

## COLLABORATIVE GOVERNANCE AT BUMDES MANAGEMENT: A STUDY IN SIKAPAT VILLAGE, SUMBANG SUBDISTRICT, BANYUMAS REGENCY

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### Abstract

Sikapat Village has potential in agriculture and tourism, but faces several challenges such as dry land, limited public services, and suboptimal market management. To address these issues, BUMDes Mitra Sejahtera was established in 2021 with four business units. This study aims to analyze the collaboration process among stakeholders in managing the BUMDes. A qualitative approach was employed, with data collected through interviews, observations, and documentation. Informants were selected purposively, and data were analyzed using an interactive model. The findings reveal collaboration involving the village government, BUMDes, partner institutions, and the community. Regular communication, transparent information sharing, clear division of roles, and shared goals were evident. This collaboration has contributed to improved services and local economic growth. It is concluded that collaborative governance has been fairly effective, although strengthening community participation and institutional capacity is still needed for long-term sustainability.

**Keywords:** collaborative governance, BUMDes management, village potential

### Abstrak

Desa Sikapat memiliki potensi di bidang pertanian dan pariwisata, namun menghadapi berbagai kendala seperti lahan kering, layanan publik terbatas, dan pengelolaan pasar yang belum optimal. Untuk menjawab tantangan tersebut, BUMDes Mitra Sejahtera didirikan pada 2021 dengan empat unit usaha. Penelitian ini bertujuan menganalisis proses kolaborasi antar stakeholder dalam pengelolaan BUMDes. Penelitian menggunakan pendekatan kualitatif, dengan teknik pengumpulan data melalui wawancara, observasi, dan dokumentasi. Informan yang dipilih secara purposive melalui teknik analisis data interaktif. Hasil penelitian menunjukkan terdapat kolaborasi yang melibatkan pemerintah desa, BUMDes, mitra kerja, dan masyarakat. Terdapat komunikasi rutin, transparansi informasi, pembagian peran yang jelas, dan kesamaan tujuan. Kolaborasi ini mampu mendorong peningkatan layanan dan pertumbuhan ekonomi lokal. Disimpulkan bahwa collaborative governance telah berjalan cukup efektif, meski masih perlu penguatan partisipasi masyarakat dan kelembagaan untuk keberlanjutan jangka panjang.

**Kata Kunci:** *collaborative governance*, pengelolaan BUMDes, potensi desa

## INTRODUCTION

Currently, the local government of Banyumas Regency is still facing the problem of poverty. Poverty is a multidimensional problem and cannot be solved solely with practical and short-term solutions (Arifin, 2020). BPS stated that community welfare is assessed based on several factors, such as: income level, expenditure or consumption rate, housing conditions, completeness of facilities in the home, health of household members, ease of access to healthcare services, quality of education, access to education, safety from crime, and ease of access to technology and information (Anandhyta & Kinseng, 2020). Welfare is important for maintaining social and economic stability, so that social jealousy does not arise. Everyone needs well-being, both material and non-material, so well-being should be the primary basis for government agencies and companies in providing social services. Welfare is also part of a system designed to help individuals or groups achieve a more decent life and health (Ikhsan, 2024).

One of the programs implemented by the government to address poverty and help improve community welfare is the provision of social assistance. The family economic empowerment program aims to foster interest, enthusiasm, skills, and abilities within families to engage in productive economic activities. Thru this program, it is hoped that families classified as pre-prosperous or experiencing economic difficulties can begin to improve their economic conditions and income. This program also opens access for poor families, especially pregnant women and children, to utilize available health and education services in their communities (Zunaidah, 2021).

Based on data from the Banyumas District Social and Community Empowerment Service, there is variation in the distribution of recipients of the Program Keluarga Harapan (PKH) social assistance in Banyumas District in 2022 across different sub-districts. This distribution reflects the differences in the level of needs and socioeconomic characteristics in each subdistrict. Differences in the economic characteristics of society can occur due to differences in the types of work performed. These differences in work characteristics, which drive the economy of the Banyumas community, illustrate the local potential that can be further developed. As Alhakim (2024) stated in their research, Banyumas, located at the foot of Mount Slamet, has abundant natural potential that can be developed into a sport-tourism destination.

