

BUILDING A HEALTHY AND PROSPEROUS COMMUNITY THROUGH THE SYNERGY OF VILLAGE-OWNED ENTERPRISES AND THE MERAH PUTIH COOPERATIVE

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Abstract. *Strengthening village economic institutions is essential to sustainably managing local potential. Cooperatives and Village-Owned Enterprises (BUMDes) share the same goal of improving community welfare, yet they often operate in isolation, limiting their potential for synergy. This community service program aimed to enhance the management capacity of BUMDes and the Merah Putih Cooperative through managerial support and the development of a participatory synergy model. The activities were conducted in Maurole Subdistrict, Ende Regency, using lectures and interactive discussions. The results showed improved understanding among administrators in business and financial management, as well as increased awareness of the importance of institutional collaboration. The synergy between BUMDes and cooperatives represents a strategic step toward building an inclusive and sustainable village economy. The program also encouraged administrators to develop more structured and realistic business plans. In addition, participants gained a better understanding of transparency and accountability in financial management. The discussions provided space to share experiences and address existing challenges. The established collaboration is expected to strengthen the competitiveness of village enterprises. With continuous mentoring, village economic institutions can develop more professionally and independently.*

Keywords: BUMDes, cooperatives, institutional synergy, village economy

Abstrak. Penguatan kelembagaan ekonomi desa sangat penting untuk mengelola potensi lokal secara berkelanjutan. Koperasi dan BUMDes memiliki tujuan yang sama dalam meningkatkan kesejahteraan masyarakat, namun sering berjalan terpisah sehingga sinerginya belum optimal. Program pengabdian kepada masyarakat ini bertujuan meningkatkan kapasitas pengelolaan BUMDes dan Koperasi Merah Putih melalui penguatan manajerial serta pembangunan model sinergi yang partisipatif. Kegiatan dilaksanakan di Kecamatan Maurole, Kabupaten Ende, dengan metode ceramah dan diskusi interaktif. Hasilnya menunjukkan peningkatan pemahaman pengurus dalam pengelolaan usaha dan keuangan, serta tumbuhnya kesadaran akan pentingnya kerja sama kelembagaan. Sinergi antara BUMDes dan koperasi menjadi langkah strategis untuk mewujudkan ekonomi desa yang inklusif dan berkelanjutan. Program ini juga mendorong pengurus untuk menyusun perencanaan usaha yang lebih terarah dan realistis. Selain itu, peserta mulai memahami pentingnya transparansi dan akuntabilitas dalam pengelolaan keuangan. Diskusi yang dilakukan membuka ruang berbagi pengalaman dan solusi atas kendala yang dihadapi. Kolaborasi yang dibangun diharapkan mampu memperkuat daya saing usaha desa. Dengan pendampingan berkelanjutan, kelembagaan ekonomi desa dapat berkembang lebih profesional dan mandiri.

Kata kunci: BUMDes, koperasi, sinergi kelembagaan, ekonomi desa

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INTRODUCTION

Village development is an essential component of national development, positioning villages as a crucial element in improving community welfare. Villages possess abundant natural resources, human resources, and social capital; however, these assets are often not managed optimally due to institutional and managerial limitations (Phoek et al., 2024). This condition slows down rural economic growth and has not significantly improved the quality of life of the community (Hartojo et al., 2022). As a village economic instrument, Village-Owned Enterprises (BUMDes) are responsible for managing village potential and assets effectively. BUMDes are expected to increase village revenue and provide business opportunities and employment for residents (Marzuki & Karim, 2026). However, several studies indicate that BUMDes management

still faces challenges in business planning, financial governance, and collaboration with other village economic institutions (Khumaidi *et al.*, 2023; Widyastuti & Kusumawati, 2024).

In contrast, as a membership-based economic institution, cooperatives have strategic capacity to strengthen the people's economy through the principles of solidarity and member participation (Ribas *et al.*, 2022). In line with the objectives of BUMDes, the Merah Putih Cooperative serves as one of the instruments to enhance the economic conditions of village communities. However, BUMDes and cooperatives often operate independently, meaning that opportunities for collaboration have not been fully optimized (Pribadi *et al.*, 2023). Beyond the economic dimension, the quality of public health is also a crucial factor influencing productivity and participation in economic activities (Chen & Huo, 2022). Communities with good health conditions are better equipped to manage and develop businesses effectively (Zwetsloot & Pot, 2004). Therefore, strengthening the village economy must be accompanied by attention to public health aspects as an integral part of overall community welfare.

