

## **Dynamic Governance in the Development of the City of Santri district of Bireuen**

**Idza Nofica<sup>1</sup> Ahmad Yani<sup>2</sup> Teuku Alfiady<sup>3</sup> Syamsuddin<sup>4</sup> Muryali<sup>5</sup>**

<sup>1,2,3,4</sup> Program Studi Administrasi Publik, Universitas Malikussaleh, Lhokseumawe, Aceh, Indonesia.

\*Corresponding Author: [ahmadyani@unimal.ac.id](mailto:ahmadyani@unimal.ac.id)

### **Abstract**

This study examines Dynamic Governance in the Bireuen district regarding the central city. Appointment of Bireuen district as a center town on the basis of Edaran Letter No. 451/975/2020 Decision of the Governor-in-Office No. 553 of 2020 that establishes Bireuen as a centre city. Bireuen district is a central city because there are many halls and gyms and also a study hall that is also expanding rapidly, so to what extent the government serves in making innovations to develop Bireuen district as a center city. The objective of this research is to know the concept of dynamic governance of the central city in Bireuen district as well as to find out the program that is already in progress concerning the central town in the district. This research uses descriptive research methods of a qualitative approach. In conducting research, researchers use two types of data sources, namely primary data and secondary data. Researchers also use three data collection techniques: observation, interview and documentation. Data analysis techniques use data collection, data presentation and conclusions. The results of the research indicate that dynamic governance in Bireuen district has not been performed effectively, yet there is a lack of public participation in the implementation of innovative ideas that have been issued by the government, based on 3 (three) indicators namely Thinking Ahead, the Bireuen district government has issued Innovation related to a letter banning live music and a call for banning the celebration of Valentine's Day. The Ministry of Satpol PP and WH undertook actions to socialize the youth and the village community, encourage Muslim fashion, and monitor the tourist sites. Thinking Again, the Ministry for Satpol and WH conducted socialization to the school youth who are considered to be the most violating the rural devices from 2021 and the presence of monitoring in tourist locations. Thinking Across, By making Bireuen district a central city to benefit the city not only in terms of education but also from economic factors, the district can sell in the country can provide such economic input.

**Keywords:** dynamic governance, thinking ahead, thinking again, thinking across.

### **Introduction**

Governance is a system of government that involves three major sectors: the government, the private sector and the civil society. It is characterized by seeing an order based on the outcome of mutual agreement between government, private sector, and society. Dynamic governance is defined as a system of government that is clean, effective, and efficient. In this case, a clean government is a government that refers to maintenance carried out in a fair, transparent, and responsible manner, so that it is a dynamic government that can bring about change. Efficient governance is a government that is capable of optimally utilizing existing resources to meet the needs of society. It's one of the characteristics of dynamic governance. (Dynamic Governance). In dynamic governance, leaders are needed who can think forward, who are able to think again, and who are capable of thinking laterally, horizontally, and disciplinary.

Think Across In essence, dynamism refers to the condition of the presence of new ideas, new perceptions, continuous improvement, rapid response, flexible adaptation and creative innovation. (Neo & Chen, 2007, p. 1). In other words, that dynamism or dynamic condition describes an unceasing, rapid and effective learning process, as well as endless change. As dynamic governance conditions can be expressed in the concept of dynamic and governance according to Neo and Chen (2007, p. 7) said that governance becomes dynamic while policy choices can be adapted to current developments in an uncertain and rapidly changing environment so that various government policies and institutions remain relevant and effective in achieving their long-term goals. (Rahmatunnisa, 2015)

By making these changes, the government is challenged to continue to adapt to the changes. In this respect, it can encourage governments to continue to enhance their capacity to provide responsive public services continuously, through innovative management. Thus, the framework of dynamic governance describes an institutional culture that supports the interaction of proactive organizational capabilities to produce adaptive policy paths (easy to adapt to circumstances) to combine learning and sustainable change. The concept of Dynamic Governance is the ability of governments to adapt policies to rapid and uncertain changes in the global environment so that a set goal can be achieved.

Bireuen was declared the center of the city by the Governor of Aceh Ir Nova Iriansyah SM MT represented by the Bupati Bireuen in Monday's ceremony, which was scheduled to paraf the preface, the optional decision of ma'hab ali of the minister of religion. This declaration is supported by scholars, scientists, masyarakat figures in Bireuen. Bireuen is named the city of Santri according to the Edaran Edaran No. 451/975/2020 Decision of the Biriuen Bishop No. 553 of 2020 that the district is set as Santri City. As well as the Bireuen Bishien Decision No. 774 of 2021 on the establishment

of Baksul Masail Khasanah Studies in Biraun City. In this case, to establish Biraunen district as a City Santri through the institute of dayah and hall of study through the maintenance of educational functions, functions of devotion, and the function of empowerment of the community. The Baksull Masail Khashanah study is an innovative idea on the construction of education and empowering of village and halls of study in Bireun district.

