

Implementation Sustainable Development Goals (SDGs) Through the Development of Badan Usaha Milik Nagari (BUMNag): A Case Study Nagari Mungka

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Abstract

This research discusses the Sustainable Development Goals (SDGs) through the development of Nagari-Owned Enterprises (BUMNag) in Mungka District, Lima Puluh Kota Regency, as an integrated effort for economic, social, environmental, legal, and governance development at the nagari level (local wisdom for villages in West Sumatra). In this context, BUMNag acts as a new means and approach in utilizing the potential of Nagari Mungka to improve the welfare of its people. This is done by considering the opportunities and needs of the Nagari to 'accommodate', support, and consolidate economic businesses within the Nagari area, so that it becomes a new source of income for the Nagari government in improving the local economy. This research uses a qualitative method with a case study approach by considering literature or reference studies. The results showed that the establishment of BUMNag has not fully implemented the eighteen goals of the SDGs program in Nagari Mungka because it is not strengthened by locally based policies, namely village regulations. It can be concluded that the existence of BUMNag is currently not maximally utilized, and there is still a lack of a comprehensive work program.

Keywords: Implementing; Sustainable Development Goals; BUMNag

1. Introduction

Village Sustainable Development Goals (SDGs) are integrated efforts to realize villages free from poverty and hunger (Wati and Dewwi, 2023), villages that continue to grow economically, villages that care about health, villages that care about the environment, villages that care about education, education, women-friendly villages, networked villages and culturally sensitive villages to accelerate the achievement of sustainable development goals that have been regulated in Permendes Number 13 of 2020. Education, women-friendly villages, networked villages and culturally sensitive villages to accelerate the achievement of sustainable development goals that have been regulated in Permendes Number 13 of 2020 Village SDGs carry eighteen work programs that are targeted for village development and development (Nabila and Mutiara, 2023), with programs including

Villages without poverty, Villages without hunger, Healthy and Prosperous Villages, Quality village education, Village women's participation, Livable villages with clean water and sanitation, Villages without poverty, Villages without hunger, Healthy and Prosperous Villages, Village quality education, Village women's participation, Livable villages with clean water and sanitation with clean water and sanitation, clean and renewable energy villages, evenly distributed urban economic growth, village infrastructure and innovation according to needs, villages without gaps, safe village residential areas, environmentally sound village consumption and production, responses to climate change, villages protecting the marine environment, villages protecting the rural environment, peace and justice villages, village development partnerships, and dynamic village institutions and adaptive village culture. (Nawir, 2022).

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The purpose of the existence of Village Sustainable Development serves the development and economic growth of the community and the most important part is to enable the community to create decent jobs, one of which is through Village-Owned Enterprises Where this program is a new approach in an effort to improve the economy in the village by considering the needs and potential of the village or in nagari (the name of the local wisdom of the village in West Sumatra) with the name of the business entity following the designation of its local wisdom under the name Badan Usaha Miliki Nagari (BUMNag) Where in its management using the principles of the Nagari community, by the Nagari community, and for the Nagari community (Efendi, 2019).

The establishment of BUMNag is very important and very beneficial for the community to improve their economic level, so this program is an answer to Article 33 of the 1945 Constitution which is intended to be a pillar of national welfare because BUMDes / BUMNag are present to touch the community at the grassroots by building a joint commitment with the principle of mutual cooperation hand in hand among the lower community to build the economic power of the people and aims to improve the quality of human life and poverty reduction in villages or villages to reduce poverty in Indonesia (Akmal, 2022). As is known based on the Central Bureau of Statistics, the number of poor people reached 26.42 million people from the total population in 2020, while for rural areas the percentage of poor people reached 12.82%, and poverty in villages the percentage is always high compared to urban areas, thus BUMNag presented for the West Sumatra region can by superimposing the mission of increasing Nagari income on BUMNag to be able to reduce the poverty rate in Nagari (Hakim, 2021).

The presence of BUMNag is not only to carry out economic activities and / or public

services whose activities are only directed at obtaining financial benefits for Nagari (Utami, 2019), but also to help improve the problems of the economic needs of the Nagari community with various forms of business based on the potential and opportunities possessed by Nagari which can be in the form of culinary nature, Thus the formation of BUMNag is very helpful for the community in Nagari in developing regional potential, and on the other hand BUMNag can also provide various kinds of citizen needs such as daily necessities, LPG, online transaction services, business training centers, sales of stationery, photocopies and so on (Saadah, 2021).

