

THE ROLE OF VILLAGE-OWNED ENTERPRISES (BUM Desa) IN EMPOWERING RURAL COMMUNITIES (CASE STUDY OF BUM DESA "LOH JINAWI" IN DAWU VILLAGE, PARON SUBDISTRICT, NGAWI REGENCY)

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Abstract: *The study focuses on the persistent lack of progress in the welfare of farmers in Ngawi Regency. This study seeks to ascertain the function of BUM Desa in fostering community empowerment, focusing on a case study conducted at BUM Desa Loh Jinawi, Dawu Village, Paron Subdistrict, Ngawi Regency, East Java Province. The research employed a descriptive qualitative methodology, utilizing an inductive approach. Data gathering procedures encompass several methods such as interviews, observation, and documentation. The collected data is subsequently subjected to the stages of data condensation, data display, and generating and validating conclusions for analysis (Miles, M. B., Huberman, A. M., & Saldana, 2014). The role of BUM Desa is reviewed through five dimensions according to Government Regulation Number 11 of 2021 concerning Village-Owned Enterprises (BUM Desa), which then has a correlation with indicators of community empowerment (Mardikanto & Soebianto, 2019). Based on the results of the research, it is known that BUM Desa Loh Jinawi has a role as a producer of various community needs, an incubator for community businesses and in other functions that contribute to community empowerment, although the scope is still limited. The results of this study also show that the role and efforts of the BUM in Loh Jinawi Village have been able to increase the income of the farming community in Dawu Village.*

Keywords: *BUM Desa, Community Empowerment, Increased Income.*

Abstrak: Penulis berfokus pada permasalahan kesejahteraan petani yang masih minim di wilayah Kabupaten Ngawi. Penelitian ini bertujuan untuk mengetahui peran BUM Desa dalam pemberdayaan masyarakat beserta upayanya melalui studi kasus di BUM Desa Loh Jinawi, Desa Dawu, Kecamatan Paron, Kabupaten Ngawi, Provinsi Jawa Timur. Metode penelitian yang digunakan adalah deskriptif kualitatif dengan pendekatan induktif. Teknik pengumpulan data yakni melalui wawancara, observasi, dan dokumentasi; kemudian dianalisis melalui tahapan data condensation, data display, dan drawing and verifying conclusions (Miles, M. B., Huberman, A. M., & Saldana, 2014). Peran BUM Desa ditinjau melalui lima dimensi sesuai Peraturan Pemerintah Nomor 11 Tahun 2021 tentang Badan Usaha Milik Desa, yang kemudian peran tersebut dikaitkan korelasinya terhadap indikator-indikator pemberdayaan masyarakat (Mardikanto & Soebianto, 2019). Berdasarkan hasil penelitian diketahui bahwa BUM Desa Loh Jinawi berperan sebagai produsen berbagai kebutuhan masyarakat, inkubator usaha masyarakat dan dalam fungsi lainnya yang berkontribusi terhadap pemberdayaan masyarakat meski ruang lingkungannya masih terbatas. Hasil penelitian ini juga menunjukkan bahwa peran dan upaya BUM Desa Loh Jinawi mampu meningkatkan pendapatan masyarakat tani desa dawu.

Kata Kunci: BUM Desa, Pemberdayaan Masyarakat, Peningkatan Pendapatan.

I. Introduction

Governmental affairs are typically categorized into three distinct types: absolute governmental affairs, concurrent governmental affairs, and general governmental affairs, as specified by Law No. 23 of 2014 which regulates regional governance. Absolutely governmental affairs are those that are completely under the supervision of the national government. Concurrent governmental affairs are the term used to describe the allocation of legal responsibilities among the federal government, provinces, and district/city regions. Finally, matters that are under the President's jurisdiction as the head of state are encompassed within overall governmental activities.

Mandatory and optional governmental affairs are two categories of concurrent governmental affairs overseen by regional authorities. Both governmental affairs that are directly related to essential services and those that are not are considered mandatory. The Law No. 23 of 2014 on regional governance states in Article 12, Paragraph (2), Letter G, that community and village empowerment is one of the mandatory governmental affairs unrelated to basic services.

Community development and community-based development are both included in the definition of community empowerment. According to Subedjo and Narimo, who are quoted in Mardikanto & Soebianto (2019), empowerment is a purposeful process and endeavor that uses networking and group action to assist local communities in creating strategies, making decisions, and managing resources based on local expertise. The goal of this approach is to empower the community to achieve social, ecological, and economic self-sufficiency. The main empowerment strategy places emphasis on the fact that communities are subjects or active participants in development projects rather than their objects.

The Republic of Indonesia has 34 provinces, 416 regencies, 98 cities, 7,266 subdistricts, 8,506 urban villages, 74,961 villages, and 16,772 islands, according to Minister of Home Affairs Decree Number 050-145 of 2022 on the Granting and Updating of Codes, Government Administration Area Data, and Islands in 2021. The fact that so many administrative regions in Indonesia are still categorized as villages makes sense given the prevalence of development and empowerment initiatives that specifically target rural communities.

As of September 25, 2022, data from the East Java Province's Indonesian Statistics Bureau (BPS) revealed that the province has 8,501 villages and urban villages distributed among 38 regencies and towns. East Java is ranked fourth nationally with an average Village Development Index (IDM) score of 0.7517 (categorized as advanced), out of a total national

IDM score of 0.6724, according to the Village Development Index (IDM) status ranking released by the Ministry of Villages, Development of Disadvantaged Regions and Transmigration (2022) of the Republic of Indonesia. 1,490 of the 8,501 villages and urban villages in East Java are classed as independent villages, out of the 7,724 administratively recognized as villages. With this accomplishment, East Java is now the province in the nation with the most number of independent communities. The primary sources of income for the people living in 7,117 villages and urban villages in East Java are agriculture, forestry, and fisheries; 5,016 of these villages and urban villages are predominantly engaged in the production of rice (BPS, 2022).

Some of Indonesia's greatest potentials are found in the plantation and agriculture industries. The nation's income is mostly derived from agriculture (Anggraini et al., 2022). With an output of 9,789,587.67 tons of rice in 2021, East Java overtook all other Indonesian rice producers in this regard (BPS, 2021b). According to BPS data from that year, Lamongan Regency, Ngawi Regency, and Bojonegoro Regency were East Java's top rice-producing regions.