Bireuen district is considered and named the City of Santri because it has a post-graduate or graduate school, as well as a school that continues to grow rapidly with the birth of leading scholars and centers in Aceh. The background that establishes Bireuen as the City of Santri is because there are 154 post-graduates with a number of centri about 51,980 people. The program of the Bireuen district government policy for the last two years has been carried out, namely to hold studies on every Friday, to provide a student program to 404 students, starting from the basic level, middle level, and higher level, to give a scholarship for achievement for the Koran to 395 students and also to give students to the students who memorize the Scriptures and Hadiths. The scholarships offered vary from one million to two million and two and a half million.

The declaration of Bireuen as the City of Santri was supported by scholars, academics, public figures and the people of Aceh. Based on the dynamic governance of the city of Santri, in the study of Baksul Masail Khasanah Bireuen and the presence of some innovation ideas that have been decided in the letter, then we can form within the framework of dynamic Governance in the sub 3 (three) idikator itself, among others are: Thingking Ahead (thinking forward) on the decision of the Baptist Biraunen to become a city of santri is the conclusion of the policy that the government of Baptists Biraunen wants to conduct in a long period of time and have an effect for the time to come. The Bupati Bireuen government established a rule concerning the implementation of the city as Santri.

Thinking Again is the ability of the Bireuen district government to review the decisions taken and to evaluate the policy programmes that have been implemented. Whether the program that has been created by the Bireuen district government meets the expectations of many parties or requires a redesign and improvement of the program. The establishment and targets of the program provided by the Bireuen district government must be seen in the accuracy of its targets, such as the provision of scholarship aid, the development of facilities and facilities, as well as the rules for the use of gloves and customs to meet expectations.

Thinking Across on the Bireuen district government is a framework of thought seen from the traditional values based on Islamic Shariah and has been inherent in life so as to be the basis inining the policies that have been loaded. It also looks at opinions and ideas from outside and can be adopted by making innovations for improvements to the policy program that has been loaded.

The city of Santri in the Bireuen district includes the entire community that is in Biraunen, not only and immediately for the Santri alone. The view that we see today is that one of the concepts of Bireuen district is to make it a center town that is the basis of Islamic Shariah, but the morality of human beings or societies is still a lot that is difficult to repair or change. It is also caused by a number of influences, one of which is the influence of globalization and social media which is also an obstacle to the government of Bireuen district so that it is less effective as society from adolescent to adult has been affected, making the rules issued by the government considered taboo.

Seeing the phenomenon that happens because government agencies do not dare to take action related to innovation and creativity in the development of the concept of dynamic governance. This can be demonstrated by the many innovations that have been applied to central cities, but there are still violations. Like sharia violations, the lack of good co-operation between government, government and society. It's caused by a lack of initiative from the executive that can then cause public trouble. Looking at the letter No. 451/975/2020 that has been decided by Bupati Bireuen No. 553 of 2020 concerning Biraunen as the City of Santri, and also the decision of Bapauen Biraunen No. 774 of 2021 concerning the establishment of the study of Baksul Masail Khasanah in Biroen City of santri, I would like to know how far the policy process has gone. Based on the above description, researchers are interested in conducting research titled "Dynamic Governance in Santri City Development in Bireuen District".

#### Reference:

According to Kaufmann, Kraay, & Mastruzzi (2004) governance is the relationship between government and citizens that enables public policies and programmes to be formulated, implemented and evaluated. In a broader context, it refers to the rules, institutions, and networks that determine how a state or organization functions. (Ikhsan et al., 2020). According to Kurniawan (2007) Governance is a policy-making process in which the policy is implemented involving the state (government), the private sector as well as the public in the process of making and implementing the policy. (Citiwan & Nawangsari, 2023) Based on the definition above it is concluded that governance is the policy charged by government agencies and the public who participate in the implementation of the policy or program. According to Munir (2001:16), dynamics or dynamics is a system of bonds that interrelate and interact between the elements. If one of the elements of the system changes, it will bring change to the other elements. (Mamu, M., Pelleng, F. A., & Kelles, 2012). According to Wildan Zulkarnain (2013:25) himself, dynamics is something that contains the meaning of force force, always moving, developing and able to adapt adequately to circumstances. (Mamu, M., Pelleng, F. A., & Kelles, 2012). Neo and Chen (2007) explained that dynamics is the condition of continuous ideas, perception, and improvement, as well as rapid, flexible response and inofation. (Nashrul et al., 2023) Based on the definition above it is concluded that dymanic is a condition in which the condition changes, so that in that case it will be quickly overcome or can easily adapt to a changing environment.

