**VILLAGE-OWNED ENTERPRISES (BUMDes) “SEJAHTERA”**

**IN EMPOWERMENT OF THE COMMUNITY**

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***Abstract***

*This research aims to describe: 1) the institutional of the BUMDes "Sejahtera", and 2) the BUMDes "Sejahtera" in the dynamics of community empowerment in Bleberan Village, Playen District, Gunungkidul Regency. The type of research used is descriptive qualitative. Data validity uses source and method triangulation. Analysis of the data used in the form of data reduction, data presentation and conclusions.The results of the research show that: 1) In terms of management there needs to be development in the organizational structure, recruitmen systems, personnel policies, personnel training, financial management especially in capital and business development, auditing, and procurement. 2) The dynamics of empowerment by BUMDes “Sejahtera” can be described by; a) The stages of empowerment are carried out, namely the stage of awareness of behavior change, the stage of capability transformation, the stage of intellectual capacity building, and evaluation. b) The form of empowerment that has been carried out is in social assistance, increased knowledge and ability. c) The results of the implementation of community empowerment by BUMDes “Sejahtera” have not been successful due to some indications regarding institutional management.*

*Keywords: Village community empowerment, Village Owned Enterprises (BUMDes)*

**INTRODUCTION**

Starting from the last few years, Indonesia has adapted development strategies through local institutional development. Where this development strategy implements the concept of people centered development (centered on the people) which includes planned efforts to enhance the capabilities and potential of humans and direct their interest to participate in the decision making process about various things that have an impact on them and try to promote human strength (Mardikanto & Soebianto, 2017: 18). Therefore, the development of local institutions is closely related to the empowerment of rural communities. Implementation of empowerment in local communities is manifested in the form of various collective actions which are a reflection of the capacity of the community to carry out development management independently. Therefore, at the local community level the most important instrument in the empowerment process is the presence of institutions (Soetomo, 2015: 103).

In 2014 the government formed a policy through Law No. 6 of 2014 concerning Villages states that villages can establish Village-Owned Enterprises called BUMDes. BUMDes is managed with a family spirit and mutual cooperation at the initiative of the village community which in its establishment was agreed upon through village deliberations. In its implementation, BUMDes can conduct business in the economy and / or public services. The law is based on Law No. 32 of 2004 concerning regional government article 213 paragraph 1 which states that the village can establish a village-owned enterprise in accordance with the needs and potential of the village. Broadly speaking, BUMDes is a local institution that is engaged in the economic field, but in its implementation of economic activities carried out by BUMDes not necessarily profit oriented but also social oriented.

The Law on Villages in article 89 also explains the results of BUMDes businesses, which are used for business development, village development, community empowerment and assistance for the poor through social assistance grants and rotating fund activities stipulated in the APBD. With the promulgation of this Law, BUMDes, which is a local economic institution, is expected to have differences with economic institutions in general and can minimize the development of a capitalist business system. The economic system used is the people's economic system or the populist economic system, which is an independent economy that does not have a dependency on foreign capital (Miradj & Sumarno, 2014: 105). So that the existence and performance of BUMDes have an obligation to contribute to community empowerment.

Empowerment is an effort to build power (community) by encouraging, motivating, and raising awareness of its potential and striving to develop it (Mubyarto, 2010: 263). Empowerment is also an improvement in the quality of life or well-being of every individual and society in both economic and non-economic aspects. Non-economic aspects in question include cultural, social and environmental.

Bleberan Village is one of the villages that established BUMDes, BUMDes "Prosperous" which is the name of the Bleberan Village business entity. Bleberan Village is one of 13 villages in the Playen District of Gunungkidul Regency in the western sector. In total, Bleberan Village has an area of 16,262,170 Ha consisting of 49.3000 Ha of rain-fed rice fields, 15,0000 Ha of irrigated rice fields, and 489,2170 Ha of dry fields and spread over 11 hamlets. The development of Bleberan Village area is based on long-term economic growth in order to meet the needs and adequacy of clothing, food and shelter for rural communities and the provision of employment / community livelihoods through the optimization of resources designed in the agribusiness system and relying on existing land and natural resources. The diverse conditions of the village area save a lot of potential for economic development from the agriculture, tourism and cultural sectors (Bleberan Village Government, 2014).

BUMDes Sejahtera has received a lot of assistance and cooperation from several large companies in Indonesia as well as abroad. Most of the forms of assistance and cooperation are in the form of supporting tools and also in the form of workshops and comparative studies which are all to empower BUMDes managers and the community to support BUMDes business activities. The types of businesses developed by BUMDes Sejahtera are village tourism business units, savings and loan productive economic business units and clean water management business units.

