

Innovation In Village Development Policies Through BUMDes Development (Case Study of Successful BUMDes in Purbalingga Regency)

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Abstract

Innovation in village development policies through Village-Owned Enterprises (BUMDes) is one of the strategic steps to encourage economic development and the welfare of village communities in Purbalingga Regency. BUMDes is expected to be a driving force for the local economy by optimizing the potential of natural resources, human resources, and productive economic sectors in the village. This study aims to examine the implementation of innovation in village development policies through BUMDes in Purbalingga Regency, as well as its impact on village economic development and improving the quality of life of the community. The results of the study indicate that effective BUMDes management, supported by appropriate policies from the local government, can increase village original income (PADes), open up employment opportunities, and strengthen village competitiveness at the regional level. The success of BUMDes as an instrument of village development in Purbalingga requires collaboration between the government, community, and private sector in formulating and implementing inclusive and sustainable policies. Thus, this policy innovation has the potential to create significant socio-economic changes at the village level.

Keywords: Policy Innovation, Village Development, Bumdes, Purbalingga

1. INTRODUCTION

Indonesia is known as a country rich in natural resources, stretching from Sabang to Merauke. Each region in Indonesia has different potentials, and this potential can be utilized by local communities to improve the economic level of their families. By optimizing existing resources, communities can develop various economic activities that support their welfare. In addition, the utilization of this local potential can also encourage overall economic growth at the national level, considering the contribution of each region to the country's economy [1]. Therefore, the government needs to take strategic steps to ensure that the management of existing resources is not only sustainable but also provides maximum benefits to the community. Villages have a very strategic position in the context of national development. The definition of a village itself is different from the definition of a sub-district. A village is an entity that is given autonomous rights based on custom, so that it is recognized as a legal entity. With this legal status, villages have the authority to manage their own internal affairs, in contrast to sub-districts which are often part of urban administrative structures with a more limited level of autonomy [2].

In the context of national development, village development is an aspect that cannot be ignored, considering its role as a fundamental unit that contributes to the overall progress and welfare of the country. The preparation of the village Medium-Term Development Plan (RPJM) must involve all components of society in every stage from planning to implementation and supervision [3]. The principles that need to be applied in the RPJM include several important things. The transfer of authoritarian methods from the national level to the village through institutional arrangements in the villages is very significant. In particular, this new method of village governance has exposed rural democracy and failed to foster imaginative and creative village governments [4].

In 2014, a new policy was implemented for village management in Indonesia through Law Number 6 of 2014 concerning Villages [5]. This law was a significant turning point in the way villages throughout Indonesia were managed. The importance of village management in this law is emphasized by placing villages as entities in accordance with the constitution, referring to Article 18B paragraph (2) and Article 18 paragraph (7). This Village Law presents new challenges for villages to be able to manage their own government both financially and administratively. Therefore, the existence of this village autonomy requires village governments to respond by implementing innovative policies in the implementation of government. The main thing is that villages must be able to have their own income, namely PADes (Village Original Income) through the development of Village-Owned Enterprises (BUMDes). Villages are considered to be the mainstay of meeting the economic needs of local communities [6]. Therefore, the government continues to strive to encourage village economic growth through various initiatives, including the distribution of Village Funds and the Village-Owned Enterprise (BUMDes) development program. The purpose of this effort is explained in the Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration No. 4/2015, which regulates the establishment, management, administration, and dissolution of BUMDes [7].

The regulation aims to improve the village economy and support community efforts in managing the economic potential in the village. With this support, it is hoped that villages can be more independent in optimizing their local resources, creating jobs, and improving the welfare of their communities. This initiative also encourages villages to innovate and actively participate in national economic development. All rural areas are experiencing fundamental changes in response to political, social, economic, and environmental shifts [8]. The Ministry of State for the Development of Disadvantaged Regions (KPDT) has changed its approach to developing disadvantaged regions by shifting from being area-based to being village-based. In this context, KPDT has set several priority scales for regional development that focus on villages, namely: (1) institutional development, (2) community empowerment, (3) local economic development, and (4) development of facilities and infrastructure. This priority scale is expected to encourage and drive the wheels of the economy in the villages.

One way to achieve this goal is to establish village economic institutions, such as Village-Owned Enterprises (BUMDes), which can function as the main driver in local economic development [2]. With these steps, it is hoped that villages can be more independent and contribute significantly to national economic growth. Villages have several obligations related to the establishment of Village-Owned Enterprises (BUMDes). The existence of PP Number 11 of 2021 concerning Village-Owned Enterprises (BUMDes) technically measurable BUMDes management. The establishment of BUMDes must begin with an initiative from the village government and local community through village deliberations. Village-Owned Enterprises (BUMDes) are village economic institutions formed to utilize and manage resources and assets owned by the village in order to build the village and improve community welfare [9].

