

Assistance in Increasing Community Livelihoods through Optimizing the Business Role of Village Owned Enterprises

Laily Mubarokah^{*.1}; Ifa Khoiria Ningrum²; Siti Nur Hidayah³

¹IDFoS Indonesia, Indonesia

²Fatayat NU, Indonesia

³IDFoS Indonesia, Indonesia

*Corresponding autor, email: lailyzaki30@gmail.com

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ABSTRACT

The purpose of empowerment program through Village Owned Enterprises in Bandungrejo Village, Ngasem Sub-District, Bojonegoro Regency were 1) Contributing to improve community welfare through replicating the successful implementation of previous programs in improving the livelihoods of rural communities around the JTB Project to other villages; 2) Realizing the principle of equity and justice in the implementation of community development programs that were not limited to the project area but also to communities outside the project area in accordance with regional policy priorities; and 3) Maintaining good relations with the surrounding community and local government so that the business is able to run well. The method used was Participatory Action Research (PAR). The results of the assistance program were the existence of a joint commitment and support from various parties, including the Village Government, BPD, Village Owned Enterprises managers, Bandungrejo Village Government had planned for BUMDes which would only be budgeted in 2021 for 300 million. Managers needed to have capacity building regarding roles, duties, principals and functions, also had organizational governance. From the above activities, research on book preparation, as well as two book review experts who are competent in their fields strongly support book review activities.

INTRODUCTION

A socio-economic study in 2013 showed that in the economic dimension, the majority of the main livelihoods of the community around the JTB Project

location were farmers and ranchers. One of the recommendations from the 2013 socio-economic research was the implementation of CSR/PKPO for the community around

the Jambaran-Tiung Biru Unitization Field Gas Development Project (hereinafter referred to as PPG-JTB) through a program in the economic field, it was community economic empowerment that relies on independence, sustainability, and increased welfare. One of the important aspects of community economic empowerment that is planned to be developed is related to the sustainability of livelihoods in order to increase the independence and welfare of the community around the JTB Project location. In realizing the commitment, PT Pertamina EP Cepu (PEPC) implements community economic empowerment, with the Program for Capacity Building and Organizational Governance of Makmur Rejo Village Owned Enterprise. This program focused on each stage, including the startup stage, business strengthening, and business independence.

The business pilot stage aimed to open a Village Owned Enterprises business. The business strengthening stage aimed to strengthen existing start-up businesses and the business independence stage aimed to provide technical assistance to Village Owned Enterprises so that it becomes independent, not dependent on PEPC assistance, and able create business partnerships with other parties which is an exit program strategy. In 2017, the pilot phase of the program was carried out, by providing assistance to Village Owned Enterprises in the form of chicken cultivation production facilities for 1,500 laying hens, as well as other production facilities in the form of cages and supporting facilities as well as operational costs for the Village Owned Enterprises. In 2018 the stage of strengthening the business was continued by providing assistance for production facilities of 2500 laying hens. In addition to laying hens that are ready for production, they will also be provided with cages, offices, and improvement of management knowledge and skills. Furthermore, in 2020 the

independence stage will be implemented. At this stage, the assistance provided is in the form of technical assistance which aims to improve the business performance of Village Owned Enterprises and make it feasible and bankable Village Owned Enterprises so that they are able to cooperate in business with other parties. The technical assistance provided includes assistance, improvement of knowledge and skills in management and business governance as well as providing extensive information to the parties in developing Village Owned Enterprises.

The program to increase the capacity and governance of the Village Owned Enterprises organization is in line with and supports the government which has issued various regulations including Law no. 6 of 2014 concerning villages: government regulation of the republic of Indonesia Number 43 of 2014 concerning implementing regulations of Law number 6 of 2014 concerning villages; Regulation of Village Minister No. 4 of 2015 concerning the establishment, management and dissolution of village-owned enterprises. The regulation provides an opportunity for villages to prosper their citizens through village-owned enterprises. With Village owned Enterprises, it is mandated to develop productive economic businesses (real sector) and the financial services sector.

The aims and objectives of the Village and Empowerment program through Village owned Enterprises in Bandungrejo Village, Ngasem Sub-District, Bojonegoro Regency were 1) Contributing to efforts to improve community welfare through replicating the successful implementation of previous programs in improving the livelihoods of rural communities around the JTB Project to other villages; 2) Realizing the principle of equity and justice in the implementation of community development programs that are not limited to the project area but also to

communities outside the project area in accordance with regional policy priorities; and 3) Maintaining good relations with the surrounding community and local government so that the business is able to run well.

