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## Development of a BUMDesa Management Education Model to Increase the Economic Resilience of the Au Wula Village

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BUMDesa Management Education, Economic Resilience

#### Abstract

The development of the BUMDesa Au Wula management education model must be carried out to produce better performance. Model development is carried out through the implementation of BUMDesa management and governance system education which leads to a digitalization system, especially in technical management of financial management and marketing of BUMDesa superior products. This research aims to develop and implement a BUMDesa management and governance education model including management, collaboration with other parties, and local economic development to increase the economic resilience of the community in Au Wula village. The research method used is research and development. The development plan is based on a model of increasing community economic resilience through BUMDesa management practices and the PIID-PEL program approach. The stages of the research consisted of pre-field, implementation, data analysis, data presentation, drawing conclusions, and checking the validity of the data. The results of the study show that the increase in the economic resilience of the people of Au Wula Village is the result of coaching and implementing: (1) General management elements at BUMDesa include planning, organizing, directing, coordinating and controlling; (2) Collaborative management with 60 farmers, additional workforce, transportation synergy, opening of vegetable markets, and scholarship programs from elementary schools to master's programs; (3) Development of the local economy through the establishment of ecotourism centers, MSME centers, and the involvement of youth groups.

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## Introduction

According to Law Number 6 of 2014, a village is a legal community unit that has territorial boundaries that has the authority to regulate and manage government affairs, the interests of local communities, based on community initiatives, original rights and/or traditional rights that are recognized and respected in the State government system. Unity of the Republic of Indonesia (NKRI). [Yabbar & Hazah \(2015\)](#) explain that village authority includes (1) managing households and residents to create order and certainty; (2) managing public goods including public services for the welfare of village residents; (3) responsible for decisions in organizing and managing the village. Village economic development aims to create a village economic environment that provides space for people to enjoy a healthy, creative and innovative life ([Maryunani, 2008](#)). Village development is faced with the potential of natural and human resources which are the main reliance as well as the availability of adequate markets.

In fulfilling the needs of life and welfare of the community, BUMDesa as a government and community organization is in direct contact with the governance of production, consumption, marketing of goods and services ([Theresia, et.al., 2014](#)). In line with developments and changes in the competitive structure of local products with foreign products, new product functions that are able to replace local product functions, and changes in the bargaining power of suppliers have become important factors that must receive attention in business management ([Hasnatika & Nurnida, 2018](#)); ([Sugiyati, 2015](#)); ([Bamford & Bruton, 2011](#)). BUMDesa, guided by higher regulations, is expected to be able to carry out village management to face all existing changes and be able to have a positive impact on society. [Iskandar \(2023\)](#) said that BUMDesa until 2020 had not been optimally able to build collaborations with other business entities, had difficulty accessing capital or credit schemes from financial institutions. This is because the majority of BUMDesa do not yet have clear legal institutional status. The enactment of Law Number 11 of 2020 concerning Job Creation and technically giving birth to Government Regulation Number 11 of 2021 concerning the implementation rules of BUMDesa has placed ownership of the legality of BUMDesa as a government institution with a legal entity. With this status, BUMDesa will quickly move to build a business that is economically and socially profitable.

Building community economic resilience on a local or regional economic scale requires the ability to anticipate risks, evaluate the impact of these risks on key economic assets, and build responsive capacity ([Hubeis, 2012](#)). [Zaelani & Rachmah \(2021\)](#) identified general attributes of regional resilience, including resistance, recovery, re-orientation and renewal. Structuring village economic institutions through BUMDesa is a necessity in structuring the village economic structure. BUMDesa is expected to be able to support community production activities, build collaboration between parties, and become a liaison between the community and

offtakers to create market mechanisms that benefit all parties (Nasution, 2015). Based on this position and expectations, BUMDes will play a major role in driving the community's economy as distributors of basic needs and establishing partners for the development of information and technology so that

BUMDesa Au Wula in West Detusoko village, Detusoko subdistrict, Ende NTT is a village economic institution responsible for managing and advancing the economic resilience of the Au Wula village community. The results of interviews with BUMDesa Au Wula revealed several problems faced, including: (1) The implementation of organizational management education was not optimal so that community business development, collaboration with various parties, and financial management were not optimal; (2) There are errors in planning and selecting business units based on analysis of the level of feasibility and choice of business units; (3) There is no clear collaboration pattern in BUMDesa based on analysis of collaboration with other institutions; and (4) Lack of attention from BUMDesa in developing local potential and market needs based on the level of analysis of production feasibility and market needs.