In Indonesia, there are 51,105 Village-Owned Enterprises (BUMDes) and 5,281 Joint BUMDes, so that the total BUMDes throughout the country reaches 56,386 units [2]. This shows that a number of villages in Indonesia have tried to optimize their local economy. BUMDes can play an effective role in improving the village economy [10]. The development of village economic independence is now a new paradigm in the development of rural areas. The aim of developing economic independence is to overcome the classic problems faced by villages, namely the low level of community welfare. This problem needs to be overcome by breaking the chain of poverty. The strategy implemented to reduce poverty and social inequality involves community empowerment and optimal utilization of the potential resources available in the village [2]. Therefore, it is important to strengthen the local economy by emphasizing community empowerment and efficient management of village resources.

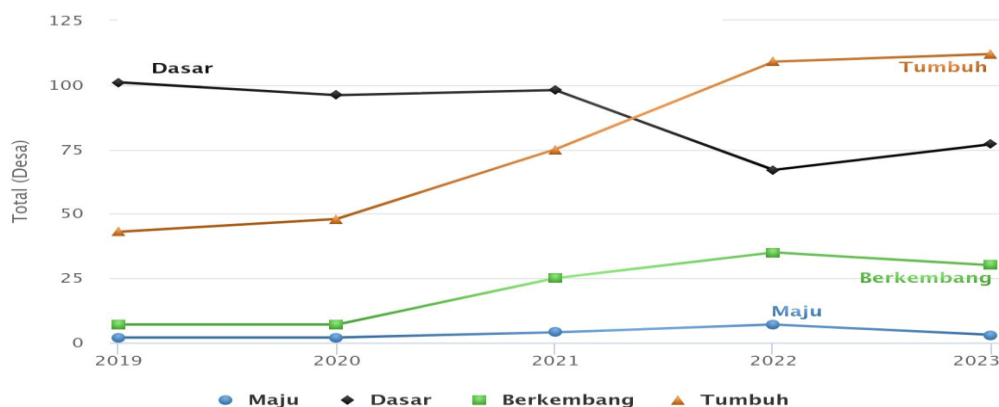
Some examples of successful village development due to the existence of BUMDes where there is innovation in coffee development in Sidomulyo Village, Lampung which involves local communities, training, and increasing farmer income, so that there is an increase in community welfare and sustainable

management of natural resources [11]. In addition, in Pujon Kidul Village, Malang, where there is agro-tourism and education management that utilizes natural potential which results in increased village income and new jobs [12]. Banjarsari Village, West Java, has the development of processed food and beverage products which has resulted in increased community skills and better market access [13]. Cibuntu Village, West Java, has the development of nature tourism and organic farming which has resulted in significant income from the tourism sector and increased quality of agricultural products [14]. Sumberdari Village, Malang, has created a local agricultural product processing and marketing business which has resulted in increased farmer income and wider market access [15]. The success of these villages shows that BUMDes can be a driving force for the local economy by utilizing existing resources and involving the community in the development process. Each of the literature mentioned provides deeper insight into the role of BUMDes in improving community welfare and encouraging sustainable development.

It is undeniable that in its implementation there are still several obstacles in the management of BUMDes. BUMDes which are encouraged to be a tool to improve community welfare have actually become a burden for the village because the village is not ready to manage it all. The lack of human resources who have sufficient skills to manage BUMDes is one of the main obstacles. BUMDes managers often have to do multiple tasks and do not have adequate human resources to support an effective management process [16,17,18,19]. In addition, it was also revealed that BUMDes managers often do not have sufficient knowledge to manage each business unit. This causes BUMDes management to be ineffective and unable to develop village potential into productive businesses. The community is often not actively involved in BUMDes management, so that community participation and support for the development of BUMDes business units is lacking [20].

The current condition of BUMDes in Purbalingga still requires improvement in management, especially in optimizing the function of BUMDes. Therefore, the Purbalingga Regional Government encourages every village in the district to improve and develop their BUMDes management. This program is considered important to achieve village independence. The Purbalingga Regional Government also emphasizes that the BUMDes that are established should not be just a formality. Based on data from the Purbalingga Regency Communication and Informatics Office, as of July 12, 2022, there were 42 BUMDes that were already legal entities, 45 were classified as basic, 92 were in the growth stage, 18 were developing, and 4 were advanced, with a total of 184 BUMDes in Purbalingga Regency [21]. The following shows the BUMDes improvement categories from 2019-2023.

Figure 1. Category of Village-Owned Enterprises in Purbalingga Regency 2019-2023
Kumpulan data Klasifikasi BUMDesa



Source: <https://sidesa.jatengprov.go.id/pemkab/bumdes/33.03>

Based on the data, it shows that many BUMDes in Purbalingga Regency are categorized as growing. However, in its development, BUMDes that are categorized as advanced are still very few. This can be a trigger for both the regional government and the village government to create a policy innovation in the development of BUMDes in Purbalingga Regency. The existence of this can be formulated the formulation of the problem including "How is the Innovation of Village Development Policy through BUMDes Development?"

