

strategy development of coastal village owned enterprises as a form of independent village development

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STRATEGY FOR THE DEVELOPMENT OF COASTAL VILLAGE-OWNED ENTERPRISES (BUMDES) AS A FORM OF INDEPENDENT VILLAGE DEVELOPMENT

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ABSTRACT

Village development including coastal village development is part of a series of national development. Village development is intended to improve the quality of life and welfare of the community. The efforts of village development especially coastal village can be carried out by utilizing village potential through Village Owned Enterprises (BUMDes). The aim of the study was to analyze the condition of Village-Owned Enterprises (BUMDes) in coastal areas and determine the policy direction for the development of Village-Owned Enterprises (BUMDes). The research method uses quantitative and qualitative approaches with the aim of identifying the condition of Village-Owned Enterprises (BUMDes) and the direction of policy for their development. The data analysis method used is the method of analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT). The results of the study indicate that coastal Village-Owned Enterprises (BUMDes) are in the third quadrant position so that the policy direction for the development of Village-Owned Enterprises (BUMDes) tends to improve and increase the Village-Owned Enterprises (BUMDes) institutions, cooperation in Village-Owned Enterprises (BUMDes) business activities, and increase supporting facilities for Village-Owned Enterprises (BUMDes).

Key words: coastal villages, Village-Owned Enterprises (BUMDes), policies, SWOT

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1. INTRODUCTION

Village development is part of a series of national development. National development is a series of sustainable development efforts that cover all aspects of people's lives. Various forms and programs to encourage the acceleration of rural development have been carried out by the government, but the results are still not significant in improving the quality of life and welfare of the community. Therefore, village development must be well planned and must

touch the real needs of the village community. Village development must be well planned based on the results of a thorough analysis or study of all potentials (strengths and opportunities) and problems that exist and may emerge in the future which are the basic ingredients for future village development planning and programs with the broadest possible involvement of community participation (Dewi, 2012). Lowe et al (2019) explains that there are three village development efforts including: 1) top down (or exogenous) development; 2) bottom up (or endogenous) development; and 3) networked (or neo-endogenous) development. The selection of village development efforts is based on the main problems in village development. The development of villages with top down (or exogenous) development is based on the existence of major problems related to low productivity and underdeveloped village conditions and less dynamic changes. Bottom up (or endogenous) development efforts are based on the existence of the main village problems related to the limited capacity of an area / group to participate in economic activities. Bottom up (or endogenous) development efforts are based on the existence of the main village problems related to the existence of unequal relationships between localities with the influence of pressure and external institutions (climate change and economic crisis) (Lowe, Phillipson, Proctor, & Gkartzios, 2019).

Coastal Village in Indonesia is faced with four main problems, namely: (1) the high level of poverty of coastal communities; (2) high damage to coastal natural resources; (3) the low independence of village social organizations and the fading away of local cultural values; and (4) low village infrastructure and health of the residential environment. These problems affect the level of vulnerability of villages to natural disasters and climate change that occur, including the Northern coastal region and the Southern coast of Central Java. Rukin et al in Rukin (2018) also explains that the economic level of coastal communities is still relatively low due to the lack of utilization of coastal natural resources. Lack of knowledge and skills is one of the causes of the efforts to utilize coastal natural resources.

Law Number 32 Year 2004 regarding Regional Government in Article 213 paragraph (1) states that "Village can establish village-owned business entities according to needs and potential of the village". The substance of this law emphasizes the demand compliance scenario in the context of village-level development. The reason for establishing Village Owned Enterprises (BUMDes) is based on village needs and potential, as an effort to improve community welfare. With regard to planning and establishment, Village Owned Enterprises (BUMDes) are built on community initiatives, and are based on cooperative, participatory ('user-owned, user-benefited, and user-controlled' principles), transparency, emancipatory, accountable, and sustainable with member-base and self-help mechanisms. Management of Village Owned Enterprises (BUMDes) shall be conducted professionally and independently (Guidance of Village Owned Enterprises (BUMDes), 2007). Village Owned Enterprises (BUMDes) are a pillar of economic activities in the village that function as social institutions and commercial institutions. Village Owned Enterprises (BUMDes) as a social institution sided with the interests of the community through its contribution in the provision of social services; whereas the role of Village Owned Enterprises (BUMDes) as a commercial institution is aimed at seeking profits through offering local resources (goods and services) to markets that apply the principles of efficiency and effectiveness in carrying out their business.

