

Reinventing Cooperative Power: Institutional Strengthening of The Koperasi Merah Putih, Parit Baru Village

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ABSTRACT

Abstract: Parit Baru Village, Sungai Raya District, Kubu Raya Regency, West Kalimantan Province, already has a Red and White Cooperative established based on Presidential Instruction of the Republic of Indonesia Number 9 of 2025. However, the institution faces several obstacles including weak governance and institutions within it. Therefore, this community service activity was carried out with the aim of supporting the improvement of insight, knowledge, and procedures for cooperative management in supporting the strengthening of the Red and White Cooperative institution with the principles of good cooperative governance. This activity was carried out in stages, namely with a systematic method: (1) conducting potential mapping, (2) providing counseling regarding the institution and governance of the Red and White Cooperative, and (3) formulating strategies for strengthening the institution and governance through SWOT analysis. The results of this activity are an increased understanding of the management and strengthening of the institution and its governance. In addition, the Collective Participation-Based Strengthening Model is also formulated in four main principles: (1) increasing member capacity through continuing education; (2) transparent, accountable, and participatory cooperative governance; (3) diversification of productive businesses based on local potential; and (4) the use of digital technology and Artificial Intelligence (AI). This model can be used as a basis for developing more systematic and sustainable community empowerment methods for the Merah Putih Cooperative, even on a national scale.

Abstrak: Desa Parit Baru, Kecamatan Sungai Raya, Kabupaten Kubu Raya, Provinsi Kalimantan Barat, telah memiliki Koperasi Merah Putih yang didirikan berdasarkan Instruksi Presiden Republik Indonesia Nomor 9 Tahun 2025. Namun, lembaga tersebut mengalami beberapa kendala termasuk masih lemahnya tata kelola dan kelembagaan di dalamnya. Oleh karena itu, kegiatan pengabdian masyarakat ini dilakukan dengan tujuan untuk mendukung peningkatan wawasan, pengetahuan, dan prosedur pengelolaan koperasi dalam mendukung penguatan lembaga Koperasi Merah Putih dengan prinsip tata kelola koperasi yang baik. Kegiatan ini dilakukan secara bertahap yakni dengan metode sistematis: (1) melakukan pemetaan potensi, (2) memberikan konseling mengenai lembaga dan tata kelola Koperasi Merah Putih, dan (3) merumuskan strategi penguatan lembaga dan tata kelola melalui analisis SWOT. Hasil dari kegiatan ini adalah peningkatan pemahaman tentang pengelolaan dan penguatan lembaga serta tata kelolanya. Selain itu, Model Penguatan Berbasis Partisipasi Kolektif juga dirumuskan dalam empat prinsip utama: (1) peningkatan kapasitas anggota melalui pendidikan berkelanjutan; (2) tata kelola koperasi yang transparan, akuntabel, dan partisipatif; (3) diversifikasi usaha produktif berdasarkan potensi lokal; dan (4) pemanfaatan teknologi digital dan Kecerdasan Buatan. Model ini dapat digunakan sebagai dasar untuk mengembangkan metode pemberdayaan masyarakat yang lebih

sistematis dan berkelanjutan untuk Koperasi Merah Putih bahkan dalam skala nasional.



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A. INTRODUCTION

Village economic development constitutes one of the key pillars in realizing community self-reliance and welfare at the local level. This is of particular importance as the village represents the smallest societal unit and the place of residence for majority of Indonesia's population (Maschab, 2013). The objective of village economic development is to create an economic environment that enables communities to enjoy a better quality of life, such as increasing income, improving living standards, and generating employment opportunities.

Therefore, the Government of the Republic of Indonesia, through Presidential Instruction No. 9 of 2025 on the Acceleration of the Establishment of Merah Putih Village/Sub-district Cooperatives, affirms its commitment to strengthening village economic institutions through a cooperative model grounded in the principles of mutual cooperation (*gotong royong*), kinship, and self-reliance. The purpose is to accelerate rural economic empowerment through collective enterprises based on local needs, such as savings and loans, logistics, or village clinics. The Koperasi Merah Putih at the village or sub-district level is a program to be launched by the Ministry of Cooperatives of the Republic of Indonesia. The program is scheduled for launch on July 12, 2025, coinciding with National Cooperative Day.

