

Village Government Strategy to Realize Partnership for Village Development

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ABSTRACT

PURPOSE Previous research on partnerships in rural development analyzed the impact of partnership programs. Research on strategies for realizing partnerships is still very limited. This study aims to review the form of partnerships for village development, strategies carried out by village governments, obstacles faced, efforts to overcome obstacles, and supporting factors owned.

METHODOLOGY - This research is a qualitative descriptive research. The type of data used was qualitative and quantitative data collected by observation, interview, and documentation methods. The validity of the data is tested by triangulation of method, source, and time.

FINDING - The results showed the form of partnerships to develop villages: establishing cooperation with the mother village and neighboring villages, collaborating with universities, providing internet/wifi access, providing officers and village statistical data, and providing data on village SDGs achievement. The strategy taken: proactively coordinating with the parent village, approaching academics, and empowering adolescents as survey officers to record the achievement of Village SDGs. The obstacle faced is the low proportion of tax revenue to the village's gross domestic income. This is overcome by finding new sources of village tax revenue. The supporting factor is the availability of experienced and highly motivated village apparatus to build the village and the strategic location of the village. The research findings have implications for determining policies carried out by village governments in realizing partnerships for village development.

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INTRODUCTION

Partnership programs are an issue that is widely analyzed today. The partnership program was found to be able to develop tourism villages Fritantus et al., (2022), develop micro-enterprises Luthfi et al., (2023) and become one of the efforts in alleviating rural poverty Santosa et al., (2016). The implementation of partnership programs is carried out to achieve sustainable development goals Ramadhani et al., (2022). Research on existing partnerships, reviewing the impact of partnerships in achieving a goal (developing tourism villages, developing micro-enterprises, and alleviating poverty). Research on strategies by village governments in realizing partnerships in developing villages has not been found and is the motivation for this research.



Partnerships in both urban and rural development will accelerate the achievement of development goals. Partnership in developing villages is one of the agendas of the Sustainable Development Goals / Village SDGs. SDGs are development agendas set by countries in the world that are a continuation of the Millennium Development Goals / MDGs program. The achievement of SDGs at the village level, abbreviated as village SDGs has become an essential global plan (Lin & Hou, 2023). The Indonesian government sets the achievement of SDGs up to the village level called Village SDGs. The Government of Indonesia, especially the Ministry of Villages, Development of Disadvantaged Regions and Transmigration/Kemendes PDTT, mandates all villages to establish Village SDGs and achieve Village SDGs indicators by 2030. There are 18 agendas set in the Village SDGs, namely villages without poverty, villages without hunger, healthy and prosperous villages, quality village education, women's involvement in villages, villages worthy of clean water and sanitation, clean and renewable energy villages, evenly distributed village economic growth, village infrastructure and innovation as needed, villages without gaps, safe and comfortable village residential areas, Environmentally Conscious Village Consumption and Production, Disaster and Climate Change Response Village, Marine Environment Care Village, Land Environment Care Village, Justice Safe Village, Partnership for Village Development, and Dynamic Village Institutions and Adaptive Village Culture Taufik, (2020); Permatasari et al., (2021). Partnership for Village Development is the seventeenth (17th) Village SDGs. It means that in implementing and achieving village development, partnerships should be carried out with all stakeholders both in the village and outside the village.

Antiga Kelod Village, Manggis District, Karangasem Regency, Bali, is one of the villages that has implemented Village SDGs. The achievement of Village SDGs indicators in 2022 is presented in Table 1.

Table 1. Achievement of Village SDGs Indicators Antiga Kelod Village

No	Village SDGs Indicators	Achievement Level
1	Village without poverty	70,45
2	Village without hungry	50,00
3	Healthy and prosperous villages	65,19
4	Quality education in villages	53,74
5	Gender equality in villages	40,49
6	Villages with clean water and sanitation	65,11
7	Villages with clean and renewable energy	99,95
8	Employment and rural economic growth	22,17
9	Innovation in village infrastructure	N/A
10	Villages without discrepancies	20,22
11	Sustainable village residential areas	47,97
12	Villages with sustainable consumption and production	0
13	Villages with climate change control	N/A
14	Village marine ecosystems	50
15	Village land ecosystems	0
16	Peaceful and just villages	62,31
17	Partnerships for village development	83,05
18	Dynamic village institutions and adaptive rural culture	63,41
Sum of Achievements		794,06
Average of Achievements		44,11