The targets of this activity were residents of Bandungrejo village, Ngasem sub-district, organized/accommodated in Village-Owned Enterprises and Village Governments. The indicators for the achievement of this program including 1) There was a percentage increase in the financial performance index of Village owned Enterprises; 2) Increasing the Village owned Enterprises socio-economic benefit index; 3) Increasing the Village owned Enterprises organizational governance index; 4) There was a percentage increase in the production performance index of Village owned Enterprises. Then, the output/direct results of the program implemented include access to Village owned Enterprises financing, good financial governance and management, activities to increase knowledge and skills in financial management, various book preparation activities, room for dissemination of program and book results, coordination and communication, and Monitoring and evaluation

LITERATURE REVIEW

Community Empowerment

The concept of empowerment emerged with two major premises, failure and hope (John, 1992). The failure referred to failure of economic development models in tackling poverty and environmental problems in a sustainable manner. Meanwhile, it is hoped that there will be development alternatives that incorporate democratic values, gender equality, equality between generations, and adequate economic growth. These failures and expectations are not a measuring tool for social sciences, but are a reflection of normative and moral values that feel very

real at the individual and community level (Amartya, 1984). In this context, Amartya Sen emphasized that economic development must be translated as a process of increasing the degree of human freedom in making their own choices. His opinion is based on the observation that the main problem in developing countries is more in reduced lives than low incomes. Therefore, the right strategy to overcome this is to increase the “freedom” and “ability” of mankind in choosing values according to what they believe (Maani, 2011).

The concept of empowerment is the result of interactions at the ideological and practical levels. At the ideological level, this concept is the result of the interaction between top-down and bottom-up concepts, between growth strategy and people-centered strategy. Meanwhile, at the practical level, interaction occurs through the struggle between autonomy. The concept of empowerment, thus, contains the context of siding with people who are below the poverty line. Taking into account the description of the mainstream development theories, it can be concluded that the people’s economy, in which humans (individuals and communities) must be the subject of development. Empirical tests show that theories that favor the role of the wider community are more successful in development in developing countries. Theories that rely solely on capital and natural resources are outdated. On the other hand, theories that are human-oriented are increasingly superior and tend to develop, one of which is the ACTORS theory.

In the context of community empowerment in Indonesia, there are three things that need to be done through ACTORS theory. First, development needs to be directed at structural changes. Second, development is directed at empowering the community in order to solve the problem of inequality in the form

of unemployment, poverty, and inequality by providing greater space and opportunity for the people to participate in development. Third, development needs to be directed at cross-sectoral coordination which includes inter-sectoral, inter-regional and special development programs. In implementation, the three directions must be carried out in an integrated, directed, and systematic manner that cannot be separated from each other. In the end, the provision of greater space and opportunity for the people to participate in development can synergize with efforts to overcome unemployment, poverty, and inequality.

The ACTORS theory of empowerment proposed by Sarah Cook and Steve Macaulay (1997) views society as a subject that can make changes by freeing a person from rigid control and giving the person freedom to take responsibility for his ideas, decisions, and actions. The empowerment intended by Cook and Macaulay is more directed at social and ethical/moral delegation, among others: (a) encouraging fortitude; (b) delegate social authority; (c) manage performance; (d) develop the organization (both local and external); (e) offer cooperation; (f) communicate efficiently; (g) encourage innovation; and (h) solve problems that occur. The empowerment framework can be seen from the ACTORS acronym, which includes: A = authority by giving trust, C = confidence and competence, T = trust, O = opportunities, R = responsibilities, S = support.

By using the concept of empowerment offered by Cook and Macaulay, the changes that will be produced are planned changes because the inputs to be used in the changes have been anticipated early on so that the outputs that will be produced can be optimally efficient. The study of community empowerment management using the ACTORS framework is as follows: (a) authority,

groups/communities are given the authority to change their stance or spirit (work ethic) into something that is their own. Thus they feel that the changes made are the product of their desire to change for the better; (b) confidence and competence, generate confidence by seeing their ability to be able to change the situation; (c) trust, creating a belief that they have the potential to change and they should be able to change it; (d) opportunities, providing opportunities for the community to choose what they want so that they can develop themselves according to the potential that exists within the community itself; (e) responsibilities, in making changes must go through management so that it is carried out with full responsibility to change for the better; and (d) support, there needs to be support from various parties to make it better. In this case, the expected support apart from the economic, social and cultural side is also support from various stakeholders (government, society, and the business world) which is carried out simultaneously without being dominated by one party/factor.

By using the ACTORS framework, in order to grow community empowerment, it can be done with reference to empowerment that comes from within and between communities. Where the government and non-governmental organizations as actors. In developing countries, the role of government is very important because the government plays a role: (1) explore, mobilize, and combine available resource factors such as manpower, costs, equipment, participation and legal authority. Government plays a central role in community development, namely by establishing strategic, operational, and technical policies; (2) the government plays a role in providing guidance and technical assistance to the community with the intention that one day the community will be able to do it themselves, for example in terms of

planning, initially the government does planning for the community, then planning with the community, and finally planning by the community; and (3) the government can also provide guidance to community organizations that can function to facilitate communication between the government and the community and do other things to increase the success of development.

Considering the things mentioned above, it can be said that the pattern of the government's role is top-down. Through this top-down strategy, strict control can be exercised and instructions can be issued quickly, simultaneously, and uniformly. This method looks efficient both in terms of time and energy expended, especially in the context of catching up, developing countries are taking all means to accelerate their national development. Through a top-down strategy, it is as if the government can impose its will on the community. This is motivated by the value system in society that allows the growth of paternalistic attitudes; that the government considered the most knowledgeable, competent, and able to achieve what is best for society.

