

## Implementation of Leading Program for Village Building Movement

Veronica  
Program Magister Manajemen, Universitas Terbuka

Entang Adhy Muhtar  
FISIP, Universitas Padjajaran

Milwan  
FHISIP, Universitas Terbuka

Pos-el: [vveronika746@gmail.com](mailto:vveronika746@gmail.com), [entang.am0405@gmail.com](mailto:entang.am0405@gmail.com), [milwan@ecampus.ut.ac.id](mailto:milwan@ecampus.ut.ac.id)

DOI: 10.32884/ideas.v8i2.721

### Abstract

*Implementation of main program is one of the benchmarks for the performance of local governments in achieving good governance. This study aims to determine the implementation of RT Bersih program and identify the supporting and hindering factors. The results of this study indicate that implementation of RT Bersih flagship program has been good, it can be seen from the organization that has been realized in organizational structure as well as the duties and functions, interpretation has been carried out through socialization and communication between implementers, suitability of application to work procedures in accordance with regulations as well as technical and implementing instructions and budget allocations are appropriate. Program socialization does not reach the community and condition of implementing officers who have other jobs are factors that can hinder the program, while supporting factors for RT Bersih program are clear organizational structure, availability of adequate human resources, conformity of program with technical and implementing guidelines.*

### Keywords

*Leading program for village, village building movement, neighborhood association*

### Abstrak

Implementasi program unggulan merupakan salah satu tolak ukur kinerja pemerintah daerah dalam mencapai *good governance*. Penelitian ini bertujuan untuk mengetahui implementasi program 'RT Bersih' serta mengidentifikasi faktor pendukung dan penghambatnya. Hasil penelitian menunjukkan bahwa implementasi program unggulan 'RT Bersih' sudah baik dapat dilihat dari organisasi telah diwujudkan dalam struktur organisasi serta tugas dan fungsi, interpretasi telah dilakukan melalui sosialisasi, komunikasi antar pelaksana, kesesuaian aplikasi terhadap prosedur kerja sesuai dengan peraturan serta petunjuk teknis dan pelaksana serta alokasi anggaran telah sesuai. Sosialisasi program tidak sampai kepada masyarakat serta kondisi petugas pelaksana yang memiliki pekerjaan lain merupakan faktor yang dapat menghambat program sedangkan faktor pendukung program 'RT Bersih' adalah struktur organisasi yang jelas, ketersediaan sumber daya manusia yang memadai, kesesuaian program dengan peraturan petunjuk teknis dan pelaksana.

### Kata Kunci

Program unggulan desa, gerakan desa membangun, rukun tetangga

### Introduction

Implementation refers to actions to achieve the goals that have been set in a decision. This action seeks to turn these decisions into operational patterns and seeks to achieve major or minor changes as previously decided. Implementation is essentially an effort to understand what should happen after the program is implemented (Mulyadi, 2015). In principle, the goal of policy is to intervene. Policy implementation is actually an action from the intervention it self (Nugroho & Riant, 2004). As other opinions, policy implementation is an action taken by the government and the private sector both individually and in groups intended to achieve goals (Subarsono, 2010).

In an effort to realize the development goals of Malinau Regency towards community empowerment and to make villages in Malinau Regency become independent villages through regional autonomy, since 2011 the Malinau Regency Government has carried out development in a planned, gradual and sustainable manner, the realization of which is through the Village Development Movement program. (hereinafter abbreviated as Gerdema). One of the implementations of the Gerdema program is to increase the role of RT (neighborhood association) residents in realizing a neat, orderly, clean, healthy and harmonious life (hereinafter abbreviated as RT Bersih).

The work achievement of the Gardema RT Bersih fund allocation in Pulau Sapi Village from the aspect of physical development is relatively good enough to meet village infrastructure and facilities, but it is still far from successful in sustainable development so that the utilization of both infrastructure and facilities in the village is not optimal. had an effect on the blurring of understanding of the community, government officials, and community leaders on the real concept and purpose of the Gerdema RT Bersih program. This condition is in accordance with previous research which shows that the implementation of the Gerdema program in Pulau Sapi Village, Mentarang District is still not fully effective, this can be seen from the effectiveness indicators obtained, namely program success, target success, satisfaction with the program, input and output levels, and achievement. overall goals are still lacking (Priyono, 2020).

