

Feasibility Study of Village-Owned Enterprises in Kalawat Sub District, North Minahasa Regency, North Sulawesi Province

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Abstract

The objective of this research is to study and analyze the feasibility of managing village-owned enterprises (Bumdes) in Kalawat Sub District, North Minahasa Regency by looking at 6 aspects, namely: (1). market and marketing aspects, (2). technical and technological aspects, (3). aspects of management and human resources, (4). financial aspects, (5). socio-cultural aspects, political economy, business environment and environment, and (6). legal aspects (juridical).

Based on the research results, out of the 12 bumdes that were studied, there were 7 bumdes who were still doing business activities while the 5 bumdes that were visited had no business activity because it indicated that the bumdes management had not been responsible for financial management. Bumdes, who are still managing business activities, are analyzed based on 6 aspects of business feasibility with the following results: aspects that have been running well are socio-cultural aspects, political economy, business environment and environment, and legal (juridical) aspects. While the aspects that have not been going well are the market and marketing aspects, the technical and technological aspects, the management and human resources aspects and the financial aspects.

From the market and marketing aspects, the bumdes in Kalawat Sub District have not conducted market research in determining what business to run. The research results showed that all bumdes in Kalawat Sub District run a consumer goods business. This business has a high level of competition because around the sales location, there are modern retail stores that serve the same segment, therefore the only consumers reached are the people around the store locations, which are not too many. From technical and technological aspects (production aspects), especially the production of bumdes goods in Kalawat Sub District is still limited. The availability of consumer goods needs is not yet complete, so consumers turn to modern retail stores that are more complete.

Keywords: bumdes, business feasibility analysis

1. Background

Law number 6 of 2014 concerning villages opens opportunities for villages to become independent and autonomous. The village autonomy in question is the autonomy of the village government in managing village finances (Aziz, 2016). One of the pillars of village autonomy in the economic sector is the establishment of Village-Owned Enterprises (Bumdes). Article 87 of Law Number 6 concerning Villages states “Villages can establish Village-Owned Enterprises called BUM Desa or Bumdes, Bumdes are Village Business Institutions managed by the community and Village Government in an effort to strengthen the village economy and are formed based on the needs and potential of the village.

Secretary General of the Ministry of Villages, Development of Underdeveloped Regions and Transmigration (Kemendes PDTT) Anwar Sanusi said that not all Bumdes that have been formed have had good developments. Many still need assistance to be able to accommodate various economic activities that grow in rural areas. (Republika.co.id). Data on the development of Bumdes in 2020 in North Minahasa Regency, North Sulawesi Province, obtained from SIPEDE data from the Ministry of Villages and PPDT, shows that of the 125 Bumdes that have been established, only 69 Bumdes are still running their business units. 69 Bumdes that are still running have not been able to contribute Village Original Income (PADes). Seeing the importance of BUMDes for the development and progress of the village and the impact it will have on improving the socio-economic welfare of the community, BUMDes must be present and become a forum and solution.

Starting from the above problems, it is interesting to study and examine more deeply the problems of managing Bumdes in Kalawat Sub District, North Minahasa Regency so that the title of this study is the Feasibility Study of Village-Owned Enterprises (Bumdes) in Kalawat Sub District, North Minahasa Regency.

2. Method

2.1 Time and Place of Research

This research will be conducted for 6 months in Kalawat Sub District, Minahasa Utara Regency, North Sulawesi Province.

2.2 Data Collection Methods

The types of data to be collected in this study include primary data and secondary data. Primary data collection was obtained through distributing questionnaires and direct interviews to Bumdes officials in Kalawat Sub District, North Minahasa Regency, North Sulawesi Province. Secondary data were obtained

from agencies related to this research, such as the Central Bureau of Statistics, the Village Community Empowerment Service (PMD) and literature on research that has been carried out and related books.

2.3 Sampling Method

This study used a census method and interviews with the Village Head and Bumdes officials in Kalawat Sub District, North Minahasa Regency. Respondents used in this study include the Bumdes management consisting of the Chairperson, Secretary, Treasurer and Bumdes supervisory board in 12 villages.

2.4 Variabel Measurement Concept

The study of bumdes management is based on a business feasibility analysis on the following aspects: market and marketing, technical and technology, management and human resources, finance, socio-economic, political, cultural environmental, and law.

2.5 Metode Analisis Data

The data obtained in this study is analyzed descriptively.

3. Result

3.1 Profile of Village Owned Enterprises in Kalawat Sub District

Village-owned enterprises in Kalawat Sub District manage the activities of selling basic community necessities, office stationery, garbage collection services and funeral decorations.

Table 1. Name of bumdes and type of business

No	Name of Bumdes	Village	Type of Business
1.	Tambu Sela	Kawangkoan	Cattle, and Supply of stationery
2.	Walanda Maramis	Maumbi	Supply of stationery, and Groceries
3.	Tineles	Kaleoasan	Supply of stationery, and Groceries
4.	Watutumou Jaya	Watutumou	Garbage Transport, and Supply of stationery
5.	Berkat	Kolongan Tetempangan	Department of Stores, Photocopy, and Garbage Transport
6.	Kabar Indah	Kawangkoan Baru	Procurement of Office Stationery
7.	Kalawat Makmur	Kalawat	Supply of stationery
8.	Maju Bersama	Watutumou Dua	Grief Decorations, and Garbage Transport

9.	Mapalus	Watutumou Tiga	Grief Decorations, and Garbage Transport
10	Marengan Kumelang	Suwaan	Supply of stationery and Groceries
11	Wanua Ure	Kuwil	Supply of stationery and Groceries
12	Tineles	Kaleoasan	Supply of stationery and Groceries

3.2 Market and Marketing Aspects

Most of the Bumdes business activities in Kalawat Sub District are engaged in providing the community's nine basic needs, the need for Office Stationery (ATK), garbage transportation services and rental of tents, chairs / catering equipment for parties. Only 1 Bumdes, namely Bumdes in Kawangkoan village, develops a cattle business. From the market and marketing aspects, the village-owned enterprises in Kalawat Sub District have not conducted market research in determining what business to run. The research results showed that all bumdes in Kalawat Sub District run a consumer goods business. This business has a high level of competition because it is located in the sales location of a modern retail store that serves the same segment, so that consumers who are reached are divided by competitors who have more complete service facilities such as Indomaret and Alfamart.