Behind the success of BUMDes, there are still some problems in the BUMDes Sejahtera institution. In internal BUMDes managers in general there are problems regarding managerial capacity, especially in the fields of finance, HR management and marketing. In addition, the income received by BUMDes employees is still not in accordance with the Regional Minimum Wage (UMR) of Gunungkidul Regency, so BUMDes employees have not dared to make selections in the recruitment process. Most of them choose to become BUMDes employees as side jobs and are more voluntary because indeed from the beginning the formation of principles that need to be understood by BUMDes employees is entirely to serve the community. In addition to these problems, in the savings and loan productive economic business unit and clean water management business unit, the problem is about consumer service. In the savings and loan productive economic business unit, there is a disruption in the regulation of installment payments so that business activities do not run smoothly, but actually the problem is due to the lack of public understanding of the revolving fund system provided. Whereas in the clean water service business unit, the distribution is sometimes not smooth and there is often a pipe leak.

The problems of BUMDes managers are not only internal to the management, but also to the general public. Social jealousy is still found that is motivated by the uneven absorption of management staff and the distribution of BUMDes results in each hamlet. In addition there are some people who have not been able to use the facilities and potential as business opportunities. Some of these problems indicate the need for a synergistic relationship between BUMDes and the community and understanding between the two to progress BUMDes and the welfare of the community. The existence of the BUMDes Sejahtera institutional problem earlier can be an indicator that the implementation of empowerment has not been maximized and the need for further community empowerment as an effort to solve the problem.

With the great success of BUMDes in economic aspects that are contrary to various existing problems, raises questions about BUMDes Prosperous institutions and their efforts in empowering Bleberan Village community. This is the main attraction in conducting research that can later be beneficial to the community about community empowerment, especially for the village government and BUMDes itself. To find out more deeply, the need for research that is focused on "BUMDes (Village-Owned Enterprises)" Prosperous "in community empowerment Bleberan Village, Playen District, Gunungkidul Regency".

Based on the description above, the problem is about the management of BUMDes Sejahtera and BUMDes Sejahtera in community empowerment in Bleberan Village. The purpose of this study is to describe the management of BUMDes Sejahtera and BUMDes Sejahtera in community empowerment in Bleberan Village. Practically, this research can be useful for administrators and employees of BUMDes Sejahtera, Bleberan Village Government, and the community.

**RESEARCH METHOD**

**Types of research**

This type of research is a qualitative descriptive study. Qualitative research methods are used to examine the natural conditions of objects where the researcher is a key instrument (Sugiono, 2015: 15). This research is intended to provide an overview of the situation that occurs in the field with descriptive data analysis of the Sejahera BUMD Institution and the empowerment of rural communities through the Village Owned Enterprises.

**Setting of Research**

The research was carried out in Bleberan Village, Playen Subdistrict, Gunungkidul Regency, where the Prosperous Village Owned Enterprises (BUMDes) had been running for 9 years and was one of the BUMDes chosen to collaborate with the Global Semaul Indonesia Foundation. The time of the study was conducted in April 2018 - June 2018.

**Research Data Sources**

According to Safanah Faisal (Sugiono, 2014: 303), samples as data sources or as informants should meet the following criteria:

1. Those who master or understand something through the process of enculturation, so that something is not just known, but also lived.

2. Those who are classified as still being involved or involved in the activities under study.

3. Those who have adequate time to be asked for information.

4. Those who are not inclined to submit information on their own "packaging".

5. Those who were initially classified as "quite foreign" to researchers so that it is more exciting to be a kind of teacher or resource person.

With the above considerations, the source of this research data is the management and members of the Prosperous Village Owned Enterprises, the Bleberan Village government and the general public of Bleberan Village. In this study researchers interact directly with informants with the aim of obtaining accurate data.

**Data Collection Methods, Instruments and Data Validity**

The instruments used in this study were the researchers themselves guided by interview guidelines, observation guidelines and documentation guides. Samiaji Sarosa (2012: 46) explains that researchers as interviewers are research instruments. the researcher must be able to adjust to any possible emergence of conditions that are distorted or different from the initial plan (contingency). The data collection techniques used are based on interviews, observations, and documentation.

In this study, to test the validity of the data will be done by triangulation. Triangulation is defined as checking data from various sources in various ways and at various times (Sugiono, 2015). The type of triangulation used in this study is source triangulation and method triangulation. Source triangulation is a way of checking data to different sources and with the same technique. While the triangulation of methods is checking data with different techniques and with the same source. The purpose of using triangulation is to compare information or data that can be from various sources to ensure research confidence.