2. LITERATURE REVIEW

The philosophy of public administration involves deep and systematic thinking about how public administration should be managed to improve effectiveness and transparency in the administration of government. Where this philosophy of public administration aims to understand and develop effective, transparent, and efficient public administration in achieving government goals. In addition, the philosophy of public administration can influence how the government carries out its duties, both in terms of management, ethics, and approaches to Public Welfare (NPS).

1. Public Policy Innovation in Public Administration

The public administration paradigm encompasses a variety of approaches that evolve along with changing needs and complexities in governance. The modern public administration paradigm is shifting from the traditional bureaucratic model to broader cross-sector collaboration, emphasizing partnerships between government, the private sector, and civil society to achieve more effective and inclusive policies [22]. The value-based public administration paradigm is beginning to dominate public policy discussions where decision-making is based not only on efficiency and effectiveness, but also on ethical values, justice, and social welfare [23]. Advances in information technology are driving the emergence of a digital-based public administration paradigm, where public service processes increasingly prioritize technology to increase transparency, participation, and responsiveness to community needs [24]. The public administration paradigm is now increasingly moving towards sustainability, with a focus on environmental policy, resource efficiency, and long-term responsibility for future generations [25].

There are several paradigm perspectives, including the first, the Old Public Administration paradigm where public services are developed based on clients, namely placing themselves as citizens who need services and need bureaucratic needs. This paradigm emphasizes the existence of hierarchies and efficient bureaucratic structures [26]. Then the New Public Management paradigm emerged where this paradigm is an innovation that makes public organizations a company that produces services. In New Public Management, public services to citizens use more market mechanisms with an orientation as customers who have previously been satisfied [26,27]. This paradigm tries to improve the performance of the public sector to become a kind of private sector by using a market approach. After that, the New Public Service emerged which is a new paradigm related to public services. stated that NPS is more directed at democracy, pride and citizen than market, competition and customers as in the private sector [26]. NPS provides the understanding that the government moves not like a business, but as a democracy.

The New Public Service (NPS) paradigm is an approach in public administration that emphasizes the active role of the community and collaboration between the government and various actors, including the private sector and civil society, in the provision of public services. NPS emphasizes humanistic principles and social justice, and requires the government to function as a facilitator that listens to and responds to community needs effectively. It states that the NPS paradigm emphasizes the importance of citizen involvement in the public policy-making process, and shifts the focus from managerial efficiency to more inclusive and democratic public services [28]. The NPS paradigm is increasingly relevant in the digital era, as it encourages openness and collaboration between government and society through the use of transparent technology [29]. NPS brings a shift in values from a purely outcome-oriented orientation to increased public participation and leadership that focuses on public service [30]. The NPS paradigm offers

a new approach to creating sustainable public value through collaboration and improved relationships between government, society, and various stakeholders [31].

2. Village Development Policy Innovation

The essence of public policy innovation refers to how we understand and define what policy innovation is. Policy innovation can be thought of as a change or adjustment in practices and strategies aimed at improving the well-being of society. It includes creative thinking, the use of new technologies, and new approaches to policy implementation. Rural development policy innovation refers to a deep understanding of the concept, nature, and dynamics of innovation in the context of rural development. It includes how innovation is applied to improve the well-being of rural communities, create sustainable solutions, and address challenges faced by rural communities.

Public policy innovation refers to the application of new ideas to improve the effectiveness and efficiency of public services. Where innovation, which identifies how and why new policies are adopted, and the factors that influence the process, such as leadership, community participation, and socio-economic context. Innovation can also emerge from collaboration between the public and private sectors, which aims to create solutions that are more responsive to community needs. Public policy innovation is increasingly important in the context of digitalization, where governments are required to utilize information technology to improve efficiency and transparency in public services [32]. The theory of diffusion of innovation can be applied to understand how new policies are adopted by governments and communities, and the factors that influence the speed and level of adoption [33]. The importance of community-based innovation in public policy development, where community participation is key to creating relevant and effective solutions [34]. Social innovation in public policy plays an important role in achieving sustainable development goals, with an inclusive and evidence-based approach as its foundation [35]. Innovative public policies are essential to deal with global crises such as the COVID-19 pandemic, where adaptation and collaboration between sectors are key to successful policy implementation [36].

At the policy level, evaluation is carried out on the preparation of documents in the planning process and whether the documents have been prepared in accordance with the provisions that require local governments to carry out control and evaluation of development planning policies [37,38,39]. Several factors hinder the autonomy process, including the low quality of human resources and inadequate financing [40]. The profile of local government can be used as a guideline in future development planning [41]. Good planning is based on accurate, valid, and accountable data regarding regional potential [42,43].

