

Analysis of Community Economic Empowerment through Village-Owned Enterprises in Bumi Merapi Village, Baradatu District, Way Kanan Regency

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Abstract

This study is motivated by the gap between the theoretical concepts of community economic empowerment and their implementation in the field through Village-Owned Enterprises (BUMDes). Although BUMDes Duta Merapi in Kampung Bumi Merapi, Baradatu District, Way Kanan Regency, has implemented various empowerment programs, unequal community participation, limited human resource capacity, and restricted access to information and capital have resulted in suboptimal empowerment outcomes. This study aims to analyze the process of community economic empowerment through BUMDes and to identify its supporting and inhibiting factors, including from the perspective of Islamic economics.

This research employs a qualitative approach with a descriptive-evaluative design. Data were collected through observation, semi-structured interviews, and documentation involving informants consisting of the Village Head, BUMDes management, and community members who utilize BUMDes services. Data analysis was conducted inductively through the stages of data reduction, data display, and conclusion drawing, while data validity was ensured through source, technique, and time triangulation. The findings indicate that community empowerment is implemented through three main stages: awareness-building, capacity building, and resource utilization, followed by continuous evaluation.

The results show that BUMDes Duta Merapi has improved community access to economic services, encouraged the emergence of new small businesses, and strengthened public trust in village institutions. The novelty of this study lies in the finding that empowerment effectiveness is not solely determined by economic and institutional aspects, but also by the quality of multi-channel communication, village leadership interaction, and the integration of Islamic ethical-spiritual values. Supporting factors include village government support, a clear organizational structure, and the use of digital media, while inhibiting factors include low digital literacy, limited human resource capacity, and uneven community participation. This study recommends strengthening strategic collaboration between BUMDes, local governments, Islamic financial institutions, as well as improving human resource capacity and optimizing marketing networks to enhance the sustainability of rural economic empowerment.

INTRODUCTION

National development essentially aims to realize the economic independence of society, including through rural development as the primary foundation for strengthening regional and national economies. Rural development is not solely oriented toward economic growth, but also encompasses efforts to improve human resource quality, strengthen institutional capacity, and optimize the local potential possessed by villages (Ramadhani & Saputra, 2024; Sihombing et al., 2025). In this context, community empowerment becomes a crucial strategy for enhancing

productivity, diversifying economic activities, and ensuring the sustainability of rural economic development.

Rural development plays a strategic role in alleviating poverty and improving community welfare. The success of national development is strongly influenced by the strength of regional economies, particularly villages as the smallest administrative units within the governmental structure (Suparni & Hutapea, 2022; Lin et al., 2023; Yi et al., 2026). Therefore, an approach is needed that can sustainably promote the economic independence of rural communities while being grounded in local potential. One of the instruments used in efforts to empower the economic capacity of rural communities is the Village-Owned Enterprise (BUMDes). BUMDes is a village economic institution established to manage local economic potential and provide direct benefits to the community. Its presence is expected to serve as a driving force for the village economy through the management of productive, effective, and sustainable business activities guided by the principle of “from the village, by the village, and for the village.”

Theoretically, community empowerment comprises three main stages: enabling (creating a supportive environment), empowering (strengthening capacity and access), and protecting (safeguarding the sustainability of community enterprises). These stages aim to develop a self-reliant society with competitive capabilities and the ability to manage resources optimally. However, in practice, the implementation of community empowerment often does not fully align with these ideal theoretical concepts (Sarjiyanto et al., 2025; Aulia & Kusumastuti, 2022; Subandi et al., 2025).

