

PENTAHHELIX MODEL IN THE DEVELOPMENT OF VILLAGE-OWNED ENTERPRISES (BUMDES) IN SIDOMULYO DISTRICT SOUTH LAMPUNG REGENCY LAMPUNG PROVINCE

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ABSTRACT. The purpose of this writing is to describe whether the pentahelix model has been implemented and what the obstacles are in managing Village-Owned Enterprises (BumDes) in Sidomulyo District, South Lampung Regency. The purpose of this writing is related to optimizing village development in order to improve the welfare of village communities as stated in Law Number 6 of 2014 concerning Villages. Likewise, it is in line with the objectives of establishing BumDes, including improving the economy and increasing the income of village communities. The research method used is through a qualitative approach, the researcher carries out an objective representation of the symptoms contained in the research problem, namely the implementation of the pentahelix model in the management of BumDes in South Lampung Regency. Data was obtained from interview, observation and documentation techniques. Next, analyze the data by reducing the data, presenting the data and verifying/drawing conclusions. The research results show that the implementation of the Pentahelix model has been implemented well in BumDes Management in South Lampung Regency, only in Sidomulyo District which has implemented the Pentahelix model in collaboration with 5 stakeholders, namely the Media, Business Community, Academics, and the Government as the leading sector. The form of collaboration carried out is by holding joint activities where stakeholders are still limited to being facilitators and sponsors of these activities. Therefore, in the future, it is hoped that stakeholder cooperation with BumDes can be further improved in a more concrete form, namely developing BumDes, increasing the capacity of BumDes resources and efforts to increase BumDes capital.

Keywords: Pentahelix models; Development; BUMDes.

INTRODUCTION

Every village is obliged to carry out physical and human resource development, as an effort to improve the quality of life for the welfare of the village community. There is a need for balanced and equitable development, to increase the development and welfare of rural communities. Increasing development through BUMDes (Village-Owned Enterprises) which are well managed and can maximize the potential that exists in the village, the large number of natural resources and human resources that have potential. So that villages no longer depend on the central government, thus villages grow and become strong and are able to lead village communities towards development and community prosperity.

The process of sustainable development at the lowest level is village autonomy. This makes the village no longer an object, but a subject of development. According to the Village Government Law no. 6 of 2014 article 7 paragraph 3, the Village Government was

formed to realize the effectiveness of village government administration, accelerate the improvement of village community welfare, accelerate the improvement of the quality of public services, organize/standardize resource allocation and income distribution, improve the quality of village government, and increase village competitiveness .

To realize the goal of establishing a Village Government, two approaches are needed, namely: a) The desire of the community in the form of a need to change, namely making efforts to change and prevent undesirable things, and b) Political will and the ability of the village government together with the community to implement development *planning* . which has been prepared (Rutiadi, 2001 in Bachrein, 2010) . One of the efforts made by the Village Government is to encourage the village economy. The Village Government must revive economic activity, namely by opening the minds and insights of village communities so that they are willing to try and look for opportunities to earn income

which will have an impact on increasing community income and welfare. Economic development is one of the pillars of the village, so the Village Government must be able to explore, manage and develop the community to achieve the potential in their village. In this way, village existence must receive serious attention from the government with related policies.

Efforts to revive the community's economy can be pursued through village entrepreneurship, where village entrepreneurship is a strategy in the development and growth of welfare (Ansari et al., 2013). This village entrepreneurship can be accommodated in Village Owned Enterprises (BUMDes) developed by the government and village communities (Prabowo, 2014 in Anggraeni 2016). Article 1 point 6 of Law no. 6 of 2014 concerning Villages, that BumDes is a business entity in which most of the capital owned comes from village assets which are then separated, to manage existing assets, such as services, and other businesses for the welfare of the village community. In the Regulation of the Minister of Home Affairs number 6 of 2014 concerning Village Owned Enterprises it is stated that BumDes is a village business established or established by the village government whose capital ownership and management is carried out by the village government and the community.

