

The Synergy Among Stakeholders in Management of Village-Owned Enterprises (BUM Desa)

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ABSTRACT

Law No. 6 of 2014 concerning Villages which provide opportunities for villages to obtain BUM Desa, an institution managed by village communities and the focus of economic development for improving the welfare of rural communities. This study aims to analyse strategies for building synergy between stakeholders in the management of BUM Desa. The method used is the definition of literature from journals, books, and other relevant documents. The results of the study show how the strategy to build synergy to optimize the management of BUM Desa is carried out with communication and coordination between stakeholders (village government, village communities, village institutions, academics, private sector, Non-Governmental Organizations (NGOs), financial institutions, media, central government and government regions) starting from planning, budgeting, implementation, monitoring and evaluation. Communication and coordination are carried out by their respective duties and responsibilities which are based on a relationship of openness and mutual trust with each other. Through this strategy, the management of BUM Desa can be optimized to improve the welfare of rural communities.

Keywords: *stakeholders, synergy, Village-Owned Enterprises (BUM Desa)*

1. INTRODUCTION

The economic democratic system is closely related to the understanding of people's sovereignty in the economic field. In the context of Indonesia, which refers to the 1945 Constitution, the system of economic democracy is a manifestation of the philosophy of Pancasila and the 1945 Constitution and a national economic system based on kinship and cooperation from, by, and for the people. Economic democracy in the village is an economic system that allows villagers to mix and design the economy they want to do with their potential. Not only possible, but this system also gives responsibility to villagers for the continuity of economic activities which in turn will have a positive impact on all residents. This is the soul of economic democracy. To drive Indonesia's democratic economy, we must return to our basic spirit of statehood, namely cooperation, and deliberation. Indonesia has succeeded in going through various historical challenges through cooperation and deliberation.

Law No. 6 of 2014 concerning Villages has granted sovereignty and authority to villages. The village is given the authority to hold 4 domains of its affairs in full, namely the implementation of village governance, implementation of development, community development, and community empowerment [1]. The Law also mandates an increase in funding sources for villages [2]. Since the birth of the Law, many parties have been interested in discussing and

participating in village development programs. Now the village is not as an object of development but is the subject of development in Indonesia. Therefore, villages can organize themselves to achieve village independence [3]. The Ministry of Villages, Disadvantaged Regions and Transmigration of the Republic of Indonesia (Kemendes PDTT) designed 4 priority programs related to village funds to accelerate village development [4]. The priority programs include (1) superior products in rural areas; (2) Building village bungs; (3) Developing Village-Owned Enterprises; and (4) Building village sports facilities. Village communities can optimize their potential by Law 6/2014 on Villages, namely the formation of village institutions [5]. So that it is expected that programs in the village are not only infrastructure development, but also community development to achieve the independence of the village community.

One of the strategic priority programs in supporting village economic resilience is Village-Owned Enterprises (BUM Desa). BUM Desa is a place to advance the rural economy in improving the welfare of rural communities. The existence of BUM Desa can be an icon in realizing the economic independence of the village. Through this institution, it is expected to be able to stimulate and move the wheels of the rural economy which is fully managed by the village community. Village communities can learn to cultivate village potential to be economically and socially beneficial. BUM Desa can also be a means to alleviate poverty sustainably in the village [6]. The presence of BUM Desa to fill the space to become the fourth pillar of Indonesia's populist economy. At present, the existing pillars are BUMN, Koperasi, MSME and will be equipped with BUM Desa. These four pillars of Indonesian people's

economy will be sturdy and upright, like a table supported by four legs to support Indonesia's economy.

In Indonesia, the development of the number of BUM Desa during 2014-2018 has increased every year [7]. At the end of 2018, there were 45,549 units of BUM Desa established, meaning that around 61% of villages in Indonesia now have BUM Desa. BUM Desa also absorbs the workforce reaching 1,074,754 people. While the business turnover reached IDR1.16 trillion and net profit IDR121 billion per year.

