



Government Strategies in Managing Cash Land in Ampeldento Village Malang District

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Abstract. Land of the village treasury is one of the village assets that must be optimized in order to improve the welfare of the community. Since the village treasury land in Ampeldento Village has only been used as agricultural land through a rental system, and part of the land is neglected. The creation of the village treasury land that can benefit people from all walks of life is thanks to the collaboration between the village government and the private sector through an innovation program in the management of village treasury land. This research aims to explain the shape of the program innovation, the implementation system, constraints and efforts during the management of village treasure land. The approach used in this study is a descriptive case study. The findings of this study are (a) the development of ngalam kipa town square is an innovation program; (b) the implementation of the innovation program in the management of village treasury land is carried out by a build-to-lease system for 15 years; (c) the inhibiting factors for the innovation program in the management of village treasury land are due to the lack of transparency between the village government and BPD and the low literacy of the community; (d) efforts to overcome the inhibiting factors for the implementation of the innovation program in the management of village treasury land are in the form of information disclosure between the village government and BPD and the socialization of village treasury land management.

Keywords: Innovation program, Management, Village Cash Land.

1 Introduction

Regional autonomy needs to be developed, one of which is rural. With the presence of Law No. 6/2014 on villages, villages have the opportunity to become independent and autonomous. Village Autonomy is the right possessed as a form of origin rights the rights embedded in socio-cultural values that exist in the community as well as the obligation to regulate and manage government affairs and community interests in ac-

cordance with social values. Article 1(The Definition of the Village)Village, the meaning of this article is a village and customary villages or other names are referred to the village, hereinafter referred to as the village, is a legal community unit having territorial boundaries which are authorized to regulate and manage community interests Please click - Page 2 Village government affairs and its interests based community initiatives and the right of origin and/or the right of origin are recognized and respected in the system of the republic of Indonesia state government Essence of Article 1 Point 1 of Law No. 6/2014 on Villages.

Based on this article, it can be concluded that there is substance regarding the transfer of authority to the village. Villages are given the authority to advance the potential of the village in any sector in order to create prosperity and fulfill the priority needs of the community. In line with Marit et al (2021: 60) who explain that with the transfer of central authority to the regions, villages also have the same opportunity to obtain the authority to carry out village government affairs. One of the village autonomy is to manage village assets or all forms of village assets. Article 76 paragraph 1 of Law No. 6/2014 (on Villages) provides that village assets among others are “land of village treasury, communal land, village market, animal market, boat water mile, village building, fish auction, agricultural products auction, forest of village-owned, spring of village-owned, public bath, and the other assets owned by village.” In line with that, the management of village assets is expected to improve the welfare of the village community and spur the creativity of the community. In the Minister of Home Affairs Regulation No. 4 year 2007 on the Guidelines for the Management of Village Property, it was stated that management is a series of activities including planning, procurement, utilization, utilization, security, maintenance, exclusion, removal, administration, appraisal, guidance, supervision and control. Furthermore, it is affirmed in Article 77 of Law No. 6/2014 on Villages that the management of village-owned assets must be based on the concept of public interest, functional, law certainty, openness, efficiency, effectiveness, accountability and the certainty of economic value.

Land is one of the state assets that plays an important role for prosperity and public interest in human life, both as a place to carry out its activities, as a source of life, even as a nation, land is one of the elements of territory in the state sovereignty. In line with the progress of existing modernization, land is a significant means to develop a region (Hakim, 2015). Optimization of land use in order to provide benefits for the welfare of owner, community and State. To fulfil the main goals of common prosperity, justice and happiness for all the people, the interests of society and the individual interests must be balanced (Subekti, 2016). This statement is related to village treasury land in which village treasury land is one of the crucial production factors in rural areas that can be used as welfare to the community because if the management of the village treasury land is held optimally, the benefits obtained will not only improve services to the community but also produce village original income (PAD) which can be processed again to improve the welfare of the community. In the village treasury, there is land which is one of the village assets which can be managed for the benefit of development and community services. Therefore, by having village treasury land and supported by environmental conditions in some areas still in the atmosphere of rural areas can be

used as capital to be maximally utilized by the village government and community elements can produce original income of the village in order to increase the welfare and Progress of the village. Since the use of village treasury land must be done optimally for the common good, the development and management of village treasury land needs to have an innovation program so that what is carried out to obtain targeted benefits. Innovation is an idea that arises spontaneously because of the learning done by someone by looking at the dynamics of problems that develop in the community and can be realized into a program or activity that will be right on target for the benefit of the community. (Pratama, 2014). The innovation program in the management of village treasury land certainly involves various parties including the village government, BPD, village community, district government and the private sector. The involvement of several parties in the process of implementing the village treasury land management innovation program allows the emergence of an obstacle.