The presence of natural potential in the Banyumas region not only provides opportunities for the development of sports tourism but also serves as a strategic advantage for the surrounding villages. Like Sikapat Village, which is geographically located at the foot of Mount Slamet. This position provides natural advantages for Sikapat Village, such as fresh and cool air suitable for agricultural and tourism activities. The existence of this opportunity also has an economic impact on the surrounding community. However, there are several problems experienced by the villagers, including:

1. The village land tends to be dry and lacks a large river, forcing residents to rely on rainwater and water sources from other villages
2. The absence of stall regulations and village market parking fees
3. The distance to access public services such as tax payments, electricity, and financial transactions (like transfers and cash withdrawals)
4. The village government has not yet optimally utilized the village's strategic location, which is on a tourism route

Therefore, in 2021, BUMDes Mitra Sejahtera was established to help address this issue. BUMDes Mitra Sejahtera manages 4 business areas: Randu Bengkong Village Park, clean water management, village market management, and community services such as motor vehicle tax payments, electricity, and financial transactions (transfers and cash withdrawals). Maximizing the management of a village's potential cannot be done by one party. Collaboration with various parties is needed to achieve the desired goals. This is in accordance with Pasal 92 dan 93 Undang-Undang Nomor 6 Tahun 2014 concerning Villages, which allows for village cooperation with other parties to accelerate and improve the administration of village government, the implementation of village development, the fostering of village communities, and the empowerment of village communities. In order for the village's economic growth to be sustainable, BUMDes need support to increase village revenue and drive overall village economic development (Sofyan, 2022). The Sikapat Village Government, in collaboration with the Village-Owned Enterprise (BUMDes), is working together and innovating to help optimize the village's existing potential.

Increased welfare can be achieved by supporting productive small and microenterprises, for example, thru the provision of small-scale loans. This can help increase community productivity and encourage the growth of small businesses at the village level (Ardiansyah & Nawawi, 2022). The Sikapat Village Government, in collaboration with the Village-Owned Enterprise (BUMDes), is working together and innovating to help optimize the village's existing potential. One way is by holding joint training with Rumah BUMN BRI Purwokerto for micro, small, and medium enterprise (MSME) activists. This training is expected to increase motivation in striving and earning income independently.

Although MSMEs are often associated with economic growth, there is no strong evidence that they directly cause growth or significantly reduce poverty and income inequality. The research findings of Beck Asli Demirgüç-Kunt Ross Levine (2005) indicate that MSMEs are a characteristic of developing economies, but not the primary cause of growth or poverty reduction. Starting from this economic growth, citizens have jobs and income, allowing them to meet their basic needs.

Entrepreneurship is not easy; it requires intention and perseverance. Some common obstacles frequently encountered include limited capital, difficulty in obtaining

raw materials, lack of access to relevant business information, barriers in marketing and distribution, low technological capabilities, high transportation costs, communication problems, and complex and expensive bureaucratic procedures, especially in obtaining business permits. Additionally, existing policies and regulations often create imbalances in the market (Tambunan, 2008). Many MSME actors face the risk of their businesses closing or struggling to grow, especially due to import liberalization, rapid technological advancements, and market demands for high-quality and modern products. The emergence of MSMEs is the initial step in the process of fostering an entrepreneurial spirit (Rahmi, 2018). Therefore, training is needed for business owners.