The development of Village Owned Enterprises (BUMDes) can encourage the growth of the village economy, especially the economy of coastal villages. Some of the villages that are located along the North and South coast of Central Java Province have been established by Village Owned Enterprises (BUMDes) but the existence of Village Owned Enterprises (BUMDes) is still considered unable to drive business activities that can encourage the village economy. This is because there are several factors that hamper Village Owned Enterprises

(BUMDes) business activities, one of which is capital, lack of participation of local people and lack of village potential (Coristya et al., 2013). The purpose of the research based on the description of the problems described is to analyze the condition of the by Village Owned Enterprises (BUMDes) located in coastal areas and determine the direction of policy for the development of by Village Owned Enterprises (BUMDes).

2. RESEARCH METHODS

This research method uses quantitative and qualitative approaches with the aim of identifying the condition of Village Owned Enterprises (BUMDes) and the direction of policy for their development. Leedy and Ormrod in Williams (2007) explain that quantitative approaches are specific in surveys and experiments because they are built on existing theories. While the qualitative approach is explained by Creswell in Williams (2007) as a holistic approach that is described as a model that allows researchers to be able to develop the object of research in detail and high involvement in the conduct of research. The data analysis method used is the method of analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT). Such the method obtains the information needed of the research object from an analysis of the conditions internally (strengths and weaknesses) and externally (opportunities and threats) (Ommani, 2011).

SWOT analysis can be developed into a space matrix, this is to describe the position of the research object. The space matrix can be calculated by giving weights to each SWOT factor ranging from 0.0 (not important) to 1.0 (all important). The weight marks the relative significance of certain factors for the success of the company's industry. After that, the SWOT factor is rated 1 to 5 to indicate that the factor is very weak (rank 1), weak (rank 2), moderate (rank 3), strong (rank 4), very strong (rank 5).

The data used in the study are primary data and secondary data. Primary data is obtained directly from respondents through in-depth interview techniques, questionnaires distribution and field observations. While secondary data is obtained through available library documentation such as data provided by Central Java Province Central Bureau of Statistics (BPS), Central Java Province's Maritime and Fisheries Service, and others. The research was conducted at the Village-Owned Enterprises (BUMDes) located in the Indonesian Ocean coastal area. The Village Owned Enterprises (BUMDes) are located in 8 sub-districts in Cilacap Regency which is directly adjacent to the South Java Sea Coast region.

3. DISCUSSION

The development of Village Owned Enterprises (BUMDes) is one of the Cilacap District Government programs for all villages in Cilacap Regency. This program is considered important to realize village independence. This is in accordance with the statement of the Deputy Regent of Cilacap asking all villages to immediately develop Village Owned Enterprises (BUMDes). The development of Village Owned Enterprises (BUMDes) is carried out by utilizing village potential in an innovative and creative way. Overall, Cilacap Regency has 296 villages / urban villages, but only 45 Village Owned Enterprises (BUMDes) exist. In other words, there are only 15.2% of the total number of Village Owned Enterprises (BUMDes) in Cilacap Regency of all villages.

Not much different from the condition of Village Owned Enterprises (BUMDes) in Cilacap Regency, the condition of Village Owned Enterprises (BUMDes) in sub-districts around the South Coast region of Java is also faced with various problems. Along with the enactment of Law Number 6 of 2014, the establishment of Village Owned Enterprises (BUMDes) from the outset is expected to create the welfare of the village community through funds received by the village government both from the central and regency governments.

