



Dynamic Governance in Indonesia's Education Allocation Policy

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Abstrak

Penelitian ini bertujuan untuk melihat perkembangan penelitian dengan topik "*Dynamic Governance & Public Finance*" dan rencana riset yang dapat dilakukan berdasarkan jurnal-jurnal yang diterbitkan dengan tema tersebut. Pendekatan yang digunakan adalah kualitatif eksploratif dengan dua tahap analisis, yaitu analisis bibliometrik dan analisis kontekstual terhadap kebijakan dana bantuan operasional sekolah (BOS) di Indonesia. Analisis bibliometrik dilakukan terhadap 340 artikel ilmiah bertema dynamic governance dan public finance yang terindeks dalam basis data Dimensions menggunakan perangkat lunak Vosviewer. Hasil pemetaan mengidentifikasi enam kluster utama, yaitu transparansi fiskal, efisiensi program, tata kelola pendidikan, kolaborasi universitas, dinamika pasar, serta isu pertumbuhan ekonomi dan ketimpangan sosial. Pola tersebut menunjukkan bahwa riset global masih berfokus pada efisiensi dan akuntabilitas, sementara dimensi adaptif dan kolaboratif dalam tata kelola fiskal relatif belum berkembang. Analisis kontekstual kemudian dilakukan terhadap kebijakan dana BOS di Indonesia sebagai ilustrasi empiris penerapan prinsip pemerintahan dinamis dalam keuangan publik. Hasilnya menunjukkan bahwa reformasi mekanisme kapasitas penyaluran dana, digitalisasi pelaporan, dan koordinasi lintas kementerian mencerminkan kapasitas adaptif, reflektif, dan kolaboratif pemerintahan. Penelitian ini menegaskan pentingnya pengembangan paradigma dynamic fiscal governance sebagai kerangka konseptual untuk memahami tata kelola keuangan publik yang adaptif, inovatif, dan berkelanjutan.

Kata kunci: *Dynamic Governance, Keuangan Publik, Bibliometric, VosViewer, Dynamic Fiscal Governance*

Abstract

This study aims to examine the development of research on the topic of "Dynamic Governance & Public Finance" and possible research plans based on journals published on the topic. The approach used is exploratory qualitative with two stages of analysis: bibliometric analysis and contextual analysis of the school operational assistance (BOS) fund policy in Indonesia. The bibliometric analysis was conducted on 340 scientific articles on the theme of Dynamic Governance and Public Finance indexed in the Dimensions database using Vosviewer software. The mapping results identified six main clusters: fiscal transparency, program efficiency, education governance, university collaboration, market dynamics, and issues of economic growth and social inequality. This pattern suggests that global research continues to focus on efficiency and accountability, while the adaptive and collaborative dimensions of fiscal governance remain relatively underdeveloped. A contextual analysis was then conducted on the BOS fund policy in Indonesia as an empirical illustration of the application of dynamic governance principles in public finance. The results indicate that reforms in fund distribution capacity mechanisms, digitalization of reporting, and cross-ministerial coordination reflect the government's adaptive, reflective, and collaborative capacity. This research emphasizes the importance of developing a dynamic fiscal governance paradigm as a conceptual framework for understanding adaptive, innovative, and sustainable public financial governance.

Keyword: *Dynamic Governance, Public Finance, Bibliometric, VosViewer, Dynamic Fiscal Governance*

INTRODUCTION

Rapid social, economic, and technological changes demand governance that is not only efficient but also adaptive. In this context, the concept of dynamic governance has become a crucial approach in public administration, emphasizing flexibility, innovation, and the ability to respond to change quickly and appropriately. Neo & Chen (2007) and Budiman et al. (2022) explain that dynamic governance is characterized by the ability of institutions and actors to adapt quickly to new challenges and opportunities. This encompasses not only responding to immediate issues but also anticipating future developments that may impact governance outcomes. This approach encourages the development of innovative solutions to complex problems and emphasizes the importance of collaboration among various stakeholders, including government institutions, the private sector, and civil society, to foster a culture of innovation (Neo & Chen, 2007). In decision-making, dynamic governance incorporates an iterative decision-making process that allows for continuous evaluation and adjustment of policies and strategies. The approach described by Neo and Chen encompasses the ability to think ahead, think again, and think across. With these capabilities, the government is expected to be able to produce dynamic, responsive, and sustainable policies amidst a rapidly changing global environment.

