

## **STAKEHOLDERS' ROLES IN THE ESTABLISHMENT OF *BUM DESA* IN SEMARANG DISTRICT**

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### **Abstract**

The establishment of *BUM Desa* (Badan Usaha Milik Desa - village enterprises) on the basis of the people's initiative is needed to improve the people prosperity. Village independence will be achieved if village institutions concern on the village potential in developing enterprise through *BUM Desa*. The village head as the policy maker needs to expand the partnership in order to direct the business atmosphere into managerial professionalism and capital development. Eventually, the profit can be maxed to solve village problems.

**Keywords:** *BUM Desa*, Professionalism, Stakeholder

### **A. Introduction**

Village is the representation of smallest civilization that has existed and developed along with the history of human civilization in Indonesia and becomes an inseparable part of the order of Indonesia. In terms of regional autonomy, one of the components needs to be concerned more is the development of the villages. Policy on the development of village economy has been implemented by the central, province, and regional government for a long period of time through several programs. These programs ranged in diverse ways, such as direct supply to fundraising support. However, in reality, these programs did not run well and did not achieve the planned goals. There were many influencing factors the failure, one of them was the over intervention from the government which restrict the villagers to think creatively and innovatively to manage their own resources.

Banyubiru village is a village located in sub-district Banyubiru, regency Semarang, Central Java province with 8.814 population live in an area of 677.087 hectare. Viewed from the number of the population and area, which are quite big, as well as the geographical location which is strategic, around the capital city Semarang, Salatiga, and Ambarawa; Banyubiru village can be categorized as a potential village in developing the kecamatan. Therefore, it is expected the village development is directed to the people prosperity through institutional effort, such as BUM Desa. One of interesting phenomena to be studied with this topic is the establishment of village enterprises that can encourage the people of Banyubiru village to be more independent to improve the income and prosperity of the people.

The existence of BUM Desa is legally strengthen by Ministry of Village, Development of Disadvantaged Regions, and Transmigration Regulation No.4 Year 2015 about BUM Desa which state more specifically about the establishment of BUM Desa on who can legitimately manage the enterprises including the capital, what are the types of business allowed, up to reporting and accountability aspects. This regulation is supported by Kabupaten Semarang Regulation No. 17 Year 2016 about the establishment and management of BUM Desa and cooperated BUM Desa. Based on these regulations, Banyubiru village wants to establish BUM Desa by involving us as a team in the discussion of BUM Desa expectedly that the institution to be established can develop well to realize independent village in order to increase the economic growth which eventually realize the people prosperity.

## **B. Literature Review**

### **1. BUM Desa and Its Legal Basis**

Badan Usaha Milik Desa is an village institution managed by the people and the local government in the attempt to strengthen the local economy and it is established in corresponsce to the village potential. The legal basis is Act No. 6 Year 2014about village. This act states that BUM Desa is an enterprise which all or major of the capital is own by the village, the participations are the people, the resources are from the village which the profit are for themselves. The legal basis about BUM Desa is further stated by the government by issuing Ministry of Village, Development of Disadvantaged Regions, and Transmigration Regulation No.4 Year 2015, though the government also issues Minister of Home Affairs Regulation No. 113 Year 2014 about the supervision of village finance.Ministry of Village, Development of Disadvantaged Regions, and Transmigration Regulation No.4 Year 2015 states about the establishment of village enterprises, permissable types of business, as well as the reporting and accountability. The establishment of village enterprises is one of village choices within village economy movement. Act No.6 Year 2014 article 87 verse 1, Local Government Regulation article 132 verse 1, and Ministry of Village, Development of Disadvantaged Regions, and Transmigration Regulationverse 4 PDTT (examination with specific purpose) No. 4 year 2015 are about the establishment, management, and liquidation of BUM Desa.