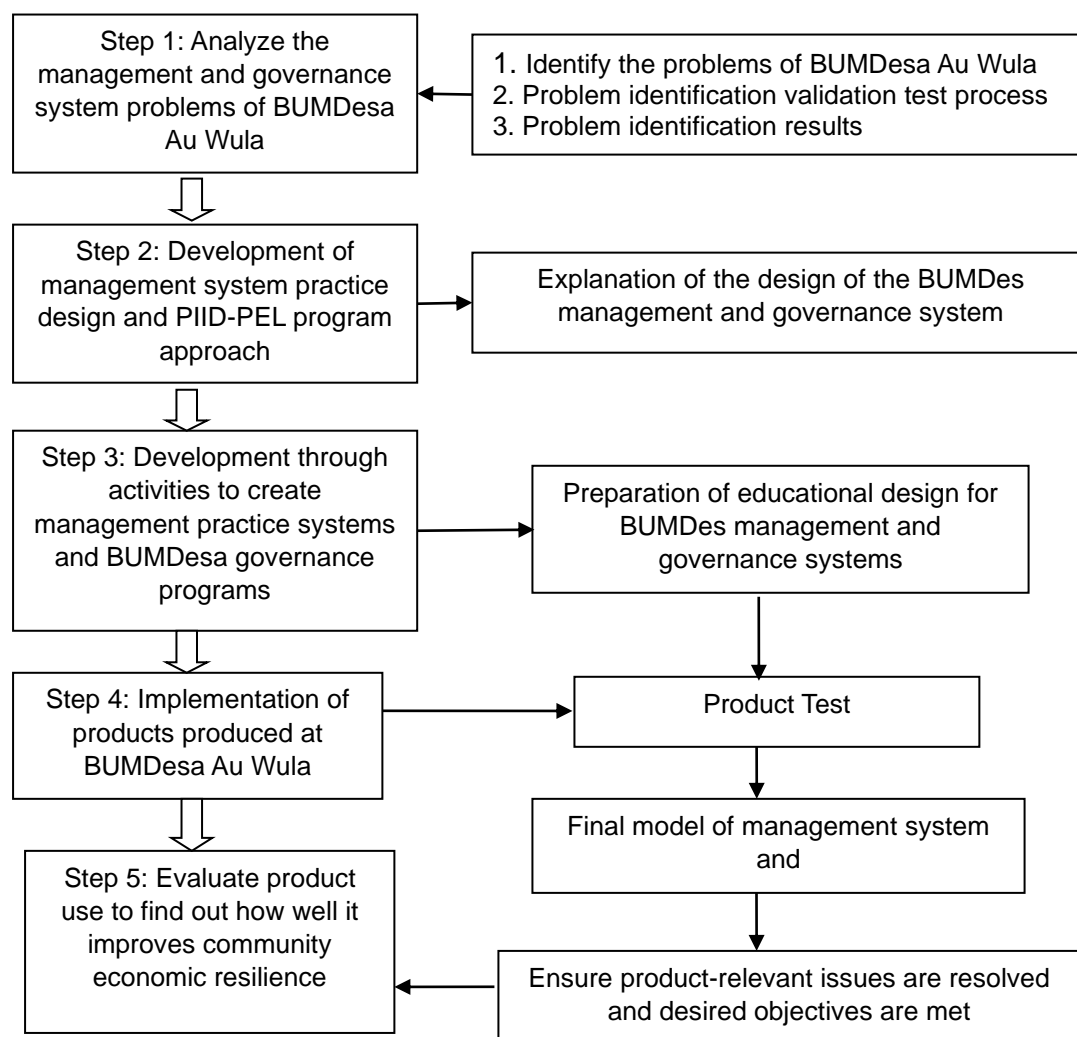
Based on this analysis, the development of the Au Wula BUMDesa management and governance education model through the implementation of management and governance system education must be carried out to produce better performance. The development carried out leads to digitalization system education, especially in technical management of financial management and marketing of BUMDesa's superior products (Sidik, 2020). To carry out development, an educational approach to BUMDesa management and governance systems is needed that is based on village potential, social conditions of the community, and linkages with technology.

