

Implementation of the Integrated Village Economic Transformation Program (TEKAD) in Efforts to Develop Village Potential and Community Empowerment

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Abstract

This study explores the implementation of the TEKAD Integrated Village Economic Transformation program to enhance village potential and community empowerment in Bea Kakor Village. Employing the Analytical Hierarchy Process (AHP) and Descriptive Analysis, the research identifies key factors crucial to the TEKAD program's success. The prioritized aspects, in descending order, are human resources, infrastructure, natural resources, and institutions. In the contemporary context, many villages struggle to unlock their potential due to historical centralistic development models, resulting in untapped resources and limited creativity. In response, the TEKAD program, initiated under Presidential Regulation No. 3 of 2016, aims to empower rural communities and boost economic development through active community involvement. The study focuses on Bea Kakor Village within the TEKAD program in East Nusa Tenggara, highlighting the pivotal role of human resources, infrastructure, and natural resources. The research utilizes the AHP method to prioritize these factors, emphasizing the significance of human resources in driving economic growth. The findings provide valuable insights for policymakers and community leaders to enhance the effectiveness of TEKAD and similar programs in fostering sustainable development and inclusive economic growth.

1. Introduction

Rural development in Indonesia continues to face significant challenges, particularly in optimizing the local potential of villages. Many villages still tend to be viewed as objects of development, leading to a heavy dependence on assistance from the central government. The centralized development system in the past has resulted in low creativity and initiative among rural human resources, causing many of the existing potentials to remain undeveloped and neglected. In response to this situation, a new idea has emerged to empower communities and local potential by involving the village population directly in the development process.

This concept not only engages the community in planning but also in organizing and managing village resources, ensuring that the outcomes can be enjoyed equitably by all members of the village. The Government of Indonesia, through Presidential Regulation No. 3 of 2016 on the Policy for the Empowerment and

Development of Micro, Small, and Medium Enterprises (MSMEs), has established the TEKAD (Integrated Village Economic Transformation) program as part of its efforts to enhance the quality and competitiveness of MSMEs in rural areas. This program aims to accelerate economic development in villages by empowering communities and developing local potential sustainably.

The TEKAD program is being implemented across five provinces in Eastern Indonesia: Papua, Papua Barat, Maluku, North Maluku, and East Nusa Tenggara (NTT), all of which face challenges in infrastructure, education, healthcare, and the economy. East Nusa Tenggara is one of the primary areas targeted by this program, and within NTT, several districts, including Ngada, Manggarai, and East Sumba, are participating in the program. In Manggarai Regency, Ruteng District is one of the areas where the program is being implemented, with five villages selected to participate: Belang Turi, Beo Rahong, Benteng Kuwu, Bea Kakor, and Bulan.

Bea Kakor Village was chosen as the

focus of this research due to its relatively large undeveloped land area compared to other villages in the TEKAD program. The unutilized land presents significant potential for economic development. This study aims to analyze the implementation of the TEKAD program in Bea Kakor Village, focusing on efforts to develop the village's potential and empower the community. The research will identify the key aspects that need to be prioritized to ensure the program's success in improving the quality of life of the community and strengthening the village economy sustainably.

2. Literature Review

2.1 Economic Development

Economic development consists of two words, namely development and economy. According to the General Dictionary of the Indonesian Language, development is the result of building work, while economics is a science related to the processing of industrial, agricultural and trade goods (Badudu, 2001). The definition of economic development used as a guideline in this study is defined as a process that causes the real per capita income of a community's population to increase in the long term (Sukirno, 1996 in Saerofi, 2005). Based on this definition, it can be seen that economic development means the existence of a continuous development process that is intended to add and improve everything to be even better. The existence of this development process is expected to increase the real income of the community for the long term.

2.2 Implementation Concept

Implementation is a placement of ideas, concepts, policies, or innovations in a practical action so that it has an impact, either in the form of changes in knowledge or skills. Implementation is what happens after the legislation is established, which gives authority to a program, policy, benefits or a form of output (Syafri 2010).

