

ANALYSIS OF BUMDES MANAGEMENT SUCCESS (QUALITATIVE DESCRIPTIVE STUDY OF SUCCESSFUL ANALYSIS OF BUMDES MANAGEMENT IN INDONESIA THROUGH ONLINE NEWS SITES)

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Abstract

The success of BUMDes management is widely loaded on social media, if viewed from one of the functions of social media itself that is a means used to disseminate and convey information. BUMDes is an economic pillar in the village that functions as a social institution (social institution) and commercial (commercial institution). The main objective of BUMDes is to improve the welfare of rural communities. The purpose of this study is to see the point of spread of the success of BUMDes management in Indonesia and present information on the success of BUMDes management. The researchers use the theory of Marry Paker Follet in Syamsuddin (2017: 64) put forward the notion of management. The method used by researchers is a qualitative descriptive method through data collection techniques such as interviews, observation and analysis. Involving members of the Garut BUMDes Association forum, Garut University Lecturer and Head of the Garut Regency DPMD Economic and Village Development Section. The results of data collection conducted by researchers online through news sites on the internet that there are about 45,549 BUMDes formed in Indonesia, some villages have not been successful yet this has led to the failure of BUMDes, the first mistake choosing a haphazard business idea, the second failing in accessing resources or village potential, thirdly making wrong decisions ineffective, and fourthly not being able to manage the business well. However, a small number of villages in the territory of Indonesia have been able to manage BUMDes well so that not only can be said to be a program success but also able to produce a wider positive impact. In order to be able to move into a key driving force for the prosperity of rural communities, there are three successes, namely changing the mindset, perseverance, and control.

Key words:

Keywords: Management, BUMDes

1. Introduction

Management is the art of getting work done through people, Marry Paker Follett in Syamsuddin (2017). Furthermore, according to Simamora (2014) Management is the process of utilizing raw materials and human resources to achieve the goals set. This process involves the organization, direction, coordination, and evaluation of people to achieve these goals.

Badan Usaha Milik Desa, hereinafter referred to as BUMDes, are village businesses formed/established by the village government whose capital ownership and management is carried out by the village government and the community. (Regulation of the Minister of Home Affairs Number 39 of 2010). Badan Usaha Milik Desa (BUMDes) are defined by Law Number 6 of 2014 as a business entity whose entire or most of the capital is owned by the village through direct participation originating from village assets which are separated to manage assets, services and other businesses broadly for the benefit of the welfare of the village community. BUMdesa is an economic institution that is still just starting to operate in the village area, so a strong foundation is needed to grow and develop of course with support from the government, both central and regional, especially the village government (Wulantari et al., 2017 ; (Kania, I., & Raesalat, R, 2019).

In general, the establishment of BUMDes is intended to: 1) Improve services to the community, so that community businesses in the village develop; 2) Empowering villages as autonomous regions in increasing productive efforts for alleviating poverty, unemployment, and increasing PADes; and 3) Increasing the independence and capacity of the village and its community in strengthening the economy of the village community.

In Indonesia, there are 74,910 villages, 25% of which have BUMDes, 75% of villages have not established BUMDes, of the 18,446 BUMDes that have been established, only 20% of villages have run BUMDes well, 80% of villages have new signboards and are not yet operating (Source Rudy Suryanto, Master of BUMDes Indonesia & Founder of bumdes.id, 2017).

A small number of villages in Indonesia have been able to manage BUMDes well so that it can not only be said to be successful in the program but also able to produce a wider positive impact, for example in West Java, East Java, Central Sulawesi, DIY Province and etc. Given the importance of this BUMDes program to be successful, it is necessary to study the success of BUMDes management as a reference for other villages in Indonesia. The following Table 1.1 is a list of 10 BUMDes with the largest income during the 2017 period.

Table 1
10 BUMDes With the Largest Revenue

BUMDes	Type of Business	Annual Turnover
Sri Sadani (Bojonegoro, Jawa Timur)	Pumping & Rental of Terop	1,3 Billion
Tunjung Mekar (Buleleng, Bali)	Savings and Loans & Electricity Payment	1,3 Billion
Karyasari (Buleleng, Bali)	Savings and Loans	1,4 Billion
Bulan Purnama (Bangli, Bali)	Livestock	1,6 Billion
Sejahtera	Tourism Services	2 Billion

