

**COLLABORATIVE GOVERNANCE IN THE MANAGEMENT OF VILLAGE-OWNED ENTERPRISES (BUM DESA): CASE STUDY OF THE BUM DESA “SEWU BAROKAH” IN PENATARSEWU VILLAGE**

**Eka Arum Pramestya**

[ekaarumpra@gmail.com](mailto:ekaarumpra@gmail.com)

Public Administration Program, Faculty of Social and Political Science  
UPN “Veteran” Jawa Timur

**Sri Wibawani**

[sri\\_wibawani.adneg@upnjatim.ac.id](mailto:sri_wibawani.adneg@upnjatim.ac.id)

Public Administration Program, Faculty of Social and Political Science  
UPN “Veteran” Jawa Timur

**ABSTRACT**

Development from the village can form a strong village economy that can support the national economy. One of the efforts that can be made in building the village economy is through Village-Owned Enterprises (BUM Desa). The purpose of this research is to describe and analyze the phenomenon of successful management of BUM Desa “Sewu Barokah” in Penatarsewu Village, Tanggulangin District, Sidoarjo Regency in the perspective of collaborative governance. This research is analyzed through the theory of Goldsmith and Kettl which states that there are eight criteria for the success of collaborative governance. This type of research is qualitative descriptive with a case study research design. The technique of determining informants uses the snowball technique, while the data collection techniques are through interviews, observation, a document study, and online data search. Meanwhile, the data validity test was done by triangulating the data source and triangulating the method. This research resulted in findings that the success of BUM Desa “Sewu Barokah” increased its income by three times during the Covid-19 Pandemic because of the involvement of stakeholders. The successful management of BUM Desa “Sewu Barokah” in Penatarsewu Village is by the eight criteria for successful collaborative governance, including networked structure, commitment to a common purpose, trust among the participants, governance, access to authority, distributive accountability/responsibility, information sharing, and access to resources.

**Key words:** *Collaborative Governance; Village-Owned Enterprises; Village Economy Development.*

**A. INTRODUCTION**

One district that is actively encouraging the village economy through BUM Desa is Sidoarjo Regency. According to the results of an interview from the Sidoarjo Regency Community and Village Empowerment Service, Mrs. Yuda, said that in 2020 the number of BUM Desa in Sidoarjo was recorded as 178, the number of Village BUM in Sidoarjo has increased significantly from the previous

year which was 139 in 2019, while in 2019 In 2017, only 78 BUM Desa were recorded. One of the new BUM Desa that is developing in Sidoarjo Regency is BUM Desa “Sewu Barokah” to be precise in Penatarsewu Village, Tanggulangin District, Sidoarjo Regency.

BUM Desa Sewu Barokah was formed in January 2019 and began operating in March 2019. The objective of establishing and managing BUM Desa Sewu Barokah is to improve the economy and business of the village community, this is in line with the mandate of the Peraturan Desa Penatarsewu Nomor 5 Tahun 2018 concerning the Establishment and Management of Bodies Village Owned Enterprises (BUM Desa). The BUM Desa business unit "Sewu Barokah" which is the main focus is the management of the Apung Seba Restaurant.

At the beginning of the establishment of the BUM Desa Sewu Barokah, the BUM Desa experienced several obstacles. This was conveyed by Mr. Arif as Chairman of the BUM Desa “Sewu Barokah” who said that the BUM Desa's financial resources were insufficient if used to operate its business units. Since becoming an Assistance Village of PT Pertamina Gas (Pertagas), Penatarsewu Village has received a lot of assistance, one of which is assistance to develop a smoked fish business, which has become an icon of the village. PT Pertamina Gas also provided financial assistance to BUM Desa “Sewu Barokah” to establish a restaurant that was used as a center for selling smoked fish as well as the village's economic center, the restaurant was named Apung Seba Restaurant's Since PT Pertamina Gas was involved in the management of BUM Desa Sewu Barokah, the BUM Desa has finally been able to operate from March 2019 to the present.

In the period of approximately 1 (one) year of operation, BUM Desa “Sewu Barokah” has succeeded in increasing its income by 3 (three) times its average income. This happened because the Apung Seba Restaurant received a large number of orders for boxed rice from PT Lapindo, which at that time was working on its project which was located near Penatarsewu Village during the Covid-19 pandemic, more precisely from May to July 2020.

