

The Development of Coastal Village Communities through Village-Owned Enterprises (*BUM Desa*) in Pesawaran, Lampung*

Chalida Syari,^{1**} Hartoyo Hartoyo,¹ Indra Gumay Febryano¹

¹ Master Program in Coastal and Marine Area Management, Universitas Lampung, Bandar Lampung - Indonesia

Abstract

Coastal village communities in Indonesia experience significant socio-economic disparities which make them more vulnerable as the marine ecosystem is badly affected by global warming. Concrete action needs to be conducted to resolve the problem better and do not make the coastal village communities poorer. This study aims to describe the empowerment program of coastal village communities through Village-Owned Enterprises (*BUM Desa - Badan Usaha Milik Desa*) in Gebang Village, Teluk Pandan Subdistrict and Durian Village, Padang Cermin Subdistrict, Pesawaran District, Lampung Province. Applying qualitative methods involved documentary study and in-depth interviews this research showed that in Gebang Village, there were empowerment efforts carried out by Mitra Bentala and CSR JAPFA Company Comfeed Indonesia Tbk as external supporting organizations. Inhibiting factors were the division of responsibilities and authorities among stakeholders who did not have a structure yet. Gebang Village used a participatory model, meanwhile, Durian Village combined endogenous (bottom-up) and community-based development models in their community empowerment. These findings proved the important roles of the authorities to form a more inclusive policy by involving internal and external stakeholders in order to accelerate the development of coastal village communities.

Masyarakat desa pesisir di Indonesia mengalami kesenjangan sosial ekonomi yang signifikan yang membuat mereka lebih rentan akibat ekosistem laut yang sangat terpengaruh oleh pemanasan global. Tindakan nyata perlu dilakukan untuk dapat menyelesaikan masalah dengan lebih baik dan tidak membuat masyarakat desa pantai semakin miskin. Penelitian ini bertujuan untuk mendeskripsikan pemberdayaan masyarakat desa pesisir melalui BUM Desa di Desa Gebang Kecamatan Teluk Pandan dan Desa Durian Kecamatan Padang Cermin, Kabupaten Pesawaran, Provinsi Lampung. Dengan menggunakan metode kualitatif melalui studi dokumentasi dan *indepth interview* hasil penelitian menunjukkan adanya upaya pemberdayaan yang dilakukan oleh Mitra Bentala dan CSR PT JAPFA Comfeed Indonesia Tbk sebagai organisasi pendukung eksternal. Faktor penghambatnya adalah belum adanya struktur tanggung jawab dan wewenang antar stakeholder. Model pemberdayaan masyarakat yang sesuai dengan kultur sosial budaya masyarakat lokal di Desa Gebang adalah menggunakan model partisipatif, dan model pemberdayaan di Desa Durian yaitu kombinasi model pengembangan endogen (*bottom up*) dan *community-based*. Temuan ini membuktikan tentang peran penting pihak berwenang untuk membentuk kebijakan yang lebih inklusif dengan melibatkan pihak internal dan eksternal untuk upaya akselerasi pembangunan masyarakat desa pesisir.

Keywords: BUM Desa; community development; development model; Pesawaran

*The original draft of this article has been presented on the 6th International Conference on Social and Political Sciences (ICoSaPS) 2020, Strengthening Resilient Society in The Disruptive Era, Surakarta, October 7-8th, 2020. ****Corresponding Author:** Chalida Syari (chalidanurali@gmail.com) Universitas Lampung, Jl. Prof. Dr. Ir. Sumantri Brojonegoro No. 1, Bandar Lampung, Lampung 35141 Indonesia.

Introduction

Data released by the Central Bureau of Statistics of the Republic of Indonesia (BPS) (2020) shows 14.928.110 poor people in rural areas or 12.6% of Indonesia's total population in September 2019. Some rural communities in Indonesia are living in coastal areas. Coastal communities still experience significant socio-economic disparities. Panjaitan et al. (2017: 284) stated that coastal communities are unique compared to other communities because they still depend on coastal natural resources, which are highly vulnerable.

The vulnerability experienced by coastal communities is also influenced by climate change, such as global warming. Global warming affects the decline in coastal and marine ecosystems, which will also impact poverty and the emergence of various social problems. Problems such as damage and lack of environmental health widen socio-economic disparities in coastal communities. The government has established various programs to reduce poverty in coastal villages, such as the coastal community economic empowerment program and the coastal development program (Handoko, Marwah, and Widayastuti 2017:245).

Both programs focus on the coastal communities' empowerment, but they have not released coastal communities from poverty in practice. Since the enactment of Law Number 6 of 2014 by the Ministry of Villages, Development of Disadvantaged Regions and Transmigration, there has been a movement to develop *BUM Desa* according to the potential of each region. *BUM Desa* is a business entity and/or public service. The outcomes can be used for

business development; village development, empowerment of village communities, and assistance programs for the poor through grants, social assistance, and revolving funds as stipulated in the Village Revenue and Expenditure Budget.

The development of a *BUM Desa* in coastal areas uses village assets, one of which is through mangrove tourism objects formed. *BUM Desa* is considered successful and able to contribute to the village, one of which is mangrove forest tourism in Mendalok Village, Sungai Kunyit Subdistrict, Mempawah District (Insiardi, Inpurwanto, and Mulyadi 2019). The key to successfully managing *BUM Desa* in coastal areas cannot be separated from the active role of relevant parties who empower local communities.

This participation has a significant impact on the sustainability of *BUM Desa*. In village development, direct participation by the community based on local potentials is necessary (Prasetyo 2016:88). It shows the difference between urban and village development. Faedlulloh (2018:6) also states that community participation is a necessity and key to successful development.

