
**Training and Assistance for Village-Owned Enterprises (BUMDes)
Based on Local Potential in Babalanlor Village, Bojong District,
Pekalongan Regency**

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Abstract

BUMDes is a village-owned enterprises formed by the community to achieve independence and prosperity of the village. The purpose of BUMDes is as an instrument of social capital which is expected to be a prime over in bridging efforts to strengthen the rural economy. In order to create an independent and prosperous village, we require the involvement of other parties, including the involvement of the community, groups, practitioners, academics and government. LAIN Pekalongan, as one of the tertiary institutions which have done community services and has concern in the community welfare problem. Through an action research method completed with data collection techniques through participatory observation, interviews, documentation, and focus group discussions, an action plan is developed. The community service team of State Islamic Institute of Pekalongan together with the community has provided assistance in the process of making BUMDes based on local potential. Through the assistance program for making BUMDes in Babalanlor Village, the village has produced the outputs and the outcomes. First, BUMDes named Sukses Muhyo along with its statutes/bylaws. Second, the assisted community already has an awareness of the importance of BUMDes because with their presence, BUMDes is expected to be able to play a role in increasing Village's Original Income (PADes) resources, providing services to the needs of the community, increasing business opportunities and reducing unemployment in rural areas, increasing rural income, and reducing poverty.

Keywords: *Community Empowerment, Village-Owned Enterprises (BUMDes)*

INTRODUCTION

If we talk about the backwardness of the Indonesian people, the main address is the villages and their communities. This is understandable because most Indonesian citizens live in rural areas (Rahardjo, 2004: 4). The implementation of past development places the government as if it is the sole agent of development, while the village community is considered to be incapable and still lagging behind (Wastutiningsih, 2004: 12).

Since the colonial era, the Old Order and the New Order of village communities have only been positioned as objects not as subjects of development. In the reform era, placing the village community as the subject of development is important. Moreover, most parts of Indonesia are rural areas with a large population. Therefore, exploring the potential of villages and production sources that have been neglected is important to be empowered.

According to data from the State Ministry for Underdeveloped Regions (KPDT; 2009), there are 38,232 (54.14 percent) developed village categories, consisting of 36,793 (52.03 percent) advanced categories and 1,493 (2.11 percent) very advanced categories. Meanwhile, underdeveloped villages were 32,379 (45.86 percent) consisting of 29,634 (41.97 percent) underdeveloped categories and 2,745 (3.89 percent) very underdeveloped categories.

Underdeveloped villages are villages that cannot yet be traversed by cars, there are no health facilities, no permanent markets, and no electricity. The average poor family in underdeveloped villages is 46.44 percent and the National Development Index (IPN) of underdeveloped villages is 66.46 percent. This data show that nearly half the villages in Indonesia are lagging behind. Of course, increasing the budget allocation to the regions from year to year should be able to reduce the number of underdeveloped villages. However, fiscal decentralization stimulus is not running optimally to build an economic base in the village in order to improve the welfare of rural communities.

Indeed, the development of the economic base in rural areas has long been carried out by the Government through various programs. Yet, these efforts have not produced satisfying results as desired together. There are many factors that cause the success of these programs. One of the most dominant factors is that government intervention is too large. As a result, it actually hinders the creativity and innovation of rural communities in

managing and running the economic engine in the countryside. The system and mechanism of economic institutions in rural areas are not working effectively and have implications for dependency on government assistance, thus it kills the spirit of independence.

By learning from past experience, a new approach that is expected to stimulate and drive the wheels of the rural economy is through the establishment of economic institutions that are fully managed by rural communities. These economic institutions are no longer established on the basis of Government instructions, but it must be based on the wishes of the village people who depart from the potential that if managed properly will lead to demand in the market. Hence, the existence of these economic institutions is not controlled by certain groups that have large capital in rural areas. Then the ownership of the institution by the village and jointly controlled in which the main goal is to improve the economic living standards of the village community. The institutional form as mentioned above is called the Village Owned Enterprises (BUMDes). This business entity has actually been mandated in Law No.32 of 2004 concerning Regional Government (even by the previous law, Law 22/1999) and Government Regulation (PP) no. 71 of 2005 concerning Villages.