Because the Apung Seba Restaurant income increased rapidly by 3 (three) times so that at that time the restaurant was able to operate during the Covid-19 pandemic and did not experience bankruptcy, even being able to provide salaries/wages for its employees. Even though there is a lot of news circulating in cyberspace about the bankruptcy of the small and medium business sector due to the Covid-19 pandemic. However, the BUM Desa “Sewu Barokah” still survives amid the conditions of the Covid-19 pandemic so that it can save the village's economy. Based on this background and the preliminary research that has been carried out by the author that the involvement of other parties in the management of BUM Desa is a collaborative governance practice so that the author assumes that there is a collaborative governance practice in the management of BUM Desa "Sewu Barokah" in Penatarsewu Village.

## **B. CONCEPT**

A prosperous and prosperous village community is the main objective of the birth of Law Number 6 of 2014 concerning Villages. The government began to focus on national development starting from the village. The concept of village

development has been discussed since 2014 and was included in President Joko Widodo's third point of view on the official website of the *Sekretariat Kabinet Republik Indonesia* (2019) which reads: "Building Indonesia from the periphery by strengthening regions and villages within the framework of a unitary state". Development from the village can form a strong village economy that can support the national economy. One of the efforts that can be made in building the village economy is through Village-Owned Enterprises (BUM Desa). With the presence of BUM Desa, it can strengthen the economy in the village. Where the economic efforts carried out by BUM Desa can provide income to the village that can be utilized.

According to Ramadana, Ribawanto, & Suwondo (2013:1069) the existence of a village both as a government institution and as a unitary entity of customary law communities is very important and strategic. According to Dewi (2014:2) with the presence of these BUM Desa, it is hoped that the village will become more independent and the community will be more prosperous. Meanwhile, according to Ihsan (2018:223-224) the formation of Village-Owned Enterprises aims to drive local economic development at the village level. The local economic development of this village is based on the needs, potentials, capacity of the village, and the participation of capital from the village government in the form of financing and village wealth with the ultimate goal of increasing the economic level of the village community.

Several BUM Desa problems include communication problems among the management, business unit management, personnel problems, and village potential that cannot be utilized (Nugraha & Kismartini, 2019) quoted (Rahmawati, 2020:2). With the existence of BUM Desa, it can help the government in managing the village's creative and innovative potential, so that it can open up new jobs so that it can absorb labor in rural areas (Agunggunanto, Arianti, Kushartono, & Darwanto, 2016:69)

According to Adawiyah (2018:1) Village-Owned Enterprises (BUM Desa) is an instrument of local economic empowerment with various types of businesses according to the potential of the village. BUM Desa is oriented to move and accelerate the village economy (Faedlulloh, 2018:2). The procurement of the Village-Owned Enterprise (BUM Desa) program aims to build rural areas that can be achieved through community empowerment to increase the productivity and diversity of existing businesses (Efendi, 2019:327).

The definition of BUM Desa as contained in the Undang-Undang Nomor 6 Tahun 2014 in article 1 point 6 concerning Village is a business entity which all or most of its capital is owned by the Village through direct participation originating from separated Village assets to manage assets, services, and other efforts for the maximum welfare of the Village community. BUMDES was born as a new to improve the village economy based on the needs and potential of the village (Zulkarnaen, 2016:1). Village-Owned Enterprises (BUM Desa) themselves are not only engaged in the economic sector but also the social sector (Pradini, 2020:58). According to Hahang (2018:4) the way BUM Desa works is by accommodating community economic activities in an institutional form or business entity that is professionally managed but still relies on the village's

original potential. Village government in a rural scope led by the village head is required to have a superior program that includes local potential in it. This can make people's businesses more productive and effective. So that later BUM Desa will function as a pillar of national independence as well as an institution that accommodates the economic activities of the community that develops according to the characteristics of the village to improve the welfare of the village community.

Agbodzakey (2011:109) states that experts often use various terms but in the same sense, such as collaboration, participatory governance, participatory management, collaborative democracy, sound governance, and collaborative management to explain the joint efforts of stakeholders and non-state stakeholders to overcome complex problems through the joint decision making and implementation. The use of the term collaborative governance is more by the context of this research because the word governance emphasizes the management process with the involvement of the public, private, and community sectors.

