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**Analysis Of The Impact Of Collaborative Governance On The Development Of Village Owned Enterprises**

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**Abstract**

*The establishment of Collaborative Governance between the North Kalimantan Provincial Government DPMD, Mandiri Sejahtera BUMDes with social responsibility PT Pesona Khatulistiwa Nusantara (PT PKN) and PT Sanggam Kahuripan Indonesia (PT SKI) was driven by efforts to develop BUMDes which were stagnant so they could develop. From the initiation of the joint principle of developing BUMDes through collaboration, it succeeded in getting investors in the form of capital and assistance. And these developments have an impact on village original income (PADes), BUMDesa income and increasing the social role of BUMDesa Mandiri Sejahtera. This study aims to analyze the impact of collaborative governance on the development of village-owned enterprises (BUMDes) including how collaborative governance is formed, what are the stages and practices of collaborative governance, including what is the role and contribution of collaborative governance to achieving SDGs 8 and 17. This research method uses quantitative methods sourced from primary data and secondary data to determine the development of collaborative governance in the development of Prosperous Independent BUMDes in Ruhui Rahayu Village, Bulungan Regency, North Kalimantan Province. The research sample was selected with the first characteristics, BUMDes which was used as a pilot project by the Provincial Government of North Kalimantan in a movement to build the village economy called Gemilau Desa to invite private parties to be involved in village development; second, BUMDes Mandiri Sejahtera is BUMDes which is the first model of collaborative governance by the Provincial Government among other BUMDes; The three selected BUMDes have the best turnover and profits in North Kalimantan Province in 2020, and have different potential, for example human resources, natural resources and the market. Fourth, BUMDesa has the largest PADes contribution in North Kalimantan Province in 2020. Data analysis was carried out using triangulation to validate data links from field research. Furthermore, an in-depth study of the relationship between subjects and objects studied was carried out to explain the problem formulation and research objectives, and draw conclusions from the research results. The results of the study show that multi-stakeholder collaborative governance between the DPMP of North Kalimantan Province.*

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**Keywords:** Local economy, economic sustainability, BUMDes, stakeholders.

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**INTRODUCTION**

Collaborative Governance is a governance concept that involves many parties to collaborate. This concept is also a new method of governance practice by involving various parties to discuss the problems encountered. (Ansell et al., 2007). In contrast to the Public Rural Appraisal (PRA) approach, collaborative governance emphasizes multi-stakeholder participation to achieve missions carried out by various institutions for different interests, while PRA encourages participatory decisions from beneficiaries or the

community to achieve common goals. The difference between the two lies in the elements of the actors involved and the process of forming a common goal.

Stronger collaboration is in what ways embrace various parties or other parties work together to discuss the hopes of each group to achieve common goals, gain a better understanding of the problems faced, find solutions, and prioritize the principle of collaboration in the decision-making process for the common good (Harley et al., 2010). Where the definition of collaboration is in line with SDGs goal number 17 concerning partnerships in sustainable development which is one of the indicators of success.

Previous research has photographed collaborative governance as a study of the science of government and public administration, such as that carried out by Ridwan Meilana Ridwansyah at BUMDes Wiraguna in Campurejo Village, Bojonegoro District and Bojonegoro Regency in collaboration with Petrochina's CSR activities. However, the research that will be carried out by the author focuses on examining collaborative governance mapping and its contribution to the realization of Sustainable Development Goals in BUMDes Mandiri Prosperous Ruhui Rahayu Village.

The researcher's interest started at the time of assistance in 2018 where the phenomenon at that time BUMDes was a stagnant BUMDes. BUMDes are stagnant because many loans in the form of buying agricultural production advice have become stagnant. Prior to 2018, Bumdes had a trading business for agricultural production inputs with a payment mechanism after harvest. In practice, many of the farmers are in arrears at the BUMDes Agricultural Shop.

Against the background of stagnant conditions as described above, the desire to revive it by taking a collaborative approach to the private sector and the government was sparked. This desire then continued with follow-up discussions held meetings once, twice and so on, and in the end the management agreed to make a joint agreement letter (SPK) which stated that there was a commitment from the company to provide assistance in 5 (five) aspects namely administration, organization, capital, productive business and so on. All of this was successfully stated in the MOU by applying the concept of collaborative governance through strategies so that corporate goals can be achieved for long term goals.