While public finance is a field at the intersection of economics and public policy, it encompasses issues such as government revenue and expenditure, fiscal and monetary policy, income distribution, macroeconomic stability, and the provision of public goods. According to Musgrave, public finance serves three main objectives: allocative efficiency, income equality, and economic stability (Kryeziu, 2021). Through wealth redistribution mechanisms and funding for public services such as education, health, and social security, the government plays a crucial role in reducing social disparities and improving citizen welfare. Research by Postula and Raczkowski (2020) confirms that effective public financial management significantly impacts a country's competitiveness and sustainable development, particularly in the context of controlling fiscal deficits, which maintain economic stability. Dynamic governance, in this regard, is closely linked to public finance because it emphasizes adaptive, reflective, and collaborative policies to adapt to changes in the socio-economic environment. This approach ensures that fiscal policy is not static but is continually updated to reflect community needs and local challenges (Widowati et al., 2023; Martoyo & Sihaloho, 2021). Thus, effective public financial management is a crucial element of dynamic governance because it plays a role in increasing transparency, strengthening public participation, and ensuring the efficient and sustainable use of financial resources (Saputra, 2021).

Several studies examining Dynamic Governance & Public Finance, including Lobonț et al. (2021), analyzed scientific papers related to entrepreneurship and public governance and investigated the relationship between these topics. The involvement of governments and public institutions in entrepreneurial activities has increased rapidly in recent years. Public governance has begun to pay more attention to the fact that to achieve a country's economic development goals, it is necessary to increase entrepreneurship both qualitatively and quantitatively. Most governments have created significant measures to encourage and support entrepreneurial activities, and also contribute to supporting the private sector in the economy. This study demonstrates the main trends and research impacts in the form of a visual and schematic research framework regarding the relationship between public governance and entrepreneurship and their related elements, namely innovation and development.

Briotti (2005) reviews the theoretical and empirical literature that has investigated the conditions under which contractionary fiscal policy is effective in reducing debt and deficits, but does not have a negative impact on growth. This issue is important in macroeconomics and policymaking, given that many countries currently face increasing fiscal imbalances, with additional pressures coming in the medium term due to population aging. The study concludes that the theoretical impact of fiscal policy on aggregate demand and economic activity depends heavily on the conceptual framework considered and its assumptions about the state of the world. Analysis based on macroeconometric simulations finds evidence that fiscal consolidation initially

causes production losses, but can lead to higher output in the medium term. Furthermore, empirical results focusing on changes in fiscal policy provide evidence that under certain circumstances, austerity measures may have an expansionary impact on the economy.

Schoenberg et al. (2016) explain the role of intragroup dynamics in nonprofit governance models. Nonprofit governance models rarely incorporate intragroup board dynamics as a significant factor influencing board performance. However, intragroup dynamics such as cohesion and conflict have been shown to be related to board performance, suggesting that intragroup board dynamics play a larger role than previously thought. The study found that three types of intragroup dynamics (cohesion, board-CEO relations, and boardroom climate) were positively related to performance, while the relationship between performance and the other two intragroup dynamics (conflict and power patterns) was mixed. It can be concluded that intragroup dynamics should be a central factor in board governance models. Using the findings of this review, directions for future research can be identified.

Gielen et al. (2017) conducted an international comparative study of the dynamics of changing governance approaches to land development and their outcomes for capturing public value. There are differences between public and private governance approaches to land development, also referred to as 'active' and 'passive' approaches. These approaches evolve over time and interact with institutional, financial, and environmental factors. This study investigates the application and function of these tools within three different governance approaches in three countries (the UK, Spain, and the Netherlands), ranked from more passive to more active: developer obligations in private land development and land readjustment, and public land acquisition and development within the public governance approach. The cases studied demonstrate a general trend toward passive approaches and a sharpening and regularization of the public value capture instruments embedded within them.

Although the link between dynamic governance and public finance has been recognized in various studies, a research gap remains in explaining how dynamic governance principles are effectively applied in the context of public finance, particularly in developing countries with fiscal decentralization systems like Indonesia. Most existing research focuses on aspects of accountability and fiscal efficiency (Postula & Raczkowski, 2020; Nguyen, 2018), while the adaptive and reflective capacity dimensions of public institutions have received less attention (Widowati et al., 2023). Yet, in a global context full of uncertainty, changes in fiscal policy demand cross-border thinking and continuous policy reflection to ensure public financial management remains relevant and responsive (OECD, 2023; World Bank, 2022).

A concrete example of the application of dynamic governance principles in public finance can be found in the governance of the distribution of school operational assistance (BOS) funds. This program demonstrates how public funding mechanisms need to adapt to changing regulations, national policies, and implementation dynamics at the regional level. In this context, the ability of local governments to adjust the planning, implementation, and reporting of BOS funds reflects the implementation of the principles of "thinking ahead, thinking again, and thinking across," which are at the heart of dynamic governance (Neo and Chen, 2007; Martyoyo & Sihalo, 2021). Although several studies have highlighted the importance of adaptive governance in addressing policy crises and fiscal dynamics (Agaba, 2021; Janssen & Van der Voort, 2020), studies explicitly linking these practices to the conceptual framework of dynamic governance are still very limited in the international literature.

