

# Journal of Government & Civil Society

Journal of Government  
and Civil Society

Volume 10

No. 1

Pages 1 - 168

April 2026

ISSN 2579-4396



## Daftar Isi (Table of Content)

# Journal of Government & Civil Society

1 – 21	<p>Money Matters: From the Power of Capital to Political Power in Tasikmalaya, Indonesia</p> <p><b>Mohamad Ali Andrias<sup>1</sup>, Leo Agustino<sup>2</sup>, Muhammad Ashsubli<sup>3</sup>, Dina Fitriani Wulandari<sup>4</sup></b></p> <p><i>(<sup>1</sup> Departement Political Science, Siliwangi University, Indonesia)</i> <i>(<sup>2</sup> Departement Public Administration, Sultan Ageng Tirtayasa University, Indonesia)</i> <i>(<sup>3</sup> Departement Islamic Law Politic, Syariah Negeri Junjungan Bengkalis Institute, Indonesia)</i> <i>(<sup>4</sup> Departement Business Law, Siliwangi University, Indonesia)</i></p>
22 – 41	<p>From Data Ambiguity to Legitimate Decisions: Sensemaking and Communicative Leadership in Rural Data Governance under VUCA Conditions</p> <p><b>Veranus Sidharta<sup>1</sup>, Sarwititi Sarwoprasodjo<sup>2</sup>, Henny Warsilah<sup>3</sup>, Eko Wahyono<sup>4</sup></b></p> <p><i>(<sup>1</sup> Departemen Komunikasi dan Bahasa, Universitas Bina Sarana Informatika)</i> <i>(<sup>2</sup> Departemen Komunikasi Pembangunan Pertanian dan Pedesaan, IPB Bogor)</i> <i>(<sup>3,4</sup> BRIN-Badan Riset Inovasi Nasional)</i></p>
42 – 60	<p>Social Network Analysis on Program Convergence to Alleviate Poverty</p> <p><b>Diky Chandra<sup>1</sup>, Nuryanti Mustari<sup>2</sup>, Burhanuddin<sup>3</sup></b></p> <p><i>(<sup>1,2,3</sup> Master of Public Administration, Faculty of Postgraduate Studies, Muhammadiyah University of Makassar, Indonesia)</i></p>
61 – 85	<p>Fiscal Decentralization and Poverty Paradox in Papua: Governance Failures under Special Autonomy</p> <p><b>Salmawati Salmawati<sup>1</sup>, Miryam Diana Kalagison<sup>2</sup>, Haliza Ayshwara<sup>3</sup></b></p> <p><i>(<sup>1,3</sup> Governmental Science Study Program, Universitas Muhammadiyah Sorong, Indonesia)</i> <i>(<sup>2</sup> Science of Public Administration Study Program, Universitas Muhammadiyah Sorong, Indonesia)</i></p>
86 – 102	<p>Bawaslu's Strategies for Preventing and Addressing Electoral Violations in the 2024 Election in Sinjai Regency</p> <p><b>Sumardi<sup>1</sup>, Jusniaty<sup>2</sup>, Muhammad Lutfi<sup>3</sup>, Achmad Nurmandi<sup>4</sup></b></p> <p><i>(<sup>1,2,3</sup> Department of Government Science, Universitas Muhammadiyah Sinjai, Indonesia)</i> <i>(<sup>4</sup> Department Department of Government Science, Universitas Muhammadiyah Yogyakarta, Indonesia)</i></p>

Democratic Regression and Environmental Injustice in Andesite Mining Policy: A Qualitative Case Study of Wadas Village, Indonesia

**Supratiwi<sup>1</sup>, Yuwanto<sup>2</sup>, Puji Lestari<sup>3</sup>, Mohd Mizan Aslam<sup>4</sup>,  
Muhd Nabhan Mizan<sup>5</sup>**

103 – 117

*(<sup>1,2</sup> Program Studi Ilmu Pemerintahan, Universitas Diponegoro, Indonesia)*

*(<sup>3</sup> Program Studi Pendidikan Pancasila dan Kewarganegaraan, Universitas Negeri Semarang, Indonesia)*

*(<sup>4</sup> Department of Government and Society Studies United Arab Emirates University Al-Ain, Abu Dhabi, UAE)*

*(<sup>5</sup> University College London, England)*

Mass Gathering Mitigation: Examining Muhammadiyah National Congress of 2022 in New

**Rahmawati Husein<sup>1</sup>, Bachtiar Dwi Kurniawan<sup>2</sup>, Nawang Kurniawati<sup>3</sup>,  
Helen Dian Fridayani<sup>4</sup>**

118 – 154

*(<sup>1</sup> Department of Government Studies, Faculty of Social and Political Science, Universitas Muhammadiyah Yogyakarta, Indonesia)*

*(<sup>2</sup> Department of Government Studies, Faculty of Social and Political Science, Universitas Muhammadiyah Yogyakarta, Indonesia)*

*(<sup>3</sup> Centre for Muhammadiyah Studies, Universitas Muhammadiyah Yogyakarta, Indonesia)*

*(<sup>4</sup> Department of Government Studies, Faculty of Social and Political Science, Universitas Muhammadiyah Yogyakarta, Indonesia)*

Digital Government Innovation in Election Monitoring: Evaluating the Implementation of Siwaslu through a Digital Governance and State Capacity Perspective in the 2024 Election

**Nur Hidayat<sup>1</sup>, Alberto Noviano Patty<sup>2</sup>, Mujiburrahman<sup>3</sup>**

155 – 168

*(<sup>1</sup> Department of Political and Government Science, Faculty of Social and Political Science, Diponegoro University, Semarang, Indonesia)*

*(<sup>2</sup> Government Studies Program, Faculty of Social and Political Science, Mulawarman University, Samarinda, Indonesia)*

*(<sup>3</sup> Department of International Relations, School of international studies and Diaspora, Gujarat University, Gujarat, India)*

## From Data Ambiguity to Legitimate Decisions: Sensemaking and Communicative Leadership in Rural Data Governance under VUCA Conditions

Veranus Sidharta<sup>1</sup>, Sarwititi Sarwoprasodjo<sup>2</sup>, Henny Warsilah<sup>3</sup>, Eko Wahyono<sup>4</sup>

<sup>1</sup> Departemen Komunikasi dan Bahasa, Universitas Bina Sarana Informatika

<sup>2</sup> Departemen Komunikasi Pembangunan Pertanian dan Pedesaan, IPB Bogor

<sup>3,4</sup> BRIN-Badan Riset Inovasi Nasional

Email Correspondence: veranus.vri@bsi.ac.id

**Submitted:**  
30 Sept 2025  
**Revised:**  
5 April 2026  
**Accepted:**  
9 April 2026

### Abstract

This study examines how village governments navigate data governance in a VUCA context, where a gap exists between administrative data and socially constructed, inclusive realities in targeting social assistance. Using a qualitative comparative case study, this study analyzes two village contexts: Karangtengah and Rawapanjang, with interviews involving village heads and neighborhood (RT) leaders. The findings suggest that effective data governance under VUCA is determined not only by data quality but also by the integration of three mechanisms: understanding, communicative leadership, and inclusive verification. This study reconceptualizes data governance as a socio-interpretive and communicative process and proposes an adaptive governance framework that explains how ambiguity translates into legitimate decisions. These findings highlight the importance of integrating local verification mechanisms into broader policy design to improve targeting accuracy, inclusion, and policy legitimacy.

