

Analysis of the Implementation of Village SDGs Policies in Accelerating Village Development: A Case Study of Rambipuji Village

Suwarno¹, Bambang Giyanto¹, Mala Sondang Silitonga¹

¹National Institute of Public Administration, STIA LAN Jakarta Polytechnic, Indonesia

Email: nonosuwarno23@gmail.com

Abstract. *Implementation of Village SDGs in Indonesia faces structural challenges such as limited village human resource capacity, poor data synchronization, and suboptimal inter-stakeholder coordination, as reflected in social facts showing many villages struggle to achieve clean energy targets (SDG 7) and climate resilience (SDG 13) due to high GHG emissions from deforestation and fossil fuels. Amid these issues, Rambipuji Village in Rambipuji Subdistrict, Jember Regency, successfully achieved high IDM scores and became a pilot village, particularly in SDG 7 and 13, positioning it as a role model for sustainable development. This qualitative descriptive study analyzes the process using George C. Edwards III's framework. Key findings indicate that implementation proceeds in a structural-participative manner through synergy among village officials, communities, and institutions, supported by clear bureaucratic structures, effective communication, and directed resource management; however, only 7 of 18 priority targets were realized, such as climate-responsive villages and clean energy initiatives. Supporting factors include commitment from officials and village funds, while barriers include limited human resources and suboptimal communication. Strengthening Edwards III's dimensions is recommended for optimizing national Village SDGs.*

Keywords: *Village SDGs, Policy Implementation, Rambipuji Village, Clean Energy, Climate Resilience*

Received: December 12, 2025

Revised: January 23, 2026

Accepted: March 24, 2026

INTRODUCTION

The discourse on rural development has been an important part of public policy dynamics in Indonesia since the New Order era until the reform era (Mandasari, 2015; Pramusinto & Latief, 2011; Ma'mun, 2014). Villages have always been positioned as strategic entities in national development planning, as evident in a number of regulations ranging from Law No. 5 of 1979 on Village Administration to Law No. 6 of 2014 on Villages. Historically, these regulatory changes not only reflect changes in the structure of government, but also mark a shift in the development paradigm from a centralistic approach to a more decentralized and participatory one (Prihastuti, 2022; Erk & Koning, 2010).

The fundamental difference between the paradigm of building villages and villages building lies in the perspective on the position of villages in national development (Lu & Ahmad, 2023; Alkadafi et al., 2025; Gao, 2016). During the New Order era, development was dominated by a top-down approach that positioned villages as passive objects that had to follow hierarchical instructions from the center (Fernanda et al., 2023). In contrast, the reform era introduced a bottom-up approach through regional autonomy policies that positioned villages as autonomous

subjects of development, with the authority to determine priorities and become the main actors in the development process (Wijayanto et al., 2023; Navarro et al., 2016; Yin & Rui, 2023).

The enactment of Village Law No. 6 of 2014 marks a significant milestone in the architecture of village development (Al-Arif, 2017). This regulation provides strong legitimacy for villages to independently manage government affairs, development, and community empowerment, including through the allocation of Village Funds directly from the state budget. This policy reinforces the idea that national development must rely on local strengths, integrating the social, cultural, and economic potential of village communities as the main foundation (Suharto, 2023; Maolani, 2019; Sabet & Khaksar, 2024).

The strategic position of rural development is increasingly relevant given that nearly half of Indonesia's population lives in rural areas. Data from the Central Statistics Agency shows that around 43% of Indonesia's population lives in villages, so the success of village development has direct implications for the equitable distribution of national welfare. In this context, the Village Sustainable Development Goals (SDGs) are an important instrument that provides a multidimensional framework for village development that focuses not only on economic growth but also on social and environmental aspects (Natalia & Maulidya, 2023; Mubarok & Kurnia, 2025; Purnamawati et al., 2023; He & Zhang, 2025).

Village SDGs are a concrete form of the localization process of the sustainable development agenda formulated by the United Nations within the framework of the 2030 Sustainable Development Goals (SDGs). This localization is not merely a matter of translating global targets into a national context, but also of adapting the universal principles of the SDGs to the social, economic, and ecological dynamics of villages in Indonesia (Zitri et al., 2023; Agussalim et al., 2018; Sever et al., 2025; Tobing-David et al., 2024; Yusof et al., 2024). This global agenda was born out of a paradigm shift in development from the Millennium Development Goals (MDGs) to the SDGs, which emphasize a more holistic, integrative, and long-term sustainability-oriented approach. Comprising 17 goals and 169 targets, the SDGs promote the principle of leaving no one behind, which affirms that all community groups, including marginalized and remote communities, must be part of the development transformation process (Yuliana & Alinsari, 2022).

Indonesia has adopted the SDG agenda into its national development strategic framework through the 2020–2024 National Medium-Term Development Plan (RPJMN) and regulated its implementation mechanism through Presidential Regulation No. 59 of 2017. This policy demonstrates the government's commitment to institutionalizing the SDGs into the development planning and budgeting cycle. The whole-of-government and whole-of-society approach emphasized in the regulation implies the need for cross-sectoral and multi-stakeholder synergy, ranging from central and local governments, academics, the private sector, the business world, civil society organizations, to local communities (Santos et al., 2023; Meuleman, 2021). This collaborative approach is expected to encourage the integration of SDGs at various levels of government and strengthen the mechanisms for monitoring, evaluating, and ensuring accountability for the implementation of sustainable development (Handrian & Andry, 2020; Florini & Pauli, 2018; Lauwo et al., 2022; Bowen et al., 2017; Guha & Chakrabarti, 2019; Saner et al., 2020).

The urgency of localizing the SDGs is increasingly apparent when considering the fact that Indonesia has more than 83,000 villages that are strategic entities in the provision of basic services, natural resource management, and social capital strengthening. Villages are seen as crucial arenas for achieving the SDGs because most indicators of social and ecological well-being and vulnerability are rooted at the grassroots level. To that end, the Ministry of Villages, Disadvantaged Regions, and Transmigration (Kemendes PDTT) formulated the Village SDGs in 2020 as a village development framework consisting of 18 goals (Susiatiningsih & Wardhani, 2024).

One of these goals is unique, namely "Dynamic village institutions and adaptive village culture," which emphasizes the importance of responsive village governance and the

preservation of local cultural values as the foundation for sustainability. This formulation not only broadens the scope of global SDGs, but also emphasizes that sustainable development in Indonesia must rely on local strengths, including cultural wisdom, social cohesion, and strong village institutions (Helmy et al., 2024).

