

BUMDesa Policy Innovation to Increase Village Authenticity in a Neo-Institutionalism Perspective

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Abstract: This study aims to identify policy innovations in BUMDesa and their contribution to increasing village original income (PADesa). This study uses exploratory qualitative methods through in-depth interviews with actors who are directly involved with BUMDesa Larasati and related external parties. The results of the research were then analyzed using the perspective of Neo-Institutionalism. This study found that the policy innovations formulated and implemented by BUM Desa Larasati were inseparable from the role of critical actors within the Village Head of Kendalbulur. The Village Head has full support from internal BUMDesa and the Village Consultative Body—in addition to interactions with external institutions such as the Tulungagung DPMD, Banking, and PT. POS, East Java Village BUM Clinic, makes it easy to make policies. Policy innovation has significantly increased PADesa in the last three years. BUM Desa Larasati is already a legal entity and is ready to compete with other agencies. For this reason, synergy is needed between OPD and the private sector regarding assistance to BUM Desa so that human resources and their existence are properly maintained.

1. Introduction

Village-owned enterprises (BUM Desa) gained momentum when Law No. 6 of 2014 about the village was legalized. This law is a breath of fresh air for the development of the village. The village, which had previously been a passive subject, was transformed into an active subject with power over development on its territory. The support of village funds that are not small amounts makes 'Village building' struggle throughout Indonesia. The management of local assets in developing economic potential soon got its way.

The Ministry of Villages, development of disadvantaged regions, and Transmigration (PDPT) in 2018 set four priority programs to support the acceleration of village development, namely the development of superior products for rural areas (Prukades), building a village water reservoir, developing village-owned enterprises (BUM Village), and building Village Sports Facilities (Ragadesa). At that time, village Minister Eko Putro Sandjoyo emphasized that these four priority programs aimed to create new economic clusters in villages.¹

Efforts to make BUMDesa the economic centre in the village continue to be pursued by the government. Through No. 11 of 2020 on job creation, the government has established the status of

¹ Mega Putra Ratya, "4 Program prioritas Percepat Pertumbuhan Ekonomi Desa," *Detik inance*, (April 9, 2018), <https://finance.detik.com/berita-ekonomi-bisnis/d-3962422/4-program-prioritas-percepat-pertumbuhan-ekonomi-desa>.

BUMDesa as a legal entity. The new PDTT Village Minister Abdul Halim Iskandar, in the launch of the BUM Village legal entity certificate, emphasized that BUMDesa is not only an increase in original village income (PADesa) but also a driver of the economic dynamization of residents for the welfare of the village community.

The existence of BUMDesa as a driver and dynamization of villagers' economy was then strengthened by the issuance of the regulation of the Minister of Villages, PDT, and Transmigration number 11 of 2021 concerning Village BUM revitalization. This revitalization is done by registering or registering BUMDesa as a legal entity and collecting BUMDesa data in the application and Village Information System owned by the Ministry of Villages. As of December 5, 2022, 11,195 BUMDesa have been verified documents, 5,429 BUMDesa are under document improvement, and 832 BUMDesa registered legal entities. Twenty-seven thousand eight hundred forty-five bum villages are name verified, 1,164 are under name improvement, and 91 BUMDesa are registering names.

Efforts to build BUMDesa as the centre of the village economy, the COVID-19 pandemic entered Indonesia and caused the economy to be shaken. During the initial four months of the COVID-19 pandemic, the village faced the ruralization of nomads because they no longer had a job. From the beginning of COVID-19 until June 8, 2020, the Ministry of Villages, development of disadvantaged regions, and Transmigration (Kemendesa PDTT) recorded that at least 805,479 people who previously lived in cities returned to their villages. This ruralization makes energy in the village abundant.² In late 2021, the government issued Presidential Decree 104 of 2021, which regulates the allocation of village funds, most of which is to tackle COVID-19 with the following details, at least 40% for social protection, at least 20% for food and animal security, and at least 8% for support for handling COVID-19, the rest for priority programs.

Larasati BUMDesa management, amid an ongoing pandemic and lack of funding from village funds, can still make innovations to develop business units. At the beginning of the establishment of agricultural businesses in 2019, which became the forerunner of the rise of BUMDesa until then the Nangkula Park tourism business unit, Minapadi business unit, and finally, the PPOB (Payment Point Online Bank) business unit. Even during a pandemic that requires the closure of tourism, the Nangkula Park Unit, with its readiness, still receives visitors but is limited according to health protocols.