In this research, the researcher focuses research on developing models and implementing village management and governance system education including BUMDesa management, collaboration between villages and sub-district areas, collaboration with community groups in developing local business units, marketing scenarios for superior products, collaboration with offtakers and local government support. Through the focus of this research, it is hoped that it can provide a specific picture of increasing the economic resilience of the Au Wula village community through developing models and implementing educational management systems and BUMDesa governance.

## Method

This research is designed to develop and implement an education model for BUMDesa management and governance systems to increase community economic resilience. Based on the research aims and objectives, the research method used is an effective development model and there is compatibility between the approach and the product to be produced. The development model used, namely ADDIE, includes analysis, design, development, implementation, and evaluation (Sugiyono, 2016).

The procedures for developing an education model and implementing the management and governance system of BUMDesa Au Wula are described as follows.



**Figure1.** ADDIE Model Research and Development Procedures

Research and research development procedures include:

Step 1. Identify the problems of BUMDesa Au Wula, including the implementation of organizational management education which is not optimal, there are errors in planning and selecting business units, there is no clear collaboration pattern within BUMDesa, and the lack of BUMDesa attention in developing local potential and market needs

Step 2. Developing an education model for BUMDesa management and governance systems through the PIID-PEL (Village Innovation Incubation Pilot – Local Economic Development) program approach. Development of management system education through BUMDesa management practices focused on implementing management strategies. Governance focuses on organizational control planning and operational planning. The PIID-PEL BUMDesa Au Wula program includes supply chain

management, business to business, institutional arrangements, market driven policy, increased productivity and added value.

Step 3. Preparing a management system design including consolidating micro-enterprise development, strengthening local institutions, building cooperation networks and developing human resources, and standard operational procedures for BUMDesa. The preparation of governance design is focused on control planning and operational planning activities. Control planning includes village deliberations and the BUMDesa organizational structure. Operational planning activities include product differentiation, collaboration, markets and digitalization.

Step 4. The resulting BUMDesa management and governance system is applied to the relevant parties, namely the Head of West Detusoko Village, the General Director of Au Wula BUMDesa, the West Detusoko Village BPD Management, the Au Wula BUMDesa Treasurer, and the Au Wula Village BUM Business Partner Group.

Step 5. Carry out an evaluation regarding the implementation of Au Wula BUMDesa management and governance system education towards increasing community economic resilience.

## Results and Discussion

The results of problem identification, design, development, implementation, and evaluation of the Au Wula BUMDesa management and governance system education are as follows.