However, rural development still faces structural challenges, including the gap between rural and urban areas that hinders equitable welfare distribution. Data from Statistics Indonesia (2020) shows that the poverty rate in rural areas reached 13.20%, or nearly double the poverty rate in urban areas of 7.02%. This inequality is reinforced by the legacy of the Java-centric paradigm during the New Order era, which marginalized 3T (remote, disadvantaged, frontier) areas in terms of access to education, health, infrastructure, and public services (Rezka & Yunani, 2023).

Regional development gaps are explicitly recognized in Presidential Regulation No. 63 of 2020, which designates 62 districts in 11 provinces as disadvantaged areas based on economic indicators, human resource quality, infrastructure, accessibility, and regional characteristics. This policy demonstrates that development disparities remain a national agenda that requires a structured and evidence-based approach. In response to this situation, the Ministry of Villages, Disadvantaged Regions, and Transmigration (Kemendes PDTT) established a classification of five village statuses as an instrument for mapping the vulnerability and development needs of villages. This classification serves not only as a diagnostic tool, but also as a reference for planning more targeted and sustainable development interventions (Jenar, 2022; Allen et al., 2016; Sinkovics et al., 2021).

Government efforts to accelerate rural development are beginning to show positive results, one of which is through an increase in the Rural Development Index (IDM) for the 2019–2024 period. This increase in the IDM reflects progress in three main domains as formulated in Permendes PDTT Number 2 of 2016. East Java is an interesting example, as all of its districts have successfully emerged from the underdeveloped category and most villages have achieved independent status. These findings indicate the effectiveness of policies and the consistent implementation of village empowerment programs integrated with the national development framework (Kafabih & Utami, 2024).

Jember Regency is one of the regions that has shown consistent improvement in its IDM from 2022 to 2024. The growth of the composite index in the economic, social, and environmental aspects cannot be separated from the contribution of villages with relatively high Sustainable Development Goals (SDGs) achievements. Rambipuji District stands out as a locus of progressive village development, as reflected in its significant SDGs scores in 2025, particularly in the indicators of access to clean water, poverty reduction, and community-based waste management. These achievements emphasize the importance of a community-based development approach and the strengthening of local institutions in promoting the achievement of sustainable development goals at the village level (Rasaili et al., 2024).

In particular, Rambipuji Village has shown remarkable achievements in clean energy indicators with a score of 99.93%, making it one of the national model villages in the implementation of SDG 7. This achievement has strategic implications given that Indonesia is pursuing its 2060 Net Zero Emission target and promoting energy transition at the grassroots level. Amidst the limitations of other villages in achieving the SDGs, Rambipuji is an important model that offers empirical data for developing a framework for implementing village-based sustainable development policies and filling the research gap related to the integration of George C. Edwards III's policy implementation theory in the context of high-achieving villages.

METHODS

This study uses a descriptive design with a qualitative approach to produce an in-depth understanding of the implementation of Village SDGs in accelerating village development in Rambipuji, Jember Regency. The descriptive approach was chosen because it is able to present

empirical descriptions systematically, factually, and accurately without manipulating the research variables. This technique allows researchers to explore phenomena as they are, as emphasized by (Abdussamad, 2021), that descriptive research serves to explain the real situation without testing hypotheses. With this design, the research is directed at identifying the forms of implementation of Village SDGs, as well as the supporting and inhibiting factors in the village development process comprehensively. Data collection was conducted using primary and secondary data. Primary data was obtained through field observations and in-depth interviews with key informants selected using purposive sampling, followed by snowball sampling to gradually expand the scope of information. Informants consisted of officials from the Ministry of Villages and PDPT, Jember Regency officials, the Rambipuji Village government, community leaders, youth organizations, and village community representatives. Meanwhile, secondary data was collected through documentation and online searches of policy documents, activity reports, regulations related to Village SDGs, and academic literature relevant to the context of village development. These three techniques, namely observation, interviews, and documentation, were used to ensure the completeness and depth of the required data. Data analysis follows the qualitative analysis model of Miles, Huberman, and Saldana, which includes data reduction, data presentation, and conclusion drawing or verification. The process began with content review and examination of all collected data, followed by reduction to sort important information, compile categories, and form thematic patterns. The reduced data was then presented in the form of narratives, matrices, or charts to facilitate interpretation. The final stage was verification as a process of forming valid and accountable research findings. The analysis is conducted simultaneously from the initial data collection to the preparation of the report to ensure consistency, accuracy, and depth of interpretation of the phenomenon of SDG implementation in Rambipuji Village (Nasution, 2023).

RESULTS AND DISCUSSION

The Dimension of Bureaucracy in the Implementation of SDGs in Rambipuji Village

The dimension of bureaucratic structure is one of the important components in George C. Edward III's policy implementation model, which emphasizes the significance of the attitudes, motivation, values, commitment, and preferences of implementers in determining the success of program implementation. In the context of SDG implementation in Rambipuji Village, the research findings show that these structural factors are manifested through several bureaucratic mechanisms, such as the realization of village funds, open supervision, village regulations, and the application of the principle of transparency. Analysis using Nvivo 15 software confirmed that the aspect of village fund realization received the highest intensity of statements from informants, indicating that the budget management mechanism was a dominant theme in the Rambipuji bureaucratic structure.

The existence of SOPs, technical guidelines, and technical guidance from village facilitators is an indicator that procedural structures have been systematically implemented. Information obtained from the Village Secretary confirms that every SDG data collection process always begins with official socialization and training, which serves to minimize ambiguity in the implementation process, in line with Edward's theory. This shows that the bureaucratic structure in Rambipuji has moved within a clear formal framework, so that implementers have an adequate basis for carrying out technical and administrative obligations (Phasa & Andriyus, 2024).

Cross-level coordination among government agencies also appears to be running consistently through regular meetings and tiered communication between villages, subdistricts, DPMD, and facilitators. Weekly meetings conducted through online meetings reinforce the delivery of current issues and policy adjustments at the village level. This coordination pattern reflects a responsive and adaptive bureaucratic structure model, enabling early detection of potential implementation obstacles. The involvement of various OPDs in the coordination process shows that a multi-sector approach has become an important characteristic in the implementation of Village SDGs.

In the sub-dimension of open oversight, informant reports and visual documentation show that the Rambipuji Village government consistently implements public transparency mechanisms through the publication of budget reports and the implementation of village deliberations. Village financial reports posted on information boards and official websites are evidence that external oversight by the community has been facilitated by the village. This mechanism strengthens the legitimacy of the village government and increases community trust in the development process, in accordance with the principle of public accountability in village policy (Irmawati et al., 2022).