Community participation in various stages of *BUM Desa* is not showing optimal results. Management of the *BUM Desa* is still a mandatory program established by a handful of village governments and is decided unilaterally without involving the community. The involvement of many actors in the management of *BUM Desa* will also cause conflict because there will be different interests and uses of power (Febryano et al. 2015:138). The same thing is also conveyed by Hartoyo (2013:197),

who states that conflictual behavior will color the organization's internal dynamics. The approach is also still top-down which means the community has not been actively involved in the whole series of empowerment processes. This is supported by Nurhayati (2018:188) who states that the government's dominance is still large, from policymaking, development planning, budgeting, public service delivery, and management of regional resources and assets. The community is only involved in the early stages and is still in the form of symbolic participation. This will lead to low awareness, responsibility, and a sense of belonging to the community towards the village development.

Gebang and Durian are two coastal villages in Pesawaran District with natural potential: mangroves. *BUM Desa* manages the potential for mangrove tourism formed in both villages and has great potential to be developed and benefit local communities. The current condition shows that the local community has not felt a significant impact from the formation of the *BUM Desa*. Some people also have not fully participated in its management. The existence of *BUM Desa* has not been able to release coastal communities from poverty. Those become the basis of this research that are important to investigate. The potential of natural resources is so great why it still does not provide benefits to the community. Several factors may greatly influence the problem. This becomes interesting to study further.

This research was conducted in Gebang Village, Teluk Pandan Subdistrict and Durian Village, Padang Cermin Subdistrict, Pesawaran District, Lampung Province in four months starting from March to July 2020 by applying a

qualitative approach. Qualitative research seeks to gain enlightenment, understand a phenomenon, and extrapolate to extrapolating the same situation (Anggito and Setiawan 2018:9). The research problems that will be uncovered are community participation in *BUM Desa* development, supporting and inhibiting factors in the development of *BUM Desa*, and community empowerment model in *BUM-Desa* development. The data used in this research is primary data from the documentary study and in-depth interviews with some informants. The criteria for informants are being active in *BUM Desa*, being directly involved in community empowerment organizations, and understanding the flow of implementing community empowerment programs. All the data was analysed through three stages of the data analysis process: data reduction, data presentation, and data verification.

Community Participation in *BUM Desa* Development

The stages of development of *BUM Desa* in Gebang Village begin at the planning stage. This formation was motivated by issuing the Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration (*Peraturan Menteri Desa – Permendes*) Number 4 of 2015. The issuance of the *Permendes* prompted the Pesawaran District Government to recommend *BUM Desa* in every village. That triggers the village apparatus to take the initiative to create a savings and loan association in *BUM Desa*. Still, after consultation, they decided to build mangrove tourism tracks. *BUM Desa*, which is engaged in a savings and loan association, is considered un-

sustainable as what has happened in several villages.

Village meetings have been held five times since 2017, attended by 50 people. Participants in the deliberation included seven village governments, six hamlet heads, 30 neighborhoods, Village Council (*BPD - Badan Permusyawaratan Desa*), Institute for Community Empowerment (*LPM - Lembaga Pemberdayaan Masyarakat*), youth leaders, traditional leaders, and the community. The formation of *BUM Desa* is discussed during the consultation and during the 'Coffee Time' on Monday mornings. The participants can convey their aspirations and opinions regarding the *BUM Desa*. JAPFA Company initially collaborated with the mangrove forest group through the assistance of mangrove seedlings as a form of corporate social responsibility (CSR) activities, but those were not implemented properly. Before becoming tracking destinations, mangroves were locations for disaster mitigation, student research, and meetings. In 2017, the village government and JAPFA Company established an open side-by-side mangrove track in collaboration with the village. The two sides also formed a new mangrove group. The types of mangroves found at the tracking location include small mangroves (*Rhizophora stylosa*), oil mangroves (*Rhizophora apiculata*), ringworm mangroves (*Rhizophora mucronata*), and *tengar* (*Ceriops* sp.). Those three types of mangroves grow in tidal areas of mud, sand, and rock with a maximum height of up to 30 meters. Information about biota in the mangrove ecosystem is provided on the board at the tracking location managed by JAPFA Company.

The mangrove tracking tourism is divided into two locations: the 60-meter track on the left side is purely owned by *BUM Desa* and JAPFA Company builds the right side. The basis for the *BUM Desa* formation is stipulated in Village Head Regulation number 1 of 2018 concerning the Formation of Village-Owned Enterprises (*BUM Desa*) in Gebang Village, Teluk Pandan Subdistrict, Pesawaran District on January 5, 2018. Chintary and Lestari (2016:62) also stated that the Bumiaji Village Government plays a role as a facilitator of forming, managing, and developing the *BUM Desa*. The village secretary also conveyed that the formation of this local business entity was because the mangrove land would be transformed into a pond by a private sector. In response to it, the village government immediately took over the land and made the decision to form *BUM Desa* quickly.

The *BUM Desa* development is currently at the implementation stage. The initial stage, which is planning, has been done well. This is stated in the Village Head Regulation Number 1 of 2018 concerning the Establishment of Village-Owned Enterprises. Its organization has also been listed in the Association Articles.

At the beginning of the implementation phase of mangrove tracking tourism, the community still did not have a great interest in it. However, this gradually changed due to the inclusion of the CSR activities of JAPFA Company. During the implementation stage, the community has shown its participation. This can be seen from the initiative of the community around the *BUM Desa* area for mangrove tourism to open stalls.

According to Mr. Uut as the BPD manager, village meetings are routinely held every Monday. He said “every Monday in the village there is a coffee morning, so we set AD ART. We want to make BUMDes. Surely if the related Gebang is always discussed in Gebang”. This activity is carried out to discuss anything concerning the village. Residents call it ‘The coffee morning’. Village meetings (Musyawarah Desa - musdes) are often held simultaneously during the coffee morning. Village residents together with village officials held a musdes on November 16, 2020 to discuss ongoing problems, such as the leasing of customary land by the Sari Rutut beach tourism management and the work plan for 2021. A community member, Mrs. SMI, also confirmed an unclear letter of support for a candidate for the regent. The official of the Village Head stated that the community members should be more careful in dealing with the current political situation.