The concept of collaborative governance refers to a group of interdependent stakeholders, consisting of various sectors, who work together to develop and implement policies in overcoming complex problems or situations (Choi & Robertson, 2014:495). Gray (1989) in his book "Collaborating: Finding Common Ground for Multiparty Problems" states that collaborative governance is:

*“a process through which parties who see different aspects of a problem can constructively explore their differences and search for solution that go beyond their own limited vision of what is possible”.*

This definition highlights how the roles of stakeholders with different interests, weaknesses, and strengths are involved with each other to achieve common goals. Ansell & Gash (2008:544-545) define collaborative governance theory and practice as:

*“A governing arrangement where one or more public agencies directly engage non-state stakeholders in a collective decision making process that is formal, consensus oriented, and deliberative and that aims to make or implement public policy or manage public programs or assets”*

Collaborative governance is a control model in which one or more public institutions directly involve non-state stakeholder stakeholders in a formal, consensus-oriented, deliberative, collective decision-making process that aims to create or implement public policies, manage public programs or public assets. Based on the collaborative definitions above, the concept of collaborative governance which is by the context of this research is the practice between two or more actors which includes public, private, and community sector organizations with their respective collaborative processes to share tasks and responsibilities between several entities in solve problems that are not easily solved by one organization alone, and to get extraordinary, innovative, and beneficial results.

Goldsmith and Kettl (2009: 135-146) in Kurniadi (2020:69-71) , mention that there are important things that can be used as criteria for the success of a network or collaborative governance, namely: Networked Structure, Commitment to a Common Purpose, Trust Among The Participants, Governance, Access to Authority, Distributive Accountability/Responsibility, Information Sharing,

Access to Resources. The following is an explanation of the criteria according to Goldsmith and Kettl as follows:

1. Networked structure

The networked structure is a linkage between one element and another and together reflects the physical elements of the network being handled. Then, in collaborative governance, network elements are not allowed to form a hierarchy, namely the power of one party. So that in collaborative governance, the network must be organic with a network structure involved, namely there is no hierarchy of power, domination, and monopoly. So, all parties have equal rights, obligations, responsibilities, authorities, and opportunities for accessibility in achieving common goals.

2. Commitment to a common purpose

Commitment to a common purpose is the reason why a network must exist, namely because of attention and commitment to achieve positive goals that are carried out together. These objectives are usually contained in the general mission of a government organization. Besides, the commitment that has been made must not take sides with one of the stakeholders or policy stakeholders. Because this means that the collaboration that is established only benefits one of the parties. So that the commitment that is made in collaborative governance must be for the common interest through the search for common solutions.

3. Trust among the participants

Trust among the participants is a professional or social relationship and the belief that the participants rely on information or efforts from stakeholders or other stakeholders in a network to achieve common goals. So that in this case, every stakeholder must trust each other because it is a form of professional relationship that exists to achieve the success of implementing collaborative governance.

4. Governance

Governance is a trusting relationship between governance actors. Besides, some rules are mutually agreed upon by each stakeholder, and there is the freedom to determine how collaborative work is carried out. In this case, governance can be said to be governance if it is clear who is a member and who is not a member.

5. Access to authority

Access to authority is the availability of measures or procedures that are clear and widely accepted. So, there are clear rules of authority that are accepted by each stakeholder to carry out their roles according to their authority.

6. Distributive accountability/responsibility

Distributive accountability / responsibility is a management arrangement, joint management with stakeholders to all network members as well as sharing responsibility for achieving the desired results. So, in collaborative governance, there must be a clear division of responsibilities, and each stakeholder (including the community) must be involved in making policy decisions.

7. Information sharing

Information sharing is easy to access for members, privacy protection, and limited access for non-members as long as it is accepted by all parties. So that in collaborative governance there must be clear information sharing, and each stakeholder can obtain easy access to information.

8. Access to resources

Access to resources is the availability of financial, technical, human, and other resources needed to achieve network goals. So, there must be clarity and availability of resources for each stakeholder involved.

### C. METHOD

This type of research is descriptive qualitative research. Creswell (2019:4) defines qualitative research methods as methods to explore and understand meanings that some individuals or groups of people think come from social or humanitarian problems. Meanwhile, this research design uses a case study. A case study according to Bungin (2017:237) is a qualitative data analysis method that emphasizes special cases that occur in the object of analysis. Meanwhile, Neuman (2014:42) defines case study research as an in-depth study of some information about a case for one period or several periods.