## 2. The Purpose of BUM Desa

The purposes of BUM Desa include: improving local economy and local own source revenue through managing village potential in corresponsce to the people's needs. The establishment and management of village enterprises are the realization of management of village economy productive through cooperative, participative, transparent, and sutainable implementation. In order to make the management of BUM Desa effective, efficient, and professional; serious effort has to be done by all of the related parties.

### 3. Establishment Planning

The establishment planning of BUM Desa has to be done based on the people's own initiative based on cooperative, participative, transparency, emancipation, accountability, and sustainability principles. BUM Desa is the pillar of economic activities functioning as social institution which stand on the people by providing social services and commercial bodies in order to make profit by maximizing the local resources. During running the business, effective and efficiency principles have to be emphasized as a legal entity as well as established as per to the government regulation and people agreement based on their initiative. Therefore, the types of business in every village is different one to another since they use their own potential and resources; so, local wisdom can also be enhanced more. The establishment of BUM Desa is not instructionally bound to the central, province, nor local governments, since it will not as per to the regulations. The duty and role of the government is to conduct socialization and raise the awareness of the villagers the importance of BUM Desa for people prosperity. Through the local government, the people are motivated, made aware, and prepared to improve their own living. The government only facilitates in the form of education and practice to smoothen BUM Desa. The operational implementation of BUM Desa is given entirely to the people who have been prepared to give new ideas and concepts about economic institution with social and commercial functions. The implementation of BUM Desa is supported by the village financial institutions; if the the institutions are firm, the equally distributed economic growth can solve the local economic problems. BUM Desa is expected to be the pioneer in bridging the local economy betterment. The existence of Ministry of Village, Development of Disadvantaged Regions, and Transmigration Regulation about BUM

Desa as the cantilever of the village economy and resources can strengthen the existence of BUM Desa to be used more for people prosperity.

Research about BUM Desa conducted by Ahmad Bagus Hidayat (2016) discusses about the obstacles in managing and developing Bumdes Surya Sejahtera Desa. The findings show that: (1) socialization and education and practice about BUM Desa are not yet implemented in an optimal extent, (2) the establishment of BUM Desa purposively to support the existing and developed village enterprises do not get enough managerial learning, (3) the establishment and development of the village enterprises do not provide social service and rental business, (4) there is initiative to develop BUM Desa with intervention approach, and (5) the enterprises are not profit and cooperation-oriented. Research conducted by Muamar Alkadafi (2016) about BUM Desa shows that BUM Desa in Salensen village has done well and successfully as per to the purpose of the institution. BUM Desa has contributed positively for strengthening village economy. Research conducted by Shobri Firman Susanto (2016) shows the effort of BUM Desa Dawuhan Sejahtera to involve the people to develop micro enterprises in agriculture and trading. This effort includes several steps: capital loan proposal, quality control, loan contract signing, returning the loan and book keeping. The result of this enterprise is getting better and it can get the maximum profit because of the ease to loan the capital and the low interest of the loan.

Developing village independence through BUM Desa as the economic institution with strategic role as the village economy impetus needs to be reviewed about the human resources preparedness and skills in managing the enterprises. The establishment of BUM Desa also has to consider several steps as follows: (1) obtaining legitimation from the Regent through regent or mayor regulation, (2) obtaining village legitimation through village regulation, (3) ensuring

the BUM Desa included in village planning, (4) socialization, (5) holding a village discussion, (6) simple study that results about business feasibility, (7) deciding the staff of the BUM Desa, (8) deciding the initial capital, (9) deciding the basic budget and household budget, (10) formulating and action, (11) deciding village regulation on the establishment of BUM Desa. The strategic role as the impetus of village economy needs to concern on several aspects in order for BUM Desa to progress professionally: (1) sameness of perception, conception, and treatment from central, province, and regional government about the role BUM Desa as an economic institution that can produce business opportunities for the villages, (2) the management is done with professionalism approach and profit orientation without neglecting justice and equality principles over the income which is for the rest of the people, (3) the establishment of village enterprises have to consider the villages' natural resources, geographical aspect, demography, the need of majority of the people, as well as the multiplier effect, (4) doing strategic collaboration with business partners to reinforce the capital and expand the market network.

