

# The Role of the Subdistrict Head in the Development of the Red and White Village Cooperative in Nagrak, Sukabumi Regency

Ening Lasminingsih<sup>1</sup>, Hardiyanto Rahman<sup>2</sup>

<sup>1</sup>Program Studi Profesi Kepamongrajaan, Institut Pemerintahan Dalam Negeri. <sup>2</sup>Program Studi Studi Kebijakan Publik, Institut Pemerintahan Dalam Negeri  
Gmail: hardiyantorahman@ipdn.ac.id

This research was motivated by the lack of knowledge and understanding among the administrators and members of the Red and White Village Cooperative regarding the development of business types and the utilization of village potential. The purpose of this study was to analyze and examine the role of the Subdistrict Head (Camat) in providing guidance to the Red and White Village Cooperative. The study employed a descriptive qualitative method. The data sources consisted of primary and secondary data. Data collection techniques included observation, interviews, and documentation, while data analysis was conducted through data reduction, data presentation, and conclusion drawing. The results of the study indicate that the role of the Camat in the Red and White Village Cooperative is crucial as a facilitator, advisor, and supervisor at the regional level. The Camat of Nagrak has carried out a strategic role as the main facilitator and institutional mobilizer through concrete activities such as socialization programs, monitoring of Special Village Deliberation Meetings (Musdesus), assistance with legal documentation (Notarial Deeds), and monitoring of business initiatives. These measures demonstrate that the Camat is not only focused on the legal aspects of cooperative establishment but also encourages the cooperative's function as an independent and productive pillar of the village economy. Thus, the implementation of the Camat's role can generally be considered adequate and has shown positive results during the initial stages and legal administration process. However, to ensure sustainability and optimize its impact, this role still requires strengthening and continuous guidance. Such optimization should focus on overcoming internal challenges, particularly the limitations of human resources both at the subdistrict and village levels, as well as strengthening coordination mechanisms among stakeholders.

**Keywords:** guidance, cooperative, supervision.

---

This is an open access article under the [CC BY-NC](#) license



---

**Corresponding Author:**

Hardiyanto Rahman  
Program Studi Studi Kebijakan Publik, Institut Pemerintahan Dalam Negeri  
hardiyantorahman@ipdn.ac.id

---

## 1. Introduction

National economic development is directed toward realizing political and economic sovereignty through the optimal management of resources by placing cooperatives as the main pillar of the people's economy. Cooperatives have a strategic role because they are founded on the principles of kinship and economic democracy, as mandated in the 1945 Constitution of the Republic of Indonesia, particularly Article 33, which emphasizes that the economy shall be organized as a collective endeavor. In line with this, the government continues to encourage the development and empowerment of cooperatives so that they can grow into strong, independent, and resilient economic institutions capable of facing both national and global economic dynamics. This policy is reinforced through Law Number 17 of 2012 concerning Cooperatives, which emphasizes the importance of cooperatives as a collective business entity aimed at improving the welfare of members and society.

In the context of rural development, the establishment of the Red and White Village/Subdistrict Cooperative has become one of the national strategic programs aimed at improving community welfare through a people-based economic approach grounded in mutual cooperation. This program is marked by the launch

The Role of the Subdistrict Head in the Development of the Red and White Village Cooperative in Nagrak, Sukabumi Regency. Ening Lasminingsih et.al

of 80,000 village cooperatives by the government as part of the transformation of the rural economy. At the regional level, West Java Province and Sukabumi Regency Regency have also supported the program by accelerating the establishment of village cooperatives in accordance with regional potential. In Nagrak Subdistrict itself, 10 Red and White Village Cooperatives were simultaneously established through Special Village Deliberation Meetings (Musyawarah Desa Khusus) in 2025, with various business activities such as savings and loans services, agricultural kiosks, and basic necessities outlets.

However, in its implementation, several problems still exist, including the limited knowledge of cooperative administrators, lack of business capital, suboptimal partnerships with village economic institutions, and the insufficient role of the Camat in the guidance, supervision, and management of cooperatives. These conditions indicate that the success of village cooperatives highly depends on the role of the subdistrict government as facilitator and advisor. The Camat plays an important role in conducting socialization, monitoring, evaluation, reporting, guidance, and supervision of village cooperatives as mandated by government policies. Nevertheless, in practice, not all of these functions have been implemented optimally, thereby requiring strategic efforts to improve the effectiveness of cooperative development.

Based on these conditions, several major problems can be identified, namely the still limited knowledge and understanding of cooperative administrators and members in developing businesses based on village potential, the lack of optimal business partnership assistance with other village economic institutions, the absence of strategic initiatives from subdistrict and village governments in empowering cooperatives, and the unavailability of capital facilitation through banking institutions or village budget capital participation (APBDesa). These problems indicate a gap between established policies and field implementation.

Based on these issues, this study is directed toward answering how the role of the Camat in fostering the Red and White Village Cooperative in Nagrak Subdistrict is implemented, what supporting and inhibiting factors exist, what efforts have been made to overcome obstacles, and what innovations can be developed to support cooperative business development. This study aims to analyze the role of the Camat, identify influencing factors, and formulate strategic and innovative measures for cooperative development. The findings of this study are expected to provide theoretical contributions to the development of governmental studies and practical benefits as a reference for local governments, cooperative administrators, and other stakeholders in improving the effectiveness of guidance and empowerment of the Red and White Village Cooperative.

## 2. Method

Study This use method descriptive with approach qualitative purposeful For analyze in a way deep role sub-district head in coaching Cooperative Red and White Village in the District Nagrak Regency Sukabumi. Research implemented in the District Nagrak with object research of 10 cooperatives villages that have formed. Focus study covering role sub-district head in coaching, factors supporters and inhibitors, efforts settlement obstacles, as well as innovation in development cooperative village. The data source consists of from the primary data obtained through interview with sub-district head, apparatus sub-district, head village and administrators cooperative as well as observation field, and secondary data originating from from document official, report, regulation legislation, as well as regional statistical data. Data collection techniques are carried out through observation direct to activity cooperative, interview deep to informant key, and documentation on relevant data and archives. Data analysis was carried out in a way qualitative through stages data reduction, data presentation, and data extraction conclusion, so that obtained systematic overview about conditions in the field. For ensure data validity, used technique triangulation

sources and triangulation methods, as well as confirmation to informant (member check) so that the results study can be accountable in a scientific way.