The implementation of the Gerdema RT Bersih has not been going well, this can be seen from the understanding of the RT residents in interpreting the principles or objectives of the RT Bersih program and socialization, assistance and coaching activities have not been consistently carried out to the target group. The level of knowledge and understanding of the village community, government officials, and good community leaders about the concept and purpose of the Gerdema RT Bersih will affect the motivation and enthusiasm in implementing the Gerdema RT Bersih as well as possible. Several problems in the implementation of Gerdema RT Bersih so far are: (1) the organizational structure is not yet optimal; (2) understanding and implementation of the Gerdema RT Bersih program has not been fully in accordance with the applicable provisions; (3) the community participation in the implementation of the Gerdema RT Bersih program is not yet optimal. The implementation or implementation of policies is something important, even more important than policy making (Wahab, 1990).

The next challenge is to mobilize community unity in the household environment as a forum and forum for togetherness for the community to maintain harmony, promote social and economic life, maintain solidarity and social capital, and maintain community resilience in the face of all changes that become challenges. in social life. Through one of the flagship programs of the Gardema RT Bersih, the local government of Malinau Regency invites the village community to jointly create a neater, orderly, clean, healthy and beautiful RT as part of a more advanced, prosperous, safe, comfortable and peaceful society. If we look at the obstacles in implementing and targeting the Gerdema RT Bersih program, it can be seen that the achievement of one of the flagship programs of the Village Development Movement (Gerdema) is one of the benchmarks for the performance of local governments in achieving good governance.

## Method

This research generally answers the problem of how to implement the Village Movement to Build Rukun Neighbors Bersih in Pulau Sapi Village, Mentarang District, Malinau Regency with an emphasis on organizational, interpretation, and application aspects. This location was chosen because it has the potential for cultural tourism, good governance, and as a center for prosperous peoples agriculture (Jadesta, 2021). The achievements of this village are 3rd place in the Village/Kelurahan Cleaning Competition at the North Kalimantan Province and 2nd Place in the Best Village Competition in 2018 in the Information Services and Public Openness Category (WisataPulauSapi, 2018). To analyze and describe these aspects in depth, this research uses a qualitative approach with a case study using the implementation theory by Charles O. Jones which consists of aspects of organization, interpretation, application (Jones, 1994).



The selection of informants in this study was carried out using purposive and snowball methods (Sugiyono, 2018). Primary data obtained from interviews, documentation, and observation. Meanwhile, secondary data is obtained from reference books, scientific journals, news in online media, government websites. Informants were determined intentionally with the criteria of competent people or those deemed worthy to provide information, then the next informant was determined based on the information obtained from these informants so that the informants were obtained, namely the Village Head, Head of RT, Community Leaders, Task Force, village staff and community members. From these informants, the data and information needed in this study were collected using interview guides, checklists, and documentation. The data were then analyzed using an interactive model (Miles et al., 1992).

## Result and Discussion

### Result

#### *Program and Realization of the Gerdema RT Bersih Program in Pulau Sapi Village*

The Village Development Movement (GDM) was born as a critique of rural development practices that tend to be top-down and make villages merely objects of development. GDM is an inter-village network for sovereignty on the economic, political, social, cultural and technological sides. With this movement, villages can manage resources and carry out good governance. The strategy taken is to practice good village management, in the administrative aspects, public services, and management of development programs (Badri, 2016). Village development should be relevant to the direction of national policy, where the direction of development should start from the typology, potential and local characteristics of the village (Suroso, 2019).