The hard work of BUMDesa administrators finally paid off; for three consecutive years, BUMDesa contributed considerable PADesa. In 2019 it amounted to Rp 1,225,000; in 2020, during the beginning of Covid and the validity period of PSBB and PPKM, it touched Rp 132,300,000; in 2021, the contribution reached Rp 131,650,000; in the first semester of 2022, PADesa's contribution reached 172,190,000. This achievement deserves appreciation because the pandemic is over, but it has been able to contribute to high PADesa. Therefore, it is essential to photograph how the success of Lara-sati BUMDesa amid a lack of capital from village funds and also in pandemic conditions can still innovate policies and be able to increase the village's original income. This effort is essential to know how they make innovation efforts in order to improve PADesa.

2. Method

This research uses qualitative methods. The method used is to collect data from various literature, documentation, or interviews with resource persons who are considered competent and know the processes that exist In BUM Larasati Village. A literature review studies laws, government decrees, and various articles on the same issue. Moleong mentions that qualitative meth-

² Mb Dewi Pancawati, "Momentum Kebangkitan BUMDes di Masa Pandemi," *kompas.id*, (June 25, 2020), <https://www.kompas.id/baca/riset/2020/06/26/momentum-kebangkitan-bumdes-di-masa-pandemi>.

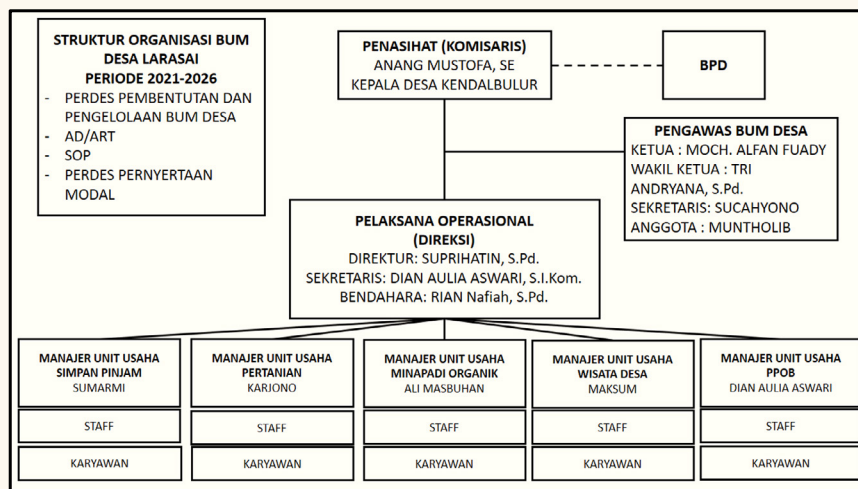
odology is a research procedure that produces descriptive data in written or spoken words from people’s activities or observable behavior. Qualitative research is expected to produce an in-depth description of speech, description, and behavior observed from an individual, group, Community, or Organization in the context of space and time is studied holistically. Researchers use qualitative research methods because the subject matter under study and this study seek to uncover and understand a social phenomenon.

3. BUMDesa Legal Policy to Increase Village Authenticity

Village innovation and equitable economic growth are two of the 18 Village Development Goals.³ This is stated in the formulation of Village SDGs as a priority policy direction for Village development in 2020-2024, set by the Ministry of Villages, PDT and Transmigration. Rural Development Policy uses the neo-endogenous rural development model (neo-endogenous rural development model), namely rural development is more directed to optimize the utilization of rural resources while taking into account the transfer and subsistence as well as Investment (Strategic Plan of the Ministry of Villages Development of disadvantaged regions and Transmigration 2020-2024, 2020).

The establishment of BUMDesa⁴ Larasati Village is intended to be an institution that can manage businesses, utilize assets, develop investment and productivity, provide services, or provide other types of businesses whose results are intended as much as possible for the welfare of the Kendalbulur Village Community, Boyolangu District, Tulungagung Regency (Kendalbulur Village Regulation Number 5 of 2021 concerning the establishment of village-owned enterprises “Larasati,” n.d.). Therefore, the process of its journey required strategy and policy innovation in line with these objectives. In other words, all managers of Larasati BUMDesa must have an understanding that all business units owned by muaranya are run for economic growth and the welfare of the village community. The key to achieving prosperity is improving the village through innovations raised by Bumdesa Larasati.