In the next process when the mentoring was running, developments from BUMDes began to be seen, this was shown from the form of contributions made. In this mentoring process there are several parties involved in BUMDes, namely PT. SKI, a palm oil mill as a partner that accommodates fresh fruit equivalents from the community, the Provincial Government referred to as DPMD of North Kalimantan Province, and PT. PKN who provides assistance. At that time Mrs. Risma from the provincial government who was working on proper promotion for promotion proposed the title Gemilau BUMDes "Movement to Build Village Economy through BUMDes", where the contents of Gemilau BUMDes invite private parties to develop BUMDes in the area around the company so that all interests in Gemilau are accommodated. BUMDes, the government wants the private sector to be involved, Comdev also has the goal of developing BUMDes Mandiri Prosperous Ruhui Rahayu Village to meet the interests of each party involved. The government's role apart from facilitating the MOU with PT. PKN, the government also held hearings or suppressed PT. SKI as a container for fresh fruit bunches from BUMDes.

The results of this assistance are financially good, in the sense that previously the capital was stagnant at 140 million, with collaboration from various parties, in the second year (2019) BUMDes can generate Rp. 235,659,118 million and generates PADes, achievements obtained by BUMDes including the collection of achievement capital of up to Rp. 710,000,000. Outside, social activities such as qurbani are also carried out, transportation costs for sick people to go to the city because the location of Ruhui is quite far from the city, these functions are also carried out by BUMDes. In its development at the beginning of 2021 because BUMDes is developing more rapidly, this has become the focus of the province, and has become a role model for other BUMDes businesses in increasing PADes.

This research The political situation in the village at that time there was the PILKADES moment as a political tool to carry out attacks on political opponents of the incumbent. From this political situation, the BUMDes were affected, the rapid development of BUMDes was accompanied by the welfare of the management because implementing performance-based rewards became the talk of the village community. There are those who respond positively, but also not a few who have a cynical view. As a result of the political dynamics in the village and discussions of several people who put them in a corner after the management succeeded in bringing the business unit forward, the management finally decided to resign in 2021.

The development of BUM Ruhui Rahayu Village to become the largest PADes contributor in North Kalimantan through multi-stakeholder collaboration is interesting to study. This collaboration is listed in the GEMILAU BUM Desa program (Movement to build the Village Economy through BUMDes) which was initiated by the DPMD of the Kaltara Provincial Government with the aim of involving the private sector in developing BUMDes.

The constitutional enactment of Law No. 16 of 2014 concerning Villages is a sign that the state is committed to developing villages. The law states that the village is the main pillar of the organization to create community, balance and sovereignty (Sandjojo eko 2016). The state has a mandate to protect and strengthen villages so that they are more advanced, populist and autonomous.

BUMDesa is one of the tools to realize village independence today. This is listed in the 4 development priority agendas carried out by the village ministry, namely 1. Village best products (Prudes), 2. Village micro reservoirs or reservoirs, 3 Village-owned enterprises (BUMDes), 4. Village sports facilities (kemendes.go.id ). BUMDes are expected to be able to carry out public services and earn village original income (PADes) for alternative financing of village development. The establishment of BUMDes aims to utilize all trade potential, natural wealth, human resources (HR), institutional economy, and all economic potential in the village. Actualization of the Village Law based on rights to increase the prosperity of the village community (Sandjojo eko 2016).

In practice, BUMDes development experiences many different challenges and constraints in each village. There are 1,670 BUMDes that are active and do not distribute assistance to PADes and 2,188 that have been approved are not operating. (detik.com, 2019). The undeveloped BUMDes can reduce the potential for development financing through the generated PADes. Which in the end closes the faucet for sustainable development in the village.

The strategic position of the BUMDes institution makes all village development stakeholders from elements of regional, central and private government. The company through its social and environmental responsibility program (TJSL) is very interested in whether BUMDes are developing or not in the surrounding environment. TJSL is also known as CSR.

Corporate social responsibility is an organization's effort to participate in development in the social, environmental and economic spheres through corporate environmental social responsibility (TJSL) and a balance of social, economic and environmental contributions (Hendrik & Untung, 2008). In the field of coal business, CSR regulations are more specifically stated as Community Empowerment Program Regulations or (PPM) which are regulated in Kepmen 1824 K/30/MEM/2018 which essentially gives a mandate to mineral and coal companies to carry out community empowerment programs, especially in economic matters. sustainable.

Therefore researchers are interested in examining more deeply "How is Collaborative Governance in developing BUMDes" including patterns of cooperation and collaboration to build BUMDes Mandiri Sejahtera and the implications for achieving and contributing to sustainable development.