The establishment of such business entities must be accompanied by efforts to strengthen capacity and be supported by regional (district/city) policies that facilitate and protect these businesses from the threat of competition from large investors. Considering this business entity is a new economic institution that operates in the countryside and still needs a strong foundation to grow and develop. The foundation for the establishment of BUMDes is the Government.

BUMDes in its operation is supported by village monetary institutions (financing units) as units that conduct financial transactions in the form of credit or savings. If the economic institutions are strong and supported by adequate policies, then economic growth accompanied by an even distribution of assets to the people at large will be able to overcome various economic problems in the countryside. The ultimate goal, BUMDes as an instrument is social capital which is expected to be a *prime over* in bridging efforts to strengthen the rural economy.

In Law Number 32 Year 2004 concerning Regional Government Article 213 paragraph (1) states that "Villages can establish village-owned enterprises in accordance with the needs and potential of the village". The substance of this law emphasizes the promise of fulfilling demand (demand compliance scenario) in the context of village level development. The logic of establishing BUMDes is based on the needs and potentials of the village, as an effort to improve the welfare of the community. With regard to planning and its establishment, BUMDes is built on community initiatives, and is based on cooperative, participatory, (user-owned, user-benefited, and user-controlled) principles, transparency, emancipation, accountability, and sustainability with a member-base and self-help mechanism. Of all that, the most important thing is BUMDes management must be done professionally and independently.

Based on the explanation above, the Study Program-based Community Empowerment Working Group (PPM) wants to initiate, assist the sustainability of the empowerment program in the previous year in 2017, by forming "Training and Assistance for Local Potential Based BUMDes" in an effort to improve the local community's economy, as a program support of the government as well as a service program which later can become a pilot for villages at the local and national level.

METHODS

Method of Implementing Community Service Activities

1) Strategy and Action Approach Model

The assistance activities on assisting the making of BUMDes based on local potential are carried out through a multidisciplinary approach. The goal is that the targets and expected outcomes are achieved well. The models of approaches and strategies undertaken are: (1) Approach to community leaders; (2) Socialization; (3) FGD (Focus Group Discussion); (4) Debriefing; (5) Evaluation.

Some of the strategies above are expected to be able to achieve the desired results in the implementation of community empowerment activity programs on environmentally friendly villages through the optimization of the garbage bank so that the Babalanlor community can improve the household economy.

2) **Empowerment Steps**

Achievement of the program objectives in this empowerment program is very much determined by the systematic steps undertaken by the assisting team together with the parties involved in this program. The steps taken are as follows:

a. *Mapping*

Data collection is conducted on various problems that occur in Babalanlor, especially those that are categorized as a result of environmental problems or slums, both from the impact of household waste and as a result of domestic industrial waste. This is done so that this activity program has a clear direction in setting goals. Data collection is also carried out to determine the parties (identifying problems and potentials) in the prospective target area.

b. Socialization

After collecting data on both problems that occur and the potential participants, the team will then conduct socialization regarding the assistance activities. The socialization was delivered to the local government (village, hamlet and neighborhood), and prospective participants who would participate in the assistance program. The socialization was held so that the program received full support from the stakeholders.

c. FGD (*Forum Group Discussion*)

Discussion forums are piloted by the team together with the assisted communities including community leaders to understand shared needs and activities that can be done.

d. Trainings

This step is the core of this empowerment program which will be given specifically to the BUMDes management group. This training is directed at a general understanding of BUMDes as well as initial management and other supporting materials. In detail the themes presented are: (1) Formulation of BUMDes statute/bylaw; (2) Entrepreneurship; (3) BUMDes management.

e. Evaluation

Evaluation is carried out as a strategy to find out the achievements of a series of previous activities. This step was conducted through FGD with the participants, as well as local community leaders.

3) Data Collection Technique

Data collection was done by interviewing techniques, participatory observation, accompanying notes, documentation, and focus group discussions (FGD).

4) Data Analysis Technique

Qualitative descriptive analysis techniques are used to explain the empowerment process of awareness, knowledge, application, development of BUMDes through management or managers, and the intensity of ongoing activities.

5) Location, Time, and Duration of Activity

The activity was held in Babalanlor Village, Bojong District, Pekalongan Regency. Implementation of community service was in 2018 with a duration of five months.