Figure 1. Larasati Village BUMDesa Organizational Structure 2021-2026



³ Paulina Permatasari et al., “The Village Fund Program in Indonesia: Measuring the Effectiveness and Alignment to Sustainable Development Goals,” *Sustainability* 13, no. 21 (November 7, 2021): 12294, <https://doi.org/10.3390/su132112294>.

⁴ Hikmah Nuraini et al., “Mobilizing Village-Owned Enterprises (BUMDes) Through Affirmative Development Policies in Rural Areas,” *Proceedings of the 1st International Conference of Education, Social and Humanities*, January 1,(2021), 183–87, <https://doi.org/10.2991/assehr.k.211028.113>.

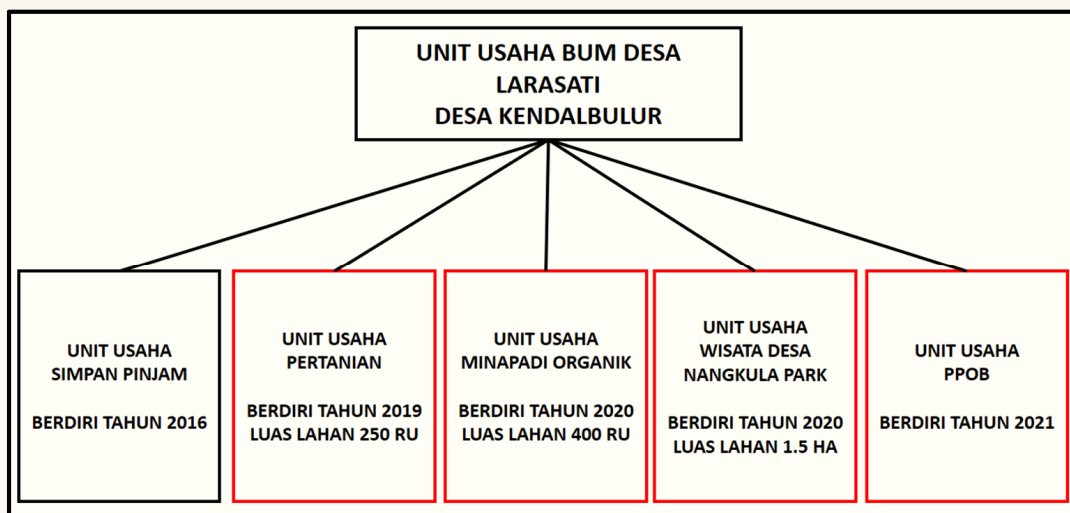
3.1. Larasati BUMDesa Policy Innovation

Policy innovation⁵ is the ability to maximally manage all potential resources supported by the creativity of officials at various levels. In line with that, officials in the context of Kendalbulur village, in this case, are the village head holding a strategic position to maximize the management of all village resources creatively, innovatively, and productively. From the perspective of neo-institutionalism, the specifics of the rational choice institutionalism approach with game theory models, which states that all policy actors in the village sphere are equal and have the same interests in the presence of policy products so that there is a balanced and mutually beneficial mutual relationship between actors. Anang explained the reality of the consultation involving all village components to agree on innovations that will be applied to the progress of BUMDesa.

In addition to serving as village head, Anang also carries out the mandate as a chief advisor (Commissioner) of Larasati BUMDesa. This strategic position gives Anang a set of instruments to create various policy innovations that are considered strategic for the sustainability and progress of Larasati BUMDesa. As a leader, Anang is known to have a central role in Larasati BUMDesa. Based on the various laws and regulations mentioned above, it can be concluded that normatively village communities do have the right to village-scale natural resource management in order to realize the welfare of village communities, one of which can be carried out by BUMDes.⁶

Here is a form of innovation carried out by Anang Mustafa served as village head and as an advisor to Bumdesa Larasati.

Figure 2. Larasati BUMDesa policy innovation since Anang Mustafa became Village Head



Agricultural Business Unit is the first step in Anang Bumdesa’s innovation. This business Unit was established in 2019 using a program from the Tulungagung Regency Irrigation Office.