Before the formation of *BUM Desa*, the non-governmental organization Mitra Bentala had already invited the youth to plant mangrove seeds. According to Mr. Mhi, the manager of Mitra Bentala, he has assisted the community since 2007. To conduct socialization, Mitra Bentala coordinates with the village head, then the village head invites the community to attend the agreed activities. The community accepts and supports Mitra Bentala’s assistance activities. Those activities can be seen in Table 1.

The JAPFA Company not only provides facilities but also encourages the community to brainstorm ideas for mangrove conservation so that it will be of benefit to them. The empowerment efforts that JAPFA Company has made can be seen in Table 2.

The local community has also participated in the mangrove management of *BUM Desa* by trading while maintaining the cleanliness of the mangrove tracks for the visitors’ convenience. According to the narrative, Mrs. Tui has been trading by her own initiative since the beginning of 2020. The semi-permanent building where she is selling cost her Rp. 1,000,000. Mrs. Tui said that she has made a good profit from selling at mangrove tracking locations. She sells mangrove seeds as a side business.

Ibrahim et al. (2019:350) state that an increase in community welfare can be achieved if the planning and formation of *BUM Desa* are based on the initiative of the village community. Empowered society prioritizes initiative and autonomy in decision-making (Indrawati et al. 2016:176). This shows a different situation because the formation of *BUM Desa*’s mangrove tourism in Durian Village was not based on the community’s wishes, but was initiated by the landowner and the village government instead.

The result of the deliberation is that youth groups from the local community are expected to work together and help *BUM Desa* manage the ongoing tourism. One of the empowerment efforts that have been carried out is mutual cooperation. The same thing was stated by Sururi and Mulyasih (2017:236) that the community was involved in mutual cooperation activities at the participatory, development, and planning stages.

Community cooperation activities were carried out after the *BUM Desa* was formed and initiated by the village head who then asked the BPD to contact the hamlet heads to gather the c

ommunity. The activity that is conducted on Fridays intends to improve access and entrance controls on the mangrove tourism area.

Community participation can be seen in the planning process. This was shown when youth groups attended village meetings. There is no form of community participation during the process of implementing and maintaining the business. This is different from the research of Saepudin, Damayani, and Budiono (2018:89) which show that community empowerment efforts can be successful if the community pays

great attention to three stages, namely planning, implementing, and maintaining activities.

The empowerment provides counseling and assistance and opportunities for the community to participate openly in the planning process of the program development and decision making (Sugito, Windiasih, and Sulaiman 2018: 8). Fitrianto (2016:922) also states the need for improvement and evaluation to conduct more effective and efficient stages of the empowerment process.

Table 1
Activities Mitra Bentala in Gebang Village

No	Activities	Year	The place	Number of participants
1	Livestock cultivation	2008	Gebang Village	30 Heads of family
2	Increasing the apparatus' capacity	2009	village meeting hall	35 people
3	Facilitating village planning	2010	village meeting hall	50 people
4	Agricultural training	2011	village meeting hall	50 people
5	Making village regulations regarding the Protection of the Coastal Zone of Gebang Village	2012	village meeting hall	35 people
6	Coastal rehabilitation (planting mangroves and forming community groups)	2013	Gebang Village Coastal Coast	30 people
7	Facilitating climate change	2014	village meeting hall	40 people
8	Coastal ecotourism development	2016	village meeting hall and Coastal Coast	25 people

Source: Director of Mitra Bentala (2020)

Tabel 2
Empowerment efforts by JAPFA Company Comfeed Indonesia Tbk.

No	Activities	Year	The place	Participants
1	Development of tourist destinations (making mangrove tracking)	2018 - 2019	Mangrove area	Conservation groups and villagers
2	Development of marine biota cultivation (green clam cages and mangrove crabs)	2019	Mangrove Tracking Shelter	Green clams' group (6 people) Crab group
3	Planting mangrove seeds	2019		The conservation group and the surrounding community (20 people)
4	Planting tree seeds and fruit	2019	Mangrove beach and residents' houses	
5	Toilet construction	2018	Mangrove tourism area	
6	Training for <i>BUM Desa</i> administrators	2018	Gebang Village <i>BUM</i> Management	

Source: Staf of Human Development & General Affair JAPFA Company (2020)

Community empowerment efforts were carried out by the Ministry of Marine Affairs and Fisheries (Kementerian Kelautan dan Perikanan - KKP) in 2006 accompanied by academics of the local university whose intention was to introduce village officials to grouper farming. In 2017, Ms. Nlw, a university academic, provided guidance through Directorate of Higher Education (DIKTI) for the community on processing chocolate, bananas, marine products, and product packaging and rehabilitating coral reefs. Ms. Nlw led this coral reef rehabilitation activity so that the coral could enter the mangrove area. She also advised landowners to make fishing tours and help build bridges to make visitors easier to go fishing. During the

empowerment activities, the academician invited local residents to conduct a comparative study in Gunung Kidul, Yogyakarta, which becomes the chocolate development center, and Kota Gede, the center for the commercialization of chocolate candy. The invitation aims to provide an overview so that residents can develop creativity in processing natural products found in Durian Village. As a follow-up, Ms. Nlw asked her fellow academics who are experts in agricultural material processing to provide education about correct and efficient chocolate processing techniques. She also provides a vacuum machine to facilitate the packaging of processed chocolate products. Empowerment efforts were also carried out in

collaboration with marines who were included in the research area. These efforts included building a Marine Eco Park, but the plan was not implemented due to the change in leadership of the marines.

Supporting and Inhibiting Factors in the Development of *BUM Desa*

The rights of local communities to participate actively have not been fulfilled. JAPFA Company stated that the obstacle is the direct involvement of the community. Coordination is carried out directly with the village government while still paying attention to the main needs of the community. The current obstacles faced by *BUM Desa* officials are the lack of participation and the low level of public trust.