This research will be limited to 2018 to 2020 with the following considerations: 1. Collaborative Governance is carried out between the Kaltara Provincial Government DPMD, Mandiri Sejahtera BUMDes and CSR PT Pesona Khatulistiwa Nusantara in the 2018-2020 period 2. This period is the best financial performance of BUMDesa Prosperous Independent.

## **RESEARCH METHODS**

The research was carried out using a qualitative method approach with a case study design for the development of Mandiri Sejahtera BUMDes. Qualitative methods were chosen to examine more deeply, describe and explain in detail the phenomena of empirical investigation. This research is to describe collaborative governance in the development of BUMDes Mandiri Sejahtera Ruhui Rahayu Village with PT. Pesona Khatulistiwa Nusantara, and DPMD of North Kalimantan Province in achieving SGD's on the pillars of economic development, especially decent work and economic growth (8) and partnerships to achieve goals (17).

Qualitative research methods are based on philosophy used to study the condition of objects scientifically, where researchers are instruments, data collection techniques are triangulation or combination and research analysis is qualitative in nature which focuses on meaning rather than

generalization (Sugiyono., 2018). The qualitative method is the approach chosen to gain a deep understanding, describe and explain in detail about social phenomena (Saunders and Lewis., 2012).

The unit of analysis in this study refers to the level of data coherence that is accumulated in the next data analysis stage (Sekaran and Bougie., 2017). From this unit of analysis, it is then used as a research sample and from this sample data is obtained that is used in one time span or is cross sectional in nature. The research study will be carried out using a purposive sampling technique based on sustainable priority issues. This research focuses on the Mandiri Sejahtera Ruhui BUMDes, Tajung Palas Utara District, Bulungan Regency, North Kalimantan Province.

## RESULTS AND DISCUSSION

Based on the analysis of the results of the interviews conducted with the respondents by taking pictures from the Sustainability Business perspectivemendescrimindthat from 2018 to 2020 BUMDes Mandiri Sejahtera Ruhui Rahayu Villagehasensure product quality according to market demand, Mandiri Prosperous BUMDes Ruhui Village has procurement rules according to market demand, has a mechanism for determining income, has a mechanism for financing or capital, including a mechanism for setting prices.

Resultsanalysisresearch goes along withthe five main principles of SDGs presented by Panuluh and Putri (2016)thathuman aspect, prosperity and cooperation is its main focusmoveinvolvement of stakeholders sesuitthe goal of sustainable development is to encourage good and sustainable economic development (8); and to strengthen implementation and revitalize the global partnership for sustainable development (17).

Based on the results of observations and interviews, researchers agree with the views of Florin et al (2018), which state that there is still much that needs to be studiedexplorationprocesscollaboration, especially the involvement of the private sector, because the interviewed stakeholders assessed the partnership they wanted to form without avoiding competing personal interests. Likewise with quotes from detikcom (2019), researchers have the same view that the development of BUMDes experiences many different challenges and constraints in each village.

Based on research reviewdescribethat the perspective of the respondents agreed and revealed that the private sector as a strategic partner of the government in encouraging the process of balancing good governance, this statement is in line with the governance method expressed by Thoha (2003). These various perspectives describe the scope and origins of collaborative governance broadly, namely the processes and structures of public policy decision-making and management that involve people constructively across the boundaries of public agencies, levels of government and/or public, private and civil society to carry out public goals that are cannot be achieved in any other way. This is where the role of the Ruhui Rahayu provincial government is needed to regulate, coordinate and monitor collaborative activities of partnerships or institutions that enable BUMDes to survive (Bryson et al., 2006).

The findings of this study capture and support the combined definition of collaborative governance expressed by Ansell and Gash (2008) and Agrawal and Lemo., 2007) that*collaborative governance*not only limited to managing arrangements in which one or more public institutions directly involve non-governmental stakeholders in formal collective decision-making processes,oriented kconsensus, and deliberative which aims to make or implement public policies or manage programs or public assets. But includes multi-partner governance in the sense of a collaborative community engaged in resource management that allows for frequent public participation including collaborative structuresbetweengovernment and collaborative arrangements in the internal private or civil sector (Emerson and Murchie., 2010).

