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# The Role of Stakeholders in Supporting the Implementation of Nagari Tageh in Tanah Datar Regency

**Artha Dini Akmal[1*], Yuliarti[2], Karjuni Dt Maani[3], Iip Permana[4], Agri Americo Agamuddin[5]**
*[1234] Department of Public Administration, Faculty of Social Sciences, Universitas Negeri Padang*
*[5] Department of Civil Engineering, Faculty of Engineering, Universitas Negeri Padang*
** Corresponding author: arthadiniakmal@fis.unp.ac.id*

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## ABSTRACT

Nagari Tageh is a program implemented by the government to strengthen the community based on the community itself. Nagari Tageh is a reflection of the national program known as the Disaster Resilient Village. In West Sumatra, Nagari Tageh was initiated by the Regional Police (POLDA), and at the district level, it was carried out by the local police (POLRES). In Tanah Datar Regency, Nagari Tageh has been socialized since 2018, but there is still no Nagari that has been able to implement this program comprehensively. The involvement of other stakeholders that should support this program has also not been seen, as if the POLRES is working alone without cross-sectoral support. However, because the Nagari Tageh program is a strategic program that directly involves the Nagari community, contributions from other relevant agencies are urgently needed. This study aims to examine the roles that can be carried out by government institutions as stakeholders in the Nagari Tageh program so that it can be implemented more comprehensively in the future. This research uses a qualitative method with a descriptive approach. Data were collected through interviews with key informants from the Tanah Datar POLRES and several other stakeholders related to the Nagari Tageh program. The results show that stakeholders other than POLRES and the Nagari government actually have a commitment to support the implementation of Nagari Tageh, but there is no formal coordination or clear role division. Each institution has a different potential contribution according to its authority, but there is no binding collaboration mechanism. A coordinated structure between institutions is needed to ensure that this program can run in an integrated and sustainable manner.

*Keyword:*
Nagari Tageh, Nagari Government, Role of Stakeholders

[1] *arthadiniakmal@fis.unp.ac.id*
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## INTRODUCTION

In West Sumatra, the smallest government is not the Village Government, but the Nagari Government. The Nagari Government is administratively the same as the Village Government. However, in the Nagari Government, there are different elements that, despite being the smallest government, still maintain local wisdom while embracing customs in its governance mechanisms. With the Regional Autonomy Law, the Nagari Government is given the privilege not to use the term village to identify its territory, but with the term Nagari (Akmal & Nurhabibi, 2020).

Similar to the Village Government, the Nagari Government also has the task of empowering the Nagari community directly. One of the programs that can be implemented by the Nagari government is Nagari Tageh (Noviarti, Reniwati, 2019)(Admiral Musa et al., 2020). Nagari Tageh is a program that is nationally known as Disaster Resilient Village/Output initiated by the National Disaster Management Agency. However, in West Sumatra, the Disaster Resilient Village/Sub-district program was implemented under the name Nagari Tageh, which was pioneered by the West Sumatra Regional Police.

Disaster Resilient Village/Sub-district is a program that emphasizes the community's ability to adapt to the possibility of disasters in their area and the community's ability to survive when the disaster occurs (Oktari, 2019). Meanwhile, Nagari Tageh is a program that not only emphasizes community resilience in anticipating and dealing with disasters, Nagari Tageh has a broader scope. Nagari Tageh focuses on empowering communities in several areas at once, such as food security, legal resilience, economic resilience, disaster resilience, social resilience, and others.

In several areas in West Sumatra Province, Nagari Tageh is used to overcome the COVID-19 disaster that started in its community. Nagari Tageh is expected to be able to help the community survive and rise from the onslaught of the crisis faced due to the COVID-19 pandemic. However, in Tanah Datar Regency, Nagari Tageh seemed to be in a coma during the Covid-19 pandemic and did not function at all. Based on information obtained by the author from the Tanah Datar Police, Nagari Tageh was first promoted in 2018, but during the Covid pandemic, it did not function at all and only started again in 2022.

Nagari Tageh in Tanah Datar Regency has begun to be promoted again for community strengthening programs that are generally affected by Covid. This program is truly designed to revive the community from the crisis that has occurred over the past 2 years. It is hoped that this program can later become an important program in the community itself which is managed by the community itself and its benefits are also directly felt by the community (Kesehatan et al., 2021).