All related elements must rebuild people's trust to join and participate actively in *BUM Desa* which is basically formed to help in improving the community's economy. Relatively low community participation also occurs in *BUM Desa* of Pejambon Village, Sumberrejo District, Bojonegoro Regency (Prasetyo 2016:98). Low community participation can be seen from the lack of public knowledge about the *BUM Desa*'s programs. Mr. Tni stated that the participation of third parties does not always have a negative effect on *BUM Desa*. He said "*Conversely, it will actually improve the economic situation*". This is in accordance with what was stated by Soedarso, Sutikno, and Sukardi (2016:164) that the developing tourism industry must still be left to investors, while local people manage it according to local capacity. The director of *BUM Desa* hopes the local community to foster a high sense of belonging to this tourism. The *BUM Desa* and the

community can establish good communication to develop this *BUM Desa* can be achieved. The sense of community ownership is still low because they were not involved in the preparation and planning stages of the initial formation of *BUM Desa*. The same thing was conveyed by Ermayanti, Hendrawati, and Zamzami (2018:40), who stated that the community is the primary measuring tool at the planning stage, so there will be a high sense of ownership if they are involved from the start.

The local community's low level of human resources is also an obstacle experienced by Mitra Bentala during mentoring community and village groups. The community does not yet fully understand how to preserve the coastal environment.

The division of responsibilities and authorities among stakeholders does not yet have a structure. Community service activities reported by Astohar and Rahmadhani (2020:128) show that stakeholders have not synergized to work together in understanding and implementing Village Regulations (*Perdes*), Articles of Association and Bylaws (AD/ART), and Standard Operating Procedures (SOP) related to *BUM Desa*.

The institutional strengthening activities carried out by Khairani et al. (2019:876) show that the management of *BUM Desa* Karya Tanjung has been able to map the potential of village businesses according to the existing potential of existing human resources and natural resources. The same thing also happened to *BUM Desa* administrators at the research location that they were able to explore the potential of existing natural resources and

human resources. Further, the existing institutional structure was relatively good and did not become an obstacle to community empowerment.

Cooperation of all stakeholders can also be seen in community empowerment, especially in the management of *BUM Desa*. This can be seen in the roles of the village government, NGOs, JAPFA Company, and local communities. Those parties have made efforts to develop the potential of the existing mangroves into productive business entities. One of the supporting factors is external organizations such as Mitra Bentala and JAPFA Company. Mitra Bentala, as an external organization, has initiated assistance to communities and villages since 2007. In general, what is being done is community empowerment and environmental preservation in coastal areas and small islands as well as exploring the potential that can be developed to support the improvement of the community's economy with various activities. JAPFA Company, as an external organization, also supports natural sustainability. This company support is a form of corporate social responsibility (CSR) for community development.

Some policies support the implementation of local community rights, such as in Village Regulation No. 1 of 2018 concerning the formation of Village-Owned Enterprises (*BUM Desa*), Gebang Village, Teluk Pandan Subdistrict, Pesawaran District. The Village Regulations (*Perdes*) states that one of the objectives of establishing a *BUM Desa* is to empower the community by planning and managing the economy.

Mitra Bentala also encouraged the community to develop natural resources in the village, especially the coastal areas, into mangrove ecotourism; aquaculture in mangrove areas such as mangrove crabs and green clams; and scale-up product development from mangroves. The same thing was also mentioned by Lønning (2018:527) that the vision of the Finnoya village's community transforms natural resources into the main inventory list for the village development.

The active role and high dedication of the director of *BUM Desa*, the former chairman of *Pokdarwis*, has fastened the development of *BUM Desa's* mangrove innovatively. Some of the activities that were carried out to introduce *BUM Desa's* mangrove tourism are creating a Facebook account and actively inviting the community in tourism activities in Pesawaran District. This initiative can potentially make community empowerment a success. Similarly, the director of *BUM Desa* of Sendang Pinilih Sendang Village, Wonogiri Subdistrict, Wonogiri District (Warsono et al. 2018:40) has sacrificed a lot for the progress of *BUM Desa*. Masrukin et al. (2013:177) also conveyed that the community's interest in utilizing internet network facilities in order to support community empowerment after the eruption of Mount Merapi in Central Java and Yogyakarta is a potential for community empowerment. The contributions of community leaders are also mentioned in Isdarmanto's research (2013:59). Those figures are able to change the attitudes and behavior of the community along the Code River, Yogyakarta to keep the area where he lives cleaner and more organized. Every successful rural development

has one or more highly dedicated individuals who do more than is expected (Lønning 2018:526).

The division of responsibilities and authorities among stakeholders does not yet have a structure. This is different from the development of *BUM Desa* of Ramaksa Village which is already regarded as good according to four aspects of stakeholder's perceptions, namely ecological, social, institutional, and economic aspects (Pujiana, Arianti, and Mutolib 2019:154). The implementation of the *BUM Desa* aims to increase people's economic growth by increasing the income of small businesses in the community. This does not become an obstacle to empowerment efforts.

The weak institutional structure can be seen from the replacement of *BUM Desa* management that has been done three times during 2016-2020. Governance or institutional mechanisms that have been mutually agreed upon can harmonize the *BUM Desa's* rural tourism (Fitrianto 2016:923). Activities carried out by Zaenuri, Atmojo, and Iqbal (2019:35) aim to optimize the management of *BUM Desa* based on the technical, administrative, and managerial capabilities of the *BUM Desa* Donoharjo Village management.

The people of Pakuan Hamlet and *BPD* assess that the landowner is still very much in control of the management of the *BUM* mangrove tourism village without heeding the initial agreement and involving the local community to participate. In this condition, the rights of local communities have not been fulfilled to participate in *BUM Desa* activities fully.

