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Facilitation of Preparatory Activities For The National Strategic Program of Koperasi Desa Merah Putih In Rambah Village, Tanah Tumbuh District

Wahyu Aldino¹, Teti Marlina², Astuti Prihatiningsih³

¹Universitas Islam Tebo, Tebo, Indonesia, wahyualdino234@gmail.com

²Universitas Islam Tebo, Tebo, Indonesia, tetimarlina622@gmail.com

³Universitas Islam Tebo, Tebo, Indonesia, astutiprihatiningsih86@gmail.com

Corresponding Author: wahyualdino234@gmail.com¹

Abstract: The National Strategic Program Koperasi Desa Merah Putih (KDMP) represents one of the Indonesian government's strategic initiatives to strengthen rural economies by promoting independent, productive, and sustainable cooperative institutions. Rambah Village, located in Tanah Tumbuh District, possesses considerable community resources and development potential. However, the village continues to face several challenges, including limited institutional preparedness, inadequate administrative capacity, and low levels of community participation in the establishment and management of village cooperatives. These challenges highlight the need for facilitation activities as an essential preliminary step toward supporting the implementation of the national program. This final project aimed to facilitate the preparatory process for the National Strategic Program for KDMP in Rambah Village through administrative assistance, program socialization, and capacity building for community members and village officials in cooperative governance. The study employed a qualitative approach using field observations, semi-structured interviews, community outreach activities, focus group discussions, and technical assistance in preparing the administrative documents required for cooperative establishment. The findings indicate that the facilitation activities significantly improved community understanding of the role and benefits of village cooperatives, increased community participation in the program preparation process, and assisted the village government in fulfilling the administrative requirements for cooperative establishment. Furthermore, stronger coordination between community members and village authorities emerged as a key enabling factor in enhancing institutional readiness for implementing the National Strategic Program for KDMP in Rambah Village. In conclusion, the facilitation process provides an important foundation for establishing a sustainable village cooperative capable of improving community welfare while strengthening the local rural economy. The findings also suggest that participatory facilitation and institutional capacity building play a critical role in supporting the successful implementation of government-led rural cooperative development programs.

Keyword: Facilitation, Village Cooperatives, National Strategic Program, Koperasi Desa Merah Putih (KDMP), Community Empowerment

INTRODUCTION

Article 33(1) of the 1945 Constitution of the Republic of Indonesia stipulates that the national economy shall be organized as a collective endeavor based on the principle of mutual cooperation (*asas kekeluargaan*). In accordance with this constitutional mandate, cooperatives are recognized as one of the primary institutional mechanisms for implementing a people-centered economic system. This constitutional foundation reflects Indonesia's commitment to promoting inclusive, equitable, and sustainable economic development through cooperative enterprises.

To strengthen the role of cooperatives in achieving these constitutional objectives, the Government of Indonesia has introduced several strategic policy initiatives. One of the most significant is Presidential Instruction (Instruksi Presiden/Inpres) No. 9 of 2025, issued by President Prabowo Subianto, which establishes a national strategy for strengthening cooperatives as pillars of community-based economic empowerment grounded in solidarity and mutual cooperation. The policy mandates the establishment of 80,000 KDMP throughout Indonesia. This initiative is expected to empower rural communities, reinforce local economies, and advance democratic economic principles. Furthermore, the program aligns with several priorities of the government's *Asta Cita* development agenda, particularly promoting sustainable food self-sufficiency, encouraging agro-maritime industrial development through cooperative participation, and accelerating equitable rural development.

Cooperatives have long played a strategic role in Indonesia's national economic development by improving community welfare through the principles of democracy, self-help, mutual assistance, and collective ownership. Their legal foundation is established under Law No. 25 of 1992 on Cooperatives, which defines a cooperative as a business entity owned and managed by individuals or cooperative legal entities operating according to cooperative principles while serving as a people's economic movement based on family-oriented values. The law further emphasizes that cooperatives aim to improve the welfare of their members and society while contributing to the establishment of a prosperous, equitable, and sustainable national economy.

In supporting rural economic transformation, the Indonesian government has continuously strengthened cooperative development through various national strategic programs. Among these, the establishment of the KDMP represents a flagship initiative designed to stimulate community-based rural economic development. The program reflects the government's commitment to strengthening local institutions capable of increasing access to productive capital, promoting entrepreneurship, creating employment opportunities, and optimizing local economic potential. Its successful implementation requires close collaboration among the central government, regional governments, village administrations, and local communities.