Internal transparency, particularly regarding technical procedures for data collection, is an integral part of the bureaucratic structure. However, the findings of the interviews revealed weaknesses in this aspect, particularly regarding enumerators who collected data without going into the field. This desk-survey phenomenon shows inconsistencies in implementers' compliance with SOPs, which could potentially reduce the accuracy of SDG data. Although public transparency has developed well, these results show a gap between formal rules and technical practices of implementers in the field.

Village regulations are the next element that strengthens the SDG implementation framework in Rambipuji. Information from the Village Secretary and Ministry of Villages officials shows that the SDGs have been used as the main reference for the preparation of the RPJMDes and RKPDes, so that the normative integration of this program has been institutionalized in the village regulatory structure. Regulations related to the funding system, professional assistance, and alignment of SDG indicators show that the village government is in line with coordinated national policies. However, several weaknesses, such as data entry errors and the disorderliness of some enumerators, indicate that the regulations are not yet being consistently adhered to (Siagian & Sitorus, 2024).

The bureaucratic structure in the implementation of Village SDGs in Rambipuji shows progressive capacity through the application of budget transparency, regulations that are in line with national policies, and participatory oversight that involves the community. However, weaknesses in technical control and enumerator discipline remain challenges that need attention. Strengthening the internal monitoring system, increasing the capacity of the apparatus, and enforcing more consistent regulations are important recommendations so that the implementation of Village SDGs can run more accurately, accountably, and sustainably.

The Dimension of Communication in the Implementation of the Rambipuji Village SDGs

The dimension of communication is one of the main pillars in the policy implementation framework developed by George Edward III, which emphasizes the importance of clarity, consistency, and continuity of information flow from policy makers to implementers in the field. In the context of implementing the Village SDGs in Rambipuji, this dimension is the foundation for ensuring that all actors, from the village government and facilitators to the community, understand the direction of the policy and its implementation mechanisms. Unclear, inconsistent, or distorted information has the potential to cause deviations in implementation from the formulated policy objectives, so communication plays a strategic role in minimizing room for misinterpretation (Mogot & Husnita, 2021).

Analysis of field data shows that communication regarding Village SDGs in Rambipuji is carried out through various mechanisms, ranging from socialization, inter-agency coordination, to village deliberations. Data processing results using the Nvivo 15 hierarchy chart show that socialization has the largest proportion as a communication element that appears in the implementation of SDGs (Abuzar et al., 2025). This indicates that the dominant communication approach is vertical and oriented towards the delivery of substantive information from the implementing party to the community. Village deliberations occupy a significant portion as an arena for clarification and discussion, while inter-agency coordination is at the lowest proportion, indicating that horizontal communication has not played an optimal role in policy implementation.

These findings are in line with Edwards' theory, which emphasizes that communication should include clear and consistent message transmission and involve feedback mechanisms. In the context of Rambipuji Village, repeated socialization efforts by the village government, village facilitators, and the Jember District PMD Office demonstrate efforts to strengthen the clarity of policy messages. However, the low intensity of inter-agency coordination signals that consistency in implementation at the operational level could potentially weaken if horizontal synchronization is not strengthened. Nevertheless, the dissemination of information to the community has been intensive, and the alignment of interpretations among implementing actors still requires more attention (Wahyono & Aditia, 2022).

Information from the Jember PMD Office confirms that communication is also established through training, mentoring, and synchronization of village programs with the SDGs. This approach not only functions as a one-way transmission of information, but also as a space for technical dialogue to ensure understanding among implementers. The presence of village facilitators and local village facilitators under the Ministry of Villages strengthens the function of communication as a process of policy alignment and adaptation. This shows that communication does not stop at initial socialization, but continues as an ongoing process integrated with technical assistance.

At the community level, communication patterns take place through regular forums such as village meetings, neighborhood association meetings, and announcements at mosques. Information about SDGs is more easily understood by active community members, such as neighborhood association administrators, health center cadres, or farmer groups. However, community members who rarely participate in village activities, such as farm workers, the elderly, or workers with long working hours, tend to have limited access to information. This uneven communication opportunity shows that communication coverage is still selective and highly dependent on the level of social participation of residents, thus implying the need for a more inclusive communication strategy (Sampeoding et al., 2024).

Interviews with youth and community leaders indicate that the village government is quite active in communicating directly with residents. Budget transparency through information boards and the dissemination of program information through neighborhood associations (RT) indicate that communication has been used to build openness and public trust. However, it was found that two-way communication is not yet optimal; the available forums are more geared toward conveying information than absorbing substantial input from residents. The dominance of community leaders or village officials in conversations shows that participation in communication forums is not yet fully egalitarian.

In the context of SDG implementation, the village government has actually provided various communication channels, both formal and informal. However, the gap between formal participation (attendance at forums) and substantive participation (the ability to express opinions) is still evident. Residents who attend but are reluctant to speak show that there are psychological and cultural barriers that affect the effectiveness of two-way communication. This condition shows that communication has not fully built a sense of ownership of policies, even though this is an important prerequisite for increasing meaningful community participation (Ramadhani & Prihantoro, 2020).

At the institutional level, DPMD Jember shows that communication is carried out through routine coordination, such as weekly meetings via Zoom involving villages and sub-districts, as well as follow-up in the form of field assistance. This structured and tiered communication pattern reflects the simultaneous functioning of vertical and horizontal communication. In fact, the involvement of other OPDs when issues require cross-sectoral synergy shows that communication has been carried out inter-organizational to maintain consistency in policy implementation. The flow of information is not only instructive but also adaptive to the dynamics of issues in the field.

In addition, the digital-based information management system used by the Ministry of Villages, such as the Village SDGs dashboard and periodic IDM reports, illustrates that communication in the implementation of SDGs has been institutionalized in the national data architecture. This communication channel not only ensures data connectivity between villages and the center, but also serves as a tiered evaluation mechanism that enables continuous policy improvement. Routine monitoring by training centers and regional assistants confirms that communication also functions as a systematic feedback instrument in the implementation process (Maulana, 2022).

Overall, the communication dimension in the implementation of the SDGs in Rambipuji Village shows strengths in the aspects of socialization, information delivery, and vertical coordination. However, two-way communication mechanisms and equitable information coverage still need to be strengthened so that policy implementation is more effective and inclusive. Referring to George Edward III's framework, the findings of this study show that the communication dimension has served as the foundation for implementation, but its effectiveness is still influenced by structural, cultural, and participatory barriers. Therefore, future communication development strategies need to focus on improving the quality of dialogue, expanding access to information, and empowering citizens to understand and oversee the implementation of SDGs at the village level.

