

Community Participation in the Management of Village-Owned Enterprises in Wukirraya, Wukirsari, Imogiri, Bantul

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Abstract.

Village-Owned Enterprises are business entities owned by the village with capital originating from the village government and/or the community with village ownership of 51% or more. One of the principles of managing Village-Owned Enterprises is participation. This paper aims to improve the performance of Village-Owned Enterprises in Wukirraya, Wukirsari Village, Imogiri, Bantul by increasing the role of the community in managing Village-Owned Enterprises. This paper uses a qualitative analysis and design approach method. Data were obtained through literature, interviews, visits, and observations. The analysis was carried out by comparing the conditions of Village-Owned Enterprises in Wukirraya with the practices that have been carried out by advanced Village-Owned Enterprises. The results of this study are to provide guidance to Village-Owned Enterprises in Wukirraya in improving their performance through community participation. The forms of participation that can be carried out by Village-Owned Enterprises in Wukirraya include: increasing the capacity of management resources through partnerships and community-based; learning to share roles; community capital participation; strengthening partnerships; community involvement in governance and accountability, community understanding of the goals, functions, and benefits of Village-Owned Enterprises; Social Incentive Scheme; and Open dialogue with the community.

Keywords: *Village-Owned Enterprises; Community participation; Performance; Capital participation; Accountability.*

I. INTRODUCTION

The village is the smallest government unit in Indonesia, this is in line with Law Number 6 of 2014 concerning Villages. Villages are given the authority to manage finances independently. Villages are given a very large role in providing government services and improving community welfare. Village governments are encouraged to be able to build villages in order to meet the needs of their communities. The authority to manage village finances includes planning, budgeting, implementation, and accountability. The granting of this authority is in line with the desire to build Indonesia from the periphery by strengthening regions and villages within the framework of the Unitary State of the Republic of Indonesia.

One of the efforts made by the village government to realize village independence is to establish a business entity at the village level that we often hear as a Village-Owned Enterprise

(VOE). Village-Owned Enterprise is a business unit owned by a village with capital originating from the village and the community, with the main ownership by the village. The capital of a Village-Owned Enterprise comes from the capital participation of the village government and/or village community with most of the capital owned by the village government (Dewi, 2014). The main objective of a Village-Owned Enterprise is to carry out economic activities as much as possible for the benefit of the village community. In Government Regulation Number 11 of 2021 (PP 11 of 2021) concerning Village-Owned Enterprises, the establishment of a Village-Owned Enterprise is intended to manage businesses, utilize assets, develop investment and productivity, provide services, and/or provide other types of businesses for the greatest possible welfare of the village community. The establishment of a Village-Owned Enterprise is intended to encourage village economic growth which will ultimately increase the welfare of the village community (Hawa, Sokarina, and Suryantara, 2022).

VOE is expected to be one of the sources of village income that will be used to carry out government affairs and village development, through the profits obtained. Furthermore, VOE is projected to be able to become an economic driver in the village by utilizing village potential (Priharjanto and Andriana, 2021). In the VOE management guide, there are six principles of VOE management so that VOE can provide maximum contribution, namely: cooperative, participatory, Emancipatory, Transparent, Accountable, and Sustainable.

The second principle in the management of VOE is participatory, which means that in the management various parties are asked for their support and involvement for the progress of VOE. The management of VOE is expected to involve the community. Community participation is intended so that the community becomes part of the owner and management of VOE. Community involvement in the management of VOE is intended so that the community can directly benefit from VOE (Priharjanto and Andriana, 2021). This principle is also in line with the principle of *good governance*. Community participation in the management of VOE is essential. Elsi (2019) stated that one of the determining factors for the success of VOE development is community participation. Community participation is needed in the development of VOE work programs (Pratiwi et. al., 2019). The community is expected to participate in the preparation and development of VOE work programs. Community involvement in the preparation and development of programs can be done directly or through representatives.