In addition, the existence and role of non-governmental organizations (NGOs) spread at the local, national, and international levels are also expected to play a role in community empowerment. NGOs in a narrow sense include non-profit organizations; non-governmental development organizations (grassroots organization); whose activities are related to the process and impact of development, social development and change, and people's empowerment. According to Hagul (1992) at least there are five characteristics of NGO identity include: (1) reaching the poorest; (2) participation or battle-up; (3) not bureaucratic; (4) able to experiment; and (5) low cost. The role of NGOs in empowering the people, among others, can be formulated through self-reliance education by playing the following roles: (1) facilitator and catalyst; (2) trainers

and educators; (3) capital cultivator; and (4) project organizers. In carrying out this role, the relationship between NGOs and the government does not always run smoothly, sometimes conflicts arise because they defend different interests. There are three patterns of relationship between NGOs and the government, among others: (1) associative relationship; (2) parallel connection; and (3) conflicting.

In an associative relationship, NGOs are often considered as extensions of the government, because of their very close cooperation with the government, or formed for the benefit of implementing government programs. Meanwhile, in a parallel relationship with the government, NGOs as equal partners cooperate with the government. Conflictive relationships occur when NGOs distance themselves from the government because they defend the interests of different groups. Accordingly, if viewed from self-perception, NGOs can be classified as follows: (1) NGOs as an internal part of the government (partners, friends or allies of the government, not enemies/opponents of the government); (2) NGOs as mediators between the government and the community (a bridge/intermediary between the government and the community); (3) NGOs that expressly state that they are siding with the people in dealing with the state (people's companions); and (4) NGO that merges and unites with the people (union with group organization base).

In the process of empowering the community as well as empowering community organizations (NGOs), in Indonesia, it is carried out through three approaches (Pujiono & Pranarka, 1996) as follows: 1) the humanitarian approach, although it does not empower the community as the target group, but can empower the NGOs themselves; 2) community development approach, aimed at developing, self-sustaining, and self-supporting the community; and 3) the

people's empowerment approach, aims to strengthen the bargaining position of the community the lower layers of the oppressive forces in all areas and sectors of life. In this regard, the government does not need to be allergic or suspicious of the existence of various institutions and actors outside government institutions, on the contrary it can be used as a reinforcing component in achieving empowerment goals. The trichotomy of the role of the government, private sector, community/NGO in dealing with empowerment issues does not need to occur, because their roles have now become so mixed up. The three forces should be united, have the same high interest and commitment in overcoming these empowerment problems. There is no need for any power to be dominant over the others, all interact and interrelate and have equal access to each other to participate in realizing the welfare of society.

Village Owned Enterprises

Village Owned Enterprises are village business institutions managed by the community and village government in an effort to strengthen the village economy and are formed based on the needs and potential of the village. According to Law number 32 of 2004 concerning Regional Government, Village-Owned Enterprises was established, among others, in the context of increasing Village Original Income (PADesa). Departing from this perspective, if the village's original income can be obtained from Village-Owned Enterprises, then this condition will encourage each Village Government to provide "goodwill" in responding to the establishment of Village-Owned Enterprises. As one of the economic institutions operating in rural areas, BUMDes must be different from other economic institutions in general. This is intended so that the existence and performance of BUMDes can make a

significant contribution to improving the welfare of villagers. Besides that, in order not to develop a capitalistic business system in the countryside which can result in disruption of the values of social life.

There are 7 (seven) main characteristics that distinguish BUMDes from commercial economic institutions in general, including: 1. This business entity is owned by the village and managed jointly; 2. Business capital comes from the village (51%) and from the community. Its operations use a business philosophy rooted in local culture (local wisdom); 4. The line of business carried out is based on the potential and results of market information; 5. The profits obtained are intended to improve the welfare of members (capital participants) and the community through village policies; 6. Facilitated by the Government, Provincial Government, Regency Government, and Village Government; 7. The implementation of operationalization is controlled jointly (Pemdes, BPD, members).

BUMDes as an economic institution for its business capital is built on the initiative of the community and adheres to the principle of independence. This means that the fulfillment of Village Owned Enterprises business capital must come from the community. However, it is possible that Village Owned Enterprises can apply for capital loans to outside parties, such as from the Village Government or other parties, even through third parties. This is in accordance with the legislation (Law 32 of 2004 concerning Regional Government Article 213 paragraph 3). This explanation is very important to prepare for the establishment of Village Owned Enterprises, because the implications will be in contact with its regulation in Regional Regulations (Perda) and Village Regulations (Perdes).

The four main objectives of establishing Village Owned Enterprises

includes 1) Improving the village economy; 2) Increasing village original income; 3) Improving the processing of village potential in accordance with the needs of the community; 4) Becoming the backbone of rural economic growth and equity. The establishment and management of Village Owned Enterprises is a manifestation of the productive economic management of the village which is carried out in a cooperative, participatory, emancipatory, transparent, accountable, and sustainable manner in order to make the management of the business entity able to run effectively, efficiently, professionally and independently.