Resource Dimensions in the Implementation of SDGs in Rambipuji Village

The resource dimension is one of the fundamental elements in George C. Edward III's policy implementation theory. In the context of SDG implementation in villages, this dimension not only includes the availability of funds and infrastructure, but also encompasses human capacity, knowledge, social networks, and the adaptive abilities of policy implementers. Based on the results of the hierarchy chart visualization, the resource dimension in Rambipuji Village shows a complex but mutually reinforcing structure. Resources are positioned as the main foundation that enables the formation of collaborative processes between stakeholders, both at the village government and local community levels.

The hierarchy chart shows that resources consist of several main components, namely community groups, understanding of SDGs, training, group counseling, and adaptation and innovation. The "Community Groups" component is the most dominant element, indicating the significant role of local human resources in supporting policy implementation. Posyandu cadres, farmer groups, MSMEs, and women farmer groups serve as key actors in driving village programs. This dominance shows that the success of policy implementation relies on the capacity, commitment, and involvement of the community as direct implementers in the field (Mas et al., 2021).

In addition to human aspects, knowledge resources are also an important factor. The "Understanding SDGs" component, which consists of understanding poverty eradication, environmental preservation, quality of education, and adaptation to change, shows that policy implementers have fundamental intellectual capital. The results of interviews with the Secretary of Rambipuji Village imply that village officials understand the SDGs as a framework for sustainable development. This knowledge is a form of non-material resource that strengthens the effectiveness of implementation, in line with Edward III's view that accurate information and understanding of policies are important prerequisites.

On the community side, interviews show that understanding of the SDGs has begun to develop, although it is not yet widespread. Some residents understand the SDGs as village development efforts that cover aspects of education, health, the environment, and the economy. This partial understanding remains a significant starting point because it helps the community link the programs being implemented with long-term development goals. This shows that cognitive resources are not only possessed by policy implementers, but are also beginning to grow in the community as beneficiaries (Mujalli & Syarif, 2024).

Another important component is training and education, which serve as capacity building efforts. Training on waste management, organic fertilizer production, hand sanitizer production, and appropriate technology from universities shows that there is a structured knowledge transfer process. This confirms the involvement of external actors such as universities in providing relevant technical and technological resources. Group outreach is also an effective communication space for disseminating information and ensuring that the community has a uniform understanding.

Technical and material resources also support policy implementation. Assistance in the form of agricultural tools such as water pumps, modern sprayers, and equipment to support environmental programs such as joint waste management shows that villages do not only rely on human resources, but also utilize physical resources to increase community productivity. The program of utilizing yards for food security is a concrete example of how material resources contribute directly to household welfare (Tasia & Martiningsih, 2023).

Financial resources, particularly from village funds, play a crucial role in driving various programs. The allocation of budgets for cash transfers, labor-intensive programs, village road repairs, MSME training, and women farmer group development demonstrates the productive use of funds. Interviews with Karang Taruna youth show that programs that directly touch the community are the ones that are most felt to be beneficial. This is in line with Edward III's view that the availability of targeted financial resources can significantly increase policy effectiveness.

From an institutional and cultural perspective, the implementation of Village SDGs in Rambipuji is in line with the Ministry of Villages' explanation that Village SDGs are an adaptation of the global agenda with local characteristics. The addition of the 18th goal, namely Dynamic Village Institutions and Adaptive Village Culture, shows that village development does not only focus on material aspects, but also on the strength of social institutions and cultural values. This shows that institutional and cultural resources are an integral part of the successful implementation of policies.

Based on the overall findings, the implementation of SDGs in Rambipuji Village has shown relatively strong resource utilization in various dimensions, including human, knowledge, financial, technical, and institutional resources. However, equal understanding among the community and sustainable support from external actors remain challenges that need to be addressed. According to Edward III's theoretical perspective, it can be concluded that the effectiveness of SDG implementation in Rambipuji has been good, but it still requires continuous strengthening so that all resource potential can be maximized evenly in the future.

Disposition of Local Actors in the Implementation of the SDGs in Rambipuji Village

The disposition dimension in George C. Edward III's policy implementation framework emphasizes the importance of the attitude, commitment, and readiness of implementing actors in carrying out public policies. In the context of implementing the SDGs in Rambipuji Village, this dimension is key to understanding how village government actors, communities, local institutions, and external parties demonstrate their willingness and readiness to promote the success of sustainable development programs. Data analysis using the Nvivo 15 Hierarchy Chart shows that community participation is a dominant theme, indicating that citizen involvement is the foundation for SDG implementation at the village level.

Edward III views disposition as an element that is not only inherent in government officials, but also in all actors involved in the implementation process. In Rambipuji Village, the implementation ecosystem is formed from interactive relationships between the community, local leaders, BUMDes, RT/RW heads, and external parties such as DPMD and universities. Each actor demonstrated varying levels of disposition, reflecting the social dynamics that influence the effectiveness of Village SDG implementation. An in-depth analysis of the five aspects of disposition shows that the success of implementation is largely determined by the readiness and willingness of actors to actively participate (Maulidiah & Megawati, 2022).

Community participation is a key indicator of the disposition of implementers. Based on interviews, it appears that the Rambipuji community has a strong willingness to participate, especially in mutual assistance activities and the implementation of labor-intensive programs. Although not all residents were able to attend the village deliberations, their involvement in social practices such as community service shows that participation is more often manifested through action. This phenomenon is in line with Edward III's view that positive disposition is reflected not only in verbal participation, but also in concrete actions that support the achievement of policy objectives.

Collaboration with external parties is also an important indicator in assessing institutional disposition. Interviews with the Jember DPMD showed that villages were open to the assistance and training provided, whether related to waste management, appropriate technology, or renewable energy. This openness reflects a collaborative disposition that strengthens the internal capacity of villages. According to Edward III, the involvement of external actors in the implementation network can increase policy effectiveness, especially in complex policies such as Village SDGs that require cross-sectoral support.

Community leaders play a significant role as indirect implementers who influence the collective disposition of citizens. Local leaders in Rambipuji play a role in bridging communication between the village government and the community, encouraging citizen participation in deliberations, while maintaining the tradition of mutual cooperation. The presence of influential community leaders strengthens policy legitimacy and encourages public acceptance of SDG programs. This shows that village cultural factors remain a strategic element in promoting effective implementation.