The position of the researcher in this study is as the main instrument that integrates with the observed data source, so the data collection techniques used in this study are open and semistructured interviews, observation, a document study, and online data search. The technique of withdrawing informants using snowball, which is the resource person in this study, namely the Head of BUM Desa "Sewu Barokah", Staff Community Development Officer (DPO) PT Pertamina Gas, and Penatarsewu Village Government Staff. The qualitative data analysis technique used a model from John W. Creswell. Creswell (2019:260) argues that data analysis is intended to interpret data in the form of text or images, this effort involves segmenting and sorting data and rearranging it. There are six activity steps, namely: raw data (transcripts, field notes, pictures); compile and prepare data for analysis; read all the data; code data; recast the descriptions and themes in the narrative; interrelating themes/descriptions (e.g. grounded theory, case studies); then interpret the meaning of the theme/description. Meanwhile, the data validity test used triangulation with data sources and triangulation with methods.

### D. RESULTS AND DISCUSSION

This research focuses on Collaborative Governance in the Management of Village-Owned Enterprises (BUM Desa) in Penatarsewu Village, Tanggulangin District, Sidoarjo Regency by using the theory of Goldsmith and Kettl which states that there are eight criteria for the success of collaborative governance. BUM Desa "Sewu Barokah" in Penatarsewu Village is a unique event to research. Because the BUM Desa has succeeded in increasing its income/turnover by 3 (three) times during the Covid-19 pandemic, even though it is known that the BUM Desa has only been operating for 1 (one) year.

During the management of BUM Desa "Sewu Barokah", several parties were involved, including PT Pertamina Gas and the Penatarsewu Village Government. Since 2017, PT Pertamina Gas has decided to make Penatarsewu

Village a target village for the recipient of the CSR (Corporate Social Responsibility) program. PT Pertamina's CSR program is included in the Community Development Officer (CDO) division program. Penatarsewu Village has a unique village potential that can be developed into something useful and better.

To find out the success of collaborative governance applied to the management of BUM Desa "Sewu Barokah" in Penatarsewu Village, Tanggulangin District, Sidoarjo Regency, a collaborative governance analysis was carried out using the success theory of collaborative governance from Goldsmith and Kettl with 8 (eight) criteria which will be further elaborated below.

**a. Networked structure**

Equality of rights and responsibilities has gone well. PT Pertamina Gas (Pertagas), in this case, the CSR (Corporate Social Responsibility) Team, gives full authority to the management of BUM Desa "Sewu Barokah" to manage the overall management of BUM Desa, and that is also the main task and authority of BUM Desa administrators. namely managing the overall development of the BUM Desa. Then for the duties and authority of the PT Pertamina Gas CSR Team, namely to supervise or evaluate and monitor the management process of the BUM Desa "Sewu Barokah", the aim is to measure the level of program success, as well as collaboration with the village if there are obstacles. Implementation of evaluation and monitoring carried out by the CSR Team of PT Pertamina Gas with the management of the BUM Desa "Sewu Barokah" and the Village Penatarsewu was carried out by telephone or a group. Apart from supervising, the PT Pertamina Gas CSR Team has the right to obtain progress reports and program developments, development of BUM Desa "Sewu Barokah" management, financial reports, and program achievements in BUM Desa business units. Then, what is the right of the Village BUM administrators is the salary/wages resulting from the profit from the management of the BUM Desa. However, the salary/wages cannot be given in full and regularly every month because the income or business profit from the BUM Desa "Sewu Barokah" is still being returned to the business capital for the construction of the restaurant which has not been maximized.

**b. Commitment to a common purpose**

The reason behind the collaboration in the management of BUM Desa "Sewu Barokah" in Penatarsewu Village, Tanggulangin District, Sidoarjo Regency is that it originated from Penatarsewu Village which has a village characteristic, namely its villagers selling smoked fish. Then the PT Pertamina Gas CSR Team has an empowerment program which then gives the idea for the village to have a restaurant building, which will later be used as the center of the village economy as well as the branding or icon of the Penatarsewu Village. This ultimately prompted the Penatarsewu Village Government to form BUM Desa to manage business units established by PT Pertamina Gas and open economic opportunities that can be utilized by all village residents. The implementation of the PT Pertamina Gas CSR Team empowerment program also reflects the company's commitment to empowering the surrounding community.