Therefore, a systematic review is needed to examine how research developments and trends on dynamic governance and public finance have evolved over the past two decades. A bibliometric approach is an appropriate method for this purpose because it allows for analysis of scientific publication patterns, inter-author relationships, and research thematic maps. Through this mapping, researchers can identify research trends, dominant keywords, and uncover underexplored topics. Thus, the results of a bibliometric analysis not only provide a global overview of scientific developments but can also serve as a basis for formulating a further research agenda, including the application of dynamic governance in the management and public

education sector, such as the BOS program in Indonesia. Based on the explanation, this study aims to map the extent to which the topic of dynamic governance has been studied in the context of public finance at the global level. Specifically, this study aims to identify thematic trends, author collaborations, and future research opportunities that can enrich the understanding of dynamic governance in managing public finances. This research is also expected to provide theoretical and practical contributions, both to the development of public governance studies and to the formulation of adaptive, transparent, and sustainable fiscal policies in the future.

METHOD

Research Design

This study uses an exploratory qualitative approach with a dual analytical design: bibliometric analysis and contextual qualitative analysis of the School Operational Assistance (BOS) fund policy in Indonesia. This approach was chosen because bibliometric analysis can combine qualitative interpretation to deepen conceptual understanding and policy implications (Aria & Cuccurullo, 2017; Donthu et al., 2021). Therefore, this study aims to map the development of global research on dynamic governance and public finance, and to understand how dynamic governance principles are applied in public financial governance practices in developing countries.

Data Collection

The research data were obtained from the Dimensions database, a multidisciplinary database with broad coverage, encompassing scientific publications, books, and proceedings. The Dimensions database was chosen because it provides more comprehensive metadata and open access for bibliometric analysis than some other databases (Hook et al., 2018). The search was conducted using a combination of the keywords "dynamic governance" and "public finance," with documents limited to articles and no publication date limit set to allow for a historical overview of all research developments. The search resulted in 340 scientific articles relevant to the research topic. Each article obtained was then reviewed to ensure its suitability to the theme of dynamic governance and public finance through title, abstract, and keyword searches. Articles that were irrelevant or non-academic in nature were excluded. Furthermore, data were obtained from interviews with actors involved in the design of BOS funding policies, namely from the Ministry of Education and the Ministry of Finance. Finally, data were sourced from documents related to BOS funding policies in Indonesia.

Data Processing and Analysis

The analysis phase was conducted using Vosviewer software, developed by Van Eck and Waltman (2021). Vosviewer was used to visualize and analyze keyword co-occurrence within publications. The analysis was conducted in two stages:

1. Bibliometric Analysis

The first stage of this research involved a bibliometric analysis to describe trends, publication patterns, and the structure of global scholarship related to the topics of dynamic governance and public finance. Data obtained from the Dimensions database was analyzed using VOSviewer software. This analysis identified research theme clusters (Van Eck & Waltman, 2021). Interpretation of the visual map results was conducted using a descriptive-qualitative approach, taking into account the context in which keywords appeared and the trends of topics emerging within each cluster.

2. Empirical Analysis of Dynamic Governance Related to the BOS Fund Policy

The second stage is a qualitative analysis of the BOS fund policy as an empirical context relevant to the principles of dynamic governance in public financial governance. This analysis is intended to provide conceptual depth to the bibliometric mapping results, not as a stand-alone

case study, but rather as an empirical illustration of the application of dynamic governance principles. The analysis was conducted using a thematic interpretative approach, where empirical data in the form of policy documents and interviews were coded into several relevant themes, such as policy adaptation, governance innovation, and fiscal accountability. This approach is used to understand the patterns and meanings emerging from governance practices (Braun & Clarke, 2019). With this strategy, the research seeks to bridge the results of global mapping related to dynamic governance and public finance with empirical experience in Indonesia, resulting in a more contextual and meaningful synthesis for the development of public financial governance theory and practice (Donthu et al., 2021; Ardito et al., 2020).

RESULT AND DISCUSSION

This study discusses "Dynamic Governance & Public Finance" by utilizing 340 journal article publications indexed in Dimension. Bibliometrics is a method used to measure and evaluate scientific performance by taking into account factors such as citations, patents, publications, and other more complex indicators. Bibliometric analysis is conducted to evaluate research activities, laboratories, and scientists, as well as the performance of countries and scientific specializations. Several stages in bibliometric analysis include identifying the research background, collecting the databases to be used, and determining the main indicators to be used in the research.

This section will deepen the meta-analysis results by presenting a visual mapping graph depicting 340 journals related to "Dynamic Governance & Public Finance." In this study, mapping was conducted by analyzing keywords and important or unique terms contained in journal articles. Mapping is a process to identify knowledge elements, configurations, dynamics, dependencies, and interactions between these elements. The network visualization results of 340 journals with the theme of "Dynamic Governance & Public Finance" will be explained in more detail in the next section.