The role of BUMDes as a village economic institution also shows a positive disposition towards the implementation of SDGs, especially in environmental and renewable energy programs. Although the interviews did not directly mention BUMDes Rambipuji, the general pattern of BUMDes in Jember Regency shows an adaptive tendency towards innovations in waste management, biogas, and solar energy utilization. In Edward III's theory, local institutions such as BUMDes can function as street-level implementers if they are directly involved in providing services and programs that provide tangible benefits to the community (Megasari & Sukmana, 2022).

The RT/RW heads are also strategic actors in the village social structure who play a leading role in program implementation. They are the main channel of communication for the village government, deliver invitations to meetings, and facilitate community involvement. The strong disposition of the RT/RW heads has a direct impact on data accuracy, community involvement, and the smooth implementation of programs. In line with Edward III's concept, field implementers such as RT/RW can strengthen or weaken the quality of policy implementation depending on their attitudes, understanding, and commitment. In the case of Rambipuji, the positive disposition of all these actors became an important foundation for the successful and sustainable implementation of the Village SDGs.

Implementation of SDGs in Rambipuji Village: Analysis Based on George C. Edwards III's Model

The dimension of implementation in George C. Edwards III's framework is a fundamental aspect in understanding the success of policy implementation at the village level. Edwards III argues that the success of policy implementation is influenced by four key factors, namely communication, resources, the disposition of implementers, and bureaucratic structure. These four factors are interrelated and must function simultaneously for the policy to achieve its objectives. In the context of village development, especially in relation to Village SDGs, this model is a relevant framework for assessing the capacity of local governance to internalize sustainable development goals into village administration activities and community participation. Using the Edwards III framework, this study maps the factors that determine the success of Rambipuji Village in implementing various SDG goals, particularly in the areas of the environment,

renewable energy, MSMEs, food security, education, health, and women's empowerment (Viranda et al., 2024).

The results of data analysis using Nvivo's Hierarchy Chart show that the implementation of the SDGs in Rambipuji Village can be classified into six main themes from a total of 18 SDG targets. The most prominent themes relate to environmental preservation, particularly waste management, renewable energy, and climate change mitigation. These environmental issues reflect the village's commitment to SDGs 7 and 13, which cover clean and renewable energy and climate change preparedness. These findings confirm that environmental issues are not just discourse, but are implemented through collective action by the community and facilities provided by the village government. Interview data shows the practice of waste management through sorting, composting, and mutual cooperation, which demonstrates how community perceptions and actions are important elements in achieving environmental sustainability.

Community participation in environmental conservation is reflected in interviews with residents, which show that waste management not only improves environmental cleanliness but also strengthens social solidarity and improves welfare. Residents have developed initiatives such as composting, plastic waste reduction, and training in processing waste into products of economic value. This shows that policy implementation does not only run top-down, but also grows from community initiatives through ecological awareness and economic motivation. In Edwards III's perspective, this condition indicates that the disposition of implementers, both from the village government and the community, plays an important role as the main driver of the acceleration of environmental policy implementation (Asrizal, 2020).

In addition to environmental aspects, the implementation of new and renewable energy has become another strong focus in the development of Rambipuji Village. Through solar panel and biogas programs supported by the DPMD, the village has succeeded in promoting energy independence and equitable access to clean energy. Interviews with the community indicate an increase in economic and educational activities along with a decrease in dependence on conventional electricity. This implementation is in line with SDG 7 and demonstrates the successful coordination between the village government, local government, and the community. Within the framework of Edwards III, this shows that the availability of resources in the form of facilities, technology, and institutional support are key factors that strengthen the effectiveness of renewable energy policies.

The MSME-based economic program also shows significant policy implementation. MSME training provided by the village government has had a positive impact in the form of improved production skills, digital marketing, and access to capital. Interviews with community leaders and village officials show that training is conducted consistently and in an integrated manner, thereby strengthening the economic capacity of the community. This approach is in line with the concept of community empowerment and capacity building as proposed by Robert Chambers. The implementation of SMEs is not only economically oriented, but also supports SDG 8 related to decent work and sustainable economic growth.

In terms of food security and agriculture, Rambipuji Village has implemented agricultural modernization strategies through seed assistance, training, agricultural technology, and collaboration with universities. Interviews show that technologies such as automatic solar cells for pest control have increased agricultural productivity and brought about sustainable innovation. This program synergizes with SDGs 2, 9, and 12, which target food security, innovation, and sustainable consumption and production. From Edwards III's perspective, this success demonstrates how bureaucratic structures and local institutional capacity can act as facilitators of technology and knowledge that support the improvement of farmers' welfare.

The implementation of SDGs in Rambipuji Village is also marked by strengthened access to education, health, and women's empowerment. Infrastructure development such as village roads and irrigation improves community access to schools, markets, and health facilities. Scholarship programs, posyandu support, and training for women farmer groups demonstrate the village's

inclusive and equitable policy orientation. Data from Project Map shows that SDG implementation involves various actors, including the village government, community leaders, youth, students, and the DPMD, who are connected in a collaborative relationship to achieve common goals. This multi-actor involvement is in line with the Edwards III framework, which emphasizes the importance of communication, collaboration, and clarity of structure in realizing effective policy implementation. Overall, Rambipuji Village demonstrates comprehensive, integrated, and community-based implementation of the SDGs.

CONCLUSION

The results of the analysis of the implementation of the SDGs in Rambipuji Village using George C. Edward III's framework show that the dimensions of communication, resources, implementer disposition, and bureaucratic structure have functioned complementarily in supporting the effectiveness of sustainable development policies at the village level. Field findings show that the village government has been able to build a relatively strong governance foundation through socialization mechanisms, vertical coordination, community involvement, village regulations, and budget transparency. The implementation of programs on the environment, renewable energy, MSMEs, food security, education, and health shows that SDG implementation is not only administrative in nature but also rooted in community social practices. However, several major challenges remain, such as disparities in the quality of two-way communication, uneven community understanding of the SDGs, inconsistent compliance with SOPs by enumerators, and limited horizontal coordination between institutions. These factors indicate that policy implementation effectiveness is not yet fully optimal, especially in terms of technical control and information alignment among all implementing actors.