Based on previous research conducted by Anggraini & Mashur (2022) and Ibal (2023), there are several research gaps that make this study relevant to conduct. Anggraini & Mashur (2022) researched collaborative governance in the context of handling Social Welfare Problem Individuals (PMKS) in Riau Province. This study focuses on the collaborative process between local government, the community, and the private sector in addressing social issues, but it does not specifically categorize the roles of each actor in that collaboration. Meanwhile, research conducted by Ibal (2023) highlights strategies for extreme poverty alleviation in Southwest Papua using the Hexahelix model, which involves various stakeholders such as government, academics, businesses, communities, media, and indigenous institutions. However, the research focused more on poverty alleviation policies in newly developing areas and did not explore how collaborative governance is applied in managing village-based businesses.

So far in managing the village business, BUMDes Mitra Sejahtera has successfully been nominated as one of the 15 best Brilliant Villages in 2023 organized by Bank BRI, and has received an award as the best implementer of the 2024 BUMDes Tanggap Tuntas Program by the Banyumas Regency Regional Revenue Agency. The success of BUMDes in managing businesses thru collaboration with various parties is a fascinating phenomenon to study. Therefore, this research aims to investigate Collaborative Governance in the Management of Bumdes Mitra Sejahtera in Sikapat Village, Sumbang District, Banyumas Regency.

## RESEARCH METHOD

This research uses a descriptive qualitative approach to deeply understand the collaboration process among stakeholders in the management of BUMDes Mitra Sejahtera in Sikapat Village, Sumbang District, Banyumas Regency. Sikapa Village was chosen because it is considered successful in utilizing local potential thru BUMDes business units. The research focused on five aspects of collaborative governance as developed by Ansell & Gash (2008), namely face-to-face dialog, building trust, commitment to the process, shared understanding, and interim results.

The informants in this study were selected using purposive sampling, with the main criteria being those who understand and are directly involved in the management process of BUMDes business units, cooperative partners, and beneficiary communities. The information consists of village officials, managers of the four BUMDes business units (Randu Bengkong Park, village market, clean water, and community services), partners such as BRI and UPPD Banyumas, and residents who directly benefit. Data collection was done thru interviews, observation, and field documentation. The data was then analyzed using the interactive model of Miles, Huberman, dan Saldana (2014), which includes data condensation, data display, and conclusion drawing/verification. To maintain data validity, this study uses source triangulation techniques by comparing information from various different informants.

## LITERATURE REVIEW

Literatur Literature is very important in both quantitative and qualitative research. Literature helps provide an overview of what is already known and what is not yet understood regarding a particular phenomenon. A search and review of relevant literature can be conducted before, during, or after data collection and analysis. In qualitative research, literature is used for various purposes depending on the type of study (Afiyanti, 2005).

### 1. Public Administration

Etymologically, public administration comes from the words "administration," meaning to serve or assist, and "public," meaning the general public (KBBI). In a narrow sense, administration refers to clerical activities such as recording and filing (Sawir, 2021), while in a broad sense, administration is understood as a process of rational cooperation between two or more people to achieve a specific goal (Siagian, 2019). Siagian (2019) adds that administration involves human elements, goals, tasks, and facilities and infrastructure that support the process.

Public administration itself can be understood as a cooperative process aimed at efficiently and organizedly serving the needs of the general public. In its development, Denhardt & Denhardt (2007) divided the public administration paradigm into three stages: Old Public Administration (OPA), which focuses on hierarchical structures and rule compliance; New Public Management (NPM), which emphasizes efficiency, results, and private sector practices; and New Public Service (NPS), which places the community as a collaborative partner and upholds democratic values and public interest.

As a branch of social science, public administration studies legislative, judicial, and executive institutions, and addresses public issues such as public policy, government management, development administration, state goals, and the ethics of state officials (Panjaitan & Pardede, 2021).

## **2. Public Management**

Management comes from the word "to manage," which means to organize. Stoner (1982) defines management as the process of planning, organizing, leading, and controlling organizational resources to achieve goals (Satibi, 2023). Koontz & Weihrich (1993) emphasize that management involves achieving goals thru others (Satibi, 2023). Public management itself refers to the management of the public sector by government agencies, encompassing aspects from planning, organizing, controlling, to evaluating the various available resources (Satibi, 2023).