In Parit Baru Village, in Sungai Raya District, Kubu Raya Regency, has responded to this policy proactively by conducting open recruitment for the 2025 Merah Putih Village Cooperative administrators, holding a managerial knowledge assessment, and organizing a Special Village Assembly: Building the Koperasi Merah Putih in Parit Baru Village. Nevertheless, the formation of a cooperative organizational structure needs to be complemented with institutional and managerial capacity-building for the cooperative to function effectively, transparently, and accountably.



(a) Cooperative Recruitment Poster



(b) Cooperative Management Knowledge Test



(c) Special Village Assembly (*Musyawarah Desa Khusus*)

Figure 1. Supporting Activities for Koperasi Merah Putih in Parit Baru Village
Source: (Desa Parit Baru, 2025)

This institution will operate seven business units, namely: pharmacy, clinic, savings and loan unit, cooperative office, staple food supply, warehousing or cold storage, and logistics. In addition, it may also run other businesses aligned with the potential and needs of the local community. The Koperasi Merah Putih thus serves as a strategic instrument to strengthen a people-centered economy that is inclusive, equitable, and sustainable. The capital for its establishment is sourced from the State, Regional, and Village Budgets, as well as other legitimate sources in accordance with existing regulations (Nurfaisah, 2025).

One of the main challenges faced by cooperatives at the village level is the continued need to enhance technical and strategic knowledge related to institutional governance. In addition, understanding the principles of Good Cooperative Governance (GCG) is both essential and crucial for cooperative administrators (Susilawati, Rahmany, Suhartini, Shirotol, & Salim, 2023). Good governance is vital for building member trust and ensuring organizational sustainability. Therefore, this community service initiative serves as both an academic and practical effort to strengthen the institutional capacity of the Koperasi Merah Putih in Parit Baru Village.

The purpose of this community service program is to support the institutional strengthening and governance of the Merah Putih Cooperative in Parit Baru Village, Kubu Raya Regency. Expected benefits include improving the insight, knowledge, and managerial practices of cooperative administrators, helping to strengthen the institutional capacity and governance of the Merah Putih Cooperative in Parit Baru Village, Sungai Raya District, Kubu Raya Regency, West Kalimantan Province.

B. METHOD

The implementation of this community service program consisted of three stages: the pre-activity stage, the activity stage, and the post-activity stage. The pre-activity stage included defining the activity concept in terms of objectives and follow-up actions, determining participants, scheduling, selecting the venue, and preparing the necessary equipment. The activity stage began with an opening session and a pre-test, including potential mapping. This was followed by the presentation of materials on cooperative institutions and governance specifically the Koperasi Merah Putih delivered by the resource person. The session continued with discussion and Q&A, and concluded with a post-test. The post-activity stage involved formulating a SWOT analysis, as well as conducting evaluation and reporting of the community service activities that had been carried out. The method of this community service program adopts a participatory action research (PAR) approach, which emphasizes the active involvement of all stakeholders, particularly the board and members of Koperasi Merah Putih in Parit Baru Village. This method was chosen to ensure that the activities are not only conducted in a top-down manner, but also encourage direct participation of the village community as the main actors in strengthening institutional capacity. The community service program is expected to create a more sustainable impact, as cooperative board members will gain both practical and theoretical capacity to strengthen institutional governance.

C. RESULTS AND DISCUSSION

1. Initial Discussion: The Koperasi Merah Putih of Parit Baru Village

Koperasi Merah Putih is a new initiative promoted by the government to establish 80,000 cooperatives at the village and sub-district levels throughout Indonesia (Syam, Afdal, & Jusran, 2025). This initiative aims to encourage national self-reliance through sustainable food self-sufficiency as a manifestation of the second Asta Cita, and to promote development from the villages as a form of the sixth Asta Cita in achieving economic equity towards Indonesia Emas 2045 (Kanwil Kemenkum Kalbar, 2025). As a newly established

initiative, Koperasi Merah Putih naturally faces various initial challenges, both structural, cultural, and technical. From the perspective of institutional and managerial governance, there are several obstacles encountered by Koperasi Merah Putih, particularly those operating at the village level, such as in Parit Baru Village. These challenges are directly related to the cooperative managers' capacity to implement principles of good governance and to strengthen a solid institutional structure.