**Keywords:** Adaptive governance, communicative leadership, data governance, inclusive development, sensemaking, VUCA

### Abstrak

Studi ini meneliti bagaimana pemerintah desa menavigasi tata kelola data dalam konteks VUCA, di mana terdapat kesenjangan antara data administratif dan realitas inklusif yang dibangun secara sosial dalam menargetkan bantuan sosial. Menggunakan studi kasus komparatif kualitatif, studi ini menganalisis dua konteks desa: Karangtengah dan Rawapanjang, dengan wawancara yang melibatkan kepala desa dan pemimpin lingkungan (RT). Temuan menunjukkan bahwa tata kelola data yang efektif di bawah VUCA ditentukan tidak hanya oleh kualitas data tetapi juga oleh integrasi tiga mekanisme: pemahaman, kepemimpinan komunikatif, dan verifikasi inklusif. Studi ini merekonstruksikan tata kelola data sebagai proses sosio-interpretatif dan komunikatif serta mengusulkan kerangka kerja tata kelola adaptif yang menjelaskan bagaimana ambiguitas diterjemahkan menjadi keputusan yang sah. Temuan ini menyoroti pentingnya mengintegrasikan mekanisme verifikasi lokal ke dalam desain kebijakan yang lebih luas untuk meningkatkan akurasi penargetan, inklusi, dan legitimasi kebijakan.

**Kata Kunci:** Komunikasi kepemimpinan, pembangunan sosial inklusif, sensemaking, tata kelola data, VUCA

**CITATION** Sidharta, V., Sarwoprasodjo, S., Warsilah, H., & Wahyono, E. (2026). From Data Ambiguity to Legitimate Decisions: Sensemaking and Communicative Leadership in Rural Data Governance under VUCA Conditions. *Journal of Government and Civil Society*, 10(1), 22–41.



## INTRODUCTION

The inclusive social development order is in the vortex of volatility, uncertainty, complexity, and ambiguity (VUCA), which demands agile, adaptive, data-driven, and participatory public policy governance and communicative leadership (Hoang, 2023). Recent reviews show that leadership in the VUCA era requires agility to navigate rapid change, information uncertainty, and complexity between actors and across sectors (Syamsir et al., 2025). This underscores the need for communication strategies that strengthen collaboration and support inclusive decision-making in a VUCA world (Vermeulen & Hémond, 2025).

At the same time, inclusivity has become a normative standard for social development, emphasizing the importance of multidisciplinary collaboration and the recognition of vulnerable groups as subjects of development, not merely recipients but individuals, each with rights and responsibilities, with an active role to play (Warsilah, 2020; Dobusch, 2021; Stark et al., 2024). However, despite this normative emphasis, the realization of inclusive social development in governance practice remains contingent upon how formal administrative systems interact with socially constructed realities, particularly at the local level.

In line with this principle of inclusivity, social protection exists not merely as an aid mechanism but as a means of expanding participation and strengthening the role of vulnerable groups in development. Social protection is developing rapidly and becoming a key component in accelerating poverty reduction through digitalization and integration of social assistance systems (TNP2K, 2019; McClanahan & Ruggia-Frick, 2024; Onyina & Baye, 2024). However, significant challenges remain in data governance, targeting accuracy, verification, interoperability across institutions, and dynamically updating recipient status.

Recent reports and studies highlight that strengthening integrated data systems through digital platforms, including remote areas, correlates with increased program effectiveness and public perception of social services (Barca, 2017; Gelb & Mukherjee, 2020; Wronka et al., 2024). Nevertheless, the persistence of these challenges indicates a deeper governance problem, namely the gap between administratively generated data and the dynamic, lived realities of communities.

Globally, data governance has become a priority to ensure the quality of the data cycle and to balance data utilization with the protection of citizens' rights (Marcucci et al., 2023; Ehimuan et al., 2024). Recent methodological reviews emphasize the need for standards, frameworks, and the development of data governance capabilities, including data quality, stewardship, and accountability for use, to prevent evidence-based policymaking from being held hostage by bias, isolation, or the fragility of data infrastructure (Khatri & Brown, 2010; Ladley, 2019; Rosenbaum, 2020; van Donge et al., 2022; Maffeo, 2023).

Indeed, recent policy debates demonstrate that decision-making based on poor data leads to poor policy (McCausland, 2020; Roberge et al., 2025; Howlett et al., 2025). Therefore, strengthening a trusted data ecosystem and a global data observatory is necessary to support policy legitimacy, sustainability, and the achievement of the SDGs. Despite these advancements, existing approaches to data governance remain largely technocratic and insufficiently attentive to the role of local, informal, and participatory mechanisms in addressing data-related policy failures.

Inclusive data governance positions verification as a deliberative social process, rather than simply an administrative check. This involves ensuring the meaningful involvement of vulnerable groups such as the elderly, people with disabilities, women-headed households, and undocumented citizens at every stage, along with clarifying criteria, community verification through local forums, transparency, public display of potential beneficiary lists, accessible complaint channels, and recurring social audits.

Cross-actor data stewardship, dynamic recipient status updates, inter-institutional interoperability, and accountability for data use must support these practices. As a result, data-driven decisions align with local narratives, reduce misclassification and conflict, and strengthen policy legitimacy in rural and semi-rural areas (Barca et al., 2021; van Donge et al., 2022; Ledoh et al., 2022; Marcucci et al., 2023).

While social assistance spending contributes to poverty reduction, beneficiary targeting often faces challenges such as VUCA, misclassification, and overlapping data. Efforts to harmonize a single poverty database and verify data, including deactivating millions of ineligible recipients, underscore the urgency of adaptive, cross-actor data governance (Wahyudi et al., 2024). At the rural and semi-rural levels, community mechanisms such as deliberations, neighborhood association forums, and village deliberations remain crucial for updating beneficiary lists and managing social conflicts resulting from perceived injustice (Kuntjorowati et al., 2024). In this context, village governments emerge as frontline governance actors who actively interpret, negotiate, and adapt formal data systems to local socio-economic realities.

This is where sensemaking offers a conceptual and operational lens (Weick, 1995). Cross-case evidence suggests that sensemaking helps public actors navigate VUCA, interpret scattered signals, clarify ambiguities, and build collective understanding, especially when data is incomplete or rapidly changing (Jolaoso & Burtner, 2015; Lycett & Marshan, 2016; Nelson, 2018; Koesten et al., 2021; Karahanoğlu & Coşkun, 2024). In a VUCA world, institutional sensemaking, which links institutional awareness, cross-level coordination, and learning, enhances action cohesion and policy effectiveness (Luna-Reyes et al., 2021).

In the public sector, sensemaking bridges policy and daily practice, ensuring that field issues are woven into operational knowledge for decision-making (Blakçori & Psychogios, 2021). However, without inclusive development communication and orchestrated

communicative leadership, the sensemaking process risks becoming solely internal and failing to build social acceptance.