RESULTS AND DISCUSSION

Community Empowerment

Empowerment can be interpreted as a process towards empowering, the process of obtaining power, or the process of empowering power from those who have power to those who are lacking or powerless (Sulistiyani, 2004). The definition of "process" refers to a series of actions or steps taken in a chronological-systematic manner which reflects the stages of the effort to change a society that is lacking or powerless towards empowerment. The meaning of "gaining" power indicates that the source of initiative to empower comes from the community concerned, meaning that the community consciously understands its helplessness, then seeks and tries to take action towards the condition of helplessness. Furthermore, the meaning of the word "giving" power indicates that the source of the initiative did not come from the community. Initiatives to transfer power are other parties who have power and capability, for example the government or other development agents, so that there are interventions from other parties that provide stimulants to the community to be empowered (Sulistiyani, 2017).

Empowerment efforts to optimize the resources owned by the community concerned are in line with the statement:

“Empowerment is a participatory, developmental process through which marginalized or oppressed individuals and groups gain greater control over their lives and environment, acquire valued resources and basic rights, and achieve important life goals and reduced societal marginalization” (Constantino, 2008).

Community empowerment as an effort to continuously increase community capacity is carried out through the following stages (Sulistiyani, 2004).

- a) Stage of awareness and behavior formation towards conscious and caring behavior.
- b) Capability transformation stage in the form of knowledge insight, skills to gain insight and provides basic skills.
- c) The stage of increasing intellectual abilities and skills, so that innovative initiatives and abilities are formed to deliver independence.

In its implementation, the stages of empowerment in community service activities also require the process of awareness, knowledge, application and development (Sulistiyani, 2013).

This empowerment has two directions which are to release the shackles of poverty and underdevelopment and strengthen the position of the people in the power structure. Empowerment is a process and a goal. As a process, empowerment is a series of activities to strengthen the power or empowerment of weak groups in society, including individuals who experience poverty problems. As a goal, empowerment refers to the state or results to be achieved by a social change. People who are empowered, have power or have knowledge and abilities in meeting their physical, economic or social needs such as having self-confidence, being able to convey aspirations, has a livelihood, participates in social activities, and is independent in carrying out the tasks of his life (Sipahelut, 2010)

The concept of empowerment according to Friedman (1992) in this case alternative development emphasizes political primacy through the autonomy of decision making to protect the interests of the people based on personal resources, directly through participation, democracy and social learning through direct observation. According to

Chambers (1995) community empowerment is a concept of economic development that encapsulates social values. This concept reflects the new development paradigm, which is "people centered, participatory, empowering, and sustainable".

According to Wilson (1996) there are 7 stages in the community empowerment cycle. The first stage is the desire of the people themselves to change for the better. In the second stage, the community is expected to be able to release obstacles or factors that are resistant to progress in themselves and their communities. In the third stage, the community is expected to have received additional freedom and feel they have a responsibility in developing themselves and their communities. The fourth stage is an effort to develop roles and wider limits of responsibility, this is also related to the interest and motivation to do the job better. In this fifth stage tangible results from empowerment begin to appear, where an increase in a greater sense of ownership results in better performance outcomes. In the sixth stage, there has been a change in behavior and impression, where success in improving performance can increase psychological feelings. In the seventh stage, the people who have succeeded in empowering themselves feel challenged for greater efforts to get better results. This empowerment cycle illustrates the process of individual and community efforts to follow the journey towards individual achievement and higher job satisfaction.

If we look at a series of literature on the concepts of Community Empowerment, the concept of empowerment is a process that is pursued to make changes. Community empowerment means giving strength / power to a group of people who are in a condition of powerlessness to become empowered and independent and to have power through synergistic processes and stages.

To achieve the expected conditions of assistance, steps and strategies for action are needed in stages. The team is expected to be able to take the role of a motivating and facilitating agent of change to assist the assisted subjects in identifying and defining needs, diagnosing problems and goals, obtaining relevant sources, selecting or creating solutions, compiling, using, and evaluating solutions to determine whether they can meet their needs. Thus, the model developed by the team is a learning model based on the empowerment of

assisted subjects. Based on the development of learning models and empowerment, the level of activities carried out includes:

First, conduct intense communication and face-to-face meetings with the partners, using interviews, discussion, brainstorming and FGD methods. Through this method, the team together with the assisted subjects identified the problems faced by residents related to environmental concerns in their environment including to find out their expectations for the future. This step uses an exploratory approach, which explores the various problems they face relating to community problems resulting from erroneous or suboptimal parenting practices carried out by part of the assisted communities in their families and environments. Through this step, core problems and main problems can be found. From this core problem, it will emerge mapping which problems are urgent to be followed up in the formulation of concepts and modeling.