Public policy innovation is the process of developing and implementing new, innovative, and creative solutions to various issues in public policy. Public policy innovation is a process in which public institutions create standard operating procedures and new policy designs to address various issues related to public policy. The main goal is to revitalize public administration and improve the effectiveness and efficiency of resource use [44,45]. Thus, public policy innovation is an important strategy to improve government performance and address various public policy problems. Public policy innovation is essential to address societal challenges, improve policy interventions, and improve the overall effectiveness of public services. Innovation combines technological advances, user-centered design, and evidence-based decision-making to achieve superior service delivery and sustainable development goals [46,47].

3. Village Development Through BUMDes Development

Village development plays an important role in the context of national development, especially in efforts to achieve sustainable development goals. Recent research shows that programs such as village funds in Indonesia have contributed to the achievement of various sustainable development goals (SDGs) by distributing resources to projects that are in line with these targets. The use of village funds can help improve infrastructure, health, and education in villages, which overall strengthens national development and reduces the gap between urban and rural areas [48]. In addition, the concept of thematic villages

introduced in development policies has also proven effective in empowering local communities. Active community participation in planning and implementing village development initiatives can increase local income and potential, and help preserve cultural heritage [49]. This approach creates sustainable and unique spaces that reflect local identity, support economic growth, and strengthen communities. Thus, village development is not only part of the national development agenda, but also a foundation that supports the achievement of broader development goals at the national level.

Village development is a central element in Indonesia's national development strategy, where the government focuses on improving the welfare and quality of life of rural communities through sustainable development. Active community participation in the decision-making process, such as through Village-Owned Enterprises (BUMDes) that strengthen the village economy and increase community income. Village development is an integral part of national development that aims to improve community welfare, namely by prioritizing village development, the government seeks to reduce the gap between urban and rural areas, and strengthen economic, social, and cultural independence in villages. Village development also contributes to the achievement of national goals, such as poverty alleviation, infrastructure improvement, and natural resource conservation, thus creating a strong foundation for sustainable development as a whole throughout the country.

The development of BUMDes is a strategic step in encouraging economic growth and the welfare of village communities, which requires collaboration between the government, community, and private parties, as well as support in the form of training, funding, and utilization of technology to achieve sustainability and increase business capacity. The role of BUMDes in improving the welfare of village communities through the management of local resources [50]. Innovation in the management of BUMDes can increase village competitiveness in facing global challenges [51]. The importance of collaboration between the government and the community in strengthening the sustainability of BUMDes so that it can function as a driving force for the local economy [52]. Management training and increasing the capacity of human resources in BUMDes can strengthen business sustainability and its contribution to village development [53]. BUMDes that are managed transparently and accountably not only increase public trust but also attract greater investment for business development [54].

Village-Owned Enterprises (BUMDes) are a strategic solution to improve the village economy. As an economic business institution owned by the village community, BUMDes is designed to strengthen the village economy by utilizing local resources and empowering the local economy [2]. The BUMDes concept is part of an effort to improve the welfare of village communities in a more structured and sustainable manner. Law Number 6 of 2014 concerning Villages provides a solid legal basis for the establishment and management of BUMDes. Article 72 paragraph (2) of the Village Law states that villages have the right to establish village-owned enterprises as an effort to improve the village economy [2]. BUMDes can be in the form of various forms of business entities, including cooperatives, Commanditaire Vennootschap (CV), firms, or other forms of legal entities, all of which aim to strengthen the village economy and support community welfare.

Maintaining harmony between the central government and local governments is necessary to accelerate the realization of people's welfare and strengthen national integrity [55]. The existence of Village-Owned Enterprises (BUMDes) is further strengthened by Government Regulation Number 43 of 2014 concerning the Implementation of the Village Law [84]. This regulation provides further details regarding the process of establishing, managing, and supervising BUMDes. In accordance with the regulation, BUMDes is a business entity established by the village with the aim of improving the welfare of the village community. Technical guidelines regarding the establishment and management of BUMDes are further regulated in the Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration Number 15 of 2018. This regulation outlines the procedures for establishing BUMDes, organizational structure, management, and types of activities that can be carried out by BUMDes. This regulation provides clear direction regarding various aspects, including establishment, ownership,

organizational structure, management procedures, and supervisory mechanisms. The aim is to ensure that BUMDes can operate in accordance with applicable legal principles, and is able to provide significant economic benefits to the village and its community. With this regulation, it is hoped that BUMDes can function effectively and make a positive contribution to village economic development.

The government has taken various steps to improve the village economy through a number of policies. One policy that is expected to boost the village economy is the establishment of Village-Owned Enterprises (BUMDes) [56]. BUMDes functions to stimulate, facilitate, and protect and empower the economic welfare of village communities [57]. BUMDes is formed based on Village Regulations (Perdes) that apply specifically in the village area. The position of BUMDes is increasingly strong in the eyes of the law with the existence of Government Regulation (PP) No. 11 of 2021 concerning Village-Owned Enterprises. This PP emphasizes that BUMDes is a legal entity that is equal to other legal entities, such as cooperatives, foundations, or corporations. This shows that although BUMDes is formed based on Perdes, its legal status is as strong as a cooperative or corporation.