### 3. Results and Discussion

#### The Role of the Sub-district Head In Do Coaching To Cooperative Red and White Village

##### Socialization

In accordance with the mandate from Instruction President Number 9 of 2025 concerning Acceleration Formation Cooperative Merah Putih Village / Sub-district and Circular Letter of the Minister of Home Affairs Number 500.3/2438/ Sj About Acceleration Formation Cooperative Merah Putih Village / Sub-district, then one of the activities carried out by the sub-district head is socialization. Socialization is done with the method of making invitations to the chairpersons / managers Cooperative Red and White Village all over the villages in the District Nagrak. Socialization was held on Wednesday, April 9, 2025 at the District Nagrak.

Socialization is done in a frame to ensure that through the formation of Cooperative Red and White Village, so that business and public services like procurement / provision of staple food in the village, clinic, pharmacy, warehousing, agriculture and animal husbandry in the village, logistics and other strategic areas in the village can be done in a way independent by the village through Cooperative Red and White Village. Sub-district Head conveys the scope of socialization with procedures for identification covering potential and problems like availability of power, natural resources, needs of the main food community, health and medicine services, and infrastructure activities. Production-based livelihoods in the village, health and energy services in the village, availability of land owned by the village as well as potential land used as business for Cooperative Red and White Village.

Data and information results for identification of potential and problems in the village become the basis for compiling the need for business development in Cooperative Red and White Village as well as other activities. For strengthening business capital from the members through mandatory dues and principal contributions. Besides that, the sub-district head also conveys information about the institutional economy in the village like Small and Medium Enterprises (IKM), BUMDesa / BUMDesa together, village market, group farmers or combination of group farmers, groups of breeders and other business groups that can become partners from Cooperative Red and White Village. Output from the socialization activity shows positive results, where all participants give full support to the formation of Cooperative Red and White Village. The atmosphere of the activity is conducive, participatory, and all representatives of the village state their readiness for quick formation of Cooperative Red and White Village in their respective areas.

##### Monitoring

Sub-district Head Nagrak in doing coaching to Cooperative Red and White Village started with monitoring the way of implementation. Deliberation in the village was specifically implemented in a way simultaneously on Monday, April 21, 2025. This matter is based on the law about the formation of Cooperative Red and White Village as follows:

- a. Instruction President of the Republic of Indonesia Number 9 of 2025 Concerning Acceleration Formation Cooperative Merah Putih Village / Sub-district
- b. Circular Letter of the Minister of Cooperatives Republic of Indonesia Number 1 of 2025 Concerning Procedures for Establishing Cooperative Merah Putih Village / Sub-district
- c. Circular Letter of the Minister of Home Affairs Number 500.3/2438/ Sj About Acceleration Formation Cooperative Merah Putih Village / Sub-district

In the process of formation Cooperative Red and White Village, Sub-district Head Nagrak do distribution task to all over employee subdistrict For attend the deliberation process village special as following :

**Table 3.6.** Deliberation Village Special ( Musdesus )

No	Village Name	Officials Present
1	Authority	a. Sub-district Head b. Head of Government
2	South Nagrak	a. Sub-district Head b. Head of Public Order and Public Order
3	Kalaparea	Head of Public Services
4	Darmareja	Head of PMD
5	Cisarua	Head of Village Supervision
6	Babakanpanjang	UMPEG Sub-Section
7	Balekambang	Head of KPE Sub-Division
8	North Nagrak	Sub-district Head
9	Girijaya	Field DPMD Village Government
10	Cihanyawar	Head of PMD Staff

Source : Schedule Activities of the Head of PMD

The Heads Section and staff Sexy Community and Village Empowerment get task from sub-district head For attend implementation deliberation village special with substance formation cooperative village red white in a way simultaneously. All minutes of formation Cooperative Red and White Village from each village collected For become document official base formation Cooperative Red and White Village in the District Nagrak. From the bottom minutes of the deliberation meeting said, then Sub-district Head carry out the launch symbolic in the village The authority that signifies Cooperative Red and White Village in the District Nagrak has formed in a way official. Deliberation Village Special used as guidelines implementation establishment, development and revitalization cooperatives in the village in accordance with provision regulation legislation that regulates about cooperatives. Results from Deliberation Village Exclusively throughout Villages in the District Nagrak, then launching the formation Cooperative Red and White Village all of it shaped Primary Cooperatives, namely cooperatives that were formed new with management new on every village. After agreement formed, steps next Sub-district Head do coaching For form management cooperative. Structure organization cooperative usually consists of from Chairman, Secretary, Treasurer, and Supervisor. Simultaneously with That also required to administrator For quick Drafting Articles of Association (AD) and Budget House Cooperative bylaws (ART). AD/ART includes rule basis, rights and obligations members, mechanisms taking decisions, and system reporting and accountability. Documents this is very important Because will used in the legalization process to notaries and agencies government.

### **Mentoring Making Deed Notary Public Cooperative Red and White Village**

The Role of the Sub-district Head Nagrak furthermore in coaching Cooperative Red and White Village is do mentoring manufacturing Deed Notary Public Cooperative Red and White Village as form legality institutional economy in the village. In this process Sub-district Head coordinate with the Department of Cooperatives, Small and Medium Enterprises as well as with the Heads Village. Notary who made deed establishment Cooperative Red and White Village every different depends party chairman and head village For electing the notaries. The sub-district head is in the position This only give information completeness condition For make deed Notary Public.

Making process deed notary at each cooperative Red and White Village different time and place. The process starting on June 5th For Village Cihanyawar and ends Village Darmareja on June 24, 2025. The

notaries who signed deed establishment Cooperative Red and White Village is very helpful speed up the administrative process, so that the time required is around 3-4 days finished and direct Do registration to Firjen AHU ( General Legal Administration ) from the Ministry of Law and Human Rights as proof that cooperative has registered in a way official.

Sub-district Head as mentor accept archives deed notary. Deed Notary Public the Then made archives at the Sub-district Office and the Head Office Village as archives document official and become a data backup if happen damage or lost document deed notary. Output from activity mentoring manufacturing deed Notary Public This show very good and appropriate results with coaching targets Subdistrict Nagrak, among others:

1. All over villages in the sub-district Nagrak (10 villages ) tela finish manufacturing deed Notary Public Cooperative Red and White Village with legality official from the Ministry of Law and Human Rights.
2. Making process deed walk efficient, orderly, and appropriate provision law, blessing effective coordination between Sub-district Head, Head Village, Cooperative Service, and notaries.
3. Every cooperative now own legality legitimate institutions, so that can quick operate activity business economy village in a way independent and professional.
4. Formation archives document deed notary at the level sub-districts and villages, which become base administration and materials evaluation coaching cooperatives in the future.
5. Village community show enthusiasm and awareness increasing law to importance legality institutional cooperative.