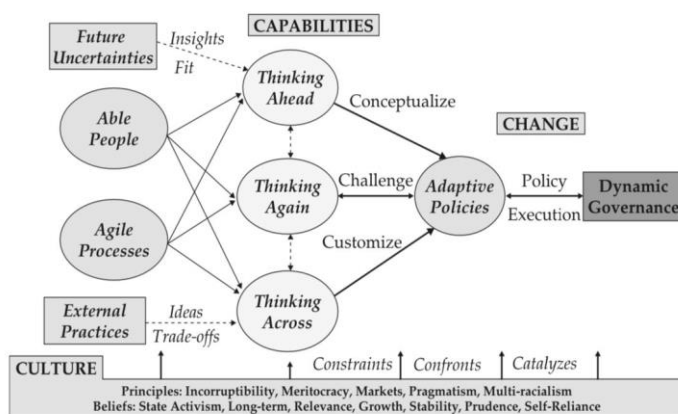
According to (Neo and Chen, 2007) dynamic governance is the key to success in an ongoing world of accelerating globalization and unstoppable technological progress. If institutions can evolve and instill cultures and capabilities that enable sustainable learning and change, their contribution to the progress and socio-economic prosperity of a country will be enormous. Neo & Chen (2007) believes that the dynamic governance model with a dynamic capacity component

consisting of three (three) abilities: think ahead, think again and think across as a modern public administration approach that helps to look at the problem in depth. (holistic). {Rahmatunnisa, 2019 in (Citiwan & Nawangsari, 2023)}

- a. Thinking Ahead is the ability to analyze future conditions full of uncertainty from the external environment by looking at new opportunities and potential threats. This ability allows an institution to predict future developments. This will affect the achievement of the objectives of the government institution to regulate its country. (Gafar & Abdurrab, 2018)
- b. Thinking Again is the ability to evaluate and identify policy changes that have been set in order to better results and quality. (Ahmad Sururi, Budiman Rusli, Ida Widianingsih, 2020)
- c. Thinking Across is the ability to give or pour out opinions, other ideas outside the framework of mindset that have traditionally been embedded in life and become the basis of new innovations in making policies. It's like looking at other people's experiences and thoughts that can then be optimized in their own government with new forms of policy.

The concept of Dynamic Governance is a combination of intercultural abilities that produce change, based on a culture that demonstrates the beliefs and values of a particular group that is shared or shared, so that it can be regarded as the accumulation of shared lessons from a particular society based on the history of shared experiences that are embodied in a single value chain of life. (Fauzi & Iryana, 2017)

Picture. Dynamic Governance Framework



Sumber: Neo & Chen (2007:13)

The meaning of the city of Santri is seen from the name of the town itself. Santri is a term for a person who follows Islamic education in depth and follows the learning that has been revealed downward and also someone who settles in an environment that supports him to deepen the science of religion. His usual Santri lived in the cottage, from the Salafite Cottage to the modern cottages that teaching followed the times but did not abandon its traditions. (Chandra Faizal, 2019) The city of Santri is not merely an Islamic city in a symbolic sense with its ownership of mosques, santri, kyai and religious sites. The city of Santri is also supposed to move from a measure of ritual-individual integrity to a social integrity of systematic dimensions. (Effendi, 2017) According to Darmawan (2022) Santri City is a nickname for a district/city in Indonesia that has many holiday cottages. (ponpes). In order to celebrate Santri Day commemorated every October 22nd. Santri are those who learn Islamic science in a reception house under the guidance of scholars, asatidz/asatidzah, or Kiyai.

### Research Methods

According to Sugiono (2019), "Research is research conducted to know the value of autonomous variables, either one variable or more without making comparisons or connecting between a variable and another variable". The researchers also use descriptive methods of qualitative approach. According to sugiono (2019:8) the method is a method of research based on the philosophy of postpositivism that is used to study objects with natural conditions (real state, not setting or in experimental conditions) in which the researcher is the key instrument.