To achieve the goals of Village Owned Enterprises, it is carried out by meeting the needs (productive and consumptive) of the community through services. Fulfilling these needs is sought not to burden the community, considering that Village Owned Enterprises will be the most dominant village business in driving the village economy. This institution is also required to be able to provide services to non-members (outside the village) by placing prices and services that apply market standards. This means that there is an institutional mechanism/rules that are mutually agreed upon, so as not to cause economic distortions in rural areas due to the businesses run by Village Owned Enterprises.

It is stated in the law that Village Owned Enterprises can be established according to the needs and potential of the village. What is meant by "village needs and potential" including a) Community needs, especially in meeting basic needs; b) There are village resources that have not been used optimally, especially village wealth and there is demand in the market; c) Available human resources capable of managing business entities as assets that drive the community's economy; d) The existence of business units which are the economic activities of the community members which

are managed partially and are not accommodated;

Village Owned Enterprises is a vehicle for running a business in the village. What is meant by "village business" is a type of business that includes a) Financial services business, land and water transportation services, village electricity, and other similar businesses; b) Distribution of nine basic village economics; c) Trade of agricultural products includes food crops, plantations, livestock, fisheries, and agribusiness; d) Industry and folk crafts.

The involvement of the village government as the largest Village Owned Enterprises capital participant or as a co-founder of the community is expected to be able to meet the Minimum Service Standards (SPM), which is manifested in the form of protection against harmful interventions from third parties (both from within and outside the village). Likewise, the village government plays a role in the formation of Village Owned Enterprises as a legal entity that is based on the applicable laws and regulations, and in accordance with the agreements developed in the village community. Further regulation regarding Village Owned Enterprises is regulated through a Regional Regulation after taking into account the above regulations. Through the mechanism of "self-help" and "member-base", Village Owned Enterprises is also a manifestation of the participation of the village community as a whole, so it does not create a business model that is hegemonized by certain groups at the village level. This means that this regulation is manifested in a solid institutional mechanism. Strengthening institutional capacity will be directed at the existence of rules that bind all members (one for all). The establishment of BUMDes is based on Law no. 32 of 2004 concerning Regional Government and Government Regulation No. 72 of 2005 concerning Villages.

The General Principles of Management of Village Owned Enterprises (BUMDes) include:

1. Village Owned Enterprises management must be carried out using cooperative, participatory, emancipatory, transparent, accountable and sustainable principles, with member-base and self-help mechanisms that are carried out professionally and independently. In this regard, to build BUMDes, accurate and precise information is needed about local characteristics, including the socio-cultural characteristics of the community and market opportunities for the products (goods and services) produced.
2. Village Owned Enterprises as a business entity built on the initiative of the community and adhering to the principle of independence, must prioritize obtaining capital from the community and the village government. Even so, it is possible that Village Owned Enterprises is able to obtain capital from outside parties, such as from the Regency Government or other parties, and can even make loans to third parties, in accordance with statutory regulations. Further regulation regarding Village Owned Enterprises will surely be regulated through a Regional Regulation.
3. Village Owned Enterprises was established with a clear purpose. These goals will be realized, among others, by providing services for productive businesses, especially for the poor in rural areas, reducing the practice of debt bondage (rent) and releasing money, creating equal distribution of business opportunities, and increasing the income of rural communities.

Another important thing is that Village Owned Enterprises must be able to educate people to get used to saving, in this way will be able to encourage the economic development of rural communities independently.

4. Village Owned Enterprises management is predicted to involve third parties which will not only affect the village community (regency). Therefore, the establishment of BUMDes initiated by the community must still consider the existence of a supportive village economic potential, the payment of taxes in the village, and the compliance of the village community with its obligations. All of this requires the involvement of the regency government.
5. It is predicted that the characteristics of rural communities that need to receive the main services of Village Owned Enterprises are: (a) rural communities which in fulfilling their daily needs in the form of food, clothing and shelter, mostly have a livelihood in the agricultural sector and carry out economic activities that are informal in nature; (b) village communities whose income is very low, and it is difficult to set aside part of their income for further business development capital; (c) village communities who are unable to provide for their own needs, so many fall into the hands of entrepreneurs who have stronger capital; and the most important thing is (d) village communities whose business activities tend to be exacerbated by the marketing system which provides opportunities for capital owners to

be able to reduce prices, so that they tend to extort and enjoy most of the work of the village community. Based on these predictions, the character of BUMDes is in accordance with its main characteristics, underlying principles, mechanisms and management systems.

6. In general, the establishment of BUMDes is intended to:
 - Improve services to the community (minimum service standards), in order to develop community businesses in the village.
 - Empower villages as autonomous regions with regard to productive efforts for poverty alleviation, unemployment and increasing village income (Village Government Revenue).
 - Increase the independence and capacity of the village and the community in strengthening the village economy.

RESEARCH METHODOLOGY

The method used in this community empowerment was Participatory Action Research (PAR). There are two important aspects in action research, they were the educational aspect and the social aspect (involvement of community members) in development. The Participatory Action Research method was considered relevant to this assistance program process implemented because this method was an alternative method for community development both in the micro and macro scope using a bottom-up process approach. This was in line with the concept held that development was carried out by the community, from the community and for the community so that it requires

the participation of community members.