Source: Antiga Kelod Village Government

Data Table 1. shows that the average achievement of the Village SDGs level in 2022 is 44.11 percent. This achievement shows the level of achievement in the low category. Until 2030, it is expected that the achievement level of SSGs will reach 100 percent, although the average achievement level of Village SDGs is only 44.11 percent, but there are two indicators that are at a high level, namely clean and renewable energy villages at the level of 99.95 and partnerships for village development at the level of 83.05 percent. Indicators of clean and renewable energy villages are families using electricity reaching 100%, with consumption of >1,200 KWh/capita and families using gas for cooking reaching 100%. Secondly, this has been achieved almost 100 percent and this is a given condition from the government, so it is not reviewed what strategies are carried out by the village government to reach that level. The achievement of partnership indicators for village development is the second largest achievement. The analysis was carried out because the partnership indicator for village development is a factor that is not given, but there are certain efforts or strategies carried out by the Antiga Kelod Village Government to reach the level of 83.05 percent. What strategy is done needs to be revealed and will be a role model for other villages.

This study aims to analyze: 1) The form of partnership achievement in development in Antiga Kelod Village, 2) Strategies implemented to achieve sustainability in village development, 3) Obstacles faced in realizing partnerships in village development, and 4) Efforts made to overcome obstacles. 5) Supporting factors owned in achieving partnerships in village development. This research is important because the research findings that review the strategies carried out by the Antiga Kelod Village Government to achieve the level of partnership in village development will be material for determining policies and role models for other villages.

LITERATURE REVIEW

Strategy

Strategy according to the Big Indonesian Dictionary (KBBI) online is the science and art of using all resources to implement certain policies. Referring to the definition according to KBBI, the word strategy appeared first among the military, better known as war strategy. The next development is the use of the word strategy in the business field such as marketing strategy. The word strategy is then used on various aspects of life.

Village Government

Village Government is the Village Head or referred to by other names assisted by Village officials as an element of Village Government administration. Village government is the implementation of government affairs and the interests of local communities in the government system of the Unitary State of the Republic of Indonesia Bender, (2016). The Antiga Kelod Village Government in this study consists of the village head, village secretary, head of affairs, and regional head.

Partnership

Partnership comes from the word partner which means friend or colleague. Partnership is defined as a relationship or cooperation between several people/organizations/communities in achieving common goals. Research on partnerships has found that partnership programs have a positive impact on those who carry out partnership programs. The partnership between convection micro-entrepreneurs and cadet reefs in Ambukolon Village is established because there are still many micro actors who have not used technology, especially digital marketing in product sales. The results of this partnership have a positive impact on micro-entrepreneurs and

members of the Cadet Reef. The positive impact of the partnership program is that there is an increase in insight, knowledge, and motivation for both parties Luthfi et al., (2023). The project-based multi-actor partnerships program, with partnerships between government, industry, and farming communities is stated to be able to increase innovation in agriculture of farmers in Europe Slavova et al., (2023). Public-private partnerships in promoting agricultural infrastructure in China's Zhaoking area, resulting in institutional renovation, employment provision, farmland capitalization, and inclusive agricultural design Zhang, (2023).

Village Development

Village Development is an effort to improve the quality of life and life for the maximum welfare of the village community Bender, (2016). The purpose of village development, as stated in the Village Law, is to improve human welfare and poverty reduction through the provision of the fulfillment of basic needs, development of village facilities and infrastructure, development of local economic potential, and sustainable use of natural resources and the environment. Village development is carried out by prioritizing the spirit of togetherness, kinship, and cooperation to realize the mainstreaming of peace and social justice. The involvement of all communities in development is a form of mainstreaming peace and social justice. However, in reality, until now there are still many community members who have not been able to reach or access village development at various stages. These are vulnerable and marginalized community groups, including children, women, senior citizens, and of course people with special needs (disabilities), so the impact of village development is not felt at all by these community groups Shuida, ((2014). Rural development that aims to reduce the digital divide and reduce the gap between rural and urban development in South Korea is carried out with the village entry internet program. The rural development program is carried out by implementing partnerships between the government and the private sector Lee et al., (2023).