From an Islamic perspective, community economic empowerment also has a strong normative foundation, as reflected in QS. Al-Mulk verse 15, which encourages humans to work actively, utilize available resources, and take responsibility for every economic activity they engage in. These values emphasize the importance of hard work, trustworthiness, and sustainability in the management of community economic development. Kampung Bumi Merapi, located in Baradatu District, Way Kanan Regency, is one of the villages that has implemented a Village-Owned Enterprise (BUMDes) as an effort to empower the community (Habeahan et al., 2025; Irawan et al., 2023; Kumalasari & Handitya, 2023). The village possesses considerable natural resource potential, particularly in the agriculture, fisheries, and microenterprise sectors. However, this potential has not yet been fully optimized. Although various programs have been implemented through BUMDes, the outcomes achieved have not been sufficient to generate a significant and equitable impact on the overall welfare of the community.

Preliminary findings indicate a gap between the theoretical concepts of community empowerment and the realities of implementation in the field. This gap is evident from the uneven

level of community participation, limited human resource capacity, and the suboptimal protection of business sustainability. In addition, external factors such as limited access to capital, technology, and marketing also hinder the development of the village economy (Hendrarto, 2020; Rahayu & Febrina, 2021).v. Based on these issues, this study aims to analyze the process of economic empowerment of the community through the Village-Owned Enterprise (BUMDes) in Kampung Bumi Merapi, as well as to identify its supporting and inhibiting factors, including from the perspective of Islamic economics. This research is expected to provide both theoretical and practical contributions to the development of more effective, adaptive, and sustainable village community empowerment strategies.

LITERATURE REVIEW

Community Economic Empowerment

Community empowerment is a process aimed at enhancing the capacity of individuals and groups so that they are able to control resources and independently determine the direction of their lives. Conceptually, empowerment is not only related to economic aspects but also encompasses social, psychological, and institutional dimensions (Kalina et al., 2026). According to Friedmann, (1992) empowerment is a process that provides communities with access to economic resources, knowledge, and skills, enabling them to improve their welfare independently. Meanwhile, Zimmerman, (1995) emphasizes that empowerment also includes psychological aspects, namely an individual's ability to understand their social environment and make strategic decisions. Bahri, (2025) Community empowerment is directed toward promoting economic self-reliance through strengthening local potential, enhancing human resource capacity, and expanding access to business opportunities (Ulum & Anggaini, 2020; Anwar, 2025). It serves as an essential instrument in addressing poverty and social inequality in rural areas.

Stages of Community Empowerment

Suaib, (2023) The enabling stage aims to create an environment that supports the development of community potential by increasing awareness, motivation, and self-confidence. The empowering stage focuses on strengthening community capacity through training, access to capital, and skills development. Meanwhile, the protecting stage seeks to safeguard communities from inequality and exploitation, as well as to ensure the sustainability of the enterprises that have been developed. The implementation of these three stages often does not run optimally (Kartasmita, 1996; Sumodiningrat, 1999). This is caused by limited human resources, low community participation, and weak systems of mentoring and business protection (Muryanti, 2020; Siagian et al., 2024).

Village-Owned Enterprises (BUMDes)

Village-Owned Enterprises (BUMDes) are village economic institutions established to collectively and sustainably manage local potential. BUMDes hold a strategic role in improving the village economy through the development of productive businesses and the creation of employment opportunities. They possess characteristics that differentiate them from other economic institutions, namely being community-based, managed in a participatory manner, and oriented toward both social and economic goals. The profits generated are not solely for capital accumulation but also for enhancing the welfare of the village community (Ash-Shiddiqy, 2022; Prestianawati et al., 2025).

Empowerment through BUMDes

BUMDes serves as an instrument for community economic empowerment through the management of enterprises based on local potential. The empowerment process carried out through BUMDes includes identifying village potential, developing business units, and enhancing community capacity through training and mentoring. BUMDes functions not only as an economic institution but also as a medium for social transformation that encourages community participation in productive economic activities. Through a participatory approach, the community does not merely become an object of development but also an active subject in the empowerment process (Ulum & Anggaini, 2020; Hedges et al., 2023).