George R. Terry, in Siagian (2019), classifies management functions into four: planning, organizing, actuating, and controlling. Planning is the process of rationally and data-drivenly determining future actions. Organizing involves grouping people, tools, tasks, and authority so that the organization can function as a single unit. Actuating relates to efforts to motivate and move organizational members to work optimally in accordance with goals. Controlling is the process of overseeing the implementation of activities to ensure they align with the plan, and it also serves as a means of guidance if errors occur during implementation.

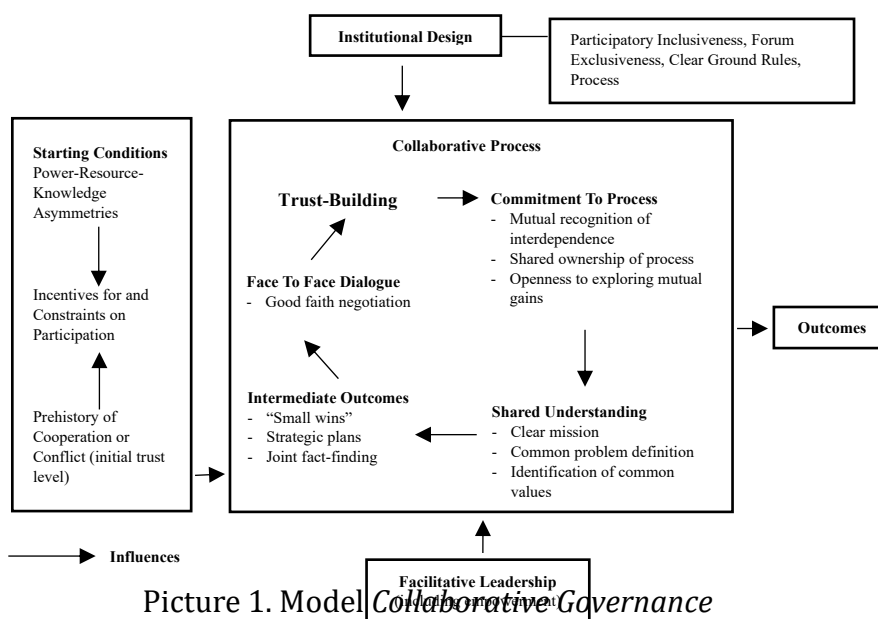
## **3. Collaborative Governance**

The current government is required not to work alone, but to involve various stakeholders. The concept of collaborative governance emerged as an approach that encourages interaction between actors to achieve sustainability between public institutions and relevant stakeholders (Bila & Saputra, 2019). Community involvement from the outset is considered to make policies more effective and efficient (Nwogwugwu & Iyanda, 2015). Collaboration, according to Bingham (2005), is necessary when a problem cannot be solved by a single organization alone. The term governance itself encompasses the act of governing in both the public and private sectors (Emerson, 2012), while collaborative governance refers to the direct involvement of non-state stakeholders in public decision-making processes thru formal, participatory, and consensus-based forums (Ansell & Gash, 2008).

Ansell & Gash (2008) offer a collaborative governance model that includes four elements: starting conditions, institutional design, leadership, and collaborative process. Initial conditions include resource inequality, past conflict, and motivation for participation. Institutional design is necessary for the cooperation forum to have



clear and transparent rules. Leadership is important as a mediator of conflict and a guardian of trust. The collaborative process consists of five main components: face-to-face dialog, trust building, commitment to the process, shared understanding, and intermediate outcomes, all of which influence each other and do not always occur linearly.



Picture 1. Model Collaborative Governance  
Source: Ansell & Gash (2008)

This research uses the concept of collaborative governance from Ansell & Gash (2008) to examine collaboration in the management of BUMDes in Sikapat Village. This model was chosen because it is relevant in explaining multi-actor involvement in the context of village economic empowerment. Unlike its initial context in the United States, which focused on public services, this research shows that cross-sector collaboration is also crucial for sustainable and participatory rural economic development.