⁵ Jane M. Howell, “The Right Stuff: Identifying and Developing Effective Champions of Innovation,” *Academy of Management Perspectives* 19, no. 2 (May 1, 2005): 108–19, <https://doi.org/10.5465/ame.2005.16965104>.

⁶ Agus Surono, “PERANAN HUKUM DALAM PENGELOLAAN SUMBER DAYA ALAM SKALA DESA OLEH BADAN USAHA MILIK DESA (BUMDES) DALAM MENINGKATKAN KESEJAHTERAAN MASYARAKAT DESA”, *Jurnal Rechts Vinding: Media Pembinaan Hukum Nasional* 6, Nomor 3, (Desember 2017): 459-478, DOI: <http://dx.doi.org/10.33331/rechtsvinding.v6i3.195>.

This business unit utilizes kaffir lime plants which at that time were high in price. This agricultural business Unit, according to the director of BUMDesa Larasati Suprihatin, is a turning point in the development of BUMDesa.

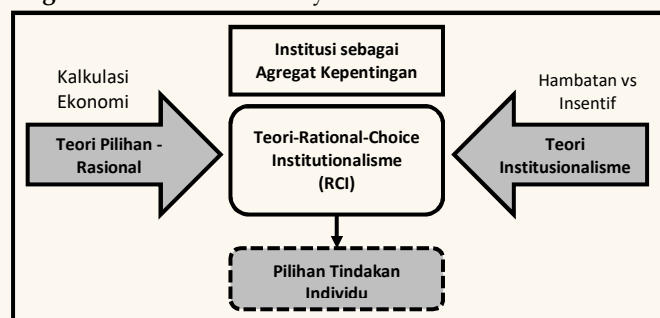
Next is the Nangkula Park Tourism Business Unit. This innovation is considered a lighthouse innovation by various parties. Anang utilizes village cash land, which only generates 50 million per year from the rent of the population. The beginning of Nangkula Park is a rice field that is a drug to be used as a field. They did not stop at the field; the ground next to it was planted with Celocia flowers. This flowering plant is inspired by Selektta Malang tourism. Nangkula Park Tourism Unit, within a year, proliferated and became one of the icons of the tourist village in Tulungagung Regency.

After being successful with the tourism business unit, again BUMDesa added a minapadi business unit, which is an effort to optimize the productivity of paddy fields by integrating fish farming with rice. Anang took PT Astra in the development process. This business Unit received appreciation from Astra’s Kampung Berseri Program (KBA) as one of the top 5 winners throughout Indonesia. The next innovation is an Online kiosk business Unit based on banking or Payment Point Online Bank. This business Unit serves both Kendalbulur residents and surrounding villages for the payment of Motor Vehicle Tax, building land tax, vehicle registration, pulse, electricity, BPJS, and others. This business Unit cooperates with Bank Jatim and Post Office.

3.2. Larasati BUMDesa Policy Innovation Actor

In formulating and implementing public policy, actors play a crucial role along with their institutions. In other words, a policy actor is a person or group of people constantly involved in any process of Public Policy Analysis, both as designers and interviewers, who are always active and proactive in cross-personal communication. The basic assumption on which the actors of Larasati BUMDesa take the path of innovation can rely on Neo Institutionalism variant of Rational Choice Institutionalism. Institutionalism is when Orthodox rational choice emphasizes a chord that is egoistic, rational that is concerned with profit and always oriented to the achievement of interests that converge on the old institutional theory that emphasizes the importance of regulation, Constitution, and organization in controlling agents, individual actions appear as a combination of both.

Figure 3. Illustration of early rational choice institutionalism



Based on the picture above, the emergence of the actions of the actors/individuals is the meeting of the desire to obtain economic benefits, in this case, is an increase in rural areas with the problem of lack of capital and challenging conditions during the pandemic, require actors to innovate policies in the BUMDesa. Innovations certainly do not depart from the actors’ space, so the actors collaborate and strengthen to succeed.

Anang Mustafa, a village head and advisor / Commissioner of BUMDesa, plays a significant role in growing and developing BUMDesa. Larasati BUMDesa initially only had one savings and loan business unit. Of these business units, only contribute Pages of 1,225,000 per year.