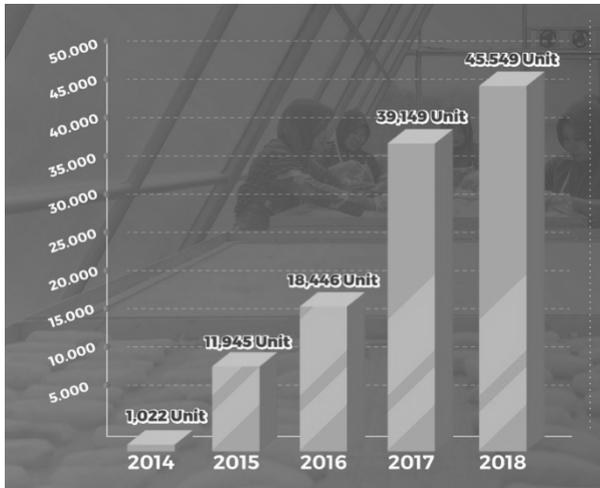


Figure 1 Development of BUM Desa in 2014-2018 [8]

But BUM Desa also experienced some problems. In 2018 the Supreme Audit Board (BPK) took a quotation from 8,220 BUM Desa there were 2,188 of them out of operation because the local government did not yet have a harmonized policy and did not provide guidance to the village [9].

Some of the problems that hinder the management of BUM Desa include the lack of community involvement in policymaking, the village government being less open, and clashes between actors in the village [10]. Also, there are issues of transparency, accountability, and communication between the village government, BUM Desa, and village communities [11]. These problems cannot be solved by BUM Desa. Efforts to resolve the problem need the involvement and assistance of various parties. The understanding of village government officials regarding Law 6/2014 on Villages is still limited [12].

Considering the various dynamics that occur in BUM Desa today, it is necessary to have synergy with various stakeholders and all parties must be involved in it. How to create synergy between stakeholders in managing BUM Desa to run optimally? This paper tries to analyze strategies for building synergy between stakeholders in the management of BUM Desa.

2. METHOD

This paper uses a literature review study by selecting the main source of articles in national and international journals. The selection of the main source is based on consideration of the relevance of the article to the research

topic and the level of validity of the article that has been published so that it can be justified. I also conducted a study of supporting sources, namely books and news that are relevant to the research topic. Research with a literature review is a study that studies or critically studies the knowledge, ideas, or findings contained in an academically oriented body of literature and formulates theoretical and methodological contributions to a particular topic [13]. The data collection method used is the method of documentation by finding or extracting data from the literature related to what is meant by the formulation of the problem [14]. Data obtained from several sources are collected as a unit of document used to answer the problem. Data analysis was performed by means of bibliographic annotation analysis which took into account several things, namely: 1) the identity of the source being referenced, 2) the qualifications and goals of the author, 3) simple conclusions about the writing; and 4) the usefulness of the sources referred to in answering the problems that have been formulated.

3. RESULTS AND DISCUSSION

The ultimate goal of the development strategy is to create economic prosperity for all the people of Indonesia, which is achieved through an equal distribution policy in the mastery of economic resources, employment opportunities, and an equitable community income policy. In practice, these objectives are not easily implemented, let alone realized by stakeholders. Development policy strategies from the village-based periphery, including through Village-Owned Enterprises (BUM Desa). BUM Desa was born as a form of economic realization in the village. This is the soul of economic democracy.

The establishment of BUM Desa is one of the programs that has been given more attention and is a superior government to make the village more advanced and prosperous. BUM Desa can accelerate the process of village empowerment by opening space for residents to learn to cultivate the potential of the village to be economically and socially beneficial to the welfare of their communities. Concerning the goals of the state, BUM Desa is part of how to achieve people's prosperity. Noting the enormous development potential of BUM Desa and moving in various productive business fields, the government must provide guidance and assistance to BUM Desa.

3.1. Synergy

Synergy when built well with other stakeholders so that a combination or combination of elements appears that results in a bigger and better output [15]. BUM Desa management can be done well if there is a synergy with all stakeholders. Therefore, mutual interaction between stakeholders is needed by establishing dynamic relationships for the achievement of common goals.

