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Strengthening Rural Economies: Governance of Village-Owned Enterprises (BUMDes) for Agricultural Sustainability in Sikka Regency, Indonesia

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ABSTRACT

This study evaluates the governance practices of Village-Owned Enterprises (BUMDes) in Riit Village, Sikka Regency, focusing on their impact on agricultural productivity and rural development. Adopting a qualitative case study approach, the research highlights how participatory and cooperative governance principles foster community engagement and improve access to agricultural inputs, training, and markets. The findings reveal significant improvements in crop yields and community welfare, especially for cacao and kemiri. However, challenges such as transportation barriers, crop diseases, and limited technological integration hinder the full realization of governance benefits. Bridging these gaps requires capacity-building, infrastructure improvements, and partnerships with external organizations. Drawing from global governance models, this study provides actionable recommendations for enhancing the sustainability and impact of BUMDes operations. These findings contribute to the discourse on rural governance and its role in achieving the Sustainable Development Goals.

Keywords: *Rural Governance, BUMDes, Agricultural Productivity, Participatory Governance, Sustainable Development*

INTRODUCTION

Rural development has become a central focus in achieving equitable and sustainable growth in developing economies. In Indonesia, villages represent the backbone of the nation's socio-economic fabric, with their potential to drive agricultural productivity and community welfare through innovative governance mechanisms. Village-Owned Enterprises (BUMDes) are strategic entities designed to catalyze rural development, serving as vehicles for managing local resources, fostering economic resilience, and enhancing livelihoods (Suryani & Daurrohmah, 2023; Wahyuningtyas, 2021). This paper explores how the governance of BUMDes, particularly in geographically isolated areas such as Riit Village, can overcome systemic challenges and bolster agricultural outputs.

Governance is critical to the success of rural enterprises like BUMDes. A governance framework built on principles such as transparency, accountability, community participation, and sustainability are instrumental in ensuring that these enterprises achieve their objectives. Transparency fosters trust among stakeholders by providing access to operational and financial information (Asnawi, 2022; Suwito, 2022). Accountability, on the other hand, ensures that management actions align with the community's best interests through ethical and responsible decision-making

processes (Rahayu et al., 2023). Community participation is indispensable, as it empowers local populations to actively engage in decision-making, leading to more effective and tailored solutions for local challenges (Sinarwati & Suarmanayasa, 2023). Finally, sustainability encourages long-term planning that prioritizes environmental conservation and community welfare, aligning with broader developmental goals (Armi, 2023).

The role of BUMDes in rural economic development is multifaceted. As legal entities managing village resources, BUMDes provide essential services, facilitate the mobilization of local resources, and create employment opportunities (Olivia & Mahi, 2023; Pribadi, 2023). They contribute to rural economies by supporting small and medium enterprises (SMEs) and addressing local economic needs. In agricultural settings, BUMDes play a pivotal role by enhancing productivity through access to critical inputs such as seeds and fertilizers, providing training for farmers, and linking them to markets. This not only improves food security but also strengthens economic resilience (Nugeraha et al., 2022). Empirical evidence demonstrates that the establishment of BUMDes correlates with increased village incomes and improved living standards (Asnawi, 2022; Olivia & Mahi, 2023).

Despite their potential, BUMDes face significant challenges, especially in isolated regions like Riit Village. Geographic isolation often limits access to markets, making it difficult for rural enterprises to compete with urban counterparts (Karim et al., 2021; Pribadi, 2023). Additionally, inadequate infrastructure and limited access to skilled labor and capital pose substantial barriers to their operational success (Effendi et al., 2023; Karim et al., 2021). External dependency, particularly on grants and subsidies, further jeopardizes the sustainability of these enterprises, highlighting the need for self-reliant financial models (Twuijver et al., 2020). These constraints necessitate governance frameworks that are robust, adaptable, and deeply rooted in community participation to address local challenges effectively (Sriyono et al., 2022).

BUMDes governance frameworks are increasingly aligned with global sustainability efforts, particularly the Sustainable Development Goals (SDGs). By emphasizing inclusivity, sustainability, and community empowerment, BUMDes support critical SDGs, such as Goal 1 (No Poverty), Goal 8 (Decent Work and Economic Growth), and Goal 11 (Sustainable Cities and Communities) (Armi, 2023; Olmedo & O'Shaughnessy, 2022). These enterprises foster local entrepreneurship and social equity while integrating sustainable practices that promote ecological conservation. Thus,

the governance of BUMDes represents not only a means of addressing local economic challenges but also a significant contribution to global development objectives.