The term implementation refers to a number of activities that follow the statement of intent about the program and the desired results by government officials. Implementation is forming a linkage that facilitates the objectives of ordinary policies to be realized as an impact of a government activity where certain facilities have been designed and implemented with the hope of achieving the desired goal. (Winarno 2012:149).

2.3 Village

Definition of Village Before we discuss the development of village potential, it is necessary to first understand the definition of a village according to several sources (Soleh, 2019:35). According to R. Bintarto; A village is a geographical manifestation caused by local physiographic, social, economic, political, cultural elements in relationships and reciprocal influences with other regions. According to Law number 22 of 1999; A village is a legal community unit that has the authority to regulate and manage the interests of the local community based on local origins and customs that are recognized in the National government system and are located in the Regency area. According to Law number 6 of 2014; A village is a village and traditional village or what is called by another name, hereinafter referred to as a Village, is a legal community unit that has territorial boundaries that are authorized to regulate and manage government affairs, the interests of the local community based on community initiatives, original rights, and/or traditional rights that are recognized and respected in the government system of the Unitary State of the Republic of Indonesia

2.4 Village Potential

Potential in this article is the power, strength, ability and capability that has the potential to be developed. So village potential is the power, strength, ability and capability owned by a village that has the potential to be developed in order to improve community welfare. Broadly speaking, village potential

can be divided into two; First is physical potential in the form of land, water, climate, geographical environment, livestock, and human resources. Second is non-physical potential in the form of society with its characteristics and interactions, social institutions, educational institutions, and village social organizations, as well as village officials and officials.

2.5 Empowerment Concept

Empowerment adapted from the term empowerment developed in Europe starting from the Middle Ages, continuing to develop until the late 70s, 80s, and early 90s. The concept of empowerment then influenced the theories that developed later. When viewed from the operationalization process, the idea of empowerment has two tendencies, including: first, the primary tendency, namely the tendency of the process that provides or transfers some power, strength, or ability (power) to society or individuals to become more empowered. This process can also be complemented by efforts to build material assets to support the development of their independence through organizations; and second, the secondary tendency, namely the tendency that emphasizes the process of providing stimulation, encouraging or motivating individuals to have the ability or empowerment to determine what their life choices are through the process of dialogue.

These two tendencies give (at the extreme) as if they are opposite, but often to realize the primary tendency must go through the secondary tendency first (Sumodiningrat, Gunawan, 2002:12). In the book written by Payne entitled *Social Work and Community Care*, London (in Adi 2012:34) that community empowerment is aimed at helping clients gain the power to make decisions and determine the actions they will take related to themselves, including reducing the effects of personal and social obstacles. In addition, the meaning of empowerment is seen as an

effort to enable individuals or communities. (Mustangin, et al., 2017: 63).

3. Research methods

This study utilizes the **Analytical Hierarchy Process (AHP)** to identify and prioritize critical aspects in the implementation of the TEKAD (Integrated Village Economic Transformation) Program aimed at developing village potential and empowering communities in Bea Kakor Village. AHP is selected due to its ability to handle multi-criteria decision-making problems, allowing this study to evaluate various alternatives based on several relevant criteria.

3.1. AHP Process Steps

The AHP process in this research is carried out in the following steps:

a. Decision Hierarchy Structuring: The first step is to structure the decision hierarchy, beginning with the primary goal of the research, which is to determine the aspects that should be prioritized in the implementation of the TEKAD Program. In the second tier, the criteria to be evaluated include:

- Human Resources (HR)
- Natural Resources (NR)
- Infrastructure
- Institutions

The third tier involves identifying and evaluating the alternatives for each criterion, based on their contributions to the program's goals.

b. Data Collection: Data will be collected through **questionnaires** distributed to relevant stakeholders, such as community leaders, village heads, and local residents. The questionnaires aim to gather opinions on the relative importance of each criterion and the alternatives available. To ensure data reliability and validity, a pilot test of the questionnaire will be conducted.

c. Pairwise Comparison Method: The data collection process will use the **pairwise comparison method**, where respondents will

be asked to compare each pair of criteria or alternatives and determine which is more important. A numerical scale will be used to express the relative preference between the two options being compared.