**Data Analysis Technique**

The data analysis technique used is the Miles and Huberman model data analysis technique. Miles and Huberman (Sugiono, 2015: 337), suggested that the activities in qualitative data analysis were carried out interactively and continued continuously until they were finished, so that the data was already saturated. Activities in data analysis, namely data reduction, data display, and drawing / verification conclution.

**RESEARCH RESULT**

**Principles and Management of Prosperous BUMDes**

"Prosperous" Village-Owned Enterprises (BUMDes) of Bleberan Village, Playen District, Gunungkidul Regency were formed in 2009 through a Decree of Bleberan Village Head Number: 06 / KPTS / 2009. Establishment of BUMDes Sejahtera is intended to encourage or accommodate all community activities, both those that develop with local customs / culture, as well as economic activities that are submitted to be managed by the community through government programs. While the objectives of establishing a Prosperous Village Owned Enterprise include, among others, encouraging the economic development of rural communities, increasing creativity and productive economic business opportunities of low-income rural communities, encouraging the development of micro-enterprises in the informal sector; and increase village original income. These objectives are broadly in accordance with the Regulation of the Minister of Villages, Development of Disadvantaged Regions, and the Republic of Indonesia Transmigration No. 4 of 2015. But with the objectives of BUMDes Sejahtera above, the results of the study found indicate that the objectives of BUMDes Sejahtera have not been fully realized. Improvement in the community's economy that can be seen significantly at this time can only be felt by a certain group of people, namely the people located in the eastern sector which is the center of tourism activities. In addition, there are still very few productive economic and micro businesses in Bleberan Village. But on the other hand, BUMDes Sejahtera has contributed a lot of Village Original Revenues (PADes) which can be said to be high. In the last year alone PADes received from BUMDes amounted to Rp. 75,080,801. This fact is inversely proportional to the economic improvement of Bleberan Village community which is still uneven.

The form of business carried out at BUMDes Sejahtera is in the field of services and tourism, namely nature tourism, Goa Rancang Kencono and Sri Gethuk Waterfall. In services there are Clean Water Management (PAB) and Village-Loan Economic Enterprises (UED-P). From the results of the research the business units run by BUMDes Sejahtera are still the same or there is no business development. This raises obstacles in realizing BUMDes goals. From the results of the study showed that there were several indications which became the cause including the professionalism of the management who were less committed in carrying out their duties and responsibilities. In addition, the management of BUMDes which is still dominated by the elderly so that it is felt the lack of new ideas and less able to keep up with changes in market demand.

As an institution, BUMDes Sejahtera has governance principles that are instilled in running the economic business. In the process of running the BUMDes Sejahtera, there are several management principles used in the implementation of BUMDes Sejahtera. The main principle used in the management of BUMDes Sejahtera is how to serve consumers and visitors to the maximum extent possible. In addition, the management and employees also instilled the principle of transparency, especially in finance and management. Responsibility and cooperation are also the most important things in business management. Establishment and management of BUMDes is an embodiment of village productive economic management that is carried out cooperatively, participatively, emancipatively, transparently, accountably, and sustainably (PKDSP, 2007: 12-13). From the results of existing research it can be concluded that BUMDes Sejahtera applies the principles of cooperative, transparent, emancipatory, accountable.

As in PDTT Permendesa No. 4 of 2015 concerning the Establishment, Management and Management, and Disbanding of Village-Owned Enterprises states that the BUM Desa management organization is separate from the village government organization. BUMDes must have an organizational structure, organizational rules and work plans for activities. This has been realized as the preparation of the BUMDes Prosperous Statute and Bylaws and the issuance of the Decree of Bleberan Village Head No. 2 of 2017 concerning the establishment of BUMDes management for 2017-2018. In the decree the village head was declared a commissioner; the supervisory body consists of six people consisting of chairman, deputy chairman, secretary, and 3 members, which are the Goa Rancang Kencono foundation, village apparatus, BPD, community leaders, LPMD; the head of the unit consists of three people according to the number of existing business units, which are community leaders, youth organizations and village officials. From this explanation it can be concluded that the determination of BUMDes Sejahtera management has violated existing regulations. This was also corroborated by the opinion of Purnomo (2016: 16), BUMDes Managers must not be from the elements of the village administration, the Village Consultative Body (BPD) and the Village Community Development Institute, this is to avoid any interests by utilizing positions in the village administration. except for the ex o ﬃ cio advisory position will be held by the village head. So it is very necessary to have a review regarding the determination of BUMDes Prosperous management because with such conditions it will cause a dualism between the management of BUMDes and the village government.