Adaptive leaders in VUCA situations must manage transparency and consistency of messaging, facilitate community deliberation (e.g., neighborhood association forums, village deliberations), and mediate conflicts arising from information asymmetry or data misclassification so that data-based signal readings align with local narratives (Mintrom & O'Connor, 2024). Yet, existing studies on sensemaking and communicative leadership remain limited in their empirical application within rural governance contexts, particularly in relation to data-driven social assistance systems.

In line with development communication literature, meaningful participation, two-way dialogue, and recognition of local perspectives are prerequisites for shared meaning in data and social legitimacy in decisions (Mefalopulos, 2008; Wilkins & Tufte, 2014; Servaes, 2020). Effectively led participatory communication approaches have been shown to enhance the democratization of decisions, strengthen trust, and minimize perception gaps between genders or groups (Odoom et al., 2024). Empirical findings from the Village Fund Direct Cash Assistance (BLT-DD) program in Indonesia, at the rural and semi-rural levels, confirm the above claims.

Determining recipients in rural and semi-rural areas often faces VUCA challenges due to changes in recipient status, limited staff capacity, and overlapping data (Iping, 2020; Musdalifah et al., 2022; Marta & Nurlitasari, 2021; Wahyuni, 2021; Yunita & Agustang, 2021; Sofi, 2021; Rohmah & Kumalasari, 2023; Jeprianus et al., 2023). At the same time, village deliberations, transparency of prospective recipient lists, and multi-stakeholder dialogue strengthen data fairness and decision accuracy.

Combining sensemaking and development communication can build more participatory, transparent, and adaptive data governance. BLT-DD management requires the use of adaptive data that is continuously updated according to changes in prospective recipients' social and economic status. This approach is important to ensure that aid is targeted and to minimize the potential for social conflict in the community (Ledoh et al, 2022). Despite these insights, the integration between data governance, inclusive development, and sensemaking remains theoretically fragmented, resulting in a limited understanding of how these mechanisms interact in practice.

Based on this landscape, a significant knowledge gap exists: few studies have applied VUCA leadership to rural and semi-rural contexts, and the implementation of inclusive social development communication and sensemaking in social assistance data governance has rarely been examined in depth and with measurable outcomes. This study seeks to fill that gap by navigating data governance in a VUCA world, focusing on how participatory mechanisms such as citizen deliberation, data transparency, and communicative leadership can improve targeting accuracy, reduce inequities in access and inclusiveness, and strengthen

decision legitimacy. This approach aligns with the global trend that positions data as a public good requiring trusted governance for sustainable development (Bernardo et al., 2024).

Designed explicitly for the dynamics of a VUCA world, this research ensures that decisions are targeted, meaningful, socially accepted, fair, and sustainable. The novelty of this study lies in offering an integrative framework of inclusive data sensemaking that, for the first time, combines three domains often studied separately: sensemaking, participatory data governance, and communicative leadership in the implementation of BLT-DD within rural and semi-rural areas. Specifically, the novelty is evident in: (1) operationalizing verification as a deliberative process involving vulnerable groups rather than merely an administrative procedure; (2) modeling communicative leadership as a factor that strengthens the quality of data interpretation and the legitimacy of decisions; and (3) testing the impact of integrating these three dimensions on targeting accuracy and data dispute resolution. Thus, this study bridges the literature on sensemaking, inclusive social development communication, and data governance, while also contributing measurable indicators for community-based verification practices and social legitimacy metrics for policy evaluation.

## RESEARCH METHODS

This research employs a qualitative method with a constructivist paradigm (Creswell, 2018) and a comparative case study approach (Yin, 2018). The constructivist paradigm views social reality as the product of actors' construction and negotiation of meaning. Therefore, this research focuses on how local actors construct sensemaking in BLT-DD data governance, practice communicative leadership, and design inclusive verification mechanisms in a VUCA world. A comparative case study approach was deliberately selected not only to capture contextual variation but also to contrast different models of local governance adaptation in responding to data ambiguity.

A case study approach was chosen for in-depth contextualization and comparison between cases of rural and semi-rural villages in Indonesia. The first case is located in Karangtengah Village, Banyumas Regency, Central Java Province, representing rural areas. The second case is in Rawapanjang Village, Bogor Regency, West Java Province, representing semi-rural areas. These two cases were selected as analytically contrasting sites: Karangtengah represents deliberative, community-based governance, while Rawapanjang reflects a more digitally mediated, semi-centralized coordination model.

The research locations were selected purposively to capture variations in socio-demographic characteristics, service and data infrastructure, the intensity of community interactions with village government stakeholders, and the dynamics of Neighborhood Association community forums in village deliberations relevant to social assistance data governance and community-based verification. Rather than aiming for statistical

generalization, this study adopts an analytical generalization approach, where insights are generated through theoretical replication across contrasting cases (Yin, 2018).

Figure 1 below presents the comparative case study framework that guided this research, from theory development as a conceptual foundation to the formulation of policy implications. The analysis process was conducted in stages, beginning with selecting rural and semi-rural village cases and data selection procedures using a qualitative approach and open coding. Each case was then analyzed in depth to produce a report illustrating the dynamics of communicative leadership, sensemaking, and inclusive verification in social assistance data governance.

The case report results were then compared through cross-case synthesis to identify similarities and differences across locations. From this, theoretical modifications were made to strengthen and adjust the existing conceptual framework, while generating applicable policy recommendations. This process concluded with the preparation of a cross-case report that integrates theoretical analysis, empirical findings, and practical implications, enabling the research to contribute to the development of knowledge and practice in social governance in villages.

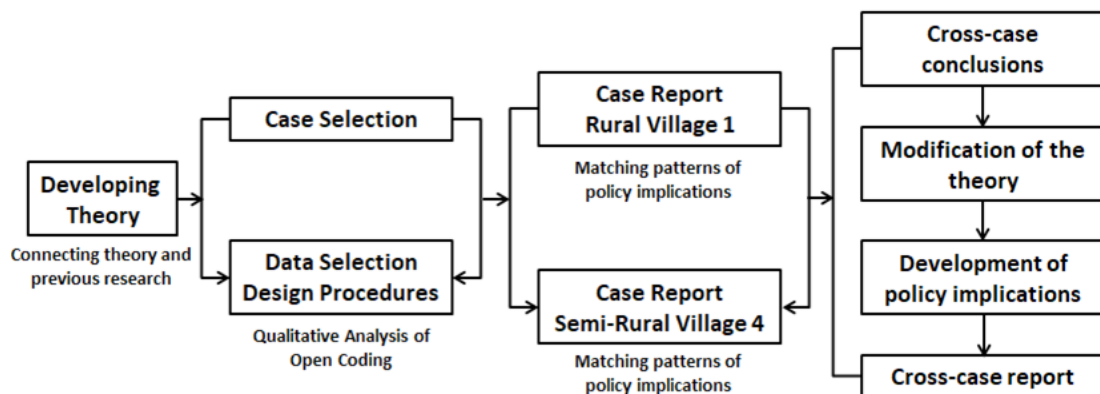


Figure 1. Comparative Case Study Research Framework

The research informants comprised eight village stakeholders: one village head, three neighborhood heads in rural villages, and one village head and three neighborhood heads in semi-rural villages. The selection of informants was based on their functional roles as key actors directly involved in data collection, verification, and decision-making processes, ensuring depth of insight rather than breadth of representation.