### **C. Method**

This research used both qualitative and quantitative approaches. Qualitatively, this research gives general depiction about BUM Desa establishment planning in Banyubiru village based on the RPJMD (village medium-term development plan) analysis and the village potential. The Mactor method gives depiction about the roles of the stakeholders in Banyubiru village and the planned purposes in relation to the quantitative result. Meanwhile, the data collection techniques relied on observation and interview which were analyzed by using Mactor analysis.

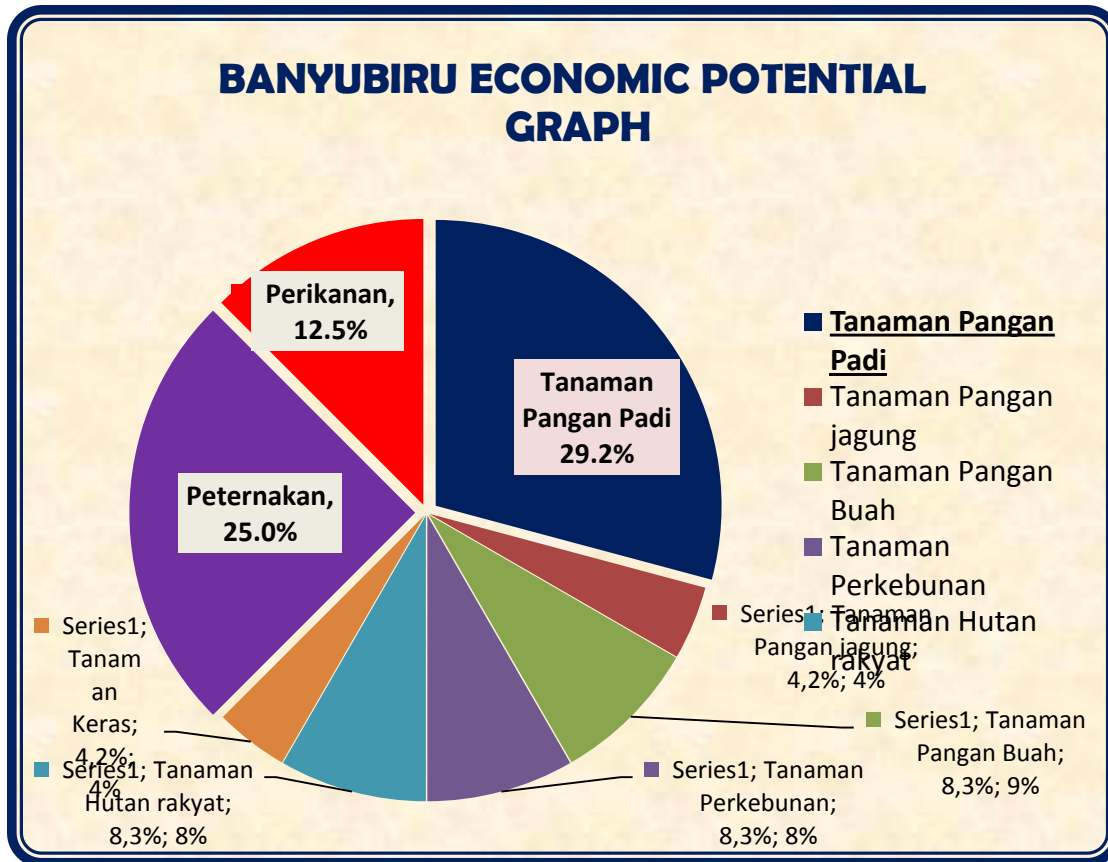
### **D. Discussion**

Banyubiru village is a village located in sub-district Banyubiru, regency Semarang, Central Java province with 8.814 population live in an area of 677.087 hectare. Viewed from the number

of the population and area, which are quite big, as well as the geographical location which is strategic, around the capital city Semarang, Salatiga, and Ambarawa; Banyubiru village can be categorized as a potential village in developing the kecamatan. Therefore, it is highly possible that Banyubiru village can become the benchmark for the other villages. Banyubiru is agrarian, the land is majorly for rice farming; hence Banyubiru is one of the biggest rice suppliers of Semarang.