In accordance with the guidelines for the establishment and management of BUMDes (PKDSP, 2007: 25-26), to determine the people who will become managers of BUMDes can be done by deliberation. But the selection must be based on certain criteria. The criteria are intended so that holders of positions in BUMDes are able to carry out their duties properly. In Bleberan Perdes No. 1 of 2014 article 10 paragraph 5 explains that the election of management is through a formation system, with elements of the formation being the village government, BPD, LPMD, old management and community leaders. In addition, paragraph 4 explains that the election of BUMDes management is held in village meetings attended by village heads, village officials, BPD, LPMD, LPMP, RW, RT, female representatives, youth elements, old officials, old leaders, community leaders and the Kencono design foundation, taking into account the composition of the elected management is 25% of the old management and 75% of the new management. With the selection of this election system, the performance of the elected management is less than the maximum due to the system of made formations or the appointment of decisions not based on the wishes of the elected management but on the decisions of the formation team. So that the readiness of the elected management's commitment is not in accordance with expectations which will hamper its performance in carrying out its duties and responsibilities as BUMDes management. In addition, from the observations of researchers, the management of BUMDes prosperous is still dominated by old people, while the youth elements are only employees and no one is involved in the management and management of BUMDes Sejahtera. With this situation, there is another problem, as explained previously, namely the development of businesses that are not running because it is felt that the lack of youth participation in BUMDes will result in a lack of new ideas and cannot keep up with changes in market demand. So on this basis it is necessary to consider the participation of youth in the management of BUMDes is very important.

In the guidelines for the establishment and management of BUMDes (PKDSP, 2007: 25-26), BUMDes must be managed professionally and independently so that people who have the competence to manage it are needed. Educational background for holders of this position is important in order to be able to carry out their roles and functions in accordance with the demands of the job. In addition: it is necessary to arrange a job desk / description of responsibilities and authority in each line of the organization, as a work guide; cross-village activities need to be done coordination and cooperation between the Village Government in the utilization of economic resources; cooperation with third parties by managers must be in consultation and approval of the BUMDes Board of Commissioners; in daily activities, the manager must refer to rules that have been mutually agreed upon as stipulated in the BUMDes AD / ART, and in accordance with BUMDes governance; management must be transparent / open so that there is a check and balance mechanism both by the village government and the community; and business development plans need to be developed.

Requirements or criteria as a position holder are certainly very important in order to be able to carry out their roles and functions in accordance with the demands of the job. In Bleberan Village Regulation No. 1 of 2014 the second part of articles 19-20 has been explained regarding the requirements for being a manager and employee. Which can be elected as administrators are residents and citizens of the Republic of Indonesia who meet the requirements of good personality, honest, capable, fair, full of service to the village economy; entrepreneurial; have a forward vision of BUMDes; minimum high school education; has the ability in their field; and registered as a resident of Bleberan Village. Whereas those who can be selected as employees are residents and citizens of the Republic of Indonesia who meet the requirements of good, honest personality; registered as a resident of Bleberan Village; not currently being a Village Officer, BPD, PNS and the daily administrators of village community organizations; Minimum education of elementary school; passed the screening test conducted by the BUMDes Sejahtera management. From the research conducted, several informants including BUMDes management and employees have met these criteria. If analyzed, the existing regulations are not in accordance with existing guidelines, namely regarding the minimum education of employees. In the guidelines for the establishment and management of BUMDes (2007: 25) explains that employees are preferred to have a minimum background of junior high school. This is because they must be able to compile BUMDes activity reports related to their work. However, the background of the Village Regulation is because the village government has considered the condition of the village community as an empowerment target (employee) is the community with these criteria. In contrast, some BUMDes employees are concerned about the existence of administrators who are still not professional because most of the managers position BUMDes as a part-time activity. This relates to the management's criteria which may still not be able to determine the needs of personnel also in the election needs to be reconsidered regarding the commitment and loyalty of prospective management.

In managing BUMDes, it is necessary to arrange a jobdesk / description of responsibilities and authority in each line of work as a work guide. In this case also has been stated in the Village Regulation No. 1 of 2014 (annex 8) and also strengthened by the Statutes and Bylaws of the BUMDes Prosperous Year 2015 (annex 11). of the Perdes and AD / ART that are broadly in line with the PDTT Regulation No. 4 of 2015.

From the results of the study, most of the daily activities have been carried out in accordance with the applicable AD / ART. However, from several units there are still some problems in their performance that reflect that management by BUMDes Sejahtera has not been maximized. From the UED-P unit, financial regulations are not yet smooth so that the original purpose of the UED-P itself to facilitate the community for the capital system has not yet been achieved. Even though the customers themselves have felt the benefits of this UED-P. So it is unfortunate if the UED-P effort is not running optimally. So there needs to be a strict policy regarding the lending system and lending requirements as well as the need for development in financial management, especially in BUMDes business capital.