This study focuses on the governance of BUMDes in Riit Village, Sikka Regency, with a specific emphasis on their role in enhancing agricultural productivity. It investigates how the governance principles of transparency, accountability, community participation, and sustainability are operationalized in practice and identifies the barriers that hinder their effectiveness. By addressing these gaps, this research aims to provide actionable insights for improving BUMDes governance and maximizing their contributions to rural development and the SDGs.

METHOD

The study was conducted in Riit Village, located in the Sikka Regency of Indonesia, a region known for its agricultural activities and reliance on village-owned enterprises (BUMDes) to stimulate local economic growth. The village's remote location presents unique challenges, including limited access to resources, infrastructure, and markets, which significantly affect the effectiveness of governance practices. The socio-economic structure of the village is largely agrarian, with a community heavily dependent on crops like cacao, kemiri, and bananas for their livelihoods. These contextual factors underscore the

importance of understanding governance within BUMDes, as it plays a central role in addressing the village's development needs.

This research adopted a qualitative case study approach to explore the governance of BUMDes in Riit Village and its impact on agricultural productivity. A case study design was chosen because it allows for an in-depth examination of governance dynamics within a specific rural enterprise, capturing the interplay of policies, practices, and community interactions (Jibrin et al., 2021). The focus on Riit Village provides a nuanced understanding of how governance principles such as transparency, accountability, community participation, and sustainability are operationalized in practice.

Data collection employed a combination of qualitative techniques to ensure a comprehensive exploration of governance practices. Semi-structured interviews were conducted with key stakeholders, including BUMDes officials, community leaders, farmers, and local government representatives. These interviews provided insights into governance mechanisms, stakeholder roles, and the challenges faced in implementing governance principles. Participant observation was also utilized, allowing the researcher to immerse in community activities and observe governance practices in action. Events such as community meetings and

agricultural training sessions offered valuable opportunities to understand the lived experiences of stakeholders (Gusmi, 2023). Additionally, documentation analysis of BUMDes reports, village records, and policy documents provided contextual data to complement the qualitative findings.

Table 1. Informants and Number of Research Informants

No	Research Informant	Informant Determination on Techniques	Number of Informants
1	Village Community 1. BUMDes Facility Users	<i>Purposive Sampling</i>	3 People
	2. Not a User of BUMDes Facilities	<i>Purposive Sampling</i>	3 people
2	Village Government	<i>Purposive Sampling</i>	2 People
3	BUMDes Manager	<i>Purposive Sampling</i>	2 People
Total			10 People

Data analysis followed a thematic approach, which involved identifying patterns and themes within the collected data to understand how governance principles influenced BUMDes operations and agricultural outcomes. The analysis was guided by the governance principles of transparency, accountability, community participation, and sustainability, ensuring alignment with the study's objectives. Triangulation was employed to enhance the reliability and validity of the findings. Source triangulation involved comparing data from interviews, focus groups, and observations, while method triangulation combined insights from different qualitative techniques (Carter et al., 2014; Donkoh, 2023). This approach reduced potential biases and provided a holistic understanding of governance dynamics.

Given the geographical isolation and resource constraints of Riit Village, specific field research techniques were employed to address these challenges. Participatory observation enabled the researcher to actively engage with community members during agricultural training and governance meetings, fostering trust and rapport (Santos et al., 2022). Home visits provided an opportunity to collect personal narratives from farmers, offering deeper insights into their interactions with BUMDes. Community mapping was conducted to understand the spatial distribution of resources and stakeholders, which proved

useful in identifying accessibility issues and governance gaps. Flexible scheduling of interviews and focus groups accommodated the unique circumstances of participants, ensuring higher engagement and data quality.