The establishment of BUMDes is intended to carry out village development programs. Initially, the formation of BumDes was to encourage or accommodate all activities to increase community income. BumDes then developed against the background of local customs and culture. Furthermore, with the aim of maximizing economic activities, BumDes is handed over to be managed by the community through Government and Regional Government programs or projects. In its development, BumDes becomes a village business and is further expected to be able to maximize the potential of village communities in terms of economic aspects, natural resources and human resources (Ubi Laru & Suprojo, 2019).

BUMDes have the role of regulating the economy in the village, especially business sectors from various fields, such as rental of goods, simple social businesses, service businesses, micro financial businesses, and community joint ventures (Pangestu, 2020). The role of BUMDes can be seen in the existence of sources of funds to increase income, community needs that can be felt by the community as a whole, as well as independent village development that does not only depend on budgets and aid (Kirowati & Setia, 2018). Thus, BUMDes is a breakthrough alternative for empowering village communities because ideally it can improve the economy of all communities in the village.

Gunawan (2011) explained that the formation of BUMDes aims to accept activities that develop according to customs, activities based on Government programs and all other activities that support efforts to increase community income. According to Ridwan (2015), the aim of establishing BUMDes is to create equal business opportunities while increasing community income. Apart from its objectives, BUMDes has a function as a commercial institution through offering local resources aimed at making a profit and a social institution through contributing to the provision of social services that are in favor of the interests of the community. BUMDes has made a positive contribution to strengthening the economy in rural areas in developing the community economy (Alkadafi, 2014). The existence of BUMDes is needed to mobilize village potential and can help in poverty alleviation efforts. This is also supported by Hardijono et al (2014) that the establishment of BUMDes is a way to form an independent rural economy as an effort to increase Original Regional Income (Agunggunanto et al., 2016).

From 2015 to 2019 in South Lampung Regency there were 256 BumDes with 571 business branches and their capital reached Rp. 57,158,850,296. In 2020, from the results of their efforts, BumDes throughout South Lampung Regency can contribute to PADes (Original Village Income) Rp. 1,419,775,526.

BumDes in South Lampung Regency is divided into four classifications, namely basic, growing, developing and advanced BumDes, as presented in table 1.

Table 1. Recap of the classification assessment of Village-Owned Enterprises (BUMDes) Lampung Province 2019

Rekap Penilaian Klasifikasi Badan Usaha Milik Desa (BUMDes)						
Provinsi Lampung September 2019						
No	Kabupaten	Jumlah Bumdes	Klasifikasi Bumdes			
			Dasar	Tumbuh	Berkembang	Maju
1	Lampung Selatan	256	120	89	47	0
2	Lampung Tengah	259	186	72	1	0
3	Lampung Utara	232	123	99	10	0
4	Lampung Barat	123	52	71	0	0
5	Tulang Bawang	147	147	0	0	0
6	Tanggaman	85	70	13	0	2
7	Lampung Timur	248	4	241	3	0
8	Way Kanan	136	108	25	2	1
9	Pesawaran	128	93	26	9	0
10	Pringsewu	126	70	43	13	0
11	Mesuji	105	105	0	0	0
12	Tulang Bawang Barat	82	47	34	1	0
13	Pesisir Barat	61	25	30	6	0

Source: (Lampung Community and Village Empowerment Service (DPMD), 2019)

Based on the table above, of the 13 regencies in Lampung Province, South Lampung Regency ranks second with the most number of BUMDes after Central Lampung with 256 BUMDes and 47 of them are developing. This makes South Lampung Regency superior compared to other regencies in the Province. Lampung. This success prompted researchers to take South Lampung as the research locus. South Lampung Regency has a land area of approximately 2,109.74 Km² based on South Lampung Regional Regulation Number 15 of 2012 concerning Spatial Plans for South Lampung Regency (lampungselatankab.go.id). The existing number of sub-districts in South Lampung Regency is 17 sub-districts and further consists of 260 villages and sub-districts which are divided into 256 villages and 4 sub-districts (BPS Lampung, 2021).