Ngawi Regency is one of the rice-producing hubs of East Java, and the vast majority of people survive there thanks to agriculture. Based on data from BPS Ngawi in 2020, about half of all employed people in Ngawi Regency are working in agriculture, accounting for 46.24% of the workforce aged 15 and up. Approximately 16.34 percent of the workforce is employed in the industrial sector, and approximately 37.42 percent is employed in the service sector. Due to the agricultural sector's stronghold in Ngawi Regency, the Gross Regional Domestic Product (GRDP) distribution by business field in 2021 (BPS Ngawi, 2021a) based on current prices reached 33.80% in the category of fields related to forestry, fishery, and agriculture.

The fact that Ngawi Regency is one of the biggest producers of rice in East Java and that almost half of its workforce works in agriculture does not always translate into higher living standards for the local farmers. Of the 874,340 individuals residing in Ngawi Regency in 2021, 15.57% were considered to be living in poverty (BPS, 2021a). According to this data, 135 thousand people in Ngawi remain impoverished, the most of whom live in rural regions. Only four of the 217 villages and urban villages in Ngawi—all of which are located in the district—are designated as urban villages. The remaining 213 settlements are classed as villages.

Paron District is among the districts in Ngawi Regency with the largest percentage distribution of the population in 2021 (BPS Ngawi, 2021b). The Paron District area comprises 14 villages and accounts for 10.55%, or roughly 92,104, of the total population of Ngawi Regency. Along with having the most number of impoverished individuals overall (20,464),

Paron District also has the highest number of destitute families (6,604), impoverished households (20,464), and elderly impoverished individuals (9,551).

However, according to the most recent data update (BPS Ngawi, 2021b) as of December 18, 2020, Paron District has the largest rice fields in Ngawi Regency, with an area of 5,914 hectares. 25,949 of Paron District's 92,104 residents are employed in the agricultural industry, making it the second-largest employer in the region after the service sector. There are thirteen BUM Desa functioning in different sectors within Paron District. BUM Desa Loh Jinawi, situated in Dawu Village, is the only BUM Desa in Paron District that is involved in agricultural.

Based on the data summary, the author intends to investigate the Paron District's agricultural communities' empowerment, with a particular emphasis on the functions and endeavors of BUM Desa, which engages in agriculture to augment community revenue. As of December 2021, the Community Empowerment Office of Ngawi District provided statistics indicating that 13 BUM Desa (including "LOH JINAWI" in Dawu Village) in Paron District were involved in agriculture. In order to better understand how "LOH JINAWI" BUM Desa has contributed to the economic development of farming communities in Dawu Village, Paron District, Ngawi Regency, East Java Province, the author is interested in researching community empowerment.

Farmers' welfare concerns are not limited to Ngawi Regency; they also exist in other regions where agriculture accounts for the majority of the population's income. Periodically, the central government tries to help farmers, hoping to lessen the initial capital load during planting seasons. Nonetheless, this study reveals a number of hierarchical problem discrepancies at the district, sub-district, and village levels. Budget constraints lead to problems at the district level with rural community empowerment, particularly for those whose primary source of income is agriculture. However, there have been instances where the province government has offered support, such as the Jatim Puspa program for women or particular funding for BUM Desa, to people in need in general as well as to farmers in particular. The absence of qualified human resources frequently creates barriers for issues pertaining to farmers' welfare at the sub-district level. For instance, one village facilitator oversees three villages in the Paron Subdistrict. Due to the extensive monitoring provided by this human resource scarcity, the implementation of village community empowerment is less effective, particularly if specific villages need special attention. Similar issues to those in the sub-district arise at the village level, especially a shortage of qualified human resources. This is because the younger, more productive generation has moved to cities or other areas, leaving the majority of

the villagers to be either old or unproductive children.

Since half of the people living in Ngawi Regency are employed in the agricultural industry, the local government, through the Department of Community and Village Empowerment, has worked to encourage and expedite the reduction of poverty in the region. This is a problem that also affects farmers. To address the problems that arise at higher levels, the author uses a case study at BUM Desa Loh Jinawi as a kind of sampling. Since BUM Desa is seen as a community empowerment agent in and of itself, the author's goal in this study is to comprehend how BUM Desa contributes to rural community empowerment, which is correlated with farmer wellbeing. In line with the responsibilities given to BUM Desa in Government Regulation No. 11 of 2021 concerning Village-Owned Enterprises, the purpose of this study is to ascertain the role of BUM Desa Loh Jinawi in empowering the community of Dawu Village, Paron Subdistrict, Ngawi Regency, East Java Province. Additionally, the purpose of this study is to comprehend BUM Desa Loh Jinawi's initiatives to raise farmers' wages in Dawu Village.

II. Literature Review

Sarlito Wirawan, referenced in Soerjono (2002), states that a role is basically all of the expectations that people have of them. These expectations are usually connected to appropriate behavior and are best established by someone in a position of authority. Each social group affiliated with the community expects its members to fulfill their roles, which include rights and obligations in accordance with their position or role in society (environment). It is this "role" that greatly influences the direction of the social group or community. an individual who performs a role and holds a position in society (Soerjono, 2002). Rukin (2021) defines an institution as a social group with norms that is impacted by social, political, and economic issues. A system or organization's standards of conduct, ethics, codes of conduct, and individual attitudes and actions are all included in the concept of an institution. In the meantime, institutionalization is defined as an innate relationship and order within a social system and/or organization that is subsequently encapsulated by a network and/or organization, wherein the relationship between people or organizations and limiting and binding elements like conventions, codes of conduct, or formal and informal rules is decided to work together to accomplish intended goals (Rukin, 2021). Roles are therefore typically oriented as organizations, forums, or institutions in the framework of institutions or economic institutions (Rukin, 2021).

