

# The Stakeholders Engagement Study in Rural Development Program

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## ABSTRACT

Rural development is integral to achieving sustainable development in Indonesia, where success is measured from an economic, social, and environmental perspective. As a region with cultural riches and abundant natural resources, the Special Region of Yogyakarta has become a focal point in village development efforts. One example of successful village development is in Kulwaru Village, where communal cattle were constructed. This research aims to explore the role and engagement of stakeholders in village development in the case of communal cattle. This study uses a qualitative case study method by collecting data through in-depth interviews with 15 informants, including local government, group leaders, community leaders, community organizations, and other related organizations. The data was then analyzed descriptively, and a power and interest matrix was used to determine the role positions of the stakeholders. This research found that stakeholder engagement has different powers and interests. Stakeholders included in the categories (1) Key players: administrators, livestock group members, and BKM Bina Mandiri; (2) Keep Informed: Kubaweta Cooperative, Puskesmas, IAAS UGM, and Academics. (3) Keep Satisfied: Kulwaru Village Government, District Agriculture and Food Service. Kulon Progo, the Central and Provincial PUPR Ministries; and (4) monitor category, the PUPR District Service. Kulon Progo. Collaboration between these stakeholders plays a vital role in the success of building communal cattle and surviving and overcoming the slum environment problems faced by the people of Kulwaru Village.

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## 1. INTRODUCTION

Rural development is an integral part of efforts to achieve sustainable development in Indonesia, where success is measured from an economic perspective and social and environmental aspects [1]. In the context of village development, the role of stakeholders is vital to achieving sustainable and inclusive development goals. Village stakeholders can include local government, local communities, non-governmental organizations, and the private sector. In rural development, stakeholders significantly influence decisions and

implementation of development policies. The importance of the role of stakeholders in village development is reflected in various global development agendas, such as the 2030 Agenda for Sustainable Development set by the United Nations (UN).

In this agenda, the importance of active involvement of all stakeholders in village development is emphasized as one of the main principles for achieving sustainable development. It cannot be denied that stakeholders' presence and active role in community development is crucial in ensuring the sustainability, effectiveness and fairness of the development carried out [2]

As a region with cultural riches and abundant natural resources, the Special Region of Yogyakarta has become a focal point in rural development efforts (Suryanti et al., 2014). Amid rural transformation, communal cattle have emerged and been developed in rural Yogyakarta as a promising alternative to improving farmers' welfare and maintaining environmental sustainability [4]. However, the success of implementing communal cattle must be connected to the critical role of stakeholders involved in the entire development process.

Kulwaru Village is located in Kulon Progo Regency, Yogyakarta Special Region (DIY), which has environmental cleanliness problems. Most community members have cattle kept close to the house, even adjacent to the house's kitchen and well. This condition creates issues for public health and is exacerbated by the lack of public awareness in maintaining environmental cleanliness, contamination of healthy water due to livestock waste, and problems with poor irrigation. In 2012, Kulwaru Village became one of the villages that received the Community Based Settlement Environmental Management (PLPBK) program to form a self-sufficient community. Through this program, communal cages were built and still survive today [5].

The development of communal farms and environmental planning in Kulwaru Village will only be successful because of the role and involvement of the stakeholders involved. In the sustainable development framework, active and inclusive participation of all stakeholders is fundamental. This participation includes a role in decision-making and implementing, monitoring, and evaluating development. Therefore, this research aims to explore the role and engagement of stakeholders in rural development more deeply, using the case of communal cattle farming in the Special Region of Yogyakarta. With a deep understanding of the role and involvement of stakeholders, effective strategies can be found to increase the success of rural development.

## 2. METHODS

This study focuses on the role of stakeholders in rural development in Kulwaru Village through communal cattle, so this research uses a qualitative case study method [6]. Qualitative is a method for exploring and understanding a meaning that some individuals or groups consider to originate from social problems [7]. Purposively, the research location in Kulwaru Village, Yogyakarta Special Region Province (Figure 1), was chosen because it had implemented the PLPBK program well. Of course, this success is influenced by the stakeholders involved.