(Gunung Kidul, DIY)		
Bangun Jaya (Rokan Hulu, Riau)	Plantation & Savings and Loan Services	3 Billion
Karang Kandri Sejahtera (Cilacap, Jawa Tengah)	PLTU Supplier	3 Billion
Mandala Amerta (Buleleng, Bali)	Savings and Loans	5,1 Billion
Tirtonirmolo (Bantul, DIY)	Savings and Loans	8,7 Billion
Tirta Mandiri (Klaten, Jawa Tengah)	Bathing Pool & Tourism Services	12 Billion

Source: Ministry of Village, Regional Development and Transmigration (2018)

In 2017, BUMDes Tirta Mandiri in Klaten, Central Java had the largest turnover among other BUMDes, reaching 12 billion. Meanwhile, nine other BUMDes with a turnover of billions of rupiah are Tirtonirmolo (Yogyakarta), Mandala Giri Amertha (Bali), Karang Kandri Sejahtera (Central Java), and Bangun Jaya (Riau). In addition there are Prosperous (Yogyakarta), Bulan Purnama (Bali), and Tunjung Mekar (Bali). Overall, the savings and loan business dominates BUMDes with a turnover of billions of rupiah.

2. Methodology of Research

Methods The method used in this study uses qualitative methods using descriptive analysis methods. According to Sugiarto (2015) Qualitative Research is a type of research whose findings are not obtained through statistical procedures or other forms of calculation and aims to reveal symptoms holistically - contextually through collecting data from natural settings by utilizing the researcher himself as a key instrument. The use of this method is intended to provide wider opportunities for researchers to explore in-depth information regarding the success of BUMDes Management through the website online news. Some of the data was taken through interviews with one of the members of the Garut Regency BUMDes Association Forum, and the Head of the Empowerment Section of the Village Economic Institution of the Garut Regency Community and Village Empowerment Service.

Table 2
Research Characteristic

No	Research Characteristic	Type
1	Based on method	Qualitative
2	Based on objectives	Descriptive
3	Based on investigation	Exploratory
4	Based on the involvement of the researcher	No Intervening Data
5	Based on unit of analysis	Individual
6	Based on the time of implementation	<i>Cross-sectional</i>

1) Research Instruments

In qualitative research, there is no another option is to make humans as definite forms,

namely humans themselves as subjects and objects in research or as sources and seekers of information. Problems, research focuses, hypotheses and research procedures can be used, until the desired results cannot be selected correctly and clearly beforehand. Everything can still be determined during that research. In this uncertain and unclear condition, there is no other choice and only the researcher himself as the only tool that can go through it. The researcher himself is the main instrument, because the researcher is the main data collection tool. However, after the research focus becomes concrete, it is possible that the research instrument will develop as expected so that it can complete the data and compare it with data that has been obtained in the field through interviews and observations. Researchers will go to the field themselves directly, collect data, analyze and make conclusions because researchers are research tools.

2) Data Source

The sources of data collected in this study include data and information that are in accordance with the main issues related to the Successful Management of BUMDes in Indonesia, transcripts from online news sites.

However, for the completeness and needs of the problems studied, complementary data will also be collected that are useful to complete the main data. The types of data used in the research are as follows:

1. Primary data is a source of research data obtained directly from the original source or objective data the field, which consists of:
 - a) Observation
Observation is a data collection technique that is carried out by direct observation to observe individual behavior and activities or record phenomena at the research site. Observations made by researchers are by making direct observations of spaciousness at the Garut Regency Community and Village Empowerment Service.
 - b) Interviews
In this study, in-depth interviews were conducted, the researcher prepared a list of interviews or interview guidelines that had been made previously with open-ended questions, so that the information extracted and obtained would not be out of context or have limitations. This interview is equipped with tools such as notepads and a *tape recorder*.
2. Secondary data is a source of research data obtained in the form of intermediary media available in the field, such as evidence of records or historical reports that have been compiled in archives (documentary data). The data is like formal records regarding Village-Owned Enterprises data and other data sourced from archives at the research site, such as data on the completeness of Village-Owned Enterprises by the Garut Regency Village and Community Empowerment Service in 2018.

3. Data Collection Techniques

To obtain information about success In the management of BUMDes, researchers use online news sites as the main source to find data and information in research. Research subjects become informants who will provide various information needed during the research process. This research information includes:

- a. Garut Regency Community and Village Empowerment Service and Village Assistants at the District level, who know and have various basic information needed in research. In this case the Village Facilitator who is the key *informant*.

- b. Online media as a source of information about successful BUMDes in Indonesia.

