

# **The EFEKTIVENESS OF VILLAGE-OWNED ENTERPRISES (BUMDES) IN COMMUNITY EMPOWERMENT IN CIBIRU WETAN VILLAGE, BANDUNG REGENCY**

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**Abstract.** The implementation of BUMDes in Indonesia still faces challenges in realizing optimal community empowerment, including low community participation and inadequate service quality. This study analyzes the effectiveness of Mawa Raharja BUMDes in empowering the community of Cibiru Wetan Village, Bandung Regency. Qualitative methods with an analytical descriptive approach are used through observation, in-depth interviews, and documentation studies. The results show that BUMDes Mawa Raharja has succeeded in becoming a driver of the village economy and a reference model for various regions and abroad, creating community empowerment through the provision of jobs and local economic development. However, optimizing service quality and community participation still needs improvement. The novelty of this research identifies a model of BUMDes that is able to achieve international recognition while still facing the paradox between external success and the internal challenges of local community empowerment.

**Keywords:** BUMDes, community empowerment, community participation

## **Introduction**

According to the Government (in Cahyono Heru, 2021), it pays great attention to the development and progress of the rural economy. With the enactment of Law No. 6 of 2014 concerning Villages as amended to Law No. 3 of 2024 concerning Villages, which has provided space to be practiced in a new paradigm in Village Development in Indonesia.

One of the strategies to reduce poverty in Indonesia is rural development. Through various initiatives, the government has long sought to strengthen the rural economy. However, these efforts have not yielded the expected and desired results. To achieve this, efforts need to be made to provide capacity for villages to develop. The ability and independence of the community can be improved by choosing the right approach. According to Iqbal Muhammad, (2023) the legal entity formed by the village to manage businesses, utilize local assets, encourage investment and productivity, and provide other businesses in the context of establishing BUMDes, namely to prosper the village community. Therefore, based on information on November 4, 2024, that Cibiru Wetan Village has established a village-owned economic institution, namely BUMDes Mawaraharja, the BUMDes is under the auspices of the legal basis: Government Regulation of the Republic of Indonesia No. 11 of 2021 Article 19 Paragraph 3 (three), Cibiru Wetan Village Regulation No. 3 of 2021 regulates the participation of village government capital to BUMDes Mawa Raharja and the Decree of the Head of Cibiru Wetan Village No. 412 of 2022.

The establishment of BUMDes aims to drive the economy of the village community and improve the welfare of the village community, especially in Cibiru Wetan Village. Then the Government Regulation is BUMDes Mawa Raharja with a legal entity N0. AUGUST 02012. AH.01.33. Year 2022 approved by the Ministry of Law and Human Rights of the Republic of Indonesia. Based on a preliminary study on November 4, 2024 in the field, there are several people who stated that the benefits of having BUMDes in Cibiru Wetan village are not optimal, then there are several people who have registered as members of Village WiFi users in the middle of the time deciding to leave WiFi members at BUMDes Mawa Raharja and then there is a policy of the Village Head where the community-owned coffee shop must close. Based on this statement, the researcher is interested in researching "The Role of Village-Owned Enterprises (BUMDes) in Community Empowerment in Cibiru Wetan Village, Bandung Regency".

## Methods

The research method is very close to the type of research used, because each type and purpose of the research that is designed has consequences on the choice of the right research method to achieve the research. The research method used in this study is a qualitative method with a descriptive-analytical approach. This approach aims to provide an in-depth description and explanation of the observed phenomenon or condition.

According to Sugiyono, qualitative research is used to study objects in natural conditions, with researchers as the main instrument. The data collection technique is carried out in a triangulation (combination), the data analysis is inductive, and the results of qualitative research emphasize meaning rather than generalization. Sugiyono also explained that the descriptive qualitative method involves collecting data in the form of words or images, so it does not depend on numbers. The collected data is analyzed and then described so that it is easy for others to understand. In this study, the main objective is to describe, explain, and interpret the conditions related to the role of Village-Owned Enterprises (BUMDes) in community empowerment in Cibiru Wetan Village.

## Result and Discussion

According to Siagian, effectiveness is the use of resources, facilities and infrastructure in a certain amount that is consciously determined in advance, generally to produce a number of goods or services, activities carried out. Effectiveness indicates success in terms of achieving a set goal. If the results of the activity are close to the target, it means that the effectiveness will be higher. (Courtesy of Shawn Scott, 2024)

Then effectiveness is one of the main indicators in assessing the success of the implementation of the BUMDes program. Effectiveness is not only seen from the extent to which the program runs as planned, but also from how much of an impact it has on improving the community and local economic welfare.

The application of effectiveness aspects in the management of Cibiru Wetan BUMDes is reflected through various activities such as training, competency development, seminars and webinars aimed at BUMDes administrators and managers. The activity was carried out in collaboration with related agencies, universities, and other external parties as a form of institutional capacity building, according to the director of BUMDes, Mrs. Siti. (Interview results on May 21, 2025)

In a study in Cibiru Wetan regarding the effectiveness aspect, it was found that increasing the capacity of BUMDes administrators and managers is important. Effectiveness is a crucial aspect in ensuring optimal performance of BUMDes managers.