### **1. Banyubiru Potential**

Geographically, Banyubiru is strategic for it is located between sub district capital and Salatiga and Ambarawa cities. Majorly, the land is used for rice farming, farm, and swamp. Based on the result of RPJMDes, it can be seen that the village potential is in rice farming sector (29.2%) and stockbreeding sector (25%) as seen on th below graph



#### a. Rice Farming Sector

Eight of nine hamlets in Banyubiru are rice farming lands. Based on the budget allocation in 2016, infrastructure procurement was already enough; hence, 2017 budgeting, as stated by Ministry of Village, Development of Disadvantaged Regions, and Transmigration; was focused on rice farming sector. This statement becomes an opportunity for the village officials and stakeholders to develop and concern more the rice farming sector as the one of the biggest potential purposively to improve rice production scale and attract the private parties to invest in Banyubiru. Eventually, the expected result is to increase the farmers' income.



The development on rice farming sector should not only direct to the increase of income, but also to establish continuity and correlation to the business sector; so, there will be synergy between those two sectors.

#### **b. Stockbreeding Sector**

Six of nine hamlets in Banyubiru are stockbreeding places, for example: duck breeding in Demakan and cow and sheep breeding in Dangkel and Pancuran. The underlying for this stockbreeding is that the animal feed can be found on almost every place as well as the climate is suitable for stockbreeding. Developing the stockbreeding sector in Banyubiru can be done through partnership between the breeder and businessman. Types of business that can be developed in this sector are:

- 1). Agribusiness sector, a sector that provides anything for stockbreeder that expectedly can involve the people in each hamlet through *karangtaruna* (youth organization), *PKK* (women family community), farmer community, and other communities.
- 2). Tourism and culinary sector, a sector that, nowadays, can draw outsiders' attention to visit Banyubiru. This sector can potentially be developed since the food products are rife in the village, for example: salted eggs and *opor bebek* from duck breeding and other stock food products. This culinary can also be branded as the icon of Banyubiru.

In order to realize those sectors, the people' awareness to involve in and share ideas and experience for the development of the village itself is due. This effort to expand the level of stockbreeding sector can be the cantilever of the people welfare.

### **c. Fishery Sector**

Developing fishery sector in Banyubiru is not a new matter for the people, since it has been done traditionally for a long time around Pening swamp; though it was done only for the people consumption. Hopefully, in the future, this sector can contribute much in increasing the people income by deciding the maximum number of fish allowed to be taken, so the result can be optimal and the environment can still be reserved. The involvement of the people in managing the fishery resources is important to be done. In sustainable development concept, regarded as the best, people do not only become the object of development, but become the subject itself. This sector can be developed into an alternative mini business both individual and cooperated business. Obviously, the government supports are needed, like: train and educate the necessary skills for the people, financial support, and network expansion. Although in the table this sector only contributes 12%, this sector can potentially be developed further from the other sectors because the land, both private and government land, is still available for this sector. Also, as stated by the profile of Banyubiru, the people are still restricted to seed and breed catfish with structured system in permanent, semi-permanent, and temporal (by using tarpaulin).

### **d. UMKM (Usaha Menengah Kecil Mikro-Micro, Small, and Medium Enterprises)**

The profile of Banyubiru states that UMKM sector is not yet optimal in leveraging the people's income due to the lack of training and capital. From several UMKMs, only tofu and *tempe* enterprises run well, for many of them just know how to make and produce something but do not know about marketing. This condition requires special

concern from the local government to boost the development of UMKM to be able to provide goods and services for the people themselves. Hence, it can contribute significantly in strengthening the village economy. UMKM has to be encouraged through expanding the scope of the enterprises, honing the managerial skill, as well as providing workers' rights. Expectedly, it can provide the people what they need and it can be a strategical option to increase the their income.