During this time, based on observation made, the holdback of Village Owned Enterprises (BUMDes) establishment was due to the many villages that were always oriented towards physical development, such as the construction of roads, bridges, and irrigation instead of establishing Village Owned Enterprises (BUMDes) to improve the economic sector. Based on Law No. 1 of 2015, if Village Owned Enterprises (BUMDes) are formed, it is then expected that the population will not move from village to the city.

Another obstacle expressed by village heads in the South Java Coast region is that villages are lack of knowledge about the way to establish Village Owned Enterprises (BUMDes). Many of the village chiefs do not understand the potential of the village, nor the purpose of Village Owned Enterprises (BUMDes) establishment. This makes the function and role of Village Owned Enterprises (BUMDes) do not run as they should be. This can happens considering that the existing Village Owned Enterprises (BUMDes) are not build on the basis of togetherness and mutual cooperation.

Village-Owned Enterprises (BUMDes) shall be a business entity of all or most of the capital owned by the Village through direct participation from the separated assets of the Village in order to manage assets, services, and other business for the greatest welfare of the Village community. (Law Number 6 of 2014 Concerning Village). The problem aspects of Village Owned Enterprises (BUMDes) include aspects of establishment, institutional aspects, aspects of facilities, aspects of human resources, management aspects, and financial aspects.

The problem of the aspect of establishing Village Owned Enterprises (BUMDes) tends to be the incompleteness of an organization's feasibility at the establishment of Village Owned Enterprises (BUMDes) in sub-districts around the South Coast of Java. Village Owned Enterprises (BUMDes) which were established in 2017 until now still do not have a management structure and Constitution (AD) / Bylaws (ART). The problems of the institutional aspects of Village Owned Enterprises (BUMDes) tend to be the lack of socialization of Village Owned Enterprises (BUMDes) to the village government and village communities in the sub-districts around the South Coast region of Java, making the understanding of Village Owned Enterprises (BUMDes) not yet fully accepted. The existence of a legal umbrella for Village Owned Enterprises (BUMDes) which should be sufficient with Village Regulations is considered to be insufficient. The village government believes that the legal umbrella of Village Owned Enterprises (BUMDes) needs more than just Village Regulations. The village government even hopes for legal entities as Limited Partnership, Limited Liability Companies, Regional Companies, or other legal institutions. Legal umbrella as a formal institutional form protects business performance from the emergence of risks that may occur such as socio-political risk. Lack of protection and enforcement of property rights can hinder business innovation (Roxas, Chadee, & Pacoy, 2013). Property rights by North (1990) is explained as the right to use, the right to obtain income from use, the right to be excluded and the right to exchange.

The issue of the aspect of Village Owned Enterprises (BUMDes) facilities is indicated by the lack of physical and financial facility support from the Village Government. The physical and financial support that has not been provided by the Village Government is due to the institutional conditions of Village Owned Enterprises (BUMDes). Village Owned Enterprises (BUMDes) in sub-districts around the South Coast region of Java do not yet have secretarial offices and other supporting facilities. The village government also has not provided equity participation to Village Owned Enterprises (BUMDes) as initial capital. This makes the Village Owned Enterprises (BUMDes) in the sub-districts around the South Java Coast region worse off.

Human resources in sub-districts around the South Coast region of Java can be categorized based on qualifications and quantity. Based on their qualifications, the majority of the population in the sub-districts around the South Coast region of Java have prioritized 9 years of education, namely minimal education up to junior high school. This is caused by many factors including cost factors and social demands. Early marriage and economic factors such as the demand to help families in meeting economic needs make the majority of the population in the sub-districts around the South Coast region of Java have education below the junior secondary level. While the quantity of human resources with limited senior secondary education and higher education tends to be reluctant to be involved in Village Owned Enterprises (BUMDes) activities. This has an impact on the lack of adequate human resource needs for Village Owned Enterprises (BUMDes). Adequate human resources as one of the capital in the business is needed and becomes a key element in increasing assets and business productivity (Marimuthu, Arokiasamy, & Ismail, 2009).