RESULT AND DISCUSSION

Governance Practices in BUMDes Riit

The governance of BUMDes Riit incorporates cooperative and participatory principles that foster collaboration among stakeholders and enhance agricultural productivity. Cooperative governance in BUMDes Riit facilitates partnerships between farmers and the enterprise, creating opportunities for resource sharing, training, and collective problem-solving. This model has significantly impacted the management of agricultural resources by enabling farmers to access essential inputs such as seeds and fertilizers at reduced costs. Interviews with farmers revealed that through BUMDes, the bulk procurement of fertilizers and seeds ensures affordability and quality, directly contributing to improved crop yields. For example, the provision of fertilizers for cacao and kemiri plantations has allowed farmers to implement better farming practices, resulting in higher productivity. These initiatives align with findings from (Mureithi & White (2022), who emphasize the benefits of cooperative models in enhancing agricultural outputs through shared knowledge and resources.

The participatory governance approach adopted by BUMDes Riit actively involves community members in decision-making processes. Farmers participate in meetings where decisions about resource allocation and training programs are discussed. This involvement fosters a sense of ownership and accountability, motivating farmers to engage in activities that support the sustainability of BUMDes initiatives. Such participatory practices have enhanced the alignment of governance activities with the specific needs of the community, ensuring that programs are relevant and effective. Farmers reported increased satisfaction with governance interventions, particularly in the areas of pest management and crop care, where their input was directly considered during program planning. These findings align with Eversole (2011) argument that participatory governance enhances project relevance and stakeholder commitment.

The governance practices of BUMDes Riit reflect a balanced integration of cooperative and participatory principles. Cooperative initiatives provide tangible benefits, such as cost savings and improved farming practices, while participatory governance ensures that interventions address specific community needs. Together, these strategies contribute to the sustainability and effectiveness of BUMDes operations,

exemplifying how governance frameworks can drive local development.

Challenges in Implementation

Despite the successes of cooperative and participatory governance, BUMDes Riit faces significant challenges in implementation. Transportation barriers remain a critical issue due to the geographical isolation of Riit Village. The absence of adequate infrastructure limits farmers' access to larger markets, forcing them to rely on intermediaries who often offer lower prices for agricultural products. This reduces the potential profitability of crops like bananas and cacao, even when yields are high. Farmers expressed frustration over the costs associated with transporting their produce to markets in nearby towns, highlighting the urgent need for governance interventions to address this logistical challenge. Governance frameworks, as noted by Gibson & Olivia (2010), can play a pivotal role in developing infrastructure to alleviate such barriers and improve market access.

Another challenge pertains to crop diseases, which have had a detrimental effect on productivity. Diseases affecting cacao and banana crops have caused significant yield losses, as farmers lack access to adequate pest management tools and training. While BUMDes has facilitated workshops on compost production and basic crop care, these efforts have not been sufficient to tackle

persistent disease outbreaks. Farmers voiced the need for more targeted interventions, such as the provision of pest-resistant crop varieties and access to expert consultation. These challenges underscore the necessity of enhancing governance strategies to provide comprehensive support, including advanced disease management solutions, as suggested by Steiner & Steinerowska-Streb (2012)

Additionally, financial constraints pose a significant barrier to the scalability of BUMDes initiatives. Limited funding restricts the ability to expand programs and invest in critical infrastructure, leaving farmers vulnerable to recurring challenges. This financial gap highlights the need for innovative funding mechanisms and partnerships with external stakeholders to enhance the resilience of governance efforts. Addressing these challenges requires a multifaceted approach, ensuring that governance practices remain adaptive and responsive to the evolving needs of the community.

Impact of Governance on Agricultural Yields

The governance practices of BUMDes Riit have had measurable impacts on agricultural yields, particularly for crops like kemiri and cacao. Farmers reported a noticeable improvement in productivity due to the availability of affordable fertilizers and seeds facilitated by BUMDes.

Additionally, training programs on composting and sustainable farming techniques have empowered farmers to adopt practices that improve soil fertility and crop health. For instance, the introduction of composting methods has reduced farmers' reliance on expensive chemical fertilizers, enhancing both cost efficiency and environmental sustainability. These improvements align with Osondu (2015) findings that access to quality agricultural inputs and training significantly boosts productivity and livelihoods.

However, the positive impacts have been uneven across different crops. While kemiri and cacao yields have benefited from governance interventions, crops like bananas have experienced reduced productivity due to disease outbreaks. This discrepancy highlights the need for governance practices to focus not only on resource provision but also on comprehensive crop health management. Addressing these gaps through cooperative networks and disease control measures, as advocated by Steiner & Atterton (2015), could further enhance the impact of governance on agricultural outputs.