3.3 Technical and Technological Aspects (Production Aspects)

In a business that produces goods, there are several things that need to be taken into account in planning the amount of production. Namely 1). Number of Requests. Estimated amount of consumer demand can be estimated through market surveys / research. 2) Production capacity. The amount of production can be calculated based on the capacity (ability) of equipment and available raw materials. 3) Working capital. The ability of working capital to finance the production process should be available as needed. Production activities should be well planned so that the resulting production is not too much or too little. From technical and technological aspects (production aspects), especially the production of goods at village-owned enterprises in Kalawat Sub District is still limited. The problem of capital availability affects the production of goods to be sold, so that consumers switch to modern retail stores that are more complete.

3.4 Aspects of Management and Human Resources

Management aspects for building a business are based on a management function approach, including: planning, organizing, implementing, and controlling. The purpose of the business feasibility study in the management aspect is to determine whether the formation and implementation of a business can be planned, implemented and controlled. The Human Resources aspect is based on a business plan that will be carried out through the development of BUM Desa regularly and requires the feasibility of aspects of human resources

(HR). The existence of human resources is analyzed to answer whether they have the necessary human resources to run a BUM Desa business unit properly.

The results of interviews with the village government and Bumdes administrators, the preparation of a Bumdes business activity plan begins with the preparation of an operational plan carried out by the bumdes management which is then discussed with the village head as the Bumdes commissioner. The operational plan includes: plans for procurement of materials and equipment, activities for building shop buildings as well as rules for the conduct of business. It can be concluded that the management aspects of bumdes in Kalawat Sub District are in accordance with the management function.

In terms of human resources, the supervisory board's control function is still very weak. The supervisory board elected by the village deliberation forum has not been able to exercise proper control or supervision. This is because the supervisory board does not receive honoraria from their duties, so that the supervisory board only works at village meetings for the accountability of bumdes officials. The supervisory board was also chosen because of the factor of character, not on the ability / skills in the bookkeeping examination or the bumdes operation.

3.5 Financial Aspects

The financial aspect study is intended to determine the investment plan through the calculation of expected costs and benefits, by comparing expenses and income, such as availability of funds, capital costs, the ability of businesses to repay these funds within a predetermined time and assess whether the business will continue. The objective of analyzing the financial aspects is to determine the estimated funding and cash flow from the business plan, so that it can be seen whether a BUM Desa business unit is feasible or not.

Based on the research results, Bumdes in Kalawat Sub District obtained investment funds (capital) from village funds. The village that manages the bumdes in Kalawat Sub District has very simple administrative and financial records such as cash books and bank books. Management of village-owned enterprises does not yet have records of sales and expense plans, cash flow plans and balance sheets.

3.6 Social, Cultural, Economic, Political, Business Environment and Environmental Aspects

Businesses run by bumdes must consider local socio-cultural conditions. Businesses that are contrary to local socio-cultural values will generate resistance from the community, making the business plan difficult to implement. It is also necessary to consider the possible impacts caused by the business activities to be carried out.

Based on the research results, it can be concluded that the bumdes who carry out business activities have considered the local socio-cultural conditions, there has been no rejection by the community and from an environmental impact perspective so that it is not detrimental to the community.

3.7 Legal Aspects

A legal aspect study to assess the feasibility of a business to be carried out by a bumdes is an important step that must be taken. The results of a legal aspect study are needed to avoid citizen protests and business closures / freezing due to violations of the applicable positive law. The research results showed that the legal aspects of establishing a bumdes business in Kalawat Sub District were based on law number 6 article 87 which states that villages can establish Village-Owned Enterprises (Bumdes). The legal document for the establishment of a bumdes is the Bumdes AD / ART which is legalized through a Village Regulation. All bumdes in Kalawat Sub District have AD / ART and already have Village Regulations regarding the establishment of Bumdes.

5. Conclusion

Based on the results of the research, Bumdes who carry out business activities with good management consists of 7 Bumdes, namely Bumdes Walanda Maramis Maumbi Village, Bumdes Berkat Kolongan Tetempangan Village, Bumdes Maju with Watutumou Dua Village, Bumdes Mapalus Watutumou Tiga Village, Bumdes Kabar Indah Kawangkoan Baru Village, Bumdes Watutumou Jaya Watutumou Village, and Bumdes Kalawat Makmur Kalawat Village. Meanwhile, the remaining 5 bumdes who have problems are Bumdes Tambu Sela Kawangkoan Village, Bumdes Marengan Kumelang Suwaan Village, Bumdes Wanua Ure Kuwil Village, Bumdes Tineles Kaleoasan Village and Bumdes Talise Kolongan Village. It is known that this problematic Bumdes has stopped its business activities based on information from the village head, that the management has not carried out accountability in village deliberation activities.

Seven Bumdes that carry out business activities were studied based on the feasibility aspect of the business, the following results were obtained: aspects of business feasibility that have been running well are legal aspects, social, cultural, economic, political, business environment and environmental aspects. Meanwhile, aspects of business feasibility that have not been running well are market and marketing aspects, technical and technological aspects, management aspects and human resources aspects.

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