This qualitative approach describes in words or in sentences where it is to indicate the end result in research. In this study, data is obtained in various ways, such as observations, interviews, documentation, or questionnaires. The data collected must come from a source of natural conditions, either primary or secondary. In this study, the data gathering techniques used are: Observation, Interview and Documentation. Data analysis in qualitative research is carried out at the time of data collection, and after the data collection is completed within a certain period of time. Activities in data analysis, i.e. data gathering, data reduction, data presentation, and conclusion (data verification), are called the Miles and Huberman Model Data Analysis. (Sugiyono, 2019).

## Hasil dan Pembahasan

### Results and Discourse

Dynamic Governance in the Development of the City of Santri in Bireuen district The Government of the district encourages the people to create social cohesion in fair, prosperous, peaceful behavior based on Islamic sharia. It is a challenge for the local government to implement the dynamism of society even with little use of rules and enforcing authority. It takes an honest and trustworthy leader to do so. The government's determination to make changes must be

followed by environmental factors, both external and internal, and local governments must be able to adapt to the dynamics of change. A dynamic government requires a dynamic way of thinking, because by making leaders dynamic leaders, they can also organize good governance in line with the integrity and integrity of the needs of the people through the implementation of dynamic governance concepts. (dynamic governance). According to Neo and Chen (2007) dynamic governance includes: thinking ahead, thinking again, thinking across.

Thinking ahead is the ability to identify environmental factors towards the future by understanding patterns through existing opportunities and taking advantage of them and avoiding negative potential and threatening and hindering the progress of society. With this forward-thinking will be able to encourage governments to evaluate and re-evaluate current policies and strategies. The district of Bireuen has been established as the center of the city, where the government of the Bireuens in carrying out the process involves many parties and still must be based on the law of Islamic Shariah, both in terms of development, the efforts of masyarakat and also the culture that should reflect Islamic shariah. The Bireuen district government wants to continue to operate the district as a central city by providing good construction facilities so that it is convenient to use the community and also in the student division of the government district would like to be suitable so that the fans from Bireueuen districts as well as outside the area to study in the field or internship in the cabotage of Bireuens.

The Bireuen district government has issued an innovation in preserving the district as its central city, namely an edict No. 451/199/2023 on banning live music performances in the Bireuens district and also a proposal to ban the celebration of Valentine's Day in Bireus district, even though there is still a lot of rejection and opposition from the public. The government of Bireuen district of the Islamic Shariah ministry has issued innovations in strengthening Bireunen district as the center of the city is a letter of encouragement and praise to the people in order to strengthen the path of Islamic shariah existing in the district. In this regard, the Bireuen district government has been thinking forward about the impact that could occur if these rules of innovation were not issued. With the presence of live music in the *cafe-cafe* in the Bireuen district does not reflect the central city itself.

The Satpol PP and WH departments in Bireuen district participated in making Bireuen the center of the city with the basis of Aceh. The PP and WH Satpol offices provide socialization to 12 districts in the Bireuen district with representatives of gampong devices and also provide socialisation to schools. The PP Satpol and WH offices in Bireuens district have provided participation in the form of socialization, encouragement and monitoring to the community. It is already part of thinking dynamically as a city center by continuing its way that can give public awareness that Bireuen district is a city centre. The district of Bireuen has become a reflection or guideline in terms of Islamic education so that many centri from outside areas choose to go to the district. The government of Bireuen district also provides scholarships to successful and disadvantaged students, as well as the government of the Cabinet of the Governor of the district. In Pasantren Al-Zahrah the government plays a role in providing scholarship assistance to students and students.

Appreciation given by the Bireuen district government in running the city center and developing a building that can be utilized by the government of the district. And PIP (Indonesian Pinter Program) assistance to the sister whose family is inadequate and also scholarship assistance for those who memorize the Qur'an and who study the yellow book. The district of Bireuen is known for its numerous pasantren and streets that reflect as a center town. In the villages there are a lot of schools for people whose children don't go to school, and some schools apply the exhortation of the Qur'an. With the presence of Bireuen as a city center, many people want to understand more about religion by entering and studying in the school. By increasing the number of generations who want to learn religion, this can strengthen the Islamic sharia in Aceh. Not only do they study in the gymnasium or in the school hall, but children from seven years of age are obliged to receive religious education from primary school and from home. With the extracurricular *tahfiz* in school, the generation now wants to race to improve the way it reads, and it also has an impact on the career level.