The commitment shown by the BUM Desa management is through their hard work to this day to develop its BUM Desa business units. Then the

commitment from the Penatarsewu Village Government is to provide a plot of land belonging to the village to build a restaurant that is used for the management of BUM Desa businesses. In collaboration, each stakeholder will benefit from the other. BUM Desa “Sewu Barokah” gets abundant benefits, not only financial benefits but also other benefits such as knowledge experience and training provided by the CSR Team of PT Pertamina Gas. The training is in the form of cooking training by bringing in a chef or chef, training in making milkfish without thorns, and packaging training. Then, the benefits obtained by the CSR Team of PT Pertamina Gas are creating good relations with the people of Penatarsewu Village which will later create a reciprocal relationship in the form of support or social permission from the community for the company's operations. Around the Penatarsewu Village area, there is a company operational program, namely planting low-pressure gas pipes. With this collaboration, the PT Pertamina Gas CSR Team hopes to get good support and social permission from the people of Penatarsewu Village.

**c. Trust among the participants**

The CSR Team of PT Pertamina Gas shows their trust by handing over the operational management of the Apung Seba Restaurant to the BUM Desa management. PT Pertamina Gas is not directly involved in the management of restaurants and other business units, such as in matters of buying and selling in restaurants, procurement of raw materials, division of employee working hours, or other technical matters that are directly managed by BUM Desa. Then, for the trustee Village BUM management which is indicated by holding monthly meetings which are held regularly. The meeting was held with the village authorities to discuss the development of BUM Desa business units. The Penatarsewu Village Government always supports the work programs of the Village BUM, never complicates the licensing and management of matters related to the management of BUM Desa. Every year, BUM Desa always gets quite fantastic budget fees from the village, in 2019 BUM Desa receives a budget fee of 200 million rupiahs then in 2020 gets 175 million rupiahs. This shows that the village government puts good trust in the management of BUM Desa, one of which is by providing a large value budget to be used in the management of BUM Desa “Sewu Barokah” business units. However, on the part of the Penatarsewu village community, they did not show support or a supportive attitude in the process of managing BUM Desa “Sewu Barokah”. The people in Penatarsewu Village will feel enthusiastic if they get help from outside parties, but if needed without any compensation it will be difficult to participate.

**d. Governance**

Before the collaboration in managing the BUM Desa “Sewu Barokah” was carried out, it was started with a meeting or FGD (Forum Group Discussion) to compile programs and work activities. The FGD activity also presented representatives from the village government and community leaders as representatives. The results of the FGD were in the form of minutes containing the cooperation agreement between Penatarsewu Village and PT Pertamina Gas which was signed by the parties present as evidence of agreeing to the agreement stipulated in the forum. Then, there is clarity about who is included in the



management and not the management, each party has this clarity. From the document/file organizational structure provided by the PT Pertamina Gas Community Development Officer (CDO), it shows that there are 2 (two) people who directly handle the PT Pertamina Gas Community Development Officer program, namely Mrs. Zwita Almaida and Mr. Nurrokhman. The CDO Division is a division that directly handles the process and implementation of PT Pertamina Gas's Corporate Social Responsibility (CSR) program, especially in the field of sustainable community empowerment. The CDO division only consists of 2 (two) staff, but in implementing programs such as program evaluation, monitoring, and direct monitoring at Penatarsewu Village, it will be assisted by the Head of QHSSE and the Head of External Relations. Meanwhile, the management of BUM Desa "Sewu Barokah" consists of 9 (nine) people, consisting of the chairman/director of BUM Desa, secretary, treasurer, and 6 (six) business unit managers, namely restaurant operational managers, waste bank operational managers, managers fisheries, agricultural business managers, general service managers, and business unit managers. Meanwhile, in the structure of the Penatarsewu Village Government, the management of the BUM Desa "Sewu Barokah" is under the Government Section.