Overall, the governance framework of BUMDes Riit has demonstrated the potential to improve agricultural yields through resource provision and training. However, addressing gaps in crop health management and expanding the scope of interventions remains critical for

maximizing the benefits across all crops. A more integrated governance approach could enhance productivity while ensuring the long-term sustainability of agricultural practices.

Community Perspectives on BUMDes Governance

Community members in Riit Village expressed mixed perspectives on the effectiveness of BUMDes governance. Many farmers acknowledged the benefits of cooperative governance, particularly in providing access to essential inputs and facilitating training programs. They highlighted how these initiatives have strengthened their ability to manage crops and improve yields. However, some farmers raised concerns about the limited scope of governance interventions, particularly in addressing transportation and crop disease challenges. These issues, they argued, diminish the potential of governance practices to fully support agricultural productivity and economic resilience.

Farmers also emphasized the importance of participatory governance in fostering a sense of inclusion and accountability. Through active engagement in decision-making processes, community members felt more connected to the goals and operations of BUMDes. This participatory approach has built trust between farmers and BUMDes officials, ensuring greater alignment of governance activities with community needs. However, there is a growing

demand for BUMDes to expand its scope by addressing critical gaps such as market access and advanced agricultural support, which are essential for realizing the full potential of participatory governance. These findings resonate with Garane & Kibuuka (2019) assertion that active community involvement is essential for the success of rural development projects.

While community members value the cooperative and participatory aspects of BUMDes governance, they also recognize areas for improvement. Expanding the scope of interventions to tackle logistical and technical challenges could amplify the positive impacts of governance practices. By addressing these gaps, BUMDes could better fulfill its role as a catalyst for agricultural development and community empowerment in Riit Village.

Evaluation of Governance Principles

The governance practices of BUMDes in Riit reflect a participatory and cooperative framework that aligns closely with best practices in rural enterprise management. The emphasis on community engagement in Riit has fostered trust and collaboration among stakeholders, enabling BUMDes to better address local needs and challenges. This approach contrasts with governance models in some other regions where top-down strategies often dominate. In such cases, limited community involvement results in inefficiencies and reduced sustainability, as governance becomes

more about meeting bureaucratic targets than empowering local communities (Haryanto et al., 2022). The participatory governance in Riit, which incorporates local knowledge and encourages active farmer involvement in decision-making processes, has proven effective in creating tailored and relevant interventions. This bottom-up approach has not only enhanced agricultural outputs but also strengthened community bonds, underscoring the importance of local agency in governance practices (Rahayu et al., 2023).

Comparatively, the organizational structure of BUMDes in Riit, which prioritizes inclusivity and transparency, offers a model that other regions could adopt. By providing platforms for farmers and community members to voice their concerns and actively participate in planning, BUMDes Riit has demonstrated how rural enterprises can align governance practices with community expectations. However, the integration of advanced governance tools such as technology for real-time decision-making, as observed in other successful rural enterprises globally, could further enhance the operational efficiency of BUMDes in Riit (Yin, 2023). Adopting such innovations would allow for better monitoring of resource utilization and agricultural output, thereby bridging gaps in governance.

The governance principles of BUMDes Riit demonstrate the potential of

participatory and cooperative frameworks in driving rural development. While the current approach has effectively strengthened community engagement and agricultural productivity, integrating modern governance tools could further optimize its operations. This dual emphasis on community agency and technological innovation would position BUMDes Riit as a benchmark for effective rural enterprise governance.

Addressing Implementation Gaps

While BUMDes Riit has made significant strides in improving agricultural productivity through participatory governance, certain implementation gaps remain. Key challenges include logistical barriers, such as limited access to markets, and insufficient responses to crop diseases. These gaps highlight the need for capacity-building initiatives and stronger institutional support. Providing training to local leaders and community members can improve the governance capacity of BUMDes, ensuring stakeholders are equipped to address challenges proactively (Suryani & Daurrohmah, 2023). Additionally, fostering partnerships between BUMDes, NGOs, and local governments can enhance resource mobilization and knowledge sharing, addressing gaps that cannot be overcome through community efforts alone (Wellbrock et al., 2013).