The basis of the PAR's working method was mainly ideas that come from the people. Therefore, PAR researchers were required to carry out the following work methods. 1) Paying close attention to the ideas that come from the people which were still beheaded and systematic; 2) Studying the idea together with them so that it became a systematic idea; 3) uniting with the people; 4) Reviewing the ideas that come from them, so that they were aware and mastering that the ideas were their own; 5) Translating the idea into action; 6) Testing the truth of ideas through action; 7) and repeatedly so that the idea becomes truer, more meaningful and valuable over time. How the method worked, was clearly described as follows:

1. Preliminary mapping

Initial mapping as a tool for controlling the community, researchers could easily understand the reality of the problem and the social closeness that exists. This made it easier to enter the community either through key people or grassroots communities that had been built, such as religious groups, cultural groups, or economic groups.

2. Building human relations

Researchers carried out inculturation and built trust with residents, so that equal and mutually supportive bonds were established. Researchers and citizens were able to unite into a symbiotic mutualism to carry out studies, learned to master the problem, dismantled the

- problem in a participatory manner.
3. Determining the Research Agenda for Social Change
Together with the community, the researchers schedule a study program through the participatory Rural Appraisal (PRA) method to understand residents' cases which later became tools for social change, while pioneering, building community groups, according to abilities and diversity
 4. Participatory Mapping
Together with the community to map the area, as well as the problems experienced by the community.
 5. Formulating humanitarian problems
The community formulated the basic problems of human life that they experience, such as issues of food, housing, health, education, energy, the environment, and other major humanitarian issues.
 6. Developing Movement Strategy
The community formulates a movement strategy to dismantle the formulated humanitarian problems. Ensuring systematic steps, ensuring the participating parties (stakeholders), as well as formulating the possible success and failure of the planned program and finding a way out if there are obstacles that limit the success of the program
 7. Organizing Community
Communities assisted by researchers have established social institutions. Whether they appear in the form of working groups or community organizations, they are actually solving social problems at the same time. Likewise, building networks between working groups and between working groups and other agencies related to the planned action plans.
 8. Launching change action
Actions to solve problems are involved at the same time. Solving humanitarian problems not only solves the problem itself, but is also a process of community learning. Therefore, new institutions were formed in the community, community organizers were formed, and finally local leaders emerged, and these figures became agents of change.
 9. Building community learning centers
Learning centers are built based on the needs of community groups that are already engaged in action for change. The learning center is a medium for communication, research, discussion, and all aspects for planning, organizing and solving social problems.
 10. Theoretical reflection of social change
Community researchers put forward the theory of social change. Based on the results of the research, the community learning process and the action plans implemented, the researcher and the community will reflect on all the processes and results obtained (from start to finish). Theoretical reflections are formulated collectively, so that they become academic theories that can be displayed to the public as an academic accountability system.
 11. Expanding the scale of movement and support
The success of the PAR program is not only measured by the results of activities during the process, but

also by the level of sustainability of the ongoing program and the emergence of local organizers and leaders who continue the program to take action for change.

Then, for the assistance strategies, including 1) Build a discussion group, building this discussion group to facilitate the performance of assistance in planning actions and coordinating programs to be implemented. 2) Analyze the planned social problems that occur. After the social groups are formed, discuss with them in this social group forum to analyze problems in the field. Perform analysis to find out which problems and which problems exist, and together decide which is more important. This is done to plan actions or solutions that will be decided in solving existing problems. 3) Develop problem solving strategies. After analyzing their problem, it is time to work with them to develop a strategy to solve the problem. 4) Mapping potential and assets. This mapping process can include mapping the potential of Natural Resources, Human Resources, regions, and so on. These potentials and assets will be processed, developed and used to assist in planning actions that have been mutually agreed upon. 5) Build a network with stakeholders. The next activity to be carried out is to build a network with stakeholders to support and assist the actions that will be carried out by them. 6) Take action for change. After all the steps have been taken together, starting from building discussion groups to building networks with stakeholders, it is time to take action for changes that have been mutually agreed upon. 7) Conduct evaluation and reflection. It is necessary to carry out joint evaluations and reflect on them to develop these actions so that the programs implemented can be even better. This evaluation and reflection must be carried out on an ongoing basis so that they can all learn together and know how to overcome problems that arise. 8)

Expanding the scale of movement and Follow-Up Plan. If the joint action program can run smoothly and successfully, it is necessary to expand the scale of action and plan follow-up actions.

RESULTS AND DISCUSSION

Preparation of business feasibility development of Village Owned Enterprises

The preparation of the business feasibility was carried out in 5 meetings. The first meeting was held on November 1, 2020. The assessment of Village Owned Enterprises was carried out by involving supervisors, managers, advisors as informants in this activity. The preparation of the second feasibility on November 3, 2020, in which the program team explored more about the Village Owned Enterprises data starting from the history of the establishment, the organization, financial reports, general village data, and village monographs. The preparation of the third business feasibility was carried out on November 8, 2020, which took place at angkringan milineal 44S. The participants of this activity consisted of the supervisor, advisor, and manager of the Village Owned Enterprises. At this meeting, the results of data collection that have been explored by the data mining team were conveyed to the participants. The fourth business feasibility preparation was carried out on November 13, 2020, which included preparing business feasibility and making audio-visual of Village Owned Enterprises profile scenarios. The fifth preparation of business feasibility was carried out on November 16, 2020, where this activity conveyed the results of the business feasibility and profile of the Village Owned Enterprises in audio visual form. This activity resulted the feasibility document for developing Village Owned Enterprises and Makmur rejo Village Owned Enterprises profile.