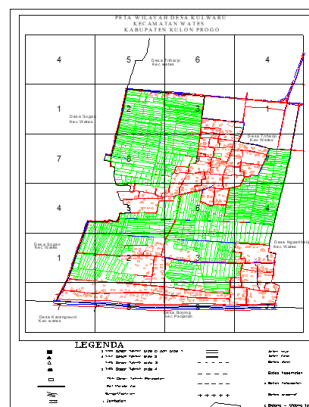


Figure 1. Study Site Kurwaru Village

In collecting data, informants were purposively selected using stakeholder mapping to obtain more in-depth data [8]. The informants numbered 15 individuals, including local government, group leaders, community leaders, community organizations and other related organizations (Table 1). Then, some information was obtained using in-depth interviews and observation techniques. Secondary data originating from documents owned by the agency were also collected to complement the data obtained from in-depth interview techniques [9].

Table 1. Informan List in this Research

| No | Informan   | N | Data Collecting Technique                       |
|----|--|---|---|
| 1. | Sempulur Cattle Group Members                    | 3 | in-depth interview, observation, secondary data |
| 2. | Kulwaru Village Government                       | 3 | in-depth interview, observation, secondary data |
| 3. | BKM Bina Mandiri                                 | 2 | in-depth interview, observation, secondary data |
| 4. | Koperasi Kubaweta                                | 1 | in-depth interview, observation                 |
| 5. | Community Figure                                 | 2 | in-depth interview, observation                 |
| 6. | IAAS Universitas Gadjah Mada                     | 1 | in-depth interview                              |
| 7. | Kulon Progo Regency Agriculture and Food Service | 1 | in-depth interview                              |
| 8. | Puskesmas (Animal Health Center) Wates District  | 1 | in-depth interview                              |
| 9. | Kulon Progo Regency PUPR Services                | 1 | in-depth interview                              |

Source: researcher

The data that has been collected is then analyzed using interactive model data analysis. In addition, to determine the role of stakeholders, researchers used a stakeholder power and interest analysis matrix, as explained in Figure 2.

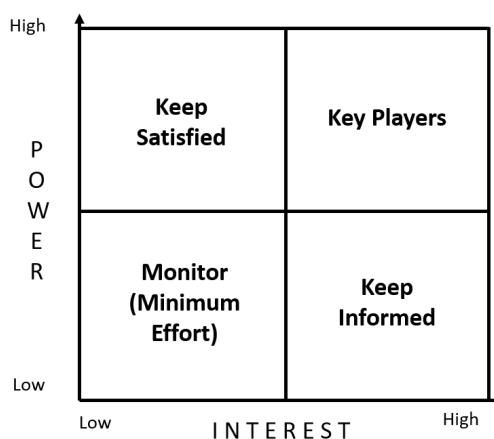


Figure 2. Matrix Power and Interest in Stakeholder Engagement Analysis

The power and interest matrix in Figure 1 divides stakeholders into four parts, namely: (1) Key Players: stakeholders with high influence and high importance; (2) Keep Informed: Stakeholders have little influence but are highly interested in the project. (3) Keep Satisfied: stakeholders with strong influence but not too interested; (4) Minimum Effort: stakeholders with influence and minor interests [10].

### 3. RESULT

#### 3.1. The History of Communal Cattle Construction in Kulwaru Village

Kulwaru Village is located in the southern part of the Special Region of Yogyakarta, namely in Wates District, Kulon Progo Regency. With agricultural land reaching 70% of the village area, most of the people of Kulwaru Village make their living as farmers. Many of the Kulwaru people have side jobs, such as raising goats and chickens, and most of them raise cows. Raising cattle is a characteristic of Kulwaru Village. Almost every village family head (KK) has a cow to look after. One family can have two to three cows. "The people of Kulwaru Village believe that keeping cows is a saving for the future and can be used when there is an urgent need in the future."

Many Kulwaru people raise cows in their yard area. Quite a few people don't have large yards, so they have to keep cows in pens very close to the house, even close to the well and kitchen. The cage's location close to the house causes health problems in the community. A dirty environment causes this, and many wells are contaminated by livestock waste. Cage problems occur, and the environment seems dirty and disorganized. Environmental conditions like this cause several issues: unhealthy and poorly maintained environmental cleanliness, unpleasant odours from cow dung, and polluted well water.