The government provides a framework for empowerment within the framework of institutional or state affairs implementing institutions, as mentioned in the definition of roles

above. Regional autonomy is defined as "the rights, authority, and obligations delegated to autonomous regions to direct and independently implement Government Affairs for the benefit of the local community within the Unitary State of the Republic of Indonesia" in Law Number 23 of 2014 concerning Regional Government, Article 1, Paragraph 6. According to Article 9, paragraph (4) of Law Number 23 of 2014 concerning Regional Government, "Concurrent governmental affairs delegated to the regions serve as the basis for the implementation of Regional Autonomy." This is the legal foundation for the implementation of regional autonomy. Community and village empowerment is one of the concurrent matters under the jurisdiction of regional administrations (Article 12, paragraph (2), letter g of Law No. 23 of 2014). Article 1, paragraph (8) of Minister of Home Affairs Regulation Number 7 of 2007 concerning Community Empowerment Cadres offers an additional definition of community empowerment. It reads as follows: "Community Empowerment is a strategy used in community development as an effort to realize the capability and independence in social, national, and state life."

The World Bank, as referenced by Mardikanto & Soebianto (2019), defines empowerment as an endeavor to give a group of impoverished people opportunities and enable them to be capable and courageous enough to voice their opinions and ideas and to decide what they think is best for themselves, their families, and their communities. Mardikanto & Soebianto (2019) define empowerment as a process of altering the social, economic, and political order in order to provide the community strength and authority via an interactive educational process. This promotes behavioral shifts in all parties participating in the development process individuals, organizations, and institutions with the goal of achieving sustainable well-being and building an empowered, independent, and participatory community.

"Village Development is an effort to improve the quality of life and living for the greatest possible welfare of the Village community" (Article 1, paragraph (8) of Law No. 6 of 2014) is how it is defined in rural areas. In addition, as part of its endeavor to promote the welfare of the village community, Law No. 6 of 2014 on Villages, Article 1, paragraph (12), defines Village Community Empowerment as an endeavor to foster the community's independence and well-being by improving knowledge, attitudes, skills, behavior, abilities, and awareness while utilizing resources through the creation of policies, programs, activities, and support that are pertinent to the main issues and needs of the village community. As the ultimate development goal, the village aids in the accomplishment of the objectives of national development (Sukmana & Islamy, 2019). growth in rural areas must be carried out in accordance with the dynamics and demands of Indonesia's growth. Through a participatory development approach, development in rural regions aims to expedite and improve the quality

of services, development, and empowerment of local communities. It does this by integrating development principles amongst villages within a district or city. In its capacity as the administrator, the government is in charge of ensuring the welfare and continuity of its citizens by addressing problems through community empowerment initiatives (Hasanurrizqi & Rahmadanita, 2018). Establishing community-Owned Enterprises, which are run with a cooperative and family-oriented mindset in compliance with Law No. 6 of 2014 on Villages, is one of the ways the community is working to expedite and improve growth and empowerment. A new chapter in the history of village governance has begun with the passage of Law No. 6 of 2014 on Villages. The addition of budget and authority, along with the strengthening of the village's standing in relation to supra-village administration, are the most obvious effects of this statute. This law's primary goals are to strengthen village democracy, expand the capabilities of neighborhood institutions, and raise village community welfare. These three goals are connected to one another and are intended to address the village's current issues, especially the reduction of poverty (Pitono & Kartiwi, 2021).

The status of BUM Desa as legal entities established by the Village and/or in collaboration with other Villages to manage businesses, utilize assets, develop investments and productivity, provide service facilities, and/or offer other types of businesses for the maximum possible welfare of the Village community has been affirmed by Law Number 11 of 2020 on Job Creation. As a result of their legal status, BUM Desa and BUM Desa collectively play a more significant role in the community as producers of different kinds of needs, business incubators for the community, providers of public services, and consolidators of goods and services. It is anticipated that BUM Desa will provide an alternative for empowering the rural population. By giving significant support through businesses that can grow and propel the local economy, the government may support the village's potential and meet the requirements of its citizens, as stated in this law (Suprojo, 2019). BUM Desa's presence in the village shouldn't cause rivalry or, worse, act as a predator for the little businesses that make up the community. BUM Desa is anticipated to address social concerns in the hamlet as social institutions (Sinarwati & Prayudi, 2021).

BUM Desa's establishment is consistent with the objectives of village development, as articulated in Law No. 6 of 2014's Article 1, paragraph 8: "Village Development is an effort to improve the quality of life and living for the greatest possible welfare of the Village community." BUM Desa aims to promote the village economy, improve community welfare, and maximize the administration of the village's current assets. BUM Desa's business model is profit-driven. Fairness, involvement, honesty, and transparency are some of its business

management attributes. According to Dewi (2014), BUM Desa's roles include driving the village economy, serving as a business entity that generates Village Original Revenue (PADes), and offering a way to hasten the wellbeing of the village community. Sumadyo, as cited in Mardikanto & Soebianto (2019), developed the three main efforts known as Tri Bina—human development (bina manusia), business development (bina usaha), and environmental development (bina lingkungan)—in relation to these village development efforts. Furthermore, Mardikanto & Soebianto (2019) stress the significance of institutional development (bina kelembagaan), as they think that the achievement of the aforementioned Tri Bina is contingent upon the efficacy of suitable institutional functions.

One could argue that the most important first step toward communal empowerment is human development. The improvement of the community's welfare or quality of life is the primary objective of community empowerment, which is closely tied to this statement. All types of resource management and administration are covered in human development initiatives to build or improve capacity, which include:

1. Individual Capacity Development: This encompasses professional, workplace, and personal capacity development.
2. Organizational/Institutional Capacity Development: This includes developing the quantity and quality of resources within the organization; fostering interaction between the organizational entity and other stakeholders; and ensuring that the organization's vision, mission, and culture are all clearly defined. It also includes managing organizational processes and procedures.
3. System (Network) Capacity Development: This includes the development of interactions among organizations within the same system and the development of interactions with organizations outside the system or in different systems.

One significant endeavor that aids in the achievement of human growth is business development. It is intended that every effort made by individuals will have a positive impact on enhancing the welfare of the community through company development. The following are included in business development:

1. Selection of Commodities and Types of Business
2. Feasibility Studies and Business Planning
3. Formation of Business Entities
4. Investment Planning and Identification of Funding Sources
5. Human Resource Management and Career Development

6. Production and Operations Management
7. Logistics and Financial Management
8. Research and Development
9. Development and Management of Business Information Systems
10. Network and Partnership Development
11. Development of Support Infrastructure

An endeavor to promote the idea of sustainable development is known as environmental development. The physical surrounds that encompass the natural resources that surround people are frequently referred to as the environment. There are inherent limitations to how humans may use the environment to suit their needs, and the ecosystem has the ability to replenish its natural resources on its own.