Based on the survey supported by reliable information sources and Banyubiru data, a sector that can potentially be developed optimally is trade and services with 47.4% economic prospect rate, while the second potential sector is UMKM with 21.1%. The detailed information about the economic potential of Banyubiru is as follows.

Based on the collected data in Banyubiru, economic potential investigated in eight different hamlets is: agribusiness, UKM, home industry, trade and services, water resources, and transportation. The highest contribution is on the trade and servies with 47.4% economic prospect rate. however, based on the data, Banyubiru villagers with the trade and services related job run their business in Ambawar and its surroundings. They collect the villagers' crops and sell them in the city, like Ambarawa, Semarang, and Salatiga. Therefore, the establishment of BUM Desa does not focus on these sectors. So, the second highest potential can be the alternative since there are so many UKMs in Banyubiru of which the raw materials are taken from the village itself. Thus, local wisdom can be encouraged more by the local government. The graph about the economic potential development can be seen below.

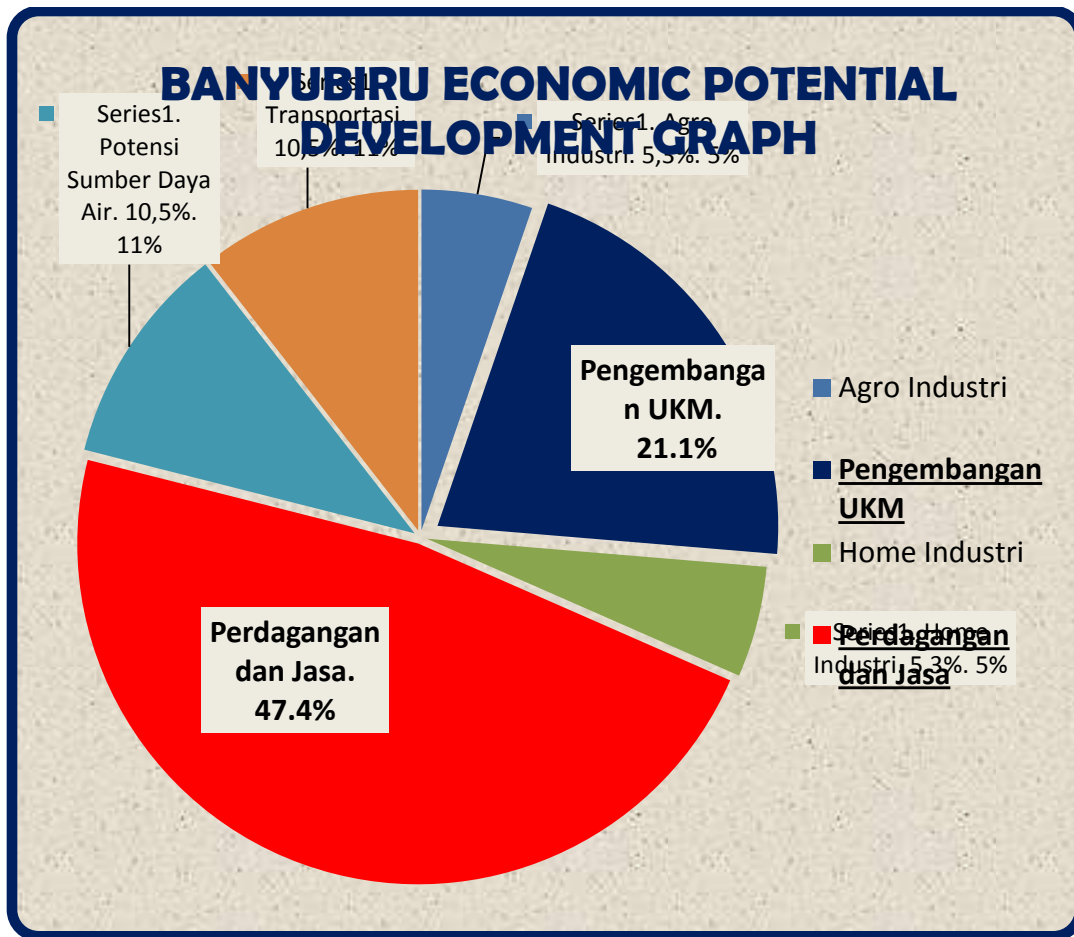


Figure2:Economic Potential Development