The results of the descriptive data on the sustainability of BUMDes Mandiri Sejahtera Ruhui Village as a whole show that from 2018 to 2020 the majority of respondents stated that BUMDes Mandiri Sejahtera Ruhui Village has started to optimize technology. SelainThatthe number of products to the public also experiencedp.sincrease,BUMDes Mandiri Sejahtera Ruhui Village optimizes natural resources and human resources, there is an increase in the contribution of public services from the previous BUMDes Mandiri Sejahtera Ruhui Village in 2017. And in 2018 – 2020 BUMDes Mandiri Sejahtera Ruhui Village distributes PADes profits to Ruhui Rahayu Village. Analysis resultsin *depth interview*and the reflections of the key

respondents show that industrialization is driving the concept of sustainability, especially BUMDes Mandiri Sejahtera. As for the achievement of financial performance displayed in the following table;

### Financial statements

PERKIRAAN	Jul-18		Dec-18		Dec-19		Dec-20	
	DEBET	KREDIT	DEBET	KREDIT	DEBET	KREDIT	DEBET	KREDIT
<b>1. HARTA</b>								
1.1. Kas	23.426.000		4.357.566		165.395.625		252.273.106	
1.2. Tabungan di BRI dan BNI	81.853.324		1.056.620		142.959.643		18.174.543	
1.3. Inventaris	50.382.750		47.674.000		41.173.000		34.672.000	
1.4. Piutang	91.630.403		486.847.481		1.075.828.500		692.346.440	
1.5. Persediaan barang	60.323.500		36.516.000		4.947.000			
<b>JUMLAH HARTA</b>	<b>307.615.977</b>		<b>576.451.667</b>		<b>1.430.303.769</b>		<b>997.466.089</b>	
<b>2. KEWAJIBAN</b>								
2.1. Hutang Bank				100.000.000		23.333.333		
2.2. Hutang Pihak Ketiga				95.000.000		535.000.000		200.000.000
2.3. Hutang Dagang		7.300.000						
2.4. Hutang Bagi Hasil ke Mitra						59.750.000		21.000.000
<b>3. EKUITAS</b>								
3.1. Pemupukan Modal/Hibah		295.000.000		345.000.000		545.000.000		576.413.002
3.2. Laba Ditahan 2018-2019						29.161.317		101.556.411
3.3. Laba/Rugi		5.315.977		36.451.667		238.059.118		98.496.675
<b>JUMLAH KEWAJIBAN &amp; EKUITAS</b>		<b>307.615.977</b>		<b>576.451.667</b>		<b>1.430.303.769</b>		<b>997.466.089</b>

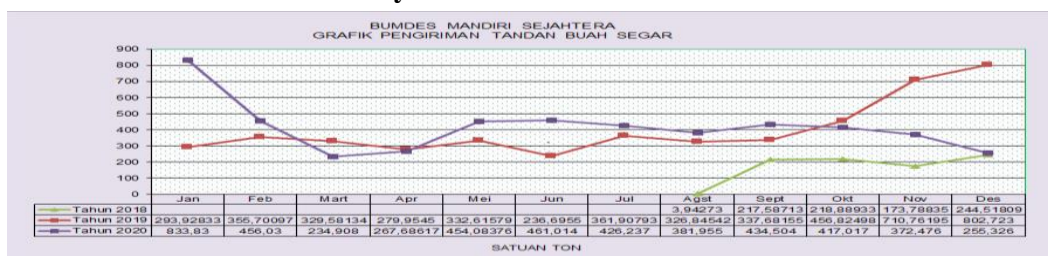
From the financial statements describe that the initial capital of BUMDes in 2018 has increased until 2020, the leniency in payments in helping farmers is also continuing, the supply of the number of products to meet community needs is also well maintained, including in terms of BUMDes assets, it has also increased.

The results of the descriptive data on the Ruhui Rahayu Village Mandiri Prosperous Collaborative Governance overall show that from 2018 to 2020 it describes that BUMDes Mandiri Sejahtera collaborates with the private sector and the DPMD government in developing Prosperous Independent BUMDes. A multi-stakeholder initiative by several key respondents to enter into partnerships with the public/private sector in order to realize the independence of BUMDes, in addition to bringing benefits to the surrounding community as well as to gain an understanding of governance and public policy. The study and observation of data collection from the results of in-depth interviews in this study were supported by the research findings of Florin et al (2018).

### ECONOMIC IMPACT

Along with process after process, after the MOU in 2018 the development of business turnover continues to experience development, especially the production area increases every year. The increase in production area, one of which is fresh fruit bunches, can be seen in the following table of increased shipments:

### Delivery of Fresh Fruit Bunches



In 2018 the production of fresh fruit bunches reached the highest shipment of 244.51809 tons, then in 2019 shipments increased where the smallest shipment was 236.6955 tons in June 2019 until it reached the highest shipment of 802.723 tons in December 2019. Next In 2020 production conditions remained stable even though monthly shipments experienced fluctuating phases, of which the smallest shipment was 234,908 tonnes in March 2020.