Second step is program planning. This step is to analyze various things needed by the assisted community. In this stage, a series of work programs is designed to accommodate the needs of the assisted subject. In addition, planning is intended to determine indicators of future success. In designing the program of activities, the voice, aspirations, needs, experience and interests of the assisted subjects are the foothold. These various inputs and aspirations are considered by the team to carry out concrete steps that can be selected as the next form of activity.

Third, the implementation of the activity program, which is the stage where the activity programs that have been previously designed are implemented according to a predetermined schedule. At this stage the material for consideration is the issue of collaboration with various stakeholders who are closely related to the theme of the assistance and empowerment program. Through this step, the activity programs that have been designed can be carried out according to mutual expectations.

Fourth stage is evaluation. This stage aims to measure and evaluate how far the achievements are. Program evaluation refers to predetermined success indicators. This step also aims to get feedback from certain parties, especially the campus, community and local government. This feedback will be used as material for reflection and notes in the context

of the preparation of a stabilization program and outreach to other relevant parties, as well as for planning further empowerment programs.

The theoretical discussion above directs a series of activities carried out for a gradual empowerment process. With the target of empowering activities for the community is the formation of Village-Owned Enterprises (BUMDes), which are based on local potential in Babalanlor Village.

Village-owned enterprises (Bumdes) are village businesses managed by the village government, and have legal status. The village government can establish a village-owned enterprise in accordance with the needs and potential of the village. Formation of Village Owned Enterprises is stipulated by Village Regulation. Management of Village Owned Enterprises consists of the Village Government and the local village community.

The capital of a Village-Owned Enterprise can come from the Village Government, community savings, government assistance, provincial government and regency/city government, loans, or other parties' equity participation or profit-sharing cooperation on the basis of mutual benefit. Village-Owned Enterprises can make loans, which can be done after obtaining Regional Development Bank (BPD) approval.

Village Fund Allocation is funds allocated by the Regency / City Government to villages, which are sourced from the central and regional financial balance funds received by the Regency / City.

The Village Revenue and Expenditure Budget (APB), is the annual village government financial plan that is discussed and agreed upon by the Village Government and BPD, which is stipulated by a Village Regulation.

Starting from the first stage with communication, FGD and mapping with the community, it can identify the problems and potentials and expectations of the conditions of assistance in the Babalanlor Village as follows in the table below:

Tabel 1.1.

Resources and Expectations

<i>Resources</i>			Teamwork Programs	Suistainability
Human Resources	Environmental Resources	Fund		

<p>1. There is 1 community leader who is ready to cooperate with the parties involved in this service program.</p> <p>2. There are 2 team members from the community who are religious figures, each having 2 members from each team who have a background match.</p>	<p>1. Identification through discussion, FGD, simulation by involving stakeholders to produce a management team of the Community-Owned BUMDes Working Group so that they can organize in the field if BUMDes program based local potential</p> <p>2. Awareness through training and practice: management and management of BUMDes.</p> <p>3. Joint evaluation and reflection to make commitment to establish BUMDes based on local potential.</p>	None	<p>It is a pilot program that has continuity in the future assistance towards a better life, with a change in mindset of a person, and residents about the economic independence of the village</p>	<p>It is a pilot program that has continuity in future mentoring towards a better life. With the change in mindset of a person and residents about empowering the village economy through BUMDes.</p>
			<p>It is a pilot program that has continuity in the future facilitation for residents to initiate local potential based BUMDes.</p>	<p>It is a pilot program that has continuity in the future facilitation for residents to initiate local potential based BUMDes</p>
			<p>The formation of community-based BUMDes managers/administrators, which are jointly managed</p>	<p>The formation of community-based BUMDes managers / administrators, which are jointly managed</p>

Village Overview

Based on observations made by researchers, that Babalanlor Village is one of 22 (twenty two) villages / sub-districts in Bojong Subdistrict, Pekalongan Regency, which is located at the northernmost in Bojong Subdistrict, which borders Wiradesa Subdistrict. Babalanlor village has an area of 90,685 hectares and is a low-lying area, with a height of ± 400 M above sea level, consisting of four hamlets (RW) and 15 neighborhood (RT). The

Babalanlor area borders are as: (1) West side is bordered by Sembung Jambu Village; (2) The south is bordered by Babalan Kidul Village; (3) The east is bordered by Kali Sengkarang; (4) The north is bordered by Delegtukang Village.