The KDMP are expected to function as inclusive rural economic institutions capable of improving members' welfare through collective business management, expanding access to financial resources, and utilizing village-based economic potential. Beyond their economic functions, these cooperatives are also expected to enhance community resilience, stimulate productive enterprises, and promote sustainable local development. Consequently, the success of cooperative establishment largely depends on institutional readiness, competent human resources, effective governance, and active community participation.

Rambah Village, located in Tanah Tumbuh District, possesses considerable potential for cooperative development. The majority of its residents are engaged in agriculture, plantation activities, small-scale trading, and household enterprises, providing a strong economic foundation for cooperative business development. In addition, the village maintains a strong tradition of mutual cooperation (*gotong royong*), which constitutes valuable social capital for building community-based cooperative institutions. Despite these favorable

conditions, several challenges remain during the preparation phase of establishing the KDMP.

The primary challenge concerns the limited capacity of prospective cooperative board members and supervisory personnel. Many prospective managers and supervisors have insufficient knowledge of cooperative principles, organizational governance, institutional administration, strategic planning, and financial management. These limitations reduce institutional readiness and hinder the establishment process, thereby increasing the need for structured facilitation and continuous technical assistance.

Furthermore, limited community experience in cooperative management, combined with inadequate training opportunities in cooperative administration and governance, has constrained institutional development. Without systematic capacity-building initiatives, these shortcomings may negatively affect the long-term sustainability, accountability, and operational effectiveness of the cooperative.

In response to these challenges, the village government plays a central role in facilitating the establishment of the KDMP in Rambah Village. Acting as a facilitator and development partner, the village administration has organized public awareness campaigns, institutional guidance, and administrative assistance throughout the cooperative formation process. A Special Village Deliberation Meeting (Musyawarah Desa Khusus/MUSDESUS) was conducted to formally initiate the establishment of the cooperative, while land was allocated for the future cooperative office and business center. Facilitation activities also included preparing the legal and administrative documentation required for cooperative registration, designing the organizational structure, registering prospective members, drafting the Articles of Association and Bylaws (AD/ART), and enhancing public understanding of the objectives and benefits of cooperative membership.

The active involvement of the village government has significantly strengthened community participation and accelerated the preparation process for establishing the cooperative. Through collaborative efforts involving village authorities, community members, and other relevant stakeholders, the KDMP in Rambah Village is expected to develop into a professional, self-reliant, and sustainable rural economic institution capable of supporting inclusive local development.

The establishment of the KDMP represents a strategic effort to strengthen the rural economy through collectively managed enterprises founded upon the principles of mutual cooperation and community solidarity. Its establishment must comply with Law No. 25 of 1992 on Cooperatives and other relevant government regulations governing cooperative formation and institutional management.

Based on field observations and the identified institutional challenges, this study focuses on facilitating the preparation of the National Strategic Program for KDMP in Rambah Village, Tanah Tumbuh District. The study seeks to examine how facilitation activities contribute to improving institutional readiness, strengthening community participation, and supporting the successful establishment of sustainable village cooperative institutions.

METHOD

This study employs a qualitative approach with a descriptive case study design to examine the facilitation process for preparing the implementation of the National Strategic Program for the Red-and-White Village Cooperative in Rambah Village, Tanah Tumbuh District, Bungo Regency, Jambi Province. This approach was chosen because it enables an in-depth understanding of institutional dynamics, community participation, and interactions among stakeholders in the actual context of cooperative formation. The research location was selected purposively, as Rambah Village is one of the villages implementing the Red-and-

White Village Cooperative formation program and possesses both potential and challenges in terms of institutional readiness and cooperative governance (Sugiyono, 2022).

The research informants were determined using purposive sampling techniques, consisting of individuals who have direct involvement in the cooperative formation process, including the village head, the village secretary, members of the Village Consultative Body, prospective cooperative board members and supervisors, community leaders, representatives of farmers, representatives of women, representatives of youth, and village facilitators. Data were collected through field observations, semi-structured interviews, focus group discussions (FGDs), and documentation studies of various administrative documents related to cooperative formation, such as minutes of deliberation meetings, attendance lists, membership documents, articles of association and bylaws, and other supporting documents. The use of these multiple techniques aimed to obtain comprehensive data through source and method triangulation (Lincoln & Guba, 1985).