### Thinking Again

Thinking again is the ability to rethink opinions, ideas, strategies, and ongoing programmes. From the results of the program, we can see how far it has progressed and fulfilled the expectations of many parties or vice versa. In this case, the government can re-examine the program from new data and information to implement the program. The people of Bireuen district are still many who are opposed to the regulations that have been established by the Bireuens district government, by holding live music in the *cafe-cafes* in the district. In order to make it dynamic, a government also needs a community that participates in triggering such innovations. In the Bireuen district government, his people have not yet fully participated in the establishment of the district as a central city. One of them is still a lot of community effort that keeps holding live music.

Based on the above interviews, the researchers recommended that in taking responsibility for the innovation of the ban on holding live music in the Bireuen district. The government must be more strict in monitoring and enforcement and the sanctions that the public will accept if someone breaches. The government of Bireuen district through the PP and WH Satpol Ministry provides training to the public and also continues to carry out surveillance at the tourist venues in the district. The PP Satpol and WH Ministry offices provide socialization at the level of high school/SMK/Aliyah because it is considered that the level is a lot of violations, as well as to the gampong community through the apparatus that has previously been given socialization as well. Satpol PP & WH offices have a role in running Bireuen district as a center of the city.

That the Bireuen district government system in a less dynamic administrative system is difficult to deliver a proposal from the staff to the office. The differences of the clusters that make a mistake the presence of a trace between one and the other. The Bireuen district government still has many administrative obstacles, where the prosecutors are still using a slow process when they want to make or submit a proposal. And there's also a more rapidly growing *dayahbsalafi* difference in the Bireuen district, than in the *Tahfiz* district. Being a centurion can have more experience and knowledge

related to Islamic law and also the centurions get help from the government and the charity of the community for the centurians. The apostle Paul said: "The apostle Yahweh is the God of all the nations, and he is the Father of all of them.

### Thinking Across

Thinking across is a woman in taking thoughts, opinions, ideas from outside the framework of thought and is acceptable in society. However, in this case the Bireuen district government remains based on Islamic sharia. The Bireuen district government thinks that the formation of a snatri town in Bireuens district can also be beneficial to the people in the region in terms of the economy. Because this can happen because of the many guardians who come to see their children who are in the field or in the post-graduate school in the Bireuen district. It is not only an influence in terms of education but also an impact on the economy of the people who sell and have a place to stay for the elderly. that the government of Bireuen district has thought dynamically Bireuens district as a city of centers. In order to reflect Bireuen district as a city center, the government of the district has installed a security device with the inscription Asmaul Husna on the side of the street. It is useful for the public to see and know that Bireunen district is a city centre.

In this regard, the Bireuen district government is to carry out a programme on the development of the central city in Bireunen district by adopting the experience and thinking of which can be a reflection for the government in the territory of Bireuben district itself, by disregarding and making guidelines on its customs, culture and ways of governance. In order to a dynamic government, it is necessary for the people to engage in this, but in Bireuen district the people are less involved in helping to the vision of the government of the district to become a central city. In realizing the dynamism of a government, people must also be involved and people must participate. In making the district of Bireuen the city center of the people are still indifferent and in fact suffer rejection of the rules given. That when the government makes an agenda for government innovation ideas can involve the public, as begins with the meeting held by the village apparatus to its public, thus the public can better understand that ideas are made and issued by the government on joint permission. Lack of public participation in the programmes put forward by the government, so with the lack of public awareness to be a dynamic government will be slow.

This is due to the lack of public awareness despite the fact that the government has implemented various forms of socialization and rules in recognizing that the Bireuen empire becomes a central city and not just a nickname. Under government regulations such as the ban on live music broadcasts in cafes, this could result in losses for the public in terms of economic income, for the way the owner of the cafes brings customers to the place of business and also for the community that gets livelihoods from musicians. According to the rules, the ban on live music issued by the Bireuen district government has an effect that some people think can have a negative effect on the revenue of the public, because it is considered by the public a way to attract customers to the place of business. And live music is not held every day except twice a week. Some people in the Bireuen district still believe that banning live music is one of the ways the government reflects the city. Because this is thought to have a negative effect if there is live music, like the proximity of men and women who are not muhrim, and cheering so it is considered very not an example of the city of santri.