Furthermore, research by Ihsan and Setiono (2018) stated that one of the good factors in managing VOE is community participation and empowerment. Community participation in managing VOE is intended to participate in creating/realizing the welfare of village communities (Hanifah, 2020). One of the objectives of community participation in managing VOE is to provide opportunities for village communities to participate in managing and enjoying the results of the efforts obtained by VOE. Nisa (2017) stated that community participation in VOE is in the form of participation in implementation and utilization. Fitri (2021) stated that the form of community participation in the Mukti Tama Lambur II Village-Owned Enterprise is that the community participates in using the services and businesses provided by BUMDes. Tiballa (2017) stated that community participation is the main capital in implementing the BUMDes program. The success of BUMDes Swarga Bara is not only due to the ability of the manager, but also the involvement of the community in participating.

Wukirraya Village-Owned Enterprise is a Village-Owned Enterprise located in Wukirsari, Imogiri, Bantuk. This Village-Owned Enterprise was established in 2022 with an initial capital of IDR 30,000,000 from village capital participation. In 2023, the village government again increased its capital by IDR 50,000,000 so that its capital became IDR 80,000,000. In line with the development of Village-Owned Enterprises and capital needs, in 2024 the village government again increased its capital by IDR 65,000,000 so that the total village capital participation to Village-Owned Enterprises in 2024 was IDR 145,000,000.

Wukirraya Village-Owned Enterprise, which was just established in 2022, continues to grow, this can be seen from the amount of profit obtained by Wukirraya Village-Owned Enterprise from year to year. In 2022, at the beginning of its establishment, Wukirraya Village-Owned Enterprise was able to obtain a profit of IDR 9,200,000. In 2023, the Village-Owned Enterprise's profit increased to IDR 17,000,000, this increase is quite significant because if expressed as a percentage, the profit in 2023 was 185% from 2022 or an increase of around 85%. Wukirraya Village-Owned Enterprise's profit increased again in 2024, although the increase was not as large as in 2023. Wukirraya Village-Owned Enterprise's profit in 2024 was IDR 24,000,000 or an increase of around IDR 7,000,000 or 41%.

Currently, Wukirraya Village BUM has business units including (1) coffee shop, (2) gas station, (3) restaurant and catering, (4) Imogiri reservoir tourism, and (5) minimarket. Coffee shop is located around Wukirsari Village Office, although this shop is called a coffee shop, its business field is not only selling coffee, this shop serves food and beverage sales like a food stall. In addition, this coffee shop also accepts consignments in the form of snacks such as fried tempeh and tofu from the community. Currently, the coffee shop's turnover is around IDR13,000,000 - IDR15,000,000 per month. VOE Wukirraya currently has a gas depot business unit with 70 gas cylinders. This number is still considered quite minimal to serve the gas needs in Wukirsari. The current gas depot turnover is around IDR5,000,000 per month.

Restaurant and catering unit, its business is currently not moving like a restaurant and catering, currently the new business is accepting snack orders for meetings in the village and school environment in Wukirsari. VOE currently acts as an agent who if there is a snack order, VOE will order the snack from the provider, in this case the mothers who have entered the provider network. The turnover for the restaurant and catering is not that much, but if seen from the net turnover each month, the restaurant and catering contribute around IDR1,000,000.

Another VOE unit is Tourism, Embung Imogiri. One of the tourism potentials owned by Wukirsari Village is the village reservoir which is a water reservoir. Currently, the Imogiri reservoir tourism focuses on sports activities and certain events on holidays and national holidays. VOE currently only manages the parking lot around the village reservoir if the reservoir is used as a sports venue on Saturdays and Sundays and exhibition events during certain seasons such as homecoming. The turnover of the reservoir tourism in a month is around IDR3,000,000, however, the money is currently used up for operations, so it can be said that currently the reservoir tourism has not been able to contribute profit to the VOE.

The minimarket unit is one of the business units of VOE Wukirraya which is engaged in trade. This business unit occupies a building that is quite far from residents so that sales are still not optimal. The business is still carried out like a traditional shop that waits for buyers who pass by, come, and stop by to buy daily necessities.

Currently, Wukirraya Village-Owned Enterprises have developed quite a lot, this is reflected in the increase in profits from year to year, so that even though it is not that much, Wukirraya Village-Owned Enterprises have been able to make a small contribution to the Village. However, the author sees that there are still quite a lot of opportunities that can be developed from the management of Village-Owned Enterprises, especially in terms of strengthening community participation. So it is necessary to conduct research and assistance in the management of Village-Owned Enterprises, especially in increasing community participation. Selvia's research (2020) states that community participation in the management of Village-Owned Enterprises is divided into two categories, namely the community as managers of Village-Owned Enterprises and the Community as beneficiaries. Sumantri (2021) states that community participation can be done by absorbing labor. Meanwhile, Uphoff (1979) states that participation is better if participants are involved in every activity.