### Evaluation

The Role of the Sub-district Head Nagrak other in frame coaching to Cooperative Red and White Village is conduct monitoring and evaluation development institutional and pioneering efforts made by the Cooperative Red and White Village. One of the the form of monitoring is with stage meeting held on September 10, 2025 with purpose for ensure cooperative walk healthy, every cooperative given questionnaire For answered with results as following :

**Table 3.8.** Results of Monitoring and Evaluation of Cihanjawar Village

Village Name	Monitoring and Evaluation Instruments	Answer
2	6	7
Cihanjawar	<ul style="list-style-type: none"> <li>▪ amount member MP Village Headquarters</li> <li>▪ dues mandatory and contributions The main points of each member</li> <li>▪ mechanism deposit dues mandatory and contributions Main Point</li> <li>▪ procedure time meeting between administrators and members</li> <li>▪ addition amount member</li> <li>▪ the amount of capital already invested collected at Kopdes MP</li> <li>▪ form training that Already accepted</li> <li>▪ mentoring from party external</li> <li>▪ business capital assistance from Central Government or Local government</li> <li>▪ do business capital loans</li> <li>▪ type existing businesses in deed Notary Public Already executed</li> <li>▪ Whether Already There is development business / profit</li> </ul>	<ul style="list-style-type: none"> <li>▪ 75 people</li> <li>▪ principal Rp.100,000,-/ mandatory Rp.10,000,-</li> <li>▪ done cash deposit</li> <li>▪ 1 month meeting very</li> <li>▪ There is</li> <li>▪ Rp. 3,700,000,-</li> <li>▪ Zoom meeting</li> <li>▪ is n't any yet</li> <li>▪ is n't any yet</li> <li>▪ Not done</li> <li>▪ part</li> <li>▪ is n't any yet</li> <li>▪ is n't any yet</li> <li>▪ Support</li> <li>▪ is n't any yet</li> <li>▪ capital</li> <li>▪ Basic necessities</li> <li>▪</li> </ul>

Village Name	Monitoring and Evaluation Instruments	Answer
	<ul style="list-style-type: none"> <li>▪ Cooperation/ partnership with other parties</li> <li>▪ Support public to MP Village Headquarters</li> <li>▪ office / room business / place business</li> <li>▪ obstacles and barriers encountered</li> <li>▪ What opportunity businesses in the village For MP Village Headquarters</li> </ul>	

Kopdes MP Village Cihanjavar own 75 members with dues main Rp. 100,000 and dues must Rp. 10,000. Mechanism payment done in a way deposit cash, and meetings routine implemented a month once. There is an addition members, showing existence participation and interest public to cooperatives. Amount capital collected IDR 3,700,000, more big compared to a number of village other, but Still classified as small For development business. Activities training new done through Zoom meeting, and not yet There is mentoring external or capital assistance from government. The businesses listed in deed Notary Public new part executed, and not yet show development benefits. There are none yet Work The same with party outside, but public give support positive to existence Village Headquarters. Obstacles main issues faced is limited business capital and not yet existence place business still. Even though Thus, there are opportunity business potential basic necessities Because in accordance need daily society. With thus MP Cihanjavar Village Cooperative Already show progress beginning through addition members and implementation online training. However, cooperatives Still need strengthen capitalization, expanding partnerships, and optimizing activity efforts to be able to grow as institution economy independent village.

**Table.** Monitoring and Evaluation Results Village Cisarua

Village Name	Monitoring and Evaluation Instruments	Answer
2	6	7
Cisarua	<ul style="list-style-type: none"> <li>▪ amount member MP Village Headquarters</li> <li>▪ dues mandatory and contributions The main points of each member</li> <li>▪ mechanism deposit dues must and contributions Main Point</li> <li>▪ procedure time meeting between administrators and members</li> <li>▪ addition amount member</li> <li>▪ the amount of capital already invested collected at Kopdes MP</li> <li>▪ form training the party that has accepted</li> <li>▪ mentoring from party external</li> <li>▪ business capital assistance from Central Government or Local government</li> <li>▪ do business capital loans</li> <li>▪ type existing businesses in deed Notary Public Already executed</li> <li>▪ Whether Already There is development business / profit</li> <li>▪ Cooperation/ partnership with other parties</li> <li>▪ Support public to MP Village Headquarters</li> <li>▪ office / room business / place business</li> <li>▪ obstacles and barriers encountered</li> </ul>	<ul style="list-style-type: none"> <li>▪ 413 people</li> <li>▪ principal Rp.100,000,-/ mandatory Rp.20,000,-</li> <li>▪ deposit direct</li> <li>▪ meeting every day Friday</li> <li>▪ Not yet There is</li> <li>▪ Rp. 4,750,000,-</li> <li>▪ is n't any yet</li> <li>▪ is n't any yet</li> <li>▪ is n't any yet</li> <li>▪ Not done</li> <li>▪ Part</li> <li>▪ is n't any yet</li> <li>▪ is n't any yet</li> <li>▪ Support</li> <li>▪ is n't any yet</li> <li>▪ Lack of capital</li> <li>▪ LPG Gas Agent</li> </ul>

Village Name	Monitoring and Evaluation Instruments	Answer
	<ul style="list-style-type: none"> <li>What opportunity businesses in the village For MP Village Headquarters</li> </ul>	

Kopdes MP Village Cisarua own amount a very large membership, namely 413 people, with dues principal of Rp. 100,000 and contributions Rp. 20,000 mandatory deposit done in a way direct, and meetings routine held every day Friday, which shows level adequate internal participation and communication Good. The total capital collected is IDR 4,750,000 still classified as small compared to amount many members, indicating contribution dues not optimal or Not yet all over member active deposit. Until moment this, not yet There is training, mentoring external, as well as capital assistance from government. The businesses listed in deed Notary Public new part executed, and not yet There is development significant benefits. There are none yet Work The same externally intertwined, but public support existence Village Headquarters. Obstacles main is limited capital and not yet existence place business still. Even though Thus, the opportunity business in the form of LPG gas agent own potential tall Because demand for domestic gas ladder Enough stable and able become source income cooperative. Kopdes MP Village Cisarua own potential big from side amount members and support society, but Not yet capable utilise potential the Because lack of capital, training and partnerships external. With planning more finances good and realization business LPG gas agent, cooperative This have a chance develop rapidly as driving force economy village.