South Lampung Regency has a lot of wealth that can be explored through BUMDes. Until 2020, the natural wealth managed by BUMDes was only limited to tourism, it had not yet been demonstrated direction of management

of agricultural products, considering that South Lampung Regency is also an agricultural producing area such as rice, coconut, banana, rubber latex, cocoa and others, this condition shows opportunities for the development of BUMDes which are still very promising with better management. This is a geographical advantage for the South Lampung Regency region which is right opposite the big cities on the island of Java. This geographical advantage is certainly not shared by other districts on the island of Sumatra. Given the success of South Lampung in producing 47 BUMDes with developing status and South Lampung's abundant agricultural output, it is necessary to examine how the pentahelix model in BUMDes development (collaboration between 5 actors namely: media, government, community, business community, and academics), whether the model pentahelix is implemented in the management of the BUMDes, including whether the management of the BUMDes has explored the abundant agricultural products of South Lampung?

The advancement or decline of BumDes is influenced by the role of the village government in managing and developing BUMDes. The Village Government must have management capabilities in managing BumDes. Management

A good BumDes stated by Solekhan (2014) includes: (1) BUMDes management must be open, and can be known by the public. (2) BUMDes management must be accountable to the village community by following applicable rules and regulations. (3) village communities are actively involved in the planning, implementation and supervision processes. (4) and the management of BUMDes must provide results and benefits for community members in a sustainable manner.

As an effort to build BumDes, collaboration can be carried out by several related stakeholders. There are at least five actors who can work collaboratively for the development of BUMDes, namely academics, business, community, government, and the mass media. This approach is called the *pentahelix*

model or ABCGM. This cooperation model presupposes that the five actors can work together synergistically and strengthen each other to achieve business acceleration. The quality and collectivity of the five actors will affect market support, networking and regulation. According to Rampersad, Quester, Troshani, in Halibas, Sibyan, and Maat (2017) that pentahelix collaboration has an important role in supporting joint innovation goals and pentahelix also contributes to regional socio-economic progress. These problems can be solved through a collaborative and partnership approach that involves various parties.



Source : processed by researchers

Figure 1. Pentahelix model

According to Soemaryani in Syaharbanu (2019:5) each element in the pentahelix model collaboration has its own function in accordance with its capacity. These functions will later create interactions between each element until a collaboration is realized. First, the function of government elements as regulator, coordinator and controller, with this function making the government involved in all activities ranging from planning, implementation, coordination, monitoring, control, budgeting, program licensing, legislation to the development of public policy. Second, the function of business elements as supporters or providers of infrastructure, developers of human resources and as promoters who help support the government's budget. Third, the function of academic elements as drafters is to formulate standards for policies or programs to be implemented. Academics are also a source of knowledge and relevant theories so that the policies formulated run effectively and efficiently. Fourth, the

function of the community element as an accelerator, where the community here is a group that has the same goal to achieve. The community also has a role as a liaison between the community and policy makers. The fifth function of the media element is as a publicist for policies or programs that are being implemented. The media element is a crucial actor in efforts to develop BumDes because it is able to influence several things, such as people's psychology, public trust in the government and can influence public opinion.

Several experiences involving several stakeholders in the development of BumDes include the form of BUMDes funding through the use of CSR (*corporate social responsibility*) funds such as BUMDes Makmur Rejo , Bandungrejo Village, Ngasem District, Bojonegoro Regency, managing a laying chicken business with the support of the Jambaran-Tiung Biru (JTB) Gas Field Operator. , Pertamina EP Cepu. In a day, they are able to earn a turnover of IDR 3,200,000. Furthermore, State-Owned Enterprises (BUMN) and Regional-Owned Enterprises (BUMD) can also collaborate and partner with BUMDes to increase community productivity. Sanankerto Village, Turen District, Malang Regency was able to build a Micro Hydro Power Plant (PLTMH) to supply electricity needs in the Boon Pring Ecotourism area with the support of Bank Nasional Indonesia (BNI) CSR Funds. The pentahelix approach can also be realized in the form of a business incubation program for BUMDes business units. This is where the term *one village one company* (OVOC) was born as a form of intermediation of local economic power in the village. BUMDes actors and business units will feel the presence of a business ecosystem that is conducive to moving the wheels of the village economy based on optimizing village potential and resources.

