



Prospects for Massive Development of Koperasi Desa Merah Putih to Accelerate the Achievement of SDGs

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Abstract. *This study examines the strategic role of Koperasi Desa Merah Putih (Red and White Village Cooperative) in accelerating the achievement of the Sustainable Development Goals (SDGs) in Indonesia, using qualitative document analysis as the primary method. Key institutional documents—namely the Articles of Association/Bylaws (AD/ART) and the Village Medium-Term Development Plan (RPJMDes)—were analyzed to identify cooperative values, integration into local development planning, and contributions to specific SDG indicators. Findings reveal that the cooperative's core principles—voluntary membership, inclusivity, democratic governance, and equitable profit sharing—align strongly with SDG 1 (No Poverty), SDG 5 (Gender Equality), and SDG 8 (Decent Work and Economic Growth). The RPJMDes analysis indicates formal recognition of the cooperative as a driver of economic empowerment, gender equity, and sustainable community development, with potential scalability to other villages and rural areas in Indonesia. Further analysis demonstrates how the cooperative actively promotes women's participation in leadership roles, supports income-generating activities for marginalized groups, and encourages the localization of economic value chains. These practices foster not only economic inclusion but also enhance community resilience and social cohesion. However, several challenges were identified. These include inconsistent documentation quality, lack of standardized performance metrics, and limited results-based evaluation frameworks that hinder a thorough impact assessment. Additionally, there remains a gap in digitalization, which affects data transparency and accessibility. The study's novelty lies in its document-based approach, offering a replicable model for assessing SDG readiness in similar rural institutions. Unlike interview-based studies, this method reduces subjective bias and highlights the importance of formal governance structures.*

Keywords: *Economic Empowerment, Innovation Diffusion, Local MSMEs, Market Expansion, Tourism Villages.*

1. INTRODUCTION

Sustainable development has become a global consensus recognized with the introduction of the Sustainable Development Goals (SDGs) by the United Nations in 2015. There are 17 main goals and 169 targets covering social, economic, and environmental dimensions, emphasizing the involvement of all levels of society and local actors in achieving inclusive development goals. In this context, Indonesia has demonstrated its commitment through national policies and adjustments at the regional level, especially by launching the Village SDGs program by the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration (Kemendesa PDTT) (Andari, 2021; Natalia & Maulidya, 2023). The language and objectives in this policy refer to efforts to improve the welfare of rural communities in a sustainable manner, demonstrating direct relevance to the broader SDGs agenda (Andari, 2021).

Within this framework, village cooperatives play an important role as institutional entities that can encourage local economic development and community participation. Research shows that cooperatives such as the Red and White Village Cooperative, which carry the values of nationalism, social solidarity, and mutual cooperation, can contribute significantly to village independence through a participatory and inclusive approach (Perkasa et al., 2024). These cooperatives not only improve the local economy but also develop strong social networks within the community, thus helping to integrate village development goals with the SDGs (Syaifudin et al., 2023).

However, it is important to note that although village cooperatives are increasingly developed, there are still shortcomings in studies that explore the operationalization and design of these cooperatives in relation to the SDGs framework. The research suggests the need for a systematic exploration of existing institutional documents, including the Articles of Association/Bylaws (AD/ART: *Anggaran Dasar/Anggaran Rumah Tangga*) and the Village Medium-Term Development Plan (RPJMDes: *Rencana Pengembangan Jangka Menengah Desa*), to identify the potential of cooperatives as stakeholders in sustainable development (Aurera, 2024; Haris et al., 2024). Therefore, follow-up research is essential to understand more deeply the interactions between cooperatives, village communities, and the achievement of SDGs goals.

From his description, it can be said that the implementation of cooperative strategies within the framework of the Village SDGs in Indonesia requires a deeper understanding of the dynamics of society and the institutional structures involved. Given the development potential and challenges that exist, it is important to focus on strengthening local capacity and social inclusion so that these initiatives can contribute effectively to the expected sustainable development goals.

Formulation of Research Problems and Questions

The main problem raised in this study is the systematic mapping of the institutional contribution of village cooperatives to the achievement of the Sustainable Development Goals (SDGs), especially in the context of formal documents that are the basis for cooperative operations and village development planning. This raises the need for an in-depth analysis of how village cooperatives, in this case the Red and White Village Cooperative, play a role in the broader achievement of the SDGs, as well as how existing institutional documents can reflect the values and principles of cooperatives.

Based on these problems, the research questions asked are as follows:

- a. How are the value structure and institutional principles of the Red and White Village Cooperative reflected in the official document (Articles of Association/Bylaws - AD/ART)?