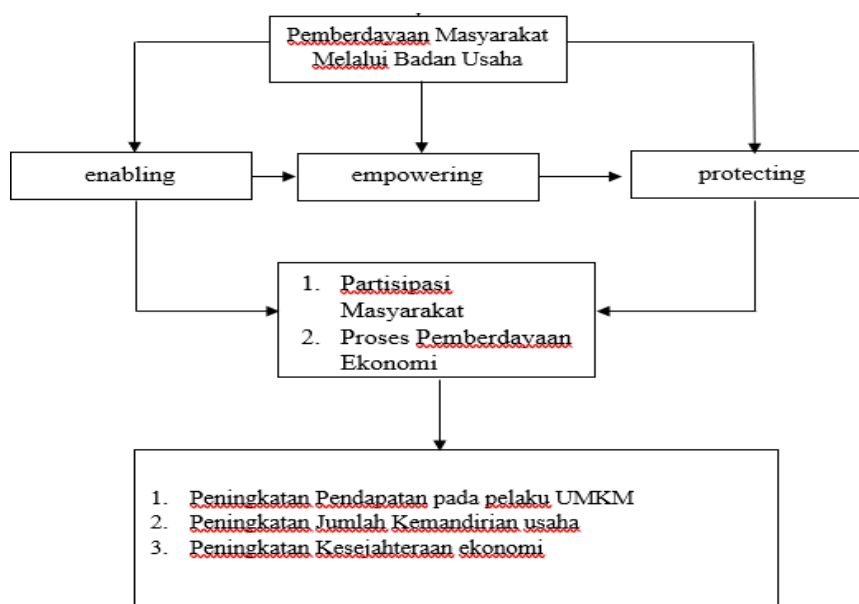


Figure 1. Conceptual Framework

METHODS

This study employs a qualitative approach with a descriptive–evaluative research design. The qualitative approach was chosen because it is capable of exploring information in depth through words and descriptive narratives derived from the experiences, perspectives, and social interactions of the research subjects. As stated by (Creswell & Plano Clark, 2023), qualitative research emphasizes the processes of data collection, meaning interpretation, and naturalistic reporting of findings. Accordingly, this approach is used to understand the phenomenon of community economic empowerment through BUMDes based on the actual conditions observed in the field. The descriptive evaluative research design is utilized to describe the phenomenon of community empowerment while also assessing the extent to which BUMDes programs have been implemented in accordance with the objectives set by the village government and the community.

The nature of this research is descriptive qualitative, which seeks to provide an accurate description of the social situation, processes, and activities related to community economic empowerment carried out by BUMDes. Data analysis is conducted inductively, in which the researcher identifies patterns, themes, and provisional hypotheses derived from field data. These hypotheses are then reexamined through additional data collection until valid conclusions are obtained. With this approach, the study is directed toward providing an in-depth explanation of the empowerment processes implemented by BUMDes Duta Merapi in Kampung Bumi Merapi, Baradatu District, Way Kanan Regenc.

The research informants were selected using a purposive sampling technique, based on the consideration that they possess knowledge and experience relevant to community empowerment through BUMDes (Sugiyono, 2012). The selected informants consist of the Village Head, the BUMDes Chairperson, the BUMDes Secretary, and community members who utilize BUMDes services. This selection was conducted to obtain comprehensive data from multiple perspectives, including those of the village government, BUMDes management, and the community as beneficiaries.

Data collection was conducted through observation, interviews, and documentation. Observations were carried out directly on BUMDes business units such as savings and loans, internet services, tent rental, and cattle-fattening enterprises. Through these observations, the researcher identified dynamics of community participation as well as socioeconomic changes resulting from empowerment programs, including the emergence of small businesses after receiving support from BUMDes (Abdillah et al., 2021). Interviews were conducted using a semi-structured format with relevant informants to obtain an in-depth understanding of empowerment mechanisms, the role of BUMDes, and the challenges encountered. The documentation technique was used to collect data from official BUMDes records, such as organizational structure, business

unit reports, archives of empowerment activities, and activity photos. These documents support and validate the findings obtained from observations and interviews. In qualitative research, the primary instrument is the researcher. The researcher is responsible for collecting data, interpreting meanings, and developing an understanding of social phenomena. Therefore, prior to entering the field, the researcher carried out administrative preparations such as obtaining research permits and preparing recording equipment. The researcher also established communication with the village government to convey the purpose of the study, arrange the data collection schedule, and approach the village community to ensure the smooth conduct of the research process (Denzin & Lincoln, 2011).