**Table 3.10.** Results of Monitoring and Evaluation of Girijaya Village

Village Name	Monitoring and Evaluation Instruments	Answer
2	6	7
Girijaya	<ul style="list-style-type: none"> <li>amount member MP Village Headquarters</li> <li>dues mandatory and contributions The main points of each member</li> <li>mechanism deposit dues mandatory and contributions Main Point</li> <li>procedure time meeting between administrators and members</li> <li>addition amount member</li> <li>the amount of capital already invested collected at Kopdes MP</li> <li>form training the party that has accepted</li> <li>mentoring from party external</li> <li>business capital assistance from Central Government or Local government</li> <li>do business capital loans</li> <li>type existing businesses in deed Notary Public Already executed</li> <li>Whether Already There is development business / profit</li> <li>Cooperation/ partnership with other parties</li> <li>Support public to MP Village Headquarters</li> <li>office / room business / place business</li> <li>obstacles and barriers encountered</li> <li>What opportunity businesses in the village For MP Village Headquarters</li> </ul>	<ul style="list-style-type: none"> <li>55 people</li> <li>principal Rp. 50,000,- / mandatory Rp. 5,000,-</li> <li>deposit direct</li> <li>meeting every day Friday</li> <li>Not yet There is</li> <li>Rp. 2,750,000,-</li> <li>is n't any yet</li> <li>is n't any yet</li> <li>is n't any yet</li> <li>Not done</li> <li>Part</li> <li>is n't any yet</li> <li>is n't any yet</li> <li>Support</li> <li>is n't any yet</li> <li>Lack of capital</li> <li>Stall Fertilizer</li> </ul>

Kopdes MP Village Girijaya has 55 members with dues principal of Rp. 50,000 and contributions Rp. 5,000 mandatory deposit done direct, and meetings routine held every day Friday, shows There is maintained internal communication. The total capital collected is Rp2,750,000, still classified as small For support activity business. Until moment This Not yet There is training, mentoring external, as well as business capital assistance from government. The businesses listed in deed Notary Public new part executed, and not yet There is development significant benefits. Although Not yet own place business, society support existence Kopdes, which shows existence potential social For development to front. Obstacles main is lack of capital and minimal support external. Opportunities identified businesses in the form of stall fertilizer, which is relevant with characteristics of rural areas and can empowering farmer local. MP Girijaya Village Headquarters Still is at the stage beginning development with support good social, but constrained by small capital, minimal assistance, and businesses that have not yet running optimally. With utilise opportunity business stall fertilizer, cooperative can strengthen his role in help need agriculture citizens and improve economy village.

**Table 3.11.** Results of Monitoring and Evaluation of Pawenang Village

Village Name	Monitoring and Evaluation Instruments	Answer
2	6	7
Authority	<ul style="list-style-type: none"> <li>▪ amount member MP Village Headquarters</li> <li>▪ dues mandatory and contributions The main points of each member</li> <li>▪ mechanism deposit dues mandatory and contributions Main Point</li> <li>▪ procedure time meeting between administrators and members</li> <li>▪ addition amount member</li> <li>▪ the amount of capital already invested collected at Kopdes MP</li> <li>▪ form training the party that has accepted</li> <li>▪ mentoring from party external</li> <li>▪ business capital assistance from Central Government or Local government</li> <li>▪ do business capital loans</li> <li>▪ type existing businesses in deed Notary Public Already executed</li> <li>▪ Whether Already There is development business / profit</li> <li>▪ Cooperation/ partnership with other parties</li> <li>▪ Support public to MP Village Headquarters</li> <li>▪ office / room business / place business</li> <li>▪ obstacles and barriers encountered</li> <li>▪ What opportunity businesses in the village For MP Village Headquarters</li> </ul>	<ul style="list-style-type: none"> <li>▪ 79 people</li> <li>▪ principal Rp. 25,000,- / mandatory Rp. 10,000,-</li> <li>▪ deposit direct</li> <li>▪ 2 week meeting very</li> <li>▪ Not yet There is</li> <li>▪ Rp. 2,315,000,-</li> <li>▪ is n't any yet</li> <li>▪ is n't any yet</li> <li>▪ is n't any yet</li> <li>▪ Not done</li> <li>▪ Not yet smooth</li> <li>▪ is n't any yet</li> <li>▪ is n't any yet</li> <li>▪ Support</li> <li>▪ is n't any yet</li> <li>▪ Lack of capital</li> <li>▪ Stall Basic necessities</li> </ul>

Red and White Village Command Post Village Authority has 79 members with dues The principal fee is Rp. 25,000 and the mandatory fee is Rp. 10,000 per person. routine done two Sunday once, shows participation member Enough good. However, the capital collected only Rp. 2,315,000 and not yet There is addition members, training, or mentoring from party external. Activities business Not yet walk smooth, not yet There is place business remain, and Not yet seen development profit. Although so, society show support positive to Kopdes. Obstacles main issues faced is lack of capital and facilities business. There are

opportunity business in the form of stall relevant basic necessities with need public village and can become step beginning development business. For forward, Kopdes need strengthen capitalization, establishing Work The same with government or institution companion, as well as increase capacity administrators and members.

**Table 3.12.** Results of Monitoring and Evaluation of Balekambang Village

Village Name	Monitoring and Evaluation Instruments	Answer
2	6	7
Balekambang	<ul style="list-style-type: none"> <li>▪ amount member each MP Village Headquarters</li> <li>▪ dues mandatory and contributions The main points of each member</li> <li>▪ mechanism deposit dues mandatory and contributions Main Point</li> <li>▪ procedure time meeting between administrators and members</li> <li>▪ addition amount member</li> <li>▪ the amount of capital already invested collected in each Kopdes MP</li> <li>▪ form training the party that has accepted</li> <li>▪ mentoring from party external</li> <li>▪ business capital assistance from Central Government or Local government</li> <li>▪ do business capital loans</li> <li>▪ type existing businesses in deed Notary Public Already executed</li> <li>▪ Whether Already There is development business / profit</li> <li>▪ Cooperation/ partnership with other parties</li> <li>▪ Support public to MP Village Headquarters</li> <li>▪ office / room business / place business</li> <li>▪ obstacles and barriers encountered</li> <li>▪ What opportunity businesses in the village For MP Village Headquarters</li> </ul>	<ul style="list-style-type: none"> <li>▪ 25 people</li> <li>▪ principal Rp. 50,000,- / mandatory Rp. 25,000,-</li> <li>▪ deposit direct every month</li> <li>▪ 1 month meeting very</li> <li>▪ Not yet There is</li> <li>▪ Rp. 1,000,000,-</li> <li>▪ is n't any yet</li> <li>▪ is n't any yet</li> <li>▪ is n't any yet</li> <li>▪ Not done</li> <li>▪ Not yet smooth</li> <li>▪ is n't any yet</li> <li>▪ is n't any yet</li> <li>▪ Support</li> <li>▪ is n't any yet</li> <li>▪ Coordination and Capitalization not enough</li> <li>▪ Stall Agriculture and animal husbandry</li> </ul>

Kopdes MP Village Balekambang has 25 members with dues principal of Rp. 50,000 and contributions Rp. 25,000 mandatory deposit done direct every month, and meeting routine held a month once, signifies activity administration walk even though Still simple. The amount of capital collected is Rp. 1,000,000, which is considered very small. so that Not yet capable support activity business in a way significant. Until now Not yet There is training, mentoring, capital assistance, and Work The same external. The listed businesses in deed notary also not yet executed with smooth, and not yet looks existence benefits. The community shows support positive, but constraint main lies in the lack of coordination and capital. Although Thus, there are opportunity business stall potential agriculture and livestock developed in accordance need local. MP Balekambang Village Cooperative still at the stage beginning development with capacity institutional and limited capital. Required improvement internal coordination, training, and support funding for opportunities business agriculture and animal husbandry can executed in a way productive.