BUMDes was established as a catalyst for economic development at the village level, with an approach tailored to the needs and potential of each village [58]. Financing for BUMDes usually involves capital participation from the village government, which can be in the form of village funds or assets. This aims to improve the economy and welfare of village communities. In formulating its business strategy, BUMDes always considers the resources available in the village so that the business being run can provide maximum benefits to the local community. Thus, BUMDes not only functions as a tool for economic development, but also as an effort to empower village communities in managing their potential sustainably.

The right strategy in development to achieve independence can be carried out through the BUMDes program [59]. Several approaches that can be taken to realize independent villages are regulated in Law Number 6 of 2014 concerning Villages. First, mapping of village potential and market networks must be carried out so that they can be utilized as sources of village economy and people's economy. Second, direct guidance or assistance is needed to accelerate development in socio-cultural aspects, strengthen village government capacity, and restructure village administration. Third, it is important to build synergy between rural development planning and planning at the regional and national levels. Fourth, create a modern village government organization but still based on local culture. If this development strategy is successful, it will have an impact on the progress of various sectors within it. To assess the success of this development, a benchmark in the form of indicators is needed. Regulation of the Minister of Villages, Disadvantaged Regions, and Transmigration Number 2 of 2016 concerning the Village Development Index explains the Village Development Index (IDM) as a guide to achieving independent villages. A village can be considered independent if it has three main indices: social resilience, economic resilience, and ecological resilience. Each of these indexes has specific dimensions and indicators. The government *as collaborative representation* in society, must also contribute to more complex economic changes [60]. Synergy between government, institutions, and villages is the foundation for creating an inclusive framework for development progress at the local level [49].

The main factors supporting this development include the availability of adequate facilities and infrastructure and increased awareness of village communities about the importance of utilizing local potential. Efforts to optimize existing resources in the village are increasingly driven by awareness and active participation from the community, who increasingly understand how technology can improve the effectiveness and efficiency of BUMDes management. The key factor that will determine whether collaborative governance is successful or actually hinders the development process is the commitment of many institutions involved [61]. This collaboration process can then accelerate the process of implementing policy programs so that they are more effective [62] (Antony, 2015). The cooperation or collaboration carried out is also a strategic effort to achieve the goals of a successful BUMDes. Collaborative governance is a strategy that is calculated to encourage better social change through

programs and regulations that serve the interests of the wider community [63]. The government's collaborative governance approach to rural development must be multifaceted and multisectoral, requiring integration and connectivity between various government institutions and communities in order to be implemented [64]. Each institutional element must unite development objectives optimally so that the results of collaborative governance can answer every problem that occurs in society [65].

3. METHOD

This study uses a qualitative research method with a descriptive approach, where this method emphasizes a method that aims to describe and understand social phenomena, events, or certain conditions through qualitative data collection. The data collected are usually in the form of words, pictures, and not numbers, obtained from various sources such as interviews, observations, and documentation [66]. Data collection methods are carried out by means of interviews, observations, and documentation. Data analysis in research develops patterns or themes from the data collected, where the process involves data reduction, data presentation, and drawing conclusions based on the information that has been analyzed [67]. Data validity is determined using source triangulation, which compares data sources from various sources to increase data validity.

4. RESULTS AND DISCUSSION

Village development policy innovation through BUMDes aims to increase stakeholder participation, facilitate collaboration between stakeholders, and strengthen local economic capabilities. Through this effort, it is hoped that BUMDes can become a driving force for sustainable national development, create jobs, and improve the welfare of village communities, as well as strengthen economic resilience at the local level. This innovation is needed to create synergy between the government, community, and private sector, in order to increase the efficiency and effectiveness of BUMDes management [32]. Collaboration between stakeholders can increase the capacity of BUMDes in facing economic and social challenges [35]. Thus, this innovative approach not only contributes to local economic growth but also supports the achievement of broader national development goals. Public policy innovation in the development of Village-Owned Enterprises (BUMDes) plays an important role in driving national development through collaborative efforts from various stakeholders. This innovative policy aims to increase community participation in BUMDes management, thereby strengthening local economic and social aspects [49]. Collaboration between government, community, and private sector can produce more effective creative solutions in facing village development challenges [34]. By utilizing public policy innovation, BUMDes is expected to contribute more to community welfare and the achievement of sustainable development goals at the national level.

Innovation in village development policies through Village-Owned Enterprises (BUMDes) reflects the values underlying every action and decision in managing village resources. Overall, innovation in village development policies through BUMDes development reflects a commitment to creating positive values that are oriented towards community welfare, social justice, and sustainable development.

