

Research Article

Strategy for Strengthening the Business Management of Joint BUM Desa/BUM Desa and its Business Units

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Abstract. In the strategic program to strengthen the management of village-owned enterprises, the following steps are needed: the joint BUM Desa/BUM Desa data collection should be carried out by the Ministry based on the BUM Desa/BUM Desa registration data in the village information system. The data collection should at least include information on the following aspects: institutional, management, BUM Desa/BUM Desa together and/or BUM Desa/BUM Desa business units, cooperation or partnership, assets and capital, administration, financial reports, accountability, and advantages for the village and its community. The results of the data collection serve as the basis for the evaluation, guidance and development of BUM Desa/BUM Desa together. BUM Desa/BUM Desa jointly participate in data collection through the village information system. Provisions are made on administrative formats, financial reports, and accountability. The development of BUM Desa/BUMDes Bersama is carried out through the following strategies: institutional revitalization; improving the quality of management, administrative management, reporting and accountability; and strengthening the organization, management, cooperation and partnerships, asset management and capita, management of profits, and benefits for the village and its community.

Keywords: strategy, strengthening, management, BUMDes

1. INTRODUCTION

In the program to strengthen the management of Village-Owned Enterprises, the following steps are needed: 1. The joint BUM Desa/BUM Desa data collection is carried out by the Ministry based on the BUM Desa/BUM Desa registration data together in the Village Information System.

2. At a minimum, data collection includes:

- a. institutional aspects;
- b. management aspects;

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Published 22 March 2022

Publishing services provided by
Knowledge E

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Selection and Peer-review under the responsibility of the 2nd-ELEHIC-2021 Conference Committee.

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- c. Business aspects of BUM Desa/BUM Desa together and/or Business Unit BUM Desa/BUM Desa together;
- d. aspects of cooperation or partnership;
- e. aspects of assets and capital;
- f. aspects of administration, financial reporting, and accountability; and
- g. aspects of advantages and benefits for the Village and the Village community.
- h. The results of the data collection become the basis for the evaluation, guidance, and development of BUM Desa/BUM Desa together.
- i. BUM Desa/BUM Desa jointly participate in data collection through the Village Information System.
- j. Provisions regarding administrative formats, financial reports, and accountability [8].

Data updating of BUM Desa/BUM Desa together is carried out in the event that there is a notification of changes to the Articles of Association, reporting on termination of business activities or reporting on the operation of business activities [11].

Notification of changes to the Articles of Association of BUM Desa/BUM Desa include:

1. name;
2. domicile;
3. the aims and objectives of the establishment;
4. capital;
5. type of business in the field of economy and/or public services;
6. name and number of advisors, operational implementers, and supervisors;
7. rights, obligations, duties, responsibilities and authorities as well as procedures for the appointment, replacement, and dismissal of advisors, operational implementers, and/or supervisors; and
8. basic provisions for the use and distribution and/or implementation and utilization of business results [1].

Amendments to the Articles of Association of BUM Desa/BUM Desa are contained in a Village Regulation or Joint Regulation of the Village Head.

The procedure for amending the Articles of Association of Village-Owned Enterprises is as follows:

1. In the event that the change of name and place of domicile is submitted to the Minister through the Village Information System which is integrated with the administrative system of the ministry's legal entity that carries out government affairs in the fields of law and human rights.
2. The ministry that carries out government affairs in the fields of law and human rights issues changes to the registration certificate for the BUM Desa/BUM Desa joint legal entity.
3. The form of changes to the certificate of registration of legal entities is in accordance with the provisions of the legislation [10].

Amendments to the articles of association of village-owned enterprises must be registered with the Ministry of Law and Human Rights:

1. Amendments to the Articles of Association are submitted to the Minister through the Village Information System which is integrated with the administrative system of the ministry's legal entity that carries out government affairs in the fields of law and human rights.
2. The ministry that carries out government affairs in the fields of law and human rights issues a letter of acceptance of the notification of changes to the Articles of Association of the BUM Desa/BUM Desa together.
3. The form of the notification receipt letter is in accordance with the provisions of the legislation [2].

Reports on the termination of Village-Owned Enterprises activities are as follows:

1. Reporting the termination of BUM Desa/BUM Desa business activities together. Changes are reported to the Minister through the Village Information System.
2. The report on the termination of business activities is carried out by the village head.
 - a. The report on the termination of business activities contains:
 - b. settlement of all obligations; and

- c. distribution of assets or assets resulting from the termination of the Village BUM/Village BUM Business activities together to the capital participants [5].