In 2012, BKM Bina Mandiri in Kulwaru Village received assistance from the Ministry of Public Works and Public Housing (PUPR) through the Community Based Settlement Environmental Management

Program (PLPBK) amounting to IDR 1 billion. Through lengthy deliberations and the involvement of various stakeholders, it was decided that a communal cattle should be built so that the people of Kulwaru Village could keep cattle in the same place. The local community believes that the construction of communal cattle can overcome the problem of slum environments.

With the decision of the PLPBK program to build communal cattle, many members of the public felt that building communal cattle was not the right decision. This assessment is proven by the many constructions of communal cattle in other failed areas. Many communal cage programs are considered to have failed due to several factors, namely programs that must be on target, poor management, and complicated management rules that make it difficult for members.



Figure 3. The Communal Cattle in Kulwaru Village

However, this decision was correct because there were innovations in managing communal cages carried out by the community as follows: First, communal cages were used only as a deposit and were managed by each individual. This effort is made so that there is no feeling of jealousy between breeders. Second, the communal cattle is designed by the community so that it suits their needs. Third, the cattle are placed back to back, and there is a partition so the cows do not see other cows. Fourth, livestock waste is managed individually and taken to a compost processing site. Fourth, design for the sustainability of the communal cattle through a Master Plan with the construction of 2 communal cattle, the construction of a compost house, and the arrangement of the area through the construction of drainage channels. The construction of communal cattle, compost pens and drainage channels surrounding the village took approximately three months.

### 3.2. Identification of Stakeholders Roles in the Development of Communal Cattle

Stakeholder role identification is a process for identifying individuals, groups, or other entities that can influence or be affected by decisions or actions in a program. This identification is essential for understanding who is involved in a situation or process and how their presence can influence the program's outcome. In village development through communal cattle, stakeholders and their involvement roles are identified, as in Table 2.

Table 2. Stakeholders Role Identification

| Stakeholder                   | Role of Stakeholders  |
|-------------------------------|---|
| Sempulur Cattle Group Members | The communal cage manager plays a vital role in maintaining the sustainability of the communal cage in Kulwaru Village.   |
| BKM Bina Mandiri              | Village-level private agencies play a role in planning, building, empowering and monitoring communal cattle. Apart from that, it is a liaison between the Livestock Group and the government. |
| Kulwaru Village Government    | Providing permits, financial assistance, and assisting in development by renting out land to the village treasury   |
| Koperasi Kubaweta             | Providing capital loans and a fattening program that benefits breeders  |

| Stakeholder  | Role of Stakeholders   |
|--|--|
| IAAS (International Association of Students in Agricultural and Related Science) Universitas Gadjah Mada | Kulwaru Village is a partner village of IAAS UGM. The activities carried out are training in making compost fertilizer, training in making fermented feed, etc..   |
| Kulon Progo Regency Agriculture and Food Service   | Provision of 25 female cows, fertilizer chopping equipment, etc. Apart from that, we always involve whole livestock groups in the Agriculture and Food Service activities, including competitions, exhibitions, speaking engagements, etc. |
| Puskesmas (Animal Health Center) Wates District  | Animal health checks include administering vitamins and worming medication every three months.   |
| Ministry of PUPR, Provincial and Regency PUPR Services   | Community-Based Settlement Environmental Management (PLPBK) Program and other program  |

Source: researcher

### 3.2.1. *Sempulur Cattle Group Members*

The Sempulur cattle group is communal in Kulwaru Village. This group was founded in 2012 to manage cattle kept in communal cattle. This group consists of 21 breeders with houses close to the communal cattle. The role of group administrators has been crucial in building communal cattle from the beginning of development until now. The development plan requires support from the entire community, carried out using a door-to-door technique (from house to house). Group administrators are essential to a group, namely coordinating its members to achieve common goals. Apart from that, group administrators must also be concerned for their members. As shown in the management of the communal cattle, the care and nature of setting a good example by the group leader and administrators allowed the communal cattle to run until now.