SUGGESTION

Based on the results of the study, several strategic recommendations are needed to strengthen the implementation of Village SDGs in Rambipuji. First, improving the quality of two-way communication needs to be pursued through more inclusive consultation forums, simplifying the language of public information, and utilizing digital media to reach less active community groups. Second, strengthening human resources through continuous training, developing the capacity of enumerators, and increasing SDG literacy among the community are important steps to ensure that policy implementation is more measurable and accurate. Third, strengthening the bureaucratic structure can be done through periodic evaluations of SOP implementation, enforcement of discipline among implementers, and refinement of village regulations to be more adaptive to the dynamics in the field. Fourth, the disposition of local actors needs to be continuously built through cross-sector collaborative commitments, strengthening the role of community leaders, and increasing the substantive participation of citizens in every stage of village development. By consistently implementing these recommendations, Rambipuji Village has the potential to become a model for SDG implementation that is not only effective and accountable, but also sustainable and community-based.

REFERENCES

- Abdussamad, Z. (2021). *Metode Penelitian Kualitatif*. Makassar: Syakir Media Press.
- Abuzar, M. A., Yaseen, A., & Kouser, R. (2025). Mapping Sustainability Communication on Social Media: A NVivo-Driven Thematic Analysis of Organizational Practices, Stakeholder Engagement, and Governance Implications. *The Critical Review of Social Sciences Studies*, 3(4), 3002-3016. <https://doi.org/10.59075/1w4ey003>
- Agussalim, D., Umar, A. R. M., Larasati, K., & Tobing, D. H. (2018). Localizing the sustainable development goals: assessing Indonesia's compliance towards the global goals. In *Sustainable development goals in Southeast Asia and ASEAN* (pp. 39-62). Brill.

- Al-Arif, M. Y. (2017). *Problematika Hukum Pengaturan Desa Dalam Konstitusi (Analisis Terhadap Pengaturan Desa Sebelum dan Sesudah Perubahan UUD NRI 1945)* (Doctoral dissertation, Universitas Islam Indonesia).
- Alkadafi, M., Susanti, S., Wasistiono, S., & Broto, M. F. (2025). Hybrid and Collaborative Governance Model for Village Development in Indonesia. *Jurnal Administrasi Publik (Public Administration Journal)*, 15(2), 209-228. <https://doi.org/10.31289/jap.v15i2.14443>
- Allen, C., Metternicht, G., & Wiedmann, T. (2016). National pathways to the Sustainable Development Goals (SDGs): A comparative review of scenario modelling tools. *Environmental Science & Policy*, 66, 199-207. <https://doi.org/10.1016/j.envsci.2016.09.008>
- Asrizal, A. (2020). Partisipasi Politik Masyarakat Terhadap Pemilihan Umum Perspektif Good Governance. *Jurnal Bawaslu Provinsi Kepulauan Riau*, 2(1), 130-147. <https://doi.org/10.55108/jbk.v2i1.236>
- Bowen, K. J., Cradock-Henry, N. A., Koch, F., Patterson, J., Häyhä, T., Vogt, J., & Barbi, F. (2017). Implementing the “Sustainable Development Goals”: towards addressing three key governance challenges—collective action, trade-offs, and accountability. *Current opinion in environmental sustainability*, 26, 90-96. <https://doi.org/10.1016/j.cosust.2017.05.002>
- Erk, J., & Koning, E. (2010). New structuralism and institutional change: Federalism between centralization and decentralization. *Comparative Political Studies*, 43(3), 353-378. <https://doi.org/10.1177/0010414009332143>
- Fernanda, M., Frinaldi, A., & Magriasti, L. (2023). Desentralisasi Dan Otonomi Daerah Dalam Upaya Penyelenggaraan Pemerintahan Daerah Yang Baik. *Jurnal Ilmu Sosial Dan Pendidikan (JISIP)*, 7(3). <https://doi.org/10.58258/jisip.v7i1.5423>
- Florini, A., & Pauli, M. (2018). Collaborative governance for the sustainable development goals. *Asia & the Pacific Policy Studies*, 5(3), 583-598. <https://doi.org/10.1002/app5.252>
- Gao, Y. (2016). Top-down and bottom-up processes for rural development and the role of architects in Yunnan, China. *Buildings*, 6(4), 47. <https://doi.org/10.3390/buildings6040047>
- Guha, J., & Chakrabarti, B. (2019). Achieving the Sustainable Development Goals (SDGs) through decentralisation and the role of local governments: A systematic review. *Commonwealth Journal of Local Governance*, (22), 1-21.
- Handrian, E., & Andry, H. (2020). Sustainable Development Goals: Tinjauan Percepatan Pencapaian Di Provinsi Riau. *PUBLIKA : Jurnal Ilmu Administrasi Publik*, 6(1), 77-87. [https://doi.org/10.25299/jiap.2020.vol6\(1\).4995](https://doi.org/10.25299/jiap.2020.vol6(1).4995)
- He, D., & Zhang, Y. (2025). Revitalization of Traditional Villages Oriented to SDGs: Identification of Sustainable Livelihoods and Differentiated Management Strategies. *Buildings*, 15(7), 1127. <https://doi.org/10.3390/buildings15071127>
- Helmy, M. S., Naufalia, V., Wilandari, A., & Windasari, V. (2024). Urgensi Penanaman Prinsip Sustainable Development Goals Dalam Aspek Ekonomi Pada Kelompok Program Iklim Bumiku Satu Tangerang. *Jurnal Zentrum Mengabdikan*, 1(1), 7-15. <https://doi.org/10.69657/cz9k8e90>
- Irmawati, I., Wijaya, A. A. M., & Basir, Muh. A. (2022). Transparansi Pelayanan Publik dalam Administrasi Kependudukan di Kantor Kelurahan Labalawa Kecamatan Betoambari Kota Baubau. *Journal of Government Science Studies*, 1(2), 50-57. <https://doi.org/10.30598/jgssvol1issue2page50-57>