Table 1. Research informants

<b>Stakeholders</b>	<b>Rural</b>	<b>Stakeholders</b>	<b>Semi Rural</b>
Village Head	Karangtengah Village	Village Head	Rawapanjang Village
Head of RT 1	Karangtengah Village	Head of RT 1	Rawapanjang Village
Head of RT 2	Karangtengah Village	Head of RT 2	Rawapanjang Village
Head of RT 3	Karangtengah Village	Head of RT 3	Rawapanjang Village

The informants in Table 1 above were selected because they are key actors with formal roles in data collection, validation, and distribution of BLT-DD at the village level. The relatively small number of informants reflects the study's focus on process tracing and in-depth interpretation of governance practices, rather than representational sampling. Furthermore, researchers were instrumental in building rapport, managing micro-deliberations during interviews, and maintaining sensitivity to the local context. The role of the researcher was reflexive, involving iterative interpretation, verification of emerging insights through repeated interactions, and triangulation across interviews, observations, and field notes.

All research data, consisting of interview transcripts, field notes, and supporting documents, were analyzed in stages using a manual qualitative analysis approach. This process began with open coding, identifying key pieces of information from the raw data. These initial codes were then grouped into broader categories to form thematic patterns. To ensure analytical rigor, coding results were continuously compared within and across cases, allowing patterns to be refined through constant comparison. The next stage involved organizing themes based on the three main analytical pillars of the research: sensemaking, communicative leadership, and inclusive verification in data governance. This analysis was conducted systematically by comparing data across informants and research locations.

A within-case analysis approach was used to deeply understand the dynamics occurring in each rural and semi-rural Village. In contrast, cross-case synthesis was used to identify similarities and differences across locations. This cross-case synthesis identified contrasting governance logics, highlighting how different configurations of leadership, communication, and data practices produce varying levels of legitimacy and accuracy.

This approach enabled researchers to comprehensively understand communicative leadership practices and sensemaking strategies in managing ambiguity and uncertainty in recipient data. Next, emerging patterns were verified through pattern-matching strategies in conjunction with relevant theories, followed by explanation-building to interpret the findings in depth. Through this iterative process, findings were filtered, validated, and consolidated into coherent explanations that reflect both empirical patterns and theoretical relevance. This process resulted in an explanation of how communicative leadership mediates conflicts

arising from data discrepancies and of how deliberative verification mechanisms can strengthen social legitimacy and increase the accuracy of aid recipient determination.

## RESULTS

This study found that the sensemaking process is key to managing the BLT-DD program in rural and semi-rural villages. These findings reveal not only variations in practice but also distinct models of adaptive local governance in responding to data ambiguity under VUCA conditions. Village heads and RT heads understand sensemaking when interpreting VUCA situations to determine who is eligible for assistance. In Karangtengah Village, sensemaking is primarily implemented through special village deliberation forums. In these forums, Village heads, RT heads, and the community collectively discuss residents' socio-economic conditions. Administrative data is used as an initial reference, but final decisions are primarily influenced by local knowledge of who is truly poor and in need of assistance.

These findings indicate that sensemaking in rural villages is closely linked to social closeness based on residents' identity. The main strength of this mechanism is its high social legitimacy, as decisions emerge from participatory deliberation. This pattern reflects a deliberative governance model in which sensemaking occurs through collective interpretation and community-based validation. Meanwhile, in Rawapanjang Village, sensemaking is more adaptive, utilizing digital technology. Discussions and coordination are conducted through face-to-face meetings and WhatsApp Groups (WAG) between the Village heads and RT heads. This use of technology accelerates the gathering of information, updates residents' socio-economic status, and expands participation.

This configuration represents a digitally mediated governance model in which sensemaking is accelerated through networked communication and rapid information exchange. Thus, sensemaking in semi-rural villages serves as a mechanism that enables villages to interpret incomplete data, read the community's socio-economic conditions, and build a collective understanding of who is eligible to receive BLT-DD.

The following finding relates to data governance. In rural and semi-rural villages, the quality of aid recipient data remains a challenge. The data is often inaccurate, overlapping, and even includes duplicate recipients. Across both cases, these issues reveal a systemic gap between administrative data systems and socially constructed realities. This situation is further complicated because the One Data Indonesia system has not been fully integrated down to the village level. As a result, the decision-making process is characterized by significant ambiguity. This ambiguity arises when available information is unclear, inconsistent, or contradictory. In this context, ambiguity functions as a governance condition that requires interpretive and communicative intervention, rather than purely technical correction.

Furthermore, this study confirms that communicative leadership is a crucial factor in navigating the dynamics of the VUCA world. Communicative leadership operates as a governance mechanism that translates data interpretation into socially legitimate decisions. As formal leaders, village heads must have a transparent, open, and fact-based communication style. Effective communicative leadership has been shown to strengthen public trust in the BLT-DD distribution mechanism. Across cases, differences in leadership communication shape variations in legitimacy, trust, and conflict management.

Another important finding is that decision-making about BLT-DD recipients cannot rely solely on administrative data or on the authority of leaders. Inclusive social development is empirically observed through the extent of participation, transparency, and recognition of vulnerable groups in decision-making processes. Fair and community-acceptable decisions can only be achieved through inclusive social development communication. This inclusive social development communication practice is evident through RT-level deliberations, village forums, the publication of lists of potential recipients, and the provision of a complaint channel for the community.

In both cases, inclusion is reflected in the involvement of vulnerable groups, the openness of verification processes, and the availability of mechanisms for contestation and correction. Residents can provide clarification, raise objections, or propose new recipients through these mechanisms. Thus, the final decision is administratively accurate and gains social legitimacy because it is reached through an open, participatory process.

Table 2 below shows that while Karangtengah and Rawapanjang Villages have different approaches, one emphasizes face-to-face deliberation and local knowledge. Meanwhile, Rawapanjang Village utilizes digital technology, prioritizing social legitimacy, transparency, and community participation. These differences are not merely contextual but represent distinct pathways of governance innovation shaped by institutional capacity, communication modes, and data practices. The rural model emphasizes depth of deliberation and strong social legitimacy, while the semi-rural model emphasizes speed, scalability, and responsiveness. These variations influence governance outcomes, particularly in terms of targeting accuracy, legitimacy, and social conflict management.