During the Covid-19 pandemic, Nagari Tageh did not function well due to several factors. One of the factors is that there are not many stakeholders from government agencies directly involved in implementing this program. In Tanah Datar Regency, the stakeholders directly involved in implementing this program are the POLRES and the Nagari Government. In its implementation, so far, the POLRES has coordinated directly with the Nagari Government and sometimes involved the POLSEK. This is a deficiency that occurs in implementing a program. Nagari Tageh is carried out by many sectors, so the stakeholders involved should also involve sectors related to the Nagari Tageh program sector. With this strategic

program, but it has not yet run optimally, in this study the author focuses on seeing how stakeholders play a role in supporting the Nagari Tageh program. It is hoped that with the many stakeholders directly involved in this program, this program will also run well. For example, one of the Nagari Tageh programs is to increase food security, so here there needs to be a direct contribution from the Agriculture and Plantation Service. The results of this study will later aim to determine the role and commitment of the agencies related to this program toward the sustainability and success of the Nagari Tageh program.

However, to date, there has been limited research specifically analyzing how inter-agency coordination influences the successful implementation of the Nagari Tageh program. Most previous studies have focused on institutional readiness, village-level strategies, or sectoral human resource capacity. Yet, programs like Nagari Tageh require structured, collaborative, cross-sectoral support. This gap in the literature is what this study aims to address. (Ansell, Chris and Gash, 2008)

Based on this context, the objective of this research is to identify and analyze the roles of stakeholders in the implementation of the Nagari Tageh program in Tanah Datar Regency. The central research question is: *How do stakeholders engage, and what coordination challenges emerge in the implementation of the Nagari Tageh program?* This study is expected to contribute to the development of community-based collaborative policy designs at the local level (Hafel et al., 2021).

This study is important because Nagari Tageh, as a strategic program, is not only a response to disaster but also a platform for building socio-economic resilience in the post-pandemic period. Without inter-sectoral coordination, the program risks becoming merely symbolic and unsustainable. Therefore, understanding how stakeholders interact and fulfill their roles is crucial to enhancing the program's governance effectiveness.

## LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The development of disaster-resilient villages/Sub-Districts is a program initiated by the government as an effort to reduce disaster risks at the community level. This community-based disaster risk reduction is a form of effort to reduce the threat of disasters and community vulnerability and increase preparedness capacity, which is planned and implemented by the community as the main actor. The community is also actively involved in assessing, analyzing, handling, monitoring, evaluating, and reducing existing disaster risks, especially by utilizing local resources to ensure sustainability (Thahir, 2022).

The development of Resilient Villages/Sub-Districts has several specific objectives that are oriented toward the capacity of the government and its community. This objective is set so that there is a collaboration between various parties involved in disaster management such as community elements and government elements can run well (Haas, 1992).

To implement the disaster-resilient village/sub-district program, a disaster management strategy is needed by the resilient village/sub-district. Because strategy is an approach related to the implementation of ideas, planning, and execution of an activity. This disaster-resilient village/sub-district requires collaboration between all sectors in the community in order to achieve goals effectively(Rizzo et al., 2022). This strategy is also related to short-term and long-term achievements in accordance with the vision and mission of the disaster-resilient village/sub-district because a disaster is an extraordinary event that comes

suddenly. The strategy here is needed to prepare all elements in the community to be ready to face disasters and survive when disasters occur and reorganize life after the disaster has passed.

In order for the strategy to run well, of course, this disaster-resilient village/sub-district program must have indicators for achieving its goals. This indicator is formulated with the aim that every element in the program can be considered properly. So that problems that will arise during the program planning and implementation can be minimized or at least can be resolved quickly. This indicator contains components that must be improved in the structure of community life so that the community can be more sensitive and prepared for disasters. This indicator will also be useful for this study as a benchmark for the readiness of the village government to implement the Nagari Tageh program.

There are 2 indicators in this disaster-resilient village/sub-district, both indicators and sub-indicators are also adopted by the Nagari Tageh program. The Nagari Tageh program is a program that adopts theories from this disaster-resilient village/sub-district. However, this Nagari Tageh program still focuses on dealing with the Covid-19 pandemic disaster. As we know, the pandemic disaster has occurred for more than 1 year, and the Indonesian people are still very vulnerable to infection. Therefore, the village government as the government closest to the community must participate and be fully dedicated to efforts to deal with the COVID-19 disaster. One of the efforts is to implement this Nagari Tageh program.

The village government also basically cannot work independently to carry out this program, there needs to be collaboration from various parties to implement this program such as the TNI/Polri, the health sector, religious scholars, intellectuals, and all elements in society. The collaborative model requires that all actors involved in a program have the same role and responsibility (Herrera-Medina & Riera Font, 2023).