II. METHODS

The method used in this article is a quantitative approach method with a review, analysis, and design approach. The author tries to understand the current situation in the management of Wukirraya Village-Owned Enterprises and conducts an in-depth analysis. Based on an in-depth analysis, the author conducted a simple design related to participation patterns that can be applied in the management of Wukirraya Village-Owned Enterprises. Data was collected by the author through various techniques and methods, including: literature review, interviews, visits, and observations. In the initial stage, the author collected data through a literature review by studying previous research related to the management of Village-Owned Enterprises. In addition, the author also searched for data related to Wukirraya Village-Owned Enterprises via the internet and websites to find out initial and general information about Wukirraya Village-Owned Enterprises. Further information gathering was carried out through interviews between the author and the Village-Owned Enterprises management, especially the Director of Wukirraya Village-Owned Enterprises. In addition, interviews were also conducted with several employees involved in the management of Village-Owned Enterprises such as shopkeepers and shopkeepers. The author also visited units owned by Wukirraya Village-Owned Enterprises to find out more about the potential that could be developed by Wukirraya Village-Owned Enterprises. To complete the data obtained, the author conducted observations on the management of VOE Wukirraya, especially for the Pojok Coffee Shop Unit and Minimart Store. Based on the data that can be collected, the researcher conducted mapping and data analysis using a potential mapping model and benchmarking against the management of VOE in other places which according to the author were quite successful.

III. RESULT AND DISCUSSION

Wukirraya Village-Owned Enterprise is a Village-Owned Enterprise owned by Wukirsari Village, Imogiri, Bantul, which is located about 17 km south of Yogyakarta City, and can be reached in about 30-40 minutes using private vehicles or public transportation. Administratively, Wukirsari Village is part of 8 villages in Imogiri District. This village is also known as Wukirsari Tourism Village, which offers various tourism potentials such as nature tourism, education, culinary, arts, and crafts, according to the Indonesian Information Portal. Wukirsari has an area of 15,385,504 ha with a population of ± 17,245 people and 5428 heads of families. The boundaries of

Wukirsari Village are as follows: to the north it borders Segoroyoso and Trimulya villages, to the south it borders Girirejo Village, to the east it borders Munthuk Village, and to the west Trimulyo.

The natural conditions of Wukirsari Village, Imogiri, Bantul are characterized by a combination of lowlands and hilly areas, as well as a wealth of unique natural and cultural resources. The average height of the Wukirsari village area is around 50 meters above sea level with topographic characteristics dominated by hills with moderate surface contours; the slope gradient varies, mostly <2% and 15–45%. About one-third of its area is lowland, the rest (two-thirds) are highlands. Wukirsari Village has two seasons, namely the dry and rainy seasons, which greatly affect the planting and agricultural patterns in this area. The land in Wukirsari is generally fertile, especially for agriculture, but there are still irrigation constraints so that rice harvests are generally only twice a year, even in some areas only once a year because they rely on rainfed. Other natural resources are in the form of mining products (C Mining) found in the fields and hills. Agricultural potential includes rice, shallots, secondary crops, as well as livestock (goats, cows, chickens, other poultry) and fisheries (catfish, tilapia, pomfret, patin) . Known as a tourist village with natural potential (hills, rivers for tubing, waterfalls, Bego hill) and culture (Imogiri kings' tombs, batik crafts, shadow puppets, joglo houses) coupled with a beautiful rural atmosphere, suitable for educational, cultural and relaxation tourism.

Currently, Wukirraya Village-Owned Enterprises has developed quite well, as indicated by the increasing profit from year to year. The increase in profit of Wukirraya Village-Owned Enterprises (VOE) shows the seriousness of VOE managers to realize Wukirraya VOE as a driver of the village economy as expected in the decentralized system. VOE managers continuously evaluate and improve and explore the potential in Wukirraya village so that every year there are new business units that are developed. Of course, this is a very good condition. However, currently the development of Wukirraya VOE is still constrained by several things, including: (1) limited human resource and management capacity, (2) very limited access to capital, (3) less than optimal governance and accountability, (4) lack of understanding of village communities towards VOE, and (5) diverse socio-economic conditions of the community.