4. Testing the Validity of the Data

To test the validity of the data, it is necessary to test the credibility which consists of:

- a. Extended observations, by extending observations, researchers return to the field to conduct further observations, more in-depth interviews with data sources that have been encountered and new ones, so that the relationship between researchers and informants will be increasingly formed rapport, more intimate, more open, mutual trust so that there is no hidden information. If a rapport has been formed, then there has been a fairness in research where the presence of researchers no longer interferes with the behavior being studied.
- b. The researcher compared the results from interviews with different sources to find out the major differences and similarities regarding the success of BUMDes management.

5. Research Schedule

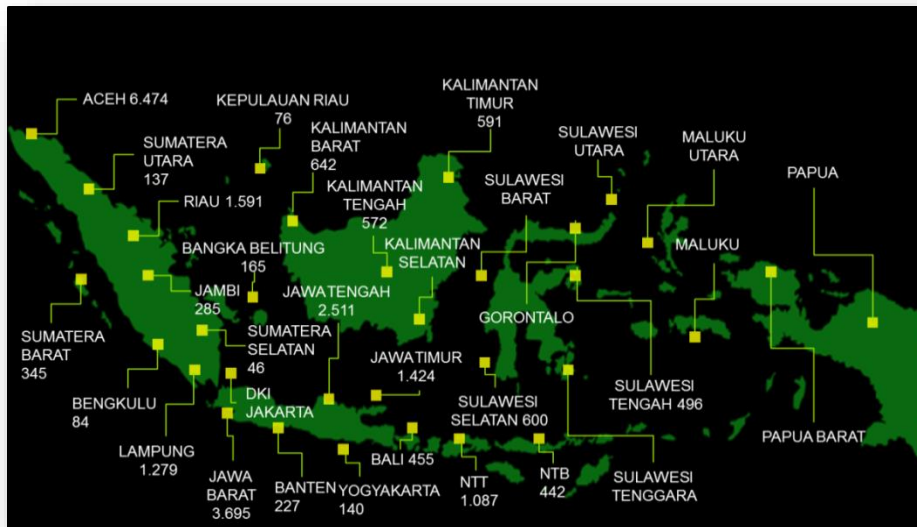
The length of research carried out from preparation to completion of thesis preparation is estimated to be carried out for 7 (seven) months, namely December 2018 to July 2019, the author uses this time to carry out preparation and reporting of research results. The research schedule is as follows:

**Tabel 3
Research Schedule and Time**

No	Activities	2019						
		Feb	Mar	Apr	May	June	Jul	Au
1	Title Submission							
2	Proposal Preparation Research							
3	Proposal Seminar Research							
4	Thesis Preparation and Consultation							
5	Thesis Sessions							

3. Result and Discussion

The research data collected directly through online news sites from the internet shows the number of BUMDes in each province in the territory of Indonesia. Below is a map of BUMDes in Indonesia which shows the distribution points of BUMDes in each province in the territory of Indonesia based on the number of BUMDes formed.



Picture 1.1
Map of BUMDes in Indonesia

1) Success Stories of BUMDes Aceh Province

Aceh is the province that has the most BUMDes, one of which is BUMDes located in Blang Krueng Village, Baitussalam District, Aceh Besar City Regency named BUMDes Aceh was raised in the news written by Fajri (2017) via wartakota.tribunnews.com, that Aceh BUMDes Showcases Regional Specialty Products at Sail Sabang 2017. In the news it is said that Aceh BUMDes has been named the best BUMDes at the National level in 2016 for the participatory category. In 2017, the Aceh BUMDes exhibited one of the typical regional products, namely keukarah cake, an organic basic fertilizer produced by composting household waste. This Aceh BUMDes has 9 business units, namely the development of village education, waste banks, culinary products keukarah, cattle fattening, gampong rental houses (*homestays*), bridal aisles, refill water depots, village shops, and *hand tractors*.

2) Success Stories of BUMDes of North Sumatera Province

There is also a BUMDes of North Sumatra Province, one of which is located in Gudang Garam Village, Bintang Bayu District, Serdang Begadai, named BUMDes Mandiri which was published in the news written by Juraidi (2016) via sumut.antaranews.com, in the news it was said that BUMDes Mandiri Sergai Wins a National Award, this Gudang Garam Village BUMDes won the best award at the National level for the innovative category in 2016, Head of the Agency for Community Empowerment and Village Government tahun 2016, Kepala Badan Pemberdayaan Masyarakat dan Pemerintahan Desa (BPMPD) Serdang Begadai Dimas Kurnianto di Sei Rampah, (BPMPD) Monday, stated that the award was achieved because the village business entity was able to manage clean water businesses and piped drinking water. The other business units of BUMDes Mandiri are party equipment rental, sale of drinking water refills, and general services for electricity payment business.