This community service activity aims to build collaboration between Village-Owned Enterprises (BUMDes) and the Merah Putih Cooperative through socialization programs and institutional capacity strengthening. The initiative is designed not only to enhance managerial and organizational competencies but also to foster a sustainable partnership model that supports community welfare (Alexander *et al.*, 2003). As part of the program's social commitment, free medical check-ups and treatment services are provided to residents in Maurole Subdistrict, Ende Regency. This integrated approach combines economic empowerment with direct social services, reflecting a holistic model of village development (Nalikan & Rozikin, 2025).

BUMDes is a village-owned enterprise whose capital is wholly or partially derived from separated village assets invested by the village government. As a strategic economic institution at the village level, BUMDes plays a dual role by integrating social and commercial functions (Purnomo *et al.*, 2023). It operates business activities to generate profit while simultaneously addressing community needs and supporting local development priorities. By managing local resources, creating employment opportunities, and facilitating access to essential services, BUMDes contributes significantly to strengthening the rural economy (Ridhowati, 2024). According to Widyastuti & Kusumawati (2024), BUMDes enhances local economic resilience by combining entrepreneurial initiatives with social responsibility to improve village welfare. Through synergy with cooperatives, BUMDes can expand its outreach, improve governance practices, and optimize resource utilization. This collaboration is expected to create a more inclusive, participatory, and sustainable village economic system that benefits the broader community in both economic and social dimensions (Purnamawati *et al.*, 2023).

A cooperative is an economic institution established by individuals who voluntarily collaborate and operate based on the principles of economic justice, mutual assistance, and democratic participation (Harcourt, 2023). In rural areas, cooperatives play a significant role in expanding access to capital, strengthening community business networks, and encouraging collective entrepreneurship (Mhembwe & Dube, 2017). By prioritizing member participation and shared benefits, cooperatives contribute to building inclusive local economic systems that empower small-scale entrepreneurs and marginalized groups (Nurfaisah & Pertiwi, 2025). The synergy between BUMDes and cooperatives represents an important strategy for optimizing the management of village resources and amplifying their economic impact on the community (Maimun *et al.*, 2023). Through collaboration, both institutions can share resources, improve governance practices, expand market access, and create more sustainable business models. Such partnerships also help reduce overlapping roles and increase efficiency in managing village-based enterprises.

In addition to economic empowerment, health conditions are a critical component of community welfare, as they directly influence productivity, income generation, and overall quality of life (Achmad, 2024). Poor health can limit an individual's capacity to work, manage businesses, and participate actively in community-based economic initiatives. Conversely, a healthy population is better positioned to engage consistently in productive activities, enhance entrepreneurial performance, and sustain long-term business development (Kim *et al.*, 2018).

For this reason, the community service approach integrates economic empowerment initiatives with accessible health services, such as medical check-ups and basic treatment, to address immediate and preventive health needs. This integration reflects the understanding that economic progress and public health are interconnected dimensions of development (Panneer et al., 2022). By combining institutional strengthening for BUMDes and cooperatives with public health support, the program promotes a more comprehensive, inclusive, and sustainable model of village development (Pawitan et al., 2025). Ultimately, this holistic strategy aims to foster community welfare, strengthen local resilience, and create a solid foundation for long-term socio-economic growth.

METHOD

This community service activity was conducted on October 4, 2025, in Maurole Subdistrict, Ende Regency, East Nusa Tenggara. The program targeted BUMDes administrators, managers of the Merah Putih Cooperative, village officials, and members of the public. A participatory and applicative approach was employed throughout the activity. The participatory approach positioned participants as active subjects who were directly involved in discussions and problem-solving processes, while the applicative approach encouraged them to immediately apply the knowledge and skills delivered during the sessions.