Tabel of Monograph Data in Babalon Village

No	Data	Quantity
1.	Total area	90,685 Ha
2.	Rice field area	18,837 Ha
3.	Dry land area	63,360 Ha
4.	River, water, etc	2,244 Ha
5.	Village / center	1
6.	Number of hamlet	4
7.	Number of neighborhood	15
8.	Number of houses	760 units
9.	Mosque	3 pieces
10.	Surau	11 pieces

The population of Babalanlor Village is 4,785. The amount in more detail is as follows:

Tabel of Babalanlor Village Population

No	Data	Quantity
1.	Farmers	101 people
2.	Agricultural laborers	120 people
3.	Fishermen	15 people
4.	Entrepreneurs	25 people
5.	Industrial labor	169 people
6.	Construction labor	98 people
7.	Transport workers	30 people
8.	Traders	165 people
9.	Civil servants dan Armed forces	12 people
10.	Retired	12 people
11.	Others	73 people

1) Local Potential Based BUMDes

a) The History of BUMDes

Staatblad 57 year 1929, Rijksblad No 9 year 1938, Village Credit Board (BKD) is a village-owned company operating in the village area which is managed as a separate

company and separate from other assets belonging to the village concerned. Law No.7 of 1992 concerning Banking as amended by Law No. 20 of 1998 article 58, is the Village Bank, Village Granary, Market Bank, Employee Bank, Pith Nagari Granary (LPN), Village Credit Institutions (LPD), Village Credit Agencies (BKD), District Credit Agencies (BKK), Small Business Loans (KURK), the District Credit Institution (LPK), the Village Production Work Bank (BKPD) and / or other institutions equivalent to this are given the status of a Rural Credit Bank based on this Law by meeting the requirements of the procedure that has been determined by the Regulation Government.

Various Government programs in the context of community empowerment, called Management of revolving funds by community groups (such as UPK PNPM Mandiri). There are 61,000 LKMB3K (Non-Bank Non-Cooperative Microfinance Institutions). The legal basis of BUMDes is as follows:

1. Law 32/2004 concerning Regional Government Regulation PP 72 of 2010 about Villages
2. Permendagri 39/2010 concerning Village-Owned Enterprises (BUMDes)
3. District/City Regulations Regarding the Procedures for Establishing and Management of BUMDes
4. Perdes (Village Regulation) regarding Establishment of BUMDes
5. Law 6/2014 Concerning Villages
6. PP No. 47/2015 Regarding Amendments to Government Regulation Number 43 of 2014 concerning Regulations for Implementing Law Number 6 of 2014 about Villages

The Babalanlor Village has a program to establish BUMDes. Basically, the discourse on the establishment of BUMDes already exists, but it has not yet been realized. In this agreement Babalanlor together with internship students took a theme based on Islamic economic study programs to conduct training and mentoring of the establishment of local potential based BUMDes in Babalanlor Village. As the first step, the Village Government together with the community empowerment team during the implementation of the village consultation held the formation of the BUMDes management organization on May 13, 2018. The Village Consultative Meeting for the Formulation of the Statute/Bylaw of the

Management and Village Regulation of the BUMDes on May 25, 2018.