#### 4. Badan Usaha Milik Desa (BUMDes)

Village-Owned Enterprises (BUMDes) are village business institutions formed based on local needs and potential, managed by the community and village government to strengthen the village economy (Departemen Pendidikan Nasional Pusat Kajian Dinamika Sistem Pembangunan (PKDSP), 2007). Legally, BUMDes are recognized as legal entities in accordance with PP No. 11 Tahun 2021 and play a role in managing businesses, assets, investments, and providing services for community welfare. The main goal is to increase Village Original Revenue (PADesa), which will strengthen the village's capacity for development (Suparji, 2019).

As a socio-economic institution, BUMDes serves as a driver for communities in building the village economy and plays a role in poverty reduction. Thru the easily accessible and affordable distribution of goods and services, BUMDes can directly meet the needs of the community. In addition, BUMDes also functions as a microfinance institution, commercially oriented yet efficient and effective (Ramadana, 2013). This strategic role makes BUMDes a channel for distributing government assistance and a means of empowering rural communities more transparently and accountably (Mulianingsih, 2022).

Tasia & Martiningsih (2023) emphasize the importance of five governance principles in BUMDes, namely: (a) Cooperative, by building cooperation thru trust and mutual assistance between village governments, managers, and residents; (b) Participatory, by involving the community in ideas and labor; (c) Emancipatory, meaning BUMDes must provide social and economic benefits; (d) Transparent, so that all activities can be openly monitored by the public; and (e) Accountable, meaning BUMDes activities must be professionally and administratively accountable.

## RESULT

This research aims to analyze how collaborative governance practices are applied in the management of the BUMDes Mitra Sejahtera business in Sikapat Village. Based on the results of field data analysis, it was found that the collaboration between BUMDes, village government, working partners, and the community showed a fairly effective form of collaboration. The findings are presented based on five main aspects of collaborative governance, each with two sub-aspects as follows:

### **1. Face to Face Dialogue**

#### **a. Communication between stakeholders**

Communication between stakeholders in the management of BUMDes Mitra Sejahtera in Sikapat Village is carried out in various forms, both directly and indirectly. These communication patterns vary depending on the type of cooperation and the parties involved. Some formed initial connections thru direct discussions, which were later continued with online communication like WhatsApp, while others regularly met during monitoring or service activities in the field.

#### **b. The main focus in face-to-face dialog**

The main focus of every face-to-face dialog conducted by BUMDes Mitra Sejahtera with stakeholders reflects the specific content of the communication, tailored to the interests of the collaboration. Discussions that emerged during the face-to-face meeting included agreements on contributions, finances, program



implementation, cooperation evaluation, and the development of community business potential.

## **2. *Trust Building***

### **a. *Transparency in collaboration and decision making***

Transparency is one of the important foundations for building trust among stakeholders in the management of BUMDes Mitra Sejahtera. Every party involved, both internal BUMDes and partners and the community, emphasizes the importance of information openness, particularly regarding finances and joint decision-making.

### **b. *Conflict or distrust and how to resolve it***

Pada In the collaboration process between BUMDes Mitra Sejahtera and various stakeholders, potential conflicts and distrust are possible. However, based on interview results, major conflicts are generally rare. If there are any, they are more often technical constraints or differences in perspective that are resolved thru discussion.

## **3. *Commitment to Process***

### **a. *Formal agreement to maintain collaborative commitment***

Untuk To maintain the continuity of the partnership, BUMDes Mitra Sejahtera Desa Sikapat and its partners utilize various forms of formal agreements. Some collaborations are carried out with written agreements such as MoUs or Cooperation Agreements, while others continue with informal agreements based on mutual understanding and one-time activities.

### **b. *Participation and interdependence between stakeholders***

The collaboration between BUMDes Mitra Sejahtera and various stakeholders in Sikapat Village demonstrates active involvement and a mutually complementary form of dependence. Each party plays its role, whether thru resource contributions, service support, or participation in joint programs and activities.