The implementation of the program consisted of several integrated components. First, seminars and lectures were organized to strengthen BUMDes institutional capacity, improve financial management practices, and explore opportunities for collaboration with the Merah Putih Cooperative. These sessions provided conceptual understanding as well as practical guidance relevant to village economic management (Marzuki & Karim, 2026). Second, interactive discussions and question-and-answer sessions were conducted to identify real challenges faced by administrators and to develop contextual solutions tailored to local conditions. Third, free medical examinations and treatment were provided by the medical team of Klinik Muhammadiyah Ende to support the improvement of community health. These services included basic health screenings and the distribution of medication to residents in need. By integrating economic empowerment activities with health services, the program aimed to ensure that village welfare is not solely measured by economic strength but also supported by good health conditions that are essential for productivity and sustainable development (World Health Organization, 2003).

RESULTS AND DISCUSSION

The community service activities conducted in Maurole Subdistrict generated several important findings, including the strengthening of village economic institutional capacity and increased community awareness of the importance of health for economic productivity. The activities were carried out through socialization sessions and seminars featuring three complementary speakers who addressed topics related to business potential management, financial governance, and institutional strengthening of BUMDes and the Merah Putih Cooperative in the era of technological advancement.

Socialization on Identifying and Developing Village Business Potential

The first session was delivered and discussed efforts to identify and develop village business potential as a foundation for strengthening the local economy. The speaker emphasized that village potential is not limited to natural resources; it also includes human resources, social capital, and local wisdom, all of which can be transformed into productive business units through BUMDes and cooperatives (Pawitan et al., 2025).

Furthermore, it was explained that managing village business potential should begin with participatory mapping to ensure that selected business initiatives align closely with the community's actual needs, available resources, and local capacities (Saija et al., 2017). Through

participatory mapping, community members are actively involved in identifying priority sectors, assessing market opportunities, and evaluating potential risks (Liu et al., 2018). This process not only improves the accuracy of business planning but also strengthens transparency and collective decision-making (Supriono et al., 2023).

Such an approach is essential to ensure long-term business sustainability and to enhance the community's sense of ownership and responsibility toward BUMDes and the Merah Putih Cooperative (Fahmi & Panorama, 2025). When villagers feel directly involved in the planning process, they are more likely to support and contribute to the success of the enterprises. The speaker also highlighted the importance of collaboration among village economic institutions in managing these potentials in a coordinated manner (Harsanto & Wahyuningrat, 2024). By working together, BUMDes and cooperatives can avoid unhealthy competition, optimize resource utilization, share expertise, and build mutually reinforcing partnerships that contribute to stronger and more resilient local economic development (Pawitan et al., 2025).



Figure 1. Seminar with the administrators of BUMDes and the Merah Putih Cooperative

This session demonstrated to participants that the success of village enterprises largely depends on the alignment between local potential, managerial capacity, and market needs. This understanding serves as an essential foundation for formulating the development direction of BUMDes and cooperatives in Maurole Subdistrict.

Socialization on Financial Management of BUMDes and Cooperatives

The second session was delivered and discussed the financial management aspects of BUMDes and the Merah Putih Cooperative. According to the speaker, public trust in village economic institutions is built upon transparent and accountable financial systems (Ekawati & Sari, 2024). Without proper financial management, BUMDes and cooperatives risk losing social legitimacy and experiencing business stagnation (Sugiyanto & Andriani Rahayu, 2017). In his presentation, the speaker explained the fundamental principles of financial management for village institutions, ranging from orderly transaction recording and the preparation of simple financial statements to business budgeting and financial planning (Temenggung, 2016). He also highlighted the importance of separating personal finances from institutional finances, which remains a common issue in BUMDes management at the village level.

During this session, participants gained practical insights into the importance of financial administration as a key component of professional institutional governance. They realized that strengthening financial management capacity contributes significantly to business sustainability and enhances accountability to both the village government and the wider community (Kyeyune & Ntayi, 2025).

