence. Even though the Collaborative Agent indicator achieved a maximum score, the indicators concerning Formal Authority and the Division of Responsibilities received scores that tend to be stagnant (Neutral / 0) or even partially limiting. In-depth interviews with the village government and academic elements unveiled the fact that an overly organic spirit

of collaboration frequently blurs the rigid boundaries of structural authority and the formal chain of command. There is an overlapping operational condition in the execution of village innovations, where citizen enthusiasm and individual apparatus initiatives often precede or bypass the formal bureaucratic Standard Operating Procedures (SOPs). If not promptly intervened with rigorous personnel management structuring, this ambiguity in authority boundaries risks generating internal organizational friction in the future, particularly when the village engages in more macro-scale programs with higher legal and financial risks.

Furthermore, the findings on the Financial Continuation Mechanism and Entrepreneurial Agent indicators highlight vulnerabilities regarding the village's economic self-reliance. Brilliant, award-winning innovations such as the urban farming ecosystem and the TPS3R solid waste management have not yet been fully supported by robust business schemes (BUMDes Business Work Plans) capable of generating long-term, independent profit cycles. The heavy reliance on external subsidies from the central Village Funds and the injection of philanthropic Corporate Social Responsibility (CSR) funds to sustain the operational expenditures (OPEX) of these innovations renders the best practice ecosystem susceptible to macro-fiscal shocks. Subsequent strategic interventions are urgently required to empower the BUMDes to monetize these ecological innovations, thereby converting them into sustainable Village Original Income (PADes).

Table 2. Matrix of Governance Capacity Strengths and Barriers Based on GCF

GCF Dimension	Key Strong Aspects (Score ++ / +)	Inhibiting Aspects / Critical Gaps (Score 0 / -)
Knowing	The village government is highly proactive regarding Information Availability and Information Transparency through the digitalization of public documents, such as RKPDes, RAB, and digital complaint channels, to minimize the opportunity for financial deviations.	The aspect of Information Legibility and Interpretation remains weak because the presentation of formal financial data has not been simplified into accessible visual instruments, making it difficult for marginalized groups to comprehend.
Wanting	The Stakeholder Inclusivity and Behavioral Internalization indicators achieved the highest scores through the successful revitalization of the *Menyama Braya* cultural value and the *Ngayah* tradition to mobilize organic public participation at zero transaction costs.	The sustainability of this institutional commitment still faces latent risks because the current model of transparency and innovation has not been systematically institutionalized and relies heavily on the leader's persona (person-centric).
Enabling	The Collaborative Agent indicator is considered highly robust due to the solid multiparty interdependent relationships within the Pentahelix network, effectively accelerating the execution of ecological innovations like TPS3R and the RELt_PRO program.	The aspects of Formal Authority and Division of Responsibilities remain overlapping as they are not supported by rigid SOPs. Furthermore, the Financial Continuation Mechanism remains vulnerable due to a reliance on Village Fund subsidies and CSR.

The actor interaction analysis, grounded in Stakeholder Salience theory, strongly affirms that the operationalization of all these village innovations is steered by a dynamic multi-party communication network widely recognized as the Pentahelix collaborative model. The Government Element in Baktiseraga no longer acts as a solitary service provider but has shifted its role to become an ecosystem facilitator and dynamist (Transformational Capacity). The Academic Element from local universities continuously injects theoretical paradigms, provides intensive mentoring in policy drafting, and conducts feasibility studies for the village master plan. The Business Element and local SMEs actively weave the village's economic supply chain, not only by absorbing the derivative products of the urban farming initiatives but also by contributing financially to support community activities.

Conversely, the Community and Civil Elements, structurally represented by the Village Consultative Body (BPD) and sectoral social groups (such as Pokmaswas Penimbangan Lestari), do not merely serve as passive objects of development. They position themselves as active co-creators in the design of coastal and waste management policies, ensuring that every technological intervention aligns harmoniously with the cultural capacity of the local community. Meanwhile, the Media Element plays a highly central role within the framework of external public accountability. Local journalists do not simply act to broadcast success stories; more importantly, they function as an instrument of social discourse oversight. The constant media publication of Baktiseraga's achievements creates a positive institutional pressure for the village apparatus to consistently maintain performance, simultaneously locking in the leadership's commitment to prevent any deviation from their initial integrity pact. The interdependent dynamics among these five actors exponentially accelerate the non-linear achievement of local best practices.

As the concluding synthesis of this evaluative analysis, the study identifies that amidst the euphoria of Baktiseraga Village's national achievements, there remains one substantial architectural challenge: the phenomenon of the Institutionalization of Innovation. The entire construct of good governance and the immensely high level of public trust currently enjoyed by Baktiseraga Village are still heavily reliant on the charismatic leadership and the person-centric competence of the definitive Village Head currently in office. This model of transparency has not yet fully manifested into a self-sustaining "mechanical system" of bureaucracy that can operate autonomously independent of individual leadership influence. According to public policy cycle theory, innovations that rely heavily on a "one-man show" approach carry an extremely high risk of entropy and operational setback whenever a cycle of political regime change occurs through the upcoming Village Head Elections (Pilkades).

To mitigate these latent political risks, the systematic codification of these best practices into absolute local legal products—such as Village Regulations (Perdes) on Public Transparency Governance, SOPs for Institutional Authority Division, and Village Head Regulations (Perkades) on Sustainable BUMDes Financing Schemes—is an absolute urgency. This judicial institutionalization will firmly ensure that the legacy of participatory governance, granular transparency, and the bureaucratized Ngayah culture that has now taken root will not be buried. Instead, it will be permanently inherited as the enduring spirit of public administration in Baktiseraga Village, regardless of whichever entity ultimately holds the baton of future leadership.

CONCLUSION

This study concludes that Baktiseraga Village has successfully transformed its public administration architecture into a highly resilient, collaborative-transformative governance model, making it a profoundly valid local best practice within Buleleng Regency. This institutional success is dynamically steered by the interdependent networks among the five pillars of the Pentahelix framework, further amplified by the leadership's capacity to seamlessly integrate Balinese socio-cultural capital into the modern administrative apparatus. The structural revitalization of indigenous philosophies, namely Menyama Braya and Ngayah, into the rural bureaucratic system has successfully generated organic public participation characterized by zero transaction costs. Empirically, this synchronized ecosystem has locked in the administrative integrity of village officials, institutionalized granular transparency, and effectively neutralized the local bureaucratic pathologies of budgetary corruption that frequently disrupt surrounding regions. Nevertheless, the macro-evaluation via the Governance Capacity Framework (GCF) also exposes critical structural ambivalences, including overlapping formal authority boundaries in program execution, the financial dependence of

ecological innovations on external funding stimuli, and an institutional framework that remains heavily person-centric, relying significantly on the current leader's charismatic traits.

Grounded in these critical insights, the study proposes strategic policy recommendations focused on the absolute institutionalization of these innovations to mitigate the latent risks of governance setbacks caused by future political transitions. The Baktiseraga Village Government, in close coordination with the Village Consultative Body (BPD), must immediately execute the formal legal codification of all existing best practices into binding local statutes. This urgency should be accommodated by drafting comprehensive Village Regulations (Peraturan Desa) concerning the Standard Operating Procedures of Institutional Authority, Public Information Transparency Governance, and specialized regulatory blueprints for the business self-reliance of the BUMDes. Through this robust legal formalization, the participatory, transparent, and accountable governance structures built within Baktiseraga Village will no longer depend on the presence of specific individuals. Instead, they will mutate into an autonomous, institutionalized bureaucratic system that remains highly sustainable for the long-term future of local public administration.

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