3) Success Stories of BUMDes of West Sumatera Province

Then the BUMDes of West Sumatra Province, one of which is located in Kumbayau Village, Talawi District, Sawahlunto City Regency, named BUMDes Kumbayau Maju Bersama was

appointed in the news written through (Pasbana.com, 2018). In the news it was stated that BUMDes Kumbayau Bersama, New Achievement Revealed, Made History, Village Owned Enterprise (BUMDes) Kumbayau Maju Bersama won the title of one of the best BUMDes at the national level from West Sumatra who was asked to come as a guest to one of the national private TV stations at the Indonesia Business Forum event in Jakarta. The Kumbayau Maju Bersama BUMDes focuses on 4 business units, namely the KMB Village Bank, agricultural product trading and general trading, agricultural product processing industry, plantations and also the village water supply business unit.

4) Success Stories of BUMDes of Riau Province

BUMDes of Riau Province which is located in Bangun Jaya Village, Tambusai District, Rokan Hulu City, named BUMDes Bangun Jaya was published in the news written through (Riauterkini.com, 2010). In the news it was said that BUMDes Bangun Jaya was the best and a pilot in Indonesia. As the best Bumdes, this effort was visited by administrators from various regions as a reference for comparative studies (Stuban), both from Riau Province, such as Kampar Regency, even cooperative administrators from other provinces such as Surabaya-East Java (East Java), Bangka Belitung and South Tapanuli-Sumatra. North (North Sumatra). Bumdes developed as a place for loans for local community businesses. In addition to serving the needs of farmers, starting with fertilizers, agricultural medicines, this business also sells nine basic commodities (Sembako). In addition, this BUMDes business unit also serves motorcycle loans.

5) Success Stories of BUMDes of Jambi Province

Furthermore, Jambi Province BUMDes located in Pendung Talang Genting Village, Danau Kerinci District, Kerinci Regency, named BUMDes Pentagen was appointed to the news written by Herupitra (2019) via jambi.tribunnews.com, in the news it is stated that the BUMDes Pentagen has turned sleeping land into a tourist attraction, now the regional prima donna, this Taman Pertiwi tourism business unit was successfully developed by the BUMDes Pentagen in 2017 and began to be opened in general in January 2018, here visitors can see the motherland fish pond which contains thousands of fish inside it.

6) Success Stories of BUMDes of South Sumatra Province

One of the BUMDes of South Sumatra Province which is located in Sidorejo Village, Keluang District, Musi Banyuasin Regency named BUMDes Sumber Rejo was appointed in the news written by Inge (2018) through www.liputan6.com, in the news It was stated that successfully managing village funds, BUMDes in Musi Banyuasin had a turnover of hundreds of millions. BUMDes Source Rejo succeeded in serving the various needs of the community by forming a Bumdes Mart business unit which was started to be managed in November 2017, Bumdes Mart also helped improve the creative economy of local residents and succeeded in reducing the unemployment rate in Sidorejo Village.

7) Success Stories of BUMDes of Bangka Belitung Province

Bangka Belitung has a BUMDes located in Dalil Village, Bakam District, Bangka Regency named BUMDes Andal Berdikari was appointed in the news written by Edwardi (2018) via dalil.bangka.go.id, in the news It was stated that BUMDes Andal Berdikari succeeded in developing tourism potential with community support, such as natural attractions and waterfalls. Currently there are two tourist attractions that are the center of attention, namely the first forest or Rimbe Mampang and also a waterfall at the foot of mount Maras. BUMDes

Andal Berdikari also has other business units, namely the plantation sector, and savings and loans.

8) Success Stories of BUMDes Bengkulu Province

BUMDes success story located in Rimbo Recap Village, South Curup District, Rejang Lebong Regency, named BUMDes Sari Tani was published in the news written by Muhamad (2018) through Bengkulu.Antaranews, in the news it was said that the business unit developed by the Rimbo Recap Village-Owned Enterprise (BUMDes) was located in Hamlet II on a rice field area of 98 square meters, and was named "Sari Tani". Since receiving an injection of business capital from the local village fund in early 2018, this business has grown rapidly and can produce 100 duck eggs every day.