Sustainable rural development is development in rural areas that not only focuses on the economic field but also the social and environmental fields. Actors implementing rural development face limitations both in capacity, funding, and knowledge. Partnership is one solution to overcome these limitations Masuda et al., (2021). Rural development actors include village governments, rural communities, farmer groups, fishermen groups, microfinance institutions, Village-Owned Enterprises, youth groups, women's groups, and other rural organizations. Partnerships among all actors and the role of local governments as mediators were found to be able to realize sustainable rural development in Japan Masuda et al., (2022).

METHODOLOGY

This research is a type of descriptive qualitative research, namely research that uses data in the form of words, sentences, schemes, and images which are then described without making comparisons or connecting one variable with another variable Sugiyono, (2019). This study describes the form of partnership achievements in village development, strategies carried out to obtain achievements, obstacles faced, efforts made to overcome obstacles, and supporting factors owned to achieve the level of partnership achievement for village development with an achievement score of 83.05 percent in 2022 in Antiga Kelod Village. The type of data is primary data which is qualitative and secondary data which is quantitative. The primary data that the researchers collected themselves were the village government's strategy in achieving the level of partnership in village development, the obstacles faced, efforts to resolve obstacles, and supporting factors owned by the Antiga Kelod Village Government to realize the achievement of

partnership indicators for village development. Secondary data are quantitative and qualitative. Quantitative secondary data is the percentage level of achievement of all Village SDGs indicators including the level of achievement of partnerships for village development. Qualitative secondary data is a form of partnership achievement in village development. Data source, this study uses data sourced from the Antiga Kelod Village Government, local village assistants, and village communities. Data collection techniques, data are collected by documentation methods, interviews, and in-depth interviews. The data was analyzed with qualitative descriptive analysis techniques, referring to Miles and Huberman which consisted of data reduction, data presentation, and data interpretation (Winarti & Herawati, 2020). Data validity is ensured by using triangulation of data collection methods, data sources, and data collection times. This research design map illustrates the relationship between previous theories/research, research questions, objectives, research methods used, referring to research Engko et al., (2021), is presented in Chart 1.