Aspects of institutional problems and management of Village Owned Enterprises (BUMDes) also have an impact on the management aspects of Village Owned Enterprises (BUMDes). When the basic needs of an organization such as Constitution and Bylaws, and management are not fulfilled, the organization management of the Village Owned Enterprises (BUMDes) cannot run. None of the Village Owned Enterprises (BUMDes) in sub-districts around the South Coast region of Java has a business unit. This is also supported by the fact that none of the Village Owned Enterprises (BUMDes) has carried out village potential mapping.

The aspect of Village Owned Enterprises (BUMDes) financial problems is related to capital participation from the Village Government for Village Owned Enterprises (BUMDes). Financial aspects are important for businesses for operational development, innovation and investment in production facilities and labor that support businesses (Fowowe, 2017). The initial existence of Village Owned Enterprises (BUMDes) must be fully supported by the village government, one of which can be seen from capital participation. This capital participation was taken from the Village Budget (APBDes) which was separated and became the initial capital of Village Owned Enterprises (BUMDes). Village Owned Enterprises (BUMDes) still have not received capital participation from the local village government due to institutional unpreparedness of Village Owned Enterprises (BUMDes). Capital limitations on micro finance will have an impact on lack of capacity and business development (Mawardi, Setiawan, Mu'id, Hayati, & Darwanto, 2018). This can also happen to Village Owned Enterprises (BUMDes) that make Village Owned Enterprises (BUMDes) businesses face difficulties in business development efforts.

3.1. Policy Direction for Development of Village Owned Enterprises (BUMDes)

The policy direction for developing Village Owned Enterprises (BUMDes) in sub-districts around the South Java Coast region is based on simple SWOT analysis (Strengths, Weaknesses, Opportunities, Threats). The results of the SWOT analysis are shown in Table 1 and Table 2.

Strategy for the Development of Coastal Village-Owned Enterprises (BUMDes) as a Form of Independent Village Development

Table 1. Evaluation of Internal Factors

NO	DESCRIPTION	SCORES	WEIGHTH	TOTAL
		A	B	C=AXB
STRENGTHS (S)				
1.	The clear legal basis for establishing Village Owned Enterprises (BUMDes) in the form of Regional Regulations since 2010	4	0.2	0.8
2.	Agricultural potential that can still be developed	4	0.2	0.8
3.	Some villages have superior products that can be used as a brand image of the village	4	0.2	0.8
4.	Good production facilities and agricultural land	3	0.2	0.6
5.	Widely open fields of business other than agriculture that can be developed, such as tourism, trade and services.	5	0.2	1
TOTAL STRENGTHS			1	4
WEAKNESSES (W)				
1.	Unavailability of village's Constitution and Bylaws regarding Village Owned Enterprises (BUMDes)	5	0.125	0.625
2.	Unavailability of management and organizational structure of Village Owned Enterprises (BUMDes)	4	0.125	0.5
3.	Unavailability of office building	4	0.125	0.5
4.	Lack of human resources with adequate education in managing Village Owned Enterprises (BUMDes)	4	0.125	0.5
5.	Unavailability of village potential mapping y	4	0.125	0.5
6.	Unavailability of manager's job desk	3	0.125	0.375
7.	Unavailability of business units	4	0.125	0.5
8.	Unavailability of no capital participation from the village government	5	0.125	0.625
TOTAL WEAKNESSES			1	4.125
TOTAL STRENGTH – TOTAL WEAKNESSES = S – W = 4 – 4.125 = - 0.125 (x)				

Source: processed data, 2017.