9) Success Stories of BUMDes Lampung Province

One of the BUMDes of Lampung Province which is located in Tanjung Kesuma Village, Purbolinggo District, East Lampung Regency, named BUMDes Artha Jaya Kesuma was appointed to the news written through (Teraslampung.com, 2018). In the news it was said that this Embung in East Lampung was Transformed into a Village Tourism Destination, mutual cooperation and mutual cooperation were the big capital owned by the residents of Tanjung Kesuma Village. With mutual cooperation, residents and village government officials form Village Owned Enterprises (BUMDes). The 1.4 hectare reservoir was then "transformed" into a water tourism spot.

10) Success Stories of BUMDes West Java Province

In West Java Province there is also a BUMDes located in Ujunggebang Village, Sukra District, Indramayu Regency, which is named BUMDes Ujunggebang was appointed in the news written through (Inijabar.com, 2018). In the news it was said that Managing the Village Economic Potential, BUMDES Forward Ujunggebang Wins the 2nd Best in West Java, the title was given at the Launching of the Bumdes Champion at the West Java Province which took place Saturday, (12/15/2018) at Cihampelas Walk Bandung. The Ujunggebang BUMDes is considered capable of managing various village potentials, thereby creating jobs and economic value for the community. The other business units managed by the Ujunggebang BUMDes are Health/Refill Water Business, Financial Management and Plentong Beach Tourism.

11) Success Stories of BUMDes Banten Province

BUMDes Banten Province which is located in Cibaliung Village, Cibaliung District, Pandeglang Regency named BUMDes Sinar Nyi Jompong was published in the news written through (Banten, 2018). In the news it was said that the Cibaliung BUMDes Managed the Nyi Jompong Waterfall, this tourist attraction is quite famous and is always visited by local tourists every day. Even on weekends, many nature lovers from outside Pandeglang come to the location. This business entity already has a savings and loan cooperative, including facilitating the community to pay for electricity, deposit motorbike loans and others. "Now this BUMDes is developing the Nyi Jompong waterfall with a budget injection from village funds or DD of Rp 40 million. In addition, Sinar Nyi Jompong BUMDes has other business units, namely the Tourism Awareness Group (POKDARWIS), Palm Sugar Craft Products, Traditional Markets, Livestock and Fisheries.

12) Success Stories of BUMDes Central Java Province

Province Central Java Province has a success story of BUMDes located in Pluneng Village, Kebonarum District, Klaten Regency named BUMDes Tirta Sejahtera was published in the news written by Tempo (2019) through babe.topbuzz.com, in According to the news, Tirta Sejahtera is one of the BUMDes in Klaten that has successfully managed a tourism service business unit other than the Tirta Mandiri BUMDes, Ponggok Village. In 2018, the total turnover of Tirta

Sejahtera BUMDes reached Rp 1.15 billion. The majority of the income comes from the management of the Umbul Pluneng tourist attraction. Now, the BUMDes employs about 24 employees with salaries almost equivalent to the Klaten Regency minimum wage. Another business unit is Tourism Services.

13) Success Stories of BUMDes of the Special Region of Yogyakarta

Province of BUMDes of the Special Region of Yogyakarta which is located in Panggungharjo Village, Sewon District, Bantul Regency named BUMDes Panggungharjo Lestari was appointed in the news written by Kvn (2019) through magazineayah.com, in the news it was said that Garbage can now be used to produce gold, by attracting waste banks that spread throughout Indonesia, Pegadaian offers its customers to exchange their waste into gold investments. The head of the Panggungharjo Lestari Village-Owned Enterprise (BUMDES), Eko Pambudi, stated that inorganic waste is collected every week from the waste bank at the RT level. Then, it will be re-selected according to its type in more detail for later sale to collectors. In addition to the Waste Processing House (RPS) business unit, there are also other business units such as processing used cooking oil for fuel, processing nyamplung oil, kampoeng mataram, and village supermarkets.

14) Success Stories of BUMDes in East Java Province

Meanwhile, one of the BUMDes in East Java Province which is located in Kujon Kidul Village, Pujon District, Malang City, named BUMDes Sumber Sejahtera, was published in the news written via (Tribunnews.com, 2019). In the news it was stated that the Kujon Kidul BUMDes successfully managed village funds to drastically increase the PADes to more than 1.3 billion in 2018. This Sumber Sejahtera BUMDes has 6 unit businesses, namely materialization water, community savings, micro business loans, *cafes*, educational tours, *live ins*, integrated waste management, and agricultural business units.