The main problem faced by the partner is the need to strengthen the capacity of cooperative managers, both in terms of conceptual understanding and practical skills in cooperative organization management. Based on initial observations from the special village meeting held earlier, the elected managers come from backgrounds and have experience in business but still lack managerial expertise and governance skills in managing a collective economic organization (Darmawan, Novita Pratiwi, & Chairunnisa, 2019). If this issue is not addressed, it may result in less effective decision-making at the internal level. In addition, within the framework of Good Cooperative Governance (GCG), the clarity of organizational structure, internal supervision mechanisms, and transparency procedures in financial management are key pillars that must be possessed by a modern cooperative, even at the village level (Putnam, Leonardi, & Nonetti, 1993). Therefore, education on these aspects is highly necessary. Without such understanding, cooperatives will struggle to identify the institutional improvements or innovations required to ensure their long-term sustainability.

The cooperative also faces challenges in building trust among the village community as prospective cooperative members. Recent studies show that village cooperatives implementing digitalization in governance and marketing tend to perform better compared to conventional cooperatives that still rely on manual practices (Manzilati, Efani, Kornitasari, & Sari, 2024). The use of digital technology has become a necessity for cooperative managers to survive (Hardiyanti, Mulyani, Mukti, & Retnowati, 2024) and thrive in cooperative activities, thereby supporting improvements in members' welfare (Setyaningsih & Marsudi, 2024). Furthermore, the development of long-term strategies is also required for the Koperasi Merah Putih in Parit Baru Village. The presence of a cooperative business plan or a medium-term roadmap can serve as a guide for cooperative growth, minimizing risks that could otherwise cause the cooperative to operate reactively without a strategic direction, or leave it vulnerable to stagnation and even premature dissolution.

2. Stage 1: Mapping Village Potentials

Parit Baru Village in Sungai Raya District, Kubu Raya Regency, West Kalimantan, upholds the local value of *Kepung Bakul* (mutual cooperation) as the foundation for building a self-reliant, inclusive, and sustainable community. Despite having 5,226 underprivileged residents—part of the 74,115 recorded in the district—the village has demonstrated resilience, earning the title of Sentra Kampung Mandiri Tangguh during the Covid-19 pandemic for its strength in health, security, economy, and social aspects (Ramadhan, 2020).

Through transparent and participatory governance, the village strengthened public trust and social solidarity, while support from the government, security forces, and NGOs reinforced its institutional ecosystem (Guerrero-Avenidaño, Nieto Bernal, & Luna Amaya, 2023). This cross-sector collaboration enabled the cooperative to serve not only as an economic entity but also as a hub for social activities, showcasing how effective governance can boost resilience and create a sustainable empowerment model for rural areas. Based on the mapping results, the following is the potential of Parit Baru Village:

- 1) Social & cultural capital: (1) strong tradition of gotong royong (mutual cooperation); and (2) proven community resilience as a Sentra Kampung Mandiri Tangguh during the pandemic.

- 2) Institutional strength: (1) support from village government, security forces, and NGOs; and (2) culture of transparency and public participation.
- 3) Economic potential: (1) strategic trade hub in sungai raya, directly linked to Pontianak City; (2) diverse sectors: trade, services, agriculture, plantation, industry, and livestock; and (3) opportunities for cooperative businesses: savings and loans, retail shops, pharmacy, clinic, warehousing, and agricultural processing.
- 4) Development Opportunities: (1) Strong base for building a modern, community-based cooperative; and (2) Potential role model for national best practices in public service, local economy, and socio-cultural resilience.

With its diverse economic sectors—ranging from trade, industry, services, agriculture, plantations, to livestock—the village holds strong potential to serve as a national model in public service, community economy, and socio-cultural resilience. As the trade hub of Sungai Raya District and closely linked to Pontianak City, it is also well-positioned to develop business units such as microfinance services and affordable drugstores through the Koperasi Merah Putih. The Head of Parit Baru Village, Musa Abdul Hamid, expressed optimism that the Koperasi Merah Putih could stimulate the local economy and improve community welfare, supported by a well-prepared business plan encompassing microfinance, basic food supply, pharmacies, clinics, and warehousing. Moreover, the Koperasi Merah Putih is also expected to absorb agricultural products from local farmers (Ridwansyah, 2025).

3. Stage 2: The Community Service Activities

The implementation of this community service activity was carried out by engaging 30 residents of Parit Baru Village, ranging in age from 16 to 73 years old. The participants consisted of 11 women and 19 men. Meanwhile, the educational background of the participants varied: 18 had completed high school or its equivalent, 9 held a bachelor's degree, and 3 held a master's degree. Regarding occupations, among the 30 participants, the majority came from the private sector (6 people), followed by students (2 people), entrepreneurs (2 people), laborers (2 people), civil servants (1 person), a retired police officer (1 person), a housewife (1 person), and 1 unemployed individual.