Research Map

The figure below describes the keyword trends that appear in research on the theme "Dynamic Governance & Public Finance", and the larger form is the most frequently used words in journal publications with the theme "Dynamic Governance & Public Finance".

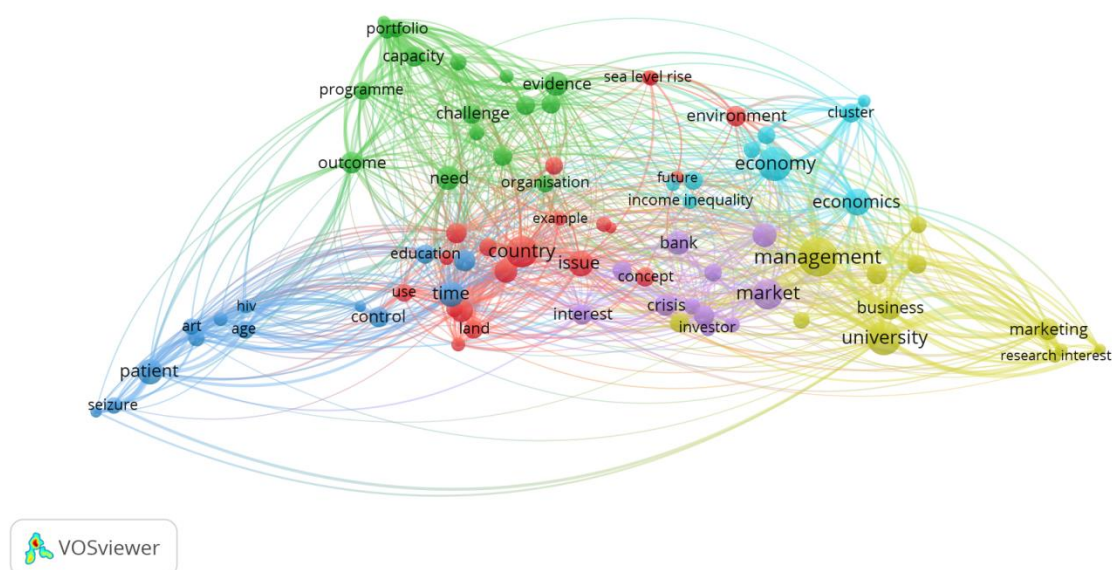


Figure 2. VosViewer Mapping

In the mapping, the keywords that appear most frequently in the publication "Dynamic Governance & Public Finance" include management, market, university, economy, economics, issue, country, marketing, patient, time, outcome, evidence, and control, which are then divided into 6 clusters, as follows:

Table 1. Cluster Mapping by Keywords

Cluster	Keyword
Cluster 1 (20 items)	Acces, climate change, community, concept, country, environment, example, future, green bond, issue, land, native title, order, person, relation, sea level rise, society, transparency, use, way
Cluster 2 (16 items)	Capacity, challenge, contribution, covid, effectiveness, efficiency, evaluation, evidence, ghr portfolio, neet, nihr, organisation, outcome, portfolio, programme, sustainability
Cluster 3 (13 items)	Addition, age, art, child, control, education, epoch, factor, hiv, month, patient, seizure, time
Cluster 4 (12 items)	Accounting, board, business, competition, economic, management, management science, marketing, marketing science, research interest, technology, university
Cluster 5 (11 items)	Action, bank, capital, crisis, incentive, industry, interest, investor, manager, market, reform
Cluster 6 (9 items)	Cluster, corruption, economic development, economic growt, economics, economy, income inequality, industrial cluster, innovation

Cluster 1 : Community transparency enhances public finance management.

This topic is highly relevant to Dynamic Governance and Public Finance because transparency in society fosters accountability and trust, which are crucial for effective governance. In the context of dynamic governance, which emphasizes adaptive and responsive management practices, transparency ensures that public resources are used efficiently and ethically. This, in turn, improves public financial management. However, research examining this issue is still relatively limited. Several studies relevant to this topic include Guillamón et al. (2011), who examined government transparency by analyzing the impact of political and socioeconomic factors on municipal financial transparency. This study explains that mandatory publicity and transparency are key to public management (rule of law theory). The results show that municipal governments in Spain provide financial information beyond legal requirements, thus exceeding the mandatory disclosure required by the rule of law theory. The higher the per capita taxes and transfers, the more financial information is disclosed, thus increasing transparency. Therefore, municipal governments do not benefit from fiscal illusions or principal-agent effects, as they do not hide higher levels of taxes and transfers from the public. Furthermore, left-wing parties are more transparent than right-wing parties. Finally, population size also has a positive effect on achieving financial transparency.