As previously said, the Tri Bina framework is supported by institutional development. The success of commercial development, environmental development, and human development is seen to be highly influenced by the efficacy of institutions. Mardikanto & Soebianto (2019) claim that the term "institution" is frequently used restrictively to refer to different kinds of groupings or organizations. Nonetheless, the notion of institutions carries a broader connotation. Different institutional structures are required for institutional development, particularly in agricultural activities. a study by Mosher (1969), referenced in Mardikanto & Soebianto (2019), the following institutions must exist in order to create a progressive rural structure: (1) Agricultural equipment and production facilities; (2) production credit; (3) produce marketing; (4) local testing and experimentation; (5) extension services; and (6) transportation.

III. Research Methodologies

Using a qualitative research approach, this study conducts data analysis in accordance with the three steps outlined by Miles, M. B., Huberman, A. M., & Saldana (2014) in their third edition of "Qualitative Data Analysis: A Methods Source Book": data condensation, data display, and conclusion drawing and verification. Using a qualitative research approach, this study conducts data analysis in accordance with the three steps outlined by Miles, M. B., Huberman, A. M., & Saldana (2014) in their third edition of "Qualitative Data Analysis: A Methods Source Book": data condensation, data display, and conclusion drawing and verification.

IV. Result and Discussion

Using the concept of BUM Desa roles as stated in Government Regulation No. 11 of 2021 concerning Village-Owned Enterprises, which lists five roles of BUM Desa: consolidator of community products/services, producer of various community needs, business incubator for the community, provider of public services, and various other functions, the author analyzes the role of BUM Desa Loh Jinawi in empowering the community of Dawu Village. The following subsections contain more discussion.

The Role of BUM Desa Loh Jinawi in Empowering the Community of Dawu Village, Paron Sub-district, Ngawi Regency

This study is a result of the inadequate welfare that agricultural communities experienced up until BUM Desa's establishment as a significant innovation that should be recognized for its existence in the context of a lagging rural economy. The community must be included in all village development initiatives, according to the village authority. But occasionally, the community does not consider it to be their duty (Djiko & Dalensang, 2021). The goal of BUM Desa is to stimulate and expedite the rural economy. The goal of BUM Desa Loh Jinawi's research is to strengthen the agricultural communities in Dawu Village, Paron Sub-district, Ngawi Regency, through economic empowerment.

The idea of BUM Desa's duties in accordance with Government Regulation No. 11 of 2021 is applied in this study. In an effort to strengthen rural communities, these jobs include combining community goods and services, creating a range of requirements, acting as a community business incubator, offering public services, and doing a number of other tasks. According to Mardikanto & Soebianto (2019), there are four parts to rural empowerment: institutional development, business growth, environmental development, and human development. In order to implement initiatives to empower farming communities based on the indicators in Mardikanto & Soebianto's theory of community empowerment, the author uses all four BUM Desa positions as per Government Regulation No. 11 of 2021 (2019).

The author conducted a case study at BUM Desa Loh Jinawi in Dawu Village, Paron Sub-district, Ngawi Regency, East Java Province, to examine the function of BUM Desa in empowering rural people. Interviewing pertinent participants in empowerment initiatives—both at the village level and, more particularly, at the district level—was how data was gathered. At the case study location, more documentation and direct observation were carried out. According to Miles, M. B., Huberman, A. M., & Saldana (2014) in the book "Qualitative Data Analysis: A Methods Source Book," third edition published in 2014, the data were analyzed

using data analysis techniques. These techniques comprise three stages of data analysis: data condensation, data display, and drawing and verifying conclusions. After collecting sufficient data and analyzing it, the author presented the results of the data analysis in tabular form as follows:

Table 1. Summary of Research Results on Village-Owned Enterprise "Loh Jinawi"

Dimension of Roles	Empowerment indicators	Meeting empowerment indicators	
		Yes	No
Consolidator of Community Products/Services	Business development:		
	a) Standardization of crop harvest feasibility		√
	b) Agricultural production management		√
	c) Production and logistics management		√
	d) Provision of agricultural business inputs		√
	e) Agricultural product processing		√
Producer of Various Community Needs	f) Agricultural product marketing		√
	Business development		
	a) Provision of agricultural facilities	√	
Community Business Incubator	b) Production of final processed products (packaging)		√
	Business development		
	a) Development of agricultural support facilities		√
Provider of Public Services	b) Provision of capital	√	
	c) Business management training		√
	Environmental development		
	a) Efforts to preserve the environment (rice fields) for the sustainability of agriculture		√
Various Other Functions	b) Provision of agricultural equipment for public use		√
	c) Maintenance of irrigation facilities		√
	Institutional development		
	a) Recruitment of skilled labor		√
	b) Provision of information (technology, market, etc.)		√
	c) Network and partnership development	√	

Source: Compiled by the author (2023)

Based on the author's analysis of the interview data, it is evident that BUM Desa Loh Jinawi in Dawu Village contributes to the empowerment of the local rural population. It can be stated that BUM Desa Loh Jinawi plays three roles in community empowerment, namely as a producer of diverse community requirements, a community business incubator, and in several other activities, even though its scope is limited among the many indicators accessible. The following provides a thorough description of each of BUM Desa's responsibilities in accordance with Government Regulation No. 11 of 2021:

a. BUM Desa as a Community Products/Services Consolidator

As a consolidator of community goods and services, BUM Desa contributes to the grouping of goods and services generated within the community. In this instance, it indicates that BUM Desa Loh Jinawi is anticipated to contribute to the grouping of the Dawu community's agricultural output. According to Mardikanto & Soebianto (2019),

BUM Desa's function as a consolidator of community empowerment encompasses six sub-indicators in business development: supply of agricultural business inputs; standardization of crop harvest feasibility; agricultural production management; production and logistics management; agricultural product processing; and agricultural product marketing.