The implementation of the program began with an opening ceremony, followed by a pre-test session for the participants, which included knowledge-based questions as well as questions related to their conditions and perceptions regarding the Koperasi Merah Putih. In addition to knowledge-based questions, the pre-test session also collected information about the participants' involvement in the Koperasi Merah Putih. Based on the pre-test results, it was found that only 9 out of the 30 participants had ever been administrators or members of a cooperative. Nevertheless, in the pre-test that was conducted, 15 out of 30 participants stated that, in their opinion, the Koperasi Merah Putih needs to be established. Meanwhile, 7 participants considered the Koperasi Merah Putih to be somewhat necessary to establish. Six participants viewed the establishment of the Koperasi Merah Putih as neutral or indifferent, while 2 participants believed that the Koperasi Merah Putih does not need to be established.

Participants were also asked about the ease of accessing information regarding the activities of the Koperasi Merah Putih in the village. The majority of participants—10 in total—stated that information available in the village about the Cooperative's activities was very easy to obtain. Meanwhile, 9 participants said it was fairly easy, 8 participants considered it neutral, and 3 participants stated that it was not easy to access information about the activities of the Koperasi Merah Putih.

Accessing information about the activities of the Koperasi Merah Putih refers to how members and the general public obtain knowledge, data, and the latest developments related to the cooperative's activities. This access may include financial reports, work programs, ongoing business activities, member meeting agendas, and opportunities for

participation in economic activities driven by the cooperative.

Transparency in providing information is essential so that members feel involved, develop trust, and are able to make well-informed decisions based on the available data. Thus, easy, clear, and structured access to information not only strengthens cooperative governance but also reinforces member trust and broadens public support for the sustainability of the Koperasi Merah Putih.

In addition, the Chairman of the Corruption Eradication Commission (*Komisi Pemberantasan Korupsi/KPK*), Setyo Budiyanto, emphasized that KPK's involvement from the early stages of development plays a crucial role in maintaining the integrity of program implementation, given that the Koperasi Merah Putih is one of the government's strategic policies (kpk.go.id, 2025). Thus, this anti-corruption strategy not only targets the technical aspects of management but also serves as a political instrument to affirm the government's intention to build a clean image amid public suspicion of power abuse in national strategic projects, including the Koperasi Merah Putih. After that, the session continued with a presentation delivered by the resource person, Mr. As'ad Albatroy Jalius, M.I.P., titled Koperasi Merah Putih. The material covered the definition and meaning; philosophical foundations; laws and regulations; requirements and stages of establishment; documents needed for construction, development, and revitalization; as well as institutional components of the Koperasi Merah Putih.

At least four legal and regulatory foundations underpin this cooperative, namely: Law of the Republic of Indonesia No. 25 of 1992 on Cooperatives, Government Regulation of the Republic of Indonesia No. 7 of 2021 on the Facilitation, Protection, and Empowerment of Cooperatives and Micro, Small, and Medium Enterprises, Law of the Republic of Indonesia No. 59 of 2024 on the National Long-Term Development Plan 2025–2045, and Presidential Instruction No. 9 of 2025 on the Acceleration of the Establishment of Village/Urban Koperasi Merah Putihs. The existence of these four legal foundations shows that the Koperasi Merah Putih does not stand in a policy vacuum, but rather becomes an integral part of the long-term national development architecture. From a socio-political perspective, these regulations not only govern technical institutional aspects but also represent the political direction of the state in promoting a community-based development model.

Following the material presentation, a discussion session was held to respond to and answer various questions and feedback from participants. Those who actively participated through discussion and Q&A were given tokens of appreciation in the form of door prizes. The activity was then concluded with a post-test session and a closing.



Figure 2. Activity Documentation

Based on the results of the pre-test and post-test, this activity showed an increase in participants' knowledge, as illustrated in Figure 3 below.