There are several studies related to BumDes, namely Mulyani's research (2022) entitled The Role of the Community and Village Empowerment Service (DPMD) in empowering

communities through Village-Owned Enterprises (BUMDes) in Selat District, Kapuas Regency, Central Kalimantan Province. The research results state that the role of DPMD through BumDes in empowering the community has not run optimally. This is because the community empowerment activities carried out by BumDes do not focus on improving individual abilities, as well as because BumDes has not yet facilitated partnerships for community business actors. The role of DPMD through BumDes has not been successful either because the counseling and coaching program has not been structured on an ongoing basis, and funds have not been allocated since the program was created. The difference between Mulyani's research (2022) and this research is mainly in the theory used. Previous research discussed community empowerment in managing BUMDes with empowerment theory. Meanwhile, this research focuses on the pentahelix model theory in BumDes development.

According to Suriadi and Thamrin (2019) explain that in the process of managing and developing BUMDes with various actors, various factors that influence this development emerge, both supporting and hindering. The supporting factor for the development of BUMDes is the extraordinary potential for BUMDes human resource management in developing BUMDes in the future. Meanwhile, the inhibiting factor is precisely the awareness of several villages that are members of BUMDes and inconsistent management.

Research entitled BUMDES Policy for the Welfare of Society (The Case of People's Economic Empowerment in Gersik Putih Village, Gapura District, Sumenep Regency) by Asrori (2020). This study uses Law Number 6 of 2014 concerning villages as an analytical tool to study BumDes policies in the welfare of society by empowering local residents by utilizing the potential that exists in the village. Furthermore, there is research which states that networking as a social capital has a major

influence on the management of BumDes, as research conducted by Fadhila (2019) entitled Social Capital in the Management of Village-Owned Enterprises (BUMDes) (studies on BUMDes Amarta, Pandowoharjo Village, District Sleman, Sleman Regency). The results of this study have a correlation with the research that the writer will conduct where the network as social capital is an important factor for the relationship between the five actors in the pentahelix model.

Improving the village economy and the welfare of village communities is the goal and responsibility of the Village Government. The government gives authority to Village Governments to carry out innovations and various breakthroughs to achieve these goals. BumDes is an alternative solution that can become a driving force for the village economy and if its management is carried out professionally it can improve the village economy and have an impact on improving the welfare of village communities. But BumDes cannot develop optimally if it only depends on the Village Government or BumDes administrators alone. BumDes management requires collaboration, communication and coordination from various relevant stakeholders (various parties) to advance and develop BumDes. In the pentahelix model, parties from various backgrounds are mentioned, apart from the government, as society, media, academics and entrepreneurs. This research wants to know the implementation of the pentahelix model in the management of BumDes, with a focus on South Lampung Regency as a district in Lampung Province where 47 BumDes have successfully entered the developing to advanced classification (Table 1).

Based on the background of the problem, the purposes of writing raised are to describe whether the pentahelix model has been implemented and obstacles in the management of Village-Owned Enterprises (BumDes) in South Lampung Regency. The purpose of writing relates to optimizing village

development in order to improve the welfare of village communities as stated in Law Number 6 of 2014 concerning Villages. Likewise, it is in line with the objectives of establishing BumDes, including improving the economy and increasing the income of village communities. Theoretically this research is useful and contributes to the scope of the Government Science concentration, especially in Governance and Government Management, namely in the management of BumDes to improve the welfare of rural communities. In addition, it is also useful to study the pentahelix theory in more depth in relation to collaboration between actors (stakeholders) in the management of BumDes. Practically, this research can provide additional knowledge and information about the pentahelix model in managing BumDes. Furthermore, it can be used as a reference source for those who are interested in conducting similar research or continuing research to see the pentahelix and BumDes models in a different perspective.