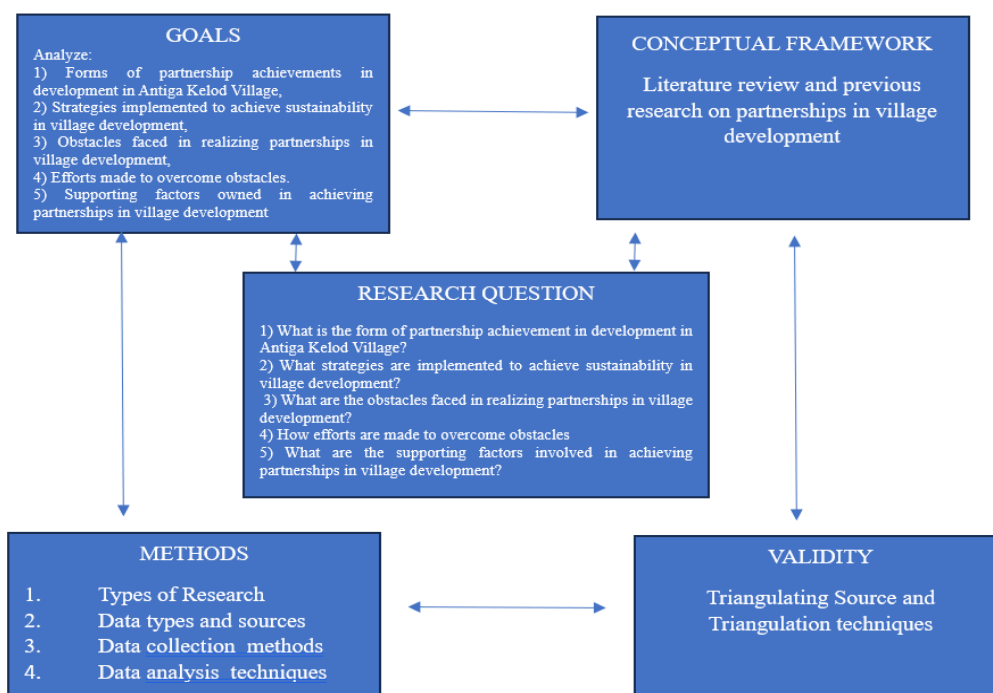


Chart 1. Research Design Map

RESULTS AND DISCUSSION

Antiga Kelod Village Profile

Antiga Kelod Village is one of the villages located in Manggis District, Karangasem Regency, Bali Province. This village is an expansion village with the parent village being Antiga Village. Antiga Kelod village consists of four banjars/hamlets namely Pangitebel, Bengkel, Pengalon, and Yeh Malet. Development in Antiga Kelod Village is an activity that takes place in the village covering various aspects of life that are integrated to improve community welfare. To be able to realize this goal, it is necessary to take an approach through village development that covers all fields including education, public health, community economy, security and order, community participation, government, community institutions, and family empowerment and

welfare where all are supported by data and information sources contained in the profile of Antiga Kelod Village.

Form partnership achievements in development in Antiga Kelod Village. The partnership indicator for village development used in Antiga Kelod Village refers to the Village SDGs indicator developed by the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration of the Republic of Indonesia. Five indicators to measure the occurrence of partnerships for village development are: (1) the ratio of tax revenue to village GDP above 12% per year, (2) village cooperation with other villages, third parties, and international institutions, (3) high-speed fixed internet (wifi) and mobile (mobile) networks are available, (4) village statistics data are available every year, statistical applications and statistics officers in villages and (5) SDGs data are available every year. Referring to the Village SDGs achievement document and the results of interviews with the Village Government and local village assistants, the form of partnership achievement for village development and the percentage of achievement in each indicator are presented in Tables 2 to 6.

Table 2. Indicators Of Tax Revenue Ratios

No	Indicator	Achievement Percentage	Source	Opinion of Informers
1	The ratio of tax revenue to Village GDP is above 12% per year	15,23	SDGs Documentation	The required ratio or ratio of tax revenue to Village GDP is above 12% per year. This condition has only been achieved by 15.23 percent. This achievement is still low because in the village there is only one LPG company and one BPR so the tax contribution is still low

Source: Village government documents and interview results

Two companies operating in Antiga Kelod Village are LPG company and Nusamba People's Credit Bank. The presence of LPG companies can absorb labor, most employees in the technical department employ villagers, but, their presence does not contribute to tax revenue. BPR Nusamba's Cash Office is located in Banjar Pangitebel, its presence does not even contribute to employment. The workforce working at BPR comes from other villages. BPR's contribution is to individuals or villagers who own land leased for the construction of buildings.

Table 3. Indicators Of Cooperation With Other Villages Or Third Parties

No	Indicator	Achievement Percentage	Source	Opinion of Informers
2	Collaboration with other villages or third parties	100	SDGs Documentation	Collaboration carried out with other villages includes Antiga Village as the parent village, Padang Bai Village which is the closest neighboring village. Other collaborations are carried out with universities/academic circles and collaboration with private parties or companies located in villages.

Source: Village government documents and interview results

Cooperation with the parent village, namely with Antiga Village, especially in terms of structuring government administration. Several village government officials in Antiga Kelod Village, originally served in Antiga Village, because of the expansion of official villages, some employees in Antiga Village were transferred to Antiga Kelod Village. This condition led to strong cooperation between the two villages. Village cooperation with universities in this case is carried out between Ganesha University of Education and Village-Owned Enterprises/BUMDes Artha Krama Mandiri. BUMDes are village-owned enterprises, so cooperation between BUMDes and universities can also be expressed as village cooperation with third parties. The form of partnership between BUMDes and Higher Education (Universitas Pendidikan Ganesha) is stated in agreements number 017/AKM/VIII/2021 and 1461/UN48.16/PM/2021. The scope of this Cooperation Agreement includes the implementation of a community service program entitled Training and Assistance in the Preparation of Feasibility Analysis of BUMDes Business Units.