## 2. The Roles of Stakeholders

The research about the establishment of BUM Desa in Banyubiru is supported with Mactor analysis. The purpose in using this analysis tool is to gauge the role of the stakeholders in the establishment of BUM Desa. Based on the briefing and discussion with the villagers, there are 10 stakeholders on the establishment of BUM Desa: (1) village head, (2)village officials, (3) LKMD (Village Community Development Council) (4) BPD (Village Consultative Body), (5) Karang Taruna (6) People (7) PKK (8)

Religious Figures (9) Investors, and (10) Bapermasdes (Community and Village Empowerment Agency). Based on the data, the stakeholders who directly involve in the establishment of BUM Desa are the people, PKK, and LKMD. The success of BUM Desa establishment is determined by the solid involvement of the people, activeness of PKK as a village organization, and LKMD as the people representatives. The level of influence of the stakeholders in Banyubiru can be seen on the graph below.

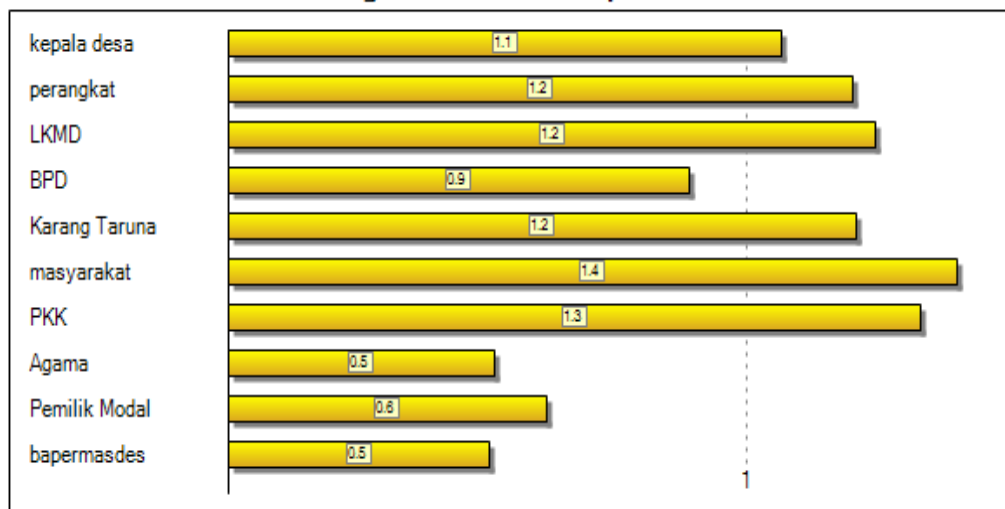


Figure3 The Roles of Stakeholders

The achievements want to be obtained once BUM Desa is established are to: (1) solve worker's issues, (2) provide decent and adequate place of business, (3) increase the local revenue, (4) improve the village potential, (5) solve unemployment problem, (6) improve the people prosperity, and (7) increase the peoples' income. The result of the research shows that the purposes of BUM Desa are greater; they are developing the village potential and concerning on the youth who can give a big effect to the

advancement of the village. The result of data analysis obtained together with the stakeholders can be seen on the graph below.