### 3.2.2. *BKM Bina Mandiri*

The Community Self-Reliance Agency (BKM) Bina Mandiri is the leading actor who plays a vital role in constructing the communal cattle at Padukuhan Kulwaru Wetan. BKM Bina Mandiri can be called a facilitator who bridges government programs to village communities. One is the PLPBK (Community Based Settlement Environmental Management) program from the Ministry of Public Works (PU) in 2012. The program funds were used to build communal cattle, compost pens and drainage channels. BKM Bina Mandiri is also a facilitator between the community and external parties to collaborate.

Until now, BKM Bina Mandiri has been the party that monitors and evaluates the activities of the communal cattle livestock group in Kulwaru Village. Apart from that, BKM Bina Mandiri also facilitates and accompanies groups in carrying out their activities, one of which is a comparative study activity at the Joglo Tani Sleman some time ago.

### 3.2.3. *Kulwaru Village Government (local government)*

The construction of communal cattle must be connected to the role of the sub-district (village) government. The village government provides access to the construction of communal cattle, such as permits. The village government also assists by renting out village treasury land at relatively low prices so the community can use and build communal cattle. The village treasury land has a strategic location for communal and fertilizer pens in Padukuhan Kulwaru Wetan.

### 3.2.4. *Koperasi Kubaweta*

Koperasi Kubaweta is a legal entity cooperative located in Kulwaru Village, specifically at RT 03/RW 2. This cooperative was founded in 2004 and was incorporated in 2005. The Kubaweta Cooperative has approximately 40 members. The duties of the Koperasi Kubaweta are savings and loans, capital loans, and livestock fattening programs in communal cattle.

One of the Koperasi Kubaweta programs is a cattle fattening program in communal cattle. This fattening program is a form of collaboration between consumers (bakul), cooperatives and breeders. Who wants to fatten the cows after that for resale, which, of course, adds value? This step was taken because, according to experience, cows kept in communal cattle can be healthier and fatter. So that when resold, it will have added value. This fattening program focuses on a profit-sharing system between the Kubaweta and breeders that maintain communal cattle. The profit-sharing system implemented is 30% for cooperative profits and 70% for livestock keepers.

### 3.2.5. *IAAS Universitas Gadjah Mada*

IAAS (IAAS (International Association of Students in Agricultural and Related Science) Universitas Gadjah Mada) Universitas Gadjah Mada is a campus organization with partner villages to be fostered (so they can be independent) in Kulwaru Village. IAAS Gadjah Mada University inaugurated Kulwaru Village as a partner village in 2012. The aim is to make the partner village socially and economically independent through various work programs.

In its implementation, IAAS UGM visits partner villages approximately once every 1-2 months. The visit to Kulwaru Village aims to meet, learn, and provide training (exchange knowledge) to the people of Kulwaru Village. Some of the activities that IAAS has carried out include focusing more on developing organic fertilizers. The problem of livestock waste is a major environmental problem in Kulwaru Village due to the community's need for more knowledge about organic fertilizer processing. In implementing its activities, IAAS UGM has carried out activities such as training in making organic fertilizer by inviting practitioners from UGM in 2014, testing organic fertilizer content, certification of organic fertilizer, and assisting in sales promotion of organic fertilizer.

The role of IAAS UGM is also vital in publications related to communal cattle and organic fertilizer so that many visitors from other areas can come to the communal cattle to learn about livestock and buy organic fertilizer.

### *3.2.6. Puskesmas (Animal Health Center)*

Puskesmas has a vital role in checking livestock health so that livestock health in communal cattle can be well maintained. Communal cattle also provide easier access for Puskesmas to check livestock health and provide vitamins and worm medicine compared to health checks in one's own pen. Apart from that, checking livestock in groups provides the convenience of lower costs for checking livestock compared to when they are in their pen.