Data validity was ensured through triangulation techniques, including source triangulation, technique triangulation, and time triangulation. Source triangulation was conducted by comparing data obtained from the Village Head, BUMDes administrators, and community members. Technique triangulation was carried out by comparing data from interviews, observations, and documentation. Meanwhile, time triangulation involved comparing the results of interviews and observations conducted at different times. These techniques were employed to ensure that the data used in the study were truly credible and objective.

Data analysis was conducted inductively through the stages of data reduction, data presentation, and conclusion drawing. Data obtained from interviews, observations, and documentation were categorized, synthesized, and organized into specific patterns to identify key themes related to the community empowerment process. From these patterns, conclusions were drawn to comprehensively explain the community empowerment process carried out by BUMDes Duta Merapi. Inductive analysis enables the researcher to understand the dynamics of empowerment based on actual field conditions rather than initial assumptions. The results of this analysis are expected to provide a comprehensive depiction of how BUMDes contributes to improving the community's economy in Kampung Bumi Merapi.

RESULTS AND DISCUSSION

The Village-Owned Enterprise (BUMDes) Duta Merapi is located in Kampung Bumi Merapi, Baradatu District, Way Kanan Regency, Lampung Province. This BUMDes is a village economic institution established by the village government as an implementation of policies aimed at strengthening the local economy through community empowerment. Its establishment originated from the need to optimize the village's potential and provide economic facilities capable of enhancing community welfare independently. BUMDes Duta Merapi was officially established on December 29, 2017, and in 2023 it obtained legal status through deed number AHU-04321.AH.01.33. Tahun 2023. The formation of this institution was carried out through a

village deliberation process involving village officials, the Village Consultative Body (BPK), community leaders, and local business groups. In its early phase, BUMDes managed only one business unit, namely savings and loans a unit intended to provide micro-financing access for community members without relying on informal financial institutions. As community economic needs increased and village potential developed, BUMDes Duta Merapi began diversifying its business activities. Currently, it manages four main business units: vehicle steam services, tent/tarup rental, internet Wi-Fi services, and cattle-fattening enterprises. This diversification reflects the BUMDes's adaptive response to community needs while simultaneously expanding the village's sources of income.

Institutionally, BUMDes Duta Merapi has a well-organized organizational structure consisting of an advisor, supervisor, executive director of operations, secretary, treasurer, and heads of business units. There are seven active management members who are responsible for carrying out managerial, financial, and operational functions for each business unit. This clearly defined structure supports the principles of accountability and enhances the effectiveness of village-owned enterprise management. BUMDes Duta Merapi carries the motto "Building the village economy and creating advanced human resources." This motto is strengthened by its vision to realize community welfare through the development of economic enterprises and social services. The vision is elaborated into several missions, including developing service-based businesses, improving social services for the community, expanding economic cooperation networks, and managing programs focused on poverty alleviation and empowering small-scale village enterprises

The process of economic empowerment of the community through BUMDes Duta Merapi demonstrates a strong relationship between the patterns of socialization, the level of community understanding, citizen responses, and the effectiveness of village institutional roles. Field findings indicate that BUMDes has implemented its empowerment functions in stages, including awareness-building, capacity development, activation of community participation, and evaluation for sustainability. The following discussion elaborates on the dynamics that occur in each aspect of empowerment, in accordance with the key points derived from the field data.

1. BUMDes Socialization Pattern

The results of the study show that BUMDes Duta Merapi implements a varied and adaptive socialization pattern that aligns with the characteristics of the community. Socialization is carried out through:

- a. village deliberations and community meetings,
- b. announcement boards and printed leaflets,

- c. the involvement of community leaders, hamlet heads, and neighborhood units (RT/RW),
- d. as well as the use of digital media such as village WhatsApp groups.