- Izamahendra, Y. (2025). Penerapan Analisis Kluster dalam Pengelompokan Desa di Kecamatan Pariaman Timur Berdasarkan Indeks Desa Membangun Tahun 2023. *Jurnal Informatika Dan Teknik Elektro Terapan*, 13(2). <https://doi.org/10.23960/jitet.v13i2.6138>
- Jenar, S. (2022). Analisis Penetapan Daerah Tertinggal Tahun 2020-2024 dan Rencana Aksi Nasional Percepatan Pembangunan Daerah Tertinggal Tahun 2020. *Indonesia Law Reform Journal*, 2(1), 1-17. <https://doi.org/10.22219/ilrej.v2i1.19528>
- Kafabih, A., & Utami, D. W. (2024). Implikasi Dana Desa Terhadap Pembangunan dan Kualitas Hidup Masyarakat Desa. *Journal of Indonesian Rural and Regional Government*, 8(2), 128-139. <https://doi.org/10.47431/jirreg.v8i2.447>
- Lauwo, S. G., Azure, J. D. C., & Hopper, T. (2022). Accountability and governance in implementing the Sustainable Development Goals in a developing country context: evidence from Tanzania. *Accounting, Auditing & Accountability Journal*, 35(6), 1431-1461. <https://doi.org/10.1108/AAAJ-10-2019-4220>
- Lu, Y., & Ahmad, Y. (2023). Heritage protection perspective of sustainable development of traditional villages in Guangxi, China. *Sustainability*, 15(4), 3387. <https://doi.org/10.3390/su15043387>
- Ma'mun, A. (2014). Perspektif kebijakan pembangunan olahraga dalam era demokrasi dan kepemimpinan nasional di Indonesia. *ATIKAN*, 4(2). <https://doi.org/10.2121/atikan-journal.v4i2.13>
- Mandasari, Z. (2015). *Politik Hukum Pemerintahan Desa Studi Perkembangan Pemerintahan Desa Di Masa Orde Lama, Orde Baru, Dan Reformasi* (Master's thesis, Universitas Islam Indonesia).
- Maolani, D. Y. (2019). Strengthening village and village government towards sustainable development in the framework of increasing community welfare. *JISPO: Jurnal Ilmu Sosial Dan Ilmu Politik*, 9(2), 36-48.
- Mas, S. R., Sukung, A., & Haris, I. (2021). Asistensi dan Edukasi Penerapan Keseimbangan Tiga Dimensi Embangunan Berkelanjutan (Lingkungan, Sosial dan Ekonomi) dalam Mendukung Pencapaian SDG Desa. *J-ABDI: Jurnal Pengabdian Kepada Masyarakat*, 1(2), 87-98. <https://doi.org/10.53625/jabdi.v1i2.45>
- Maulana, I. (2022). Implementasi Kebijakan Prioritas Penggunaan Dana Desa Untuk Pencapaian SDGs Desa Di Desa Pende Kecamatan Kersana Kabupaten Brebes Tahun 2021. *Jurnal Lanskap Politik*, 1(1), 86. <https://doi.org/10.31942/jlp.2022.1.1.7805>
- Maulidiah, N., & Megawati, S. (2022). Implementasi Kebijakan Badan Usaha Milik Desa (BUMDes) dalam Pengembangan Desa Wisata (Studi pada BUMDes Sambimadu, Desa Sambibulu, Kecamatan Taman, Kabupaten Sidoarjo). *Publika*, 391-406. <https://doi.org/10.26740/publika.v10n2.p391-406>
- Megasari, N., & Sukmana, H. (2022). Implementasi Kebijakan BUMDes dalam Mengembangkan Agrowisata Belimbing Desa Watesari Balongbendo Sidoarjo. *Jurnal Noken: Ilmu-Ilmu Sosial*, 8(1), 41-53. <https://doi.org/10.33506/jn.v8i1.1885>
- Meuleman, L. (2021). Public administration and governance for the SDGs: Navigating between change and stability. *Sustainability*, 13(11), 5914. <https://doi.org/10.3390/su13115914>
- Mogot, Y. D., & Husnita, H. (2021). Sistem Komunikasi Penyusunan Rencana Aksi Daerah pada Program Sustainable Development Goals (SDGs) Provinsi Papua. *Jurnal Common*, 5(1), 88-102. <https://doi.org/10.34010/common.v5i1.5122>

- Mubarok, F. K., & Kurnia, A. S. (2025). Rural Innovations in Action: Implementing Sustainable Development Goals at the Village Level. *International Journal of Islamic Finance and Sustainable Development*, 17(2), 28-49. <https://doi.org/10.55188/ijifsd.v17i2.942>
- Mujalli, & Syarif, M. (2024). Model Pengelolaan Dana Desa Berbasis Sustainable Development Goals (SDG's) Desa. *Revenue : Jurnal Ekonomi Pembangunan Dan Ekonomi Islam*, 7(01), 1-12. <https://doi.org/10.56998/jr.v7i01.72>
- Natalia, A., & Maulidya, E. N. (2023). Aktualisasi Empat Pilar Sustainable Development Goals (SDGs) Di Perdesaan Kecamatan Natar Kabupaten Lampung Selatan. *JIIP: Jurnal Ilmiah Ilmu Pemerintahan*, 8(1), 21-41. <https://doi.org/10.14710/jiip.v8i1.16513>
- Navarro, F. A., Woods, M., & Cejudo, E. (2016). The LEADER initiative has been a victim of its own success. The decline of the bottom-up approach in rural development programmes. The cases of Wales and Andalusia. *Sociologia ruralis*, 56(2), 270-288. <https://doi.org/10.1111/soru.12079>
- Phasa, N. P., & Andriyus. (2024). Implementasi Sustainable Development Goals (SDGs) Di Desa Pandau Jaya. *Jurnal Mahasiswa Pemerintahan*, 409-416. <https://doi.org/10.25299/jmp..18258>
- Pramusinto, A., & Latief, M. S. (2011). Dinamika Good Governance di Tingkat Desa. *JIANA (Jurnal Ilmu Administrasi Negara)*, 11(01), 1-13. <https://doi.org/10.46730/jiana.v11i01.588>
- Prihastuti, D. (2022). Tinjauan Yuridis Desentralisasi dan Otonomi Daerah dalam Proses Pemerintahan Dikaitkan Undang-Undang 23 Tahun 2014 tentang Pemerintah Daerah. *Jurnal Legislasi Indonesia*, 19(1), 29-41. <https://doi.org/https://doi.org/10.54629/jli.v19i1.810>
- Purnamawati, I. G. A., Yuniarta, G. A., & Jie, F. (2023). Strengthening the role of corporate social responsibility in the dimensions of sustainable village economic development. *Heliyon*, 9(4).
- Ramadhani, R. W., & Prihantoro, E.-. (2020). Strategi Komunikasi Pembangunan Pemerintah Kabupaten Bojonegoro dalam Menerapkan Nawacita dan Tujuan Pembangunan Berkelanjutan. *Jurnal Komunikasi Pembangunan*, 18(02), 117-129. <https://doi.org/10.46937/18202028913>
- Rasaili, W., Suharyanto, D. F., Andiriyanto, A., Fitriyah, N. S., Zarnuji, Z., & Puspaningrum, I. I. (2024). Inovasi Desa Mandiri: Integrasi Agile Governance dan Pembangunan Berkelanjutan dalam Tata Kelola Pedesaan. *Matra Pembaruan*, 8(1), 45-60. <https://doi.org/10.21787/mp.8.1.2024.45-60>
- Rezkia, L. S., & Yunani, A. (2023). Pengaruh Dana Desa dan Pembangunan Infrastruktur Terhadap Indeks Desa Membangun di Kecamatan Barabai. *JIEP: Jurnal Ilmu Ekonomi Dan Pembangunan*, 6(2), 858. <https://doi.org/10.20527/jiep.v6i2.11067>
- Sabet, N. S., & Khaksar, S. (2024). The performance of local government, social capital and participation of villagers in sustainable rural development. *The Social Science Journal*, 61(1), 1-29.
- Sampetoding, E. A. M., Sadno, M., Siddik, A. Muh. A., Rusdi, E. S., Mesra, H., & Gormantara, J. (2024). Sosialisasi Konsep Smart Village Berdasarkan SDGs. *Compromise Journal : Community Professional Service Journal*, 2(1), 01-10. <https://doi.org/10.57213/compromisejournal.v2i1.152>
- Saner, R., Yiu, L., & Nguyen, M. (2020). Monitoring the SDGs: Digital and social technologies to ensure citizen participation, inclusiveness and transparency. *Development policy review*, 38(4), 483-500. <https://doi.org/10.1111/dpr.12433>