Improving communication channels among stakeholders could also

align objectives across governance levels, ensuring that interventions respond effectively to local needs (Speer, 2012). For example, regular consultations between BUMDes officials, farmers, and external agricultural experts could lead to more efficient disease management strategies and reduce losses in high-value crops such as cacao and bananas. Moreover, developing transportation infrastructure in Riit Village would alleviate the burden of high logistics costs, enhancing farmers' access to markets and increasing their profitability. The focus on such structural improvements, integrated with cooperative governance practices, could significantly boost the impact of BUMDes initiatives.

An integrated approach that combines capacity building, stakeholder communication, and infrastructure development is critical to addressing the implementation gaps faced by BUMDes Riit. Strengthening partnerships and fostering innovation in governance practices would ensure that interventions are not only sustainable but also adaptable to evolving challenges. By addressing these gaps comprehensively, BUMDes can further its mission to empower the community and create a robust foundation for agricultural and economic development in Riit Village.

Policy and Practical Implications

The governance practices of BUMDes in Riit provide valuable insights for balancing economic goals with social

empowerment and equity. By integrating social objectives into their strategies, such as fair pricing of agricultural inputs and the promotion of sustainable farming practices, BUMDes Riit has positioned itself as a community-oriented enterprise. This approach aligns with inclusive business models that prioritize the welfare of marginalized groups while maintaining financial sustainability (Suwito, 2022). Such a balance is crucial in rural contexts, where economic disparities and environmental vulnerabilities can exacerbate poverty. Ensuring that governance practices uphold principles of equity and inclusivity can help BUMDes in Riit sustain its contributions to local development while fostering social cohesion.

Lessons from global governance models emphasize the importance of collaborative governance and stakeholder engagement in strengthening rural enterprises, particularly in isolated regions. Adopting practices from cooperative governance frameworks that emphasize collective action and shared benefits can further empower rural communities (Normann & Vasstrøm, 2012). For instance, creating formal networks of farming cooperatives within and beyond Riit Village could enhance farmers' bargaining power in markets, reduce costs through economies of scale, and foster resilience against economic and environmental uncertainties.

Additionally, integrating data-driven decision-making tools, as demonstrated in some international rural governance initiatives, could enhance the efficiency of resource allocation and program monitoring in BUMDes Riit (Yin, 2023). Digital platforms for tracking agricultural productivity and identifying emerging challenges, such as pest outbreaks or logistical inefficiencies, would allow BUMDes officials to respond swiftly and effectively. Policymakers could support such advancements by funding the development of digital infrastructure in rural areas and training local stakeholders in their use.

Furthermore, the success of BUMDes Riit underscores the importance of aligning policy frameworks with grassroots governance models. Government support in the form of financial aid, technical assistance, and policy incentives could amplify the impact of BUMDes initiatives. By integrating these efforts into broader rural development policies, governments can ensure that BUMDes remains a key driver of local economic growth. Policymakers should also consider creating enabling environments for public-private partnerships, which could enhance resource mobilization and bring innovative solutions to persistent rural challenges.

Ultimately, the governance practices of BUMDes Riit provide a scalable framework for rural development

that balances economic, social, and environmental priorities. Strengthening collaborative networks, leveraging digital tools, and aligning policy interventions can help BUMDes Riit and similar enterprises achieve sustainable growth. These measures not only address current challenges but also prepare rural communities for future uncertainties, ensuring that development efforts remain inclusive, equitable, and resilient.

CONCLUSION

The governance practices of BUMDes Riit demonstrate the potential of participatory and cooperative models to enhance agricultural productivity and community welfare in rural, isolated regions. By emphasizing community engagement, transparency, and local resource mobilization, BUMDes has successfully provided farmers with critical inputs, training, and market access, improving the productivity of key crops such as cacao and kemiri. However, challenges persist, particularly in addressing transportation barriers, crop diseases, and the need for greater technological integration.

To bridge these gaps, capacity-building initiatives, infrastructure development, and strengthened partnerships with external organizations are essential. Furthermore, adopting global best practices, such as digital tools for governance and collaborative networks, can enhance the sustainability

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and efficiency of BUMDes operations. This study underscores the importance of aligning governance frameworks with local needs while leveraging innovative solutions to overcome structural challenges. By addressing these critical areas, BUMDes can serve as a model for rural development, fostering economic resilience, equity, and social cohesion in line with the Sustainable Development Goals.

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