The development of technology-based BUMDes is very important in this modern era. With the rapid advancement of technology, BUMDes can experience significant development in various sectors. Information and communication technology, or ICT, reduces the risk of human error while facilitating fast, correct, and efficient information and communication operations. Software for the Transportation and Accommodation Information System, for example, is provided by internet-based travel applications such as Tourism Information which is integrated with e-commerce sites such as Traveloka, Alibaba.com, and Torifago. This program makes it easy to obtain information about ticket prices, hotel or lodging room rates, accommodation availability, booking certainty, and tourist information at any time and from any location.

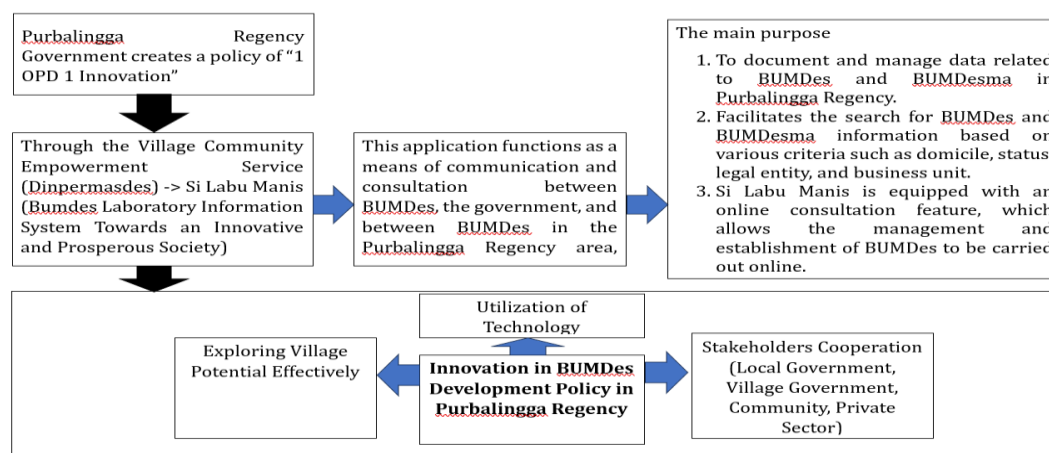
The BUMDes program offers an efficient way to develop to be independent [59]. Law Number 6 of 2014 concerning Society regulates various ways to create an independent society. To utilize the potential

of the village and market network as a source of village economy and people's economy, the potential and market network must first be mapped. Second, in order to strengthen the capacity of village government, facilitate the implementation of village government, and accelerate the development of socio-cultural components, direct assistance is needed. Third, synergy between national and regional planning and village development planning is very important. Fourth, there must be a contemporary village government structure based on community culture. The village will advance in various sectors if this development plan is successful. This progress requires a benchmark in the form of indicators so that its success can be assessed. The Village Development Index (IDM) is determined as a guideline for achieving independent villages in the Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration Number 2 of 2016.

A web-based program called Si Labu Manis (Bumdes Laboratory Information System Towards an Innovative and Prosperous Society) was recently socialized to 77 BUMDes Managers throughout Purbalingga Regency by the Village Community Empowerment Service (Dinpermasdes) of Purbalingga Regency. This socialization was carried out by the Head of the Resources and Independence Division of Dinpermasdes, Wahyudi. He explained that Si Labu Manis is the result of innovation from Dinpermasdes with assistance from the Communication and Informatics Service (Dinkominfo). This application is part of the Purbalingga Regent's program "1 OPD 1 Innovation". The main purpose of Si Labu Manis is to record and manage BUMDes and BUMDesma data in Purbalingga Regency. Searching for BUMDes and BUMDesma information with various parameters, such as location, status, legal entity, and business unit, becomes easier with this application. In addition, Si Labu Manis is equipped with an online consultation feature that allows the establishment and management of BUMDes online.

Thus, this application supports openness and efficiency in the management and development of BUMDes and becomes a channel of communication and consultation between BUMDes, the government, and other BUMDes in the Purbalingga Regency area. The following shows the BUMDes policy innovation framework in Purbalingga Regency.

Figure 2. Village Development Policy Innovation Through BUMDes in the Regency Purbalingga.



Source: Processed by the Author in 2024

Synergy between government, institutions, and villages is the foundation for creating an inclusive framework for development progress at the local level [49]. The government's response, both the Purbalingga Regency government and the village government, in overcoming this has focused on various things in the development of BUMDes. This emphasizes the exploration of local (village) potential, cooperation between stakeholders, and the use of technology. The development of Village-Owned Enterprises (BUMDes) by emphasizing several things, namely the exploration of village potential effectively,

cooperation between stakeholders, and the use of technology in villages in Purbalingga Regency has entered a fairly promising phase of progress. This can be seen from several BUMDes that have shown improvements in their management through the use of technology.