Constraints are conditions in which the difficulties are constraints to the realization of a wish. According to the big Indonesian dictionary (2005: 240), "An obstacle is a thing that hinders, prevents, or hinders (the process of not being able to create something or not being able to achieve a goal); a barrier. The challenges that arise must be immediately addressed in order for the process of realizing the innovation program in the management of village treasury land to be implemented again. Ampeldento Village Government acts decisively and decisively in making decisions on problems that have occurred. Decision making involves the evaluation of alternatives with respect to an individual or organizational goals (Harrison, 1992: 5). Decision making is closely tied to taking action to resolve problems or potential issues faced by an individual or an organization.

Ampeldento Village is one of the villages located in Malang Regency with an area of 153.196 km² (Central Bureau of Statistics of Malang Regency, 2021). At the village level assets in Ampeldento village, in the form of land belonging to the village treasury, is not optimal in its function. Until now, the land of village treasury in Ampeldento Village is only used as private agricultural land with a rental system whose revenue benefits cannot be maximally felt by all levels of society and some other parts of the land are left to maintenance. Only the private sector in cooperation with the village government manage the village treasury land, then came the private sector. The village and the private sector collaborated to create an innovation program for managing village treasury land.

The researchers build on quite a few earlier studies while doing the research. Top researchers who are concerned about the topic include Rodiati (2015) This study studies the implementation of the management of village treasury land in the context of increasing the village revenue in Gegempalan village, District of Cikoneng, Ciamis Regency. From this research, it is known that the management of village treasury land is only carried out a rental system that is used for agricultural land. Second, according to the research Mega & Sari (2021) research focus on the use of Tatung village treasury land in Balong District, Ponorogo Regency with land auction system. After conducting research, it is concluded that the management of village treasury land is carried out by auction system which is cultivated to agricultural land. Third, research by Setiawan (2015) Optimization of Village Revenue in land management and village treasures

through the rental system (the research concludes that from 2009-2013) life land and farming treasures in increasement is not optimal. Fourth, the research of Pratopo (2017) that examines the management of village treasury land found that the management of village treasury land in Banjar Panjang Village is still used for private interests, such as planting oil palm. (5) Research from Adrianis (2021) with the title "Strategies for Managing Village Treasury Land in the Form of Rice Fields (Case Study of Seling Village, Tabir District, Merangin Regency)."

By referring to some of the studies that have been previously mentioned, the author would like to formulate further with regard to innovation programs in the management of village treasury land whose benefits are felt by all levels of society. Thus, this research will be conducted by researchers this time is new research. This is motivated by a lot of curiosity about innovation programs, how these can be realized, and what obstacles and efforts are being made by the village government, in addition to the assumption that village treasury land is an important asset that must be utilized optimally for the welfare of the community. Therefore, the authors conducted research in Ampeldento Village with the title: The Innovation Program of the Village Government in Managing Village Treasury Land in Ampeldento Village, Karangploso District, Malang Regency.

2 Research Methods

Some of the methodology that is applied in this study, is qualitative research approach and case study research type. This aims to be explored and obtain information or data that is deeper in order to find out or examine phenomena related to the innovation program of the village government in managing the village treasury land in the village of Ampeldento Karangploso District, Malang Regency. The location of the research was in Ampeldento Village, Karangploso District, Malang Regency. The location was chosen and considered interesting for research because the village treasury land, which was originally only a stretch of moor and rice fields, some of which were not even maintained, has now been successfully transformed into a very beautiful building and its benefits can be felt by all levels of society. Ampeldento Village, which was initially rarely visited by the wider community, has now succeeded in becoming an attraction to visit since the establishment of buildings on village treasury land.