## **4. *Shared Understanding***

### **a. *Background of the collaboration between stakeholders***

The collaboration between BUMDes Mitra Sejahtera and stakeholders such as the village government, business partners, and the community grew out of shared needs and initiatives. The background of this collaboration generally stems from a desire to develop village potential, improve public services, and open up business and economic opportunities for residents. Ultimately, this activity aims to improve the welfare of the village community.

### **b. *Joint Guidelines***

The joint guidelines for the collaborative process between BUMDes Mitra Sejahtera and stakeholders are an important foundation for business operations in Sikapat Village. These guidelines are not only technical rules, but also jointly agreed-upon operational standards, both formal and informal.

## **5. *Intermediate Outcomes***

### **a. Achievements from the collaboration**

The collaboration between BUMDes Mitra Sejahtera and various parties has had a noticeable impact on managers, partners, and the community. The achievements include increased access to services, local economic growth, and recognition at the provincial to national level.

### **b. Motivation to achieve collaboration targets**

In the implementation of BUMDes management cooperation, various parties have shown motivation that drives the achievement of collaborative goals. This motivation is related to expectations for business progress, improved public services, business network expansion, and the drive for innovation so that the village can continue to develop.

## **ANALYSIS**

### **1. *Face to Face Dialogue***

Face-to-face dialog in the collaborative governance model is an important initial step in building direct communication between the parties involved in the collaboration. According to Ansell & Gash (2008), this process serves to bring together collaborative actors in an open communication space, where they can align perceptions, bridge differences, and build trust. This view was also expressed by Bentrup (2001), who stated that good dialog is one of the main measures of successful collaboration, although the most important thing is whether that dialog can lead to fair and beneficial management.

In the management of BUMDes Mitra Sejahtera in Sikapat Village, face-to-face dialog plays an important role in facilitating interaction between BUMDes managers and various stakeholders, including government officials, working partners, and the community. The main focus of the face to face dialog was also clear toward the goal of collaboration. Several meetings discussed the technical implementation of the program, the contributions of each party, and the evaluation of the cooperation. In this case, transparency becomes an important value upheld by all parties. For example, in cooperation with external partners, BUMDes always openly communicates the necessary contributions and business conditions.

Beside communication between managers and partners, residents also showed active participation in communicating with BUMDes. The communication established not only concerned technical information but also provided space for the

community to directly convey their needs and suggestions. This strengthened active participation in the collaboration.

## 2. *Trust Building*

According to Ansell & Gash (2008) in many cases, cooperation between parties actually begins from a situation of mutual distrust. Therefore, the collaboration process is not just about negotiation, but also about building trust. Especially if there has been previous conflict or a less-than-ideal relationship, building trust becomes extremely important and also difficult. Good collaborative leaders are usually aware that before they can get everyone to work together, they must first build a sense of mutual trust. This process cannot be instantaneous; it requires time and patience. If you're not ready to invest the time and effort to build trust, then it's better not to force collaboration.

The research results indicate that BUMDes Mitra Sejahtera strives to build trust thru openness and transparent communication. This transparency is evident in financial management, record-keeping systems, service reporting, and joint evaluation mechanisms. Transparency is not only achieved manually but also thru digital systems, as implemented in the collaboration for vehicle tax payment services. All transactions can be monitored online, and every process is well-documented. Work partners like Samsat also cross-verify data between BUMDes and official government data to ensure the accuracy of the information.

Beside building trust thru openness, research results also show that major conflicts rarely occur in the collaborative process being carried out. Even if there are any, they are more technical constraints such as service delays, facility damage, or miscommunication that can be resolved thru discussion. In market management, there was a lack of trust due to non-transparent cash management, but the system was eventually discontinued and did not disrupt the main market activities.