Conflicts between landowners and village government officials have resulted in local communities with no role in managing *BUM Desa*. Hasim, Sahabu, and Asri (2015:102) also states that conflicts occurring between conflict actors in coastal areas cause an unbalanced community. The landowner admitted that he initially formed a *BUM Desa* after deliberating with the villagers. He hopes that after the establishment of *BUM Desa*, tourism can develop. Until now, his opinion that mangrove tourism has not shown any progress and has even tended to decline after two years of being managed by *BUM Desa*. According to Mrs. Nlw, an academic, the landowner needs a guaranteed monthly income. However, until now, Mr. Hsn has not received any income guarantee regarding the cooperation between *BUM Desa* with his mangrove land.

The low level of human resources in the local community is still an obstacle to community empowerment through *BUM Desa*. One of the reasons is due to the limited understanding of landowners to manage *BUM Desa*. According to him, the mangroves he owns are only used by the local community to reap profits. Many local people take mangrove red worms to feed the shrimp pond.

The community's pattern of open communication with parties outside the village also raises the added value and will later affect the success of business in the village (Kolopaking, Septianto, and Ambarita 2019:104). The same thing was also confirmed by Saepudin et al. (2018: 89) who shows community participation in the form of awareness and motivation to develop the potentials of the village. The obstacles are also relatively the same, namely

village institutions that have not been able to see the community's needs and the community's limited knowledge regarding independent village development programs.

Local communities have the potential that comes from within to make *BUM Desa's* mangrove tourism more developed, such as the nature of leadership and developing other types of business that support the sustainability of *BUM Desa*.

Community Empowerment Model in *BUM Desa* Development

Several empowerment models can be adapted according to the conditions of the community in Gebang Village. A first model is a participatory approach by Lasri, Dewi, and Prihatiningtyas (2016:103), emphasizing counseling efforts to traders of the Belimbing Market, Malang. The horizontal communication model is relevant in the participatory development process (Satriani, Muljono, and Lumintang 2011:17). In this communication model, people are required to develop creativity and have the independence to make their own decisions.

Community empowerment using the participatory method carried out by Mustanir, Hamid, and Syarifuddin (2019:233) includes planning organizational activities, especially in the field of management, increasing production capacity at the Village Nursery for Women Tani Lestari group, growing skills as a result of training, increasing the number of plant seeds, equating the understanding of agricultural cultivation, and improving management skills in organizational arrangements.

The following model is community empowerment through co-management. Shared responsibility and community awareness can empower the people who live along the bank of Code River to change their area to become more attractive and clean (Isdarmanto 2013:59).

Some of the community's empowerment programs around Code River include the Clean River Program (*Program Kali Bersih - Prokasih*), waste management, mural painting, and Go-Green programs. According to a study conducted by Sari (2016), community-based empowerment is the empowerment of Integrated Health Service Post's (Posyandu) cadres as local leaders and the synergy between psychologists and *Posyandu's* cadres through counseling session regarding health issues in the community. Community-based empowerment in Dadapan Village, Balong Subdistrict, Ponorogo District consists of art training for women, barn kitchen training, and training on the processing of local agricultural products. These activities are designed specifically for the community of widowed mothers to get economic benefits and be motivated to be independent (Hilman and Nimasari 2018:65). Nasdian (2014:64) mentions a community approach, namely the participation of local communities in every decision making, increases people's ability to make democratic decisions at the local level, and brings changes to the outside community.

The community-based management model has also been implemented in the women's community of Karangresik Village, Tasikmalaya City by managing waste and recycling (Asteria and Heruman 2016:141). This empowerment has led women to manage the environment where they

live more independently. The empowerment of a harmonious environmental care group in Sidomulyo Village to manage a waste bank, according to Saputro, Kismartini, and Syafrudin (2016:93) have involved an active role of the community starting from the stages of planning, implementation, and taking benefits and evaluation. Waste bank management activities also have positive social impacts on the community, namely raising awareness on waste disposal and selection and the importance of waste management education. There are three variables of community-based marine tourism development on Kaledupa Island based on the research results of Salim and Purbani (2015:386). Those are natural resources, information, and coordination between agencies. These three variables must be strengthened by optimizing community participation to improve community welfare. According to Dewi (2018:179), the development of coastal areas based on community-based natural resources can be optimal if it involves the active role of the community from the planning to the implementation stages in the management area based on local wisdom and local government's support.

Mr. Dd expressed his hope that someday the *BUM Desa's* Mangrove Tourism could provide more tangible benefits by involving local communities first, rather than inviting other villagers. He said that *"In the future we prioritize the community, what are we here to be invited to do? That's how it helps the economy, right?"*

The community expects regular gatherings between *BUM Desa* and the village government, and also both formal and non-formal socializations that involve the community. Kurniasari (2014:39) states that non-formal

relationships can foster emotional bonds that make the parties involved maintain the existing relationship.

The existence of the private sector does not necessarily contribute to the village's original income, and many people who work for the private sector are a motivating factor for the village to create a *BUM Desa* immediately. Empowerment patterns that are still top-down can become a hindrance to the ongoing community empowerment process. The government is expected to gradually reduce its full involvement in empowerment efforts so that people have the confidence to empower themselves (Kurniasari 2014:39). Fitrianto (2016:925) states that *BUM Desa's* institutional revitalization which comes from community initiatives is needed since the government only acts as the executor, not the initiator. According to Sururi and Mulyasih (2017:220), village development is still centralized, so the impact of development has not let village communities access basic services. Rasyid et al. (2015:509) also state that top-down communication without involving the community in various matters is a problem that often occurs in empowerment programs. Village Unit Cooperatives, which had become the preferable unit in 1983-1984, also gradually died out due to the lack of community participation and the village government's top-down approach (Faedlulloh 2018:11). The participatory empowerment model is considered adequate for the community in that location. Assistance is provided by conservation groups and supported by the village government. Conservation groups can deliver the aspirations of local communities to the village government. Local knowledge will become a reference for conservation groups to develop

empowerment efforts. The participatory model emphasizes community participation starting from the planning stage and creates mutual trust among local communities (Rakotomahazo et al. 2019).