In addition to Anang Mustafa, other actors played a role as triggers and drivers of innovations in Larasati BUMDesa. These actors can be distinguished into three clusters. The first cluster is the village head of Kedalbulur. The second cluster that acts as a trigger and driving actor in the first cluster is the chairman of BPD Kendalbulur, director of Bumdesa Larasati, DPMD Tulungagung, East Java Bumdesa Clinic, Bank Indonesia, PT. Pos, PT. Astra, and Bank BRI. While the third cluster is implementing policies issued by the first cluster, namely Ma’sum and Desi, as well as other BUMDesa business unit managers.

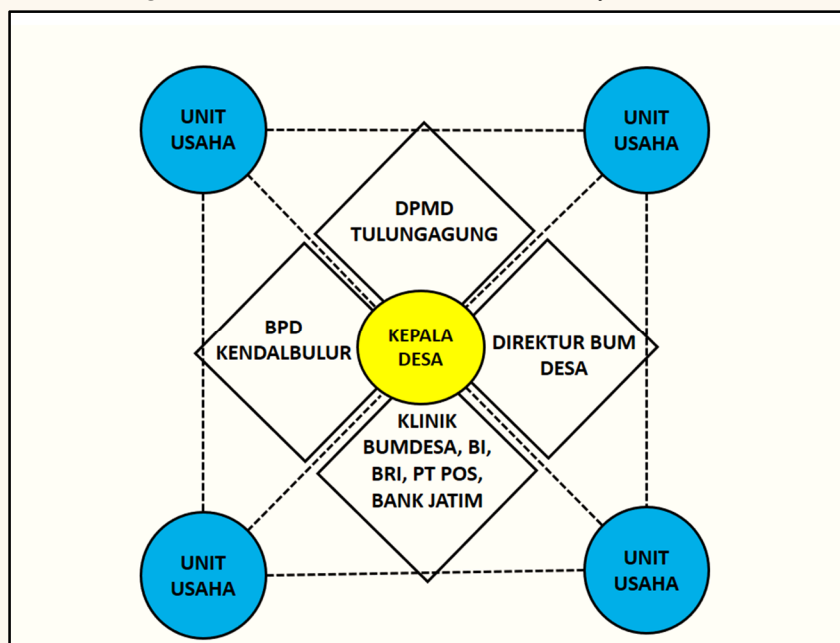
Table of Formal and factual roles of actors BUMDesa Larasati

No	Speakers	Position	Formal role	Factual Role
1.	Anang Mustofa	Village Head / BUMDesa Commissioner	Advisor/Commiarist duties include: - Provide input to BUMDesa - To study the work of the BUMDesa program - Provide advice and opinions on issues	- Many along with BUMDesa employees - Direct instruction to managers, especially managers of tourism business units - Diggers and originators of BUMDesa ideas and innovations - Communicator with institutions/agencies outside the village
2.	Ichwan Nursalim	Chairman of the village consultative board (BPD)	Article 32 Permendagri 110/2016 States the duties of BPD include: - Exploring the aspirations of the community - Carry out supervision of the performance of the village head - Evaluate the village Administration Information Report - Create a harmonious working relationship with the village government and other village institutions	- Village head advisor - It is often a driver and booster for village heads in making policy innovations in the village. - Become a mediator for the community and BUMDesa
3.	Suprihatin	Director Of BUMDesa	Duties of the director of BUMDesa include: - Organize and implement BUMDesa programs - Prepare semester and annual reports - Explain BUMDesa issues to village deliberations	More often as the executor of the ideas of the village head
4.	Ma’shum	Head Of Tourism Business Unit	Responsible for the running of the tourism business unit	More often as the executor of the ideas of the village head
5.	Desi	PPOB employees	Running the daily activities of PPOB	

6.	Dewi Widya	Community Empowerment Cadres	Article 18 of Permendes PDTT 3/2015 states that the KPM's duties are: to grow and develop, as well as to move initiatives, participation, and self-help mutual assistance.	Often a reference to the village head and village BUMDesa management to explore information in the community.
7.	Wahyu Yuniarko	Head of village Economic Business Empowerment (DPMD Tulungagung)	Formulate and implement technical policies, foster, evaluate and coordinate the Economic Empowerment of rural communities.	<ul style="list-style-type: none"> - BUMDesa contact center that can be accessed anytime. - BUMDesa communicator with OPD / District Office - Calling himself EO for the sustainability of BUMDesa
8.	M. Choirur Rofiq	Head of Bank Indonesia (BI) Kediri	Bank Indonesia Assistance Program provider to Nangkula Park	In addition to providing assistance programs also distribute assistance for tourist destination equipment
9.	Nova Haryanto	Director Of East Java BUMDesa Clinic	Providing assistance programs for Bumdesa Larasati (institutional assistance, financial statements, and marketing)	In addition to providing assistance programs also distribute assistance for equipment latest spots tourist destinations

The chart below shows that the village head as the central cluster is supported by personnel and institutions to grow and strengthen innovation in BUMDesa Larasati. Institutionally, the ideal BUMDesa that becomes the central cluster is the bumdesa actor with the support of the village government, such as the village head and BPD.