## 3. *Commitment to Process*

Commitment to the process is an important factor in maintaining the sustainability of the collaboration between BUMDes Mitra Sejahtera and the stakeholders involved. This commitment is not just about an initial agreement, but also about a willingness to remain engaged, resolve issues, and follow up on every program that has been mutually agreed upon. Ansell & Gash (2008) state that commitment to the collaborative process includes a willingness to negotiate in good faith, even when the results are not entirely as expected. Commitment also means a sense of ownership toward the collective decision-making process, where all parties share responsibility for both successes and challenges encountered.

One concrete form of commitment is the existence of a formal agreement. Some work partners enter into written agreements in the form of MoUs or PKS, such as the collaboration between BUMDes and Samsat, which has official documents

governing the rights and obligations of both parties. However, not all collaborations use written documents. Some partners, such as Rumah BUMN, collaborate through informal agreements due to the one-time or small-scale nature of the activities. In this case, flexibility is used according to the needs and duration of the program.

Commitment is also reflected in the active involvement and interdependence of stakeholders. Each party fulfills its role according to the agreement that has been made. This involvement not only shows the role of each party, but also demonstrates that all parties are interdependent. Some partners, such as Samsat and BRI, also appreciated the initiative and independence of BUMDes Mitra Sejahtera, which was even actively operating without much support from the village government. This shows that commitment in collaboration depends not only on structural support, but also on the initiative and confidence of each side.

#### 4. *Shared Understanding*

Dalam In collaboration, having a shared understanding is crucial for all parties to work in the same direction. Ansell & Gash (2008) explain that in the collaboration process, stakeholders need to reach a shared understanding of what can be achieved collectively. The collaboration between BUMDes Mitra Sejahtera and various stakeholders in Sikapat Village is based on a shared need to improve the welfare of the village community. The background for this collaboration stems from various initiatives, such as the desire to develop local potential, facilitate public services, and expand business access for the community.

Beside the shared goals, this collaboration is also supported by the existence of common guidelines. These guidelines include internal rules, standard operating procedures (SOPs), and official documents such as MoUs. For example, in the management of clean water, customers who are in arrears with their payments will be subject to sanctions such as disconnection of service. This demonstrates a firmness in maintaining the order of services.

#### 5. *Intermediate Outcomes*

According to Ansell & Gash (2008), the success of collaboration is not only measured by the final agreement, but also by the emergence of small wins or minor achievements that strengthen the spirit and trust between parties. Intermediate outcomes are one of the important indicators in collaborative governance that can show the direction of collaboration success before reaching long-term goals. In the management of BUMDes Mitra Sejahtera in Sikapat Village, the preliminary results that emerged became a driving force for maintaining the sustainability of collaboration between both sides.

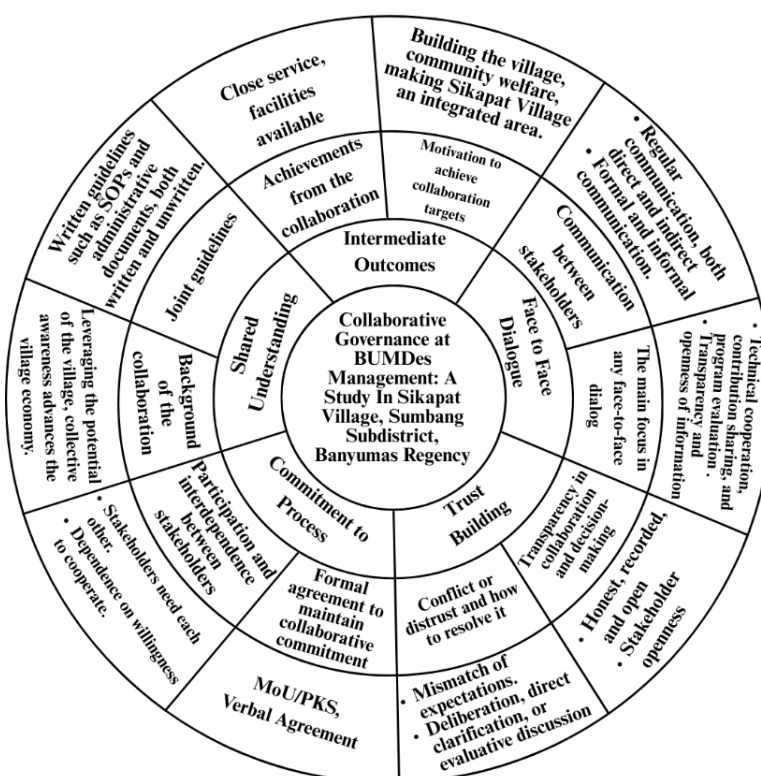
The achievements of the collaboration that has been built are evident in the improvement of public services and the strengthening of the local economy sector. Since the establishment of the community service unit at the end of 2022, BUMDes