Data analysis was conducted interactively following the model of Miles, Huberman, and Saldaña, which encompasses the processes of data collection, data condensation, data display, and conclusion drawing and verification. The analysis was carried out continuously from the data collection process until the completion of the research, enabling the researcher to identify key themes related to institutional readiness, community participation, facilitation effectiveness, and cooperative governance. To ensure data validity, the research employed triangulation, member checking, and systematic recording of the research process to enhance the credibility, dependability, confirmability, and transferability of the research findings (Lincoln & Guba, 1985; Miles et al., 2014).

RESULT AND DISCUSSION

Facilitation of Preparatory Activities for the National Strategic Program of Red and White Village Cooperatives in Rambah Village, Tanah Tumbuh District

The facilitation of preparatory activities for the National Strategic Program of Red and White Village Cooperatives in Rambah Village was implemented to strengthen the institutional capacity of the village cooperative in supporting local economic development. The facilitation process focused on enhancing the competencies of cooperative board members and supervisory board members through cooperative management training and business innovation capacity-building programs. These initiatives were designed to improve governance, managerial capability, and organizational readiness prior to the formal establishment and operation of the cooperative.

The program was implemented using a participatory approach, enabling stakeholders to actively engage in every stage of the cooperative establishment process. Community participation was considered essential for ensuring institutional legitimacy, strengthening ownership, and promoting the long-term sustainability of the cooperative. The preparatory process consisted of the following stages.

1. Socialization of Cooperative Establishment

The initial stage involved conducting a Village Special Deliberation Meeting (Musyawarah Desa Khusus—MUSDESUS) to introduce the objectives, functions, and expected benefits of the Red and White Village Cooperative. This activity aimed to increase public awareness of the cooperative as a community-based economic institution capable of improving rural welfare and supporting inclusive economic development.

The socialization activities involved representatives from the village government, community leaders, prospective cooperative members, cooperative facilitators, and the wider village community. Their participation created opportunities for dialogue, strengthened

community commitment, and encouraged collective support for the establishment of the cooperative.

2. Establishment of the Preparatory Committee

Following the socialization process, the village government and community representatives established a preparatory committee responsible for coordinating the cooperative establishment process. The committee was assigned to organize administrative requirements, register prospective members, prepare the establishment plan, and coordinate communication among relevant stakeholders throughout the preparation period.

3. Registration of Prospective Members

The next stage involved registering villagers who voluntarily expressed their willingness to become cooperative members. In accordance with Indonesian cooperative regulations, a primary cooperative must be established by at least twenty individuals who share common economic interests and objectives.

Member registration included the collection of basic administrative information, including members' names, residential addresses, occupations, identity numbers, and commitments regarding initial capital contributions through principal and mandatory savings.

4. Cooperative Establishment Meeting

An establishment meeting was subsequently organized to discuss the fundamental aspects of the cooperative. The meeting addressed the cooperative's official name, business activities, organizational objectives, election of the management and supervisory boards, formulation of the Articles of Association and Bylaws, and determination of the initial capital structure.

The meeting was conducted democratically through deliberation and consensus, reflecting the cooperative principles of participation, equality, and mutual cooperation.

5. Election of the Management and Supervisory Boards

During the establishment meeting, participants elected the cooperative management board and supervisory board. The management board was entrusted with managing the cooperative's operational activities, whereas the supervisory board was responsible for overseeing governance, accountability, and organizational performance.

The organizational structure generally consisted of a Chairperson, Vice Chairperson for Business Development, Vice Chairperson for Membership Affairs, Secretary, Treasurer, Chair of the Supervisory Board, and supervisory board members.

6. Preparation of Administrative Documents

Following the organizational meeting, the preparatory committee compiled all administrative documents required for legal registration. These documents included the minutes of the establishment meeting, attendance records, copies of members' identification documents, the organizational structure, the Articles of Association and Bylaws, the cooperative work plan, and other supporting administrative documents.

These documents constitute the primary legal requirements for obtaining cooperative legal status.

7. Determination of the Cooperative Office

The cooperative was required to establish an official office that would function as the administrative and service center for members. Adequate facilities, including administrative

workspaces, member service areas, office equipment, and cooperative signage, were prepared to support efficient organizational operations and public services.

8. Application for Legal Entity Status

After all administrative requirements had been completed, the cooperative management submitted an application for legal recognition through the local Office of Cooperatives. The legal registration process included document verification, administrative examination, and formal approval by the competent authority.