Table 2. Evaluation of External Factors

NO	DESCRIPTION	SCORES	WEIGHTH	TOTAL
		A	B	C=AXB
OPPORTUNITIES (O)				
1.	Unoptimized broad marketing of superior village products	4	0.25	1
2.	High intensity of transportation routes from commuter activities that can be targeted for promotion and marketing	5	0.25	1.25
3.	Untouched rental services market share	4	0.25	1
4.	High possibility of accommodating and distributing the production of villagers	5	0.25	1.25
TOTAL STRENGTH			1	4.50
THREATS (T)				
1.	Low awareness of the community and the management of Village Owned Enterprises (BUMDes)	4	0.142	0.568
2.	High rate of non-performing loans of former National Program for Community Empowerment (PNPM)	5	0.143	0.715
3.	Low community participation	4	0.143	0.572
4.	Unavailability of or insufficient Village Owned Enterprises (BUMDes) capital assistance from village funds	5	0.143	0.715
5.	Business competition with middlemen	3	0.143	0.429
6.	Seasons dependent agricultural products	4	0.143	0.572
7.	Small amount of original village government revenue	4	0.143	0.572
TOTAL WEAKNESSES			1	4.143
TOTAL OPPORTUNITY – TOTAL THREAT = O – T = 4,5 – 4,143 = 0.357 (v)				

Source: processed data, 2017.

Based on the internal and external evaluation table, the position of the Coastal Village Owned Enterprises (BUMDes) is the space matrix as follows:

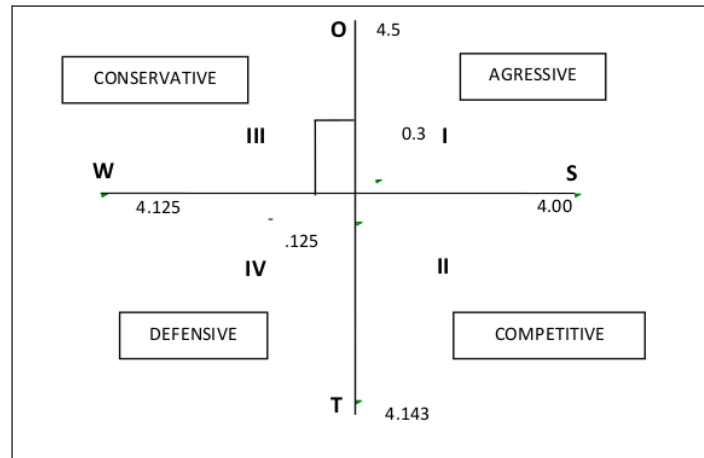


Figure 1. Matrix Space of Coastal Village Owned Enterprises (BUMDes)

Source: processed data, 2017

The Cartesian Diagram of the SWOT analysis shows the position of the Coastal Village Owned Enterprises (BUMDes) is located in Quadrant III, or in the conservative quadrant. Quadrant 3 illustrates that organizations experience weakness in various things (internal), so that profitable opportunities are difficult to achieve. For this reason, the right strategy to use is alternative strategy 3, which is consolidation, improvement, changing perspectives and eliminating the cause of the problem so that threats can be avoided because of the weak competitive position. Things that can be done by organizations in quadrant III (conservative) include: 1) competing in industries that are slow to grow, namely to stay close to the company's basic competencies and not take excessive risks; 2) market penetration, namely increasing business volume with more aggressive marketing efforts on existing markets (increasing market share / market share); 3) market development, namely increasing business volume by expanding the market (opening new markets / market segmentation); 4) product development, namely increasing business volume by developing new products both improving products for existing markets and creating new products; and 5) cost and asset reduction (savings), namely maintaining a less efficient budget allocation.

The policy direction for the development of Village Owned Enterprises (BUMDes) is based also on the business activities of local communities in addition to the use of SWOT analysis. This is very important considering the existence of Village Owned Enterprises (BUMDes) is not a business competitor of citizens, but being a facilitator who can stimulate citizens' business is more developed. The implementation of business activities of rural communities in sub-districts around the South Coast of Java is shown in Table 3.