**Table 3.13.** Results of Monitoring and Evaluation of South Nagrak Village

Village Name	Monitoring and Evaluation Instruments	Answer
2	6	7
South Nagrak	<ul style="list-style-type: none"> <li>▪ amount member MP Village Headquarters</li> <li>▪ dues mandatory and contributions The main points of each member</li> <li>▪ mechanism deposit dues mandatory and contributions Main Point</li> <li>▪ procedure time meeting between administrators and members</li> <li>▪ addition amount member</li> <li>▪ the amount of capital already invested collected at Kopdes MP</li> <li>▪ form training the party that has accepted</li> <li>▪ mentoring from party external</li> <li>▪ business capital assistance from Central Government or Local government</li> <li>▪ do business capital loans</li> <li>▪ type existing businesses in deed Notary Public Already executed</li> <li>▪ Whether Already There is development business / profit</li> <li>▪ Cooperation/ partnership with other parties</li> <li>▪ Support public to MP Village Headquarters</li> <li>▪ office / room business / place business</li> <li>▪ obstacles and barriers encountered</li> <li>▪ What opportunity businesses in the village For MP Village Headquarters</li> </ul>	<ul style="list-style-type: none"> <li>▪ 92 people</li> <li>▪ principal Rp. 50,000,/ mandatory Rp. 25,000,-</li> <li>▪ deposit direct every month</li> <li>▪ 1 month meeting very</li> <li>▪ Not yet There is</li> <li>▪ Rp.6,000,000,-</li> <li>▪ is n't any yet</li> <li>▪ is n't any yet</li> <li>▪ is n't any yet</li> <li>▪ Not done</li> <li>▪ Not yet smooth</li> <li>▪ is n't any yet</li> <li>▪ is n't any yet</li> <li>▪ Support</li> <li>▪ is n't any yet</li> <li>▪ Lack of capital and mentoring</li> <li>▪ LPG Gas and Tourism Management, trade</li> </ul>

Kopdes MP Village South Nagrak has 92 members with dues principal of Rp. 50,000 and contributions mandatory Rp. 25,000, deposited direct every month. Meeting routine done a month once, shows existence internal activities even though Not yet intensive. The amount of capital collected is Rp. 6,000,000, enough Good compared to village other, but Still Not yet Enough For development business. Until now Not yet There is training, mentoring external, as well as capital assistance from government and business in deed Notary Public Not yet walk smooth. The community remains show support positive, but constraint main lies in the lack of capital and minimal assistance. Although Thus, there are opportunity potential LPG gas, tourism and trade businesses If managed with good. Kopdes MP Nagrak Selatan has social capital and a large number of enough members big as potential main. However, it is necessary mentoring managerial, strengthening capital, as well as partnership external so that opportunities business such as LPG and tourism village Can realized and given impact economy real for inhabitant.

**Table 3.14.** Results of Monitoring and Evaluation of North Nagrak Village

Village Name	Monitoring and Evaluation Instruments	Answer
2	6	7
North Nagrak	<ul style="list-style-type: none"> <li>▪ amount member MP Village Headquarters</li> <li>▪ dues mandatory and contributions The main points of each member</li> <li>▪ mechanism deposit dues mandatory and contributions Main Point</li> <li>▪ procedure time meeting between administrators and members</li> <li>▪ addition amount member</li> <li>▪ the amount of capital already invested collected at Kopdes MP</li> <li>▪ form training the party that has accepted</li> <li>▪ mentoring from party external</li> <li>▪ business capital assistance from Central Government or Local government</li> <li>▪ do business capital loans</li> <li>▪ type existing businesses in deed Notary Public Already executed</li> <li>▪ Whether Already There is development business / profit</li> <li>▪ Cooperation/ partnership with other parties</li> <li>▪ Support public to MP Village Headquarters</li> <li>▪ office / room business / place business</li> <li>▪ obstacles and barriers encountered</li> <li>▪ What opportunity businesses in the village For MP Village Headquarters</li> </ul>	<ul style="list-style-type: none"> <li>▪ 452 people</li> <li>▪ principal Rp. 50,000,- / mandatory Rp. 10,000,-</li> <li>▪ deposit direct every month</li> <li>▪ 1 month meeting very</li> <li>▪ Not yet There is</li> <li>▪ Rp. 2,250,000,-</li> <li>▪ is n't any yet</li> <li>▪ is n't any yet</li> <li>▪ is n't any yet</li> <li>▪ Not done</li> <li>▪ Not yet smooth</li> <li>▪ is n't any yet</li> <li>▪ is n't any yet</li> <li>▪ Support</li> <li>▪ is n't any yet</li> <li>▪ Lack of capital</li> <li>▪ Clinic private, trade, smp borrow</li> </ul>

Kopdes MP Village North Nagrak has 452 members, a very large number, with dues principal of Rp. 50,000 and contributions Rp. 10,000 must be deposited direct every month. Meeting done a month once, signifies existence activity organization base However Not yet intensive. The amount of capital collected is Rp. 2,250,000, which is very small. If compared to with amount members, showing Not yet optimally participation dues or management finance. Until moment This Not yet There is training, mentoring, capital assistance, and Work The same external.

Existing businesses in deed Notary Public Not yet executed in a way smooth, and not yet There is development benefits. Although Thus, society support existence Kopdes, which is social capital important For development to front. Obstacles main is capital limitations, while opportunity business in the village Enough diverse like clinic private, trade, and save borrow what you can become direction development Kopdes. Kopdes MP Nagrak Utara has potential big from side amount members and support society, but Not yet balanced with capital management and activities effective business. Need done mentoring institutional, optimization contributions and realization opportunity business local cooperatives Can develop as institution economy productive in the village.