According to the findings of the interviews conducted with BUM Desa Loh Jinawi's management, BUM Desa Loh Jinawi does not meet the six sub-indicators listed above in order to carry out BUM Desa's function as a consolidator of community goods and services. This is connected to the assertion made by one of the sources, Mr. Parto, a farmer, that "... straight from the fields, the wet harvest (rice grains along with the stems) is immediately transported to Jombang if there is no marketing."

This shows that suppliers in the East Javan region of Jombang directly buy all of the wet crops produced in Dawu village. This circumstance inadvertently creates chances for BUM Desa Loh Jinawi to diversify its business offerings. In a straightforward way, BUM Desa Loh Jinawi can act as a consolidator by helping Dawu Village community harvests to be combined for a third party's standard crop harvest feasibility process. The harvests' selling price will rise as a result of this endeavor, hence raising farmers' incomes.

b. BUM Desa as a Producer of Various Community Needs

BUM Desa as a Producer of Diverse Community requirements denotes the organization's function as a producer meeting a range of distinct requirements within the community. Even though BUM Desa is being referred to as a producer, it is not necessary for it to only fulfill the role of producer; it can also act as a distributor or provider of community needs. Furthermore, BUM Desa is not required to operate like a general store; instead, it is free to distribute or supply particular goods that the community needs.

Mardikanto & Soebianto (2019) state that two sub-indicators in business development—providing agricultural facilities and producing final processed goods (packaging)—are part of BUM Desa's function as a producer of needs in community empowerment. In this instance, BUM Desa Loh Jinawi plays a part in providing agricultural facilities like fertilizers, which are highly valued by the residents of Dawu Village, where most people make their living as farmers. The following information was provided by the Village Head of Dawu, who also holds the position of Commissioner of BUM Desa Loh Jinawi:

"For this BUM Desa Loh Jinawi, indeed its business unit is currently only selling fertilizers. Therefore, the profits from the sale of subsidized fertilizers are not only enjoyed by individuals but can also benefit the village (PADes)."

- Mr. Suwito, the Village Head of Dawu and also the commissioner or representative of BUM Desa Loh Jinawi.

The following statement was also gleaned from the testimonies of multiple Dawu Village farmers who served as informants:

"... the fertilizer is redeemed at the village office (the BUM Desa Loh Jinawi fertilizer redemption counter is integrated with the village office lobby), Mbak..." - Mr. Karyono

"I usually get three sacks of urea and one sack of ponska from the village office (the BUM Desa Loh Jinawi fertilizer redemption counter is integrated with the village office lobby)" - Mr. Sulardi

" Alhamdulillah, I usually get enough from the village office (the BUM Desa Loh Jinawi fertilizer redemption counter is integrated with the village office lobby), Mbak" - Mr. Agus

The writer's summary, derived from interviews with multiple farmers, provides additional evidence that BUM Desa Loh Jinawi does indeed supply fertilizer. However, it might not be clear to all farmers that the village has established a business entity called BUM Desa Loh Jinawi to handle the procurement of fertilizer. BUM Desa Loh Jinawi does not currently have a building of its own; it is located in one of the rooms of the Dawu Village Office. The majority of the community, as represented by the aforementioned informants, likewise views the fertilizer redemption counter as a component of the village office because it is situated in the office's foyer.

c. BUM Desa as a Community Business Incubator

As stated in the KBBI (Kamus Besar Bahasa Indonesia), an "inkubator" generally refers to an electrically powered device used to generate heat and the like, typically utilized to replace the role of a parent in hatching and incubating eggs, or it may be a device used to warm premature babies. Meanwhile, the National Business Incubator Association (NBIA) defines a Business Incubator as a process that provides business support to accelerate the success of startup development and/or fledgling companies by providing various resources and services needed by entrepreneurs. In the context of BUM Desa as a community business incubator, it can be interpreted that BUM Desa plays a role as a space or platform that provides support to accelerate the development

of community businesses by ensuring the availability of various resources and services needed by the community.

Mardikanto & Soebianto (2019) identify three sub-indicators in business growth that are related to BUM Desa's position as a community business incubator and its ability to empower the community: the creation of agricultural support facilities, the provision of finance, and business management training. One of the farmers, Mr. Sulardi, said, "...if the harvest is scarce, for the next planting season, we can get fertilizer first, then redeem it when the next harvest comes..." This illustrates how BUM Desa Loh Jinawi functions as a community business incubator by providing capital.

The informant mentioned above was referring to initial capital help, specifically fertilizer, to kick off the planting season, rather than financial money. Farmers' financial burdens before the planting season begins can be lessened by redeeming fertilizers from BUM Desa Loh Jinawi after the harvest season. This is in line with what another informant said: "Fortunately, we can get the fertilizer first and manage the allocation. Last time the harvest failed, so the results were barely enough." - A farmer named Mr. Agus.

According to Mr. Agus's statement, he had a major crop failure in the previous planting season and had to rely on BUM Desa Loh Jinawi's subsidized fertilizer for his paddy fields. Consequently, he only used this subsidized fertilizer during the planting season, which ran from August through September 2022, until the harvest in early January 2023, because of financial constraints. In order to avoid having to buy more fertilizer from agricultural supply stores out of his own pocket, he made sure that the subsidized fertilizer was managed to suit the needs of his fields.

d. BUM Desa as Public Services Providers

In terms of providing public services, the Village-Owned Enterprises (BUM Desa) have broad definitions. According to Mardikanto & Soebianto (2019), public services can be associated with community empowerment in the context of BUM Desa Loh Jinawi, an agricultural organization. These services include three sub-indicators in environmental development: maintaining irrigation systems, providing agricultural equipment to the general public, and preserving the environment (rice fields) for the sustainability of agriculture. Environmentally-related construction is known as environmental development. Every person and organization involved in environmental development has social responsibilities that must be met in order to enhance the social welfare of the neighborhood (Prihatini & Niken Aza, 2023). According to the

information from one of the sources, the maintenance of irrigation facilities was initially accommodated by the Department of Public Works and Housing (PUPR) as follows:

"If it's about irrigation, it used to be built by the Public Works Department, the irrigation section. For the primary and secondary channels, they just needed to construct the channels first. As for the tertiary ones, the equipment was installed by the Public Works Department. The maintenance is done by the residents themselves, there's a schedule, three hamlets take turns to open and close the channels." - Mr. Budi, one of the farmers.