This development contributed to community participation in village economic development. Increasing citizen participation in MS BUMDesa business activities can be shown in the table below.

<b>Community Participation in BUMDesa Business</b>				
No.	Information	2018	2019	2020
1.	Area of Land Involved	291	345	360
2.	Number of Palm Oil Farmers	67	90	95
3	Trainer	0	23	0
4.	Harvesting Power	20	32	40
5.	Transportation Provider	11	22	25
TOTAL		389	512	520

From 2018 to 2020, starting from the area of land involved, the average number of oil palm farmers, harvesters and transportation providers has increased.

BUMDes management continues to uphold welfare, welfare here in the sense of increasing the contribution of public services, increasing market access and shelter networks. Procurement of goods also according to market needs. In terms of ensuring product quality, it is supported by PT SKI. The business processes that are carried out are also B2B, namely BUMDes dealing directly with factories. This mechanism for determining income is also used by group leaders and so on, including financing and capital mechanisms. Collaboration with the private sector, government and local communities has provided contribution in economic development, especially the economic growth of Rukai Rahayu village, including contributing to improving BUMDes performance.

The impact of this collaborative process is very helpful apart from the capital aspect, namely the mentoring process in presenting financial reports, how to build a financial reporting system, making projected calculations at the beginning, careful calculation. Other support is providing training assistance to be able to use the application, this assistance is very helpful, especially in terms of preparing financial projections. The table on the development of capital, turnover and profits can be seen as follows:

#### **Development of Capital, Turnover, and Profits**

No	PERMODALAN	TAHUN 2018	TAHUN 2019	TAHUN 2020	TOTAL
1	APBDes	170.000.000	150.000.000	46.413.002	366.413.002
2	PT PKN (Pinjaman Tanpa Bunga)	15.000.000	15.000.000	-	30.000.000
3	APBN (Kementrian Desa)	-	50.000.000	-	50.000.000
4	Investor Lokal	100.000.000	710.000.000	340.000.000	1.150.000.000
5	Bank BRI	120.000.000	-	-	120.000.000
	<b>Total</b>	<b>405.000.000</b>	<b>925.000.000</b>	<b>386.413.002</b>	
<b>PROFIL USAHA BUMDES RUHUI RAHAYU</b>					
No	USAHA	TAHUN 2018	TAHUN 2019	TAHUN 2020	
1	Jual Beli TBS	858725 Kg	4825221 Kg	4995070 Kg	10679016 Kg
2	Omset	797.964.843	4.832.413.650	6.812.656.724	12.443.035.217
4	CSR Pendidikan, Kesehatan dan Sosial	-	13.607.000	30.520.000	44.127.000
5	Profit BUMDesa Mandiri Sejahtera	36.451.668	235.659.118	98.496.675	370.607.461
7	PADes BUMDesa Mandiri Sejahtera	7.290.350	46.504.024	42.114.280	95.908.654
	<b>Total</b>	<b>841.706.861</b>	<b>5.128.183.792</b>	<b>6.983.787.678</b>	

From the table above, it is known that the number of fresh fruit bunches (FFB) sold to BUMDesa Mandiri Sejahtera amounted to 10,679 tons with a turnover of IDR 12,443,035,217 and a profit of IDR. 370,607,461.

## SOCIAL IMPACT

The development of BUMDesa Mandiri Sejahtera through collaborative governance has an impact on the social aspects of society, one of which is through transportation assistance activities for the poor and donations of sacrificial animals every year. Total social funds for community activities in the period 2018 to 2020 are Rp. 44,127,000. The social impact of the BUMDes development includes assistance with transportation for medical treatment for Ruhui Rahayu villagers who are sick and being treated in hospitals and donations for slaughtering sacrificial animals. The documentation of activities can be seen in the image below:



Slaughter of Sacrificial Animals



Sick person transportation

which factors have influenced the progress of BUMDes is the change in leadership from both government leaders, village heads, BUMDes and other HR personnel. There are several things that need to be considered related to the decline of BUMDes. The first is the change of village head. Second, the opinion that was built from the village head team that cornered the management. In general, it is important to pay attention to the governance system in institutions, so that when there is a change managementThe institution continues to progress without experiencing setbacks. Thought, social life and capabilities leadership which prioritizes shared welfare including the supervisory role also contributes to institutional progress. Transparency also needs to be considered, especially in terms of financial reporting, other matters the language submitted, especially reports that are not for public consumption only for internal use must be maintained. This is where the important role of the supervisor is to supervise financial management, transparency and reporting of the assets of the BUMDes management, when there are heated political issues everything can be immersed and accounted for to various parties, both internal and external. From the exposure of the respondents based on identification analysis and patterns that emerged from the results interview What was done to the red thread respondents for the decline of BUMDes was that there was a political issue that caused the BUMDes management to bankrupt the village or resign altogether.