This approach ensures that information dissemination does not rely on a single method, but instead utilizes formal, non-formal, and digital channels. This pattern reflects the principle of effective multi-channel communication in community empowerment, ensuring that information reaches diverse segments of the population. BUMDes also conducts demonstrations and hands-on training, enabling residents to understand program benefits in a practical manner. This further strengthens the effectiveness of the socialization process, as community members gain understanding through direct experience.

2. Community Understanding

Interview data presented in the appendix indicates that the level of community understanding remains varied:

- a. Highly knowledgeable (typically individuals who regularly attend meetings and training sessions),
- b. Moderately knowledgeable (those who know the programs in general but do not yet understand the detailed mechanisms),
- c. Less knowledgeable (community members who rarely attend village activities or are not connected to village communication channels).

These differences in understanding demonstrate that the success of empowerment does not solely depend on the existence of programs, but also on the accessibility of information and the level of citizen participation. Although BUMDes has conducted repeated socialization activities, some residents still do not grasp the details of the programs due to limited participation. This condition shows that awareness building has taken place, but not evenly distributed across the community. Therefore, a more personalized approach is needed, especially for residents who tend to be passive or less involved in village activities.

3. Community Response

Overall, the community has shown a positive response to the socialization of BUMDes programs. Residents perceive that clear information, practical demonstrations, and the active presence of BUMDes administrators in community activities significantly support their understanding. However, some residents feel that the dissemination of information is still uneven, particularly among those who seldom attend community meetings or do not use WhatsApp. This situation has led to the perception that BUMDes needs to further expand its communication outreach. Nevertheless, the overall community response remains positive, as residents appreciate the efforts of BUMDes to conduct socialization activities in an open and

transparent manner.

4. The Role of the Village Head

The Village Head holds a strategic role in the empowerment process, which includes:

- a. Facilitating village deliberations and the dissemination of information,
- b. Encouraging community members to participate in the programs,
- c. Serving as a communication bridge between the community and BUMDes management, and
- d. Supervising the operations of BUMDes to ensure alignment with regulations and community needs.

The Village Head also provides direct assessments regarding the level of community understanding and the challenges encountered in the field. This role underscores that the Village Head is a key actor in ensuring the legitimacy and sustainability of BUMDes programs.

5. The Role of BUMDes Management

The BUMDes management carries out both technical and administrative functions, which include:

- a. Organizing socialization activities,
- b. Delivering information through meetings and digital media,
- c. Conducting training sessions and practical demonstrations,
- d. Developing business units, and
- e. Ensuring transparency to the community.

During the interviews, the Chairperson and Secretary of BUMDes emphasized that they must convey information repeatedly and openly, as the community's level of understanding is not always the same.

6. Socio-Economic Impacts

Based on the appendices, several tangible impacts resulting from the empowerment programs of BUMDes Duta Merapi include:

- a. Improved community access to various economic services (Wi-Fi, vehicle steam washing, tent rental, and cattle fattening),
- b. The emergence of new small-scale businesses following community training and information dissemination,
- c. Increased positive interactions between residents and BUMDes management,
- d. Higher community participation in productive economic activities, and
- e. Growing public trust in the institutional credibility of BUMDes.

These impacts indicate that the empowerment process does not stop at the awareness-

building stage; rather, it has led to observable changes in the community's economic behavior.

7. Evaluation and Sustainability Stage

BUMDes conducts evaluations through:

- a. Regular meetings,
- b. Village deliberations (musyawarah desa),
- c. Accountability reports, and
- d. Informal discussions with community members.

These evaluation mechanisms aim to identify which business units are progressing and which still require improvement. Based on the results, the management formulates sustainability strategies, such as enhancing the capacity of BUMDes personnel, developing new business units, and expanding partnership networks. Evaluation also ensures that the programs remain relevant to the evolving needs of the community.