The collaboration between the Sempulur Livestock Group and the Puskesmas is mutually beneficial because of communal cattle. Puskesmas have easy access to health checks because they are carried out in groups, and the Sempulur Livestock Group gets cheaper costs for checking the health of their livestock. Collaboration like this can exist because the Sempulur Cattle Group and Puskesmas know each other very well and are based on mutual trust. Livestock health checks and deworming are carried out every three months.

### *3.2.7. Kulon Progo Regency Agriculture and Food Service*

The Kulon Progo Regency Agriculture and Food Service handles livestock issues in the Kulon Progo Regency. The Kulon Progo Regency Agriculture and Food Service plays a vital role in increasing the enthusiasm of communal cage breeders to increase their productivity consistently, such as providing assistance and involving the Sempulur Livestock Group in activities carried out by the service.

There are several livestock-related activities from the Kulon Progo Regency Agriculture and Food Service, including the Sempulur Livestock Group in several district, provincial and national livestock competitions. The activities carried out were counseling on making animal feed and training on administration carried out by people from the Agriculture and Food Service of Kulon Progo Regency. Apart from that, the Sempulur Livestock Group is also always trusted to represent the district and receive visits from other areas to learn about communal cattle farming.

The Sempulur Livestock Group also received assistance with 22 cows from the Kulon Progo Regency Agriculture and Food Service. The aid of the female cow continues to be regenerated so that it can be maintained for a long time by the Sempulur Livestock Group. The Sempulur Livestock Group also received assistance with supporting tools in managing communal cattle from the Agriculture and Food Service of Kulon Progo Regency.

### *3.2.8. Ministry of PUPR, Provincial and Regency PUPR Services*

The existence of the Ministry of Public Works (PUPR) was the starting point for the existence of communal cattle in Padukuhan Kulwaru Wetan today through a follow-up program from PNPM-MP (National Program for Empowerment of Independent Urban Communities), namely the PLPBK (Community-Based Settlement Environmental Management) Program which not only focuses on poverty alleviation but also on structuring the community environment and re-structuring the social and economic order of the community, so that can go hand in hand in poverty alleviation. The Ministry of Public Works provided 1 billion in funds to Kulwaru Village because it was deemed capable of running the PNPM program well. Through financial assistance from this program, a communal cattle was built to organize the slum environment in Padukuhan Kulwaru Wetan, where people keep many cattle in their home environment.

The Yogyakarta Provincial Public Works Department also assists in the development of Kulwaru Village, such as building public fishing at Padukuhan Kulwaru Wetan and building access roads and gates for

Kulwaru Village, which are located on the side of the provincial highway. The Kulon Progo Regency Public Works Service is the companion and supervisor of the PLPBK program implemented in Kulwaru Village.

### 3.3. Stakeholder Analysis through the Power and Interest Matrix

The Power and Interest Matrix is a tool used to visualize and understand stakeholders' engagement, through interests and influence analysis in a project or organization. This matrix categorizes stakeholders based on two main dimensions: their level of interest and their level of power. The stakeholder analysis was categorized into key player roles: informed, satisfied, and monitored. Then, through these categories, stakeholders (low and high) were assessed regarding their power and interest in the communal cattle construction program in Kulwaru Village (as in Table 3).

Table 3. Kategorisasi Stakeholder dengan Penilaian Power and Interest

| Stakeholder                                      | Power | Interest | Category       |
|--|-------|----------|----------------|
| Sempulur Group Managements                       | High  | High     | Key Player     |
| Sempulur Group Members                           | High  | High     | Key Player     |
| BKM Bina Mandiri                                 | High  | High     | Key Player     |
| Koperasi Kubaweta                                | Low   | High     | Keep Informed  |
| Pemerintahan Desa Kulwaru                        | High  | Low      | Keep Satisfied |
| Kulon Progo Regency Agriculture and Food Service | High  | Low      | Keep Satisfied |
| Ministry of PUPR, Provincial                     | High  | Low      | Keep Satisfied |
| Regency PUPR Services                            | Low   | Low      | Monitor        |
| Puskesmas  | Low   | High     | Keep Informed  |
| IAAS UGM   | Low   | High     | Keep Informed  |
| Researcher                                       | Low   | High     | Keep Informed  |