The implementation of the Gerdema RT Bersih program on Sapi Island has been started since July 2016 simultaneously at the Neighborhood Association (RT) level in Malinau Regency which was then continued the following year with the issuance of Malinau Regent Regulation No. 149.1/K.198/2017 concerning Monthly Technical Instructions. Bhakti RT Bersih in Malinau Regency in 2017 which is abbreviated as Bulbak RT Bersih 2017 (Perbup, 2016). Village development in the physical aspect, namely development whose main object is in the physical aspect (facilities, infrastructure, and humans) in rural areas such as village roads, house buildings, settlements, bridges, irrigation, worship facilities, education, sports, and so on.

The achievements of this village are 3rd place in the Village/Kelurahan Cleaning Competition at the North Kalimantan Province and 2nd Place in the Best Village Competition in 2018 in the Information Services and Public Openness Category (WisataPulauSapi, 2018). In addition, other achievements from the top five village and urban village competitions at Regional Level III, the Ministry of Home Affairs, Pulau Sapi Village, Menterang District, Malinau Regency were crowned first place and were able to compete with their competitors (Sulaiman & Hariadi, 2019). In accordance with the concept of Community-Based Development through the Village Development Movement (Gerdema) and Clean RT. The Malinau Regency Government inspires and encourages every village to innovate. The results of the program in the Malinau tourism sector bore fruit in 2019. One of their tourism villages was chosen as the best at the national level. Cow Island Village is the name. The village was only stamped as a tourist village in 2015. The Regent and his staff directly guide them to develop tourism in the village. The regent even challenged village officials and local residents, to create a unique but still based on the strength and original character of the village (Mawardi, 2020).

**Table 1.**

**Program and Realization of Physical Development of the RT Bersih Gerdema Program in Sapi Village Island**

No.	Types of activities	Plan	Realization	Funding	Achievement (%)
1.	Cementization of roads/alleys	5	5	RT Net	100%
2.	Construction of archways	4	4	RT Net	100%
3.	MCK Development	12	12	RT Net	100%
4.	Drainage construction	12	12	RT Net	100%
5.	Procurement of garbage cans	47	47	RT Net	100%
6.	Construction of clean water facilities	10	10	RT Net	100%
7.	Construction of boat moorings	3	3	RT Net	100%

8.	Warehouse construction	1	1	RT Net	100%
----	------------------------	---	---	--------	------

Source: Report on the Realization of RT Bersih Budget Absorption in Sapi Village Island, 2017-2019

Based on Table 1, it can be seen that the physical development process of the RT Bersih program is going well. The realization of activities is carried out in accordance with the plans that have been prepared previously based on the Musrembang that has been carried out to accommodate community proposals related to development priorities in accordance with the needs of the village community, especially at the Neighborhood Association (RT) level. Development in non-physical aspects, namely development whose main object is the aspect of developing and increasing abilities, skills and empowering people in rural areas as citizens, such as education and training, economic business development, agriculture, health, spirituality, and so on.

**Table 2.**  
 Program and Realization of Non-Physical Development of the RT Bersih Gerdema Program in Pulau Sapi Village

No.	Types of activities	Plan	Realization	Funding	Achievement (%)
1.	Musrembang RT implementation activities	5	5	RT Net	100%
2.	Job training activities and skills for the village community	5	5	RT Net	100%
3.	Community economic empowerment activities	5	5	RT Net	100%
4.	Community group capacity building activities	5	5	RT Net	100%
5.	RT profiling activities	1	1	RT Net	100%
6.	Educational and cultural management and service activities	5	5	RT Net	100%
7.	Agricultural business production management activities for food security	5	5	Village Fund/RT Bersih	100%

Source: Report on the Realization of RT Bersih Budget Absorption in Sapi Village Island, 2017-2019.

Based on Table 2, it can be seen that the non-physical development of the Gerdema RT Bersih program so far has been carried out more for increasing human resources through training activities and managing existing resources, these activities are carried out almost every year and use the budget that has been allocated for RT Bersih program.