- Santos, E. C., Kinniburgh, F., Schmid, S., Büttner, N., Pröbstl, F., Liswanti, N., ... & Zinngrebe, Y. (2023). Mainstreaming revisited: Experiences from eight countries on the role of National Biodiversity Strategies in practice. *Earth System Governance*, 16, 100177. <https://doi.org/10.1016/j.esg.2023.100177>
- Sever, S. D., Tok, E., & Sellami, A. L. (2025). Sustainable development goals in a transforming world: Understanding the dynamics of localization. *Sustainability*, 17(6), 2763. <https://doi.org/10.3390/su17062763>
- Siagian, G. J. A., & Sitorus, A. B. (2024). Analisis Implementasi Sustainable Development Goals (SDGs) Desa Melalui Pengembangan Badan Usaha Milik Desa (BUMDes). *Jurnal Ilmu Sosial Dan Politik*, 4(1), 34–45. <https://doi.org/10.51622/jispol.v4i1.2382>
- Sinkovics, N., Sinkovics, R. R., & Archie-Acheampong, J. (2021). The business responsibility matrix: A diagnostic tool to aid the design of better interventions for achieving the SDGs. *Multinational Business Review*, 29(1), 1-20. <https://doi.org/10.1108/MBR-07-2020-0154>
- Suharto. (2023). Desentralisasi Dan Otonomi Daerah Dalam Proses Pemerintahan Dikaitkan Undang Undang 23 Tahun 2014 Tentang Pemerintah Daerah. *Jurnal Hukum*, 20(2), 312–326. <https://doi.org/http://dx.doi.org/10.31845/jwk.v13i2.319>
- Susiatiningsih, Rr. H., & Wardhani, C. A. (2024). Lokalitas dalam Globalisasi: Upaya Pencerahan Akan Konsep Localizing SDGs Desa di Kecamatan Adiwerna Kabupaten Tegal. *Dedikasi : Jurnal Pengabdian Kepada Masyarakat*, 3(1), 434–448. <https://doi.org/10.53276/dedikasi.v3i1.171>
- Tasia, E., & Martiningsih, R. S. P. (2023). Implementasi Tata Kelola Badan Usaha Milik Desa dalam Mewujudkan Sustainable Development Goals Desa (Studi Kasus: BUMDes Bahtera Mandiri di Desa Jenggala, KLU). *Jurnal Riset Mahasiswa Akuntansi*, 3(3), 105–117. <https://doi.org/10.29303/risma.v3i3.880>
- Tobing-David, V. E., Adi, I. R., & Nuryana, M. M. (2024). Conditions of sustainable welfare: A cross-case empirical analysis of 22 locality-based welfare systems in decentralised Indonesia. *Sustainability*, 16(4), 1629. <https://doi.org/10.3390/su16041629>
- Viranda, E., Novaria, R., & Soesiantoro, A. (2024). Implementasi Kebijakan Pengelolaan Sampah Sebagai Upaya Penerapan Sustainable Development Goals (SDGs) di Kecamatan Mulyorejo Kota Surabaya. *PRAJA Observer: Jurnal Penelitian Administrasi Publik (e- ISSN: 2797-0469)*, 4(04), 188–198. <https://doi.org/10.69957/praob.v4i04.1603>
- Wahyono, T., & Aditia, R. (2022). Unsur-Unsur Komunikasi Pelayanan Publik (Sebuah Tinjauan Literatur). *Jurnal Multidisiplin Dehasen (MUDE)*, 1(4). <https://doi.org/10.37676/mude.v1i4.2720>
- Wijayanto, P. K., Hakim, L., Zauhar, S., & Said, A. (2023). The effectiveness of the “top-down, bottom-up” approach for understanding the implementation of regional autonomy in Batu City tourism development. *Perspectives on Global Development and Technology*, 21(3-4), 237-251.
- Yin, J., & Rui, J. (2023). Sustainable endogenous development path based on rural local elite governance model: A case study of Xiamen. *Sustainability*, 15(11), 8882. <https://doi.org/10.3390/su15118882>
- Yuliana, E., & Alinsari, N. (2022). Penerapan Tata Kelola Badan Usaha Milik Desa dalam Mewujudkan Sustainable Development Goals Desa. *Owner*, 6(3), 2789–2799. <https://doi.org/10.33395/owner.v6i3.945>
- Yusof, R., Yusof, M. I. M., Ab Rahman, F. A., Sabri, M. F., Ariffin, M., & Had, Å. (2024). Catalysing change: Unveiling tailored strategies for localising sustainable development goals in

Southeast Asia. *International Journal of Research and Innovation in Social Science*, 8(2), 1887-1911. <https://dx.doi.org/10.47772/IJRISS.2024.802133>

Zitri, I., Rosiastawa, A., Amil, & Hadi, A. (2023). Mencapai Target Sustainable Development Goals (SDG's) di Desa Sermong Kecamatan Taliwang Kabupaten Sumbawa Barat Tahun 2021. *Journal of Social and Policy Issues*, 41-45. <https://doi.org/10.58835/jspi.v3i2.101>