- d. Criterion Weight Calculation:** After all pairwise comparisons are completed, the results will be used to calculate the relative weights of each criterion and alternative using a pairwise comparison matrix. These weights will reflect the importance of each criterion and alternative in achieving the TEKAD Program's objectives.
- e. Priority Determination:** Based on the calculated weights, each alternative will be assigned an overall value reflecting its priority. The alternative with the highest value will be considered the primary priority for the program's implementation.
- f. Analysis and Decision Making:** Once the weight calculations are completed, the results will be reviewed for final decision-making. This decision will provide clear recommendations regarding which aspects should be prioritized for the successful implementation of the TEKAD Program in Bea Kakor Village.

3.2. Data Analysis Tools and Techniques

To analyze the data, this study will use **AHP software** such as **Expert Choice** or **SuperDecisions**, which facilitates the calculation of pairwise comparison matrices and the aggregation of results from various alternatives and criteria. These software tools will also assist in visualizing the results, making it easier for stakeholders to understand the identified priorities.

3.3. Justification for Using AHP

The AHP method is chosen for this research because of its ability to handle decision-making that involves multiple interconnected criteria. In the context of implementing the TEKAD Program, several aspects must be considered, and AHP provides a systematic approach to comparing

and prioritizing the factors that influence the program's success. Furthermore, AHP allows the involvement of various stakeholders in the decision-making process, improving the accuracy and relevance of the research findings. By following these steps, this research aims to provide clear, data-driven recommendations on which aspects should be prioritized in the TEKAD Program's implementation, thereby promoting sustainable village development and community empowerment in Bea Kakor Village.

4. Results and Discussion

4.1 Research Results

Following results weighting and counting consistency to criteria main and each aspect criteria main

a. Main Criteria

Table 1 Priority Level of Main Criteria

Main Criteria	Priority Weight	Percentage (%)
Human Resources	0.318	31.8
Infrastructure	0.288	28.8
Natural Resources	0.236	23.6
Institutions	0.157	15.7

Research result show that source Power man is criteria with weight the biggest that is of 0.318. After that is criteria infrastructure with weight 0.288, criteria source Power natural with weight 0.236 and criteria institutional with weight 0.157. Ratio consistency For criteria main of 0.086. This value not enough from the tolerance limit (<0.1). Then matrix comparison in pairs criteria main it is said consistent . This is show that evaluation No need repaired / repeated .

b. Aspect Human Resources

Table 2

Priority Level Aspect Human Resources

Aspect	Weight priority	Percentage (%)
Infrastructure		
Sanitation , Clean Water, and Drainage	0.512	51.2
Paved Road	0.212	21.2
Electrification	0.202	20.2

On the aspect source Power human , indicator with weight highest is level education that is of 0.401. Next there is indicator training with weight 0.255, indicator health public of 0.227 and the indicator eye livelihood of 0.118. The ratio consistency aspect source Power man by 0.01 so that not enough from the tolerance limit (<0.1). Then matrix comparison in pairs aspect source Power man it is said consistent . This is show that evaluation No need repaired / repeated.

c. Aspect Infrastructure

Table 3

Priority Level Aspect Infrastructure		
Aspect Human Resources	Weight priority	Percentage (%)
Level of education	0.401	40.1
Training	0.255	25.5
Public health	0.227	22.7
Livelihood	0.118	11.8

On the aspect infrastructure , indicators with weight highest is sanitation , clean water and drainage that is of 0.512. Next there is indicator road asphalt with weight 0.212, indicator electrification of 0.202 and the indicator network communication of 0.074. The ratio consistency aspect source Power man of 0.019 so that not enough from the tolerance limit (<0.1). Then matrix comparison in pairs aspect infrastructure it is said consistent . This is show that evaluation No need repaired / repeated.