Source: researcher

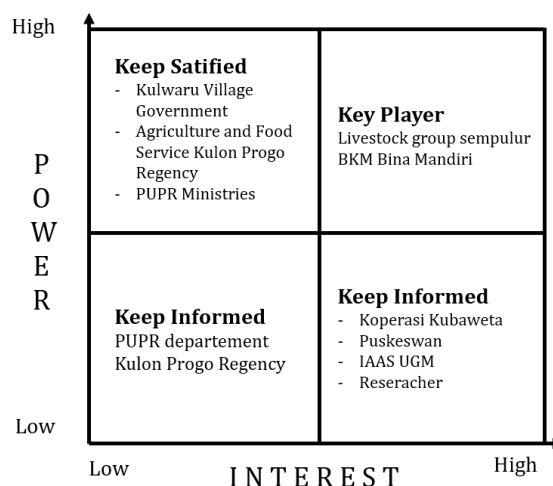


Figure 4. Result of Stakeholder Analysis (Power and Interest Matrix)

Based on the results of the analysis that has been carried out, it was found that the Management, members of the perfect livestock group, and BKM Bina Mandiri are included in the stakeholders who have the Key Player category, which means that in the construction of communal cattle, they have strong influence and high interest. Stakeholders included in the Keep Informed category include the Kubaweta Cooperative, Puskesmas, IAAS UGM, and Academics. They are included as stakeholders with little influence but high interest in the project. Stakeholders included in the Keep Satisfied category include the Kulwaru Village Government and the District Agriculture and Food Service. Kulon Progo, and the Central and Provincial PUPR Ministries. They are considered stakeholders who have high influence but are not too interested. Apart from that, stakeholders in the monitor category are the PUPR District Service. Kulon Progo is a stakeholder that needs more influence and interests.

## 4. DISCUSSION

Stakeholder engagement Studies in rural development programs highlight the importance of the participation of various parties to achieve project success and sustainability. Stakeholders include local and national governments, communities, NGOs, educational institutions, the private sector, and international

donors. Their involvement is crucial to ensure the program's relevance to community needs and priorities. The government plays a role in policy and funding, while local communities are the primary beneficiaries. NGOs and educational institutions provide technical support and knowledge; the private sector can contribute through investments that provide financial and technical support.

Effective engagement strategies include consultation, dialogue, participation in planning and decision-making, transparency of information, and community empowerment. Through dialogue, stakeholders can convey their input and concerns, which can increase community acceptance and participation. Active participation in planning and decision-making ensures that programs are better suited to local needs. Information transparency is vital for building trust, while community empowerment aims to increase community capacity to participate in programs actively. However, challenges such as non-transmission of information, diverse interests, limited capacity, and low community participation often hinder effective engagement.

To overcome this challenge, this study highlights the importance of learning from best practices and successful case studies, such as those that occurred in the construction of communal pens in Kulwaru Village, Special Region of Yogyakarta. It provides valuable insights into how stakeholder engagement can be improved to create more inclusive, effective, and sustainable rural development programs.

## 5. CONCLUSION

The success of rural development must be connected to the vital role of stakeholders in a program. Reflecting on the construction of a communal cattle in Kulwaru Village, Special Region of Yogyakarta, collaboration between stakeholders plays an important role. It contributed to the success of the communal cattle and has survived to this day. This effort was carried out through lengthy deliberations and the involvement of various stakeholders so that it was able to overcome the slum environment problem faced by the people of Kulwaru Village.

The results of this research found that stakeholders engagement have different powers and interests. Based on the categorization of stakeholders, including categories (1) Key players: administrators, livestock group members and BKM Bina Mandiri; (2) Keep Informed: Kubaweta Cooperative, Puskesmas, IAAS UGM, and Academics. (3) Keep Satisfied: Kulwaru Village Government, District Agriculture and Food Service. Kulon Progo, the Central and Provincial PUPR Ministries; and (4) monitor category, the PUPR District Service. Kulon Progo. A deep understanding of the stakeholders engagement in communal cattle management is essential for designing effective policies and strategies. Collaboration between various stakeholders is needed to achieve sustainable and inclusive rural development goals.

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