Figure 4. Cluster of actors in BUMDesa Policy Innovation

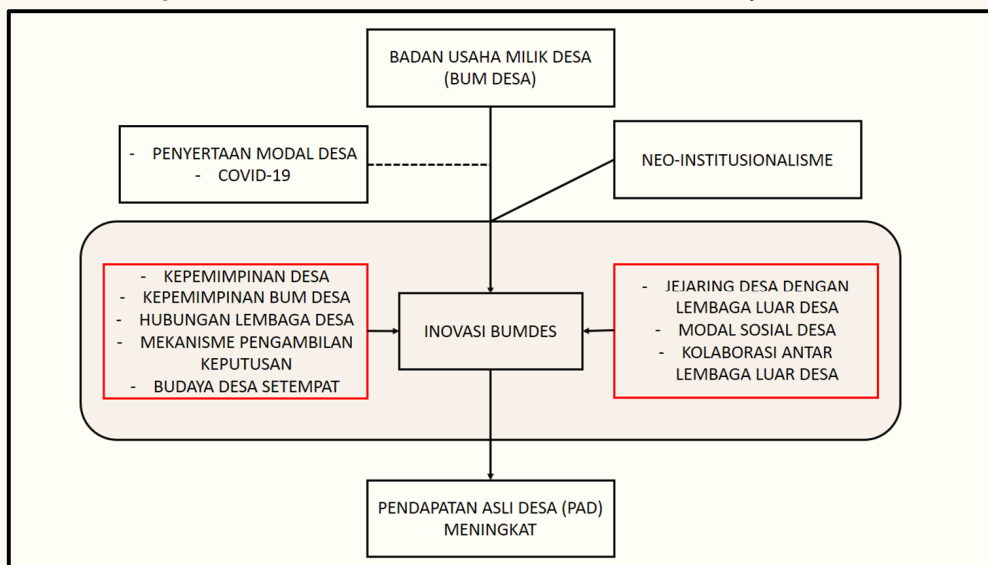


The three clusters on the way BUMDesa become mutually reinforcing. Many policy innovations carried out by the village head get strengthened from the second cluster. For example, when the village head established the Nangkula Park Business Unit, many were supported and encouraged by Ichwan Nursali, Chairman of bpd Kendalbulur. Ichwan tried to convince the public that Nangkula Park would be very useful for the people of Kendalbulur. In addition, BPD also plays a vital role in quality control for business unit managers under the auspices of BUMDesa, one of which is the employees at Nangkula Park. The role of quality control is very crucial to ensure the target PADesa can be achieved by BUMDesa.

4. BUMDesa Policy Innovation in Neo Institutionalism Perspective

Policy innovations produced by Bumdesa Larasati are a form of collaboration and synergy of Bumdesa’s internal and external actors. References they have discussed with BPD to get the legitimacy of the community. Furthermore, there are collaborations with actors outside the BUMDesa. They but the internal actors have a suitable reference and knowledge developed in bumdesa institutions. Therefore, the neo-institutionalism approach directs its focus to the relationships between institutions and actors (agencies), the performance of an institution in achieving common goals, and the impact of changes that occur in an institution. The following is a complete chart of how Larasati BUMDesa establishes relationships with various institutions and externalactors to strengthen its business units to improve PADesa.

Figure 5. Neo-institutionalism in Larasati BUMDesa Policy Innovation



Kendalbulur village has limited funds for the development of Bumdesa Larasati. For that, bumdesa managers are required to be creative in managing the capital. BPD Kendalbulur also often warns that managers are looking for innovative ideas so that the sustainability of BUMDesa as a new economic source in the village continues to run. Anang, as the head of the village and as an advisor (Commissioner) BUMDesa since the beginning, served many utilize relations outside the village to be willing to support the running of BUMDesa.