d. Aspect Natural resources

Table 4

Priority Level Aspect Natural resources		
Aspect natural resources	Weight priority	Percentage (%)
Land area	0.432	43.2
Farm	0.264	26.4
Plantation	0.229	22.9
Forestry	0.075	7.5

On the aspect source Power nature , indicator with weight highest is wide land that is of 0.432. Next there is indicator farm with weight 0.264, indicator plantation of 0.229 and the indicator forestry of 0.075. The ratio consistency aspect source Power man of 0.026 so that not enough from the tolerance limit (<0.1). Then matrix comparison in pairs aspect source Power natural it is said consistent . This is show that evaluation No need repaired / repeate.

e. Aspect Institutional

Table 5

Priority Level Aspect Institutional		
Aspect Institutional	Weight priority	Percentage (%)
Community Participation	0.410	41
Regulation Village	0.263	26.3
Women's Involvement	0.233	23.3
BPD Representation	0.095	9.5

On the aspect institutional , indicators with weight highest is participation public that is of 0.410. Next there is indicator regulation village with weight 0.263, indicator involvement Woman of 0.233 and the indicator BPD representation of 0.095. The ratio consistency aspect source Power man of 0.058 so that not enough from the tolerance limit (<0.1). Then matrix comparison in pairs aspect institutional it is said consistent . This is show that evaluation No need repaired / repeated .

Ranking to indicator priority determinant Implementation of the TEKAD program in effort development potential village and empowerment community in Bea Kakor Village use four variable main that is source Power human , source Power nature , institutions and infrastructure. Each variable main own respective indicators . Selection criteria main and indicators its derivatives based on aspects that play a role in the implementation of the TEKAD program in Bea

Kakor Village.

Ranking to criteria main show source Power man as aspect the first priority. Source Power man own role as subject at a time object in development Bea Kakor Village. In matter This source Power man is perpetrator at a time objective from development economy . In development , resources Power man is capital for creation growth economy (Safri, 2016). Aspects the second priority is, the infrastructure that plays a role role important in development potential village and empowerment community in Bea Kakor Village.

Infrastructure covers various supporting facilities and infrastructure life daily life and activities economy society . In support activity economy , infrastructure potential reduce cost logistics, making it easier mobility goods and services as well as cost economy others. Infrastructure can stimulate productivity regional economy, encouraging efficiency in utilization source power, accelerate equalization development an area, and become Power attractive point for investment new (Sulistyو and Santoso, 2018).

Aspects the third priority is source Power nature. Source Power natural play important role, utilization source Power natural can give contribution big to development economy local, improvement welfare community, and empowerment economy in Bea Kakor Village. Source Power nature is also a basic input in the development process in the agricultural area. However Thus, wealth source Power nature in Bea Kakor Village No always profitable in development economy.

This is Because economy the more develop through innovation. So that utilities highest always owned by the economy with pattern industry. Natural resources depend on the conditions we have . inheritance, level technology moment This or what will be come as well as condition economy and also market preferences (Howe, 1979). Aspects institutional be in position final as

determinant implementation of the TEKAD program in effort development potential village and empowerment community in Bea Kakor Village. Good institutions can covers governance regulations, procedures taking decisions, and systems accountability. With existence strong institutions , governance village can more effective in responding to community needs, managing resources, and ensuring justice and sustainability in regional development. (Zubaidi2013).

4.2 Discussion

a. Human Resources Aspect

Bea Kakor Village, as one of the villages running the TEKAD program, has a population of 1,794 people with various job characteristics. Farming is the most common profession pursued by the public, accounting for 88%. The phenomenon of excess labor in the agricultural sector is closely related to the difficulty of eradicating poverty in rural areas. Based on data from BPS in 2018, the poverty rate in the village is around 13.2%, while in urban areas, it is only 7%. If we look at the employment data, 53% of the poor people work in the agricultural sector.