In addition to what has been mentioned, BUMNag is also part of a strategy in realizing sustainable development in line with the Vision aspired to by the Nagari command and the Mungka community in Lima Puluh Kota Regency, West Sumatra Province which reads to create an advanced and prosperous Nagari by utilizing the potential of its Human Resources and Natural Resources in an efficient manner with the aim of prospering the community while taking into account religious values. customs and environment and maintaining its cultural diversity, where BUMNag has been established in this Nagari since 2019 with various types of businesses that have been managed including savings and loan businesses, payment of household needs in the form of electricity, customs and environment and maintaining its cultural diversity, customs and the environment and maintaining its cultural diversity, where BUMNag has been established in this Nagari since 2019 with various types of businesses that have been managed including savings and loan businesses, payment of household needs in the form of electricity, sales of agricultural equipment and so on (Farlina, 2019). This type of business has been able to provide benefits to the Nagari by empowering the Nagari Mungka community as managers / workers in this business unit. However, on the other hand,

there are also several problems such as the management of regional potential that has not been managed properly because the BUMNag that was established has not been strengthened by the existence of rules or policies at the village level (Nagari Regulations), so that the management of BUMNag will tend to be unprofessionally managed and prone to fraud. Based on this, researchers want to see how the implementation of Sustainable Development Goals (SDGs) through the development of BUMNag in Nagari Mungka Kec. Mungka Kab. Lima Puluh Kota (Duwyna, 2021).

2. Theoretical Perspective

In the theoretical review, the theories of policy implementation, the concept of SDGs and BUMNag are presented as follows:

a. Policy Implementation

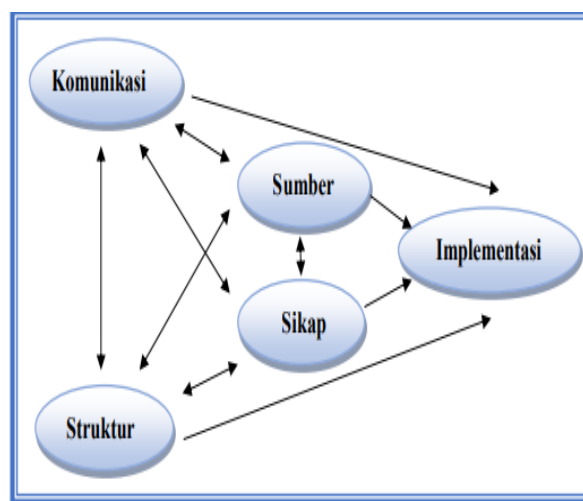
According to Mulyadi (2015: 12) means the implementation of actions to achieve the goals set out in the decision. The action tries to turn the decision into a pattern of action, trying to cause major or minor changes in a way that has been decided beforehand. Implementation basically tries to understand what should happen after program execution (Apriandi, 2017).

The definition of implementation above in relation to policy is that the actual policy is only formulated and then formulated in a positive form such as a law and then implemented or applied, but the policy must be implemented or applied in order to have the desired effect or purpose. Policy implementation is the most difficult, because this is where problems arise that are sometimes not covered by the concept. In addition, the main threat is the consistency of implementation. Some policy implementation theories are briefly discussed below (Mustapa, 2018). Policy implementation can be described as a dynamic process in which policy implementers carry out one or more activities in such a way as to ultimately achieve a result

that is consistent with the goals or objectives of the policy itself. The success of policy implementation can be measured or seen in terms of the process and the achievement of the final result (output), namely: whether the objectives that can be achieved are achieved or not. The concept of implementation explained by several experts is described below (Rahmawati, 2020), among others:

Budi Winarno (2002: 101) says that policy implementation is limited to reaching actions taken by government individuals and private individuals (groups) directed at achieving goals that have been set in previous policy decisions. Van Meter and Van Horn in Budi Winarno limit policy implementation, because government and individual (group) actions aim to achieve goals that have been set in previous decisions (Simange, 2017).