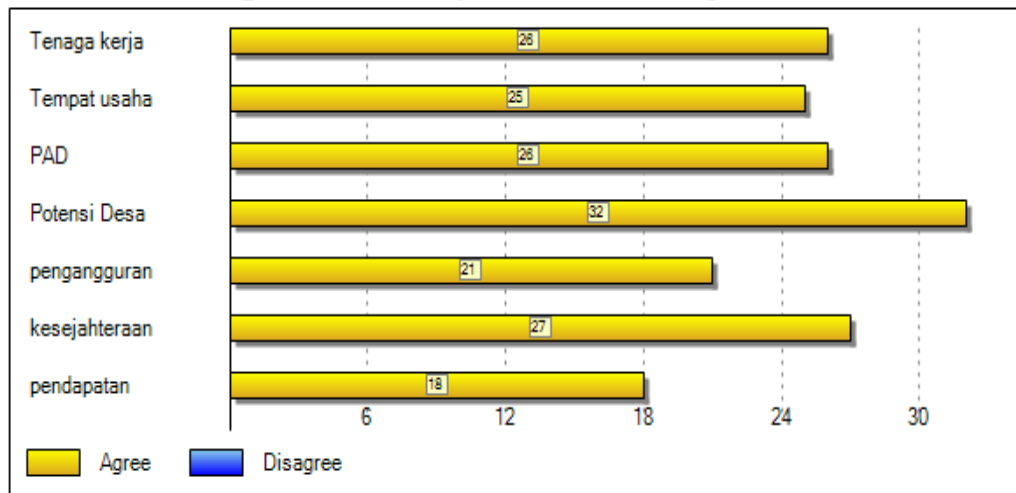


Figure 4 The Relation between the Purposes and the Stakeholders

The result of this research is that the established BUM Desa needs to be developed in corpespondence to the village potential that can be poured onto the RPJM Desa. The establishment of BUM Desa has to be able to accomodate the people's needs; henceforth, workers' issues can be solved and the people prosperity can be achieved.

The biggest influence in the establishment of BUM Desa is on the village head and the investors. Therefore, partnership with the third parties as the investors is needed to develop the BUM Desa to be more professional. Besides, the support of the people is essential if the planned achievemnt want be obtained optimally. The seven purposes can be achieved through professional management for village independence. The below table shows the level of influence of the village head and the investors.