The participatory approach is a model that requires communication. According to Satriani et al. (2011:26), there are several impacts of participatory communication in *Posdaya* Kenanga: the integration of information and knowledge, joint problem solving, and the relationship among cadres.

The concept of empowerment is basically a criticism of the development system which has a uniform and centralized pattern for all regions in Indonesia. The most effective empowerment model is a model that is able to highlight independence and the emergence of self-sustaining capacity so that people are less dependent on the government (Kolopaking et al. 2019:104). Independence will generate high self-confidence in society. The same thing is also conveyed by Ife and Tesoriero (2008:256) who state that people included in the empowerment group need to consider and develop local resources and be more independent or self-sufficient than those.

In several community empowerment programs that failed at the exit strategy stage, the community has not been independent and let go of its dependence on government and private empowerment initiators.

The empowerment model that is considered adequate for the people of Durian Village is a combination of two models, namely endogenous (bottom-up) and community-based development. It is in line with the study by Handoko et al.

(2017:251), which provides an alternative to expand the bottom-up nature to achieve sustainable empowerment development. Society has relatively the same characteristics as the bottom-up model.

The characteristic is a local community initiative which is social capital. This initiative can build a high sense of ownership, creating a dedicated community to be involved in the long-term management of *BUM Desa* (Lønning 2018:520). Faedlulloh (2018:7) also states that the implementation of *BUM Desa* must strengthen community participation or in other words use a bottom-up approach.

Conclusion

Based on the research results and discussion, the conclusions that can be drawn from this study are as follows:

First, village community empowerment efforts can be done through: a) *BUM Desa* in Gebang Village, Teluk Pandan District, namely weekly gatherings (coffee morning), Clean Friday, activities carried out by Mitra Bentala such as agricultural training, capacity building of officials, village planning, village regulations on the protection of rural coastal areas, coastal rehabilitation such as planting mangroves and forming community groups, developing coastal ecotourism, animal husbandry, and forum on climate change. And also, CSR by JAPFA Comfeed Indonesia Tbk, such as developing tourist destinations, developing marine biota cultivation, planting mangrove seeds, making toilets, and holding training for *BUM Desa's* administrators. b) *BUM Desa* in Durian Village, Padang Cermin District, including

mutual cooperation to repair the road to the *BUM Desa's* mangrove tourism area and the *BUM Desa* office.

Second, supporting and inhibiting factors for community involvement in community empowerment activities: a) *BUM Desa* in Gebang Village, Teluk Pandan District, supports external organizations. Further, it also has policies that support the implementation of local community rights. Meanwhile, the inhibiting factors are the division of responsibilities and authorities among stakeholders who do not have a structure, the rights of local communities that have not been fulfilled, and incompetent local human resources. b) *BUM Desa* in Durian Village, Padang Cermin District has supporting factors such as good cooperation of all stakeholders; policies that support the implementation of local community rights; and people full of initiative and able to take actions. The inhibiting factor is the unfulfilled rights of local communities and incompetent local human resources.

Third, the community empowerment model follows the socio-cultural background of the local community in Gebang Village, a participatory model. The empowerment model in Durian Village is a combination of endogenous (bottom-up) and community-based development models.[]

References

- Anggito, Albi, and Johan Setiawan. 2018. *Metodologi Penelitian Kualitatif*. Sukabumi: Jejak.
- Asteria, Donna, and Heru Heruman. 2016. "Bank Sampah sebagai Alternatif Strategi Pengelolaan Sampah Berbasis Masyarakat di Tasikmalaya." *Jurnal Manusia dan Lingkungan* 23(1):136–41. doi: 10.22146/jml.18783.
- Astohar, Astohar, and Sari Rahmadhani. 2020. "Penguatan Lembaga BUMDes Tirtomanunggal di Desa Tirtomulyo Kecamatan Plantungan Kabupaten Kendal." *JPKMI (Jurnal Pengabdian kepada Masyarakat Indonesia)* 1(2):125–34. doi: 10.36596/jpkmi.v1i2.48.
- BPS RI. 2020. "Persentase Penduduk Miskin September 2019 Turun Menjadi 9,22 Persen." Retrieved (<https://www.bps.go.id/pressrelease/2020/01/15/1743/persentase-penduduk-miskin-september-2019-turun-menjadi-9-22-persen.html>).
- Chintary, Valentine Queen, and Asih Widi Lestari. 2016. "Peran Pemerintah Desa dalam Mengelola Badan Usaha Milik Desa (BUMDes)." *JISIP: Jurnal Ilmu Sosial dan Ilmu Politik* 5(2):59–63. doi: 10.33366/jisip.v5i2.244.
- Dewi, Anak Agung Istri Ari Atu. 2018. "Model Pengelolaan Wilayah Pesisir Berbasis Masyarakat: Community Based Development." *Jurnal Penelitian Hukum De Jure* 18(2):163–82. doi: dejure.2018.v18.163-182.
- Ermayanti, Ermayanti, Hendrawati Hendrawati, and Lucky Zamzami. 2018. "Studi Partisipasi Masyarakat terhadap Pelaksanaan Program PNPM Mandiri di Sumatera Barat." *Jurnal Antropologi: Isu-isu Sosial Budaya* 20(1):33–43. doi: 10.25077/jantro.v20.n1.p33-43.2018.
- Faedlulloh, Dodi. 2018. "BUMDes dan Kepemilikan Warga: Membangun Skema Organisasi Partisipatoris." *Journal of Governance* 3(1):1–17. doi: 10.31506/jog.v3i1.3035.
- Febryano, Indra Gumay, Didik Suharjito, Dudung Darusman, Cecep Kusmana, and Aceng Hidayat. 2015. "Aktor dan Relasi Kuasaan dalam Pengelolaan Mangrove di