8. Supporting and Inhibiting Factors

The economic empowerment of the community through BUMDes Duta Merapi is influenced by several supporting factors that contribute to the effectiveness of program implementation. The support of the Village Head and village apparatus serves as a primary factor, ensuring smooth operations, decision-making, and the legitimacy of BUMDes activities within the community. Moreover, the enthusiasm of a portion of the residents strengthens the success of the program, as their active participation creates a social environment conducive to the development of village-based enterprises. A well-structured organizational arrangement also plays a crucial role, as clear division of responsibilities enables more directed and accountable management of business units. The utilization of digital media, such as WhatsApp groups, accelerates information dissemination and enhances communication access, particularly for digitally literate residents. Additionally, the existence of business units that match community needs such as internet services, vehicle steam services, tent rentals, and cattle fattening further increases the relevance and attractiveness of the empowerment initiatives.

However, the empowerment efforts carried out by BUMDes Duta Merapi still face several inhibiting factors that affect program effectiveness. Unequal levels of community participation result in some groups having limited understanding of the objectives and benefits of the programs, which reduces their involvement in BUMDes activities. Low comprehension among certain residents slows the empowerment process because the information conveyed is not always optimally received or understood. Limitations in human resources and managerial capacity among BUMDes administrators also constitute significant challenges, particularly in terms of professionalism, business innovation, and the development of collaborative networks. Moreover,

not all residents use digital media, causing information dissemination through these platforms to fall short of reaching the entire community. Constraints related to business capital represent another barrier that hinders the expansion of business units and financing of new empowerment programs (Van Dijk, 2020; Rahman et al., 2024).

These supporting and inhibiting factors collectively influence the effectiveness of empowerment at the grassroots level. Supporting factors strengthen program continuity, while inhibiting factors require BUMDes to develop adaptive strategies to ensure that the objectives of empowerment can be achieved optimally. This research contributes significantly to the scientific discourse on village-level economic empowerment through BUMDes. The novelty of this study emerges from an analytical perspective that frames empowerment not merely as an economic process but as a social interaction shaped by communication patterns, institutional capacity, and community readiness. The findings demonstrate that the effectiveness of empowerment through BUMDes cannot be sufficiently explained by the presence of business units or the magnitude of village capital alone, but depends strongly on the quality of awareness-building processes conducted intensively through multiple channels.

This study reveals that multi-channel communication strategies constitute a key variable that has been largely overlooked in previous BUMDes research. Field findings indicate that village meetings, the involvement of community leaders, the use of flyers and information boards, and the adoption of digital media such as WhatsApp groups form an inclusive communication pattern. This pattern not only broadens the reach of information but also empirically influences the level of community understanding. Thus, this study introduces a new approach to understanding BUMDes empowerment, showing that the success of empowerment is more strongly determined by the effectiveness of communication patterns than merely by the type of business units being managed.

Another novelty lies in the finding that community participation and comprehension are not static; they emerge from an ongoing interaction between village leadership and BUMDes governance. The roles of the Village Head and BUMDes administrators as information facilitators are proven to be decisive factors that differentiate community understanding into categories of highly knowledgeable, moderately knowledgeable, and less knowledgeable. Previous studies have commonly focused on managerial weaknesses or economic disparities in villages, yet they have not identified the causal relationship between village government communication interventions and community acceptance and participation. This finding expands the horizon of empowerment research by demonstrating that village leadership is a strategic social variable in strengthening BUMDes effectiveness.