The breadth of the network and shrewdness owned by Anang brought many agencies outside the village that offer cooperation with Bumdesa Larasati. Many figures, such as the Minister of Villages and PDDT, the Governor of East Java, members of Parliament and DPRD, are present in Nangkula Park merely for ceremonial activities or to bring programs for the development of Tourism. In addition, Anang admitted that he was very open to various cooperation plans with Larasati BUMDesa. In principle, he wants to accelerate BUMDesa institutions to improve PADesa, which is expected to raise the kendalbulur Village Community Welfare level.

In early 2021, House of Representatives of the Republic of Indonesia (DPR RI) member M. Sarmuji comes from Constituency VI East Java (Blitar, Kediri, Tulungagung) had come to Nangkula Park. On the occasion of the discussion, Anang conveyed the development plan for the Nangkula Park destination and the shortcomings that need to be added and addressed to Sarmuji. Sarmuji, who was at that time in Commission XI of the DPR RI, connected Kendalbulur village with Commission XI's partner, Bank Indonesia. The same year, Bumdesa Larasati received an empowerment and development program for MSMEs through program facilitation and technical assistance.

Kendalbulur is one of the bi's target areas because it has the potential of MSMEs as Local Economic Development. With tourism, MSMEs in Kendalbulur already have their market and deserve to get a development program from Bank Indonesia. Based on the provisions contained in the Village Law, it provides a legal basis that village communities have the right to natural resources to manage natural resources, both activities such as the agro-tourism sector, ecotourism, and the agricultural sector, the purpose of which is to realize the welfare of the village community.⁷

Larasati BUMDesa cooperates a lot with external parties in the village. Not only program assistance but also assistance for institutional strengthening and bumdesa managers. Bank Indonesia, East Java BUMDesa Clinic, PT recorded them. Astra assists institutionally and village BUM management. While Bank Jatim, PT. Pos and Bank BRI assist in strengthening business units. In addition to BI Kediri, the Nangkula Park Tourism Business Unit, we received assistance from the East Java BUMDesa Clinic. The assistance obtained is the capacity building of human resource skills in managing tourist villages, digital-based marketing strategies, and empowerment of MSME products to support tourist destinations.

East Java BUMDesa clinic not only assists but also distributes assistance in the form of new tourist products, namely Kip zones (creative, innovative, and product). The KIP zone was inaugurated by the governor of East Java, Khofifah Indar Parawansa, on May 22, 2021, along with the Village Tourism Festival (FWD), which was attended by MSME activists in Kendalbulur Village. BUMDesa Jatim Clinic's assistance begins with identifying problems and declaring achievable targets. Internal BUMDesa, village government, and community welcomed the assistance. Synergy and collaboration are built into the success of this program so that by completing the assistance period, Larasati BUMDesa can implement itself.

BUMDes Pakse Bali is able to manage the tourism sector and can provide prosperity to their people with carried out by taking care of the type of tourism sector, financial capital, manager, management, marketing strategies, responsibilities, and profit sharing ineffective and structured management, therefore it can be a role model to the other villages which haven't carried out their

⁷ Agus Budi Santoso, "Tinjauan Yuridis Peranan BUM Desa Dalam Strategi Pengembangan Desa Wisata". *Amnesti Jurnal Hukum* 1 (1), (2019): 36-48. <https://doi.org/10.37729/amnesti.v1i1.619>.

potential tourism.⁸ Cooperation with external parties as a factor driving innovation also brings financial benefits when COVID-19 hits. The closure policy of tourist sites has had an effect on the closure of the Nangkula Park tourism business unit for some time. However, the operating costs of business units remain. According to Suprihatin, the cooperation could cover operational expenses not from tourist visits but from Bank Jatim and post office transactions. Furthermore, Suprihatin explained in detail how the cooperation process could be established and the benefits obtained for Bumdesa Larasati, thanks to cooperation with PT. Pos and Bank Jatim. These benefits are none other than initially intended as capital to survive during the PPKM COVID-19 pandemic.