This question aims to explore how the basic values of cooperatives, such as social solidarity, participation, and independence, are integrated into the formal documents that govern cooperative operations. This analysis will allow an understanding of the institutional foundations of cooperatives in a broader context.

- b. How is the role of cooperatives represented in the Village Medium-Term Development Plan (RPJMDes) as a sustainable development strategy?

By analyzing RPJMDes, this study will examine the position and contribution of cooperatives as key actors in local development strategies. This will explore the extent to which cooperatives can have a positive impact on village development through activities that are in line with the SDGs.

- c. To what extent can cooperatives' contributions be linked to the Sustainable Development Goals (SDGs) indicators?

This question aims to find a concrete relationship between village cooperative activities and specific indicators of the SDGs. The analysis will make it possible to determine the extent to which cooperatives can contribute to the achievement of sustainable development goals from a data-driven and analytical perspective.

- d. What are the prospects and challenges in massively replicating the village cooperative model?

In answering this question, the research will explore the factors that support or hinder the adoption of the Red and White Village Cooperative model in other regions. This includes the structural, social, and economic challenges that may be faced when extending this cooperative model to other villages.

Through the formulation of these research problems and questions, the research is expected to provide deeper and comprehensive insights into the role of village cooperatives in achieving the SDGs, as well as become a foundation for the development of better policies and practices in the future.

By strengthening the argument and deepening the analysis, this study aims to make a meaningful contribution to the development of cooperatives as an important entity in achieving sustainable development at the village level.

Research Objectives

The purpose of this study is to explore and analyze the contribution of the Red and White Village Cooperative in achieving the Sustainable Development Goals (SDGs) in Indonesia, as well as to systematically understand how the values and principles of cooperatives internalized in institutional documents contribute to sustainable development efforts. The specific objectives to be achieved in this study include:

- a) **Exploring the Value Structure and Principles of the Cooperative:** Analyze how well the values and principles underlying the Red and White Village Cooperative are reflected in the official documents (AD/ART) of the cooperative. This aims to evaluate whether these values are in line with the goals of the SDGs and how they affect cooperative operations.
- b) **Analyzing the Role of Cooperatives in the RPJMDes:** Examining how the role of cooperatives is integrated in the Village Medium-Term Development Plan (RPJMDes) and the extent to which this role contributes to sustainable development strategies at the village level. This research aims to understand the interaction between cooperatives and decision-making in village development.
- c) **Assessing Contribution to SDGs Indicators:** Identify concrete relationships between cooperative contributions and various SDGs indicators. This research will help in diagnosing the impact of cooperative activities in the context of achieving these specific goals.
- d) **Evaluating the Prospects and Challenges of the Village Cooperative Model:** Analyzing the prospects and challenges in massively replicating the Merah Putih Village Cooperative model in other villages in Indonesia. It aims to provide strategic recommendations for the wider implementation of this model and to understand the barriers that may be encountered.

Through this clear research objective, the research is expected to contribute to the development of relevant policies and practices for strengthening the role of cooperatives in achieving the SDGs in Indonesia, as well as enriching the literature on cooperative integration in the context of sustainable development at the local level.

Research Novelty and Significance

The novelty of this research lies in its approach that prioritizes the analysis of institutional documents as the main source of data, instead of using more conventional survey or interview methods. This approach provides an opportunity for researchers to explore and analyze "what is written and formally defined" by cooperative institutions and village governments, so as to provide a more accurate picture of local development strategies set out

in the formal framework. By using documents such as the Articles of Association/Bylaws (AD/ART) and the Village Medium-Term Development Plan (RPJMDes), this research can present a more in-depth and rich representation of the role of cooperatives in achieving the SDGs.

The significance of this research lies in its ability to offer a model of institutional document reading as an instrument for reflection and evaluation of the achievement of the SDGs at the village level. In this way, the research will not only provide insights into the contribution of cooperatives, but also provide tools for policy makers, village facilitators, and cooperative managers to evaluate and continuously improve their initiatives. These resources can serve as a guide for more effective and responsive strategic policies to the needs of sustainable development in local communities.

Furthermore, the results of this study are expected to serve as a reference for researchers, academics, and practitioners interested in the relationship between cooperatives, local policies, and the SDGs. Thus, this research not only contributes to the academic literature, but also has the potential to influence development practices at the broader village level.

Through this novelty and significance, it is hoped that this research can establish a strong foundation for the development of village cooperatives and strengthen their contribution to the achievement of sustainable development goals holistically.