Data sources were obtained by 1) in-depth interviews with the village head, village secretary, BPD; 2) documentation in the form of pictures of activities after the implementation of the innovation program, proof of legality of land, proof of correspondence in carrying out development and several other supporting archives; 3) observation of how the benefits arising from the innovation program carried out by the village government. The methods of data collection used are 1) interview; 2) observation; 3) documentation. The data analysis in this research used Utari & Suharto (2020: 1539) domain analysis with pattern matching, where there were 3 (three) major things in domain analysis with pattern matching. First, results to be expected as patterns. Secondly, rather than explanations see patterns. Third, a simpler pattern.

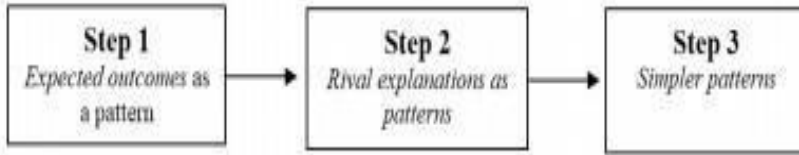


Fig. 1. Pattern Matching Model Analysis Source: Untari & Suharto (2020:1539)

Data analysis activities are carried out through several stages, namely:

1. *Expected outcomes as a pattern*

The answer to the problem formulation is what is done at this stage. valid instruments to get the right answers and can be supported by the research problems that have been formulated.

2. *Rival explanations as patterns*

This action is performed by clustering data based on the already defined categories of concerns. To get precise response to the research issues, researchers categorized the information by selecting the appropriate information and decreasing irrelevant information.

3. *Simpler pattern*

This stage is the latter stage of data analysis activities, where researchers end answers according to the issues that have been formulated.

Data validation is to check life stages after passing through the data analysis process. In this study, in terms of testing the validity of the data using a credibility test that is done by increasing persistence in the research and triangulating. Increasing persistence is done by means of researchers visiting research locations repeatedly within a period of 2 weeks and continuing to search for and read various news circulating related to the research title so that the insight gained will be broader. With regard to the two things done, the researcher can double-check whether the data that has been obtained or found is wrong or right.

Triangulation is done by triangulating sources and triangulating techniques. Source triangulation in this study was carried out by analyzing the results of interviews obtained from three informants, namely the village head, village secretary and chairman of the BPD related to the research conducted. The data obtained from the three informants were then classified according to the same views and different views. After classifying, an agreement was made with the three informants to produce a conclusion. Meanwhile, technical triangulation is carried out by comparing observation results with interview data, comparing documents obtained with interview results and comparing documents with observation results.

3 Results And Discussion

3.1 Village Government Innovation Program in the Management of Village Treasury Land in Ampeldento Village, Karangploso District, Malang Regency

Problems of waste between villages Ngijo and Ampeldento and the desire of the village government to increase the income original village became a foothold to make up a program of innovations of processing the land of the village treasury. Besides those two problems, until now the village treasury land has not yet been utilized optimally, where some parts of the land are not maintained. This condition will lead to the implementation of an innovation program within the village government in collaboration with the private sector as a development capital provider. Innovation is a discontinuation of the old way of doing so that it will produce an ideal effect of working (Ancok, 2012: 34). The innovation program is carried out for the purpose of developing the value of village assets with sustainable use which can enhance public welfare. As explained by the Ministry of Villages, Development of Disadvantaged Areas and Transmigration that the village innovation program is a process to develop knowledge and skills from the results of village work in carrying out development so that it can provide sustainable added value to its management.

The implementation of this innovation program in the form of the construction of Ngalam Kipa Town Square which will be used as a sports, agriculture and education-themed tour. Based on the Village RAB, the development that will be carried out at Ngalam Kipa Town Square consists of NK Café, Ampeldento jogging track, mini soccer field, paramotor, rollerblading track, nature school and performance stage. With regard to the many components to be built and this development has just started in 2019, as of 2021, the developments that have been completed and have been operating for approximately 1 year are NK Café, Ampeldento jogging track and mini soccer field with the following description.