The main factors driving this development include the availability of adequate facilities and infrastructure and increasing awareness of village communities regarding the importance of utilizing local potential. Efforts to optimize existing resources in the village are increasingly driven by the awareness and active participation of the community, who increasingly understand how technology can increase the effectiveness and efficiency of BUMDes management. Efforts to optimize existing resources in the village are increasingly driven by the awareness and active participation of the community who realize that technology can increase the effectiveness and efficiency of BUMDes (Village-Owned Enterprises) management. The results of the study show that the integration of digital technology such as financial management applications and training programs plays an important role in increasing operational efficiency and increasing community involvement in BUMDes activities [68,69].

The development of technology-based BUMDes is very important in this modern era. With the rapid advancement of technology, BUMDes can experience significant development in various sectors. Information and communication technology, or ICT, reduces the risk of human error while facilitating fast, correct, and efficient information and communication operations. Software for the Transportation and Accommodation Information System, for example, is provided by internet-based travel applications such as Tourism Information which is integrated with e-commerce sites such as Traveloka, Alibaba.com, and Torifago. This program makes it easy to obtain information about ticket prices, hotel or lodging room rates, accommodation availability, booking certainty, and tourist information at any time and from any location.

This convenience makes tourists feel satisfied, thus increasing the movement and arrival of tourists to various destinations. Given the crucial role of villages in the Indonesian economy, the development of the application and utilization of technology and information in rural areas is a must [70]. One example of a BUMDes that has succeeded in developing management is BUMDes Asri Wijayasari which is located in Kutasari Village, Kutasari District. This BUMDes has succeeded in creating a business unit that processes waste into products of economic value. One of its innovations is the utilization of inorganic plastic waste into various types of fuel oil (BBM), such as gasoline, kerosene, and diesel. This method does not require very high temperatures because it uses Fast Pyrolysis technology which accelerates the decomposition of plastic by providing pressure and other catalysts. Fast Pyrolysis technology is used in this process to accelerate the decomposition of plastic by utilizing additional pressure and catalysts, allowing the process to take place without requiring extreme temperatures.

One of the administrators of BUMDes Asri Wijayasari, BTA (Initials), said the Fast Pyrolysis method used in processing plastic waste does not pollute the environment and is environmentally friendly. In Kutasari Village, Budi said when opening the BUMDes Asri Wijayasari Plastic Waste Processing Business Unit, the plastic waste used as raw materials came from the surrounding environment. Previously, local residents had received counseling on how to sort plastic waste. The total cost needed to create this processing technology is around IDR 65 million. This cost includes installation costs, operational training, and a capacity of 50 liters. The diesel engine used to drive the tractor and concrete mixer has been tested using processed plastic waste in the form of fuel oil (BBM). Agus Amperato, Head of Kutasari Village, expressed optimism that waste processing would reduce the amount of inorganic waste in his village.

BUMDes Kutasari received an award from Dyah Hayuning Pratiwi, Regent of Purbalingga, for its environmental conservation activities. She emphasized that improper waste management can cause major problems. BUMDes Asri Wijaya is now the main force behind the economic expansion of Kutasari District thanks to this project. Another example is the Village-Owned Enterprise (BUMDes) "Serang Mandiri Sejahtera" located in Serang Village, Karangreja District, which managed to earn almost IDR 4 billion in revenue throughout 2019. This success made the Regent of Purbalingga, Dyah Hayuning Pratiwi, feel optimistic about achieving the revenue target of IDR 5 billion in 2020. This hope was conveyed by Regent

Tiwi when welcoming the working visit of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration (Kemendes PDTT) at the D'Las Serang tourist attraction on March 10, 2020. The role of BUMDes in driving local economic growth, which is approaching last year's target and the launch of BUMDes share sales innovations specifically aimed at the people of Serang Village.

Purbalingga Regent Dyah Hayuning Pratiwi said that BUMDes Serang has shown effectiveness in advancing the local economy, with revenues almost reaching last year's target and innovations in the form of selling BUMDes shares specifically for Serang Village residents. The tourism industry plays an important role in the progress and improvement of the socio-economic conditions of rural residents [71]. BUMDes Serang, which was established in 2010, focuses on tourism, agriculture, and microfinance, and has succeeded in attracting around 650,000 visitors to the D'Las tourist destination in 2019. In addition to BUMDes Serang, Purbalingga Regency has 156 other BUMDes units, one of which is BUMDes Tirto Lestari located in Tanalum Village. This BUMDes manages a waterfall and has succeeded in winning the 3rd runner-up award in the Nusantara Tourism Village Competition. BUMDes Gunungwuled, which operates in the cardamom farming sector, has also established a partnership with PT Sido Muncul to meet the demand for cardamom which reaches 20 tons per month, although currently it can only meet 4 tons due to limited production capacity.