- Kabupaten Pesawaran, Provinsi Lampung, Indonesia." *Jurnal Analisis Kebijakan Kehutanan* 12(2):123–38.
- Fitrianto, Hari. 2016. "Revitalisasi Kelembagaan BUMDes dalam Upaya Meningkatkan Kemandirian dan Ketahanan Desa di Jawa Timur." *Jejaring Administrasi Publik* 8(2):915–26.
- Handoko, Waluyo, Sofa Marwah, and Tri Rini Widyastuti. 2017. "Menjaga Sustainability Pengembangan Masyarakat Pesisir Kebumen: Antara Corak Top-Down, Partisipatif dan Inisiasi Kelembagaan Lokal." *Sosiohumaniora* 19(3):244–52. doi: 10.24198/sosiohumaniora.v19i3.10291.
- Hartoyo, Hartoyo. 2013. "Dinamika Gerakan Petani di Organisasi Serikat Petani Lampung." *Masyarakat, Kebudayaan dan Politik* 26(3):193–202.
- Hasim, Darmin Haji, Budi Sahabu, and Muhammad Asri. 2015. "Konflik Pengelolaan Sumberdaya di Desa Pangumbahan Kabupaten Sukabumi." *Sodality: Jurnal Sosiologi Pedesaan* 3(3):101–5. doi: 10.22500/sodality.v3i3.10640.
- Hilman, Yusuf Adam, and Elok Putri Nimasari. 2018. "Model Program Pemberdayaan Masyarakat Desa Berbasis Komunitas." *Aristo: Jurnal Sosial, Politik, Humaniora* 6(1):45–67. doi: 10.24269/ars.v6i1.778.
- Ibrahim, Ibrahim, Iwan Tanjung Sutarna, Ibrahim Abdullah, Kamaluddin Kamaluddin, and Mas'ad Mas'ad. 2019. "Faktor Penghambat dan Pendukung Badan Usaha Milik Desa pada Kawasan Pertambangan Emas di Sumbawa Barat." *Sosiohumaniora* 21(3): 349–54. doi: 10.24198/sosiohumaniora.v21i3.23464.
- Ife, Jim, and Frank Tesoriero. 2008. *Community Development: Alternatif Pengembangan Masyarakat di Era Globalisasi*. edited by S. Z. Qudsy. Yogyakarta: Pustaka Pelajar.
- Indrawati, Dewi R, San Afri Awang, Lies Rahayu W. Faida, and Ahmad Maryudi Maryudi. 2016. "Pemberdayaan Masyarakat dalam Pengelolaan DAS Mikro: Konsep dan Implementasi." *Kawistara: Jurnal Ilmiah Sosial dan Humaniora* 6(2):113–24. doi: 10.22146/kawistara.15583.
- Insiardi, Muchri, Inpurwanto Inpurwanto, and Ahmad Mulyadi. 2019. "Studi Potensi Ekowisata di Hutan Mangrove Desa Mendalok Kecamatan Sungai Kunyit Kabupaten Mempawah." *Jurnal Sains Mahasiswa Pertanian* 8(2).
- Isdarmanto, Isdarmanto. 2013. "Pemberdayaan Komunitas Masyarakat Bantaran Kali Code dalam Mewujudkan Kawasan Desa Wisata yang Berbasis Budaya." *Jurnal Ke-pariwisataan* 7(3):51–70.
- Khairani, L, Ramlan Ramlan, I. Hayati, and D. Pulungan. 2019. "Penguatan Kelembagaan BUMDes Karya Tanjung di Desa Tanjung Pasir Kabupaten Langkat." in *Seminar Nasional AVoER XI*. Palembang: Universitas Sriwijaya.
- Kolopaking, Lala Mulyowibowo, Marzuqo Septianto, and Ervan Ambarita. 2019. "Sinergi Pengelolaan Desa Membangun dengan Kegiatan Corporate Social Responsibility (Studi Kasus PT. Indonesia Power, Gunung Salak)." *Sodality: Jurnal Sosiologi Pedesaan* 7(2):102–9. doi: 10.22500/sodality.v7i2.26164.
- Kurniasari, Nendah. 2014. "Membangun Sinergitas antar Pelaku dalam Pemberdayaan Masyarakat Perikanan melalui Klinik Iptek Mina Bisnis (Studi Kasus pada Pelaksanaan Klinik Iptek Mina Bisnis di Kabupaten Subang)." *Buletin Ilmiah Marina Sosial Ekonomi Kelautan dan Perikanan* 9(2):35–39. doi: 10.15578/marina.v9i2.427.
- Lasri, Lasri, Novita Dewi, and Budi Prihatiningtyas. 2016. "Pemberdayaan Pedagang Pasar