has successfully provided services that make life easier for residents, such as clean water supply, payment of motor vehicle taxes, electricity, BPJS, and even motorcycle installments. Not only the residents of Sikapat Village, but also people from surrounding villages are starting to utilize this service. This indicates that the collaboration undertaken has an impact on improving access and efficiency of public services.

Nevertheless, some partners stated that there was still room for improvement. For example, the participation of local SMEs in training programs from Rumah BUMN is still not optimal. Additionally, achievements previously attained, such as being in the top three in Central Java, have not been sustained. However, this criticism serves more as motivation to continue strengthening existing collaborations.

In practice, BUMDes business collaborations have been implemented. However, it is not without challenges that need to be overcome, such as human resource skills. This is also in line with research conducted by Milandika (2024), which states that human resources in the sustainable development of Kamasan Tourism Village still need to be addressed.

BUMDes Mitra Sejahtera is also still operating with a limited budget, only from the profits earned. The research by Anggraini & Mashur (2022) also faced the same constraint of insufficient budget allocation for handling social welfare issues in Riau Province. Here are the findings the researchers obtained from the discussion explained above:





Picture 2. Model Collaborative Governance Model at BUMDes Management  
Source: Field Data Processing, 2025

## CONCLUSION

Based on the research findings and discussion regarding Collaborative Governance in the Management of BUMDes Mitra Sejahtera in Sikapat Village, Sumbang District, Banyumas Regency, it can be concluded that the collaborative process involves BUMDes, the village government, working partners such as Rumah BUMN and Samsat Banyumas, as well as service users from the community. This collaborative process is analyzed based on five aspects according to Ansell & Gash (2008), namely: face-to-face dialog, trust-building, commitment to process, shared understanding, and intermediate outcomes. Overall, collaboration in managing BUMDes Mitra Sejahtera has been quite effective. The collaborative governance model implemented is able to serve as an instrument for utilizing local potential and strengthening sustainable village development. From face-to-face dialog, building trust, commitment to the collaborative process, mutual understanding, to preliminary results. However, further optimization is still needed so that the collaboration is not only oriented toward short-term achievements, but is also able to create a long-term impact for all residents of Sikapat Village.

Based on the research findings regarding collaborative governance in the management of BUMDes Mitra Sejahtera in Sikapat Village, the author offers the following suggestions and recommendations:

1. **Strengthening the Role of Village and District Governments in Promotion and Support**  
The Sikapat Village Government and Sumbang District should actively start promoting BUMDes services, for example, by helping to disseminate information thru village billboards, RT/RW WhatsApp groups, or during community activities. This support can also be realized by involving village officials during the launch of the program or the promotion of BUMDes businesses.
2. **Improving the Quality and Reach of Socialization**  
BUMDes can increase socialization using media that are closer to the community, such as creating a dedicated WhatsApp group based on residents' business interests, distributing simple pamphlets in strategic locations, or utilizing village social media. Socialization can also be done directly during village activities like posyandu, arisan, or religious gatherings.
3. **Optimizing MSME Training According to Specific Needs**  
Training for MSME actors should ideally be divided by business type, for example, specific training for food, crafts, or services. BUMN Houses and BUMDes can create a schedule for regular training and form small groups based on business category so that the material provided is more targeted and easier to practice.



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