15) Success Stories of BUMDes of Bali Province

BUMDes of Bali Province which is located in Tembokrejo Village, Muncar District, Banyuwangi Regency named BUMDes Tembokrejo was appointed in the news written by Surya (2019) through bali.tribunnews.com, in the news it is said that Thanks to Management Systemiq Waste, Reduced Waste, BUMDes Muncar Raise Multiple Profits. In the past, the profit earned was only Rp. 3.7 million per month, after the quality of sorting has improved, now BUMDes Tembokrejo can earn Rp. 10 million from the sale of waste

16) Success Stories of BUMDes of East Nusa Tenggara Province

The BUMDes of East Nusa Tenggara Province is located in Lapale Village, Waikabubak City District, West Sumba Regency, Sumba Island. In the news it was stated that BUMDes in West Sumba was considered successful in managing tourism objects. Lapale Village has managed natural tourism potential in the form of a small hill into a new tourist attraction in West Sumba called Lapale Hill. There are also nearby cottages built to provide food and souvenirs, which are a new source of income for the local village.

17) Success Stories of BUMDes of Central Kalimantan Province

BUMDes of Central Kalimantan Province which is located in Amin Jaya Village, Pangkalan Banteng District, West Kotawaringin Regency named BUMDes Karya Jaya Abadi was published in the news written by Rahayu (2017) via www.indonesiana.id, in the news it was stated that BUMDes Karya Jaya Abadi Cut the Path of Oil Palm Middlemen, on March 1, 2014 agreed to form a Village Owned Enterprise (BUMDes). The BUMDes was named Karya Jaya Abadi with

the aim of establishing it for the benefit of the village community, especially to assist in the transportation and sale of Oil Palm Fresh Fruit Bunches (FFB).

In addition to the FFB business unit, BUMDes Karya Jaya Abadi also has another business unit, namely the Garden Road Management Unit which directly involves the community who use the road almost every day to manage their oil palm plantations. In addition, the paving block business unit is also quite successful because the paving blocks made by BUMDes are different from the paving blocks circulating in the village. Paving blocks made by BUMDes are made of stone ash which is able to withstand loads above 10 to 15 tons and even more based on the results of laboratory tests that have been carried out at the Public Works Department. In contrast to paving blocks generally made of pure sand where the strength is only able to withstand a load of 2 tons to 3 tons.

18) Success Stories of BUMDes of South Kalimantan Province

BUMDes of South Kalimantan Province which is located in Bumi Asih Village, South Kelumpang District, Kotabaru Regency, named BUMDes Mekar Jaya was appointed in the news written by Shohib (2018) via Antaranews.com, in the news it was said that the Mekar Jaya BUMDes is the second best in South Kalimantan, this BUMDes has business units namely Microfinance Services, Transportation Services, Communication Services, and Energy Services, Distribution of nine materials staples, and trading of agricultural products, namely in the form of tubers, corn, rice, oil palm and rubber.

19) Success Stories of BUMDes of East Kalimantan Province

BUMDes of East Kalimantan Province which is located in Padang Jaya Village, Paser Regency named BUMDes Amanah was appointed in the news written by Bata, (2016) through Beritasatu.com, in the news it is said that Bumdes in the Village This Ex-Transmigrant Earns a Profit of Rp 12 Million Per Month, the total assets of the Bumdes in Padang Jaya Village in total are worth 1.3 business units. This is referred to as meeting the needs of clean water for the community.

20) Success Stories of BUMDes of West Sulawesi Province

BUMDes of West Sulawesi Province which is located in Tobadak Village, Tobadak District, Central Mamuju Regency, named BUMDes Bersama was published in the news written through Tempo.co (2017). In the news it was said that the Ex-Transmigrants of Central Mamuju Successfully Developed Corn, as an area formed from transmigration settlements, Central Mamuju Regency was classified as successful in managing superior corn products. Even though it is only five years old, Central Mamuju Regency has succeeded in supplying 54 percent of the corn needs in West Sulawesi Province. Now the business unit being run by BUMDes Bersama is as a Corn Production Center.

21) Success Stories of BUMDes in Central Sulawesi Province

Then BUMDes in Central Sulawesi province located in Kalukubula Village, Sigi Biromaru District named BUMDes Mutianggaluku Mandiri was appointed in the news written by Erwin (2018) through Sulawesiterkini.com, in the news it was stated that BUMDes Mutianggaluku Mandiri is now a distributor for a number of foodstuffs such as rice, sugar, cooking oil, chicken eggs, soybeans, onions and garlic, and this BUMDes has even become a base for three kilograms of LPG.