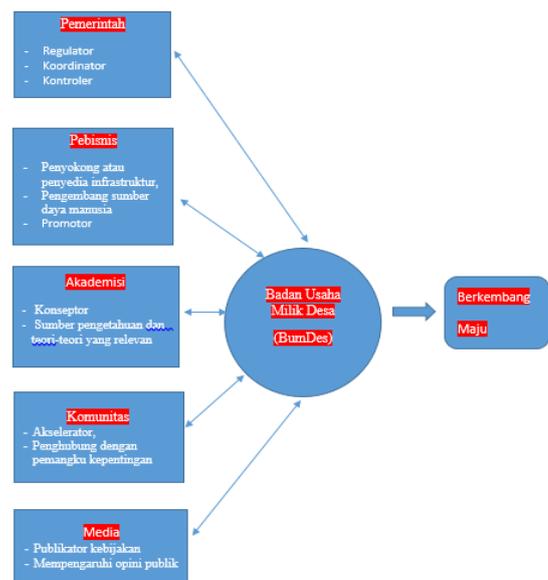
FRAMEWORK

South Lampung Regency has the number of BumDes is growing most in Lampung Province , namely as many as 47. BumDes develop the must pushed for become BumDes forward. For become proceed so BumDes must own And develop business maximum maybe. Besides that BumDes also must own governance effective institutions and professional with rules, administration, as well as possible reporting accountable. For operate all his business in a way maximum, then BumDes must cooperate and collaborate with 5 actors pentahelix that is government, media, academics, business people, and community. This research will see what is the pentahelix model already walk on BumDes in South Lampung follows what just be the obstacle .

According to Soemaryani in Syaharbanu (2019:5) every element in pentahelix model collaboration own function each one is appropriate with its capacity . Functions that's what will happen later will create interaction between each element until come true A

collaboration. First, function element government as regulator, coordinator And controller, with function the make government involved in all activity start from planning, implementation, coordination, monitoring, control, budgetin, program licensing, legislation until development policy public. Second, function element businessman as supporter or provider infrastructure; developer source power as well as as a participating promoter support budget help government. Third, function element academics as drafter like do formulation standard to policy or program that will implemented. Academics also as source knowledge nd relevant theories so that policies are formulated walk with effective and efficient. Fourth, function element community public as accelerator, where the community public here is a group that has the same goal for achieved . Community public also own role as liaison between public to holder policy. Fifth function media elements as publisher on policy or the middle program done, media elements become crucial actor in effort development BumDes Because capable influence a number of matter like, psychological society, trust public to government And can influence opinion public.

In summary, the flow of thought in this paper is as follows:



Source : Processed by researchers

Figure 2. Framework

METHOD

This type of research is descriptive qualitative because it aims to describe in detail and comprehensively the various conditions and situations that arise which become the object of research. According to Creswell (in Djam'an satori & Aan komariah, 2017: 24) qualitative research is a process of inquiry (question/investigation) regarding the understanding of a matter to obtain data, information, text views of respondents who use various methodologies in a problem or phenomenon social or humanitarian.

According to Wasistiono and Simangunsong (2014:48) that between "Government Science Methodology" and "Social Research Methodology" are related very closely, where Government Science Methodology is a critical study of methods and techniques for understanding government phenomena. The goal is to search correct knowledge of government science. Specifically in Government Science, it can be explained that Research Governance is an effort to discover, develop and test symptoms, events, phenomena and dynamics of government in order to create truth in the science of government

Research that produces and processes data that is descriptive in nature, such as interview transcripts, field notes, drawings, photos, video recordings and others. Through a qualitative approach, the researcher made an objective representation of the symptoms contained in the research problem, namely the implementation of the pentahelix model in the management of BumDes in South Lampung Regency. The research focus is on 5 stakeholders, namely the Media, Business Community, Academics, and Government as the leading sector. The next focus is to find the right pentahelix model from all stakeholders involved in BumDes management.

Research informants *purposively*. namely officials from the South Lampung Regency Community and Village Empowerment Service (DPMD), Village Government, business actors, communities, media, academics, South

Lampung Regency. Data obtained from interview techniques, observation and documentation. Furthermore, data analysis with data reduction, data presentation and verification/conclusion.

RESULTS AND DISCUSSION

Collaboration and obstacles of the pentahelix model towards BUMDes in Sidomulyo District, South Lampung Regency

The management of BUMDes in South Lampung Regency shows that the pentahelix model is visible because there is collaboration between elements, namely Village Government, Community, Academics, Entrepreneurs and Media. However, of all the sub-districts in South Lampung, only Sidomulyo Sub-district is managing BUMDes using the pentahelix model collaboration.