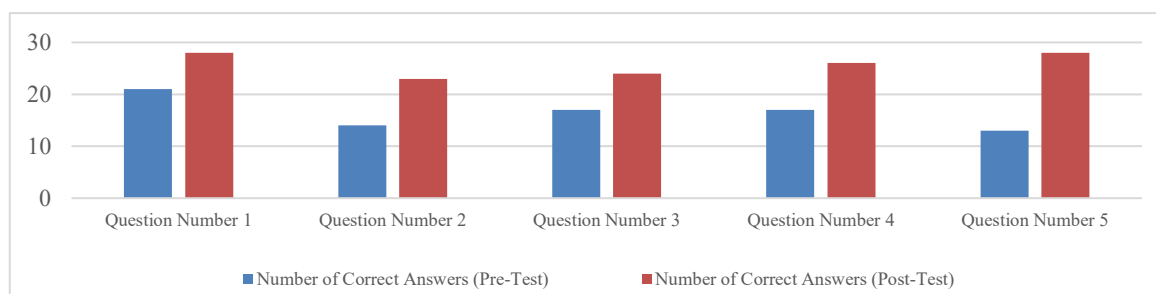


Figure 3. Participant Test Results

Furthermore, the benefits of the community service activities with the Koperasi Merah Putih can be observed from several interrelated aspects. From the knowledge perspective, this program successfully enhanced participants' understanding of the basic principles of cooperatives, institutional governance, and community-based business development strategies. From the attitude perspective, participants demonstrated a positive change by increasingly recognizing the importance of active involvement in supporting the cooperative as the driving force of the village economy. Meanwhile, from the practical perspective, the program provided participants with initial skills in cooperative management, basic bookkeeping, and the preparation of business plans oriented toward community needs. These percentages are shown below.

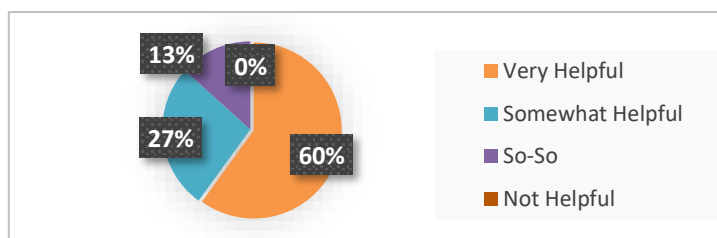


Figure 4. Participants' Opinions Regarding the Benefit of the Activity

This community service activity not only generated short-term impacts such as improved knowledge, but also long-term benefits in strengthening community economic independence and institutional capacity. It fostered collective awareness of cooperatives as instruments of shared empowerment, shifting perceptions beyond savings and loans to vehicles for building social and economic solidarity. This growing sense of belonging enhanced member participation and public trust, providing social legitimacy for cooperative sustainability. The outcomes also lay a foundation for future efforts, including advanced training, institutional strengthening, and external partnerships, ensuring that the Koperasi Merah Putih in Parit Baru Village develops as an independent, competitive, and sustainable economic institution for community welfare.

4. Stage 3: SWOT Analysis

Beyond economics, cooperatives serve as institutional mechanisms for consolidating local resources, enhancing social capital, and strengthening bargaining power in the market. They enable farmers, fishers, and MSMEs to integrate into fairer value chains, reducing dependency on intermediaries while supporting affordable food access. However, their effectiveness depends on governance capacity, financial literacy, and professional management. A SWOT analysis offers a strategic tool to assess internal and external

conditions, guiding cooperatives to develop adaptive, inclusive, and sustainable growth strategies as can be seen in the following table.

Table 1. SWOT Analysis of Koperasi Merah Putih Governance in Parit Baru Village

Internal Factors	Strengths	Weaknesses
	External Factors	<ul style="list-style-type: none"> • Has clear formal legality. • Supported by the community. • Social capital from member diversity. • Cultural capital from the value of mutual cooperation (<i>gotong royong</i>).
Opportunities	Strengths–Opportunities	Weaknesses–Opportunities
<ul style="list-style-type: none"> • Supportive government regulations. • Potential for collaboration with multiple institutions. • Increasing community demand. • Potential for digital technology governance. • Business opportunities based on local potentials. 	<ul style="list-style-type: none"> • Leverage formal legality and community support to establish multi-institutional partnerships. • Develop new business units based on local potential with digital integration. • Support the development of managerial skills to access mentoring and grant. 	<ul style="list-style-type: none"> • Enhance managerial capacity of cooperative leaders through training facilitated by government or academic partners. • Promote business innovation through market research supported by universities. Optimize digital technology as a tool for transparency.
Threats	Strengths–Threats	Weaknesses–Threats
<ul style="list-style-type: none"> • Competition from online lending platforms. • Low financial literacy among community members. • Economic instability affecting members' repayment capacity. • Lack of a structured leadership succession mechanism. • Risk of fund misuse and internal conflicts. 	<ul style="list-style-type: none"> • Strengthen social capital and the value of mutual cooperation to compete with online lending. • Maximize involvement of management and members to prevent internal conflicts and enhance transparency. • Promote leadership succession through the development of young member cadres. 	<ul style="list-style-type: none"> • Develop a digital administration and financial reporting system to minimize the risk of fund misuse. • Implement financial literacy programs for management and members. • Establish cooperative management SOPs to ensure continuity despite leadership changes.