### 1) Problem identification and needs analysis

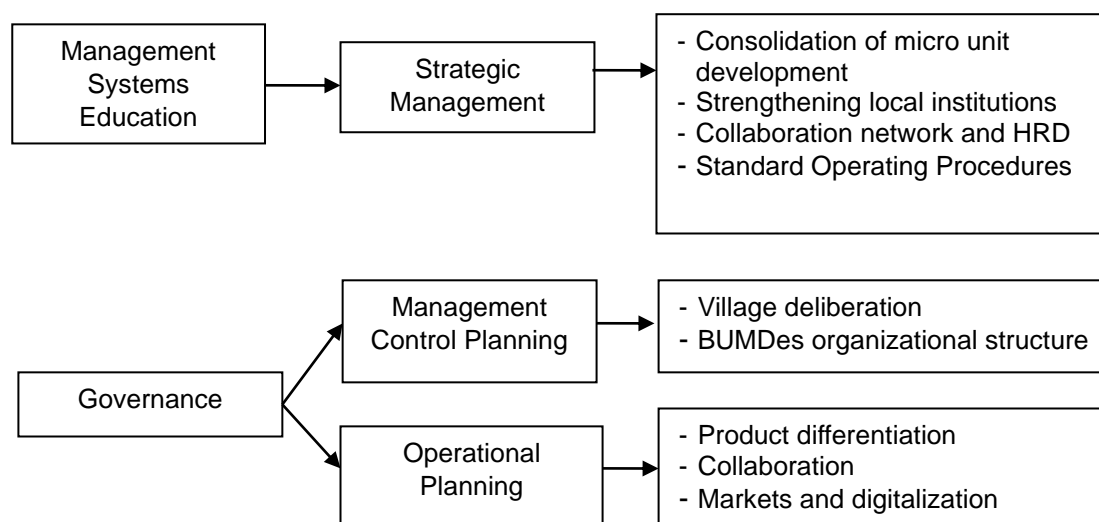
- a. Identification of problems that occur at BUMDesa Au Wula include less than optimal organizational management, the low quality of available human resources, errors in planning and selecting business units, the absence of a pattern of collaboration or cooperation with various related parties, and a lack of attention to potential development. local and market needs.
- b. The problem identification validation test process is carried out through: (1) Data analysis and development of BUMDesa Au Wula; (2) Analysis of the availability of regulations, development of reports on the use of funds, organizational structure and completeness; (3) Analysis of human resources and management skill levels; (4) Analysis of the level of business feasibility and choice of business units; (5) Collaboration analysis with other institutions; and (6) Analysis of production feasibility levels and market needs.
- c. The results of problem identification show that there is a need related to the implementation of management and governance system education that is in accordance with the needs of BUMDesa.
- d. Analysis of research objects through the application of management system education and implementation of the PIID-PEL program is expected to be able to implement BUMDesa management optimally, improve the quality of human resources in BUMDesas, the ability to establish cooperation and collaboration

with related parties, and be able to develop the local economy through natural resources. nature and local potential available.

## 2) Results of Design Development

- a. BUMDesa Au Wula management system education includes planning, organizing, actuating, leading, commanding, coordinating and controlling.
- b. Au Wula BUMDesa governance includes: (1) Product differentiation system and village attractions; (2) Village government support to develop a participatory development system based on local wisdom and culture that is adaptive and sustainable; (3) Mobilization of local resources; (4) Management of tourist villages; (5) Building collaboration with parties; (6) Create collaboration schemes with higher education institutions; (6) Developing a local economy based on local potential and local wisdom.

The educational model for the management and governance system of BUMDesa Au Wula is described as follows.



**Figure 1.** Au Wula BUMDesa Management and Governance System Educational Model

## 3) Au Wula BUMDesa Management and Governance System Education Results

- a. Village strategic planning is reflected through the vision and mission which is an integral part of the technical strategy of BUMDesa Au Wula.
- b. BUMDesa management operates all village strategic plans.
- c. Village government support through village regulations and budget allocation for business capital participation.
- d. Providing access and village supporting infrastructure.

## 4) Implementation of BUMDesa Management and Governance System Education

Implementation of education on the management and governance system of BUMDesa Au Wula to the relevant parties who are the object of research, namely the Head of West Detusoko Village, General Director of BUMDesa Au Wula, BPD

Management of West Detusoko Village, Treasurer of BUMDesa Au Wula, and Business Partners Group of BUM Au Wula Village.

5) Evaluation of the Implementation of BUMDesa Management and Governance System Education

The application of management and governance systems to increase community economic resilience can be described as follows.

- a. Au Wula BUMDesa management consists of planning, organizing, directing and controlling. The results of implementation in terms of strategic management are described through the general structure of BUMDesa.
- b. The results of the implementation of strategic planning, management control planning and operational planning carried out by BUMDesa Au Wula resulted in:
  1. Tourism Village Development: development of cultural attractions, management of cultural studios, tourism awareness groups (Pokdarwis), and local cultural performances. The form of tourism village development is described through agro-tourism activities and cultural attractions.