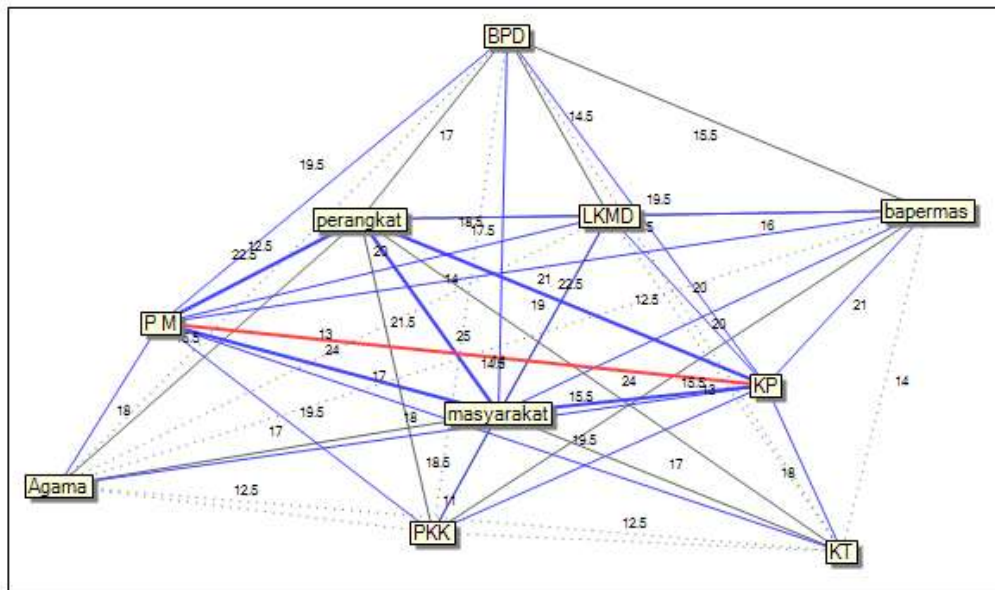
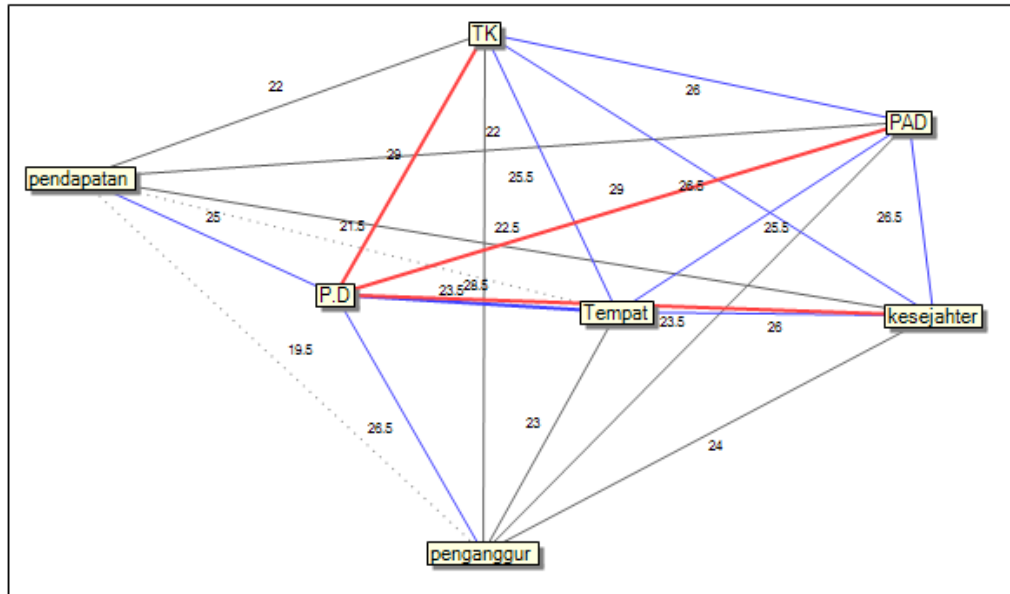


Figure 5 Convergence among Actors

Based on the graph, it can be seen that the biggest influencers on the establishment of BUM Desa are village and the investors. Hence, the 10 stakeholders are centralized on the village head supported by the other stakeholders. If the result of analysis is connected to the descriptive investigation of the RPJM Desa, it can be seen that there is significant difference between the two.

The next convergence occurs if the village potential is developed with professional management supported by the village head policy and the investors to make BUM Desa runs well and able to achieve the planned purposes. The below graph shows the final relation of the purposes. The network shows strong relation among the purposes and workers' issues solving, increase the local revenue, improve the people prosperity, and expanding the business place can be achieved. It can be seen on the result of the Mactor analysis below.



Figur 6 Convergence Network among Objects

## E. Conclusion

1. Establishing BUM Desa in Banyubiru can empower the people prosperity. Similarly, it is in line with the purposes proposed by Ministry of Village, Development of Disadvantaged Regions, and Transmigration in article 3:
  - a. increase village economy;
  - b. maximize village potential for their own prosperity;
  - c. improve the people’s managerial skills on the village potential;
  - d. expand partnership with the other village enterprises and/or the third parties;



- e. open business opportunities and market network;
  - f. open job opportunities;
  - g. improve the people prosperity through betterment on public services as well as village economic equality and economic growth; and
  - h. increase the people's income and the local own source revenue.
2. Banyubiru BUM Desa is established based on the village potential and people initiative. The support from the village head and the stakeholders are essential to achieve people prosperity. Therefore, the intended goal can be achieved if it is managed professionally.

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