Research Gap

The research gap in this context lies in the focus of previous research which generally highlighted the cooperative aspect from a microeconomic perspective, internal institutional structure, or sharing of field experience through an interview approach. While many studies have provided valuable insights into how cooperatives function at the local level, no studies have explicitly used formal documents owned by cooperatives and village governments as an analytical basis for assessing cooperatives' contribution to the Sustainable Development Goals (SDGs). This gap is important to fill for the following reasons:

- a. Institutional Documents as Official Representations: Institutional documents, such as the Articles of Association/Bylaws (AD/ART) and the Village Medium-Term Development Plan (RPJMDes), are official representations of the values, strategies, and policy directions adopted by cooperatives. The analysis of this document allows for a deeper and systematic understanding of how cooperatives operate and contribute to sustainable development.
- b. Evaluation of the Readiness of Institutional Model Replication: Evaluation of the content of institutional documents can provide insight into the readiness and feasibility of replicating cooperative models in other regions. By analyzing the documents, researchers

can assess whether existing values and practices can be effectively monitored and implemented in different contexts, as well as identify factors that may affect the success of such replication.

By filling this research gap, this study will not only provide a new perspective in the study of cooperatives, but also provide a solid basis for the development of policies and practices related to cooperatives in the context of achieving the SDGs in Indonesia. Through the analysis of institutional documents, this research seeks to make a meaningful contribution to the development and strengthening of cooperatives as an instrument of sustainable development.

Theoretical Framework

The theoretical framework of this research is based on two main complementary approaches in understanding the role of cooperatives in the context of sustainable development and the achievement of the Sustainable Development Goals (SDGs):

- a) **Community Empowerment Theory (Perkins & Zimmerman, 1995):** In this context, cooperatives are seen as a vital instrument for improving community control over resources, decision-making, and the local economy. This theory emphasizes the importance of collaboration and active participation of community members in managing and developing resources, as well as how cooperatives can provide a platform to empower communities in order to improve community welfare and independence. By providing greater access to communities to be involved in economic management, cooperatives serve as a means to encourage broader empowerment at the local level.
- b) **Institutional Approach and SDGs:** This approach focuses on the concept that the achievement of the SDGs goals is not only dependent on sectoral programs, but also heavily dependent on the capacity of local institutions, such as cooperatives and village governments. Referring to the framework prepared by the United Nations (2015) and the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration (Permendesa PDRT No. 21 Tahun 2020, 2020), this study underscores the importance of integration between development goals and institutional capacity in supporting sustainability. Therefore, cooperatives are not only seen as economic entities, but also as actors that play a role in strengthening the capacity of local institutions to face the challenges of sustainable development.

2. METHODS

Research Design

This study employs a qualitative descriptive approach with a focus on document analysis. Document analysis is a systematic procedure for reviewing or evaluating printed and digital materials that contain information relevant to the phenomenon under investigation (Bowen, 2009). The aim is to understand how the values, strategies, and institutional orientation of *Koperasi Desa Merah Putih* (Red-and-White Village Cooperative) are reflected in its foundational and planning documents and how these relate to the Sustainable Development Goals (SDGs).

Data Sources and Selection Criteria

The documents analyzed in this study were obtained from:

- a. The official websites of village governments and national ministries (Kemendesa PDTT, Kemenkop UKM)
- b. Public online repositories (e.g., Updesa.com, CiptaDesa.com)
- c. Open access news portals
- d. Institutional uploads from cooperatives

The key documents included:

- a) Anggaran Dasar dan Anggaran Rumah Tangga (AD/ART) of Koperasi Desa Merah Putih
- b) Rencana Pembangunan Jangka Menengah Desa (RPJMDes) from selected villages integrating cooperative development
- c) National policy guidance on SDGs Desa and cooperative development

Documents were selected based on the following criteria:

- a. Relevance to the research objectives
- b. Authenticity and credibility (official or community-recognized sources)
- c. Completeness and clarity in describing institutional roles and strategies

Analytical Procedures

Thematic content analysis was used to analyze documents, following the model proposed by Braun and Clarke (2006), which consists of six steps:

- a. Introduction: Read and re-read documents to identify initial insights
- b. Generating Initial Code: Systematically flagging data features relevant to the research question
- c. Searching for Themes: Grouping code into potential themes (e.g., empowerment, inclusion, SDG contributions)

- d. Review Themes: Ensure that themes are coherent and distinct
Theme: Assigning labels to a completed theme
- e. Generate Reports: Synthesize data into a structured analytical narrative
This process is aided by manual coding in Microsoft Excel and cross-referencing using a pre-established SDGs alignment framework to assess contributions to goals such as SDG 1 (No Poverty), SDG 5 (Gender Equality), SDG 8 (Decent Work), and SDG 11 (Sustainable Communities).