**Table.** Monitoring and Evaluation Results Village Babakanpanjang

Village Name	Monitoring and Evaluation Instruments	Answer
2	6	7
Babakanpanjang	<ul style="list-style-type: none"> <li>▪ amount member MP Village Headquarters</li> <li>▪ dues mandatory and contributions The main points of each member</li> <li>▪ mechanism deposit dues mandatory and contributions Main Point</li> <li>▪ procedure time meeting between administrators and members</li> <li>▪ addition amount member</li> <li>▪ the amount of capital already invested collected at Kopdes MP</li> <li>▪ form training the party that has accepted</li> <li>▪ mentoring from party external</li> <li>▪ business capital assistance from Central Government or Local government</li> <li>▪ do business capital loans</li> <li>▪ type existing businesses in deed Notary Public Already executed</li> <li>▪ Whether Already There is development business / profit</li> <li>▪ Cooperation/ partnership with other parties</li> <li>▪ Support public to MP Village Headquarters</li> <li>▪ office / room business / place business</li> <li>▪ obstacles and barriers encountered</li> <li>▪ What opportunity businesses in the village For MP Village Headquarters</li> </ul>	<ul style="list-style-type: none"> <li>▪ 42 people</li> <li>▪ principal Rp.100,000,-/ mandatory Rp.20,000,-</li> <li>▪ deposit direct</li> <li>▪ 1 month meeting very</li> <li>▪ Not yet There is</li> <li>▪ Rp.- 1,250,000</li> <li>▪ is n't any yet</li> <li>▪ is n't any yet</li> <li>▪ is n't any yet</li> <li>▪ Not done</li> <li>▪ Not yet smooth</li> <li>▪ is n't any yet</li> <li>▪ is n't any yet</li> <li>▪ Support</li> <li>▪ is n't any yet</li> <li>▪ Lack of capital and partnership</li> <li>▪ Stall Basic necessities, agriculture, fertilizer</li> </ul>

Kopdes MP Village Babakanpanjang has 42 members with dues principal of Rp. 100,000 and contributions mandatory Rp. 20,000, deposited direct every month. Meeting done a month once, signifies activity organization walking, even though Still limited. The amount of capital collected is Rp. 1,250,000, which is classified as small and become obstacle main in operate business. Until now Not yet There is training, mentoring external, as well as capital assistance and activities business in deed Notary Public Not yet walk smoothly. Even though Thus, society support existence Kopdes, which became potential social important.

Challenge the biggest is lack of capital and partnership with party outside. However there is opportunity business stall basic necessities, agriculture, and appropriate fertilizers with needs and potential local village. Kopdes MP Babakanpanjang Still is at the stage beginning development with support good social, but need capital strengthening, mentoring management and development partnership external so that opportunities business agriculture and basic necessities can executed in a way sustainable.

**Table 3.16.** Monitoring and Evaluation Results Village Kalaparea

Village Name	Monitoring and Evaluation Instruments	Answer
2	6	7
Kalaparea	<ul style="list-style-type: none"> <li>▪ amount member MP Village Headquarters</li> <li>▪ dues mandatory and contributions The main points of each member</li> <li>▪ mechanism deposit dues mandatory and contributions Main Point</li> </ul>	<ul style="list-style-type: none"> <li>▪ 30 members, 300 prospective members</li> <li>▪ principal Rp. 50,000,- / mandatory Rp. 10,000,-</li> <li>▪ deposit direct</li> </ul>

Village Name	Monitoring and Evaluation Instruments	Answer
	<ul style="list-style-type: none"> <li>▪ procedure time meeting between administrators and members</li> <li>▪ addition amount member</li> <li>▪ the amount of capital already invested collected at Kopdes MP</li> <li>▪ form training the party that has accepted</li> <li>▪ mentoring from party external</li> <li>▪ business capital assistance from Central Government or Local government</li> <li>▪ do business capital loans</li> <li>▪ type existing businesses in deed Notary Public Already executed</li> <li>▪ Whether Already There is development business / profit</li> <li>▪ Cooperation/ partnership with party other</li> <li>▪ Support public to MP Village Headquarters</li> <li>▪ office / room business / place business</li> <li>▪ obstacles and barriers encountered</li> <li>▪ What opportunity businesses in the village For MP Village Headquarters</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2 month meeting very</li> <li>▪ Not yet There is</li> <li>▪ Rp. 1,500,000,-</li> <li>▪ is n't any yet</li> <li>▪ is n't any yet</li> <li>▪ is n't any yet</li> <li>▪ Not done</li> <li>▪ Not yet smooth</li> <li>▪ is n't any yet</li> <li>▪ is n't any yet</li> <li>▪ Support</li> <li>▪ is n't any yet</li> <li>▪ Venture capital</li> <li>▪ Save Borrowing, Basic Necessities</li> </ul>

Kopdes MP Village Kalaparea has 30 members active and 300 candidates members, showing potential big For development to front. Contribution main amounting to Rp. 50,000 and contributions Rp. 10,000 must be deposited directly, with meeting every two month once. The amount of capital collected is Rp. 1,500,000, which is still very limited and has not been adequate For operate activity business. Until now Not yet There is training, mentoring, or capital assistance, and listed businesses in deed Notary Public Not yet walk fluent.

The community shows support positive, but constraint main still on the limitation of business capital. Even though Thus, there are opportunity business save potential loans and basic necessities developed Because in accordance with need economy public village. Kopdes MP Kalaparea own potential growth tall blessing many candidate members and support society. However, in order to be able to developing, needed capital strengthening, mentoring management cooperatives, and realization business save borrow or basic necessities as step beginning For increase independence economy village.

**Table 3.17.** Monitoring and Evaluation Results Village Darmareja

Village Name	Monitoring and Evaluation Instruments	Answer
2	6	7
Darmareja	<ul style="list-style-type: none"> <li>▪ amount member MP Village Headquarters</li> <li>▪ dues mandatory and contributions The main points of each member</li> <li>▪ mechanism deposit dues mandatory and contributions Main Point</li> <li>▪ procedure time meeting between administrators and members</li> <li>▪ addition amount member</li> <li>▪ the amount of capital already invested collected at Kopdes MP</li> <li>▪ form training the party that has accepted</li> <li>▪ mentoring from party external</li> </ul>	<ul style="list-style-type: none"> <li>▪ 25 people and candidates 237 members</li> <li>▪ principal Rp. 50,000,- / mandatory Rp. 15,000,-</li> <li>▪ deposit direct</li> <li>▪ 1 month meeting very</li> <li>▪ Not yet There is</li> <li>▪ Rp. 1,500,000,-</li> <li>▪ is n't any yet</li> <li>▪ is n't any yet</li> <li>▪ is n't any yet</li> <li>▪ Not done</li> </ul>