1. BUMDes cooperation with Village Government, Universities and Private

BUMDes Jejamo Jaya Suak on January 9 2023 held a lato-lato competition at Muara Indah Suak Beach. There were 201 participants, with the majority of participants being public elementary school students from Sidomulyo, Sragi and Katibung sub-districts, making the beach atmosphere crowded with visitors. Competition activities involve several parties. The initiator is the Jejama Jaya Suak BUMDes Tourism Business Unit. The committee in carrying out the competition was assisted by



Source : BUMDes Jejamo Jaya Suak

Figure 3. Lato-lato competition at Muara Indah Suak Beach 9 January 2023

The aim of the competition is to introduce Muara Kapuk Beach to the wider community, because the beach is not just a

relaxing tourist spot, but also educational for children. Another goal is to revive traditional games that have become extinct and forgotten. BUMDes also invites the private sector to get involved in this competition to become sponsors. These private parties are RNR International Group, Surya Jaya Motor Sidomulyo and AE Creative Konveksi & Clothing which gave the main prize in the form of a BMx bicycle to the winner of the Doorprize lottery. Apart from that, forms of collaboration with the government that encourage the success of BUMDes include Samsat, Bank Lampung, and Jasa Raharja.

2. BUMDes Collaboration with Academics

One alternative that can be taken by Village-Owned Enterprises in order to optimize the management of potential village economic resources is to open up opportunities for collaboration with outside parties. This can be done because it is difficult to imagine that Village-Owned Enterprises will be able to move quickly if Village-Owned Enterprises pursue business alone. However, in order for the collaboration to strengthen the business, of course these steps cannot be carried out haphazardly. In general, between business actors then make a letter of cooperation agreement. Through the agreement letter, both parties who work together can know all the rights and obligations they have.

The ability of BUMDes Jejama Jaya Suak Village to make cooperation agreement letters is still limited, therefore BUMDes collaborates with academics from the University of Lampung (Unila). This form of collaboration is through Community Service activities by Unila academics who present material related to Strengthening the Capacity of BUMDes Management through Formulating Collaboration Agreements with Third Parties. The PKM activity was carried out on April 8 2021 and was attended by 13 activity participants, consisting of Suak Village officials and Suak BUMDes administrators. Unila academics were represented by Mr Syamsul Ma'arif, MAP and Team.



source : Unila Fisip community service activity report, April 8 2021

Figure 4. Community Service Activities by Unila academics April 8 2021

BUMDes cooperation with academics is very useful, especially if BUMDes cooperates with other parties which must be regulated by a joint agreement. Ideally, a cooperation agreement is made in writing in the form of a collective agreement that produces a document in the form of a cooperation agreement. The cooperation agreement is important to make in writing so that later it can be used as an instrument that can be used to collect commitments from each party when implementing the cooperation later and can be used as a reference for Village-Owned Enterprises when they want to collaborate again with other parties. In fact, collective agreements can be made in writing or not, depending on the agreement of the parties making the agreement. In practice, the rural social environment which is generally dominated by informal relations patterns encourages the parties to tend to enter into unwritten agreements. The agreements reached are often based solely on mutual trust. In addition, the agreements reached are sometimes produced not through formal talks, but as a result of informal talks at home or on the edge of the fields. In a number of moments, progress has been made whereby some of the collective agreements have been written down into a cooperation agreement. Unfortunately, some cooperation agreement letters are often not made by yourself, but are made through the services of other parties. This is where the problem lies, bearing in mind that all the

consequences that arise as a result of the agreement will later be borne by the parties making the agreement themselves. This capacity building is important based on the opinions of UNDP (2006), Philbin (1996) and Brown (2001), all three of whom agree that individual or organizational capacity building is very important to support the achievement of organizational goals.

3. BUMDes Collaboration with Community Groups (Communities)

The form of BUMDes collaboration with community groups (Communities) is through the signing of a letter of agreement with the management of Muara Indah Suak Beach on May 2 2021. The BUMDes side is represented by the BUMDes chairman while the community is represented by representatives of each Hamlet (Community). The contents of the joint agreement are between two parties to jointly manage Muara Indah Beach with terms or conditions also agreed upon by both parties.