Regular meeting

The regular meetings were held three times. This first routine meeting was held on Thursday, September 24, 2020 at Bandungrejo Village Hall, Ngasem Sub-District. This activity was attended by the stakeholders, including the Sub-District Local Government, BAPPEDA, and DPMD. This activity was attended by 17 people consisting of 6 women and 11 men which lasted for 95 minutes. This second routine meeting was held on Thursday, November 5, 2020 at Makmur Rejo Village Owned Enterprises office, Bandungrejo Village, Ngasem Sub-District. This activity was attended by Sub-District local government, BAPPEDA, and DPMD. This activity was attended by 17 people consisting of 6 women and 11 men which lasted for 95 minutes. This third routine meeting was held on Thursday, November 12, 2020 at the Bandungrejo village hall, Ngasem Sub-District. This activity was attended by Sub-District Local Government, BAPPEDA, and DPMD. This activity was attended by 17 people consisting of 6 women and 11 men for 95 minutes. The first meeting resulted in access to loans from Makmur Rejo Village Owned Enterprises from Bank UMKM Jawa Timur and the capital requirements of Village Owned Enterprises with 3500 chickens. The second meeting resulted in the existence of Memorandum of Association/Articles of Association draft of Makmur Rejo Village Owned Enterprises. The third meeting resulted in a schedule for the Makmur Rejo Village Owned Enterprises management and the main tasks and functions of the management which have been agreed upon by the manager

Public accountability discussion

The public accountability meeting was held on Thursday, December 15, 2020 at Bandungrejo Village Hall, Ngasem sub-district. The activity was attended by 30

participants, including 6 female participants and 24 male participants from various elements, such as Pertamina EP Cepu, IDFoS Indonesia, community elements, village officials, supervisors, village heads, BPD and the manager of Makmur Rejo Village Owned Enterprises. The discussion started with the opening, remarks (Pertamina, Village Head and Director of IDFoS Indonesia), handover of the program, submission of Makmur Rejo Village Owned Enterprises performance report for 1 year and closing. This discussion lasted 1 hour 15 minutes. The result of these activities included the ratification of Memorandum of Association/Articles of Association of Makmur Rejo Village Owned Enterprises was postponed until the specified time. This was due to the absence of some BPD members, and it was agreed that coordination between BPD and the Village Government related to Memorandum of Association/Articles of Association was agreed.

Regular assistance

Regular assistance was carried out starting in September. The results of this assistance included the financial performance index, social benefit index, organizational governance index, and the production performance index of Makmur Rejo Village Owned Enterprises.

Business feasibility study visit

This activity was carried out in the third week of October 2020 at the Learning Center for laying hens in Ngrejo Village, Bakung Sub-District, Blitar Regency. The participants were 27 people consisting of 14 women and 13 men. The purpose of this study visit was to improve skills and innovation of cage technology in laying hens cultivation in Ngrejo Village, Bakung Sub-District, Blitar Regency and exchange knowledge related to the laying hens. The flow of this activity started from the

opening, remarks from IDFoS Indonesia, PEPC, and DPMD of Bojonegoro Regency. Then, it was followed by a participant sharing session with PPRN for 91 minutes then followed by a field visit for 30 minutes. The results of this activity were the existence of innovation in feeding using a feed machine and the innovation in making feed.

Monitoring and Evaluation

Monitoring was carried out on Thursday 27 November 2020 with the targets of Village Owned Enterprises manager, Bandungrejo Villagers, the village head, and the head of Village Owned Enterprises. This activity was carried out to find out the position of the program, as a program planner and what were needed to be improved on the running program. There were two monitoring teams, the first was a communication lecturer at Unigoro and the Coordinator of the Community Economy Division of IDFoS Indonesia. The results of these activities were the approval of the business plan and business feasibility analysis documents.

Regular assistance

Regular assistance was carried out in November and December. The activities included assistance in production management, omega egg production, financial management, and administration. The results of these activities were Village Owned Enterprises financial index, the social and economic benefit index, the production performance index, and the organizational governance index.