Nendes Kombet (NK) Café

NK Café is a semi-tropical concept café that has a beautiful atmosphere with rice fields around it. This café officially opened on August 18, 2020 amid the economic downturn due to the COVID-19 pandemic. NK Café is located on an alternative road to Batu city. NK Café was originally just a shop that stood on private land which was located attached to the village treasury land. The owner is also the Ampeldento Village community. The existence of NK Café then provides a high enough attraction for the outside community so that the village government with the private sector, namely NK Group, wants to expand the NK Café area using village treasury land. Part of the NK Café that stands on village treasury land has been successfully transformed as a facility to support the comfort of café visitors namely parking lots for cars and motorbikes, parking lots for pancal bikes, outdoor dining, mural spots and agricultural land.

First, there are motorcycle and car parking facilities. The provision of large parking facilities in a business activity is one of the things that must be considered in order to maintain safety and comfort so as not to disturb the surrounding environment and take

over the proper function of the road. NK Café has provided a large and well-organized parking lot that makes visitors feel safe and calm when visiting. Here is the location of the parking lot for cars and motorbikes.



Fig. 2. Car and motorcycle parking lots Source: Personal Documentation

Second, the pancal bike parking facility. Pancal cycling has become a new trend during the pandemic. During the pandemic, visitors who use pancal bikes have increased, many people stop by to rest after cycling or make NK Café a cycling start. This condition made the private sector build a pancal bike parking lot which is located not far from the restaurant so that it can be kept safe. Here is the location of the pancal bike parking lot.



Fig. 3. Bicycle parking lot Source: Personal Documentation

Third, outdoor dining facilities. In addition to indoor dining, NK Café also offers a place to eat with an outdoor atmosphere. The concept of eating with an outdoor atmosphere is very supportive to be developed at NK Café because the location still has a natural atmosphere of beautiful rural nature and away from the hustle of the city. The outdoor dining concept at NK Café is presented between rice fields and views of the

Sleeping Beauty Mountains, Mount Arjuno and Mount Panderman. Here is the NK Café outdoor dining concept.



Fig. 4. Outdoor dining area Source: Personal Documentation

Fourth, the mural spot facility and farmland. Spot murals are presented with the aim of creating a beautiful view. The mural spot that was used was originally just a plain gray wall which was then transformed into a beautiful mural as a result of the community's creativity. This mural spot has become one of the favorite spots for visitors to take pictures. This mural painting is not permanent because mural competitions are often held at certain moments. Similarly, the agricultural land, which was originally just an elongated and unkempt stretch of land, has now been converted into agricultural land planted with local plants such as mustard greens, strawberries, watermelons and lettuce. The results of the farmland processing can then be traded. Here is the mural and farmland spot of NK Café.



Fig. 5. Spot photos of mural paintings and farmland Source: Personal Documentation

The presence of NK Café in Ampeldento Village has been successful to bring a breath of fresh air to the life of the village community. Particularly, through the collaboration

between village government and private sector on village treasury land management, this village have succeeded in optimizing the potential of natural wealth that belongs to Ampeldento Village. This innovation program is also profitable for the village government in terms of increasing village income. same with research that was done by Galuh Dwi Ratnawati (2014) under the title of Use of Village cash land in Kalitirto Village District Berbah Sleman Regency. The results of the research indicated that the use of village assets in the form of village treasury land will increase the original income of the village. The income from the use of village treasury land will later be used to fund village development for the realization of community welfare. This is in line with the advantages of the innovation program carried out by the village according to Henriyani (2018), namely (1) Exploring the potential of natural resources and human resources owned by the village, (2) Improving community welfare, (3) Increasing village revenue. Another impact of the NK Café innovation program is that NK Café has succeeded in opening jobs for the community in the midst of the COVID-19 pandemic as a solution to many people forced to experience layoffs. This job opportunity is opened in general for all sons and brothers not only for the Ampeldento Village community.

Ampeldento Jogging Track

The jogging track built on village treasury land is 500 meters long with 10 turns to 5 km. The construction of the Ampeldento jogging track has succeeded in solving the waste problem between Ampeldento Village and Ngijo Village where the location of the illegal landfill owned by Ngijo Village which is located adjacent to the TKD owned by Ampeldento Village has been successfully moved so that no one throws garbage in the landfill anymore. Pratama (2018) explains that the implementation of innovation must pay attention to the dynamics of the problems that occur so that it can solve problems and the results of these innovations can benefit the community. The jogging track was officially inaugurated by the Regent of Malang, Drs. H.