Then, both the BUM Desa "Sewu Barokah" and the PT Pertamina Gas CSR Team have decided for themselves the freedom to carry out the collaboration properly. For example, when PT Lapindo had a drilling project in the area of Penatarsewu Village that used the Penatarsewu Village road to complete the project, the BUM Desa "Sewu Barokah" management agreed to decide by requiring PT Lapindo to buy catering (boxed rice) from Apung Seba Restaurant. Then, PT Lapindo agreed to this. At that time catering orders reached 100 boxes which were handled directly by the Apung Seba Restaurant, and this lasted for approximately 3 (three) months, to be precise from May to August 2020. The collaboration with PT Lapindo was able to turn the wheels of the economy managed by BUM Desa at the time of the Covid-19 Pandemic because it succeeded in increasing the income of the Floating Resto by 3 times than usual. Even though at the time of the Covid-19 Pandemic, many small and medium businesses died unable to continue their business. Then for PT Pertamina Gas, especially the CSR Team, has also carried out collaborations according to what is needed. For example, when the PT Pertamina Gas CSR Team collaborated with other parties such as "Jotun Paint" for chimney painting activities, then collaborated with the "Koloni BSF" (Black Soldier Fly) to become a resource person and as assistance in BSF feed making activities, and also collaborate with the "Akademi Minim Sampah". for assistance in cooking waste processing activities. PT Pertamina Gas CSR Team provides training and mentoring to BUM Desa "Sewu Barokah" by bringing in people who are experts in their fields, not done by PT Pertamina alone, this is done so that the knowledge and experience provided can be maximized and can be accepted and applied with both by the management of BUM Desa "Sewu Barokah" and their employees.

**e. Access to authority**

The BUM Desa "Sewu Barokah" has clear authority in the collaborative process of managing BUM Desa. This authority is contained in Standard

Operating Procedures (SOP). The SOP contains the rules of the authority of each party that must be implemented by their respective roles. In the SOP of the BUM Desa "Sewu Barokah", some basic rules are stated, for example in decision making or policies by the Chairman of the BUM Desa, so these decisions or policies must not conflict with Village Regulations (Perdes) and Statutes/Bylaws (AD/ART). Then the rules regarding board meetings are carried out every week to evaluate the businesses that have been carried out in each business unit, hold a Forum Group Discussion (FGD) to discuss the development of BUM Desa business units, and involve community leaders in decision making through meetings. or FGD. The CSR Team of PT Pertamina Gas also has procedural rules that contain the authority of the CSR Team in carrying out collaborative management of BUM Desa "Sewu Barokah". The procedural rules are Organizational Work Procedures (TKO). For example, TKO Management of the Corporate Social Responsibility (CSR) Program with Number B-007 / PG1321 / 2015-S0.

**f. Distributive accountability / responsibility**

In collaboration with the management of BUM Desa "Sewu Barokah", the CSR Team of PT Pertamina Gas is responsible for providing infrastructure, namely building the Apung Seba Restaurant as the economic center of Penatarsewu Village which is managed by BUM Desa "Sewu Barokah", as well as the procurement of goods and cooking equipment at the restaurant. The restaurant was built on land belonging to the village which was earmarked for the benefit of many people. The Penatarsewu Village Government is willing to provide a plot of land belonging to the village covering an area of approximately 3 ha, and the building area of the Apung Seba Restaurant is approximately 625 m<sup>2</sup>. After the restaurant was completed, the Penatarsewu Village Government formed a BUM Desa to manage the restaurant and other business units.

The responsibility for PT Pertamina Gas's Corporate Social Responsibility (CSR) program is supervised by the Community Development Officer (CDO) division. Meanwhile, the BUM Desa "Sewu Barokah" has assigned the duties and responsibilities of each business unit to the respective business unit managers. In making a decision or policy related to the management of BUM Desa, community figures and representatives have been presented. Such as village institutions, namely RT, RW, BPD, LPMD, and others.

**g. Information sharing**

In the collaboration of managing BUM Desa "Sewu Barokah", access to information is easy. For example, when the BUM Desa "Sewu Barokah" board asks for a budget amount of several hundred million rupiahs, the village government can fulfill the proposal of the BUM Desa administrator. The Penatarsewu Village Government also makes it easier for BUM Desa administrators to manage documents related to the management of BUM Desa. That is the case with the PT Pertamina Gas CSR Team, very wellcome to this collaboration. The CSR Team of PT Pertamina Gas did not hesitate to provide additional assistance when they saw that the BUM Desa business development had increased rapidly.