Trust and Accuracy

To ensure the credibility and rigor of the findings, the following strategies are implemented:

- a. Source triangulation: Comparing AD/ART with RPJMDes and policy documents
- b. Audit trail: Document each step of the analysis for transparency and replicability
- c. Thematic consistency: Ensuring alignment between emerging themes and theoretical constructs
- d. Source validation: Verifying the origin and credibility of each document

Ethical Considerations

Although the study did not involve direct human participants, ethical standards were enforced through:

- a) Transparent citations of all documents and sources
- b) Respect for intellectual property and original authorship
- c) Avoid misrepresentation or misinterpretation of textual data

Findings

This study presents findings based on thematic analysis of official documents related to *the Merah Putih Village Cooperative*, especially the Articles of Association/Bylaws (AD/ART) and the Village Medium-Term Development Plan (RPJMDes). The analysis reveals three key themes that are aligned with the Sustainable Development Goals (SDGs): institutional alignment with SDGs values, operational integration in village development planning, and strategic potential for measurable replication.

- a. Institutional Alignment with SDGs Principles

The AD/ART of the Red and White Village Cooperative shows a clear orientation towards values that resonate with the SDGs, especially SDG 1, SDG 5, and SDG 8. The core values outlined in the document include:

- a) Inclusion and openness: Membership is voluntary and non-discriminatory, prioritizing women, youth, and marginalized members of society.

- b) Democratic governance: The decision-making authority is at the Annual Members' Meeting (RAT), which emphasizes accountability and transparency.
- c) Collective ownership and fair profit sharing: Cooperatives are collectively owned, with the net proceeds distributed equally and partially reinvested for the benefit of the community.

"Every member has one voice and the same right to determine the direction of cooperative policies regardless of economic or social background." (AD/ART, Updesa.com)

These features demonstrate a strong foundation in participatory governance and social justice, which directly reflects the goals of SDG 5 (Gender Equality) and SDG 8 (Decent Work and Economic Growth).

b. Integration into Village Development Planning

The RPJMDes of selected villages (taken from CiptaDesa.com) show an increasing recognition of cooperatives as central actors in economic and social development. The planning document articulates the role of the Red and White Cooperative in:

- a) Supporting the agricultural value chain
- b) Provide savings and credit facilities for productive use
- c) Operating a retail distribution network (e.g., village warung)
- d) Serve as a partner in government and NGO programs

In addition, some RPJMDe explicitly label cooperative-based programs with the SDGs label:

Table 1. RPJMDe explicitly

RPJMDes Programs	Related to the SDGs
Cooperative management training	SDG 8 – Economic Growth
Funding for women's business groups	SDG 5 – Gender Equality
Revitalization of village markets through cooperatives	SDG 11 – Sustainable Cities and Communities
Cooperative partnerships with universities and NGOs	SDG 17 – Partnerships

Despite the lack of formal SDG indicators in these documents, the language and logic demonstrate strategic alignment with the goals.

c. Strategic Potential and Replication Feasibility

The documents collected show that the Red and White Village Cooperative model can be conceptually scalable and can be replicated institutionally. This is evident in:

- a. AD/ART standard structure and language, which allows for easy adoption throughout villages
- b. The inclusion of cooperative-led programs in the RPJMDes shows a growing policy space for cooperative development
- c. Documented collaborations between cooperatives and universities, the private sector, and BUMDes, demonstrating readiness between institutions

However, challenges remain, such as:

- a) Inconsistency in the quality of documentation between villages
- b) Lack of results-based evaluation metrics related to the SDGs
- c) Dependence on individual leadership rather than institutional systems

These findings underscore the need for capacity building in policy documentation, evaluation, and harmonization.

3. DISCUSSION

Reflecting on Key Findings

The study found that *Red and White Village Cooperatives* reflect a promising institutional model that aligns with the values of the Sustainable Development Goals (SDGs). Its legal basis (AD/ART) promotes inclusive participation, democratic governance, and collective ownership—values that align closely with SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), and SDG 17 (Partnerships). In addition, the integration of cooperatives in the RPJMDes shows the increasing formal recognition of cooperatives as agents of local development.

These findings confirm the hypothesis that institutional documents can serve as valid indicators of readiness and alignment with sustainable development frameworks, even without in-person field interviews. The presence of SDGs-oriented language, programs, and strategies in formal planning documents demonstrates increasing institutional capacity to localize global development goals.