Reports on the operation of Village Owned Enterprises are as follows:

1. Reporting on the operational activities of BUM Desa/BUM Desa together is reported to the Minister through the Village Information System.
2. The operation of joint BUM Desa/BUM Desa business activities is carried out through:
 - a. new equity participation;
 - b. organization of BUM Desa/BUM Desa together;
 - c. establishment of new business; and
 - d. other actions in accordance with the provisions of the legislation.
3. The operation of the joint BUM Desa/BUM Desa as referred to in paragraph (1) shall be stipulated by a Village Regulation or a Joint Regulation of the Village Head regarding the Operation of BUM Desa/BUM Desa together which contains amendments to the Articles of Association [9].

2. METHODOLOGY/ MATERIALS

Methods In conducting the research, the authors use doctrinal research methods, namely research that provides systematic exposure to regulations governing certain legal categories, analyzes the relationship between regulations, explains areas that experience obstacles and even predict future developments [7].

Sources of legal materials used in this study includes primary legal materials, secondary legal materials and tertiary legal materials. Primary legal materials include statutory regulations. Secondary legal materials include related literature in the form of books, scientific journals, articles in the news, and articles on the internet. As well as tertiary legal materials which include legal dictionaries. (ibid)

The author uses a deductive analysis method, namely an analytical method that analyzes legal sources, namely legislation and related literature as a general matter, then draws specific conclusions which are then discussed, compiled, described, interpreted and studied the problem to get an overview of the level of synchronization. from all legal materials and draw conclusions as an effort to solve problems. (ibid)

3. RESULTS AND DISCUSSIONS

3.1. Strategy for developing Village-Owned Enterprises and Joint Village-Owned Enterprises

The strategy for institutional revitalization of Village Owned Enterprises is as follows:

1. The strategy for revitalizing the BUM Desa/BUM Desa together is described in the following programs or activities:
 - a. counseling/socialization of BUM Desa/BUM Desa legal entities together;
 - b. monitoring and fostering statutory regulations at the regional level related to BUM Desa/BUM Desa together.
 - c. capacity building for the preparation of the Articles of Association and the household budget of the BUM Desa/BUM Desa together;
 - d. strengthening the image of BUM Desa/BUM Desa together as a legal entity;
 - e. dissemination of best practices in the business world and BUM Desa/BUM Desa together;
 - f. organizing consultation and/or assistance related to joint BUM Desa/BUM Desa institutions;
 - g. strengthening coordination between stakeholders in the joint development of BUM Desa/BUM Desa;
 - h. provision of a joint BUM Desa/BUM Desa consultation clinic that functions to provide assistance in solving problems;
 - i. assistance for managing community revolving fund activities of the former national rural community empowerment program to become a joint BUM Desa; and
 - j. other programs or activities in the context of institutional revitalization of BUM Desa/BUM Desa together.
2. The strategy for improving the quality of management and strengthening the BUM Desa/BUM organization is described in the following programs or activities:
 - a. increasing the effectiveness of the roles and functions of the BUM Desa/BUM Desa together including the Village Consultative Assembly, advisors, operational implementers, and supervisors;
 - b. increasing the capacity of advisors, operational implementers, supervisors, and employees in the preparation and implementation of work program plans;

- c. increasing the effectiveness of management and organizational governance, including the application of management operational standards and standard operating procedures;
 - d. assistance in the field of organizational restructuring; and
 - e. other programs or activities to improve the quality of management and strengthen the BUM Desa/BUM Desa organization together.
3. The strategy for strengthening the management of joint BUM Desa/BUM Desa and BUM Desa/BUM Desa Business Units is described in the following programs or activities:
 - a. Establishment and development of the Village BUM/Village BUM Business Unit together;
 - b. assistance and improvement of processing and production techniques;
 - c. standardization of processing and production processes;
 - d. improvement of quality control capability;
 - e. assistance in the field of marketing;
 - f. business diversification in BUM Desa/BUM Desa together and/or BUM Desa/BUM Desa business units; and
 - g. other programs or activities in the context of strengthening the management of BUM Desa/BUM Desa together and BUM Desa/BUM Desa business units together.
4. Strategies for strengthening cooperation or partnerships are described in programs or activities:
 - a. Facilitating and strengthening cooperation between BUM Desa/BUM Desa together;
 - b. facilitation and strengthening of BUM Desa/BUM Desa cooperation with the business world;
 - c. facilitation and strengthening of BUM Desa/BUM Desa cooperation with financing/financial institutions;
 - d. facilitation and strengthening of BUM Desa/BUM Desa cooperation with government institutions;
 - e. facilitation and strengthening of BUM Desa cooperation with
 - f. *e-commerce*; and