The BUM Desa "Sewu Barokah" also opens access to information for the village community, if the village community asks about information related to

BUM Desa management, such as budget information, information related to program planning, and other information. Even if there are village people who have sufficient capital and want to cooperate with BUM Desa, then BUM Desa administrators will happily accept this collaboration. Transparency of the BUM Desa "Sewu Barokah" not only to the community, but also to the Penatarsewu Village Government through financial reports, program progress reports, and through meetings held with the Penatarsewu Village Government. The PT Pertamina Gas CSR Team has also obtained easy access to information from the BUM Desa "Sewu Barokah", for example, information related to finance, changes in BUM Desa management, as well as programs that are and will be carried out by BUM Desa.

#### **h. Access to resources**

The technical resources provided by the CSR Team are diverse, for example, the construction of chimneys for the houses of residents selling smoked fish. PT Pertamina Gas CSR Team also provided several trees to be planted. Such as mango trees, guava trees, and cypresses. Planting one tree is converted to one chimney, the goal is that the trees can absorb carbon dioxide from the burning of smoked fish and can produce oxygen. Fish smokers also get a cooler box for the fish to keep them fresh. The PT Pertamina Gas CSR Team also financed the construction of the Apung Seba Restaurant as the icon of Penatarsewu Village and as a center for smoked fish sales, which is expected to become the center of the village economy. The construction of the Apung Seba Restaurant cost approximately 800 million rupiahs along with all the cooking equipment and all the items in the Apung Seba Restaurant.

Improvements in Human Resources (HR) have been carried out by the CSR Team of PT Pertamina Gas for employees in the business unit of BUM Desa "Sewu Barokah". Improvement of human resources is through training, coaching, and mentoring from resource persons. Like cooking training with a chef. Then, the development of smoked fish packaging in a hygienic manner and making milkfish without burrs. The PT Pertamina Gas CSR Team also assists in registering online purchases on the Go-food application and creating an Instagram account for Apung Seba Restaurant (@restoseba). However, the Chairman of BUM Desa "Sewu Barokah" complained about the inadequate marketing ability due to the limited ability of the management in marketing, especially on social media, as well as limited funds for marketing activities, because the funds that come from sales are always included as capital for building units. other business units. Marketing is difficult. There are several factors, including the location of the Apung Seba Restaurant which is in remote rural areas far from urban areas.

#### **E. CONCLUSION**

Based on the results, it can be concluded that the collaboration model for managing BUM Desa "Sewu Barokah" in Penatarsewu Village, Tanggulangin District, Sidoarjo Regency involves several parties, including PT Pertamina Gas Operation East Java Area (OEJA), Penatarsewu Village Government, PT Lapindo, and the people of Penatarsewu Village. Penatarsewu Village is a village fostered by the Corporate Social Responsibility (CSR) program of PT Pertamina Gas.

Through the CSR program, the Penatarsewu Village Government eventually formed a BUM Desa "Sewu Barokah" to manage all the assistance that has been provided by the CSR Team of PT Pertamina Gas. BUM Desa "Sewu Barokah" is the leading sector in this collaboration and the collaboration is by the eight criteria for the success of Collaborative Governance from Goldsmith and Kettl. So, by implementing collaborative governance in the management of village-owned enterprises (BUM Desa), it can improve the village economy.