## Discussion

### *Implementation of the RT Bersih Program in Sapi Village Island*

The implementation of Malinau Regent Regulation Number 33 of 2017 concerning the RT Bersih program has been started since July 2016 (Bupati, 2017). The implementation of the RT Bersih program is a series of activities or activities to carry out a program that is intended to cause certain consequences, which according to Charles O. Jones program implementation consists of three activities, namely organization, interpretation, and application. The success of Pulau Sapi Village further convinced him to carry out community-based development. The Village Development Movement (Gerdema) is a model that is believed to be able to realize the real participation of all Malinau residents (Mawardi, 2020).

### Organization

Based on the results of field observations that the implementation of RT Bersih activities involves RT residents and government institutions at the village, sub-district, and district levels with their respective roles and authorities starting from the planning, budgeting, implementation to control and evaluation of development in accordance with the RT Bersih institutional system. and Gerdema Malinau District.

#### 1. Organizational Structure

In this program, the position of the village head does not act as an extension of the government, but stands and acts as a community leader (Mardisonatori, 2018). The implementation of the RT Bersih Program in Pulau Sapi Village related to the organizational structure as well as the duties and functions of each member can be said to be very good, this can be seen from the existence of activity accountability reports and reports

on the use of funds that are quite good and neatly arranged by the village secretary . The working relationship between the Village/RT government and the Malinau Regency BPMD starting from planning, implementation, to monitoring and evaluation has been carried out well, this can be seen from the fairly intensive coordination carried out by the BPMD for all activities and the rewards given to the village. whose implementation of the RT Bersih program is very good and satisfying. Empowering village level institutions will support the success of the program (Kurniawan, 2015).

## 2. Human resources

The ability of human resources as the executor of the Gerdema RT Bersih program, in this case the Gerdema Task Force officers in Pulau Sapi Village, in providing assistance and the participation of the RT head is quite good, this can be seen from the average education of members of the task force, namely bachelor (S1) so that they are able to preparation of work plans as well as identifying and solving problems quickly this is also influenced by the ability to take part according to their skills besides that they are also able to encourage the community to participate and be directly involved in every activity carried out. The condition of the people who are considered to have understood ICT, actually makes the urgency of community empowerment through ICT (Riskawati & Mulkan, 2017). It is hoped that the global village phenomenon, which is growing rapidly in the flow of information and knowledge, is expected to become one of the main drivers that helps understand the business development roadmap in the digital era (BPPM DIY, 2018).

## 3. Infrastructure and facilities

The problem of facilities is not an obstacle because with the Gerdema budget and RT Bersih through Musrebang (Development Plan Deliberation) activities at the Village level and at the RT Bersih level, the actual need for infrastructure and facilities whose utilization is very urgent can be proposed for procurement. However, based on observations in the field during community development activities, people still use makeshift equipment they have or borrow from other people. The need for infrastructure/facilities can actually be provided by the RT by budgeting it from the RT Bersih fund and becoming RT inventory which can later be used for subsequent development activities, so it is necessary to have facilities such as warehouses for storing goods/inventory tools and work equipment needed in field activities such as equipment carpentry and activities during community service.

## Interpretation

The successful implementation of the Gerdema RT Bersih program, the most important thing is the understanding by all parties involved in the implementation and recipients of the policy on the implementation guidelines, therefore it is necessary to strive for mutual understanding between implementing officials, village governments and the community as beneficiaries.

### 1. Understanding of the RT Bersih program

The socialization activities that have been carried out so far are more at the level of implementing the RT Bersih program, this can be seen from the communication and coordination between implementers at both the village and RT levels and the assistant officers/Gerdema Task Force which went very well so that there was no overlap in the implementation of inter-agency activities. executor. On the other hand, there is no socialization carried out to the community so that the community cannot fully understand and know if there are RT Bersih program activities that will be carried out in their environment. This condition greatly affects community involvement in every activity carried out.

Regarding the understanding that sometimes becomes an obstacle to the success of this program, it is not something new. Previous research has also found that implementors at the village level tend to not understand well the types of activities that will be carried out in the empowerment program and do not master the vulnerable groups in their village well (Dolly, 2020).