While in the tourism unit, employees of the SAR division have never attended training. This situation is actually very alarming considering that the division is a division whose existence is very important and requires special skills especially as tourism there is a natural tourism related to water and rocks. This can also be an evaluation for BUMDes that by increasing employee skills can affect the feasibility of the tour. From this problem there needs to be a follow up in the form of training in the SAR division in accordance with the SOP (Operational Procedure Standard) of natural tourism. In contrast, researchers observed that there were gaps between managers and employees as well as between employees themselves. This is due to differences in groups in payroll so transparency is still needed in the payroll system. In addition, inadequate facilities became a problem in itself, many of them complained about the lack of shelter in the Sri Gethuk area. Also from the observations of researchers there is no P3K available there even though in some places in the area is very slippery and is a sharp rock character, which makes it should be an anticipatory effort if an accident occurs. But said by some employees, the cause of the lack of facilities is because there was a natural disaster that flooded some time ago that washed away some facilities, especially in the Sri Gethuk area. instead this needs to be responded to by improving infrastructure in tourist areas in accordance with specified service standards. Some BUMDes employees also questioned the existence of administrators who are still not professional because most of the managers position BUMDes as a part-time activity.

With the development of BUMDes that has advanced, Bleberan Village through the women's empowerment agency and the people of the province of DIY were given the opportunity to work with a community empowerment organization from Korea, YGSI (Semaul Indonesia Globalization Foundation). Although YGSI actually cooperates with the village, YGSI also contributed to the running of the BUMDes. However, from the collaboration that has entered its third year, YGSI found several problems, namely in the problem of communication between YGSI and the chairman of BUMDes Sejahtera, which is very lacking so that this impedes cooperation between the two in business development and community empowerment. So the need for intensive communication, especially the BUMDes Sejahtera core management, because with this cooperation will add insight and experience and can raise thoughts about the sustainability of BUMDes.

Different from before, from the research results it is known that the existence of BUMDes Sejahtera in Bleberan Village is still lacking. this causes its own problems, where lack of existence can affect service coverage. This means that only a few people can get facilities from the existence of BUMDes Sejahtera. So that the fulfillment of needs and problem solving in Bleberan Village has yet to be fulfilled. So it is necessary to socialize to the public about the existence of BUMDes and the business units they run. Another problem that exists is about the maximization of assets that are still lacking. Where in the Bleberan Village area there is a cultural preservation that is not maximized as a tourist attraction. From observations the researchers found that cultural heritage sites are no longer maintained. It is possible that the place was previously well-organized, but perhaps due to the lack of enthusiasm of the people in the historical tour, it is no longer maintained, as evidenced by the decoration of the park around the site which is still arranged but not maintained. The existence of this potential is unfortunate if it is not managed optimally as one of the attractions because of this potential there are cultural and educational values to be developed.

Institutional development concerning management systems, including monitoring and evaluation; organizational structure and change; planning, including planning for an efficient investment process; staff and personnel management policies; staff training, financial performance, including financial management and planning, budgeting, accounting, and auditing; care; and procurement (Israel, 1992: 14). So from the explanations above there is still a lot that needs to be developed from BUMDes Sejahtera as an institution engaged in the economy, including organizational structure, recruitment system, personnel policy, personnel training, financial management, especially in capital and business development, auditing, and procurement.

**BUMDes in Implementing Community Empowerment**

a. Stages of Community Empowerment

In its implementation, BUMDes Sejahtera has used several empowerment mechanisms which include the empowerment stage. Community empowerment which is an attempt to achieve community independence which in reality cannot be done in a short period of time. It is necessary to have stages in empowering in order to achieve an independent community.

In the implementation process, BUMDes Sejahtera has a complex empowerment stage. Broadly speaking, these stages can be described according to Ambar Teguh Sulistiyani's theory with the stages of awareness and formation of behavior, transformation of abilities and improvement of intellectual abilities (2004: 83-84).

1) Awareness stage

According to Lippit (Mardikanto, 2017: 123), awareness is an activity carried out to make people aware of their "existence", both as individuals and members of the community, as well as environmental conditions concerning the physical / technical, socio-cultural, economic and political environment.