Implementation is the act or execution of a mature and detailed plan. Implementation usually occurs after determining that the design has been implemented. Subarsono (2011: 90-92), reveals policy implementation based on George C. Edward III Theory. In Edward III's view, policy implementation is influenced by four variables (Subekti and Mening, 2017), namely:



Picture 1. Teori Edward III

- Communication Implementation will be effective if the policy measures and objectives are clearly understood by those responsible for achieving the policy objectives. Therefore, the clarity of policy measures and objectives must be appropriately communicated to implementers.
- Resources, this resource component includes the number of staff, the expertise of implementers, sufficient and relevant information to implement policies and the use of related resources in the process of implementing program implementation, the competent authority ensures that the program can be operated as intended and the availability of supporting facilities that can be used to carry out program activities such as funds and infrastructure.
- Viewpoints or attitudes One of the factors that affect the effectiveness of policy implementation is the attitude of the implementers. There are three types of attitudes/reactions of actors to politics; the perception of the actor, the instructions/instructions of the actor to respond to the show towards acceptance or rejection, and the magnitude of the response. Demonstrating this leadership support is making the policy a program priority, placing the implementer alongside the program facilitator, and paying attention to the balance between regional, religious, ethnic, gender, and other ethnic characteristics. In addition, providing sufficient funds to encourage program implementers to fully support and work towards policy/program implementation.
- Bureaucratic Structure, the implementing agency of a policy, cannot be separated from the bureaucratic structure. Bureaucratic

structures are features, norms, and patterns of recurring relationships within executive agencies that have potential and actual relationships with what they have in the policy examination process.

Van Horn and Van Meter suggest several things that can affect an organization in policy implementation (Djiko, 2018), namely:

- Competence and size of an agency's staff.
- The degree of direct oversight over the decisions and processes of units under the governing body.
- Political resources of an organization (e.g., support among legislative and executive members)
- Vitality of an organization.
- The degree of "open" communication, i.e. free horizontal and vertical communication networks and a relatively high degree of freedom of communication with people outside the organization.
- The institution's formal and informal relationships with decision-making bodies or implementing organizations.

If there are enough resources to implement a policy and those implementing it know what to do, implementation will still fail if the bureaucracy impedes the coordination needed to implement the policy. Complex policies require the cooperation of many people, wasting resources will affect the results of implementation. The changes made will certainly affect individuals and in general will affect the system in the bureaucracy (Subekti, et al).

b. Sustainable Development Goals (SDGs)

The Sustainable Development Goals (SDGs) are a global action plan agreed by world leaders, including the world, to reduce poverty, reduce inequality and protect the

environment. As part of efforts to achieve the national Sustainable Development Goals (SDGs) down to the village level, the Ministry of Villages, Development and Migration of Private Areas (Kemendes PDTT) issued Permendesa PDTT No. 13 of 2020 which focuses on these goals. It focuses on sustainable village development (Mustafa, et al). This decree regulates the main use of village funds in 2021, which also focuses on achieving sustainability goals. The background of this year's Permendesa PDTT No. 13/2020 refers to the National Development Model based on Presidential Decree No. 59/2017 on the Implementation of the National Sustainable Development Goals (Amarta and Riko, 2022).

Village SDGs are a concrete effort to build the nation. The Village Sustainable Development Goals are a derivative of Presidential Regulation No. 59/2017 on the implementation of the National Sustainable Development Goals. The goal is that the national Sustainable Development Goals can be achieved by integrating the village Sustainable Development Goals. The Village Sustainable Development Goals are in line with the RPJMN set by the government and in line with the Global Sustainable Development Goals which are a global agreement (Sitorus, 2021). This shows the world Indonesia's commitment to achieving the Sustainable Development Goals. With focused development based on the Village SDG goals, it is hoped that results can be achieved in the form of village development planning policies based on factual conditions (evidence) in the village and secondly, facilitating the intervention of ministries / sectors, local governments (provincial, district / city) and the private sector to support the development of village crafts (Al Fajri, 2019).