## ENVIRONMENTAL IMPACTS

In terms of the environment, the role of BUMDesa Mandiri Sejahtera was carried out in 2019. At that time a lot of rejected palm fruit was thrown onto the road, in the end BUMDesa took the initiative to collect the fruit to be sorted or "cracked" involving 23 people. The extracted fruit is bought by BUMDesa and resold to PT Sanggar Kahuripan as a container.

The choice of BUMDesa Mandiri Sejahtera strategy to carry out collaborative governance in organizational development is in line with SDG'17, namely revitalizing global partnerships for sustainable development. In the partnerships that have been carried out, BUMDesa partnerships are increasingly growing stronger in the period 2018 to 2020. The in-depth results from the respondents and supported by the respondent's documents partners BUMDesa in developing the BUMDesa organization can be grouped in diagram figure 5 below:

Figure 5. Growth of BUMDesa Mandiri Prosperous Partnerships



From Figure 5 above, it can be seen that the relationship between collaborative governance actors to the main partners and other partners develops along with the dynamics of collaborative governance actors. The in-depth results from the respondents and supported by the respondent's documents partners BUMDesa in developing the BUMDesa organization

## CONCLUSION

Referring to the results of research that has been carried out in analyzing how collaborative governance is formed between the North Indonesian Provincial Government DPMD, Mandiri Sejahtera BUMDes with Indonesian social responsibility Pesona Khatulistiwa Nusantara (Indonesia PKN) and Indonesia Sanggam Kahuripan Indonesia (Indonesia SKI), analyzes Collaborative Governance improvements in developing BUMDes Mandiri Sejahtera Ruhui Rahayu Village, analyzes the stages and practices of collaborative governance by the Provincial Government of North Indonesia, BUMDes Mandiri Sejahtera with CSR Indonesia Pesona Khatulistiwa Nusantara (Indonesia PKN), and analyzes the role and contribution of Collaborative Governance to the Achievement of SDGs 8 and 17. From the results of the study it can be concluded that:

1. The formation of Collaborative Governance between the DPMD of the Provincial Government of North Indonesia, Mandiri Prosperous BUMDes with social responsibility Indonesia Pesona Khatulistiwa Nusantara (Indonesia PKN) and Indonesia Sanggam Kahuripan Indonesia (Indonesia SKI) was driven by efforts to develop BUMDes which at that time were stagnant so that they could develop. From Initiation of driving the joint principle of developing BUMDes through collaboration has succeeded in getting investors in the form of capital and assistance. And these developments have an impact on pvillage original income (PADes), BUMDesa income and increasing the social role of BUMDesa Mandiri Sejahtera.
2. The process of improving Collaborative Governance in developing the Ruhui Rahayu Village Mandiri Prosperous BUMDes includes partnering with the government and the private sector to obtain funding from local investors, including obtaining assistance in compiling reports and financial management. In addition, administrators also encourage involvement government villages, village heads and community



leaders to be involved in developing and optimizing the empowerment of natural resources and local human resources of the village.

3. Based on the research analysis, the stages of the formation of collaborative governance began when one of the BUMDes administrators Ruhui Rahayu saw that one BUMDes managed to get capital from collaborating with the private sector and BUMDes Ruhui Rahayu was not included in the event. Starting from this, there was a desire to carry out collaborative governance practices by the North Indonesian Provincial Government, BUMDes Mandiri Sejahtera with CSR Indonesia Pesona Khatulistiwa Nusantara (PT PKN). At that time the timing was right because at that time Indonesia. PKN also offers assistance to develop BUMDes Ruhui Rahayu. The stages and practices of establishing collaboration are also through face-to-face dialogue, building trust, commitment in the process, mutual understanding, and intermediary results.

Based on the results of the research, it shows that the role of Collaborative Governance has succeeded in increasing the involvement of various parties in developing the village economy and contributing to village income which has an impact on achieving good and sustainable economic development SDGs (8) and revitalizing global partnerships for sustainable development (17).

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