At the community awareness stage, people are invited to find out problems and needs with the aim that the community is open and aware of their conditions. The formation of BUMDes Sejahtera is motivated by the problems and needs of rural communities, namely lack of clean water and access to capital that cannot be obtained by all groups of people. Then the public is invited to look for alternative solutions to problem solving that can be done. As an effort to solve the problem, the village government and the community conduct a potential analysis by inventorying village assets and potential. The community also realized the need for changes to improve the situation. With this awareness will arouse their spirits and strive to improve their abilities and the environment. The formation of an institution is an alternative for community organizing so that activities are more directed and organized. So the existence of BUMDes in community empowerment efforts plays a big role.

The main target for this awareness process is the management of BUMDes Sejahtera and the people of Bleberan Village. The steps taken are the process of making the management aware by providing motivation and convincing the management of the benefits obtained from the BUMDes, which is to meet the needs of the community. Where at that time many of the administrators were still pessimistic about the BUMDes work system.

The village government and the management also began to raise awareness to the community to participate in the running of the BUMDes, especially in the tourism unit because the unit needed some complements and the community was also pessimistic about the efforts that had been made due to the inadequate infrastructure conditions at the time. So that in the initial stages to make the community aware is the real action as proof that Bleberan Village can move forward with the BUMDes. In the business, the BUMDes management attracts several people as volunteers to run the business, of course, the community is sure of the results of BUMDes itself. The effort is to foster a person's desire to change and develop a willingness to take part or participate in activities.

Awareness phase is not only done at the beginning, but up to now it is still carried out mainly for administrators and new employees. These efforts were made to instill confidence and working principles. Cultivation of awareness is needed to provide the will to develop skills and knowledge. Awareness stage is an affective planting skill or preparation stage in the empowerment process.

2) The ability transformation stage

The process of providing functional knowledge and skills is really needed, namely by providing knowledge and skills that are relevant to the needs of the community. At this stage BUMDes management and the community have the opportunity to add insight and experience. For administrators, the increase in knowledge and skills is done with training and comparative studies. This training was conducted with several partners such as universities, NGOs, and with government agencies. Most of the training that has been done on BUMDes management, information and technology, business entities and taxation, and financial administration. With this training, it will play a big role for BUMDes management in supporting their duties. BUMDes employees are often included in the training, for example, the tour guide has several times participated in training on tourism to have a tour guide certificate. BUMDes administrators in this case play a role in facilitating their employees because with the increase in employee knowledge and skills, it will be directly proportional to the increase in employee performance and professionalism.

This transformation of knowledge and skills is not only given to BUMDes management and employees, but also to other communities. Increased knowledge and skills in the form of socialization and training. Socialization is used as an approach to the community to introduce BUMDes and community debriefing especially on tourism knowledge such as sapta charm and and excellent service. In training for the community, BUMDes management collaborates with universities, government agencies, and travel agents. The training activities that have been carried out are, agriculture, making tour packages, fostering home stays, training in the development of dance and children's toys as well as training in making souvenirs and culinary.

3) Stage of increasing intellectual ability

Increased intellectual ability is the stage of enrichment or increase intellectuality and skill skills needed, so they can form the ability of independence (Sulistyani, 2004: 84). From the previous stages, this stage is a very difficult stage to achieve, only a few people have done this stage, namely those who are still open to knowledge and are able to improve their intellectuality. Increased intellectual ability is done of their own volition and drive and is characterized by one's independence to initiate, create and innovate.

The last stage in empowerment is evaluation. At this stage the activity carried out is an assessment of the performance and work results of the BUMDes management. Evaluation activities do every once a year which is attended by all groups of people. in evaluation. In the evaluation, all attendees are entitled to get information on the running of BUMDes and have the right to judge and inspire. Evaluation is carried out to find out how far the process of activities that have been carried out in accordance with planning and how far the planned objectives have been achieved. The results of the evaluation will determine the sustainability of activities to continue or not and from the results of the evaluation will get a strategy to achieve the goal. Evaluation can also identify weaknesses and strengths of a program.

b. Form and Results of Community Empowerment

So far BUMDes Sejahtera has empowered BUMDes management. The form of empowerment that has been carried out is in the form of capacity building and knowledge development both at the time of formation and in the current implementation. Not only the board, with the BUMDes the community also gets empowerment which is the impact of the BUMDes. The form of empowerment is in the form of indirect social assistance, direct social assistance, and increased knowledge and skills that are currently only felt by people who are close to attractions. Empowerment in the form of indirect social assistance is channeled through the provision of potential development funds provided to the community through dukuh in each dukuh which is the distribution of BUMDes Prosperous SHU of 25% which is distributed annually. Whereas the form of social assistance empowerment that is felt directly by the community, for example, is the service felt by BAO customers and UED-P customers. From the people in the tourist areas also get the benefits that can be felt directly by them for example are the traders who sell along the road to the tourist attraction as well as selling inside the tourist attraction. In addition, some people who usually provide shuttle trucks that carry tourist visitors. Not only that, people in tourist areas also get empowerment in the form of increased knowledge and skills such as the existence of trainings facilitated by tourism units in supporting the improvement of tourist areas.