M. Sanusi, M.M on December 27, 2020. Just like the construction of NK Café, this jogging track operates in the midst of the COVID-19 pandemic as a sports facility to improve health. In its use, the jogging track is used as a running track and a location for doing morning exercises. Here is a picture of the jogging track gate and proof of the inauguration of the Regent of Malang Regency.



Fig. 6. The ampelento jogging track archway Source: Personal Documentation

Ampelento Mini Soccer Field

The mini soccer field built on village treasury land is 35 meters long and 20 meters wide. The construction began in September 2020 and was completed in February 2021. The construction of the mini soccer field has received a very positive response from the village community, especially young people who like to play soccer because they no longer need to rent a soccer field outside the village. The Ampelento mini soccer field called Gelora Buyut Risah (GBR) mini soccer is managed by the private sector and the Ampelento Village soccer team. The use of the field is open in general to the village community and rented out to people outside the village on Fridays, Saturdays and Sundays. Since February 2021, the use of this field has been open to the public and free of charge, but considering the need to maintain infrastructure facilities to maintain their comfort, as of August 2021 its use is still open to the public and paid for people outside the village. Here is the Ampelento mini soccer field.



Fig. 7. Ampeldento *mini soccer* field

Source: Personal Documentation

3.2 Implementation of the Village Government Innovation Program in Village Cash Land Management in Ampeldento Village, Karangploso District, Malang Regency

The enactment of the Ngalam Kipa Town Square creativity initiative on village treasury acreage is undertaken with a 15-year construct-to-lease system to the private sector. In adherence with Malang Regent Regulation Number 24 of 2016 concerning Village Property Administration, which explains that edifice and leasing with a utmost period of 20 years is one of the ways that can be utilized in managing village treasury acreage. The administration of village treasury acreage with a construct-to-lease system is held for one of the reasons in the form of curtailed village government finances to execute development. Justitia (2015) elucidates that the private sector as an investor becomes a connection for the village government to enact central and regional infrastructure progress. The character of the private sector in this construct-to-use system is the primary character in fulfilling all development necessities that will be executed. A like theory is too conveyed by Levy (1996) which explains that the enactment of the construct-to-use handover involves the private sector to finance, design, build, run, and preserve infrastructure projects within a fixed period of time and afterwards will be returned to the government as the host.

The ambitious plan to build Ngalam Kipa Town Square on village land will require navigating complex processes with care and cooperation. While innovation can enrich community life, multiple stakeholders must provide input and approval. First, village law will be reviewed to ensure treasured spaces are managed prudently long-term. Public forums will evaluate needs and concerns to gain consensus. Documentation of all discussions and proposed terms will allow higher authorities time for prudent review. Negotiations between leaders and partners aim to mutually benefit village welfare now and in future years. Formal licenses from regent and district signify lawful accord aligning vision with practical steps. Finally, agreements in notarized form will detail responsibilities of all involved, defining building purposes, ownership durations, and care of

the space thereafter. Through open exchange respecting all voices, this project can honor traditions while serving current needs and seeding opportunities for tomorrow. Success relies on understanding different viewpoints and finding common ground.

The contract set forth several key provisions including: (1) the duration of the agreement, (2) financial contributions and payment schedules, (3) responsibilities of each party, (4) methods for resolving disputes should they arise, and (5) contingencies for events outside of their control. This study examined an agreement to develop village land through a build-to-use arrangement according to such terms. Specifically, the parties were the local government and a private developer. The object of the build-to-use system was five hectares of treasury land in Kasin Hamlet. The agreed upon period was 15 years, after which all structures would become property of the village.