In this regard, the Ministry of Villages (Kemendes PDTT) has clarified nine types of villages according to the Village Sustainable

Development Goals, namely. Villages without poverty and hunger, economic villages that continue to grow, villages that care about health. Then villages care about the environment, villages care about education, women-friendly villages, connected villages, culturally sensitive villages, and Pancasila villages. The Village Sustainable Development Goals or Village SDGs to be achieved in the next 10 years are contained in 18 goals (Iskandar, 2020), namely:



(Figure 2: 18 Tujuan SDGs)

For implementation in 2030, villages can choose one or more of the 18 goals in the Village Sustainable Development Goals. The Ministry of Rural Development, Disadvantaged Regions and Migration assists the achievement of selected goals, such as villages without poverty and hunger. Thus, stakeholders and villagers can more easily visualize the direction of activities to achieve development goals and how village funds can be used effectively to support efforts to achieve the goals (Aidha, 2019).

c. **Badan Usaha Milik Nagari (BUMNag)**

The definition of BUMNag according to Maryunani is a Nagari business institution managed by the community and the Nagari government with the aim of strengthening the Nagari economy and building community

social cohesion based on the needs and potential of the Nagari. BUMNag is an institution. Established and run by the Nagari government, with capital owned and managed by the local government and the community (Halim, 2020).

BUMNag is a pillar of the Nagari economy that acts as a social and commercial organization that promotes public interest and seeks profit. Moreover, BUMNag is a form of business carried out by the Nagari community to produce production that can accelerate the economy of the Nagari community (Ferdian, 2023).

The definition stated in the Nagari Law is a business entity whose capital is wholly or partly owned by Nagari through direct interests derived from Nagari special land to manage property, services and other businesses for the greatest benefit of the Nagari community. According to article 213 paragraph (3) of Law Number 32 of 2004 concerning regional government, which states that as an economic institution, its business capital is built on community initiatives and adheres to the principle of independence. This means that additional working capital for BUMNag must come from the community. However, it does not rule out the possibility that BUMNag can seek loans from external parties such as the Nagari Regional Government or others, including through third parties (Cristi, 2021).

BUMNag represents the interests of the community by participating in the provision of social services. At the same time, as a commercial institution, it seeks to generate profits by providing local resources to the market. The principles of efficiency and effectiveness must always be emphasized in their work (Dewi and Diana, 2022). The establishment and management of Nagari-owned companies is a form of Nagari productive business management that is carried out collaboratively, participatory, transparent and accountable. Therefore,

serious efforts are needed so that the management of BUMNAG can function effectively, efficiently, professionally and independently with the four main objectives of establishing BUMNag are to improve the Nagari economy, increase Nagari's original income, increase Nagari's potential processing according to community needs, become the backbone of economic growth and equity in Nagari (Mubarak, 2022).

BUMNag can be used as the location of various companies developed in the area. Therefore, BUMNag consists of several different business units as seen in the BUMNag organizational structure, which has three business units, namely trading business units, financial services and production units. The units in the BUMNag organizational structure can generally be grouped into two, namely the financial services unit, for example running a savings and loan business and business units in the real / economic sector, for example, shops or laundry shops, photocopying, screen printing, house keeping, managing village tourism parks, animal husbandry, agriculture and others (Haryadi, 2020).

3. Method

The type of research used is a qualitative approach with a focus on informant withdrawal techniques related to the object under study to obtain data or information that is processed to obtain results by considering literature studies or literature studies (Yandra and Arizal, 2021). The results of this qualitative research are analytical and understand the Sustainable Development Goals (SDGs) through the development of Nagari-Owned Enterprises (BUMNag): Nagari Mungka Case Study. In this case, the researcher chooses informants who are considered to know the problem, because BUMNag is a business entity managed by the business-based Nagari Government which aims to improve the welfare of the Nagari

community, therefore the researcher chooses people who are asked for information for interviews from the Nagari government as the ex-officio authority as an advisor to BUMNag, BUMNag Management, the authorized party as the manager and the community such as the Family Welfare Empowerment (PKK) group as a partner in producing goods for BUMNag in Nagari Mungka, from the data and information managed, it is outlined in the research discussion.