SURAT KESEPAKATAN BERSAMA PENGELOLAAN PANTAI MUARA INDAH SUAK

Perjanjian ini dibuat pada hari Minggu, tanggal 2 Mei 2021 oleh dan antara:

1. Nama: **ENCEP SUPRIADI**
Alamat: RT/RW 004/004 Desa Suak Kec. Sidomulyo
No. Telepon: 081273941594
Dalam hal ini bertindak atas nama Ketua BUMDES JEJAMA JAYA Desa Suak kec. Sidomulyo Lampung Selatan PIHAK PERTAMA.
2. Nama: **KELOMPOK MASYARAKAT (POKMAS)**
Name - Nama Anggota Kelompok: **KELOMPOK MASYARAKAT**
 1. Nama: **KELOMPOK MASYARAKAT**
Alamat: **Desa Lahan, Suak**
 2. Nama: **Pantiri Seden**
Alamat: **Desa Lahan, Suak**
 3. Nama: **M. Ebrhadi**
Alamat: **Desa Lahan, Suak**
 4. Nama: **Dik. Lahan**
Alamat: **Desa Lahan, Suak**
 5. Nama: **Dessun Eko Kusumanto**
Alamat: **Desa Lahan, Suak**
 6. Nama: **Zaeli**
Alamat: **Desa Lahan, Suak**
 7. Nama: **Michael Christy**
Alamat: **Desa Lahan, Suak**
 8. Nama: **Hanna Kusanti**
Alamat: **Desa Lahan, Suak**
 9. Nama: **Ratna Cendri**
Alamat: **Desa Lahan, Suak**

Dalam hal ini bertindak sebagai Kelompok Masyarakat yang terlibat dalam investasi bernama BUMDES dalam pengelolaan wisata Pantai Muara Indah Desa Suak, selanjutnya disebut PIHAK KEDUA.

Sebelumnya Para Pihak menearahkan terlebih dahulu hal-hal sebagai berikut. PIHAK PERTAMA dan PIHAK KEDUA bersepakat mengangkat komitmen satu sama lain dalam surat kesepakatan ini.

Selanjutnya Para Pihak sepakat untuk mengikatkan diri dalam Perjanjian ini dan dilampirkan dengan syarat-syarat dan ketentuan-ketentuan berikut ini:

Source : BUMDes Jejama Jaya Suak

Figure 5. Muara Indah Suak Beach Management Agreement Letter on May 2 2021

The aim of the collaboration between BUMDes and the community is essentially to jointly manage village assets, so that in the future Muara Indah Beach can be used as an investment that will benefit both parties. Apart from that, by signing this cooperation agreement, conflict or land grabbing can be

avoided so that the management of Muara Indah beach can run smoothly, safely and be mutually beneficial, especially in improving the economy of village communities.

In the future, it is hoped that tourism management will prioritize creativity, innovation and collaboration. The involvement of several elements can be seen with many attractions that can be enjoyed by tourists or visitors, then innovations have also begun to be displayed, so it is not only traveling for millennials but also for families, children can also visit this beautiful Muara beach. Collaboration is carried out with investors or anyone who wants to invest in this beach. If managed professionally, this marine tourism project will provide many great benefits, at least for the community around this tourist spot, feeling the positive impact so they can open a culinary business or typical souvenirs from the Sidomulyo sub-district area.

CONCLUSION

Collaboration and obstacles of the pentahelix model towards BUMDes in Sidomulyo District, South Lampung Regency in order to push BumDes forward, the pentahelix model is very important in its management. The *pentahelix* model states that the development of BumDes involves related stakeholders, namely government, academics, community/society/ *civil society*, business actors and the media. The research results illustrate that the stakeholders involved in developing BumDes are (1) Village Government, Universities and the Private Sector; (2) BUMDes Collaboration with Academics; and (3) Community Groups (Communities). The form of collaboration carried out is by holding joint activities where stakeholders are still limited to being facilitators and sponsors of these activities.

Suggestions for increasing the empowerment of BumDes in South Lampung Regency in the future, it is hoped that stakeholder collaboration with BumDes can be further improved in more concrete forms such

as developing BumDes, increasing the capacity of BumDes resources and efforts to increase BumDes capital.

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