There are several studies that have examined disaster-resilient villages/sub-districts such as research by Gerry R. J. Wonok entitled Village Government Strategy in Preventing the Spread of the Corona Virus (Covid-19) which focuses on strategy. Research by Rina Suryani Oktari entitled Increasing the Capacity of Disaster-Resilient Villages which focuses on the capacity of village officials and research by Miftakhul Munir entitled Evaluation of the Implementation of the Disaster-Resilient Village Program in Kendal Regency in 2016 which focuses on the evaluation of the disaster-resilient village/sub-district program. This study will focus on the disaster-resilient village/sub-district program with the locus of the village government so that later a model will be formulated that is suitable for application to the village government in dealing with the COVID-19 pandemic based on collaboration.

Given the multi-dimensional nature of the Nagari Tageh program, its successful implementation hinges on effective cross-sector collaboration. Bryson, Crosby, and Stone (2006) argue that sustained collaboration across institutions requires shared governance structures, open and ongoing communication, and mutual trust among stakeholders. These elements are essential when a program involves diverse agencies with distinct mandates, as is the case with disaster resilience initiatives at the community level.

Complementing this perspective, Ansell and Gash (2008) introduce the concept of *collaborative* governance, defined as a governing arrangement where one or more public agencies engage non-state actors in a collective decision-making process that is formal, consensus-oriented, and deliberative. This model is particularly

relevant to the Nagari Tageh context, where public institutions such as the police, local government agencies, and community leaders must work together to co-produce resilience outcomes. Key dimensions of this model—shared motivation, capacity for joint action, and principled engagement—provide a useful lens through which to analyze the institutional dynamics of the program(Ansell, Chris and Gash, 2008).

While previous studies have addressed the technical capacity of village institutions (Oktari et al., 2015) and localized strategies for managing COVID-19 (Wonok, 2020), there remains a gap in the literature regarding how inter-organizational collaboration is structured and sustained in community-based programs like Nagari Tageh. This study aims to contribute to that discourse by examining how stakeholder roles are distributed, coordinated, and operationalized in practice, thereby offering insights into the governance mechanisms underlying resilience-building efforts at the local level.

## RESEARCH METHODS

This type of research is qualitative research, qualitative research methods are research methods based on the post-positivism philosophy, used to research natural object conditions. Qualitative research can be used to reveal and understand something behind a phenomenon (Sugiyono, 2013). Holistically and descriptively in the form of words and language, a special natural context, and by utilizing various natural methods (Moleong, 2019). This method is used to produce collected data and its analysis is more qualitative in the form of written or spoken words from related parties.

To the objectives of the study, the informants in this study consist of:

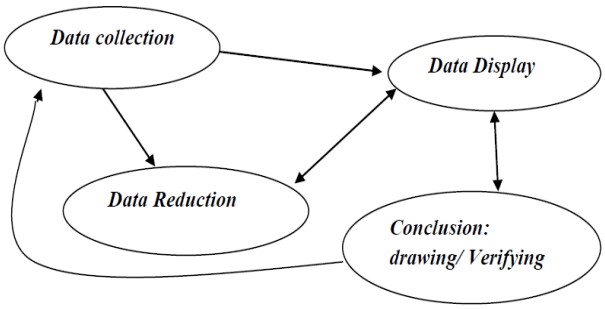
1. Tanah Datar POLICE
2. Village Government
3. PMDPPKB Service
4. Health Service
5. BPBD
6. Agriculture and Plantation Service

This study will use observation to obtain additional data. Observations were conducted by visiting the observation object, and recording and noting information from the activities of the policy formulation process in the Salimpaung District. Observations were conducted to see how the interaction between actors in the process of formulating public policies. Interviews were conducted using in-depth interviewing techniques as explained by interviews conducted in an unstructured manner by choosing the context and time that were considered most appropriate in order to obtain detailed, honest, and in-depth data (Sutopo, 2006).

Interviews used questions that were generally unstructured and open-ended which were designed to elicit views and opinions from participants. Data validity or data validity is an effort to examine the accuracy of research results by applying certain procedures. Triangulation is a data validity examination technique that utilizes something other than the data for the purpose of checking or comparing the data.

Denzin distinguishes four types of triangulations as data examination techniques that utilize the use of sources, methods, investigators, and theories. This study used the source triangulation technique. In addition, observation data, interviews, and documentation were conducted during the study (Hafni Sahir, n.d.). The analysis method in this study uses an interactive analysis model. The interactive analysis model consists of three streams of activities that occur simultaneously, namely: data reduction, data presentation, and drawing conclusions or verification. The data analysis technique is explained in the following picture:

Models in Miles and Huberman Data Analysis




## RESULTS

After conducting the research, there are many interesting things that the author knows, that the implementation of the Nagari Tageh Program basically gets a positive response from stakeholders who should be related to this program. These government agencies basically know about this program but are still not directly involved in this program. Furthermore, the author will see what the role of each stakeholder is in running this Nagari Tageh Program. The Nagai Tageh Program in Tanah Datar has been rolling since 2018 with several nagari being selected as models or examples.