4. Result and Discussion

Implementation of SDGs Program through BUMNag Kenagarian Mungkaz

Implementation is a concept related to a number of indicators of success or often referred to as performance and achievement (Sugiyanto, 2009). In its application, it looks at a number of key factors that influence policy implementation. There are several types and forms of performance success, such as success in following procedures and SOPs, success in using the budget, and success in achieving political goals or targets. Referring to Edwards III Theory (1980) regarding policy implementation, there are four causes that affect the success or failure of implementation, namely: communication, resources, character or attitude and bureaucratic structure (Yuliah and Elih, 2020).

These four factors will be used in determining the success or failure of the application of policy implementation in a village / Nagari in implementing village sustainable development goals (Village SDGs). Where the Village Sustainable Development Goals or Village SDGs to be achieved in the next 10 years are contained in 18 goals. To achieve these village sustainable development goals through village government organizations, one of which is through the BUMNag Agency (Zaini, 2021).

Based on field observations that have been made in Nagari Mungka, the implementation of SDGs through BUMNag

has not been socialized effectively. Currently, the BUMNag work program is only in the form of compost processing. By utilizing natural potential, compost processing is made which can be utilized by village farmers and the production of compost fertilizer with sales that are still limited on a local scale with a selling price of Rp. 40,000 / sack where one sack contains 30 kg of compost fertilizer.

However, some of the SDGs program implementations are realized through village funds where programs that have been carried out by the Nagari Mungka village government include:

a. A village without hunger and a village without poverty

For villages without poverty through village funds, the Nagari Mungka government provides assistance in the form of direct cash assistance (BLT) and the provision of business capital or business needs. Meanwhile, for villages without hunger, the village government usually provides subsidized rice which is traded for the poor. In this case, BUMNag still does not provide broad benefits, where the income obtained is only able to cover BUMNag's operational activities, because sales of product production such as compost are still marketed locally within the Nagari.

In addition, fertilizer products also get competition from chemical or non-organic fertilizers, so with this BUMNag needs to make Nagari regulatory policies to have a Work Procedure Organization System (SOTK) so that the management of BUMNag is more structured and can run effectively and efficiently in its future development, so that BUMNag has a development in opening new jobs and increasing sources of Nagari Original Revenue (PAN).

b. Healthy and prosperous villages; and Livable villages with clean water and sanitation

The village government, through village funds, is working with the local health office

to reduce and prevent stunting. Approximately 30 children were declared stunted in Mungka village, this refers to several factors that cause stunting, including poor sanitization, smoking habits of parents while at home, and children's nutritional needs that are still insufficient. For this reason, the village government and the health department prepared nutrition posts to meet the nutritional deficiencies in these children, in addition to counseling on the living environment and sanitation. With this program, the number of children who were initially affected by stunting was 30 people, healthy as many as 10 people, but recently increased again to 5 people. For this reason, this program must be carried out on an ongoing basis so that prevention can be carried out as early as possible.

In this case, if BUMNag can be managed properly with legal clarity and reinforcement, it will be able to create progressive BUMNag management in obtaining management benefits which of course can be allocated into the Nagari Revenue and Expenditure Budget Draft (RAPBNag) which can be allocated to the needs of improving welfare and sanitation to reduce stunting rates for the people of Mungka village.

c. Participation of village women

The participation of village women is accommodated through the PKK movement for housewives and teenagers. The PKK movement aims to empower families to improve welfare towards the realization of a healthy, prosperous, advanced and independent family. Through this PKK is taught to make various kinds of handicrafts, making dish soap, making cakes, making laundry soap on the basis of waste cooking oil which is recycled again so that it can switch functions and produce something of value. However, handicraft activities have not been able to produce goods on a larger scale to be able to spread the market more widely, so that in the absence of village regulations governing this matter, it will be a deadlock for PKK

women as resources who are also involved, to actively produce goods that will be marketed in BUMNag Mungka, and if there is a village regulation made by the village government that contains partnerships and access to capital for the resources involved, one of which is the PKK women, then this can help capital that will increase the amount of production that is still limited at this time in BUMNag Mungka.