## REFERENCES

- Adawiyah, R. (2018). Strategi Pengembangan Badan Usaha Milik Desa (BUMDes) Berbasis Aspek Modal Sosial (Studi Pada BUMDes Surya Sejahtera, Desa Kedungturi, Kecamatan Taman, Kabupaten Sidoarjo). *Kebijakan Dan Manajemen Publik*, 6(3), 1–15.
- Agbodzakey, J. K. (2011). Collaborative Governance of HIV Health Services Planning Councils in Broward and Palm Beach Counties of South Florida. *Public Organization Review*, 12, 107–126. <https://doi.org/https://doi.org/10.1007/s11115-011-0162-7>
- Agunggunanto, E. Y., Arianti, F., Kushartono, E. W., & Darwanto. (2016). Pengembangan Desa Mandiri Melalui Pengelolaan Badan Usaha Milik Desa (BUMDes). *Jurna Dinamika Ekonomi Dan Bisnis*, 13(1).
- Ansell, C., & Gash, A. (2008). Collaborative Governance in Theory and Practice. *Journal of Public Administration Research and Theory*, 18(4), 543–571. <https://doi.org/10.1093/jopart/mum032>
- Bungin, B. (2017). *Penelitian Kualitatif: Komunikasi, Ekonomi, Kebijakan Publik, dan Ilmu Sosial Lainnya* (II). Jakarta: Kencana.
- Choi, T., & Robertson, P. J. (2014). Deliberation and Decision in Collaborative Governance: A Simulation of Approaches to Mitigate Power Imbalance. *Journal of Public Administration Research and Theory*, 24(2), 495–518. <https://doi.org/10.1093/jopart/mut003>
- Creswell, J. W. (2019). *Research Design Pendekatan Metode Kualitatif, Kuantitatif, dan Campuran* (IV; A. Fawaid, R. K. Pancasari, H. El Rais, Priyati, & Amaryllis, eds.). Yogyakarta: Pustaka Belajar.
- Dewi, A. S. K. (2014). Peranan Badan Usaha Milik Desa (BUMDes) Sebagai Upaya Dalam Meningkatkan Pendapatan Asli Desa (PADes) Serta Menumbuhkan Perekonomian Desa. *Journal of Rural and Development*, V(1), 1–14.
- Efendi, S. (2019). Strategi Pengembangan Usaha Milik Desa Oleh Pemerintah Desa Rajadesa Kecamatan Rajadesa Kabupaten Ciamis. *Dinamika: Jurnal Ilmiah Ilmu Administrasi Negara*, 6(4), 327–338.
- Faedlulloh, D. (2018). BUMDes dan Kepemilikan Warga: Membangun Skema Organisasi Partisipatoris. *Journal of Governance*, 3(1), 1–17. <https://doi.org/10.31506/jog.v3i1.3035>
- Gray, B. (1989). *Collaborating: Finding common ground for multiparty problems*. San Fransisco: Jossey-Bass.
- Hahang, J. B. (2018). *Implikasi Badan Usaha Milik Desa Tirta Mandiri Bagi Kesejahteraan Masyarakat Penelitian di Desa Pongkok Kecamatan*

- Polanharjo Kabupaten Klaten. Sekolah Tinggi Pembangunan Masyarakat Desa "APMD" Yogyakarta.*
- Ihsan, A. N. (2018). Analisis Pengelolaan Badan Usaha Milik Desa (BUMDes) Gerbang Lentera Sebagai Penggerak Desa Wisata Lerep. *Journal of Politic and Government Studies*, 7(04), 221–230.
- Kurniadi. (2020). *Collaborative Governance Dalam Penyediaan Infrastruktur (Pertama)*. Yogyakarta: Deepublish.
- Neuman, W. L. (2014). *Social Research Methods: Qualitative and Quantitative Approaches* (7th Editio). Harlow: Pearson Education.
- Pradini, R. N. (2020). Strategi Pengembangan Badan Usaha Milik Desa (BUMDes) di Desa Kedungturi Kabupaten Sidoarjo. *Jurnal Pemerintahan Dan Keamanan Publik (JP Dan KP)*, 2(1), 57–67.
- Rahmawati, E. (2020). Analisis Pengelolaan Badan Usaha Milik Desa (Bum Desa) Di Kabupaten Bandung Barat. *Jurnal Ilmiah Ekonomi Bisnis*, 25(1), 1–13. <https://doi.org/10.35760/eb.2020.v25i1.2386>
- Ramadana, C. B., Ribawanto, H., & Suwondo. (2013). Keberadaan Badan Usaha Milik Desa (BUMDES) Sebagai Penguatan Ekonomi Desa (Studi di Desa Landungsari, Kecamatan Dau, Kabupaten Malang. *Jurnal Administrasi Publik (JAP)*, 1(6), 1068–1076.
- Sekretariat Kabinet Republik Indonesia. (2019). Membangun Indonesia Dari Pinggiran Desa. Retrieved December 7, 2020, from Sekretariat Kabinet Republik Indonesia website: <https://setkab.go.id/membangun-indonesia-dari-pinggiran-desa/>
- Zulkarnaen, R. M. (2016). Pengembangan Potensi Ekonomi Desa Melalui Badan Usaha Milik Desa (BUMDES) Pondok Salam Kabupaten Purwakarta. *Dharmakarya Jurnal Aplikasi Ipteks Untuk Masyarakat*, 5(1), 1–4.