The implementation of this Nagari Tageh Program in 2018 was directly pioneered by the Tanah Datar Police where the designated Nagari were Nagari Salimpaung and Nagari Malintang. According to the statement from the Head of Bintipsos Polsek Tanah Datar, Mr. Juhandi, he said that: "The Nagari Tageh program has been initiated and started to be implemented in Tanah Datar in 2018 by appointing Nagari Salimpaung and Nagari Malintang as its pilot project. This program is directly handled by the Polres by visiting the Nagari government directly and providing socialization and steps that must be taken by the Nagari government to run this program". Meanwhile, the Head of Salimpaung Village, Mr. Drs. Marjohan also provided information: "Yes, at that time Nagari Salimpaung was indeed appointed as a model Nagari for the implementation of this Nagari Tageh, but the Polres itself never came to provide socialization or guidance to us. So, we also don't know what to do to implement this program". From the statements of the two sources above, it can be said that the Nagari Tageh program in Nagari Salimpaung itself has not started running. The next data obtained by the researcher was that in Nagari Malintang it only reached the formation of the management and after that there were no more activities carried out, meaning that the activity only ran until the formation of the management in Nagari Malintang.

With this phenomenon, it can be said that the Nagari Tageh program in 2018 has not been able to run according to the expected goals, namely building community independence starting from the community itself. And after 2018, there have been no more activities in these two Nagari. According to the Head of Bintipsos Polres Tanah Datar, this activity has not been carried out until 2021 because all agencies are busy with the pandemic that has hit Indonesia. He said that: "During the pandemic, the Nagari Tageh program has not been continued because we from the Tanah Datar Police are busy with tasks related to the pandemic, such as vaccine socialization and patient tracking". The two stakeholders above have indeed had a direct role in the implementation of the Nagari Tageh program.

Although the Nagari Tageh program was introduced as early as 2018, the findings reveal a clear dominance of POLRES in initiating the program, with technical agencies assuming passive roles. This limited involvement is not merely due to a lack of interest but is rooted in the absence of a clear coordination framework provided by the district government. As Ansell and Gash have argued, inter-agency collaboration cannot be sustained in the absence of shared structures that facilitate

ongoing interaction and mutual accountability (Ansell, Chris and Gash, 2008).

The POLRES and the Nagari Government have indeed received and carried out their portions of this program since 2018. However, this program has not been continued because it was stopped due to the pandemic and the Tanah Datar Police are busier with direct COVID-19 response activities. However, in terms of their roles, these two stakeholders have indeed played a very influential role in the implementation of this program. The Nagari Tageh program was stopped due to the pandemic in Tanah Datar, the author also obtained data that in several areas in West Sumatra, the Nagari Tageh program was used as a means to control the COVID-19 pandemic, but this situation does not apply in Tanah Datar Regency. The Nagari Tageh program has only started again in mid-2022, as evidenced by the implementation of a Nagari Tageh in Nagari Taluak, Lintau Buo District. Proven by the activity report on August 15, 2022.

| NO | LAPORAN KTN YANG SUDAH DI BUAT | NAMA KTN | JENIS TANGGUH | PENANGGUNG JAWAB | DOKUMENTASI | KETERANGAN |
|---|---|---|---|---|---|---|
| 1 | POLSEK LINTAU BUO NAG TALUAK | KAMPUNG TANGGUH / RUMAH GADANG | 1.TANGGUH KESEHATAN<br>2.TANGGUH KETAHANAN PANGAN<br>3.TANGGUH AMAN<br>4.TANGGUH SOISAL / EKONOMI | 1. KAPOLSEK LINTAU BUO<br>2.KANIT BINMAS<br>3. BHABINKAMTIBMAS<br>(NAG. TALUAK) |  | BHABINKAMTIBMAS POLSEK LINTAU BUO, BRIPKA NOFRI DASMAN, SH PATROLI KE NAGARI TAGEH (TALUAK) GUNA MENGAJAK WARGA UNTUK BERSAMA-SAMA MENJAGA SISKAMTIBMAS DAN MENYAMPAIKAN HIMBAUAN KAMTIBMAS, SUPAYA WASPADA TERHADAP CURAT, CURAS DAN CURANMOR. |

The Nagari Tageh Program in Nagari Taluak has 4 types of activities, namely: 1). Health resilience, 2). Food security resilience, 3). Safety resilience, 4). Social and economic resilience. These activities have been running in Nagari Taluak, but only this nagari has just reached this stage of activity while in other nagari this nagari tageh program has not yet been implemented. Therefore, we tried to find out more about the role of other stakeholders in contributing to running this program.