This means that a significant portion of poverty in the village originates from workers in agriculture. This issue is related to the large number of farmers and the low productivity of labor. Therefore, addressing this matter emphasizes the importance of empowerment for the people of Bea Kakor Village. Community empowerment is a process in which the local society or community is provided with the abilities, knowledge, and resources to take an active role in decision-making, self-development, and solving problems related to their lives.

b. Infrastructure Aspect

Bea Kakor Village has minimal infrastructure, particularly in terms of road infrastructure to support the activities of its residents. As a village running the TEKAD program, the existence of road infrastructure is crucial for easing access. According to data

obtained by the writer through the RPJMDes of Bea Kakor Village, 30% of the roads in Bea Kakor Village are not yet paved, especially in Copu Hamlet, specifically in the Nunuk sub-district (RT 5-RT 9). Due to the condition of damaged roads and the rather rugged, steep terrain, access to the village of Nunuk is quite difficult, whether using two-wheeled or four-wheeled vehicles, forcing the residents of RT 5-RT 9 to walk.

New growth theory tries to explain the importance of infrastructure in pushing the nation's economy. In this theory, infrastructure is seen as an input that influences output and becomes a source for expanding the boundaries of technological progress. The externalities of infrastructure, it turns out, can influence production activities by providing accessibility, ease, and the possibility for production activities to become more productive. In this context, road infrastructure plays a meaningful role in economic benefits. Therefore, we can observe that changes in economic benefits are directly affected by changes in road infrastructure.

c. Natural Resources Aspect

The indicators for the natural resources aspect in this study consist of the following: the first is **land area**, which becomes the most prioritized indicator. The second priority indicator is **livestock**, followed by **plantations** in third place, and **forestry** as the last priority. Based on RPJMDes data, Bea Kakor Village has a significant amount of vacant land, totaling 25 hectares. Since the community still uses traditional farming methods, it is likely that they do not consider maximizing the land's productivity.

As a result, the potential of vacant land in Bea Kakor Village is not optimized. When viewed from the potential of natural resources, Bea Kakor Village actually has good prospects as a promising coffee producer. According to data obtained by the

researcher through RPJMDes, there are 57,000 coffee trees in Bea Kakor Village, indicating the good prospects for coffee production in the area.

5. Closing

5.1 Conclusion

Based on the results of the research analysis on the implementation of the Integrated Village Economy Transformation Program (TEKAD) in the effort to develop the potential of the village and empower the community in Bea Kakor Village, the following conclusions can be drawn:

- a. The factors that are prioritized in the implementation of the TEKAD program for the development of potential and community empowerment in Bea Kakor Village, in order of priority, are as follows: human resources, infrastructure, natural resources, and institutions.
- b. For the human resources aspect, the indicator with the highest weight is the level of education, followed by training, then the indicator of public health, and lastly, the indicator of livelihood sources.
- c. For the infrastructure aspect, the first priority indicator is sanitation, clean water, and drainage, which are considered the most important. The second priority is paved roads, followed by electrification as the third priority. The last priority indicator is the communication network.
- d. For the natural resources aspect, the first priority indicator is vacant land, which is the most significant. The second priority is farming, followed by plantations in third place. The last priority indicator is forestry.
- e. For the institutional aspect, the indicator with the highest priority is community participation. The second priority is village regulations, followed by the involvement of women as the third priority. The last priority indicator is BPD (Village Representative Council) representation.

5.2 Suggestion

For the government of Bea Kakor

Village, it is hoped that government policies aimed at developing the village's potential and empowering the public will prioritize the human resources aspect, with education as the main focus of the program. Additionally, efforts should be made to enhance public training to support the successful implementation of the Integrated Village Economic Transformation (TEKAD) program. For future researchers, the results of this study can serve as a reference for further research. It is hoped that additional variables will be incorporated, and the observation period will be expanded.

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