As a result, the farmers in Dawu village already have some authority over maintaining irrigation systems. In fact, this gives BUM Desa Loh Jinawi the chance to assume the position of both an agricultural equipment supplier and an advocate for environmental conservation. This activity is essential to the agricultural environment's sustainability, and BUM Desa Loh Jinawi can help by educating the locals about the need of protecting paddy fields through agricultural support and environmental conservation initiatives.

e. BUM Desa in a Number of Other Roles

Apart from the four function dimensions mentioned before, Presidential Regulation No. 11 of 2021 incorporates a fifth role that is significantly more expansive than the other four. In addition to serving as a community product/service consolidator, producer of various community needs, community business incubator, and provider of public services, BUM Desa is said to have been established in order to fulfill a number of other roles. For instance, BUM Desa can contribute to institutional growth in the area of community empowerment by providing knowledge (market, technology, etc.), networks, and partnerships, as well as expert labor.

In addition, the Village-Owned Enterprise (BUM Desa) Loh Jinawi is involved in additional activities like forming alliances and networks. This was started by a benchmarking visit to Ponggok Village in Klaten Regency, Central Java, at the beginning of BUM Desa Loh Jinawi:

"I actually proposed this since 2018, but I was still considering what type of business to pursue. Eventually, we sent one bus and my personal car to Ponggok Village, where their BUM Desa had already progressed. From there, I received advice to focus on agriculture here in Dawu Village because of its significant agricultural potential." - Mr. Suwito, the Village Head of Dawu and also a commissioner or representative of BUM Desa Loh Jinawi.

It is known from the material given that a visit to Ponggok Village gave rise to the original concept for the kind of business that would be formed for BUM Desa Loh Jinawi. Even though one of the BUMDes has not yet made a contribution to the Village Revenue (PADes) and has not received any compensation, Ponggok Village's BUM

Desa has demonstrated that the existence of BUMDes can enhance communal welfare. Nonetheless, the community considers that the presence of BUMDes has improved things, and they are welcomed for their strong social spirit, which helps to further the BUMDes (Arindhawati & Utami, 2020). BUM Desa Loh Jinawi is a cooperative organization that sells fertilizer, yet despite its simplicity, it fosters a sense of camaraderie and support. Fertilizer sold by BUM Desa Loh Jinawi can be retained at a comparatively low price and redeemed after harvest thanks to financial support from the village allocation fund and shares.

The community-empowering initiatives of BUM Desa Loh Jinawi in Dawu Village, Paron District, Ngawi Regency, to raise farmers' incomes

In order to empower farmers in Dawu village, BUM Desa Loh Jinawi plays three roles, as was previously discussed. The three positions held by BUM Desa Loh Jinawi are primarily focused on enhancing the welfare of the residents of Dawu village, or they can be viewed as one of the government's primary initiatives to raise rural residents' standard of living. It is vital to ascertain the income of Dawu village farmers by approximations of beginning capital, harvest yields, and net profits through interviews using random sampling in order to comprehend the efforts of BUM Desa Loh Jinawi in raising the income of farmers.

In general, Dawu Village's farming practices are the same as those in other places. Each year, there are three planting seasons: the first occurs while the plants are seedlings, followed by plowing, planting, maintenance (fertilization, pesticide application, irrigation control), and harvesting. The following describes the initial capital required for one planting season on a single "bahu" (700 m²) of land:

Table 2. Rough Calculation of Initial Capital Required by Farmers for Land Area of 1 "Bahu" (700m²) in One Planting Season According to Average Prices in Ngawi Regency in the Year 2023

No.	Details	Price (Rupiah)
1.	Land rent	8.000.000
2.	Seed (± 20kg/bahu) @13.000/kg	260.000
3.	Plow machine	750.000
4.	Fertilizer (±400kg/bahu) @250.000/50kg	2.000.000
5.	Pesticide	2.000.000
Total		12.776.000

Source: Compiled by the author (2023)

It is important to note that eighty percent of the villagers in Dawu who depend on farming for a living are still agricultural laborers who rent paddy fields. The gross income of farmers is roughly Rp 23,400,000 if the rice yield in one "bahu" is 4.5 tons (4,500 kg) and the average selling price is 5,200 IDR/kg. This indicates that after a single harvest season, farmers can expect to get a net profit of Rp 10,624,000. The revenue of farmers in Ngawi regency is roughly calculated based on average prices, as shown by this figure. It should be mentioned, nonetheless, that after four months of planting season, farmers' net revenue is Rp 10,624,000.

Subsidized fertilizer can reduce the average cost of fertilizer in Ngawi Regency, which is approximately Rp 250,000/50 kg. However, most sources state that the amount of subsidy offered can only meet half of the rice field's demands. The cost of the subsidised fertilizers at BUM Desa Loh Jinawi is Rp. 120,000/50kg for Ponska and Rp. 150,000/50kg for urea. Typically, farmers are given a 3:1 fertilizer allotment. For instance, if a farmer receives 4 sacks of fertilizer (1 sack/bag equals 50 kg), 3 of those sacks will be urea and 1 will be Ponska. Here is the beginning capital estimate, if computed roughly, for farmers receiving subsidized fertilizer aid from BUM Desa Loh Jinawi:

Table 3. Rough Calculation of Initial Capital Assisted by Subsidized Fertilizer from BUM Desa Loh Jinawi for Land Area of 1 "Bahu" (700m²) in One Planting Season According to Average Prices in Ngawi Regency in 2023

No.	Details	Price (Rupiah)
1.	Land rent	8.000.000
2.	Seed (± 20kg/bahu) @13.000/kg	260.000
3.	Plow machine	750.000
4.	Fertilizer (±400kg/bahu)	450.000
-	Urea subsidy @150.000/50kg (150kg)	120.000
-	Ponska subsidy @120.000/50kg (50kg)	1.000.000
-	Self-purchase @250.000/50kg (200kg)	
5.	Pesticide	2.000.000
	Total	12.580.000

Source: Compiled by the author (2023)

Fertilizer purchases from BUM Desa Loh Jinawi can reduce farmers' initial capital outlay by about Rp 200,000. This might not seem like a big deal in terms of helping farmers make more money. But the difference in profit can be significant when figuring out the net profit for a single planting season. This is an overview of the information the author gathered from the testimonies of multiple farmers:

Table 4. Details of Farmers' Initial Capital Before Fertilizer Procurement by Village-Owned Enterprise "Loh Jinawi" According to Planting Season in 2018

Nama	Luas Lahan	Harga Sewa	Benih	Pupuk (250000/50kg)	Mesin Bajak	Pestisida	Total	Hasil Panen (kg)	Pendapatan (5200/kg)	Keuntungan Bersih
Sugiharto	1 bahu	-	260,000	2,000,000	750,000	2,000,000	5,010,000	4,500	23,400,000	18,390,000
Budi	1.5 bahu	-	390,000	2,000,000	750,000	2,000,000	5,140,000	6,000	31,200,000	26,060,000
Agus	1 bahu	8,000,000	260,000	1,000,000	750,000	2,000,000	12,010,000	4,500	23,400,000	11,390,000
Sulardi	1 bahu	8,000,000	260,000	1,500,000	750,000	2,000,000	12,510,000	4,500	23,400,000	10,890,000
Karyono	2 bahu	16,000,000	520,000	2,000,000	750,000	2,000,000	21,270,000	9,000	46,800,000	25,530,000
Parto	1.5 bahu	12,000,000	390,000	2,000,000	750,000	2,000,000	17,140,000	6,000	31,200,000	14,060,000

Source: Compiled by the author (2023)

The net profit figures of farmers prior to BUM Desa Loh Jinawi providing subsidized fertilizer are displayed in Table 4. It is clear from the table that four sources continue to rent land, while two sources are landowners. The prices in Table 2 were used for the computations above, although they were also based on the sources' 2018 flashback conditions. In contrast, the researcher also provides the following table, which shows the farmers' net profit estimates in Dawu village following BUM Desa Loh Jinawi's fertilizer delivery:

Table 5. Details of Farmers' Initial Capital Before the Provision of Fertilizer by BUM Desa Loh Jinawi according to the Planting Season from September 2022 to January 2023

Nama	Luas Lahan	Harga Sewa	Benih	Pupuk			Mesin Bajak	Pestisida	Total	Hasil Panen (kg)	Pendapatan (5200/kg)	Keuntungan Bersih
				Subsidi Urea	Subsidi Ponska	Swadaya						
Sugiharto	1 bahu	-	260,000	450,000	120,000	1,000,000	750,000	2,000,000	4,580,000	4,500	23,400,000	18,820,000
Budi	1.5 bahu	-	390,000	600,000	240,000	500,000	750,000	2,000,000	4,480,000	6,000	31,200,000	26,720,000
Agus	1 bahu	8,000,000	260,000	450,000	120,000	-	750,000	2,000,000	11,580,000	4,500	23,400,000	11,820,000
Sulardi	1 bahu	8,000,000	260,000	450,000	120,000	500,000	750,000	2,000,000	12,080,000	4,500	23,400,000	11,320,000
Karyono	2 bahu	16,000,000	520,000	600,000	240,000	500,000	750,000	2,000,000	20,610,000	9,000	46,800,000	26,190,000
Parto	1.5 bahu	12,000,000	390,000	600,000	240,000	500,000	750,000	2,000,000	16,480,000	6,000	31,200,000	14,720,000

Source: Compiled by the author (2023)

Table 5 details how farmer interviews were processed, utilizing calculations based on prices from Table 3 and the most recent harvest results from early January 2023. Three groups can be formed from the six sources that the researcher spoke with. Mr. Sugiharto and Mr. Budi, two farmers with land ownership, make up the first group. This first group has relatively high net profits because they do not need to spend money on land rent. Mr. Agus and Mr. Sulardi, two farmers who have successfully decreased their fertilizer needs, make up the second group. It's evident that Mr. Agus only needs the BUM Desa Loh Jinawi-subsidized fertilizer and doesn't require any more. According to the statement, "I had a failed harvest last time, so the yield was minimal, luckily I could take the fertilizer first and make do with the allocation."

According to Mr. Agus's account, he only utilized fertilizer from BUM Desa Loh Jinawi with redemption during the harvest in early January 2023 during the third planting season, which took place around August–September. This was due to his experience with crop failure in the

second planting season. Comparatively speaking, Mr. Sulardi applied half as much self-funded fertilizer as Mr. Sugiharto, although having the same quantity of land—one "bahu"—than the latter.

Tenant farmers Mr. Karyono and Mr. Parto, who cultivate more than one "bahu" of land, make up the third category. It is evident that this third group has made more money since they have planted more seeds, cultivated a greater land area, and successfully reduced the amount of fertilizer they paid for themselves. Only Mr. Sugiharto contributed four sacks of self-funded fertilizer for one "bahu" of land, as can be seen in the column of additional self-funded fertilizer. With the exception of Mr. Agus, other farmers only applied two bags of their own fertilizer throughout this time.

The net profit gains of the six farmers, who are the sources, before and after the provision of fertilizer from BUM Desa Loh Jinawi, can be seen in the table 6 below:

Table 6. Percentage Increase in Net Profit Obtained by Farmers Before and After the Provision of Fertilizer by BUM Desa Loh Jinawi

Nama	Sebelum	Sesudah	Selisih	Presentase Kenaikan Keuntungan	Presentase sesuai kelompok
Sugiharto	18,390,000	18,820,000	430,000	2.3%	2.4%
Budi	26,060,000	26,720,000	660,000	2.5%	
Agus	11,390,000	11,820,000	430,000	3.8%	3.9%
Sulardi	10,890,000	11,320,000	430,000	3.9%	
Karyono	25,530,000	26,190,000	660,000	2.6%	3.6%
Parto	14,060,000	14,720,000	660,000	4.7%	
Rata-rata				3.3%	

Source: Compiled by the author (2023)

Based on the table above, it can be seen that some farmers have increased their income by amounts ranging from Rp.400,000 to Rp.600,000. The calculation of the percentage increase for each farmer is computed using the formula:

$$\text{The percentage increase (\%)} = \frac{(\text{akhir} - \text{awal})}{\text{awal}} 100\%$$

Explanation:

Akhir = Net profit following the establishment of BUM Desa Loh Jinawi

Awal = Net profit before the existence of BUM Desa Loh Jinawi

The most recent harvest statistics showed an average 3.3% rise in farmers' revenue. The sources are categorized into three groups in accordance with the justification provided in Table

5. Among the groups, the first one, which included Mr. Sugiharto and Mr. Budi, had the lowest average profit gain percentage (2.4%). At 3.9%, the second group's average percentage rise in profit was the biggest. This might be explained by the farmers in the second group's capacity to lower fertilizer costs. The fertilizer expenditures of Mr. Agus dropped from \$1,000,000 to just \$570,000, and Mr. Sulardi's from \$1,500,000 to \$1,070,000, according to Tables 4 and 5. This information provides verifiable proof of BUM Desa Loh Jinawi's presence as a provider.