d. Village infrastructure and innovation as needed

Village infrastructure development is accommodated by village funds, namely by making farm roads where the roads are operated to make it easier for farmers to transport crops from rice fields / gardens. In addition, irrigation is also made for irrigating rice fields and fields, which should also be expected not only to rely on village funds, but also to get from other sources of funding in this case is BUMNag with the hope that it can get a new source of income and can be used to help develop infrastructure in Nagari Mungka in optimizing the achievement of development in Nagari Mungka and moreover carry out infrastructure development related to tourism and will be a means that can attract visitors to Nagari Mungka, so that the BUMNag market will not only be from the surrounding community, but will also develop the marketing of products marketed by BUMNag Mungka.

e. Residential area of safety village

To maintain village security, the village government collaborates with the community, namely with the ronda program. In addition, currently there is also a babhinkamtibmas from the police, usually stationed in the village, which will also be related to the development of BUMNag, which will require a working group engaged in security and order and for now in Nagari Mungka, which is constrained by the absence of Nagari Regulations on BUMNag and groups that maintain environmental security in Nagari Mungka are currently not permanent, because

there are no policy rules that bind them to be able to maintain environmental security and order.

If the village government as the policy maker has the initiative to make village regulations related to BUMNag, it is also necessary to adjust to security and order, because with the development of resources managed by BUMNag, it will require security and order in maintaining these resources.

f. The village preserves the rural environment.

To maintain the rural environment, this is usually done by the community, including by doing Mutual Assistance together to maintain the cleanliness of the village and planting flowers so that the village looks clean and beautiful.

From the explanation above it can be concluded that the role of implementation of the implementation largely determines the implementation of a policy so that the implementer of the implementation must really understand the policy to be implemented. In addition, external factors must also be considered to support the smooth implementation of the policy. Knowing what actually happens after a policy is developed and formulated is the main goal of policy implementation. In the implementation of BUMNag management because it does not have a Nagari regulation, it becomes a separate obstacle for actors to be involved as a whole and continuously and where the actors involved are still only limited to the nagari government as the one who regulates management and supervision and PKK mothers as the only partners who are still members as producers of goods marketed by BUMNag.

The importance of state regulation in the implementation of SDGs on state-owned enterprises may be

BUMNag is part of the National Development program to create a just and prosperous society which seeks to increase

Nagari income on a nagari scale in West Sumatra, so in managing BUMNag it can run well, it is important to have regulations because this can provide legal certainty, accountability in a transparent manner, so that BUMNag can be managed professionally, where these are factors that can encourage sustainability if fulfilled, and this will also be in line with the SDGs which are sustainable development goals agreed by the United Nations to be achieved by 2030 (Western, .

BUMNag in Nagari Munka has been established for approximately three years now, because BUMNag in Nagari Mungka has existed since 2021, but currently it has not been regulated in the village policy, this is due to the lack of initiative and awareness of the Nagari Munka government to make policies regarding the management of BUMNag, even though the need for a village regulation is very important, this is because with the existence of a policy, there will be rules of the game in the managerial system for managing BUMNag with the applicable operational standard process to guide the actors involved in running BUMNag in Nagari Mungka. The current condition of the application of SDGs has not been fulfilled in the management of BUMNag, because the income from BUMNag has not been able to contribute to the RAPBNag or in the form of other contributions to development in Nagari Mungka and the projection of SDGs in Nagari Mungka is only projected through developments originating from central government programs and the use of village funds that are not sourced from BUMNag Mungka.

5. Conclusions

The implementation of this research activity was carried out in Nagari Mungka, Lima Puluh Kota Regency. From this activity it can be concluded that the establishment of BUMNag is currently generally unable to implement the 18 village SDGs program goals. The existence of State-Owned

Enterprises is currently not fully utilized so that the work program, which is also not much, is hindered because it has not been made a state regulation that should exist as a binding legality and as a guideline for actors tailored to local needs and potentials. For this reason, the nagari government is expected to be more active in managing the potential of the current nagari by making the necessary policies in the development of SOE, likewise, the role of local communities needs to be improved by providing resources to improve the creativity of local communities to be able to advance the country through the usahan agency with the aim of achieving equitable welfare in all aspects of life with the aim of maximizing and developing work programs that already exist today, with the aim of accelerating development, both, with the hope that the results of this study can provide input for the government of nagari and the community to play a more active role in the development of the potential of nagari in order to achieve sustainable development goals in nagari Munka through existing state-owned enterprises.

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