Participatory monitoring and evaluation

Monitoring was carried out on 18 December 2020 with the targets of Village Owned Enterprises managers, Bandungrejo Villagers, and village head. The management representative was the head of Village Owned Enterprises, while the representative from the village is the head

of Bandungrejo village, as well as the third informant from the community. This activity was carried out to find out the position of the program, as a program planner and what were needed to be improved on the running program. There were two monitoring and evaluation teams, they were communication lecturer at Unigoro and the Coordinator of the Community Economy Division of IDFoS Indonesia. This activity resulted on the existence of recommendations from activities that have been carried out and the follow-up plans for further activities

Book compilation

The activity was started from discussing the questionnaire preparation, testing the questionnaire, finalizing the interview guide, in-depth interviews, transcribing data, sorting data, writing data (reporting), writing results, and drafting the book. The activity process was carried out in November and December. The results were the existence of data transcript and data sorting documents

Regular Assistance

Regular assistance was carried out in November and December. This assistance started from production management, omega egg production, financial management, and administration. The results of these activities were Village Owned Enterprises financial index, the social and economic benefit index, the production performance index and the organizational governance index.

Participatory monitoring and evaluation

Monitoring was carried out on 18 December 2020 with the targets of Village Owned Enterprises managers, Bandungrejo Villagers, and the village head. The management representative was the head of Village Owned Enterprises, while the representative of the village was the Head of Bandungrejo Village, also the third

informant from the community. This activity was carried out to find out the position of the program, as a program planner and what were needed to be improved on the running program. There were two monitoring and evaluation teams, a communication lecturer at Unigoro and the Coordinator of the Community Economy Division of IDFoS Indonesia. The results of these activities were the existence of recommendations from activities that have been carried out and follow-up plans for further activities

Book compilation

The activity was started from discussing the preparation of the questionnaire, testing the questionnaire, finalizing the interview guide, in-depth interviews, transcribing data, sorting data, writing data (reporting), writing results, and drafting the book. The activity process was carried out in November and December. The results of these activities were the existence of data transcript and data sorting documents.

Research and Book Compilation

It was started from discussing the preparation of the questionnaire, testing the questionnaire, finalizing the interview guide, in-depth interviews, transcribing the

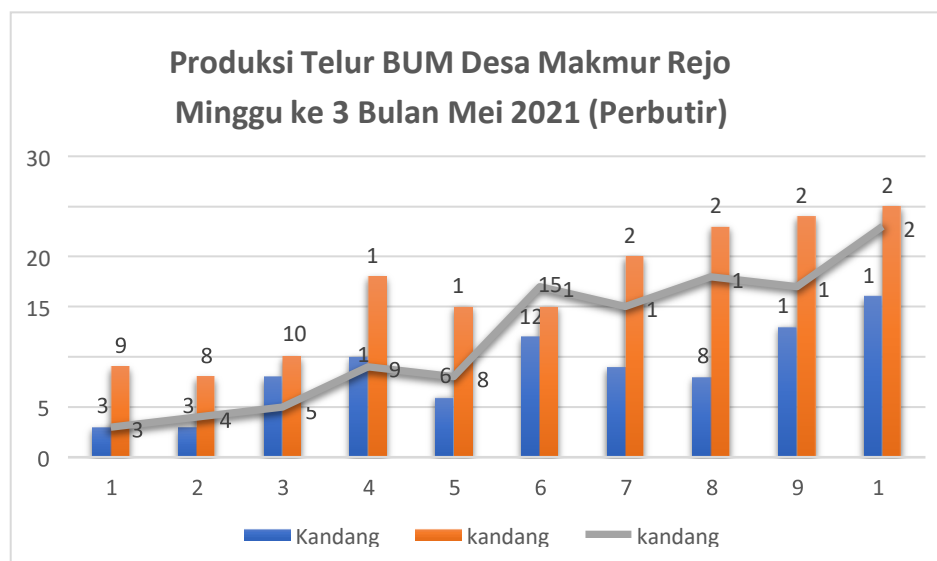
data, sorting the data, writing the data (reporting), writing the results, and drafting the book. The activity process was carried out for 6 months from November 2020 to April 2021. In writing this book, there were 3 authors and 2 editors, and the results were research results and book compilation

Book Launching and Review

This activity was carried out on May 31, 2021, this activity was held at Warung 44S hall, Purwosari Village, Ngasem Sub-District, with 50 participants consisting of various institutions such as Bappeda, DPMD Office, livestock and fisheries service, Ngasem sub-district local government, village head, online and offline media representatives, Pertamina, SKK oil and gas, representatives of 10 BUMDes in the laying hens cultivation sector, academics, and managers, Supervisors of 3 Village Owned Enterprises