### 2. Responsibilities for tasks

Apparatus/implementers within the organization already have the responsibility to carry out activities and programs so that they can be carried out, but individually there are still some officers/executors who shirk their responsibilities towards their duties so that these tasks are sometimes taken over by other officers who understand the work. The apparatus/executors who are negligent of their responsibilities are caused by several factors, namely the existence of other jobs besides being the executor of the RT Bersih program, the misunderstanding of the implementers in doing their work so that it takes a long time to complete, for example in compiling reports, then due to internal conflicts between officials or implementers, so that many activities are not carried out properly (Dolly, 2020).

### Application

Application or implementation is often a dynamic process in which the implementers or officers are directed by program guidelines and benchmarks, or specifically directed by actual conditions or in other words whether the program/policy in the form of implementing instructions and technical instructions has been running in accordance with the provisions. .

#### 1. Community participation

Community participation so that they feel they belong and are responsible (Soleh, 2017). RT Bersih implementers always involve the community in decision making. The community is involved every time the program is determined to be implemented. The form of community participation can take various forms, such as attendance at meetings, discussions, contributions of ideas, responses or rejection of the programs offered (Bay et al., 2017). The participation of the Pulau Sapi village community in the RT Bersih program is demonstrated by following the deliberation process for the RT Bersih program plan at the respective RT level, however, in its implementation, participation in the form of attendance is not accompanied by their activeness in channeling aspirations and making decisions. The community can develop and improve its ability to improve its economy through innovative business units so as to further improve the welfare of the community (Sutresni et al., 2019).

#### 2. Conformity of application with work procedures

The implementation of the RT Bersih program has clear implementation instructions and can be understood by village government officials, the task force and the head of the RT. Procedures and mechanisms in the implementation of the RT Bersih program are very necessary to achieve the expected goals, the technical instructions for the RT Bersih program are contained in the RT Bersih manual published by the Malinau Regency government. The success of achieving developing villages on the other hand is also supported by the implementation of a participatory, orderly, effective, efficient, and efficient planning system, budgeting and village budget implementation (Kurniawan, 2015). To achieve the desired goals, it is necessary to take steps, basics, and smart policy strategies (Soleh, 2017).

#### 3. Work programs and performance achievements

The work program and clarity of the work program, namely the work program of the RT Bersih is considered good because the work program is clear at every step of the activity agenda. In the implementation of what work programs will be carried out, it is clear because for each implementation there will be a report on the extent to which the program has been implemented and the extent of its implementation. However, the drawback is that some people are still left to work independently, so in RTs that have skills, for example in road construction or RT facilities, the results will be better than others. The development of work programs should be adjusted to the potential of the village. This aims to encourage the realization of community independence through the Development of Leading Potential and Institutional Strengthening and Community Empowerment (Soleh, 2017).

#### 4. Schedule of activities and budget allocation

The schedule of activities and the clarity of the schedule for the implementation of the RT Bersih Program in Pulau Sapi Village is an uncertain program activity schedule. From the implementation time that has been set, the implementation time should have been six months, but the time could be longer because conditions in

the field are different. However, regarding the allocation of RT Bersih funds in Pulau Sapi Village, it is in accordance with the established procedures. A level of effectiveness is needed in terms of implementation time such as adjusting to the schedule and no more delays and delays in implementation time (Arhamuddin, 2016).

### ***Supporting and Inhibiting Factors of the Gerdema RT Bersih Program***

Supporting factors for the Gerdema RT Bersih program from the organizational aspect, namely the existence of a clear organizational structure and the availability of adequate human resources in Sapi Village Island, from the interpretation aspect, which is related to understanding of the Gerdema RT Bersih program both between implementers and between implementers and the community through socialization and communication which is an effort so that coordination between implementers can run well and community involvement in each activity is more significant as a beneficiary of the RT Bersih program. From the application aspect, the supporting factor for the implementation of the RT Bersih in Pulau Sapi Village is the existence of a clear budget allocation from the center to the RT level, so that the implementation of activities can run well.