The average proportion for the third category, which is 3.6%, is in the center. Upon close inspection, one may see a notable distinction between the individuals in the third group. For Mr. Karyono, the rise in net profit is only 2.6%, however for Mr. Parto, it is 4.7%. But the difference in earnings that Mr. Karyono and Mr. Parto received is the same—that is, Rp. 660,000. Concrete proof of the rise in farmers' income in Dawu village before and after the founding of BUM Desa Loh Jinawi can be found in the average percentage increase in farmers' profit. Despite the average percentage increase being only 3.3%, the increase in farmers' net profits amply demonstrates the role that BUM Desa Loh Jinawi plays in strengthening the community.

Not just farmers have benefited from BUM Desa Loh Jinawi's presence; the entire Dawu village community has benefited from it. This is in line with three other studies that discussed how BUM Desa contributes to the betterment of the local communities. By providing data demonstrating an increase in farmers' income and net profit as proof of BUM Desa's role in empowering the Dawu village community, BUM Desa Loh Jinawi further supports earlier study.

In addition to community shares, BUM Desa Loh Jinawi was given an annual allocation of Rp 50,000,000 from the village fund. The entire amount spent on fertilizer in 2022 was Rp 1,606,202,500. The following represents BUM Desa Loh Jinawi's profit in 2022:

Table 7. Total Expenditure on Fertilizer by BUM Desa Loh Jinawi in 2022

Planting Season	Redemption Total	Total Sales
MT 1	Rp. 520.000.000	Rp. 485.387.500
MT 2	Rp. 475.000.000	Rp. 549.237.500
MT 3	Rp. 528.000.000	Rp. 571.577.500
Jumlah	Rp. 1.523.000.000	Rp. 1.606.202.500

Source: (Suwito, 2020)

Table 8. Sharing of Business Profits by BUM Desa Loh Jinawi

Planting Season	Receipts	Redemption	Operational	Gross Profit
1	485.387.500	520.000.000	9.030.500	-43.643.000
2	549.237.500	475.000.000	4.684.000	69.553.500
3	571.577.500	528.000.000	4.406.000	39.171.500
				65.082.000

Source : (Suwito, 2020)

Table 9. Sharing Percentage of Business Profits by BUM Desa Loh Jinawi

Investors	Villages	Business Capital	Operational	Orphans
20%	20%	20%	40%	∞
15.000.000	10.000.000	13.000.000	26.000.000	1.189.000

Source : (Suwito, 2020)

An intriguing discovery is also made possible by the data compiled in the above table: BUM Desa Loh Jinawi distributes its financial success to orphans. Because practically all COVID-19-affected countries implement export and import limits, the COVID-19 pandemic has also hampered international trade. Resources are now scarce in a number of industries, most notably the food industry, where some goods are imported from overseas. This has given BUMDes the chance to provide comparable goods that are prohibited from entering because of current regulations. However, because these goods are considered community essential, there is a tendency for the community to become dependent on them. The greater the degree of reliance within a community on a specific commodity (goods/services), particularly those generated by BUMDes, the more likely it is that BUMDes will be able to survive the pandemic (Pratiwi & Novianty, 2020). As a result, BUM Desa Loh Jinawi started to assist the community's food resilience during the Covid-19 pandemic. A noteworthy aspect of BUM Desa Loh Jinawi is its resurrection in 2019. It was discovered that, of the 51,000 BUMDes established during the COVID-19 epidemic, only 10,000, or 2%, managed to survive. The COVID-19 pandemic caused up to 40,000 BUMDes to close (Pratiwi & Novianty, 2020).

V. Conclusion

The author's applied research internship at BUM Desa Loh Jinawi in Dawu Village, Paron District, Ngawi Regency, East Java, yielded findings that corroborated the analysis presented in the previous chapter. BUM Desa Loh Jinawi serves three purposes in the community's empowerment: producing various needs, serving as an incubator for local businesses, and

performing other roles. According to Regulation No. 11 of 2021 about BUM Desa, BUM Desa Loh Jinawi has not yet proven that it can act as a provider of public services and a consolidator of community goods and services. Apart from the three primary functions specified in the legislation, BUM Desa Loh Jinawi has been contributing to the food security of Dawu village since the epidemic and still does.

As we saw in the previous chapter, BUM Desa Loh Jinawi is working to empower the community by facilitating and centralizing the purchase of subsidized fertilizers, which will help farmers in Dawu Village, Paron District, Ngawi Regency, earn more money. The centralization of BUM Desa Loh Jinawi's subsidized fertilizer purchases has successfully raised farmers' incomes by up to Rp 600,000. This has occurred despite BUM Desa making little profit. Due to its relatively close location to homes, BUM Desa Loh Jinawi's takeover of subsidized fertilizer trading has eliminated the monopoly of fertilizer traders for personal gain, made it easier for residents to obtain fertilizer, assisted farmers in Dawu village in meeting their fertilizer needs and redeeming it after harvest, and recognized the critical role BUM Desa plays as an innovation in preserving and even enhancing the village community's economic welfare. The average percentage increase in the income of farmer respondents reaching 3.3% is clear proof of the impact of BUM Desa Loh Jinawi's position as a fertilizer provider in attempts to boost community income. The statements of respondents in the second group, who primarily or exclusively depend on subsidized fertilizer from BUM Desa Loh Jinawi, support these results even more and show that the existence of BUM Desa Loh Jinawi contributes to the farmers' increased income in Dawu Village, Paron District, Ngawi Regency, East Java Province.

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