Yuniarta & Purnamawati (2020) analyzed key elements of local government transparency in the new public governance model. Transparency is a challenge for current and future public administration reforms towards a modern and better government. The ongoing economic crisis has caused a significant erosion of public trust in the effectiveness of government financial management. The results of the study indicate that key elements, reflected in local government size and the regional financial independence ratio, have a significant influence on the implementation of online financial reporting, while audit opinions have no significant influence. This is due to changes in public perception of the quality of audit opinions issued by the Supreme Audit Agency (BPK). This study emphasizes that local governments that receive a fair or adverse audit opinion cannot definitively prove that the local government has carried out good or bad financial management. The audit opinion obtained by local governments does not always facilitate the publication of financial reports on their official websites.

Fontaine et al. (2022) explain how transparency enhances public accountability. This study explains that transparency enhances public accountability through a causal mechanism consisting of two sets of formulation and calibration activities that produce causal entities responsible for policy outcomes. The results of this study indicate that the institutionalization of transparency is shaped by a policy style that combines decentralized coordination modes and true collaborative governance. This has practical implications, not only for Chile, which is applying for Extractive Industries Transparency Initiative (EITI) certification, but also for any country interested in improving environmental governance in the extractive sector.

Tyurina (2018) examines the transparency of public financial management. Specifically, this study examines the theoretical aspects of ensuring public financial transparency in public administration systems, summarizing the key requirements for financial transparency. Furthermore, this article analyzes international approaches to enhancing public financial transparency and suggests measures to improve financial transparency systems with the aim of increasing the effectiveness of public management.

Cluster 2 : COVID challenges affect programme efficiency of Dynamic Governance.

This topic is highly relevant to the theme of Dynamic Governance and Public Finance because the COVID-19 pandemic has exposed and exacerbated various challenges in dynamic governance. The pandemic has tested the government's ability to respond effectively to crises, manage budgets efficiently, and ensure transparency in the use of public funds. The efficiency of government programs, a crucial component of dynamic governance, has been impacted by challenges such as declining state revenues, increasing public needs, and the difficulty of implementing public programs. This experience demonstrates the importance of adjusting government financial strategies and management to face similar crises in the future. Furthermore, these challenges highlight the need to strengthen transparency and accountability systems in public budget management, so that the government can be more responsive and adaptive to changing economic and social situations.

Several relevant studies, including Vignieri (2023), analyzed the Dynamic Performance Governance of a biodiversity conservation program. Specifically, this study illustrates how collaborative platforms can leverage active communities for climate change adaptation to implement biodiversity conservation policies. The study's findings conclude that active communities mitigate factors detrimental to biodiversity (namely, biological threats and anthropogenic pressures), thereby limiting the risk of perennial plant extinction. Stakeholders' prior knowledge is an enabling condition for climate adaptation processes because it triggers the implementation of recipes and cultural changes within a community.

Agaba (2021) discusses inequality and governance in the face of the COVID-19 pandemic. From a governance perspective, it is argued that reliance on liberal democracies to achieve equality has proven insufficient because these countries implement and prioritize market-based strategies that ultimately perpetuate inequality. Ultimately, it is recommended that there be a rethinking of global political economy policies, including debt, health systems, intellectual property laws, and trade, to directly address how these systems perpetuate inequality. COVID-19 has further exacerbated the already precarious political and economic situation in much of Africa, characterized by the inability of countries to repay debt, political violence during elections, denial of COVID-19, exploitation of COVID-19 to suppress opposition, and misuse of COVID-19 funds. Therefore, it is recommended that an overhaul of the already poor fiscal and political environment be undertaken, rather than resorting to piecemeal economic solutions such as debt freezes or politically flawed solutions that will ultimately fail.

Janssen & Van der Voort (2020) discuss agile and adaptive governance in response to the COVID-19 pandemic crisis. This study explains that countries worldwide had to respond to the COVID-19 outbreak with limited information and faced considerable uncertainty. Their capacity for agility and adaptation has been emphasized, particularly in terms of the timing of policymaking, the degree of decision centralization, decision autonomy, and the balance between

change and stability. While agility primarily relates to the speed of response within a specific structure, adaptation implies changes at the system level across government. Existing institutional structures and tools can enable adaptation and agility, which can be complementary approaches. However, agility sometimes conflicts with adaptability. This research analysis demonstrates the paradoxical nature of adaptive governance. Indeed, successful adaptive governance requires speed of decision-making and sound analysis, centralized and decentralized decision-making, innovation and bureaucracy, and science and politics.

Vani et al (2020) analyzed the dynamic governance in Pekanbaru City in implementing the New Lifestyle policy during the Covid-19 pandemic. The results of the study indicate that the government's program to address Covid-19 through the New Lifestyle policy has not been able to address existing problems, thus failing to produce and implement adaptive policies through the development of dynamic capabilities (including the ability to think ahead, rethink, and think across the board) in the process of implementing the New Lifestyle policy during the Covid-19 pandemic.