Cooperative governance is a pillar that ensures organizational sustainability (Achim, Văidean, Sabau (Popa), & Safta, 2023). The principle of transparency requires openness in financial management, decision-making, and information sharing with all members. This transparency is crucial to reduce potential abuses of authority and to strengthen members' trust in the management. Accountability, on the other hand, demands that all managerial actions can be ethically and legally justified, both to members and regulators, thereby fulfilling the principles of good cooperative governance (Soeprapti, Rizal, & Herawaty, 2023).

Based on the SWOT analysis, the Koperasi Merah Putih of Parit Baru Village has a number of strengths that can be used as capital to strengthen the institution, such as formal legality, community support, and active and committed management. The analysis of the activities and the SWOT breakdown above subsequently led to a new formulation from this community service: the Collective Participation-Based Strengthening Model for the Koperasi Merah Putih as illustrated in Figure 5 below.

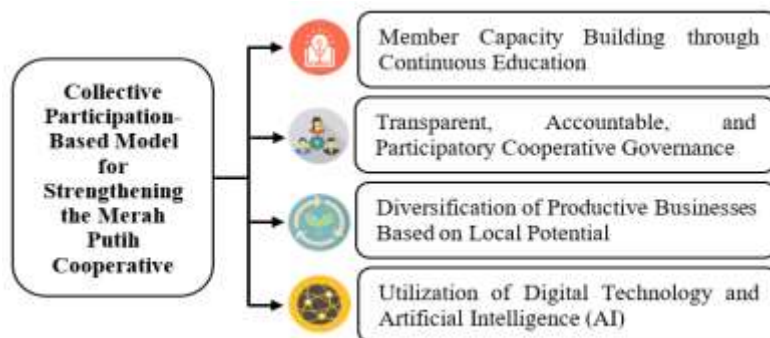


Figure 5. Collective Participation Model

Continuous member education is a key foundation for strengthening cooperative institutions, as members are both the drivers and beneficiaries of the organization (Damkuvienė, Valuckienė, Balciunas, & Petukienė, 2023). Such education extends beyond cooperative principles to include financial literacy, business management, technical skills, and understanding of regulations and market dynamics, enabling members to participate actively in decision-making and manage risks wisely. It also fosters resilient future leaders through training, workshops, and mentoring, ensuring sustainable leadership and generational continuity. Moreover, ongoing education enhances collective awareness of solidarity and participation, transforming the cooperative into a platform for shared economic empowerment.

Furthermore, business diversification is a crucial strategy to prevent cooperatives from relying solely on a single business unit, which is vulnerable to market risks and policy changes. A local-potential-based approach allows cooperatives to act as a bridge between local wisdom and broader market opportunities (Sambodo et al., 2023). Furthermore, the use of digital technology and artificial intelligence (AI) is a strategic step in moving cooperatives into the modern era (Zheng, Mei, & Chen, 2024). Digital technology enables cooperatives to transform various aspects, from administrative systems and financial record-keeping to marketing. Digital platforms can expand member access to cooperative services, accelerate communication, and improve operational efficiency.

D. CONCLUSIONS AND SUGGESTIONS

The community service activities in strengthening the Koperasi Merah Putih Parit Baru Village show that the cooperative has strong potential as a platform for community-based economic empowerment. Members' knowledge increased through discussions and tests, fostering awareness that the cooperative is not just a savings and loan institution but a tool for social solidarity, economic independence, and active community participation. This led to a sense of belonging, public trust, and commitment to make the cooperative a driver of local economic growth, supported by the new Collective Participation-Based Cooperative Strengthening Model emphasizing education, transparent governance, diversified local ventures, and digital technology use. To ensure sustainable impact, targeted strategies are needed, including intensive training on financial literacy, business management, and governance, structured leadership regeneration, and strategic partnerships with government, academia, and the private sector. The Collective Participation-Based Cooperative Strengthening Model should be tested across different cooperatives as a framework for community empowerment, allowing cooperatives to evolve into centers of learning, social innovation, and sustainable welfare for the community.

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