The inhibiting factor for the Gerdema RT Bersih program is the high ego of the community in the planning process so that if it is not the activity proposed by it, they feel that they do not have a program of activities carried out in their environment. This condition is also a result of the lack of socialization and communication carried out by the implementers to explain the importance of community involvement in activities. In fact, it encourages the birth of citizens and villager organizations that are critical, caring and interact dynamically with policy-making processes (Kurniawan, 2015). The next inhibiting factor is from the aspect of human resources, which is related to the condition of the implementing officers of the RT Bersih program who have outside jobs other than as part of the RT Bersih program implementer. This of course can hamper the implementation of the planned RT Bersih program because there will be limited time and resources and not focus on completing each activity.

If the supporting factors can be managed properly and the inhibiting factors can be overcome, it is very possible to become a smart village, because it includes efforts to empower, strengthen institutions, and improve the welfare of rural communities based on the use of information technology (Herdiana, 2019).

### **Conclusions**

Based on the results of the research that has been done, in general it can be concluded that the implementation of the RT Bersih program in Pulau Sapi Village is based on Charles O Jones theory, namely from the organizational aspect, interpretation and application in general has been implemented well. The supporting factors for the RT Bersih program in Pulau Sapi Village are the existence of a clear organizational structure and the availability of adequate human resources, the suitability of the RT Bersih program with applicable laws and regulations and with implementing and technical instructions, as well as a clear budget allocation. The inhibiting factors for the RT Bersih program in Pulau Sapi Village are the lack of socialization to the community, and the condition of the RT Bersih program implementing officers who have outside jobs other than as part of the RT Bersih program implementer.

Based on the conclusions of this study, several suggestions can be put forward as a form of recommendation that can be taken into consideration in implementing the RT Bersih program, namely for government agencies in recruiting human resources as implementing the duties of the RT Bersih program, preferably people who do not have jobs or dual responsibilities, as well as the Gerdema Task Force. in order to further enhance the role of mentoring and more intense communication to provide motivation and socialization of the importance of community participation in every RT Bersih activity.