22) Success Stories of BUMDes of South Sulawesi Province

BUMDes of South Sulawesi Province is located in Kapoya Village, Tareran District, South Minahasa Regency named BUMDes Kamang Wangko was appointed in the news written by

Mangowal (2018) through Manadopost.com, in the news it was said that Kapoya become the best village to cultivate BUMDes. Not only able to manage the business, the community is also empowered. The name of BUMDes is Kamang Wangko. Every day the BUMDes management is busy with cash deposit withdrawal transactions. It did not stop there, the BUMDes of Kamang Wangko continued to develop. Become a village aware of social security for employment. Through BPJS Employment, more than 133 residents have become participants through the BUMDes program. The situation in the village, which in fact is a farmer, made the BUMDes management agree to buy agricultural equipment for rent.

23) Success Stories of BUMDes Maluku Province

Maluku Province BUMDes located in Sumber Agung Village, West Bula District, East Seram Regency, named BUMDes Mitra Karya was published in the news written through (Beritabeta.com, 2018). In the news it was said that the first in Maluku, the production of trendy. The role of the BUMDes, which is named Mitra Karya, also breaks the record as the only BUMDes in Maluku Province that has appeared by producing flip-flops.

24) Success Stories of BUMDes of North Maluku Province

BUMDes of North Maluku Province is located in Balbar Village, Oba District, Tidore Islands City Regency, named BUMDes Blessings, which was published in the news written by Setiawan (2018) via detikFinance.com. In the news it was stated that Waste Processing, BUMDes in North Maluku Earned Rp. 20 Million/Month. Waste management is still a problem in many areas, but in Balbar Village, North Oba District, Tidore Islands City, the community has succeeded in processing waste into plastic pellets with a profit of up to Rp. 20 million per month.

Among the BUMDes above, it turns out that there are still many BUMDes in Indonesia that have not been running this is due to various factors, including the lack of creation from the village head, then the low level of understanding and participation from the community regarding BUMDes, the lack of capital participation from the village government, in terms of marketing. is still low, and also still fragile in the management or institutional management and administration is not good. Because indeed to produce a successful BUMDes the key to success is good management, if a BUMDes has a myriad of business objects if the management is fragile then the BUMDes will die.

The results of the discussion above, the researcher can conclude that in Indonesia there are several successful BUMDes spread across various provinces including:

- 1) Aceh BUMDes, Blang Krueng Village, Baitussalam District, Aceh Besar City, Aceh Province Regency in 2017. The business units owned are: Development of Gampong Education, Garbage Banks, Keularah Culinary Products, Cattle Fattening, Gampong Rental Houses (Homestay), Bridal Wedding, Water Refill Depots, Village Shops, and Hand Stractors for Agriculture.
- 2) Independent BUMDes, Gudang Garam Village, Bintang Bayu District, Serdang Berdagai City, North Sumatra Province Starting 2014. The business units owned are: Clean Water Management, Party Equipment Rental, Drinking Water Refill Sales, General Services for Electricity Payments.
- 3) BUMDes Kumbayau Forward Together with Kumbayau Village, Talawi District, Sawah Lunto City, West Sumatra Province Starting 2017. The business units owned are: KMB Village Bank, General Trading of Agricultural Products, Agricultural Product Processing Industry, Plantations & Plantations, Village Water Supply.
- 4) BUMDes Bangun Jaya, Bangun Jaya Village, Tambusai District, Rokan Hulu City, Riau