BUMDes partnerships with universities improve the competence of human resources in BUMDes. Increasing the ability to manage BUMDes makes BUMDes business more developed. The development of BUMDes business makes BUMDes contribute to increasing Village Original Income and BUMDes contribute to economic development in villages, even BUMDes also contribute to reducing poverty in villages (N. K. Sinarwati & Prayudi, 2021); (N. K. S. Sinarwati & I Nengah Suarmanayasa, 2023).

Table 4. Indicators Of Available High-Speed Fixed Internet (Wifi) And Mobile (Mobile) Networks

No	Indicator	Achievement Percentage	Source	Opinion of Informers
3	Fixed and high-speed mobile internet networks available	100	SDGs Documentation	Antiga Kelod Village is already capable of 4G internet access. The ability of Internet access supports the implementation of village government duties and economic activities of rural communities

Source: Village government documents and interview results

The ability of 4G internet access and the availability of high-speed mobile phones in Antiga Kelod Village, help the village government realize good governance. The development of the village development, the achievement of Village SDGs, and other information, can quickly be uploaded on the village website. The use of village websites as a medium to report village government activities shows the implementation of transparency and accountability in village government. Transparency and accountability of village government management are indicators of good village government performance. The transformation of village government management from conventional to digital-based is one of the triggers for increasing community trust (Virnandes et al., 2024). Digital-based village government management in addition to generating trust is also related to community satisfaction (Saengchai et al., 2020).

The ability of internet access and the use of high-speed mobile phones in Antiga Kelod Village, in addition to contributing positively to the management of village government, also contributes positively to the village economy. Villagers are able to sell products online, online

buying and selling transactions are found to increase and this moves the wheels of the economy in the village. Tourist areas such as Yeh Malet Beach, Yeh Malet Lake, Pengalon Beach, had been virtualized because of the ability of 4G internet access in the village. This is in line with (Alshubiri, 2019); (Gössling, 2019) which states that the use of ICT in villages has a positive impact on tourism and the village economy.

Table 5. Indicators available are village statistical data every year, statistical applications and statistical officers in the village.

No	Indicator	Achievement Percentage	Source	Opinion of Informers
4	Annual village statistics data are available, statistical applications and statistical officers in the village	100	SDGs Documentation	The village has an officer who handles village statistics data and is in charge of compiling data on population development, economy, potential, needs, and problems of the village. This data is presented in the RPJMDes.

Source: Village government documents and interview results

The village government regularly updates population data to have up-to-date data that is very useful as a material for preparing development plans both medium and long term. Civility and regularity in providing funds not only show good village government performance but also greatly benefit rural communities. Rural development refers to the problems and potentials of the village and further guarantees the satisfaction of the village community.

Table 6. Indicators Available Sdgs Data Every Year

No	Indicator	Achievement Percentage	Source	Opinion of Informers
5	SDGs data available every year	100	SDGs Documentation	Data on the achievement of Village SDGs is uploaded regularly on the website determined by the Ministry of Village

Source: Village government documents and interview results

The availability of up-to-date SDGs data shows the commitment of village governments to realizing data-based village development. Data-based development is a development that has a clear direction towards the welfare of rural communities. The benefit of providing village SDGs data every year is to accelerate the achievement of sustainable development goals. Sustainable development in villages is defined as village development that not only thinks about the welfare of the current generation but still prioritizes the welfare of future generations (Beritagar, 2022).

DISCUSSION

Strategies Implemented To Realize The Level Of Partnership Achievement In Village Development

The five indicators of partnership for village development are a) the ratio of tax revenue to Village Gross Domestic Product (GDP) above 12% per year, b) there is village cooperation with other villages, third parties, and international institutions, c) high-speed fixed internet (wifi) and mobile (mobile) networks are available, d) village statistics data are available every year, statistical applications and statistics officers in the village, e) SDGs data are available every year. The achievement level of the second to fifth indicators is one hundred percent, only the first indicator is the ratio of tax revenue to Village GDP which is very low (15.23). The total achievement value in the five indicators is 415.23, this figure is divided by five so that the average achievement of partnerships in village development becomes 83.05. This level of achievement is in the high category. Strategies carried out by the Antiga Kelod Village Government to achieve the level of partnership achievement in village development include 1) proactively contacting other villages, especially villages that are the closest neighbors to coordinate work, 2) approaching academics from universities to be able to run cooperation and assistance. 3) Establish groups of farmers, fishermen and link these groups with those related at the district level. 4) empowering adolescents as survey officers to record the condition of rural communities referring to village SDGs indicators. The fifth indicator of partnership in village development is that SDGs data are available every year at 100 points.

