

RINGKASAN

Desa Sikapat sebagai bagian dari Banyumas memiliki potensi di sektor pertanian dan pariwisata, namun menghadapi berbagai permasalahan seperti tanah yang kering, kurangnya pengelolaan pasar desa, keterbatasan akses layanan publik, serta belum optimalnya pemanfaatan lokasi strategis desa. Untuk menjawab tantangan tersebut, pada tahun 2021 didirikan BUMDes Mitra Sejahtera yang mengelola empat unit usaha utama: Taman Randu Bengkong, pengelolaan air bersih, pasar desa, dan layanan masyarakat. Penelitian ini bertujuan untuk mengetahui dan menganalisis bagaimana proses kolaborasi antar *stakeholder* dalam pengelolaan BUMDes dalam memanfaatkan potensi Desa Sikapat.

Penelitian ini menggunakan pendekatan kualitatif dengan model *collaborative governance* dari Ansell dan Gash (2008) sebagai kerangka analisis. Lima aspek yang menjadi fokus utama penelitian yakni dialog tatap muka, membangun kepercayaan, komitmen terhadap proses, pemahaman bersama, dan hasil sementara. Teknik penentuan informan penelitian ini menggunakan *purposive sampling*. Data diperoleh melalui wawancara dengan informan yang terlibat langsung dengan unit-unit usaha BUMDes Mitra Sejahtera, observasi, serta dokumen pendukung lainnya. Penelitian ini juga merujuk pada konsep administrasi publik, manajemen publik, *collaborative governance*, BUMDes, dan penelitian terdahulu mengenai kolaborasi multi-aktor.

Berdasarkan hasil penelitian, kolaborasi dalam pengelolaan BUMDes Mitra Sejahtera melibatkan berbagai aktor seperti pemerintah desa, BUMDes, mitra kerja, dan masyarakat pengguna layanan. Proses komunikasi tatap muka telah berjalan melalui forum musyawarah dan koordinasi rutin. Kepercayaan dibangun lewat transparansi dan keterbukaan informasi. Komitmen terhadap proses terlihat dari pembagian peran yang jelas dan kesepakatan kerja sama. Kesamaan tujuan juga menjadi dasar dalam menjalankan kolaborasi. Hasil kolaborasi telah menunjukkan capaian awal seperti meningkatnya akses layanan, pertumbuhan ekonomi lokal, dan apresiasi dari pihak eksternal. Secara keseluruhan, *collaborative governance* telah berjalan cukup efektif, namun masih diperlukan penguatan partisipasi masyarakat dan kelembagaan agar kolaborasi dapat berkelanjutan dan berdampak jangka panjang bagi seluruh warga Desa Sikapat.

Kata Kunci: *Collaborative Governance*, Pengelolaan BUMDes, Potensi Desa

SUMMARY

Sikapat Village, as part of Banyumas Regency, holds potential in the agricultural and tourism sectors but faces several challenges such as dry land conditions, lack of market management, limited access to public services, and underutilization of its strategic location. To address these issues, BUMDes Mitra Sejahtera was established in 2021 to manage four main business units: Taman Randu Bengkong (village park), clean water services, village market management, and public service facilitation. This study aims to explore and analyze how collaborative processes among stakeholders are implemented in managing BUMDes to optimize the potential of Sikapat Village.

This research uses a qualitative approach with the collaborative governance model by Ansell and Gash (2008) as the analytical framework. The study focuses on five key aspects: face-to-face dialogue, trust building, commitment to the process, shared understanding, and intermediate outcomes. The technique used to determine the informants in this study was purposive sampling. Data were collected through interviews with informants directly involved in BUMDes Mitra Sejahtera's business units, observation, along with supporting documentation. The study also refers to concepts in public administration, public management, collaborative governance, village-owned enterprises (BUMDes), and previous research on multi-actor collaboration.

The findings show that collaboration in the management of BUMDes Mitra Sejahtera involves various actor such as village government, BUMDes, partner institutions, and community service users. Face-to-face communication has been established through village meetings and regular coordination. Trust is fostered through transparency and open information sharing. Commitment is reflected in clear role distribution and formal cooperation agreements. A shared vision among stakeholders also underpins the collaboration process. The collaboration has led to initial outcomes such as improved public service access, local economic growth, and external recognition. Overall, collaborative governance has been implemented effectively, although further efforts are needed to strengthen community participation and institutional capacity to ensure long-term sustainability and impact for the residents of Sikapat Village.

Keywords: Collaborative Governance, BUMDes Management, Village Potential