Cluster 3 : Education factors influence governance control.

This topic is relevant to the theme of Dynamic Governance and Public Finance because education plays a crucial role in shaping the quality and effectiveness of governance and public financial management. A good education can enhance individuals' ability to understand and implement policies, improve managerial skills, and strengthen oversight and accountability within the government. With an educated workforce, the government can exercise more effective control over public budgets and resources, reduce the risk of misuse, and increase transparency in financial management. Furthermore, education also influences how citizens participate in the governance process, enabling better oversight and active contributions to policy planning and evaluation. Therefore, education is key to creating dynamic and responsive governance and ensuring efficient and accountable public financial management.

Research relevant to the topics in this cluster includes Alves & Canário (2002), which examines the impact of recent changes in educational governance in Portugal, based on interviews with Portuguese politicians and administrators involved in education policymaking over the past 15 years. This study concludes that there is a strong focus on schools as a vehicle for building democracy in Portugal. Schools remain central to projects promoting social justice and supporting communities, but at the same time, there are concerns about their capacity to cope with the pressures of change. Similar ambiguities exist in the views of system actors regarding teachers, who are both crucial to policymaking and perceived as inadequate to meet the needs of change. This study also describes the expanding role of supranational and transnational institutions in policymaking in Portugal, and the emergence of 'influence judges' involved in these networks.

Grabowski & Self (2020) examined the process of institutional change in developing countries in Asia. Many argue that most institutional change is the result of a slow, piecemeal evolutionary process, often driven by changes in economic policy. The study concluded that policies related to increasing agricultural labor productivity, reducing dependence on natural resources, and increasing school enrollment are the most important policies in terms of positively impacting the quality of governance institutions in developing countries in Asia.

Daneshmandnia (2019) explored the impact of organizational culture on the effectiveness of information governance (IG) in higher education institutions (HEIs). The findings of this study revealed that organizational culture can positively influence the effectiveness of IG, particularly from a competitive/results-oriented and control/hierarchical culture. Qualitatively, it was also found that the characteristics of an organizational culture oriented towards competition/results and control were perceived by IG professionals to produce more accurate information. One characteristic of organizational culture evident in this study, derived from more than one subject, was the challenge within IG due to the existence of information silos. On the other hand, trust has been highlighted as the glue that enables and drives governance processes within an organization.

Cluster 4 : University research interests influence governance.

University research interests can provide important insights and innovations that influence government policy and public financial management. Academic research often generates theories, models, and recommendations that can improve governance systems by offering data-driven solutions and evidence-based policies. Universities, as centers of research and development, play a strategic role in generating knowledge that can guide the formulation of more effective and adaptive policies. Furthermore, research findings can identify weaknesses in public financial management systems and recommend improvements to enhance transparency, accountability, and efficiency. Thus, university research interests not only contribute to the development of knowledge but also significantly contribute to the application of dynamic governance principles and improved public financial management.

However, research specifically examining topics in this cluster is still very limited. One relevant study, by Geuna & Muscio (2009), examined the governance of university knowledge transfer. This study explains that universities have long been involved in knowledge transfer activities. However, the last 30 years have seen significant changes in the governance of university-industry interactions. Knowledge transfer has become a strategic issue, serving as a source of funding for university research and (rightly or wrongly) as a policy tool for economic development. Universities vary widely in the extent to which they promote and successfully commercialize academic research. Identifying a clear governance model for university-industry interactions and knowledge transfer processes is challenging.

Cluster 5 : Market interest impacts public finance.

Financial market movements and dynamics directly influence the management and stability of public finances. Market interest rates, for example, can affect the cost of government borrowing, which in turn impacts the budget and fiscal policy. When market interest rates rise, the cost of government debt increases, which can limit government spending capacity and force adjustments to budgetary policy. Conversely, low interest rates can provide additional fiscal space for public investment and social spending. Furthermore, market fluctuations and changes in investor interest also influence the success of bond issuances and other government financial instruments. Therefore, understanding and effectively managing the impact of financial markets on public finances is a key aspect of implementing dynamic governance, which emphasizes adaptation and responsiveness to changing global and local economic conditions.

Research specifically examining this topic is scarce. Among relevant studies, Onofrei et al. (2021) highlighted the specificities of fiscal sustainability in several developing EU countries by analyzing the implications of fiscal regulations on government fiscal behavior. The results suggest that strengthening the interaction between legal and institutional frameworks is crucial by identifying good practices in designing and operating effective, independent fiscal institutions. These institutions are not only able to advise governments on fiscal policy issues but also promote sound fiscal policy and sustainable public finances.