Socialization on Institutional Strengthening of BUMDes and Cooperatives in the Digital Era

The third session was delivered and discussed the existence of BUMDes and the role of the Merah Putih Cooperative in the modern era. In response to technological advancements and shifts in economic patterns, village economic institutions must become more creative and adaptive to remain relevant and competitive (Khan et al., 2024). In her presentation, the speaker explained that digitalization does not necessarily require complex technology; it can begin with simple steps such as utilizing social media to promote products, adopting digital administrative record-keeping, and expanding business networks through online platforms (Pandjo et al., 2025). Furthermore, she emphasized that BUMDes and cooperatives should collaborate in leveraging technology to reduce operational costs and ensure that the benefits are shared collectively.



Figure 2. *Socialization session with the community of Maurole Subdistrict*

Through this session, participants gained new perspectives on opportunities to develop village enterprises amid a changing economic environment. They began to recognize that institutional collaboration supported by technology can serve as an effective strategy to enhance the competitiveness of the village economy (Harsanto & Wahyuningrat, 2024).

Integration of Economic Strengthening and Community Health Services

In addition to the socialization activities, Klinik Muhammadiyah Ende provided free medical check-ups and treatment as an integral part of this community service program. The health services received a highly positive response from the community, as reflected in the large number of residents who took advantage of the basic medical examinations, consultations, and treatments offered. This strong participation not only demonstrated community enthusiasm but also revealed the urgent need for accessible, affordable, and quality healthcare services in rural areas (Kenny, 2013). The availability of free health services reduced barriers to medical access and encouraged early detection of health issues that might otherwise go untreated. Preventive and basic curative services play a crucial role in maintaining the physical well-being of community members, particularly those actively involved in economic activities (World Health Organization, 2024). When individuals are physically healthy, they are more capable of working productively, managing businesses effectively, and participating in community-based development initiatives (Rustamova et al., 2025).

By integrating health services into this community engagement initiative, it became increasingly evident that village welfare is influenced not only by economic growth but also by the overall health condition of its population (Yu et al., 2024). A healthy community demonstrates higher productivity levels, stronger work capacity, and greater resilience in facing economic challenges. Improved health also enhances active participation in institutional programs, training sessions, and collaborative ventures between BUMDes and the Merah Putih Cooperative.

Therefore, efforts to strengthen the village economy through institutional collaboration become more meaningful and sustainable when accompanied by initiatives aimed at improving public health quality (Harsanto & Wahyuningrat, 2024). This integrated approach reflects a holistic development model in which economic empowerment and human well-being are interconnected and mutually reinforcing ((World Health Organization, 2024). Ultimately, sustainable village development can only be achieved when strong economic institutions are supported by a healthy and empowered community (Standisyah & Ramadhan, 2024).



Figure 3. *Free medical treatment, ultrasound services, and circumcision by Klinik Muhammadiyah Ende*

Overall, the results of the activity indicate that a community service approach integrating economic institutional socialization with health services is capable of enhancing village welfare in Maurole Subdistrict in a more comprehensive manner. By simultaneously strengthening local economic institutions and addressing public health needs, the program created a balanced development model that supports both productivity and quality of life (World Health Organization, 2024). This integrated strategy demonstrates that sustainable village development requires not only strong economic governance but also healthy and empowered communities.

CONCLUSION

This community service activity demonstrates that BUMDes and the Merah Putih Cooperative can strengthen their collaboration through institutional socialization, improved financial management practices, and adaptation to technological advancements. The program highlighted the importance of structured governance, transparent financial systems, and strategic planning as key foundations for sustainable village economic development. By enhancing the managerial and institutional capacity of both organizations, the initiative created opportunities for more coordinated and mutually reinforcing economic activities at the village level. In addition, the provision of health services—through free medical examinations, treatment, ultrasound services, and circumcision—contributed significantly to improving the community's quality of life. Better health conditions directly support higher productivity, greater participation in economic activities, and stronger community engagement in local development initiatives. The integration of economic strengthening and health services illustrates a holistic approach to village empowerment, recognizing that economic progress and public health are interdependent dimensions of welfare.

As a follow-up, continuous mentoring and technical assistance are necessary to ensure that the knowledge and skills gained by BUMDes and cooperative administrators are consistently implemented and further developed. Strengthening cross-sector collaboration among village governments, higher education institutions, and healthcare providers is also essential to sustain the program's impact. Through long-term partnerships and integrated support systems, village

development can move toward a more inclusive, resilient, and sustainable model that benefits the entire community.

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