Upon approval, the Red and White Village Cooperative obtained legal entity status and was authorized to conduct cooperative business activities in accordance with prevailing laws and regulations.

Measures Undertaken by the Village Government

The village government played a central role in facilitating the implementation of the National Strategic Program because the village served as the primary unit of implementation. Several strategic measures were undertaken to ensure the successful establishment of the cooperative.

1. Conducting Village Deliberation Meetings

The village government organized village deliberation meetings to discuss program preparation, implementation strategies, and community participation. These meetings involved village officials, cooperative administrators, community leaders, cooperative members, and village residents. Through this participatory forum, community members were encouraged to express their opinions, provide recommendations, and contribute to collective decision-making.

2. Providing Institutional Support

The village government supported cooperative development by facilitating organizational activities, providing administrative assistance, coordinating with relevant stakeholders, and improving the availability of supporting infrastructure. Such assistance significantly strengthened institutional readiness and organizational performance.

3. Encouraging Community Participation

The village government actively encouraged community involvement by conducting public awareness campaigns, inviting residents to attend meetings, motivating eligible residents to become cooperative members, and promoting the values of mutual cooperation and collective responsibility. Community participation emerged as one of the most important determinants of program success.

4. Supporting Facilities and Infrastructure

The village government also contributed to the provision of supporting facilities, including meeting venues, cooperative secretariat offices, administrative equipment, and communication media. These facilities enhanced operational effectiveness and supported the implementation of cooperative activities.

5. Monitoring and Evaluation

Monitoring and evaluation were conducted to ensure that cooperative activities were implemented according to established objectives, administrative procedures were properly maintained, financial resources were utilized responsibly, and cooperative officials fulfilled

their respective responsibilities. Periodic evaluations also enabled stakeholders to identify implementation challenges and formulate appropriate corrective measures.

Discussion

The findings indicate that the successful implementation of the National Strategic Program of Red and White Village Cooperatives depends on effective collaboration among multiple stakeholders, particularly local governments, village governments, cooperative institutions, and community members. Institutional facilitation throughout the preparatory stage significantly contributed to improving organizational readiness before the cooperative formally commenced its operations.

First, the local government played a strategic role by providing policy direction, technical guidance, institutional supervision, and capacity-building support. These interventions strengthened governance quality and reduced administrative barriers during the establishment process.

Second, effective coordination among district, sub-district, and village governments enhanced communication, accelerated problem-solving, minimized administrative delays, and ensured consistency in program implementation. Such multilevel coordination is consistent with collaborative governance principles, which emphasize shared responsibility and intergovernmental cooperation in public service delivery.

Third, community participation proved to be a fundamental determinant of program effectiveness. Active involvement of villagers throughout the planning and establishment process strengthened collective ownership, increased public trust in the cooperative institution, and encouraged long-term member commitment. This finding supports the participatory development approach, which considers community engagement a prerequisite for sustainable rural development.

Despite these positive outcomes, several challenges remained during implementation. These included limited public understanding of cooperative principles, inadequate supporting facilities and infrastructure, limited managerial experience among newly elected cooperative officials, and financial constraints affecting program implementation. These obstacles indicate that institutional establishment alone is insufficient to ensure cooperative sustainability. Continuous mentoring, organizational capacity development, technical assistance, and policy support are required to strengthen institutional performance over time.

Overall, the facilitation strategy implemented collaboratively by local governments and village authorities contributed significantly to increasing public awareness, strengthening community participation, improving cooperative governance, and enhancing institutional preparedness for implementing the National Strategic Program in Rambah Village, Tanah Tumbuh District. The findings suggest that sustained collaboration among government institutions and local communities represents a critical foundation for achieving the long-term objectives of rural cooperative development and improving community welfare.

CONCLUSION

Conclusion

This study demonstrates that facilitation plays a crucial role in strengthening the institutional readiness of the Red and White Village Cooperative and enhancing community participation in implementing the National Strategic Program in Rambah Village, Tanah Tumbuh District. The facilitation process contributed significantly to improving organizational capacity, governance practices, and stakeholder collaboration, thereby establishing a stronger institutional foundation for sustainable cooperative development.