**Table 2. Field Findings**

<b>Findings</b>	<b>Rural</b>	<b>Semi-Rural</b>
Sensemaking in BLT-DD Management	<ol style="list-style-type: none"> <li>1. Potential aid recipients are determined through village deliberations.</li> <li>2. The village head, RT head, and community discussed the socio-economic conditions of the residents.</li> <li>3. Administrative data is combined with local knowledge.</li> <li>4. Decision-making is rooted in the social legitimacy of the results of village deliberations.</li> </ol>	<ol style="list-style-type: none"> <li>1. The government largely determines potential aid recipients.</li> <li>2. Utilizing WAG digital technology for coordination between RT heads and Village heads.</li> <li>3. The information gathering process is faster.</li> <li>4. The socio-economic status of citizens is easier to update.</li> </ol>
Data Governance and Ambiguity	<ol style="list-style-type: none"> <li>1. Administrative data is combined with direct clarification in the field.</li> <li>2. Deliberations at the RT level function as a forum for sharing information.</li> <li>3. Social reality becomes a reference to complete formal data.</li> </ol>	<ol style="list-style-type: none"> <li>1. Digitalization strengthens coordination and data verification between stakeholders.</li> <li>2. Online discussion via WAG for faster data checking.</li> <li>3. Utilization of digital channels to accelerate clarification of residents' conditions.</li> </ol>
Communicative Leadership in a VUCA world	<ol style="list-style-type: none"> <li>1. The village head's leadership is based on collective deliberation.</li> <li>2. Transparency is maintained through open forums</li> <li>3. Leadership emphasizes the principles of justice and togetherness</li> <li>4. Public trust is strengthened through the openness of information.</li> </ol>	<ol style="list-style-type: none"> <li>1. The Village heads actively use digital media for fast communication.</li> <li>2. Social cohesion is maintained through open messaging.</li> <li>3. Digital networks strengthen coordination between RT heads.</li> <li>4. Responsive leadership to changing situations.</li> </ol>
Inclusive Social Development Communication	<ol style="list-style-type: none"> <li>1. Village deliberations involve local figures and community representatives.</li> <li>2. The list of aid recipients is published on the village information board.</li> <li>3. Involve all stakeholders and residents in determining potential aid recipients.</li> <li>4. Legitimacy is obtained through mutual agreement.</li> </ol>	<ol style="list-style-type: none"> <li>1. Verification of prospective aid recipients involves the RT head through digital channels.</li> <li>2. The WAG group is a space for public complaints and input.</li> <li>3. The decision to determine aid recipients is made through a village deliberation without involving the RT heads.</li> </ol>

Table 2 summarizes the cross-case findings by comparing rural and semi-rural governance practices across four key dimensions: sensemaking, data governance, communicative leadership, and inclusive social development communication. The table reveals two distinct yet complementary governance configurations. In rural contexts, governance is predominantly deliberative, relying on face-to-face forums, local knowledge, and collective validation processes, which strengthen social legitimacy.

In contrast, semi-rural governance demonstrates a more digitally mediated and responsive model, in which coordination through communication technologies accelerates data updates and decision-making. These differences reflect not merely contextual variation, but distinct adaptive strategies in managing data ambiguity. While the rural model emphasizes depth of participation and legitimacy, the semi-rural model prioritizes speed, scalability, and efficiency in coordination. Together, these patterns illustrate how variations in communication modes, leadership practices, and data verification mechanisms shape governance outcomes, particularly in terms of targeting accuracy, inclusion, and conflict management.

## DISCUSSION AND ANALYSIS

The findings demonstrate that sensemaking operates as a core governance mechanism through which village actors interpret and respond to VUCA conditions, particularly in contexts where administrative data is fragmented, outdated, or misaligned with local realities. In Karangtengah Village, sensemaking is institutionalized through deliberative forums, where volatility (rapid socio-economic changes), uncertainty (incomplete data), complexity (multi-actor interactions), and ambiguity (conflicting eligibility criteria) are collectively interpreted. Rather than relying solely on administrative datasets, village actors actively integrate local knowledge and lived experiences to construct a shared understanding of vulnerability.

Administrative poverty data is used as a baseline for screening. However, final decisions are informed by the contextual insights of the Village Head, RT heads, and residents about who is most vulnerable and in immediate need of assistance. This forum cross-references the list of candidates with field findings, creates space for clarification, and negotiates the definition of eligibility for assistance until a publicly acceptable consensus is reached. Consequently, decisions emerge from the intersection of formal data with the social narratives within the local community.

The Karangtengah Village Head emphasized that centrally-mandated poverty indicators are often irrelevant to the local context. He argued that administrative data on people experiencing poverty often does not reflect the conditions of low-income people in the Village:

“Relying solely on government data doesn’t always reflect the needs of our residents. Here, we know better who’s still struggling and who’s recently lost their jobs, so a deliberation is crucial for a shared understanding” (*Village Head Karangtengah*).

This finding confirms that sensemaking is not merely interpretive, but also corrective, functioning as a mechanism that redefines data categories through social validation. At the RT level, this interpretive process is further operationalized through direct verification practices.

“Prospective aid recipients are people who are truly unable to afford it, and we check directly at each home to ensure they are truly worthy” (*Head of RT 1 Karangtengah*).

This demonstrates that RT heads function as “social sensors”, translating abstract administrative indicators into grounded social realities. Their role extends beyond data transmission toward interpretive judgment, reinforcing the argument that local governance operates through hybrid knowledge systems. Similarly, vulnerability is interpreted through qualitative cues not captured in formal datasets:

“There are people in my community whose lives are truly inadequate, their houses don’t have kitchens, and they can only cook with firewood; conditions like this clearly need to be prioritized” (*Head of RT 2 Karangtengah*).

Such practices indicate that sensemaking is inherently embedded in context-sensitive interpretation, allowing governance to respond to invisible or unrecorded forms of poverty. At the same time, adaptive practices such as recipient rotation demonstrate how sensemaking evolves into a governance strategy aimed at maintaining social cohesion:

“The quota for aid recipients is determined by the village due to limited budget, so we are working to ensure that those who have not received it in this period will be prioritized in the next period” (*Head of RT 3 Karangtengah*).

This rotational logic reflects a shift from static targeting toward dynamic allocation, reinforcing the model’s feedback-loop dimension. In contrast, Rawapanjang Village exhibits a distinct configuration of sensemaking, shaped by higher population density, urban proximity, and greater data volatility. Here, sensemaking is mediated through digital platforms, particularly WhatsApp Groups (WAG), which function as real-time coordination and early-warning systems.

“We report more quickly if there are residents who need help or urgent conditions, just send it via the WhatsApp group to get an immediate response” (*Head of RT 1 Rawapanjang*).

This reflects a digitally mediated governance model in which speed and responsiveness become central. However, this configuration also introduces variability in governance quality. While some RTs conduct rigorous verification, others rely on centralized decisions:

“I didn’t register my residents to receive aid because there was no order from the village, but suddenly invitations to potential aid recipients came directly from the village; now the village decides, and some even receive aid every year” (*Head of RT 2 Rawapanjang*).

The statement from the Head of RT 2 indicates a shift toward centralized sensemaking, which risks reducing transparency and weakening participatory validation. This variation is critical, as it reveals that governance innovation is not uniformly distributed, but contingent upon local leadership and institutional practices.

From a data governance perspective, both cases reveal a structural gap between administrative data systems and lived realities. This gap manifests in false positives and false negatives, requiring continuous reinterpretation. In Karangtengah, local criteria are adapted:

“In our Village, there are no more houses with thatched roofs, dirt floors, or thick walls. Therefore, the criteria we use as a condition for receiving assistance are people who eat less than twice a day and have an income of less than IDR 11,000 per day” (*Village Head Karangtengah*).