The mechanism for recording, uploading and downloading reports on the achievement of Village SDGs in Antiga Kelod Village, referring to the results of interviews with Mr. Ketut Adi as a local village companion is as follows:

"The first Village SDGs data collection mechanism was carried out by deliberations on the formation of a volunteer team or enumerator team. Second, data input by the enumerator team, both individual, family and household surveys. Third, the input results in the village SDGs application are verified by the Admin (village secretary). Fourth, after verification, it is then downloaded from the village SDGs dashboard to find out the level of achievement of Village SDGs".

Obstacles Faced In Realizing Partnerships In Village Development

The lowest level of achievement of partnerships in village development is the ratio of tax revenue to Village Gross Domestic Product (GDP). Only this indicator has not yet reached the 100 mark. The obstacle faced is the lack of companies operating in the village. The village has a business entity (Village-Owned Enterprises/BUMDes) and the profits of BUMDes have contributed to the village's original income, but there has been no contribution of tax revenue provided by BUMDes to the village.

Efforts Made To Overcome Obstacles

Minimal tax revenue is overcome by efforts to increase creative efforts made by village communities who are expected to contribute to depositing income tax. The village has a tourist area in Banjar yeh Malet, namely the lake and beach. Yeh Malet Lake was once arranged as a selfie tourist attraction, together with the local community this arrangement was successful, but unfortunately, it did not last long.

Supporting Factors In Achieving Partnerships For Village Development

The supporting factor that the village government has in achieving the partnership level for village development is first, the village government has a village apparatus (especially the

head of government affairs) who has high work experience, loyalty, and high enthusiasm to build the village. The heads of hamlets are young people who are creative and have high motivation to work for the betterment of the village. Second, in the village, some residents become academics so they become liaisons between the village and universities in establishing cooperation. The three villages of Antiga Kelod are in strategic locations, and easily accessible areas, and village offices are on the provincial road connecting Bali Province with Lombok. Fourth, the young generation in the village is a young generation who are open-minded, carry out positive activities, and grow in a conducive environment. Human resources in the village who are oriented towards a better future, are ready to be creative and work for the progress of the village. The young generation who are passionate and ready to work together is social capital to realize rural development (Rahman et al., 2020). Partnerships between generations, between villages, villages, and universities, and between communities in villages accelerate the achievement of Village SDGs (Sinarwati NK, 2023).

CONCLUSIONS

The form of partnership achievement in development in Antiga Kelod Village is first, conducting cooperation/partnership with Antiga village as its parent village, with Padang Bai village as a neighboring village, partnering with universities. Both provide high-speed fixed (wifi) and mobile (mobile) internet networks. The third provides village statistics data every year, statistical applications, and statistical officers in the village. Fourth, provide village SDGs data every year. The level of achievement of partnerships to develop villages in Antiga Kelod Village is 83.05 and this is the achievement of the second highest Village SDGs indicator compared to the achievement of eighteen other village SDGs indicators. The strategies carried out to achieve this level are to proactively contact other villages to establish partnerships, approach academics from universities, form farmer, fisherman groups and connect these groups with related at the district level and empower adolescents as survey officers to record the condition of village communities referring to village SDGs indicators. The obstacle faced in achieving all indicators of partnership for village development is low tax revenue. This condition is overcome by increasing sources of tax revenue by managing village potential, especially by arranging tourist areas in the village. Supporting factors are owned in achieving partnerships for village development, the village government has experienced village apparatus, and has loyalty and high enthusiasm to advance the village, in the village some academics liaise the village with universities, the strategic location of the village and the young generation of the village is an open-minded generation, and grows in a conducive environment.

The limitations of this study presents data descriptively, not compare the achievements of partnerships to build villages between one village and another. This study also did not examine the factors that affect the level of achievement of partnerships to develop villages. The next research can compare the level of partnership achievement to build villages between villages or analyze the factors that affect the achievement of partnerships to develop villages. The researcher would like to thank the Antiga Kelod Village Government, local village assistants, and the village community for the data provided.

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