Of the implementation of an activity or program will certainly provide changes that result from both positive and negative changes. Likewise, what happened in Bleberan Village on the existence of BUMDes Sejahtera, from data collection conducted by researchers shows that there are changes especially in the economic and social. Regarding changes in the social field there are some negative changes that occur. But this is felt only by people who are in tourist areas. This change is in the form of social jealousy, the erosion of mutual cooperation culture, lifestyle, reduced concern for others. From many people who became informants said there were some changes due to tourism, for example in the current lifestyle many people are oriented to money so that the culture of mutual assistance and care is reduced. In addition, because employment is only limited, many people cannot become tourism employees. That is what causes social jealousy.

Changes in the economic field are in the form of economic improvements that have changed the fate of what used to be mostly the status of a downward economic society to a middle or even upper economy. However, this significant economic improvement was not immediately felt by all Bleberan Village people but only a portion of the population in the tourism sector, namely Padukuhan Penggoran I and Padukuhan Penggoran II. This is an indication that community empowerment in Bleberan Village is still not said to be successful. From the results of existing studies show that there are still quite a lot of Bleberan villagers who are still in economic status down.

Indicators used to measure the success of community empowerment programs include the following: (Sumodiningrat, 1999: 138-139)

1) Reducing the number of poor people.

2) The development of efforts to increase income made by the poor by utilizing available resources.

3) Increased public awareness of efforts to improve the welfare of poor families in their environment.

4) Increased group independence marked by the development of productive efforts of members and groups, the stronger group capital, the more organized the group's administration system, and the wider interaction between groups and other groups in society.

5) Increased community capacity and income distribution characterized by an increase in the income of poor families who are able to meet basic needs and basic social needs.

If seen from the indicators of empowerment, it can be identified that the success of BUMDes Sejahtera in conducting this empowerment only includes the reduction in the number of poor people, the development of income-increasing businesses, and the development of productive businesses of members or groups. It can be concluded that the empowerment efforts undertaken by BUMDes Sejahtera have not been successful.

Indications that influence the ineffectiveness of empowerment are returning to the management of BUMDes. From the results of the study showed that there is still a lack of BUMDes existence especially in the community so that very few people can access the services provided by BUMDes. Broadly speaking, these problems are regarding the organizational structure, recruitment system, personnel policy, personnel training, financial management, especially in capital and business development, auditing, and procurement.

BUMDes and the village government themselves have made an effort, namely by realizing the great concept of a tourist village which in planning is to involve all the people in each village to develop the existing tourism potential. However, in its implementation there are several obstacles, namely the existence of several problems regarding the differences in the internalization of the concept of the tourism village by the BUMDes (tourism unit) with the village government. Therefore the synergy of BUMDes and the village government is very important with regard to the sustainability of existing empowerment.

The implementation of this tourism village concept can be realized by maximizing potential development funds that have been distributed to each village. Potential development funds are funds that are budgeted by BUMDes to develop the potential of each of its villages which can later be packaged as tour packages that can be useful in the long run. but the reality of the use of DNA is deviated from the planning so that the implementation of the village tourism concept is hampered. This problem is caused by the lack of controlling functions of the BUMDes management as well as from the village government.

The concept of a tourism village is actually the hajad of all village people because the purpose of the plan is to grow the local economy of Bleberan Village. The many potential resources and assets possessed by Bleberan Village are also an opportunity and business prospect. Therefore, all lines of society, especially the village government and BUMDes have a very close relationship because the purpose of that is together to prosper the community so that cooperation between the two should be tightened. In the effort of empowerment, the community is an active subject in development so that the community is required to participate fully in it. To realize this effort the community must be open with new knowledge and experience and be able to motivate themselves, learn themselves to change and develop.

**CONCLUSIONS AND SUGGESTIONS**

**Conclusions**

Based on the results of research and discussion that has been described, the following conclusions can be drawn:

1. BUMDes is a local institution that is engaged in the economic field, but in its implementation of economic activities carried out by BUMDes not necessarily profit oriented but also social oriented. In an institution both formal and informal, it certainly has different management patterns which regulate performance and will describe the professionalism of the institution. The aim of BUMDes Sejahtera has not been fully realized as evidenced by the increase in the community's economy only felt by a certain group of people and there are very few productive economic and micro-businesses in Bleberan Village. But on the other hand, BUMDes Sejahtera has contributed a lot of Village Original Revenues (PADes) which can be said to be high. The business unit run by BUMDes Sejahtera has no development, it is still the same since BUMDes was founded. Some of the indications that cause these include the professionalism of the management who is less committed in carrying out their duties and responsibilities. In addition, the management of BUMDes which is still dominated by the elderly so that it is felt the lack of new ideas and less able to keep up with changes in market demand.