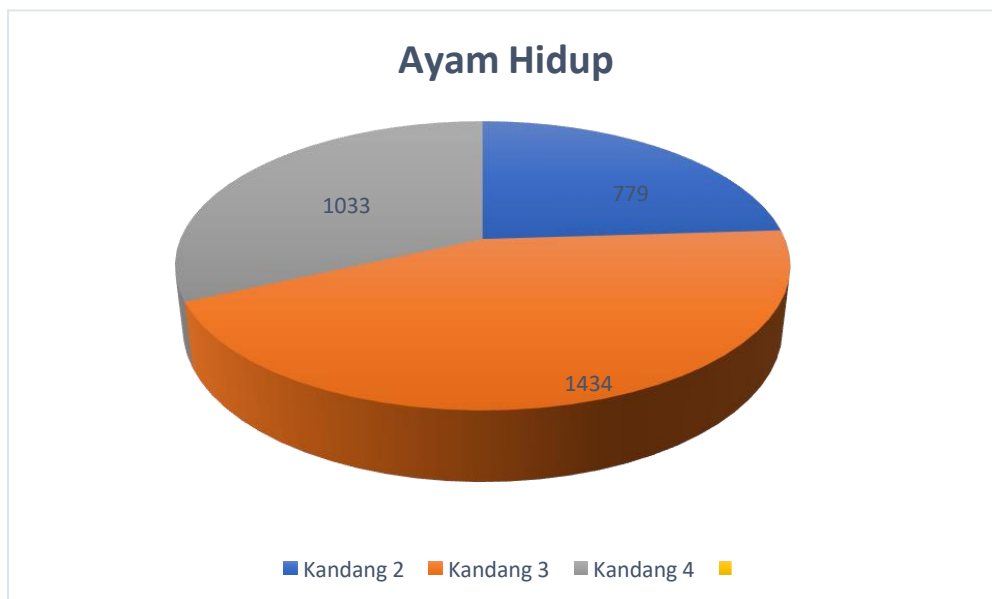
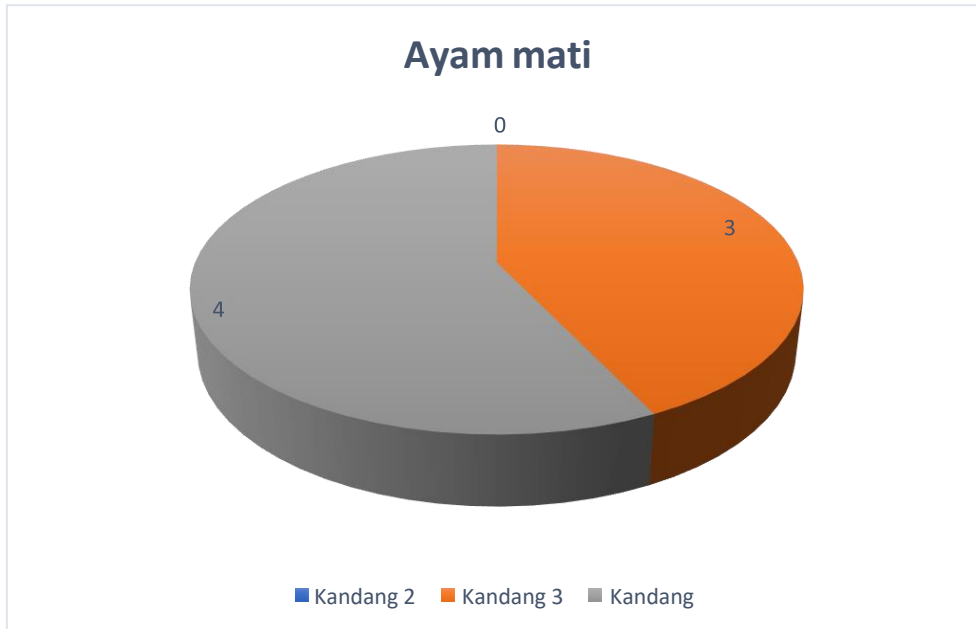
Egg production

The chickens arrived were 13 weeks of age chickens and were ready to lay eggs at 18 weeks of age. First, laying hens in the third week of May 2021 has increased from day to day, an increase of up to 10% on average. The production increase was described in the following chart:



The death of chickens in 3 cages was due to IB disease (bronchitis infection) and ND, IB disease from weather. The characteristics of the infected chickens were sudden death, stiff bodies and

bruises on the face, while the chickens affected by ND (Nustel disscas) had green feces, paralyzed in the neck and legs. The prevention was done with traditional herbal medicine treatment and vaccines.



Challenges and Lessons

The challenges faced during the above activities were the gap in program assistance with the village government, Makmur Rejo Village Owned Enterprises manager had other activities, making it difficult to find them, the difficulty in holding meetings with all Village Owned Enterprises managers, lack of informants openness to data related to production and finance, the data collectors did not understand the interview instrument, and the dynamics in 3 Village Owned Enterprises caused the minimum data collection. From the challenges above, several lessons can be drawn, including, need for intensive communication for the parties (Village Government, Village Owned Enterprises management, BPD, community representatives, PEPC and IDFoS Indonesia) to provide real support so that the Village Owned Enterprises development program in Bandungrejo Village was able to run smoothly, professional and competitive, need for intense communication with Makmurrejo Village Owned Enterprises manager, need for training and simulations for data collectors when collecting data in the field, also communication and coordination with stakeholders

POLICY IMPLICATIONS AND RECOMMENDATIONS

Based on the implementation of the assistance program above, there were several recommendations given, including providing assistance to Village Owned Enterprises management in managing it related to laying hens business, holding meetings and mentoring on organizational governance and management, and holding a simulation agenda for data collectors.

CONCLUSION

From the implementation of this activity, it could be concluded that there

was a joint commitment and support from various parties, including Village Government, BPD, Village Owned Enterprises managers, Bandungrejo Village Government which had planned to have 300 million budget on the Village Owned Enterprises, Managers need to improve their capacity related to their task and functions.

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