

## INTISARI

Tesis ini menganalisis peran *policy learning* dalam proses perubahan kebijakan Badan Usaha Milik Desa (BUMDesa), dengan studi kasus BUMDesa Binangun Jati Unggul di Kalurahan Jatirejo, Kapanewon Lendah, Kabupaten Kulon Progo. Penelitian ini berangkat dari keberhasilan BUMDesa yang dimulai dari berkembangnya Lembaga Keuangan Mikro menjadi BUMDesa berbadan hukum dengan unit usaha pertanian, jasa keuangan, dan pariwisata yang berkelanjutan. Penelitian ini menggunakan pendekatan kualitatif melalui metode studi kasus. Data diperoleh melalui wawancara mendalam, observasi, dan analisis dokumen kelembagaan. Analisis dilakukan dengan mengacu pada kerangka *policy change* Hall (1993) dan konsep *policy learning* dari May (1992) serta Dunlop dan Radaelli (2013) untuk mengidentifikasi bentuk perubahan kebijakan dan mekanisme pembelajaran yang menyertainya. Hasil penelitian menunjukkan bahwa BUMDesa Binangun Jati Unggul mengalami *first-order change* berupa penyesuaian teknis pengelolaan usaha, *second-order change* melalui perubahan instrumen dan strategi bisnis, serta *third-order change* yang ditandai pergeseran paradigma kelembagaan dari orientasi ekonomi semata menuju integrasi tujuan ekonomi dan sosial desa. Perubahan tersebut berlangsung melalui proses *policy learning* yang bersifat instrumental, sosial, dan reflektif, dipengaruhi oleh kepemimpinan lokal, jejaring pembelajaran, pengalaman kegagalan, dan evaluasi berkelanjutan. Penelitian ini menegaskan bahwa *policy learning* merupakan faktor kunci dalam mendorong perubahan kebijakan dan keberlanjutan BUMDesa, sekaligus memperkuat perannya sebagai instrumen pembangunan desa yang adaptif dan kontekstual.

Kata Kunci: *Policy learning*, *Policy change*, BUMDesa, Transformasi.

## ABSTRACT

This thesis analyzes the role of policy learning in the policy change process of Village-Owned Enterprises (BUMDesa), with a case study of BUMDesa Binangun Jati Unggul in Kalurahan Jatirejo, Kapanewon Lendah, Kulon Progo Regency. This research stems from the success of BUMDesa, which began with the development of Microfinance Institutions into legal entities with sustainable agricultural, financial services, and tourism business units. This study uses a qualitative approach through case study methods. Data were obtained through in-depth interviews, observations, and analysis of institutional documents. The analysis was conducted with reference to Hall's (1993) policy change framework and the concept of policy learning from May (1992) and Dunlop and Radaelli (2013) to identify the forms of policy change and the accompanying learning mechanisms. The results show that BUMDesa Binangun Jati Unggul experienced first-order change in the form of technical adjustments to business management, second-order change through changes in business instruments and strategies, and third-order change marked by a shift in the institutional paradigm from a purely economic orientation to the integration of economic and social objectives in the village. These changes took place through an instrumental, social, and reflective policy learning process, influenced by local leadership, learning networks, experiences of failure, and continuous evaluation. This study confirms that policy learning is a key factor in driving policy change and the sustainability of BUMDesa, while strengthening its role as an adaptive and contextual instrument of village development..

Keyword : Policy learning, Policy change, BUMDesa, Transform