This demonstrates how data standards are localized, aligning with the model’s emphasis on adaptive governance. At the same time, communicative leadership emerges as a central mechanism that transforms interpretation into legitimacy. The Village Head acts not only as an administrator but as a communication orchestrator, ensuring transparency, consistency, and accountability:

“During my leadership, everyone must be honest...” (*Village Head Karangtengah*).

This leadership style builds three layers of legitimacy:

- a) Procedural (documentation)
- b) Substantive (targeting the vulnerable)
- c) Communicative (public understanding)

Importantly, while participatory governance strengthens legitimacy, it is not free from risks. The findings indicate potential vulnerabilities such as:

- a) Elite bias in deliberation
- b) Selective inclusion
- c) Centralized decision override

These risks align with the critical layer in Figure 2, underscoring the need to continuously monitor participatory mechanisms to ensure fairness.

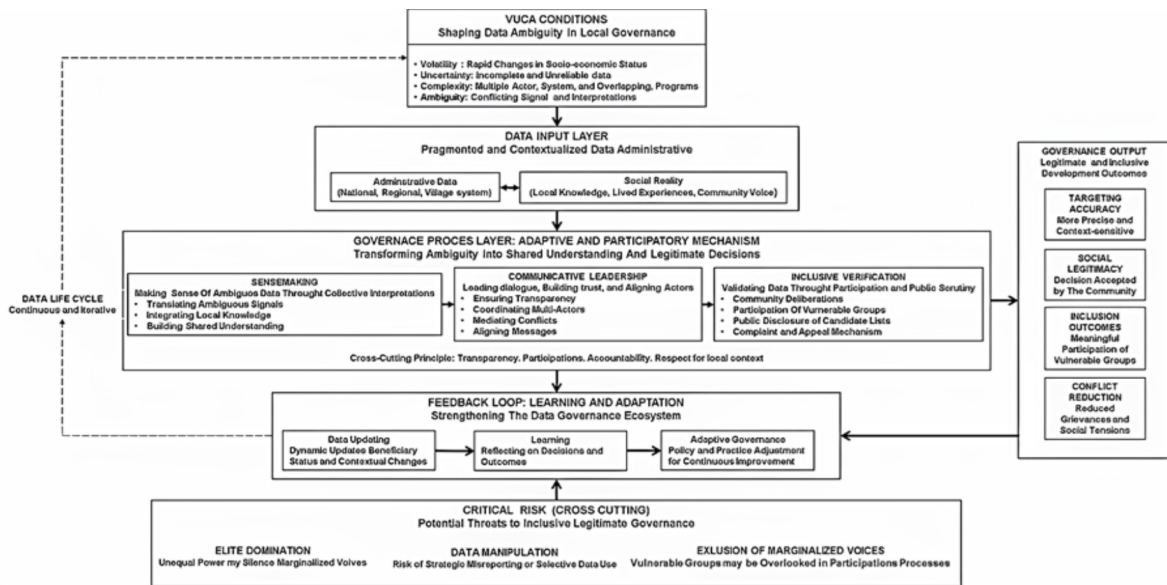


Figure 2. Adaptive Data Governance under VUCA

The model begins with VUCA conditions, which shape data ambiguity. These conditions feed into the data input layer, where administrative data interacts with social reality. The core contribution lies in the governance process layer, consisting of:

- Sensemaking (interpretation)
- Communicative leadership (orchestration)
- Inclusive verification (deliberation)

These processes collectively transform fragmented data into legitimate governance outcomes, including improved targeting accuracy, social legitimacy, inclusion, and reduced conflict. The model further incorporates a feedback loop, enabling:

- Continuous data updating
- Institutional learning
- Adaptive governance

Finally, the model explicitly integrates a risk layer, acknowledging that governance processes are shaped by power dynamics and potential exclusion. This study advances governance theory in three ways:

- It reconceptualizes data governance as a socio-interpretive process, rather than a purely technical system.

- b) It demonstrates that sensemaking and communicative leadership function as governance mechanisms rather than merely organizational behaviors.
- c) It operationalizes inclusive social development as an outcome of participatory verification processes, rather than a normative ideal.

The findings show that local governments do not merely implement top-down systems; they actively bridge institutional gaps through communicative, participatory, and adaptive strategies. The rural and semi-rural cases represent two distinct but complementary governance pathways:

- a) Deliberative legitimacy (rural)
- b) Digital responsiveness (semi-rural)

Together, they demonstrate that effective governance under VUCA conditions depends not only on data but also on local actors' ability to interpret, communicate, and legitimize decisions within their social context.

## CONCLUSIONS

This research shows that data governance in rural and semi-rural areas is heavily influenced by VUCA conditions, creating a gap between administrative data systems and social realities. This gap manifests as misclassification, outdated data, and differing interpretations of eligibility, ultimately impacting the accuracy and legitimacy of social assistance policies. Local governments act not only as policy implementers but also as adaptive innovators capable of translating fragmented data into socially legitimate decisions. This process is enabled through the integration of three key mechanisms: understanding, communicative leadership, and inclusive verification, which together transform data ambiguity into collective understanding. Empirically, this research identifies two patterns of innovation: rural areas emphasize deliberative legitimacy through face-to-face interactions, while semi-rural areas demonstrate digital responses through network-based coordination. Despite their different approaches, both emphasize that governance effectiveness depends not only on data quality but also on local actors' ability to interpret, communicate, and legitimize decisions within a socio-cultural context.

Theoretically, this study repositions data governance as a socio-interpretive and communicative process, rather than simply a technical system. Communicative understanding and leadership are understood as practical mechanisms for generating legitimate decisions, while inclusive social development emerges from participatory verification processes. The proposed Adaptive Data Governance Model provides a framework for understanding how legitimate decisions are formed under conditions of uncertainty. Policy

implications demonstrate the importance of integrating local verification mechanisms, participatory deliberation, and community-based data correction into national systems to improve accuracy, reduce inclusion-exclusion errors, and strengthen policy legitimacy. However, participation is not entirely neutral, as it can lead to elite domination, selective exclusion, and data manipulation, necessitating greater transparency and accountability. A limitation of this study lies in the small number of cases and informants, which limits generalizability. Future research is recommended to expand the case series and incorporate quantitative approaches. Overall, this study confirms that governance under VUCA conditions requires an adaptive, participatory, and communicative approach that allows local actors to continuously interpret, negotiate, and legitimize decisions toward inclusive and sustainable development.