We already know that the Tanah Datar Police have started to initiate the restart of this program again by carrying out many socialization activities to the Nagari. Furthermore, we will present the results of our interviews with various other agencies related to the implementation of this Nagari Tageh Program. Starting from the PMDPPKB service as the leading sector of the village government in Tanah Datar, at the PMDPPKB service we met 3 resource persons, namely Mrs. Popi as the Head of the PMDPPKB Economic Division, Mr. Devino as the Head of the PMDPPKB Economic Division, and Mr. Miza as the Head of the PMDPPKB Financial Division.

According to the statements of these 3 sources, the PMDPPKB office itself has not been directly involved in the Nagari Tageh program, in accordance with the statement of Mrs. Popi: "So far the Nagari Tageh Program has only focused on the Tanah Datar Police as the implementer, there have been several socialization activities that we have participated in but we ourselves do not really understand what role we should play in this program because the regulations are not yet clear from the district government to us" This is also in line with what was conveyed by Mr. Miza that: "We still do not really understand the regulations for implementing this Nagari Tageh program, how the concept and mechanism are, we as the agency that oversees all Nagari should be actively involved here, but we are still trying to play a better role" From the statements of the two sources at the PMDPPKB office, they still have not played an active role in this Nagari Tageh program, considering the crucial position of the PMDPPKB office as an agency that oversees all Nagari, this office must have a large portion in the implementation of this program. But the PMDPPKB office also emphasized that they will always support and play an active role if the Nagari Tageh program is indeed directly related to the

PMDPPKB Office. What was conveyed by Mr. Devino: "We from the PMDPPKB office will always support and participate in the implementation of this Nagari Tageh program, and we hope to be part of this program".

Interviews with officials from PMDPPKB and the Department of Agriculture indicate that these agencies are ready to contribute, but have never been formally engaged. This reflects the existence of latent collaborative potential that remains unutilized. In the context of collaborative governance, the presence of stakeholder willingness without institutional facilitation tends to result in fragmented and unsustainable collaboration efforts.

The same thing also happened to the Regional Disaster Management Agency, Health Office, Education Office, and Agriculture Office of Tanah Datar Regency. They agreed that they had not been directly involved in this program even though they basically knew about the existence of this program. As explained by Mr. Fauzan the secretary of BPBD: "So far we have never been involved in the Nagari Tageh program, in BPBD itself there is something called Nagari Siaga but this is a program that focuses on disaster management based on the Nagari".

The health office also said the same thing during the pandemic they did not implement the Nagari Tageh program at all, what they implemented were pandemic response programs which were basically derivative programs from higher offices. However, at the same time, all stakeholders felt that they should have a role in this Nagari Tageh program considering how important this program is, and if this program runs well, it will greatly help the community, especially the people of Tanah Datar Regency. The same thing was also said by the Head of the Department of Agriculture and Plantations that he had not been directly involved in the implementation of this Nagari Tageh program.

However, they are very committed to participating and joining in realizing this program, especially for the food security of the Nagari community, they are willing to provide training, counseling, and direct assistance to farmers who will later be included in the Nagari Tageh program in each Nagari. The absence of a significant portion obtained by other related stakeholders could be an obstacle to the implementation of this program. However, seeing the enthusiasm and commitment of the related stakeholders makes the author believe that this program can run well if there is cooperation between each of these stakeholders. In the future may also require the formulation of a model that can facilitate stakeholders to collaborate so that this program can run well.

The role of the Nagari (village) government in implementing the program appears more administrative than substantive. While they were designated as pilot villages, they did not receive the technical support or capacity-building necessary to fulfill this role meaningfully. This situation reinforces the perception that the program was delivered top-down, with minimal co-creation between government authorities and local communities.

Across all stakeholder testimonies, a common theme is the absence of a multi-sectoral coordination forum at the district level. Without a formal structure—such as a task force or interagency committee—the program remains heavily dependent on POLRES initiative. However, successful cross-sector programs require a deliberative space where actors with varying authorities and capacities can co-design strategies and align efforts.

## CONCLUSION

From the information of the resource person above, it can be concluded that those involved in the Nagari Tageh

program are basically still oriented towards the POLRES, POLSES, and the village government. Meanwhile, other related agencies still do not have a significant role. The author can also provide suggestions, to run this Nagari Tageh program more comprehensively, the POLRES as the leading sector of this program should be able to involve related agencies to be more involved, so that the benefits of this program can be directly felt by the village community.

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