The facilitation activities were implemented through a systematic process consisting of problem identification, activity planning, facilitation, monitoring, and evaluation. These

stages were carried out using a participatory approach that actively involved the village government, cooperative management, supervisory board members, cooperative members, and the wider community. Such an approach fostered collaboration among stakeholders, increased collective ownership of the program, and improved the overall effectiveness of the cooperative establishment process.

Field observations revealed several institutional challenges during the preparatory phase, including limited public understanding of cooperative principles, low member participation, inadequate administrative management, weak coordination among cooperative officials, and insufficient supporting facilities and infrastructure. These findings indicate that institutional and managerial constraints remain significant barriers to the successful implementation of village cooperative development programs.

To address these challenges, a range of facilitation strategies was implemented, including public awareness campaigns, administrative assistance, institutional capacity-building programs, initiatives to strengthen member participation, and coordination with the village government and other relevant stakeholders. These interventions produced positive outcomes by improving organizational governance and strengthening the operational readiness of the cooperative.

The findings further indicate that facilitation enhanced community understanding of the functions and benefits of cooperatives as community-based economic institutions. Member participation increased, particularly in attendance at cooperative meetings, involvement in decision-making processes, and support for cooperative activities. Institutional improvements were also evident through more systematic administrative management, clearer understanding of managerial roles and responsibilities, and stronger coordination between cooperative management and the village government.

The study also highlights the strategic role of district, sub-district, and village governments in supporting the implementation of the National Strategic Program through policy support, institutional guidance, technical assistance, monitoring, and the provision of supporting facilities. Their collaborative involvement significantly strengthened institutional preparedness and improved the effectiveness of program implementation at the village level.

Overall, the facilitation process contributed positively to strengthening cooperative institutions, increasing community participation, improving inter-organizational coordination, and enhancing the preparedness of the Red and White Village Cooperative to implement the National Strategic Program. These findings suggest that participatory facilitation and collaborative governance constitute essential components for achieving sustainable village cooperative development and improving rural community welfare.

Research Limitations

This study has several limitations that should be considered when interpreting the research findings. First, the research was conducted in only one location, namely Rambah Village, Tanah Tumbuh District, so the findings represent local conditions and cannot be generalized to the implementation of the National Strategic Program for the Red-and-White Village Cooperative in other regions that have different social, economic, and institutional characteristics. Second, the research focused on the facilitation and preparation stage of cooperative formation, and thus has not evaluated the effectiveness of cooperative management nor the program's impact on improving community welfare after the cooperative becomes operational. Third, the research employed a qualitative approach that relies on observations, interviews, focus group discussions, and documentation, so the findings emphasize an in-depth understanding of the process rather than the quantitative measurement of relationships between variables. Therefore, it is recommended that future research involve more research locations, employ mixed methods or quantitative approaches, and conduct

longitudinal evaluations to measure the institutional sustainability of the cooperative and its impact on strengthening the community's economy.

Recommendations

Based on the findings of this study, several recommendations are proposed to support the long-term sustainability and effectiveness of the National Strategic Program of Red and White Village Cooperatives.

First, local governments should provide continuous institutional guidance and technical assistance, particularly in strengthening cooperative governance, enhancing human resource capacity, improving financial and administrative management, and supporting business development initiatives. Greater investment in supporting infrastructure and operational facilities is also necessary to ensure the effective implementation of cooperative activities.

Second, sub-district governments should strengthen coordination, supervision, and technical facilitation throughout the implementation process. As an intermediary between district and village governments, the sub-district administration plays a strategic role in ensuring policy alignment, resolving implementation challenges, and facilitating effective communication among stakeholders.

Third, village governments should maintain their commitment to supporting cooperative development by facilitating organizational activities, strengthening administrative services, encouraging broader community participation, and providing adequate operational facilities. Furthermore, village governments should continue promoting transparency, accountability, and collaborative partnerships between cooperative management and community leaders to strengthen institutional trust.

Finally, cooperative management should continuously improve its managerial and organizational capabilities through professional development, transparent governance practices, improved administrative systems, high-quality member services, and effective communication with members. In addition, cooperative leaders should develop innovative business models based on local economic potential to enhance the cooperative's competitiveness, financial sustainability, and long-term contribution to rural economic development.

Future studies are recommended to evaluate the long-term socioeconomic impacts of the National Strategic Program on household welfare, cooperative performance, and rural economic resilience across different regions. Comparative studies involving multiple villages or districts would also provide broader empirical evidence regarding the effectiveness of facilitation strategies in strengthening village cooperative institutions.

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