Contribution amounts were negotiated between the two parties with the goal of mutually beneficial outcomes. As Lalu Hadi explained, public-private partnerships require capital commitments from both sides using assets as bargaining chips under the principle of shared benefit. A contractual agreement could then be finalized along with defining larger private sector involvement in development, implementation, and operations. For this project, the private entity would provide 65 million rupiah annually while also splitting monthly profits from certain facilities like a natural school and parking lot. Initial rental revenues of 63 million yearly were projected to increase to 107 million through this innovative build-to-use system. Payments were to be remitted to the village account at the conclusion of each year. The rights of the village government encompassed receipt of annual contributions via bank transfer, as well as approval for land usage adhering to village regulations. Meanwhile, their responsibilities consisted of permitting the private party to utilize and manage the property. Corresponding rights for the private party included exploitation and administration of the land under village rules, and duties of paying contributions, maintaining structures, covering development costs, and not transferring or mortgaging facilities (Marco, 2018). Dispute resolution would first employ consensus discussions, but unresolved issues could be elevated to sub-district and district authorities. Finally, force majeure exempted obligations in the event of uncontrollable natural disasters outside the abilities of those involved.

3.3 Constraints on the Implementation of the Village Government Innovation Program in the Management of Village Treasury Land in Ampeldento Village, Karangploso District, Malang Regency

The innovative scheme to manage village land reserves using a build-then-transfer model undoubtedly involves various stakeholders, including local governments, village administrations, village councils, communities, and private enterprises. Coordination between these disparate parties poses predictable pitfalls. Research by Noviawati (2019) highlights that the absence of regional regulations to guide village administrations in crafting rules for this build-then-transfer system restricts the utilization of village assets to rental arrangements.

Based on these findings, few meaningful barriers exist, only two in particular: deficient transparency between village administrations and councils, and inadequate com-

munity education. Firstly, perceived opacity by the council fueled unpleasant speculation on social platforms, temporarily pausing the innovative program. Allegations of impropriety emerged as management proceeded without council participation, contravening their role representing communities and overseeing administrations. However, nontransparent phases in the land management deal stirred distrust of administrations. As Maani (2009) noted, obscurity in organizing activities complicates accounting and breeds doubts. Secondly, deficient community understanding of regulations governing this build-then-transfer system of village reserve land misled some to believe private parties, not villages, would benefit from facility use, dampening participation. Insufficient education also renders people prone to believing unfounded rumors. Aligning with Azmi Rizky Anisa et al. (2021), low literacy hampers discerning valid data critically, predisposing one to uncritically accept any news without cross-checking accuracy.

3.4 Efforts to Overcome Obstacles in the Implementation of the Village Government Innovation Program in the Management of Village Treasury Land in Ampeldento Village, Karangploso District, Malang Regency

The challenges encountered with implementing the village government's innovation program in managing village treasury lands must be considered thoughtfully to avoid repetition or distrust forming between community and leadership. Previous research by Setiawan (2015) in Batang Batindih Village found overcoming obstacles required boosting institutional capacity and public participation. Unlike Ampeldento, which addressed constraints through transparency between administration and committee, and outreach on policies. First, leaders shared plans openly with appointed advisors to establish clear accountability. As Pamungkas (2015) explained, meetings aim to solve issues or update interested parties on past decisions. Second, management details were disseminated publicly regardless of status. This outreach intended building critical thinking when receiving information to dissuade gullibility. Kristiyanto (2020) also viewed education as crucial for development by augmenting comprehension and knowledge across residents. Involving all community members, from top to bottom, ensured inclusivity as Felda Juwita Robot et al (2014) said was key to relaying a program's what, why, how, and benefits. The outreach succeeded in shifting reluctance among locals who now frequent new facilities, showing transparency strengthened village ties.

4 Conclusion

The NK innovation program initiated by Ampeldento Village has yielded three completed projects and four still underway, aimed at improving community facilities and engagement. Completed elements consist of NK Café, a jogging path around the town, and a mini soccer field. Ongoing efforts include paramotor experiences, a roller skating track, an outdoor classroom, and a performance venue. Implementation follows a 15-year build-and-transfer agreement between the village and private partners as outlined in local regulations. Revenue is shared through a mutual understanding, with the private

side contributing an annual 65 million rupiah and the village receiving 3.5 million per month plus 50% of parking and a 10,000 rupiah fee per paramotor flight. However, obstacles have emerged due to a lack of open discussions between village leadership and the community development board regarding management of public lands. Without transparency, rumors and doubts have arisen among residents about how resources are being utilized. To remedy this, more information is being disclosed and public seminars held to promote critical thinking and dispel misinformation concerning village asset oversight so that community trust and support can be maintained.

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