3.2. Stakeholders in Village-Owned Enterprises (BUM Desa)

BUM Desa has many stakeholders involved in it. Stakeholders are individuals or groups who influence organizational goals [16]. Stakeholders also mean some people, groups or institutions that have attention and / or can influence the outcome of an activity [17]. Stakeholders from the internal parties of the village consist of village government, village communities, and village institutions that conduct village meetings (Musdes) related to strategic matters in BUM Desa. While stakeholders from outside the village include academics, the private sector, Non-Governmental Organizations (NGOs), financial institutions, the media, the central government, and regional governments.

3.3. Management of Village-Owned Enterprises (BUM Desa)

Management is closely related to management, as well as in the management of BUM Desa. Management in having the same meaning with the content of meaning to control which means to manage and manage [18]. Management is the science and art of regulating the process of utilizing other resources effectively and efficiently to achieve certain goals [19]. Therefore, BUM Desa needs to be managed well starting from planning, budgeting, implementation, coordination, and evaluation.

The approach used in village empowerment is participatory, by making the community the subject of development and utilizing the resources and local wisdom of the village community. How to integrate growth and equity, that is empowerment. Equity creates a broader foundation for growth and that will guarantee sustainable growth. Growth and equity go hand in hand. Development rests on growth resulting from equity efforts with an emphasis on the quality of human resources (HR).

3.4. Strategies to build synergy among stakeholders in the management of Village-Owned Enterprises (BUM Desa)

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To achieve the goals of an organization, the synergy between the interests of actors is very important. The strategy to build synergy between stakeholders can be done

through communication and coordination with relevant stakeholders [20].

Communication can be done through discussion, sharing, and exchanging ideas related to problems experienced by BUM Desa. Because the openness between stakeholders will lead to mutual trust. Even communication forums between BUM Desa can also be formed at the local, provincial, and national scale. Furthermore, it is necessary to further co-ordinately related to the management of BUM Desa, because each stakeholder has their respective roles. The Village Government, the village community, and village institutions discuss strategic matters related to the management of the BUM Desa in the village discussion forum so that a mutual agreement is reached.

Academics can provide scientific studies to help answer questions about BUM Desa. The private sector can help provide technical and capital support for the development of BUM Desa businesses with a spirit of mutually beneficial cooperation. Non-governmental organizations (NGOs) forge joint partnerships to achieve common goals. Besides, financial institutions can help support the operations and development of BUM Desa. Coupled with the presence of financial technology so that financial transactions are carried out digitally. BUM Desa's partnership with financial institutions will be very strategic in anticipating and utilizing opportunities in this era of financial technology. The role of the media is also very important, both conventional media and social media. BUM Desa products can be marketed with a wider range. Then, the central government together with the regional government can help provide facilities and infrastructure, develop rules and regulations, and encourage various conducive policies for BUM Desa.

After that, communication and coordination continued intensively by the stakeholders ranging from planning, budgeting, implementation, monitoring, and evaluation of the existing programs in BUM Desa. So through this strategy, BUM Desa management can run optimally in line with the improvement of the welfare of rural communities. Communication and coordination are carried out according to their respective duties and responsibilities which are based on a relationship of openness and mutual trust with each other.

4. CONCLUSION

The existence of a village-owned enterprise (BUM Desa) as an institution managed by the village community and focused on developing the rural economy to improve the welfare of the village community can be one of the icons in realizing real village autonomy. BUM Desa management can be done well if there is a synergy with all stakeholders. BUM Desa has many stakeholders involved in it, including the village government, village communities, village institutions, academics, the private sector, Non-Governmental Organizations (NGOs), financial institutions, media, central government, and regional governments. To achieve the goals of an organization, the synergy between the interests of actors is very important. The strategy to build synergy between stakeholders in BUM Desa management can be done through communication and

coordination with relevant stakeholders ranging from planning, budgeting, implementation, monitoring, and evaluation. Communication and coordination are carried out according to their respective duties and responsibilities which are based on a relationship of openness and mutual trust with each other. Through this strategy, the management of BUM Desa can be optimized so that the welfare of the village community increases.

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