- Tradisional Blimbing Berbasis Partisipatif dalam Perlindungan Sosial." *Care: Jurnal Ilmiah Ilmu Kesehatan* 4(3):97–104. doi: 10.33366/cr.v4i3.439.
- Lønning, Dag Jørund. 2018. "The Power of Human Agency: Successful Community Development Strategies in Norway's Rural Northern Margins." *Community Development Journal* 53(3):518–36. doi: 10.1093/cdj/bsy024.
- Masrukin, Masrukin, Toto Sugito, Bambang Suswanto, and Ahmad Sabiq. 2013. "Model Pemberdayaan Masyarakat Pascaerupsi Gunung Merapi di Jawa Tengah dan Yogyakarta." *Komunitas: International Journal of Indonesian Society and Culture* 5(2):172–84. doi: 10.15294/komunitas.v5i2.2736.
- Mustanir, Ahmad, Hariyanti Hamid, and Rifni Nikmat Syarifuddin. 2019. "Pemberdayaan Kelompok Masyarakat Desa dalam Perencanaan Metode Partisipatif." *Moderat: Jurnal Ilmiah Ilmu Pemerintahan* 5(3):227–39. doi: 10.25147/moderat.v5i3.2677.
- Nasdian, Fredian Tonny. 2014. *Pengembangan Masyarakat*. Jakarta: Yayasan Pustaka Obor Indonesia.
- Nurhayati, Cucu. 2018. *BUMDes dan Kesejahteraan Masyarakat Desa*. Jakarta: Pusat Penelitian, Badan Keahlian, DPR RI, Bidang Kesejahteraan Sosial.
- Panjaitan, Nurmala K., Galuh Adriana, Ratri Virianita, Nanda Karlita, and Renita Intan Cahyani. 2017. "Kapasitas Adaptasi Komunitas Pesisir pada Kondisi Rawan Pangan Akibat Perubahan Iklim (Kasus sebuah Komunitas Nelayan di Jawa Barat)." *Sodality: Jurnal Sosiologi Pedesaan* 4(3). doi: 10.22500/sodality.v4i3.14736.
- Prasetyo, Ratna Azis. 2016. "Peranan BUMDes dalam Pembangunan dan Pemberdayaan Masyarakat di Desa Pejambon Kecamatan Sumberrejo Kabupaten Bojonegoro." *Jurnal Dialektika* 11(1):86–100.
- Pujiana, Tri, Dwi Arianti, and Abdul Mutolib. 2019. "Persepsi Stakeholder terhadap Pengembangan Badan Usaha Milik Desa (BUMDes) di Sungai Langka, Kecamatan Gedong Tataan Kabupaten Pesawaran." *Mimbar Agribisnis: Jurnal Pemikiran Masyarakat Ilmiah Berwawasan Agribisnis* 5(2):145–55. doi: 10.25157/ma.v5i2.1905.
- Rakotomahazo, Cicelin, Lalao Aigrette Ravaoarinosihoarana, Dolce Randrianandrasaziky, Leah Glass, Charlotte Gough, Gildas Georges Boleslas Todinanahary, and Charlie J. Gardner. 2019. "Participatory Planning of a Community-Based Payments for Ecosystem Services Initiative in Madagascar's Mangroves." *Ocean & Coastal Management* 175:43–52. doi: 10.1016/j.ocecoaman.2019.03.014.
- Rasyid, Anuar, Amiruddin Saleh, Hafied Cangara, and Wahyu Budi Priatna. 2015. "Komunikasi dalam CSR Perusahaan: Pemberdayaan Masyarakat dan Membangun Citra Positif." *Mimbar: Jurnal Sosial dan Pembangunan* 31(2):507–18. doi: 10.29313/mimbar.v31i2.1564.
- Saepudin, Encang, Ninis Agustini Damayani, and Agung Budiono. 2018. "Partisipasi Masyarakat pada Program Desa Mandiri Pangan di Kabupaten Bandung." *Sosio-humaniora* 20(1):86–94. doi: 10.24198/sosiohumaniora.v20i1.9895.
- Salim, Hadiwijaya Lesmana, and Dini Purbani. 2015. "Pengembangan Pariwisata Bahari Berbasis Masyarakat di Pulau Kaledupa, Kabupaten Wakatobi, Provinsi Sulawesi Tenggara." *Jurnal Manusia dan Lingkungan* 22(3):380–87. doi: 10.22146/jml.18765.
- Saputro, Yusa Eko, Kismartini Kismartini, and Syafrudin Syafrudin. 2016. "Pengelolaan Sampah Berbasis Masyarakat melalui Bank Sampah." *Indonesian Journal of Conservation* 4(1):83–94.

- Sari, Endah Puspita. 2016. "Upaya Pemberdayaan Komunitas melalui Sinergi Kader Posyandu dan Psikolog Puskesmas." *Jurnal Ilmiah Psikologi Terapan* 4(1):53-61. doi: 10.22219/jipt.v4i1.2877.
- Satriani, I., P. Muljono, and R. W. E. Lumintang. 2011. "Komunikasi Partisipatif pada Program Pos Pemberdayaan Keluarga (Studi Kasus di RW 05 Kelurahan Situgede, Kecamatan Bogor Barat, Kota Bogor)." *Jurnal Komunikasi Pembangunan* 9(2):17-27. doi: 10.46937/920119042.
- Soedarso, Soedarso, Sutikno Sutikno, and Sukardi Sukardi. 2016. "Strategi Pengembangan Pariwisata Daerah dan Pemberdayaan Masyarakat di Parigi Moutong." *Masyarakat, Kebudayaan dan Politik* 29(3):159-66. doi: 10.20473/mkp.v29i32016.159-166.
- Sugito, Toto, Rili Windiasih, and Adhi Iman Sulaiman. 2018. "Aktualisasi Pembangunan Partisipatif dalam Forum Komunikasi Pemberdayaan Perempuan Desa." *Journal Acta Diurna* 14(1):1-16. doi: 10.20884/1.actadiurna.2018.14.1.1138.
- Sururi, Ahmad, and Rahmi Mulyasih. 2017. "Pemberdayaan Masyarakat melalui Inovasi Perencanaan Pembangunan Berbasis 4R (Rebug, Rencana, Realisasi dan Rawat) di Desa Cilangkap Kecamatan Wanasalam sebagai Pilar Utama Kebijakan Partisipatif dan Gotong Royong." *Engagement: Jurnal Pengabdian kepada Masyarakat* 1(2):218-38. doi: 10.29062/engagement.v1i2.17.
- Warsono, Sarjono Herry, Slamet Rahmat, Danarti Danarti, Chalin Antinia Agustin, Emma Rahmawati, Taufan Daniarta Sukarno, and Nurul Aldha Mauliddina Siregar. 2018. *Indikator Perkembangan Badan Usaha Milik Desa (BUMDesa)*. Jakarta: Puslitbang Kemdes, PDT dan Transmigrasi.
- Zaenuri, Muchamad, Muhammad Eko Atmojo, and Muhammad Iqbal. 2019. "Penataan Kelembagaan BUMDes Berbasis Pariwisata." *Abdias Altruis: Jurnal Pengabdian kepada Masyarakat* 2(2):28-36.

This page has been intentionally left blank.