Village Name	Monitoring and Evaluation Instruments	Answer
	<ul style="list-style-type: none"> <li>▪ business capital assistance from Central Government or Local government</li> <li>▪ do business capital loans</li> <li>▪ type existing businesses in deed Notary Public Already executed</li> <li>▪ Whether Already There is development business / profit</li> <li>▪ Cooperation/ partnership with other parties</li> <li>▪ Support public to MP Village Headquarters</li> <li>▪ office / room business / place business</li> <li>▪ obstacles and barriers encountered</li> <li>▪ What opportunity businesses in the village For MP Village Headquarters</li> </ul>	<ul style="list-style-type: none"> <li>▪ Not yet smooth</li> <li>▪ is n't any yet</li> <li>▪ is n't any yet</li> <li>▪ Support</li> <li>▪ is n't any yet</li> <li>▪ Capital and Business Facilities</li> <li>▪ Photo studio, agency fertilizer and basic necessities,</li> </ul>

Kopdes MP Village Darmareja has 25 members active and 237 candidates members, showing existence interest tall from public For join. Contribution main amounting to Rp. 50,000 and contributions Rp. 15,000 must be deposited directly, with meeting routine every month. The collected capital new reached Rp. 1,500,000, not yet Enough For operate business optimally. Until now Not yet There is training, mentoring, and capital assistance from government and business in deed Notary Public Not yet walk smoothly. Although support public Enough strong, obstacle main issues faced is limited capital and facilities effort. However, there are opportunity potential in the field of photo studios, agents fertilizers and basic necessities that can developed in accordance need local and village market opportunities.

MP Darmareja Village Cooperative own potential growth tall Because enthusiasm society and opportunities diverse businesses. In order to grow, it is necessary intervention mentoring, capital increase, and training management business For realize A productive and independent cooperative. Top With thus Output from monitoring and evaluation activities This show results as following :

1. Cooperative Red and White Village in every village has walk in a way active and start do activity business beginning ( startup) business ) according to areas that have been set in deed establishment.
2. Membership and contribution data in each cooperative has recorded with good, shows level participation public quite village tall to institution cooperative.
3. Problems commonly found, such as limited capital and capabilities managerial, has identified For become material action carry on coaching by the sub-district Nagrak and Cooperative Service.
4. Sub-district Head Nagrak obtain factual data about condition institutional and financial cooperative, which became base For compilation plan coaching advanced (coaching and training) management business ).
5. In a way In general, monitoring results show that cooperative develop with positive direction, participation public increased, and cooperatives start play a role in activity economy village although Still need strengthening capital.

With Thus, monitoring and evaluation activities This stated succeed give description real about developments and challenges faced by cooperatives Red and White Village in the District Nagrak, as well as become base planning policy coaching cooperatives at the stage next.

## Factor Inhibitors and Supporters of the Sub-district Head's Role In Coaching To Cooperative Red and White Village

### a. Factors Inhibitor

Sub-district Head Nagrak during do coaching to Cooperative Red and White Village find a number of factor inhibitors, including :

1. The distance between office Subdistrict Nagrak with secretariat Cooperative Red and White Village classified as Enough far, about 8–10 km with condition partial road Not yet paved and partly lake damaged. This is make time travel reach more from 50 minutes, so that complicates the coaching and coordination process in a way direct."
2. Not done training / education in a way technical about development business Cooperative Red and White Village by DKUKM and institutions companion from center, so that the administrators and members until moment This Not yet capable do development business in a way maximum
3. Additional business capital / investment in business capital from Central Government for Cooperative Red and White Village Not yet There is so that business capital Still depend on dues members who have not Enough strong For development business.
4. Not yet available support help finance or sourced business capital participation from Village Budget.
5. Ability level management the efforts of the administrators in utilise opportunity in the form of potential villages that can utilized for development business

### b. Factors Supporters

Besides factor inhibitors, there are a number of factor supporters on role Sub-district Head Nagrak during do coaching to Cooperative Red and White Village, including :

1. The height enthusiasm and motivation of the members Cooperative Red and White Village in develop business reflected from participation active they are on every activity cooperative, good in meeting routine and in the planning process. Although strength source power possessed cooperative Still limited, the members show commitment and passion high togetherness with willingness contribute through dues as initial capital business. This is become base that level enthusiasm member classified as high, because seen from initiative, responsibility answer, and will together For build cooperative.
2. Lots of potential villages that can utilized For diversification business Cooperative Red and White Village, such as provision means supporters sector agriculture horticulture, sector preparation feed livestock and fish, LPG gas bases, as well as provision basic necessities and fertilizer agriculture.
3. Partnership between Cooperative Red and White Village with institution economy village other like Village-Owned Enterprises and MSMEs, Small and Medium Enterprises and other parties private sector in motion in the field provision need consumption community. Partnership This will can become factor supporters development diversification business Cooperative Red and White Village in a way ongoing.
4. Facilitation development business from Pertamina For can open new LPG gas station managed by the Cooperative Red and White Village, especially in locations that Far from the market or stall other for fulfil need society.
5. The existence of great support from government village, figures community, religious leaders and youth leaders existence Cooperative Red and White Village in provide services and provision nine material main for community needs.

## Effort Sub-district Head In Overcome Obstacles and Constraints In Coaching To Cooperative Red and White Village

### Horizontal Coordination

The Role of the Sub-district Head Nagrak in frame coaching to Cooperative Red and White Village every villages in the sub-district Nagrak is started with do horizontal coordination to device area or agency related technical matters with task coaching to the administrators Cooperative Red and White Village. Coordination carried out is with method visit to device area related and government village, namely:

- a. Coordination with the Regency Cooperatives and SMEs Service Sukabumi
- b. Coordination with the Community and Village Empowerment Service

Implementation Coordination of the Cooperatives and SMEs Service of the Regency Sukabumi carried out on the day Thursday September 18, 2025 with method do visit in a way direct to Field Cooperatives and SMEs. From the results coordination This obtained Lots information For become material coaching advanced to Cooperative Red and White Village, including :

- a. Business mentoring and development HR management competencies Cooperative Red and White Village in Business Process
- b. Access Financing, good in the form of help government center, action loan from banking for business capital
- c. Institutional Governance Business Network, namely ability administrator For do partnership with economic institutions village other.