This research also presents a conceptual novelty by integrating the analysis of village economic empowerment with Islamic values. The Qur'anic verse in Surah At-Taubah [9]:105 emphasizes the principle of responsibility, transparency, and productivity, reinforcing that every economic activity must be oriented toward benefit (maslahah), accountability, and continuous effort. This normative foundation enriches the theoretical framework of empowerment by aligning economic initiatives with ethical and spiritual values in Islam.. Ayat Al-Qur'an dalam QS. At-Taubah [9]: 105,

وَقُلْ اَعْمَلُوا فَسَيَرَى اللّٰهُ عَمَلَكُمْ وَرَسُولُهُ ۙ وَالْمُؤْمِنُونَ ۗ وَسَتُرَدُّونَ اِلٰى عَلِيمِ الْغَيْبِ وَالشَّهَادَةِ فَيُنَبِّئُكُمْ بِمَا كُنْتُمْ تَعْمَلُونَ

“Say, (O Prophet Muhammad), ‘Work! For Allah, His Messenger, and the believers will see your deeds. And you will be returned to the One Who knows the unseen and the visible. Then He will inform you of what you used to do.’”

The research findings indicate that these principles are clearly reflected in the practices of BUMDes Duta Merapi, particularly in terms of information transparency and program evaluation. Accordingly, this study offers a novelty in the form of an empowerment framework that is not only oriented toward economic productivity but also incorporates ethical-spiritual values that encourage the community to actively work, collaborate, and take responsibility for the outcomes of collective enterprises.

Another novelty lies in the identification of supporting and inhibiting factors of empowerment that are not merely technical in nature but also social and cultural. The support of the Village Head, the enthusiasm of part of the community, a well-structured organizational system, and the use of digital media have proven to be strengthening factors. Conversely, low digital literacy, unequal participation, and limited human resource capacity create barriers that slow down the empowerment process. This formulation of findings expands the understanding that village empowerment operates within a complex space influenced by structural, cultural, and cognitive factors within society. This perspective enriches the existing research gap, which has predominantly focused on institutional aspects or business management alone.

CONCLUSION

Based on the research problem formulation and the results of the analysis, it can be concluded that the process of community economic empowerment through BUMDes in Kampung Bumi Merapi, Baradatu District, Way Kanan Regency, is carried out through three main stages, namely awareness-building (enabling), capacity building (empowering), and resource utilization (enabling access and participation). The awareness-building stage is implemented by

providing the community with an understanding of the importance of economic self-reliance and the strategic role of BUMDes as a driving force for productive village economic activities. Subsequently, the capacity-building stage is conducted through entrepreneurship training programs, business management training, and managerial assistance aimed at improving the community's ability to independently manage business units.

The resource utilization stage is realized through the provision of access to capital, the opening of new business opportunities, and the optimization of community participation in village economic activities. This process has been proven to encourage an increase in income and overall community welfare. The entire empowerment process is aligned with Islamic principles such as justice ('adl), honesty (šidq), trustworthiness (amanah), and cooperation (ta'āwun), while also seeking to avoid riba practices and transactions that are not in accordance with Islamic law. Thus, the economic activities developed are not only oriented toward material profit but also toward blessings (barakah) and social welfare (maslahah).

The supporting factors of empowerment include village government support, relatively high community participation, the availability of local resources that can be managed in a halal manner, and strong religious values within the community. Meanwhile, the inhibiting factors include limited human resource capacity in sharia-based business management, insufficient capital, lack of product innovation and marketing strategies, as well as uneven understanding of Islamic economic concepts among the community. Overall, sharia-based economic empowerment through BUMDes has made a positive contribution to village economic independence, although improvements in human resource capacity and optimization of business management are still required to ensure greater effectiveness and sustainability.

Recommendations

BUMDes management needs to strengthen strategic cooperation with local governments, MSME actors, Islamic financial institutions, and various marketing networks in order to expand business opportunities and enhance the competitiveness of village products. The strengthening of this network is essential so that BUMDes business units can gain greater access to capital, markets, and relevant business innovation. In addition, synergy between village officials, BUMDes, and the community must also be optimized so that the empowerment process can run in a more integrated and sustainable manner, and generate a significant impact on improving the community's economy. Strong collaboration among stakeholders is expected to create more effective, participatory, and sustainable governance of village economic development.

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