- g. other programs or activities to strengthen cooperation or partnerships
5. The strategy for strengthening asset and capital management is described in the following programs or activities:
- a. expansion of funding sources;
 - b. expanding access to guarantee institutions;
 - c. expansion of access to financing sources;
 - d. development of working capital financing and investment capital; and
 - e. other programs/activities to strengthen asset and capital management.
6. The strategy to improve the quality of reporting administration management and accountability is described in the following programs or activities:
- a. capacity building and understanding of good corporate governance;
 - b. increasing the effectiveness of transparent and accountable organizational, financial and business administration management;
 - c. capacity building and understanding of the bookkeeping and financial statements of business entities; and
 - d. other programs or activities to improve the quality of reporting administration management and accountability.
7. The strategy for strengthening the management of profits and benefits for the Village and the Village community is described in the following programs or activities:
- a. Utilization of Village potential and cultural economic values in the Village;
 - b. incubation and consolidation of Village community business activities;
 - c. increased product added value;
 - d. increasing competitiveness and business productivity;
 - e. product development technical guidance;
 - f. facilitation of the development of public services provided by BUM Desa/BUM Desa together; and
 - g. other programs or activities to strengthen the management of profits and benefits for the Village and the Village community [3].

3.2. Development of Village-Owned Enterprises and Village-Owned Enterprises together

Development aims to expand the coaching strategy. Development is carried out through human resource development, business development, marketing network development, capital development, and increased participation of BUM Desa/BUM Desa stakeholders together with integrated programs or activities which include:

- a. business development and entrepreneurship training according to business needs and growth;
- b. support for providing resources to realize the industrialization of village commodities through BUM Desa/BUM Desa together;
- c. community communication forums periodically and continuously;
- d. organizing business meetings, business seminars, and/or business visits, periodically and continuously;
- e. organizing partnership meetings between BUM Desa/BUM Desa together with other economic business actors;
- f. facilitation of increasing access to capital;
- g. facilitation of increasing access to partnerships or business cooperation and non-business cooperation;
- h. increasing access and facilitation for the procurement of production and processing facilities and infrastructure, raw materials, auxiliary materials, and packaging;
- i. facilitating access of BUM Desa/BUM Desa together to sources of information and utilization of appropriate technology;
- j. empowerment and increasing access of BUM Desa/BUM Desa together to sources of business information and supply chains both locally, nationally and internationally;
- k. product promotion support including the provision of promotional infrastructure;
- l. support for the development of marketing and distribution networks, as well as expansion of marketing reach;
- m. organizing training and strengthening product marketing capacity through digital media; and

- n. development programs or activities according to the needs of the BUM Desa/BUM Desa together [4].

4. CONCLUSION

1. In the strategy program for strengthening the management of Village-Owned Enterprises, the following steps are needed. Data collection of BUM Desa/BUM Desa together is carried out by the Ministry based on registration data for BUM Desa/BUM Desa together in the Village Information System. Data collection is at least institutional aspects, management aspects, aspects Joint BUMDes/BUMDesa business units and/or joint BUMDes/BUMDes business units, aspects of cooperation or partnership, aspects of assets and capital, administrative aspects, financial reports, accountability, aspects of profits and benefits for the village and the village community
2. The development of joint BUMDes/BUMDes is carried out through strategies: revitalizing joint BUMDes/BUM Desa institutions, improving management quality and strengthening the organization of BUMDes/BUMDes together, strengthening the management of joint BUMDes/Village BUMDes and joint BUMDes/Village BUM Business Units, strengthening cooperation or partnerships, strengthening asset and capital management, improving the quality of administrative management, reporting and accountability, strengthening the management of profits and benefits for the village and the village community.

ACKNOWLEDGEMENTS

Authors should use this section to thank people who helped them complete their studies or prepare papers. This could include anyone who provided technical assistance to the author or someone he had discussions with, etc. Much to the chancellor of the Bung Hatta University Prof.Dr. Tafdil Husni SE. MBA, Vice chancellor I of Academic section Prof. Dr. Hendra Suherman ST. MT, Chairperson of the second ELEHIC Dr. Yusrita Yanti, M. Hum, and Chairman of Publications Dr. olive. SE. MBA.

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RECOMMENDATION

1. Village-owned enterprises/ Jointly-Owned Enterprises must have a superior strategy program so that they can compete with the current business world and be able to innovate and be creative in the development of their Business Units.
2. Development is carried out through human resource development, business development, marketing network development, capital development, and increased participation of BUM Desa/BUM Desa stakeholders together with integrated programs or activities.

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