The Regent of Purbalingga at that time stated that the existing limitations could be overcome with capital support from national banks, considering that BUMDes in Purbalingga Regency currently relies on Village Funds for various development projects and community empowerment. The Regent also introduced various innovative programs such as Tuka-Tuku, an MSME product in collaboration with Bukalapak, BUMDes Kalika Mandiri in collaboration with BRI, and the Digital Village initiative in Karanganyar Village. The Minister of Villages, PDTT, Abdul Halim Iskandar, gave an award for the progress of BUMDes Serang which had a positive impact on the local economy. He also praised the Head of Serang Village, Gt (Initials), for his far-sighted vision, including investment plans in other villages. The Minister's visit was part of a survey in preparation for the visit of Indonesian President Joko Widodo to Purbalingga Regency, which will focus on the development of MSMEs, village digitalization, and BUMDes.

The Minister also emphasized how important it is for the Jenderal Besar Soedirman Airport development plan to be accompanied by the development of the surrounding area so that its benefits can be optimally felt by the community and government. A strong village acts as a foundation for a strong country, as seen from the success of BUMDes which shows the seriousness of the community in developing their businesses. This success allows the village economy to run well, from small to large scales. An independent village is a vital element in building a strong country. Village economic sovereignty shows the village's ability to preserve, monitor, and maximize its natural resources for economic gain.

Villages can play a major role in sustainable natural resource management, although countries are often trapped in natural resource management strategies that primarily prioritize economic expansion. Achieving sustainable natural resource management requires the active involvement of local residents [72]. Various studies emphasize that when villagers are fully involved in the planning, implementation, monitoring, and evaluation processes, they tend to achieve sustainable results. With this approach, the balance of nature can be maintained, and people's welfare can be achieved in the long term. Business actors need to be willing and have the courage to adopt technology in their business operations, considering the many benefits that can be obtained through the use of technological systems [73]. Through the use of technology, villages can more easily innovate and maximize local potential, which will ultimately contribute to improving the welfare of rural communities as a whole. The application of appropriate technology will increase effectiveness and results through resource optimization and fostering sustainable innovation that is in line with community demands.

With the application of appropriate technology, villages can not only increase efficiency and productivity, but also create new opportunities that have a positive impact on community welfare. In addition to the use of technology, superior village products produced through BUMDes also make a

significant contribution to village and family income. BUMDes improves the local economy and creates jobs for local residents, which ultimately supports sustainable development in the village and the BUMDes has good prospects for development, with the note that community participation, capacity building, and government support are very important for its success [74].

BUMDes has great potential to improve social welfare and reduce economic inequality in rural areas, but its success is highly dependent on strong support from the government, the community, and access to adequate resources [75]. Regulatory support, strengthening managerial capacity, and increasing market access are still needed to achieve long-term success [76]. BUMDes plays an important role in village economic development by mobilizing local resources, increasing community income, and strengthening village independence [77].

The importance of empowering BUMDes in supporting village economic development and how human resource development strategies and policy support are needed to face various challenges [78]. Local government support is needed, especially in terms of policies and technical assistance to ensure that BUMDes can develop sustainably. BUMDes policies have great potential to improve the village economy, but require more attention to management aspects and sustainable support to achieve optimal results [79].

Effective human resource development in BUMDes not only improves business performance but also contributes to community empowerment and strengthening the village economy as a whole [80]. It cannot be separated from the influence of various internal and external elements that influence the development of Village-Owned Enterprises (BUMDes). Internal factors consisting of management quality, human resources, capital and external factors which also consist of government support, market access, local economic conditions, all of which greatly influence the development of BUMDes [81].

Where, collaboration between BUMDes and MSMEs in villages, especially border tourism villages, has great potential to improve local economic welfare, strengthen the competitiveness of local products, and develop the tourism sector in border areas [82]. In this regard, knowledge management and entrepreneurial orientation have a strong impact on organizational performance, and innovation is the main key that bridges the relationship, and innovative organizations, with strong knowledge and entrepreneurship support, will be superior in achieving better performance [83].

5. CONCLUSION

The improvement of operational efficiency and market access in Purbalingga Regency has been positively influenced by effective exploration of village potential, cooperation between stakeholders, and the application of technology in BUMDes management. With a technology-based management information system, BUMDes is able to automate various business processes, such as financial recording, inventory management, and reporting, which reduces manual errors and speeds up the completion of administrative tasks. In addition, the use of digital platforms such as social media and online markets has expanded the market reach for local products, thereby increasing sales and revenue.

The digital skills training program also improves the competency of BUMDes managers, ensuring the sustainability of technology use in the long term. However, infrastructure challenges, such as uneven internet access and limited technological equipment, remain significant barriers. Collaboration with local governments, educational institutions, and the private sector has helped provide the resources and knowledge needed for technology development in BUMDes. Further proposed developments include strategies to increase access to technology infrastructure, strengthen human resource training and development, and encourage closer collaboration with external stakeholders. The implementation of this model is expected to accelerate the digital transformation of BUMDes in Purbalingga Regency and improve the economic welfare of the local community.

6. REFERENCES

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