In realizing dynamic governance in the Bireuen district this very much requires public awareness of the policy program that wants to command to do, but because of the minimum public consciousness to participate in this makes the nickname of Bireunen district a major influence in realizing it. The government has already carried out surveillance in cooperation with Satpol's PP and WH offices only from the owner's side and the public made many demands so that the rules were requested to be lifted. However, with the live music prohibition, it is very much a reflection of the central city aspect in the Bireuen district. By making Kabupeten Bireuen the center of the city and bringing the name to the direction of environmental change, it became a concept of dynamic governance itself. Just in implementing it, the long-lasting effect desired by the government has not been achieved because the participation given by the public is still very minimal to be able to continue, but the government continues to evaluate in continuing the innovation of the city centre.

The Bireuen district's Santri City Programme has been implemented as a center of the city, so it is necessary to give birth to generations of young scholars who will bring about change in the district. It will be an example and an example for future generations and will bring positive value to the community, so it is necessary to establish a Baksul Masail Khasanah Study. The Cabinet Cabinet of Bireuen has a purpose, one of which is to make the Cabinet a centre of Islamic education, rule the model of education, provide facilities and facilities to the cabinet, and provide assistance to the clergy. By shaping and running these innovations systematically, so that the Bireuen district government can also run dynamically. The district of Bireuen is the most populated area in the rest of the region of Aceh, so the budget of the institution is also the largest in the region. The Bireuen district government provides funds to the Institute for both funding and funding, as well as scholarships.

Aid for the development of the country is also provided by the people who already have the to contribute their money to the country, both in the form of money, food, land, and other building needs. There is also assistance provided by the government, namely PIP scholarships (Intelligent Scholarship Programme) to 81 MA (Madrasah Aliyah) and 28 MTS scholars at the Modern Training Center of Al-Zahrah. (Madrasah Tsanawiyah). Each postgraduate school has a special budget for the development of its institutions, so there are rules in the management of the education that is provided by the government. As for the support for the best servants of this service, it is given directly to the servants through the Intelligent Indonesian Program.

The teachers who teach in the classroom are the graduates of the school so that the knowledge that has been learned can be taught to the pupils or students who can not enter the school. Based on the results of the interviews that the researchers did that with many generations who understand religion so that they can teach to the next generation. Witnesses or students who are unable to attend can also study religious education in the school hall in the area they want. The Bireuen district government has provided a number of facilities to the towns in the district for the benefit of its own people. Based on the interviews that the researchers did that by giving a computer electronic file to the snatri it would also

revive the public view that is not taboo. Because in the post-graduate or in their own day, the centri are not allowed to carry electronic items like HP, but by providing computer teaching, centri can also learn, so do not lag behind with the general school.

With such innovations, people want to stay clean and to stay in the field or in the post-graduate school. The expenditure received by the chancellor can also be balanced with other public schools. Based on the results of the above interviews, it is explained that the vision of the mission and program of the Cabinet of the Bireuen Government is a way of rethinking the programmes that have been running and have an impact, because the government of the district of Bireuen wants the region to be an example or guidance by other regions. With a large number of senior alumni who have played a role in the mission, it has created an interest from outside the territory of Captain Bireuen himself. So eight multiplied outsiders to want to come and study in Bireuen district. Masyarakat also needs to participate in launching the innovations made by the governor so that it will run a dynamic government.

## Conclusion

Thinking Ahead, the district of Bireuen as the center of the city wants to make the territory of Bireuen a known area of the customs of the center based on the Islamic sharia. The Bireuen district government has issued innovations related to a live music ban and a valentine day ban. The PP and WH Satpol Service has strengthened the law of Shariah by giving action to the community in the form of socialization of youth and village communities, the promotion of Muslim fashion, and the monitoring of tourist attractions. Thinking Again, a lot of people are still opposed to the charges that have been established by the government. The PP and WH satpol services socialize the school youth who are considered to be the most violating and to the village devices from 2021 and the presence of surveillance at the tourist venue. Improving the administrative system is also part of the government's rethinking, in order to facilitate the selection of logical classifications for Salafi and Tahfis. Thinking Across, by making Bireuen district a center town benefiting the people not only in terms of education but also from economic factors, it can be seen with the number of center guardians who come from outside Bireuen district to visit his son who died in the field and the district's masyarakat that sells the field can provide the income of the economy. A guard that has a function so that people can see, know, read and realize that Kabupaten Bireuen is a city center.

The Bireuen District Government wishes to provide facilities such as hygiene, good road facilities, arrangement of the place of worship in the hotel for visitors who come and stay in the territory of Bireueuen District. The dynamism of government requires public participation. Want to raise the community's fan who learns about centri culture. It's not just the center of the village, but the entire town of Bireuen. The government of Bireuen district provides assistance in the form of buildings, books, and scholarships to trainees and students.

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