Briotti (2005) reviews the theoretical and empirical literature that has investigated the conditions under which contractionary fiscal policy is effective in reducing debt and deficits, but does not have a negative impact on growth. This issue is important for macroeconomics and policymaking, given that many countries currently face increasing fiscal imbalances, with additional pressures coming in the medium term due to population aging. The study concludes that the theoretical impact of fiscal policy on aggregate demand and economic activity depends heavily on the conceptual framework considered and its assumptions about the state of the world. Furthermore, evidence is found that fiscal consolidation initially causes production losses, but can result in higher output in the medium term. Changes in fiscal policy also provide evidence that under certain circumstances, austerity measures may have an expansionary impact on the economy.

Cluster 6 : Economic Growth Reduces Income Inequality.

Strong economic growth can play a significant role in reducing income inequality and influencing how governments manage and distribute public resources. When economies grow, overall incomes rise, which can help lift some people out of poverty. Economic growth often creates new jobs, raises wages, and expands access to social services, all of which can contribute to reducing income inequality.

However, this impact depends heavily on how the proceeds of economic growth are managed. Effective and adaptive governance, as defined by dynamic governance, must be able to implement equitable fiscal policies, such as progressive taxation and social transfer programs, to ensure the equitable distribution of the benefits of economic growth. Therefore, sound public financial management and governance strategies responsive to economic changes can help maximize the positive impact of economic growth in reducing income inequality and improving overall social welfare.

Research specifically examining this issue is also scarce. One particularly relevant study, by Johansson (2016), examines key issues regarding the impact of public spending and taxation on long-term growth and inequality. Overall, the evidence suggests that government size influences long-term growth, as overly large government can weaken growth through the costs of financing public spending. Reallocating government spending to infrastructure and education will increase revenues in the long run, while increasing social welfare spending can reduce inequality because it enhances redistribution and risk sharing. Similarly, the evidence supports the hypothesis that some taxes are more distortionary than others, with income taxes being more detrimental to growth than consumption and property taxes. However, the shift from income to consumption taxes has equity implications, as income taxes are generally more progressive than other taxes. The impact of spending and tax reallocation on growth and inequality may vary across countries, depending on their characteristics.

Integrative Discussion: Linking Global Research Patterns to Dynamic Public Financial Governance

Bibliometric mapping of six thematic clusters provides a broader understanding of how the link between dynamic governance and public finance is evolving globally. While the topics appear diverse, the analysis shows that all clusters can be grouped into three main dimensions, consistent with the core principles of Dynamic Governance: thinking ahead, thinking again, and thinking across (Neo and Chen, 2007). Through this lens, global thematic patterns can be translated into a conceptual understanding of how dynamic governance capabilities influence fiscal capacity to adapt to change.

Clusters 1 and 2, which highlight public transparency and program efficiency in the context of a crisis, reflect the dimensions of thinking ahead and thinking again. Various studies in these two clusters emphasize the importance of fiscal anticipation and the government's reflective capacity in dealing with uncertainty, such as that experienced during the pandemic (Vignieri, 2023; Janssen & Van der Voort, 2020). From a dynamic governance perspective, transparency and efficiency are viewed not only as measures of administrative performance but also as manifestations of anticipatory and reflective governance in public financial management. A government with the ability to think ahead can better project fiscal risks, while the ability to think again enables continuous evaluation and policy adjustments to reflect socio-economic dynamics.

Clusters 3 and 4, which focus on educational governance and university research networks, represent the thinking across dimensions of dynamic governance. These clusters emphasize the role of higher education institutions, knowledge, and intersectoral collaboration in strengthening fiscal policy innovation. Universities act as catalysts for policy learning, while the education system serves as a testing ground for how adaptive governance is applied in public contexts (Alves & Canario, 2002; Geuna & Muscio, 2009). The increasing attention to education issues in global research indicates that adaptive capacity in public finance is not only technocratic but also cognitive, requiring collaboration across institutions, sectors, and levels of government.

Clusters 5 and 6, which address market dynamics, economic growth, and income inequality, broaden the understanding of fiscal governance to a macroeconomic perspective. Both clusters emphasize the importance of flexibility in balancing economic growth and social equity (Onofrei et al., 2021; Johansson, 2016). In the context of dynamic governance, this challenge illustrates the need to manage fiscal policy dynamically, namely, maintaining budget discipline while still having policy space to respond to change and ensure social justice.

However, bibliometric results also indicate that these studies are still dominated by developed country contexts (OECD, the European Union, and the United States). This highlights a geographic imbalance in the global literature, with research from developing and decentralized countries like Indonesia remaining relatively limited. However, as explained by Agaba (2021) and Wodowati et al. (2023), the effectiveness of fiscal governance in developing countries depends not only on regulation and accountability but also on the bureaucracy's adaptive capacity to interpret and adapt policies to local conditions. This gap presents a significant opportunity for the emergence of contextual studies from Indonesia that could enrich the global literature on dynamic fiscal governance.