Human Resource Capacity and Management Limitations

One of the problems faced by VOE Wukirraya is the limited capacity of Human Resources and Management. The capacity is both in terms of quantity and quality. The management of VOE Wukirraya is currently only managed by a few people. The VOE management consists of three people, namely the Director, Secretary, and Treasurer with four employees. Although for certain activities such as reservoir tourism and special activities, many people can be involved. However, in the management of VOE, there are concurrent positions by several people such as the Director who also serves as the head of the unit. Apart from the quantity, the quality of VOE managers also needs to be improved. Most VOE managers do not have a business background. In addition, understanding related to financial management is also minimal. The lack of training received by VOE adds to the lack of quality human resources.

Based on these conditions, several strategies that can be implemented by BUM Wukirraya Village include:

1. Conducting partnership-based training and capacity building. VOE Wukirraya can seek partners, especially universities around Bantul and Yogyakarta, to provide free training to VOE

managers. One that can be used is through community service programs carried out by universities. The location of Wukirsari Village, which is not far from the city of Yogyakarta, makes it very possible for VOE to partner with universities in the city of Yogyakarta. It can even become a VOE fostered by universities. The training that can be provided includes VOE management training, business training, administration, marketing, financial reporting, and other training in line with needs.

2. Community -based training . Involve the community in basic management, finance, marketing, and entrepreneurship training organized by the village, in collaboration with universities, related agencies, or NGOs.
3. Internal village cadre formation . Identify and encourage village youth or local figures to become active VOE management cadres.
4. Role-sharing learning . Involve the community to participate in the operational activities of VOE (for example, as production, marketing, or distribution partners) so that practical knowledge transfer occurs.

Access to Capital is Still Very Limited

The current capital of Wukirraya Village-Owned Enterprises only comes from the village government. The amount of capital participation since its establishment until 2024 is IDR 145,000,000. This amount of capital when compared to the potential owned by Wukiiraya Village-Owned Enterprises is still very minimal. The desire to develop each unit's business so that its scale increases and the addition of new units cannot be implemented due to the limited capital owned by the Village-Owned Enterprises. For example, the minimal number of gas cylinders owned by the gas depot unit is due to the capital owned by the Village-Owned Enterprises not being able to increase capacity because the capital is also used by other units. The tourism potential in reservoir tourism is also still very, very minimal, it can even be said that there are no tourism activities except for sports. In fact, the reservoirs owned can provide extraordinary potential such as fish farming, culinary tourism, water tourism and other tourism. Reservoirs can be used as tourist centers that can also be combined with agricultural tourism and other cultural tourism. This can be done by Wukirraya Village-Owned Enterprises if the Village-Owned Enterprises have sufficient capital to build these facilities. Some alternatives that can be used to develop tourism based on participation include:

1. Community-based investment. VOE capital participation does not always have to come from the village government, but can also invite village communities to participate in investing through capital participation as regulated in Government Regulation Number 11 of 2021 concerning VOE. Meanwhile, Faedlulloh (2018) stated that to make an independent VOE, community participation is needed in ownership or capital. In a sustainable manner, VOE can invite the community to participate in capital participation in VOE so that the community can also directly benefit from the business results obtained by VOE through profit sharing. To attract the community to invest, VOE can conduct socialization about the benefits of VOE which not only focus on short-term economic benefits, but VOE also helps build the community's economy which will ultimately have an impact on the sustainability of the village economy and individuals.

2. Strengthening partnerships . VOE can also partner with external parties such as cooperatives, micro, small and medium enterprises, and corporate CSR to open up opportunities for funding support or business capital. Partners can be invited to participate in providing the facilities needed by VOE in managing reservoir tourism and partners will receive profit sharing.