## REFERENCES

- Balit, S. A. (2020). A Changing World: FAO Efforts in Communication for Rural Development. In: Servaes, J. (eds) Handbook of Communication for Development and Social Change. In *Springer Singapore*. [https://doi.org/https://doi.org/10.1007/978-981-15-2014-3\\_29](https://doi.org/https://doi.org/10.1007/978-981-15-2014-3_29)
- Barca, V., Hebbbar, M., Cote, A., & Wylde, E. (2021). Inclusive Information Systems for Social Protection: Intentionally Integrating Gender and Disability. *Space, March*. [https://socialprotection.org/sites/default/files/publications\\_files/SPACE\\_Inclusive information systems for social protection\\_FINAL.pdf](https://socialprotection.org/sites/default/files/publications_files/SPACE_Inclusive%20information%20systems%20for%20social%20protection_FINAL.pdf)
- Barca, V. (2017). Integrating Data and Information Management for Social Protection: Definitions, Trends and Best Practice. *Australian Aid, October*, 1–8.
- Benedicta Ehimuan, Ogugua Chimezie, Ob, Onyinyechi Vivian Akagha, Oluwatosin Reis, & Bisola Beatrice Oguejiofor. (2024). Global data privacy laws: A critical review of technology's impact on user rights. *World Journal of Advanced Research and Reviews*, 21(2), 1058–1070. <https://doi.org/10.30574/wjarr.2024.21.2.0369>
- Bernardo, B. M. V., Mamede, H. S., Barroso, J. M. P., & dos Santos, V. M. P. D. (2024). Data governance & quality management—Innovation and breakthroughs across different fields. *Journal of Innovation and Knowledge*, 9(4). <https://doi.org/10.1016/j.jik.2024.100598>
- Blakçori, F., & Psychogios, A. (2021). Sensing from the middle: middle managers' sensemaking of change process in public organizations. *International Studies of Management and Organization*, 51(4), 328–353. <https://doi.org/10.1080/00208825.2021.1969136>
- Creswell, J. W. (2018). Research and Design Qualitative, Quantitative and Mixed Methods Approaches. In *Thousand Oaks California*.

- Dobusch, L. (2021). The inclusivity of inclusion approaches: A relational perspective on inclusion and exclusion in organizations. *Gender, Work and Organization*, 28(1), 379–396. <https://doi.org/10.1111/gwao.12574>
- Fr<sup>1</sup>czkiewicz-Wronka, A., Kozak, A., & Szymaniec-Mlicka, K. (2024). Digitization of social welfare entities and its importance for the effective implementation of social services in the public management system. *Social Entrepreneurship Review*, 2, 26–38. <https://doi.org/10.15678/ser.2024.2.02>
- Gelb, A., & Mukherjee, A. (2020). *Digital Technology in Social Assistance Transfers for COVID-19 Relief: Lessons from Selected Cases*. [https://www.cgdev.org/publication/digital-19-Relief: Lessons from Selected Cases](https://www.cgdev.org/publication/digital-19-Relief-Lessons-from-Selected-Cases).
- Hoang, G. V. (2023). Adaptive Governance in the “Vuca” World of Covid-19 Pandemic—The Case of the Vietnamese Government. *International Journal of Innovation, Creativity and Change*, 17(1), 279–289. [https://www.ijicc.net/images/Vol\\_17/Iss1/17129\\_Giang\\_2023\\_E\\_R.pdf](https://www.ijicc.net/images/Vol_17/Iss1/17129_Giang_2023_E_R.pdf)
- Howlett, M., Leong, C., & Legrand, T. (2025). Bad Public Policy. In *Cambridge University Press*. <https://doi.org/10.1017/9781009497015>
- Iping, B. (2020). Perlindungan Sosial Melalui Kebijakan Program Bantuan Langsung Tunai (BLT) Di Era Pandemi Covid-19: Tinjauan Perspektif Ekonomi Dan Sosial. *Jurnal Manajemen Pendidikan Dan Ilmu Sosial*, 1(2), 506–515. <https://doi.org/10.38035/JMPIS>
- Jeprianus, Arkanudin, Annisa Rizqa Alamri, Zakiah Hasan Gafar, Maya, Riyanto, D. (2023). Evaluasi Pelaksanaan Program Bantuan Langsung Evaluation of the Implementation of the Village Fund Cash Assistance Program in Rasau Jaya. *Proyeksi: Jurnal Ilmu Sosial Dan Humaniora*, 28(1), 41–52. <https://jurmafis.untan.ac.id/index.php/Proyeksi/index%0AEVALUASI>
- Karahanoclu, A., & Co<sup>o</sup>kun, A. (2024). Designing for Data Sensemaking Practices: A Complex Challenge. *Interactions (N.Y.)*, 31(4), 28–31. <https://doi.org/10.1145/3664630>
- Karin Gwinn Wilkins, Thomas Tufte, and R. O. (2014). The Handbook of Development Communication and Social Change. In I. John Wiley & Sons (Ed.), *The Handbook of Development Communication and Social Change*. <https://doi.org/10.1002/9781118505328>
- Khatri, V., & Brown, C. V. (2010). Designing data governance. *Communications of the ACM*, 53(1), 148–152. <https://doi.org/10.1145/1629175.1629210>
- Koesten, L., Gregory, K., Groth, P., & Simperl, E. (2021). Talking datasets – Understanding data sensemaking behaviours. *International Journal of Human Computer Studies*, 146(October 2020), 102562. <https://doi.org/10.1016/j.ijhcs.2020.102562>
- Kuntjorowati, E., Andari, S., Prayoga, R. A., Yusuf, H., Soegiharto, S., Fatimah, S., Listyawati, A., Yuniarti, L., Suryani, & Hakim, F. N. (2024). Effectiveness of strengthening social

- protection and security programs in alleviating poverty in rural areas through multi-sector partnerships. *Heliyon*, 10(23), e40485. <https://doi.org/10.1016/j.heliyon.2024.e40485>
- Ladley, J. (2019). Data Governance: How to Design, Deploy, and Sustain an Effective Data Governance Program. Second Edition. In *Academic Press*. <https://doi.org/10.1016/C2017-0-03353-0>
- Luna-Reyes, L. F., Andersen, D. F., Black, L. J., & Pardo, T. A. (2021). Sensemaking and social processes in digital government projects. *Government Information Quarterly*, 38(2). <https://doi.org/10.1016/j.giq.2021.101570>
- Lycett, M., & Marshan, A. (2016). Capturing sensemaking pattern during data analysis: A conceptual framework. *25th International Conference on Information Systems Development, ISD 2016, August 2016*, 106–116.
- Maffeo, L. (2023). *Designing Data Governance from the Ground Up*. 1–159.
- Marcucci, S., Alarcón, N. G., Verhulst, S. G., & Wüllhorst, E. (2023). Informing the Global Data Future: Benchmarking Data Governance Frameworks. *Data and Policy*, 5(30). <https://doi.org/10.1017/dap.2023.24>
- McCausland, T. (2020). The Bad Data Problem. *Research Technology Management*, 64(1), 68–71. <https://doi.org/10.1080/08956308.2021.1844540>
- Mcclanahan, S., & Ruggia-Frick, R. (2024). The role of social security in poverty reduction-Reinforcing life cycle-based models for more effective systems. *Regards - Protection Sociale, June*(63). <https://www.nationalarchives.gov.uk/wp-content/uploads/2014/03/prem-4-891.jpg>
- Mefalopulos, P. (2008). *Development Communication Sourcebook Broadening The Boundaries Of Communication*.
- Mintrom, M., & O'Connor, R. (2024). Policy coordination and development in a VUCA world. *Global Policy*, 15(S6), 41–52. <https://doi.org/10.1111/1758-5899.13430>
- Musdalifah, La Ode Asrun Azis R, & Firdaus. (2022). Penyaluran Bantuan Langsung Tunai Dana Desa (BLT-DD) Dimasa Pandemi Covid-19 Di Desa Pewisoa Jaya Kabupaten Kolaka. *Madika: Jurnal Politik Dan Governance*, 2(1), 1–18. <https://doi.org/10.24239/madika.v2i1.1016>
- Nelson, G. S. (2018). Data Sensemaking. In *The Analytics Lifecycle Toolkit*, G.S. Nelson (Ed.). *The Analytics Lifecycle Toolkit*, 185–217. <https://doi.org/10.1002/9781119425083.ch7>
- Odoom, D., Dick-Sago, C., Opoku, E., & Obeng-Baah, J. (2024). Participatory communication in the provision of development services in the Ghanaian decentralised government system: evidence from the Central Region. *Discover Sustainability*, 5(1). <https://doi.org/10.1007/s43621-024-00336-w>