The global thematic patterns depicted in these six clusters are clearly reflected in the dynamics of public financial governance in Indonesia, particularly through the School Operational Assistance (BOS) fund program. While at the global level, the dimensions of "thinking ahead," "thinking again," and "thinking across" emerge in the form of issues of transparency, efficiency, and collaboration, at the national level in Indonesia, these three dimensions are clearly manifested in the adaptive, reflective, and responsive nature of the BOS policy. In other words, the bibliometric results not only illustrate the global research landscape but also provide a conceptual lens for understanding the dynamic practices of public financial governance in the context of developing countries.

The School Operational Assistance (BOS) fund program is a concrete representation of the application of dynamic governance principles in public finance. The results of the global mapping were then compared with the context of fiscal policy in Indonesia to determine how dynamic governance principles are reflected in national practice. This analysis is not merely conceptual but also supported by empirical findings from policy documents and interviews. The analysis reveals a number of policy innovations and adjustments to financial mechanisms that align with global thematic patterns. In this context, the BOS fund policy is seen as a concrete example of the application of dynamic fiscal governance in a developing country, as it demonstrates the government's ability to adapt to regulatory changes, utilize the digitalization of public finance, and strengthen cross-ministerial coordination. Adaptation is evident in the change in the distribution mechanism from four stages to two stages, a result of fiscal projections that consider efficiency and sustainability of funding (Diniaty & Supriadi, 2022). Furthermore, the use of the ARKAS, Dapodik, and BOS Salur applications as school financial monitoring and reporting systems reflects the use of digitalization.

These changes demonstrate concrete evidence of the application of anticipation (thinking ahead) in adjusting the School Operational Assistance (BOS) fund policy to align with fiscal capacity. Furthermore, the Indonesian government's efforts to periodically reflect on policy (think again) are evident, for example, through evaluations of BOS fund policies by the Ministries of Education and Finance, which have resulted in various procedural simplifications and regulatory updates. These reforms not only improve policy effectiveness but also create an institutional learning system that allows for policy updates based on experience. Meanwhile, cross-institutional and cross-level coordination, involving various policy actors at the central level, is also implemented as a form of dynamic governance. Implementing the BOS fund policy requires synergy between relevant ministries, local governments, educational institutions, and financial institutions that play a role in the digital fund distribution system. This multi-level collaboration pattern aligns with global literature that emphasizes the importance of cross-sector networks in strengthening dynamic government capacity and responsiveness to changes in the policy environment (Ansell & Gash, 2018; Torfing et al., 2020).

Mapping six thematic clusters in global research shows that fiscal transparency, program efficiency, knowledge collaboration, and socio-economic balance are pillars of dynamic governance in the context of public finance. This pattern finds empirical relevance through the BOS fund policy in Indonesia, which demonstrates how the principles of thinking ahead, thinking again, and thinking across are implemented in practice. Reform of fund distribution mechanisms, digitalization of reporting systems, and coordination across institutions and levels of government illustrate concrete forms of adaptation and reflection of fiscal policy in developing countries.

The integration of bibliometric and empirical findings confirms that dynamic public finances depend not only on accountability and efficiency mechanisms but also on the ability of institutions to adapt and learn continuously. Going forward, studies on dynamic fiscal governance need to focus on empirically measuring the adaptive and effective capabilities of bureaucracies in fiscal management, either through a comparative quantitative approach or a longitudinal analysis of cross-sectoral public policies. This approach will enrich the global literature and provide a more contextualized understanding of how governments in developing countries can build responsive, inclusive, and sustainable public finance systems.

CONCLUSION

This study provides a comprehensive overview of the development of dynamic governance studies in the context of public finance based on a bibliometric analysis of 340 scientific articles. The mapping results identify six main clusters that illustrate the direction and focus of global research: public transparency and accountability, program efficiency and crisis response, the role of education in governance, the contribution of university research, market dynamics and policy reform, and issues of economic growth and income inequality. The six clusters demonstrate that research in this field is still diverse and not yet fully integrated, but they share a common thread: the importance of adaptive, reflective, and collaborative governance in managing public resources.

In general, international literature places a primary focus on fiscal transparency and budget efficiency, while the adaptive and learning dimensions of policy remain underdeveloped, particularly in developing countries implementing fiscal decentralization. This gap opens up opportunities for developing contextual studies in Indonesia, such as those on the BOS fund policy, which demonstrates how dynamic governance principles can be applied to public finance practices through policy innovations such as the digitalization of reporting systems and cross-ministerial coordination.

Thus, this research confirms that the dynamic governance approach has the potential to become an important conceptual framework for understanding sustainable fiscal governance. Future studies should focus on integrating conceptual analysis with empirical evidence to assess the extent to which the principles of adaptation, reflection, and collaboration have shaped public financial performance across national and sectoral contexts.

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