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Table 3. Business Activities of Rural Communities in the South Coast of Java Region

Village Names	Village Community Business	
	Already run	Not yet run
Kutawaru Village	Barn	Purchase of production inputs
Mertasinaga Village	Basic food stalls; voucher kiosk; farms; agriculture; Electricity and Regional Water Utility Company (PDAM) payment points; rice mill; Oyster mushroom; production of banana and cassava chips, salted egg production	Provision of fertilizers and production inputs; provision of seeds; consumption fish and feed; rental of wedding party equipment
Gumilir Village	Basic food stalls, workshops, rental services, animal husbandry, agriculture, broom production, electricity payments, welding, manufacturing of aluminum products	Convection, laundry, shop-house rental, fish livestock, transportation
Sidayu Village	Clean water; credit; farms; and tourism	Fishery; kiosk rental
Widarapayung Kulon	Soybean cake production; banana chips production; crackers production; shops; savings and loan; workshop; Community Based Drinking Water and Sanitation Provision Program (Pamsimas)	making compost; city transportation car rentals
Sidaup Village	grocery store; transportation services; rental services; LPG station; voucher kiosk; fertilizer; drinking water refill; motorbike workshop.	provision of motorbike parts; electricity payments; ; Electricity and Regional Water Utility Company (PDAM) payment point; Banking Services
Karang Kandri Village	Grocery store	irrigation equipment rental, brown sugar processing innovation; provision of building stirrers; sawmill service
Pagubugan Village	brown sugar production	crystal sugar production
Cilapar Village	gypsum production; convection; Community Based Drinking Water and Sanitation Provision Program (Pamsimas); salted egg production	Transportation services; fisheries business
Selakambang Village	The superior products of Selakambang Village are crystal sugar / brown sugar / coconut sugar	Watukambang tourism object precisely in Dusun IV, Selakambang Village and cattle farm

Source: processed data, 2017

Based on the SWOT analysis and village business analysis, the policy direction for the development of Village Owned Enterprises (BUMDes) in sub-districts around the South Java Coast Area can include several things including: 1) Village Owned Enterprises (BUMDes) institutional strengthening in the short term. The institution of Village Owned Enterprises (BUMDes) includes the establishment, Village Regulation as a legal umbrella, and the compilation of Articles of Association and Bylaws (AD / ART); 2) facilitation of village government must be optimized both through giving the secretariat office and encouraging the immediate formation of management of Village Owned Enterprises (BUMDes); 3) the potential and superior products of the village can be used as a driving point that can be used as a Village Owned Enterprises (BUMDes) business to improve the economy of the village community; 4) Village Owned Enterprises (BUMDes) can facilitate other business units services (leasing), transportation, trade, and tourism with the aim of increasing Village Original Income; 4) management of village assets can be immediately carried out such as Village Water Utility Company and multi-purpose buildings; 5) increasing support and participation of village communities as an effort to strengthen the role of Village Owned Enterprises (BUMDes) in the community; 6) good partnership with fellow Village Owned Enterprises (BUMDes), Bureau of Logistic, Regional Governments, Banking, and other

institutions; and 6) synchronization of central and regional government programs related to increasing economic activity needs to involve Village Owned Enterprises (BUMDes).

4. CONCLUSION

Village-Owned Enterprises (BUMDes) shall be a business entity of all or most of the capital owned by the Village through direct participation from the separated assets of the Village in order to manage assets, services, and other business for the greatest welfare of the Village community. (Law Number 6 of 2014 Concerning Village). Aspects related to the problems of Village Owned Enterprises (BUMDes) include aspects of establishment, institutional aspects, aspects of facilities, aspects of human resources, management aspects, and financial aspects.

The policy direction for the development of Village Owned Enterprises (BUMDes), especially Village Owned Enterprises (BUMDes) in the South Coast of Java Region, is formulated based on the results of the SWOT analysis. The direction of the policy includes: 1) institutional strengthening of Village Owned Enterprises (BUMDes); 2) optimization of government facilities; 3) efforts to improve the Village Owned Enterprises (BUMDes) business through the potential and superior products of the village; 4) increase in Village Original Income through facilities provided by Village Owned Enterprises (BUMDes) in the form of business units engaged in services, transportation, trade and tourism; 5) management of village assets; 6) support and participation of village communities as an effort to strengthen the role of Village Owned Enterprises (BUMDes); 7) good partnership with fellow Village Owned Enterprises (BUMDes), Bureau of Logistic, Regional Governments, Banking, and other institutions; and 8) synchronization of central and regional government programs related to increasing economic activity needs to involve Village Owned Enterprises (BUMDes).

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