- Onimus Ledoh, Farida M. Ledoh, Jizrel E. S Ledoh, M. D. T. (2022). Analisis risiko penyaluran bansos terhadap penerapan good corporate governance pada dinas sosial Kabupaten Rote Ndao. *Fair Value: Jurnal Ilmiah Akuntansi Dan Keuangan*, 4(11), 5165–5177. <https://doi.org/10.32670/fairvalue.v4i11.1821>
- Onyina, K., & Baye, R. S. (2024). Impact of social protection policies on inclusive growth in Sub-Saharan Africa: evidence from bias-corrected dynamic panel. *Cogent Economics and Finance*, 12(1). <https://doi.org/10.1080/23322039.2024.2409421>
- Roberge, I., Mckeen-edwards, H., & Campbell-verduyn, M. (2025). *Ineffective Policies Causes and Consequences of Bad Policy Choices*. Bristol University Pres.
- Rohmah, H., & Kumalasari, L. D. (2023). Efektivitas Program Bantuan Langsung Tunai Dana Desa (BLT-DD) dalam Memutus Rantai Kemiskinan: Studi di Desa Gading Kecamatan Bululawang Kabupaten Malang. *Jurnal Birokrasi & Pemerintahan Daerah*, 5(2), 168–177.
- Rosenbaum, S. (2020). Data Governance and Stewardship/ : Designing Data Stewardship Entities and Advancing Data Access. *Health Research and Educational Trust*, 1442–1455. <https://doi.org/10.1111/j.1475-6773.2010.01140.x>
- Sheriff Jolaoso, Russ Burtner, and A. E. (2015). Toward a Deeper Understanding of Data Analysis, Sensemaking, and Signature Discovery. *IFIP International Federation for Information Processing 2015*, 9297, 463–478. [https://doi.org/DOI: 10.1007/978-3-319-22668-2\\_36](https://doi.org/DOI: 10.1007/978-3-319-22668-2_36)
- Sofi, I. (2021). Efektivitas Bantuan Langsung Tunai Dana Desa Dalam Pemulihan Ekonomi Di Desa. *Indonesian Treasury Review: Jurnal Perbendaharaan, Keuangan Negara Dan Kebijakan Publik*, 6(3), 247–262. <https://doi.org/10.33105/itrev.v6i3.280>
- Stark, K., Koslouski, J. B., Vadhan, J., & Vega, M. (2024). The future is inclusive: An invitation for interdisciplinary collaboration between social emotional learning and special education researchers. *Social and Emotional Learning: Research, Practice, and Policy*, 3(May), 100043. <https://doi.org/10.1016/j.sel.2024.100043>
- Syamsir, S., Saputra, N., & Mulia, R. A. (2025). Leadership agility in a VUCA world: a systematic review, conceptual insights, and research directions. *Cogent Business and Management*, 12(1). <https://doi.org/10.1080/23311975.2025.2482022>
- TNP2K. (2019). The Future of Indonesia Social Protection System: Social Protection for All. *Expert Meeting on Inclusive Social Protection in Asia and the Pacific Bangkok, 11 April 2019*, 109–120. <https://doi.org/10.18356/efd3bf00-en>
- van Donge, W., Bharosa, N., & Janssen, M. F. W. H. A. (2022). Data-driven government: Cross-case comparison of data stewardship in data ecosystems. *Government Information Quarterly*, 39(2), 101642. <https://doi.org/10.1016/j.giq.2021.101642>

- Vermeulen, V., & Hémond, Y. (2025). Interdisciplinary collaboration in VUCA contexts: a conceptual review for environmental upheavals management. *Environmental Systems Research*, 14(1). <https://doi.org/10.1186/s40068-025-00406-6>
- Wahyudi, R., Sondakh, F., & Permatasari, V. N. A. (2024). Social Protection Inclusion in Indonesia's Remote Areas - Identifying and Addressing Gaps and Challenges. *The World Bank*. <https://doi.org/10.1596/41977>
- Wahyuni, D. (2021). Permasalahan Penyaluran Bantuan Sosial dalam Masa Pemberlakuan Pembatasan Kegiatan Masyarakat. *Pusat Penelitian Badan Keahlian DPR RI*, XII, 13–18.
- Warsilah, H. (2020). Pembangunan Inklusif Papua Barat: Partisipasi, Aksesibilitas dan Jati Diri Masyarakat Sorong. In *Yayasan Pustaka Obor Indonesia* (Vol. 11, Issue 1). [http://scioteca.caf.com/bitstream/handle/123456789/1091/RED2017-Eng-8ene.pdf?sequence=12&isAllowed=y%0Ahttp://dx.doi.org/10.1016/j.regsciurbeco.2008.06.005%0Ahttps://www.researchgate.net/publication/305320484\\_SISTEM\\_PEMBETUNGAN\\_TERPUSAT\\_STRATEGI\\_MELESTARI](http://scioteca.caf.com/bitstream/handle/123456789/1091/RED2017-Eng-8ene.pdf?sequence=12&isAllowed=y%0Ahttp://dx.doi.org/10.1016/j.regsciurbeco.2008.06.005%0Ahttps://www.researchgate.net/publication/305320484_SISTEM_PEMBETUNGAN_TERPUSAT_STRATEGI_MELESTARI)
- Yin, R. K. (2018). *Case Study Research and Applications Design and Methods Sixth Edition*.
- Yul Dewi Marta, F., & Nurlitasari, R. (2021). Implementasi Penyaluran Bantuan Langsung Tunai Dana Desa di Era Pandemi Covid-19 di Kabupaten Sigi 2020. *Jurnal Terapan Pemerintahan Minangkabau*, 1(1), 47–59. <https://doi.org/10.33701/jtpm.v1i1.1870>
- Yunita, I., & Agustang, A. (2021). Ketidakmerataan Bantuan Langsung Tunai Dimasa Pandemi Covid-19 Pada Masyarakat Kurang Mampu di Desa Carawali Kabupaten Sidrap. *Pinisi Journal of Sociology Education Review*, 1(2), 181–191.