Suboptimal Governance and Accountability

One of the problems faced by VOE Wukirraya is that governance and accountability are not yet optimal. Although currently VOE Wukirraya has made financial reports routinely and periodically, the financial reports prepared do not refer to generally accepted financial accounting standards and guidelines for preparing VOE financial reports as regulated in the Decree of the Minister of Villages Number 136 of 2022. The financial reporting currently prepared focuses more on cash and cash-based profit and loss reports. The governance and accountability that have been created have not been able to convince other parties who want to be involved in the management of VOE. Isbandi (2007) stated that community participation is basically community participation in activities to identify problems and potentials in the community, the selection and decision-making process, efforts to overcome problems that occur and the implementation of evaluations. Sumaryadi (2010) stated that participation is the involvement of an individual or community in the development process in the form of providing input and ideas, expertise, energy, time, capital, or materials, as well as participation in utilizing and enjoying the results of development. Several things that can be done by the Wukirraya Village BUM include:

1. Prepare financial reports in accordance with generally accepted accounting standards and guidelines for preparing VOE financial reports regulated by the Ministry of Villages.
2. Increasing the role of supervisors in conducting supervision. VOE supervisors are elements of VOE management who come from the community.
3. Deliberations . Residents are involved in routine evaluations of VOE performance openly, at least every quarter.
4. Use information media such as village bulletin boards, resident WhatsApp groups, or social media to convey financial reports and VOE activities periodically.

Public Understanding of Village-Owned Enterprises is Still Lacking

Wukirraya Village-Owned Enterprise was established in 2022. The establishment of Wukirraya Village-Owned Enterprise can be said to be very new so that many people do not yet understand properly the objectives, functions, benefits, or working mechanisms of the Village-Owned Enterprise. Many people do not yet understand that the ultimate goal of establishing a Village-Owned Enterprise is to create village community welfare through the creation of a village economy. This ignorance and lack of understanding is what sometimes makes people less supportive of the existence of a Village-Owned Enterprise. Some of the methods that can be used by Wukirraya Village-Owned Enterprise to invite the community to participate in the management of the Village-Owned Enterprise include:

1. Socialization based on informal approaches. Use familiar approaches such as pengajian, arisan, or community meetings to explain VOE.
2. Local success stories. Show examples of residents who have directly benefited from VOE to provide real inspiration.

3. Continuous information campaign. Use creative media such as short videos, infographics, or village dramas that explain VOE in easy-to-understand language.

Diverse Socio-Economic Conditions of Society

Diversity and diverse economic capabilities make some people feel irrelevant or unable to get involved. Wukirsari Village has a population that is quite varied in terms of work and economic conditions. This encourages the people of Wukirsari Village to feel that they do not have to get involved in the management of the Village-Owned Enterprises. Some strategies that can be used to increase the participation of the people of Wukirsari Village include:

1. Business program segmentation . Design a Village-Owned Enterprise business unit that can involve all groups, such as daily services for people without capital, and capital partnerships for middle-class people.
2. Social incentive schemes . Provide non-material incentives for underprivileged citizens who are actively involved, such as access to free training or priority cooperation.
3. Open and inclusive dialogue . Ensure that VOE activities are open to aspirations from all groups through special deliberations for vulnerable groups.

IV. CONCLUSION

Wukirraya VOE which is a VOE owned by Wukirsari Village is a VOE that is developing and has the potential to become a VOE reference for the management of other VOE. VOE Wukirraya has experienced an increase in its financial performance from year to year, especially indicated by the increasing profits obtained from year to year. At the beginning of its establishment, in 2022, VOE Wukirraya earned a profit of IDR9,200,000, then in 2023 the profit obtained increased to IDR17,000,000 and in 2024 VOE Wukirraya earned a profit of IDR24,000,000.

Currently, there is a big opportunity for the development of Wukirraya Village-Owned Enterprises. The quite large potential owned by Wukirsari Village-Owned Enterprises has not been fully developed by Wukirraya Village-Owned Enterprises. The development of Wukirraya Village-Owned Enterprises is constrained by several things, including: (1) limited human resource and management capacity, (2) very limited access to capital, (3) less than optimal governance and accountability, (4) lack of understanding of village communities towards Village-Owned Enterprises, and (5) diverse socio-economic conditions of the community.

However, the opportunities for developing the Wukirraya Village BUM are very wide open, especially if the Wukirraya Village BUM is able to manage the Village BUM with increased participation from the community and other interested parties. Several community participation strategies that can be used to improve the performance of VOE Wukirraya include involving the community and partners in improving the quality of human resources, increasing community capital participation, involving the community in governance and accountability, and increasing community understanding of the goals, functions and roles of VOE.

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