Figure 2. BUMDesa Au Wula Cultural Attractions

2. Village digitization scheme and products equipped with a village tourism map which can be accessed via the following link <https://decotour.bumdeswisata.id/>.



**Figure 3.** Digitalization of BUMDesa Au Wula Village

3. Management and development of BUMDesa business villages that focus on two main areas, namely trade and tourism. The trade sector includes coffee, local rice and horticulture. The tourism sector includes homestays, agrotourism, edu tours and cultural performances. Trade and educational tourism as a form of management and business development result of BUMDesa Au Wula is described as follows.



**Figure 4.** Trade and Educational Tourism BUMDesa Au Wula

4. Development of supporting infrastructure and operational instruments including: (1) Product marketing management and digitalization of products and village tourism potential; (2) Collaborative management of BUM-Desa Au Walu with Bank NTT in the form of cooperation in tax payments, e-wallet



transactions, sales of electricity credit, TV and tour packages; (3) Collaboration with the Ministry of Tourism and the Ministry of Villages in the form of developing a new platform targeting the entire Flores archipelago and Indonesia.

5. Description of the impact of the digitalization management of BUMDesa Au Walu including: (1) Collaborating with 60 farmers from 8 villages/3 sub-districts; (2) Adding workers and synergizing with 15 motorcycle taxis and 4 pick-up vehicles; (3) Opening a vegetable market twice a week for the Ende, Mumer and Sabu Raijua areas; (4) Increase in the number of vegetable customers by 500 people in the last year; (5) Able to provide scholarships to 15 elementary school students, 30 high school students with the Bali Wise program, 6 college students in Kupang, and 1 master's program student in the USA.
6. Campus and village collaboration through entrepreneurship training schemes provided by universities for young groups (kawulomuda). Apart from that, a capacity strengthening scheme was also developed through workshops and exposure to village-based entrepreneurship.

c. Local Economic Development

The basic essence of BUMDesa Au Wula in the local economic development scheme is in line with the Village Innovation Incubation Pilot Program – Local Economic Development (PIID\_PEL), namely through network development. BUMDesa Au Wula collaborates through open relationships between producers (individuals or groups of vegetable farmers, Pokdarwis, Homestays, youth groups and business partners both locally and between regions and regions). The BUMDesa organization has formed an Integrated Ecotourism center based on local potential through the activities of Detusoko Agro tour, Lepalio Cafe, and Farmer Field with a digital market transformation scheme. Coffee tourism attractions, agro trails: rice fields, cultural studio attractions, various culinary sensations at Lepalio Cafe, exploring various typical Detusoko souvenir products. All of these activities are a real portrait of local economic development which has high value both from an aesthetic and historical perspective. Overall connected in one management of BUMDesa Au Wula which is packaged in a digital-based collaborative scheme.

Based on the results and discussion, it can be concluded that the implementation of management and governance system education in BUMDesa Au Wula is able to increase the economic resilience of the community very well. The implementation of BUMDesa management system education and the implementation of the PIID-PEL program which is prepared based on BUMDesa management and governance system education which is based on organizational management needs, quality of human resources, planning and selection of business units, collaboration patterns, as well as local potential and market needs is able to deliver Au village

Wula won 3rd place in the Bank NTT Village Festival of 50 Best Tourism Villages in the Developing Village Category.

## Conclusion

Based on the research results and discussion, the research conclusions are as follows.

1. Development of an education model for management and governance systems in BUMDesa management as well as implementation of the PIID-PEL program in Au Wula village consisting of strategic management, management control planning and operational planning.  
The results of implementing the management and governance system education model in the form of tourism village development, village and product digitalization schemes, management and development of business villages, development of supporting infrastructure, description of the impact of digitalization management, as well as campus and village collaboration through entrepreneurship training schemes.
2. Local economic development schemes implemented in line with the PIID-PEL program.
3. Developing a model and implementing Au Wula BUMDesa management education can greatly increase the economic resilience of the community.

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