Implementation coordination furthermore with the Department Community and Village Empowerment carried out on the day Cooperatives and SMEs of the Regency Sukabumi held on the day Tuesday September 23, 2025. This is coincide with implementation activity training improvement capacity implementation operations located at bumdesma Nabiya Subdistrict Nagrak. From coordination the can obtained information For overcome constraint as following :

- a. Capital investment from Village Budget for Cooperative Red and White Village can started in the year 2026 budget
- b. Cooperation and partnership between Cooperative Red and White Village with Village-Owned Enterprises in a way sustainable

### Ideas Innovation

In frame strengthening coaching to Cooperative Red Village in the District Nagrak, there is idea innovation / creative ideas in the form of : SI-KEMIS ( Collaboration ) Partnership Business ) namely do cooperation / partnership in a way independent between Red and White Cooperative Village with Village -Owned Enterprises (BUM Desa ) or with SMEs. In implementation of SI-KEMIS ( Collaboration ) Partnership Business ), created minutes (BA) between two split parties, namely Red and White Cooperative Village as Party I and Village- Owned Enterprises or SMEs as second party.

Substance from SI-KEMIS ( Collaboration) Partnership Business ), which is done is the sales process product results Village- Owned Enterprises and UKM businesses which then entrusted For sold by the Red and White Cooperative Village. In the partnership that was built, it was established system marketing / sales with a consignment model ( consignment-sale ), namely UKM and BUMdesa parties entrust the products they for For sold by the Cooperative Red and White Village. In implementation of SI-KEMIS ( Collaboration ) Partnership Business ), the cooperation model is system marketing consignment ( consignment-sale ), so that party Cooperative Red and White Village No need make product goods, but help sales with profit obtained from price Selling in the implementation of SI-KEMIS ( Collaboration) Partnership Business ) the

parties will can each other profitable, where the cooperative Red and White Village No need have business capital to make product, because Enough do sale product. Meanwhile Village-owned enterprises and SMEs will get profit with expansion marketing product.

#### 4. Conclusion

The Role of the Sub-district Head Nagrak in coaching Cooperative Red and White Village has walk Enough Good especially at the stage early, such as socialization, facilitation formation and legality cooperatives. However, the role the Still need strengthened in a way sustainable, especially in improvement human resource capacity and coordination between parties. Factors supporters main covering existence strong regulation and enthusiasm society, whereas obstacle main is limited capital, low ability managerial, and minimal understanding cooperative. For overcome matter said, sub-district head do coaching advanced through training, mentoring, and push partnership business with various parties. As innovation, developed the SI-KEMIS program (Collaboration) Partnership Business) which aims strengthen Work The same between cooperatives, Village-Owned Enterprises (BUM Desa), and MSMEs. This program expected capable increase independence economy village as well as make cooperative more adaptive, productive and sustainable

#### 5. References

- Adimiharja, Kusnaka., Harry Hikmat, 2003 "Participatory Research Appraisal Dalam Pelaksanaan PengabdianKepada Masyarakat", Bandung : Muhaniora.
- Bayu Suryaningrat, 1987. "*Mengenal Ilmu Pemerintah*". Jakarta : Rineka Cipta.
- Cansil, C. ST, 2004. *Pemerintahan Daerah di Indonesia*, Jakarta: Sinar Grafika
- Handoko, T. Hani. 2003. *Manajemen*. BPFE : Yogyakarta.
- Hasibuan, Malayu S.P. 2011. *Manajemen: Organisasi dan Motivasi*. Jakarta : Bumi Aksara
- Jeane Neltje Saly. 2001. *Usaha Kecil, Penanaman Modal Asing Dalam Peresfektif Pandangan Internasional*, Jakarta : Badan Pembinaan Hukum Nasional.
- Kansil, C. ST, 2002. "*Pemerintahan Daerah di Indonesia*", Jakarta : Sinar Grafika,.
- Kusnaka, 2003. "Participatory Research Appraisal: dalam Pelaksanaan Pengabdian kepada Masyarakat, Jakarta : Humaniora.
- Louis E. boone dan david L. Kurtz, 1995. *Parthnership Modal Ventura*, Jakarta: PT. IBEC
- Manullang, M, "Manajemen Sumber Daya Manusia" (2008) yang diterbitkan oleh BPFE Yogyakarta
- Mangunhardjana, 2001. *Pembinaan Arti dan Metodenya*, Yogyakarta: Kanisius
- Mohammad Jafar Hafsah. 2000. *Kemitraan Usaha*. Jakarta : Sinar Harapan
- M. Tohar, 2000. *Membuka Usaha Kecil*. Yogyakarta : Kanisius.
- Notoatmodjo, Soekidjo.2003. *Pendidikan dan Perilaku Kesehatan*, Jakarta: Rineka Cipta.
- Nurjanah, dkk, 2023." *Konsep Dasar Koperasi*", Makasar : Tahta Media Grup,
- Nuruni dan Kustini, 2011. "*Experiental Marketing, Emotional Branding, and Brand, Jurnal Manajemen dan Kewirausahaan*" Jakarta : Vol.7 (1).
- Richardus Eko Indrajit, dkk.2018. *Proses Bisnis Outsourcing*. Jakarta: Gerasindo
- Ridwan, Dkk, Pembinaan Industri Kecil Dan Menengah Pada Dinas Perindustrian, Perdagangan, Koperasi Dan UMKM Kota Bontang, Jurnal Adminitrative Reform. Vol 2, No 2, Tahun 2014, hal.3-4
- Sarwono, S,W. 2011. *Pengantar umum psikologi*. Jakarta: NV. Bulan Bintang.
- Sumaryadi. I Nyoman. 2005. *Perencanaan Pembangunan Derah Otonomi dan Pemberdayaan Masyarakat*, Jakarta. Citra Utama
- Syamsir, Torang, 2016. "*Organisasi & Manajemen,Perilaku, Struktur, Budaya & Perubahan Organisas*", Bandung: Alfabeta,
- The Role of the Subdistrict Head in the Development of the Red and White Village Cooperative in Nagrak, Sukabumi Regency. Ening Lasminingsih et.al

S Fahrizal, <http://repository.radenintan.ac.id/2535/5/BAB/2011/20TESIS.pdf> :  
Undang-Undang Republik Indonesia Nomor 23 Tahun 2014 Tentang Pemerintah Daerah  
Undang-Undang Republik Indonesia Nomor 17 Tahun 2012 Tentang Perkoperasian  
Peraturan Pemerintah Republik Indonesia Nomor 17 Tahun 2018 Tentang Kecamatan  
Instruksi Presiden Republik Indonesia Nomor 9 Tahun 2025 Tentang Percepatan Pembentukan Koper.Asi  
Desa/Kelurahan Merah Putih  
Surat Edaran Menteri Koperasi Republik Indonesia Nomor 1 Tahun 2025 Tentang Tata Cara Pembentukan  
Koperasi Desa /Kelurahan Merah Putih