### **References**



- Arhamuddin. (2016). Evaluasi Program Gerakan Membangun Desa Sejahtera, Mandiri, dan Bermartabat di Kecamatan Pasangkayu Kabupaten Mamuju Utara. *Jurnal Katalogis*, 4(5), 1–13.
- Badri, M. (2016). Pembangunan Perdesaan Berbasis Teknologi Informasi dan Komunikasi (Studi pada Gerakan Desa Membangun). *Jurnal Risalah*, 27(2), 62–67.
- Bay, I. W., Husain, N., & Badu, H. (2017). Pemberdayaan SDM Lokal Melalui Pelatihan Bahasa Inggris untuk Pemandu Wisata dalam Rangka Optimalisasi Taman Laut Olele. *Ideas: Jurnal Pendidikan, Sosial, Dan Budaya*, 3(3), 417. <https://jurnal.ideaspublishing.co.id/index.php/ideas/article/view/20>
- BPPM DIY. (2018). *Global Gotong Royong ( G2R ): Inovasi Gerakan Desa dengan Menggunakan Model Tetrapreneur*.
- Bupati. (2017). *Peraturan Bupati Malinau Nomor 33 Tahun 2017 Tentang Program RT Bersih*.
- Dolly, F. I. (2020). Efektivitas Implementasi Program Gerakan Desa Membangun (Gdm) Dalam Rangka Pemberdayaan Masyarakat Di Kabupaten Bungo, Jambi. *Transparansi : Jurnal Ilmiah Ilmu Administrasi*, 3(1), 45–54. <https://doi.org/10.31334/transparansi.v3i1.864>
- Herdiana, D. (2019). Pengembangan Konsep Smart Village Bagi Desa-Desa di Indonesia (Developing the Smart Village Concept for Indonesian Villages). *JURNAL IPTEKKOM: Jurnal Ilmu Pengetahuan & Teknologi Informasi*, 21(1), 1–16. <https://doi.org/10.33164/iptekkom.21.1.2019.1-16>
- Jadesta. (2021). *Desa Wisata Pulau Sapi*. Kementerian Pariwisata Dan Ekonomi Kreatif / Badan Pariwisata Dan Ekonomi Kreatif. [https://jadesta.kememparekraf.go.id/desa/pulau\\_sapi](https://jadesta.kememparekraf.go.id/desa/pulau_sapi)
- Jones, C. O. (1994). *Pengantar Kebijakan Publik (Public Policy)*. PT. Raja Grafindo Persada.
- Kurniawan, B. (2015). *Buku 5: Desa Mandiri, Desa membangun* (Maret 2015). KEMENTERIAN DESA, PEMBANGUNAN DAERAH TERTINGGAL, DAN TRANSMIGRASI REPUBLIK INDONESIA.
- Mardisonori. (2018). Membangun dan Memberdayakan Desa Melalui Undang-Undang Desa. *Rechts Vinding: Media Pembinaan Hukum Nasional*, 1(1), 1–7.
- Mawardi, D. (2020). *Lahirkan Desa Wisata Terbaik Nasional*. YTPrayeh.Com. <https://ytprayah.com/wisata/p-11596768722816b/lahirkan-desa-wisata-terbaik-nasional>
- Miles, Mathew, & Huberman, M. (1992). *Analisis Data Kualitatif Buku Tentang Metode Metode Baru*. UI Press.
- Mulyadi. (2015). *Study Kebijakan Publik dan Pelayanan Publik*. Alfabeta.
- Nugroho, & Riant. (2004). *Kebijakan Publik: Formulasi, Implementasi dan Evaluasi*. PT. Alex Media Kompetindo.
- Perbup. (2016). *Peraturan Bupati Malinau Nomor 43 Tahun 2016 Tentang Kedudukan, Susunan Organisasi, Tugas Pokok Dan Fungsi Serta Tata Kerja Dinas Daerah*.
- Priyono, F. D. (2020). Efektivitas Pelaksanaan Program Gerakan Desa Membangun (Gerdema) Di Desa Pulau Sapi Kecamatan Mentarang Kabupaten Malinau. *Jurnal Administrative Reform*, 7(2), 97. <https://doi.org/10.52239/jar.v7i2.3086>
- Riskawati, T., & Mulkan, D. (2017). Pengarusutamaan Berita Desa Oleh Gerakan Desa Membangun (GDM) Sebagai Upaya Kontrahegemonik. *Jurnal Kajian Jurnalisme*, 1(1), 21–38. <https://doi.org/10.24198/kj.v1i1.12224>
- Soleh, A. (2017). Strategi Pengembangan Potensi Desa. *Jurnal Sungkai*, 5(1), 35–52.
- Subarsono. (2010). *Analisis Kebijakan Publik (Konsep, Teori dan Aplikasi)*. Pustaka Pelajar.
- Sugiyono. (2018). Metode Penelitian Kuantitatif, Kualitatif dan R&D. In *Alfabeta Bandung*.
- Sulaiman, & Hariadi. (2019). *Desa Wisata Pulau Sapi Juara Satu*. KoranKaltara. <https://korankaltara.com/desa-wisata-pulau-sapi-juara-satu/>
- Suroso, S. (2019). Eksistensi Pembangunan Masyarakat Dan Desa Di Kawasan Perkotaan Kabupaten Pati. *Jurnal Litbang: Media Informasi Penelitian, Pengembangan Dan IPTEK*, 15(2), 77–90. <https://doi.org/10.33658/jl.v15i2.140>
- Sutresni, N. L., Suharsono, N., Tripalupi, L. E., Studi, P., Ekonomi, P., & Ganesha, U. P. (2019). Pemberdayaan Ekonomi Masyarakat Melalui Program Gerakan Pembangunan Desa Terpadu ( Gerbang Sadu ). *Jurnal Pendidikan Ekonomi*, 11(2), 476–486.
- Wahab, S. A. (1990). *Pengantar Analisis Kebijaksanaan Negara*. Jakarta: Rineka Cipta.
- WisataPulauSapi. (2018). *Prestasi Desa Wisata Pulau Sapi Tahun 2018*. [wisatapulausapi.com](http://wisatapulausapi.com/page/prestasi-desa-2018).