Interpreting Findings through Theory

From the perspective of empowerment theory (Perkins & Zimmerman, 1995) the cooperative model enhances the agency of villagers by involving them in democratic decision-making, building local economic assets, and encouraging mutual support. Empowerment is not only economic but also social and political, as members influence the development of society directly through their participation in management forums and cooperative decisions (e.g., Annual Members Meetings).

Simultaneously, these findings support the theory of institutional development, which suggests that sustainable change occurs not only through projects but through embedded rules, values, and norms (North, 1990). The codification of cooperative values into AD/ART and its strategic position in the RPJMDes shows institutional maturity in aligning community governance with the mandate of sustainable development.

Comparison with Previous Research

The results strengthen and expand previous research on cooperatives and the SDGs. The study by Hendar and Kusnadi (2005) highlights the economic and social role of cooperatives in improving people's livelihoods and resilience. Our document-based findings offer additional evidence that these contributions are not anecdotal but are documented and institutionalized in planning instruments at the village level.

The capacity of cooperatives to drive sustainable practices, especially during economic crises, has been underscored in various studies. For instance, Roldán and Cabrales (2021) emphasize that certain organizational values and AMO (Ability, Motivation, and Opportunity) practices play a significant role in enhancing sustainability within cooperatives. This is particularly relevant in the context of economic downturns where cooperatives can leverage these values to adapt and thrive (Roldán & Cabrales, 2021). Similarly, specifically in the agricultural sector, research has shown that cooperative membership can significantly boost the adoption of environmentally sustainable practices among members, as demonstrated by (Donkor et al., 2023), who found that cooperative membership positively influences the adoption of environmentally sustainable practices in Zambia (Donkor et al., 2023).

Practical and Theoretical Implications

Practically, this study shows that cooperatives such as the Red and White Village Cooperative can be used as a tool to localize the SDGs if they are well integrated into the village planning cycle. The alignment of program names and objectives in the RPJMDes with certain SDGs shows that policy space can be expanded.

For policymakers and development practitioners, these results demonstrate the strategic need for a guiding framework that helps village-level actors formulate and evaluate cooperation-based development with reference to the SDGs.

Theoretically, this study underscores the importance of documentation and institutional language as units of analysis in development research. Instead of relying solely on perception-based data, document analysis provides a basis for stated values and formal intentions that can be trivialized with future interviews or observations.

Limitations and Future Research

The study is limited by its exclusive reliance on secondary data and document analysis. Although the document discloses the institutional intent and direction, it may not fully reflect the actual implementation or outcome. In addition, variations in the completeness and quality of documents between villages pose obstacles in comparative depth.

Future studies should consider combining document analysis with:

- a. In-depth interviews with cooperative leaders, members, and village officials
- b. Monitor data to assess actual SDG indicators over time
- c. A comparative study between villages that have and have not institutionalized cooperatives

Such multi-method research will enrich our understanding of how cooperative values move from paper to practice.

4. CONCLUSION

This study aims to analyze the institutional readiness and strategic role of the *Red and White Village Cooperative* in supporting the achievement of the Sustainable Development Goals (SDGs) through qualitative document analysis. By examining key institutional documents—namely the cooperative's AD/ART and the RPJMDes of selected villages—the research revealed that:

- a) The values and operational structure of the Red and White Village Cooperative are in line with the core principles of the SDGs, especially inclusivity, democratic governance, gender equality, and local economic empowerment.
- b) The integration of cooperation programs into the RPJMDes document signifies a growing policy convergence between local economic institutions and national/global development agendas.
- c) There is an institutional framework that can be replicated to improve similar cooperative models in other villages, although further capacity building and systematization are needed.

This document-based approach also suggests that formal written artifacts—when analyzed systematically—can offer rich insights into the institutional architecture of sustainable local development.

Recommendations

- a. For Village Governments and Policymakers
 - a) Institutionalizing cooperative development as a pillar in the RPJMDes by explicitly linking each activity with the relevant SDGs.
 - b) Develop training and facilitation modules for village officials and cooperative councils to improve the preparation and integration of SDG-relevant documents.
- b. For Cooperative and Community Practitioners
 - a) Improve the use of data and documentation to track progress and accountability, including simplified SDG mapping tools for community monitoring.
 - b) Fostering partnerships with academic institutions and NGOs for knowledge exchange and external validation of the impact of cooperation.
- c. For Researchers and Development Stakeholders
 - a) Combining document analysis with fieldwork methods to generate a more holistic evaluation of cooperative impact.
 - b) Promote national repositories of best practices and model documents (AD/ART, RPJMDes) of successful cooperatives for replication and adaptation.

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