In determining the BUMDes Sejahtera management has violated the existing regulations in which some BUMDes Sejahtera management are village officials, LPMD members, and BPD. With the formation of a system of formation, the performance of selected management is less than the maximum which is due to the system of formation or appointment, the decision is not based on the will of the elected management but on the decision of the formation team. So that the readiness of the elected management's commitment is not in accordance with expectations which will hamper its performance in carrying out its duties and responsibilities as BUMDes management.

The existence of the management is still not professional because most of the managers position BUMDes as a part-time activity. From the UED-P unit, financial regulations are not yet smooth so that the original purpose of the UED-P itself to facilitate the community for the capital system has not yet been achieved. In the tourism unit, employees of the SAR division have never attended training, there are gaps between managers and employees as well as between employees themselves and there are still a few missing tourism facilities.

From the cooperation of BUMDes Sejahtera with YGSI, which has entered the third year, there are several problems, namely in the problem of communication between YGSI and the chairman of BUMDes Sejahtera which is so lacking that this impedes cooperation between the two in business development and community empowerment. The existence of BUMDes Sejahtera in Bleberan Village is still lacking which causes uneven services and facilities that can be obtained by the community. Another problem that exists is about maximizing assets that are still lacking.

2. In the process of its implementation, BUMDes Sejahtera has a complex empowerment stage. Broadly speaking, these stages can be described in three stages, including: a) The stage of awareness and shaping behavior is to make the community aware of its condition and encourage the community to change. There are several processes in this stage, namely, inviting the public to know the problems and needs, looking for alternative solutions to the problem that can be done, the formation of an institution for community organizing, providing motivation and convincing administrators of the benefits obtained from the BUMDes. b) Capability transformation stage is the process of providing knowledge and functional skills. The increase in knowledge and skills is carried out with comparative study training, outreach, this training is conducted with several partners such as universities, NGOs, and with government agencies. c) The stage of increasing intellectual ability is the stage of enrichment or improvement of intellectuality Increasing intellectual ability is carried out of one's own volition and drive and is characterized by one's independence to initiate, create and innovate. The last stage in empowerment is evaluation, which is an assessment of the performance and work results of the BUMDes management. Evaluation is carried out to find out how far the process of activities that have been carried out in accordance with planning and how far the planned objectives have been achieved.

Forms of empowerment that have been carried out in the form of indirect social assistance, direct social assistance, and increased knowledge and skills that are currently only felt by people who are close to attractions. The success of BUMDes Sejahtera in conducting this empowerment only includes the reduction in the number of poor people, the development of income-increasing businesses, and the development of productive businesses of members or groups.

 It can be concluded that the empowerment efforts undertaken by BUMDes Sejahtera have not been successful. Indications that influence the ineffectiveness of empowerment are returning to the management of BUMDes. From the results of the study showed that there is still a lack of BUMDes existence especially in the community so that very few people can access the services provided by BUMDes. Broadly speaking, these problems are regarding the organizational structure, recruitment system, personnel policy, personnel training, financial management, especially in capital and business development, auditing, and procurement.

The concept of a tourism village is a solution to the failure of BUMDes Sejahtera in community empowerment as well as the many potential resources and assets owned by Bleberan Village as a business opportunity and prospect

**Suggestion**

In this study shows there is still an evaluation in the management of BUMDes so that there is a need for fostering and institutional development, especially in administrative management, auditing, and personnel. Especially in the management professionalism which can be said to be lacking in commitment and loyalty. Then the need for decisive action and in the recruitment process need to take this into account. In addition, the dominance of youth needs to be considered for the progress of BUMDes, but without losing the role of the elderly as a counterweight and as a controlling function. Then in each unit there should be a field of education and development that is useful to increase awareness of the improvement of human resources and employee capacity. To support commitment, there is a need to internalize the values / principles and goals of the institution, which in this case is BUMDes. In the realization of the tourism village concept there is a need for further communication within the BUMDes internal as well as the village government. Regarding the distribution or disbursement of potential development funds there needs to be supervision from the BUMDes management so that the use of the budget is in line with the essence of the policy. Furthermore, as long as there is still a cooperation contract with YGSI, it is necessary to have intersective communication, especially by the BUMDes core management.

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