Therefore, BUMDes often hold competency improvement training, either in the form of workshops, webinars or seminars in BUMDes activities. In terms of effectiveness in the BUMDes program, it can not only be measured from the performance of the manager, but also includes the impact felt by the community. In the next interview session with the informant with the initials DA, information obtained from the public stated that: "Community involvement in BUMDes is still lacking, those who join business units are also lacking, for example, there are fewer residents who join as members of BUMDes and many residents who quit because it may be expensive compared to other wifi, then the wifi network is not fast, then those who subscribe to shopping at the BUMDes gallery are also not many because first people don't know what the products in BUMDes are, they are not clearly displayed in the storefront, then if the message is also incomplete, the system must be PO first, then there are still people who do not know the function of BUMDes so they have not bought there either, and people also feel that the distance from home to BUMDes is quite far from residents' homes, even though if we want to buy it can go through WA the day before so we can be on the antenna". (Interview results on June 13, 2025).

The programs carried out in BUMDes are based on the results of research in the field, that BUMDes Mawa Raharja has 5 programs or business units that have been run from 2022 to date.

Based on the results of an interview with the head of BUMDes Mawa Raharja with the initials SM, it was stated that:

"Of the five business units that are run, one of the ones that involves a lot of community roles is in the tourism village business unit, where the business unit requires the role of administrators, and tourism village managers. We also involve the role of other residents when there are residents from outside the island of Java who visit tourist villages because they cannot get on the bus, so we collaborate with public transportation drivers and base ojeg to pick up guests, then traders open stands as well, although not every day but there is a little income for the community". (interview on May 21, 2025). In running a program, it is inseparable from shortcomings, so that the program that is run can run according to the plan or deviate from the initial concept. Based on the information that the researcher got from the community with the initials RA, the 2nd resource person that: "The existence of BUMDes is indeed good, especially since Cibiru Wetan village is better known by many people, both from outside the city and also from abroad, but according to the mother, there are still things that are not right, so there are residents who even open a BUMDes basic food business like in the BUMDes gallery, so it is the same, or there are businesses that are crowded with residents, even the same BUMDes, for example, in front of them there are basic food stalls, so we feel that if the business unit is the same, we feel that BUMDes do not embrace the existing MSMEs."

Clarity and certainty in the implementation of the program is one of the things that is very important for the community. Therefore, the implementing officials of the organizers are expected to be more mature in choosing the business products to be carried out, in addition, the implementation of the program is expected to be more *responsive*, responsible, and prioritize the principles of community empowerment so that all stakeholders can feel fair and sustainable benefits. However, this is different from the opinion of the 3rd interviewee with the initials SN which states that:

"In this BUMDes gallery, we can entrust our MSME products to BUMDes, for example, we sell chips we can leave them to BUMDes, but there are people who have been selling basic necessities for a long time and continue to be busy at their homes, BUMDes also do it" (Results of interviews on June 13, 2025) Observations in the field show that the lack of precision of the business unit chosen in the program can trigger a decrease in public enthusiasm for the program run by BUMDes. Where the community feels that they are not given priority for the programs implemented. This can result in miscommunication and conflicts between the community and the village. Then poor collaboration results in a lack of good cooperation encouragement from the community to support the sustainability of programs run by BUMDes. In the next interview session with the chairperson of BUMDes, Mrs. Rini received the same information, that: "The people who join as customers in BUMDes products are not more than 10% of all households in Cibiru Wetan Village". (Interview results on June 13, 2025)

The lack of community participation in business units run by Village-Owned Enterprises in Cibiru Wetan Village shows the lack of effectiveness of the business units that are run, which reach less than 10% of all (KK), this shows that there are challenges in the management and promotion of BUMDes among the community. This can be caused by several factors, such as the lack of public understanding of the benefits of BUMDes, lack of access to information or the products offered are not in accordance with the needs of the community. In this regard, the researcher concluded that in the implementation of the BUMDes program, village government officials showed good efforts in carrying out their roles. However, there are still several obstacles in the field that are the material for program evaluation, including inaccuracies in the selection of types of businesses run by BUMDes and lack of active participation from the community in supporting these programs. This shows the need for further evaluation so that the implementation of the BUMDes program in the future can be more aligned with local potential and community aspirations, and is truly oriented towards the empowerment and welfare of villagers.

Effectiveness as a level in looking at the targets, the extent to which the program's goals have been set. A program or activity can be said to be effective if it is able to provide effects, consequences, influences, results, and of course provide satisfaction to the community. The results of the researchers' observations in the field are indeed less participation of people who join and subscribe to BUMDes products due to the lack of optimal services provided by the program organizers. This can be an evaluation material for improving the services provided.

## Conclusion

Effectiveness as a level in looking at the targets, the extent to which the program's goals have been set. A program or activity can be said to be effective if it is able to provide effects, consequences, influences, results, and of course provide satisfaction to the community. The results of the researchers' observations in the field are indeed less participation of people who join or subscribe to BUMDes products due to the lack of maximum service provided by the program organizers. This can be an evaluation material for improving the services provided.

The implementation of the BUMDes program shows that the village government apparatus has made good efforts, but there are still shortcomings in socialization to the community regarding the functions and management of BUMDes. It is important to improve periodic evaluation and checks so that the depatat community feels the benefits of the effectiveness of the services provided.

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