Wahyu Yuniarko, the representative of Tulungagung Regency DPMD, said that his party paid particular attention to the BUMDesa of Larasati Village. Because the BUMDesa with the Nangkula Park tourism business unit and its leaders ranging from village heads to village BUM directors already have a good reputation even at the provincial level. Therefore, to continue to provide the effect of sustainability of its existence, it needs the support of relevant stakeholders to contribute to strengthening. As for some special attention given including:

Based on the description above, in the process of formulation up to the implementation of policy innovation, business units owned by Bumdesa Larasati can not be separated from the contribution of external parties who are partners for strengthening the strengthening of Bumdesa Larasati. It is clear how Bumdesa Larasati cooperates with various external village partners to achieve the targets that have been declared. In addition, in the process of implementing the signed cooperation program, the administrators of Larasati BUMDesa, in particular, and all elements of Kendalbulur village, showed active, proactive, and constructive performance so that the benefits of the cooperation program in the form of certification assistance, funding assistance, and intensive assistance can have a significant impact on Larasati BUMDesa. More details can be seen in the picture below.

The Impact of Innovation on Economic and Socio-political Improvement, in principle, policy innovations that have been formulated and implemented by a public policy stakeholder must provide implications that can provide both physical and social change. These implications can be felt directly (short term) or indirectly (long term) by the community that is the target of policy innovation. Economic Improvement, Since the change of village head PADesa donations each year have increased significantly, and early served in 2019, PADesa obtained from BUMDesa only Rp 1,225,000 in the following year skyrocketed to Rp 132,300,000. In 2021 when PPKM applied PADesa donations slightly decreased to Rp 113,115,000. When conditions return to normal in the early semester of 2022, PADesa donations will increase to Rp 172,190,000 (Kendalbulur village government, 2022).

In addition, Anang also mentioned that the activities of BUMDesa, together with several business units that are run directly, have significantly impacted the Kendalbulur village community. The impact is not only in the economic and other fields. Social and political improvement, Policy innovations made by Anang Mustafa, especially in BUMDesa, have made it readily accepted by other village actors. When Anang entered Larasati BUMDesa as commissioner to replace the previous village head, he still needed to replace the existing employees in the bumdesa structure. However, he put more emphasis on the work program to be done.

Anang fully utilized the increase in PADesa to launch a subsidy program for the Kendalbulur community. The Program is called SADEWA (Village Compensation for Residents). There are four

⁸ Kadek Sumiasih, "Peran BUMDes Dalam Pengelolaan Sektor Pariwisata (Studi di Desa Pakse Bali, Kabupaten Klungkung)", *Jurnal Magister Hukum Udayana* 7 No. 4 (31 Desember 2018): 565-585, DOI: [10.24843/JMHU.2018.v07.i04.p10](https://doi.org/10.24843/JMHU.2018.v07.i04.p10).

subsidies targeted by this Program, namely agriculture, health, education, and the United Nations (land and Building Tax). In the health sector, this Program provides assistance in the form of Rp 800,000 for pregnant women who do not receive assistance from the government, such as PKH and BPNT. In the field of education is given to children who are not able TPQ who managed to finish Alquran, amounting to Rp 500,000. As for the United Nations is a subsidy for all homeowners of Rp 50,000. If the amount of tax is above 50,000, then it becomes the owner of the House.

Anang's work is also increasingly recognized at the district and provincial levels. In 2020 he was lined up as chairman of the village Government Communication Forum (FKPD). The Forum, which he led several times, collaborated with academics to conduct legal studies on village apparatus. In addition to being chairman of the FKPD, Anang was also confirmed as chairman of the Tulungagung Tourism Village Association (ASIDEWI). This position further increases the existence of Anang at the district level. Wahyu Yuniarko acknowledged this for every activity held by Dpmd Tulungagung and the province; Kendalbulur village head and BUMDesa was recommended as resource person. Slowly Kendalbulur has the potential and human resources that continue to grow. DPMD Tulungagung makes Kendalbulur a BUMDesa school and a village school that will be a place to learn and maximize the potential to become a village that rises in class.

5. Conclusion

BUMDesa policy innovations must be continuously carried out. Ideas that birth bumdesa innovation often arise from informal and formal conditions. In addition, emerging innovations are often supported by external actors (agencies). Innovation also needs a lighter to keep going. For this reason, the District Rural Community Empowerment Office (DPMD), as a BUMDesa coach, periodically holds BUMDesa innovation competitions so that the village government and BUMDesa managers are encouraged to make innovations for the sake of BUMDesa in the future.

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