- Province Starting in 2008. The business units owned are: Savings and Loans, Motorcycle Credit, Selling Basic Food.
- 5) BUMDes Pentagen Pendung Talang Genting Village, Danau Kerinci Subdistrict, Kerinci City, Jambi Province Starting 2017. The business units owned are: Taman Pertiwi Tourism.
 - 6) BUMDes Sumber Rejo Sidorejo Village, Keluang District, Musi Banyuasin City, South Sumatra Province Starting 2017. The business units owned are: Bumdesmart.
 - 7) BUMDes Andal Berdikari Dalil Village Bakam District Bangka City Bangka Belitung Province Starting 2014. The business units owned are: Plantation Sector, Savings and Loans, Nature Tourism.
 - 8) BUMDes Sari Tani, Rimbo Recap Village, South Curup District, Rejang Lebong City, Bengkulu Province, Starting in 2018. The business units owned are: Duck Farm.
 - 9) Artha Jaya Kesuma BUMDes, Tanjung Kesuma Village, Purbolinggo District, East Lampung City, Lampung Province Starting 2018. The business units owned are: Water Tourism (Embung).
 - 10) BUMDes Forward, Ujunggebang Village, Sukra District, Indramayu City, West Java Province Starting 2018. The business units owned are: Health Water/Refill, Financial Management, and Pletong Beach Tourism.
 - 11) BUMDes Sinar Nyijompong, Cibaliung Village, Cibaliung District, Pandeglang City, Banten Province, Starting 2018. The business units owned are: Nyijompong Waterfall Tourism, Savings and Loans, Electricity Payments, Motorcycle Credit Deposits, Tourism Awareness Groups (Pokdarwis), Palm Sugar Craft Products, Markets Traditional, Livestock and Fishery.
 - 12) BUMDes Tirta Sejahtera Pluneng Village, Kebonarum District, Klaten City, Central Java Province Starting 2018. The business units owned are: Tourism Services and Umbul Pluneng Tourism Objects.
 - 13) BUMDes Panggung Lestari, Panggungharjo Village, Sewon District, Bantul City, Yogyakarta Special Region, Starting in 2013. The business units owned are: Waste Management House (RPS), Used Cooking Oil Management for Fuel, Nyamplung Oil Processing, Kampoeng Mataraman, and Village Supermarkets .
 - 14) BUMDes Sumber Sejahtera, Pujon Kidul Village, Pujon District, Malang City, East Java Province, Starting in 2011. The business units owned are: Water metering, Community Savings, Micro Cafe Loans, Educational Tours, Live In, Integrated Waste Management and Agriculture.
 - 16) BUMDes Tembokrejo Tembokrejo Village Muncar District Banyuwangi City Bali Province Starting 2017. The business units owned are: Systemiq Waste Management.
 - 17) BUMDes Lapale Village Lapale District Waikabubak City West Sumba City Sumba Island East Nusa Tenggara Province Starting in 2019. The business units owned are: New Tourism Object Lapala Hills.
 - 18) BUMDes Karya Jaya Abadi, Amin Jaya Village, Pangkalan Banteng District, West Kotawaringin City, Central Kalimantan Province Year Starting 2015. Business units owned are: FFB Business Unit, Management Unit Jalan Kebun, and Block Pavling Business Unit.
 - 19) BUMDes Mekar Jaya Village Bumi Asih Village District Kelumpang Selatan City Kotabaru Regency South Kalimantan Province Starting 2017. Business units owned are: Microfinance services, transportation services, communication services, and energy services, distribution of nine basic commodities, trading of products agriculture, namely in the form of tubers, corn, rice, oil palm and rubber.
 - 20) BUMDes Amanah, Padang Jaya Village, Paser City, East Kalimantan Province, Starting 2009. The business units owned are: Meeting the needs of clean water for the community.

- 21) BUMDes with Tobadak Village, Tobadak District, Central Mamuju City, West Sulawesi Province. The business units owned are: Corn Production Center.
- 22) BUMDes Multianggaluku Mandiri Kalukubula Village, Sigi Biromaru District, Central Sulawesi Province Starting 2015. The business units owned are: Foodstuff Distributor.
- 23) BUMDes Kamang Wangko Kapoya Village Tareran District South Minahasa City South Sulawesi Province Starting 2017. The business units owned are: Agent 46 Bank BNI.
- 24) BUMDes Mitra Karya, Sumber Agung Village, West Bula Subdistrict, East Seram City, Maluku Province, Starting 2018. The business units owned are: Sandal Jepit Products.
- 25) BUMDes Berkah Balbar Village, Oba District, Tidore City, North Maluku Province, Starting in 2014. The business units owned are: Processing Waste.

To achieve success in building and managing a business in the village government, especially BUMDes. Some of the BUMDes above have the key to success in developing a business, namely by choosing the type of business that is adapted to the potential that exists in the village and the most important key to success is good management in developing a business, both in the management of the institution and its administration.

4. Conclusion

- 1) The village government in Garut Regency needs to refer to BUMDes - BUMDes that have successfully managed businesses by utilizing the potential that exists in the village and are used as pilots as an illustration of BUMDes businesses that will be executed later.
- 2) In order for the village government in Garut Regency, especially BUMDes managers to be more effective in running other business units from BUMDes, it is necessary to provide training and guidance to the community so that the goals of BUMDes themselves are maximized so as to create equitable community welfare.
- 3) To increase community participation, provide targeted socialization to the community about BUMDes.
- 4) BUMDes must also be able to create jobs so that local communities can be empowered and feel the benefits of the existence of the BUMDes.
- 5) For BUMDes that are already running, it is necessary to carry out Comparative Study activities with BUMDes outside the city so that the BUMDes that are being undertaken will develop and become a model for other BUMDes.

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