In the second Village Deliberation, one of the results was the preparation of the Articles of Association which contained the BUMDes Name and logo, based on proposals from the community and village government accompanied by the teamwork together with internship students and the deliberation produced the BUMDes Sukses Mulyo name and the logo as follows:



Figure 1.2. : The Logo of BUMDes Sukses Mulyo

b) The Role, Function, and Institution of BUMDes

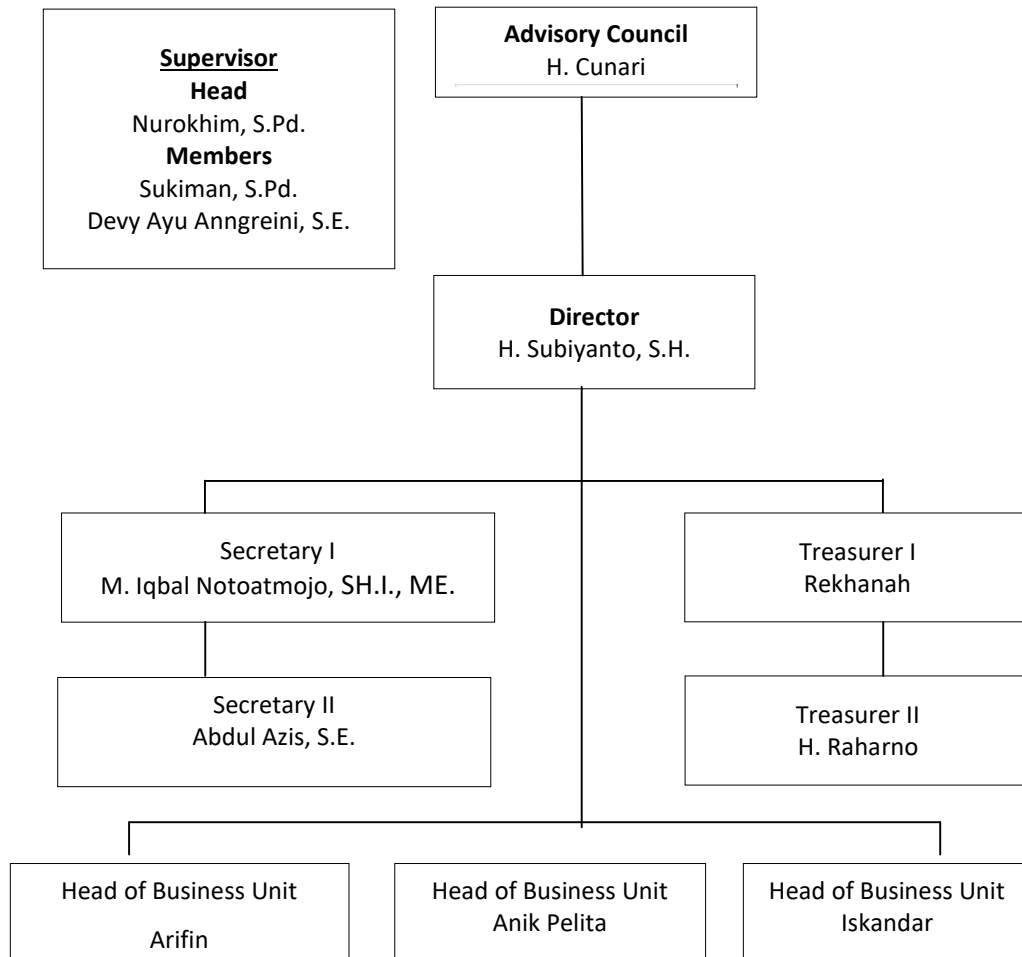
The roles and functions of BUMDes are: (1) Increase Source of Village's Original Income (PADes); (2) Providing Services to Community Needs; (3) Increase business opportunities and reduce unemployment in rural areas; (4) Increase Village Community Income; (5) Reducing Poverty.

The BUMDes Institutional Foundation is : (1) The village government is obliged to implement development programs and empower the village community; (2) As a village community economic institution established on the basis of local wisdom and initiation; (3) As an instrument of community welfare and genuine village autonomy.

The structure of BUMDes organizational board of Sukses Mulyo, Babalanlor Village, based on the assigned letter of the Head of Babalanlor Village number 141.1/19/V/2018 is as follows:

Figure 1.3.

The Structure of Organizational Board of Village-Owned Enterprise of Sukses Mulyo



c) Overview of BUMDes Management Sector

Minister of Home Affairs Regulation No. 39 of 2010 concerning Village-Owned Enterprises. Based on Establishment of BUMDes ((Article 4 PMDG 39/2010), then the Village Government established the BUMDes with Village Regulations guided by Regional Regulations. Regency / City Regional Regulations concerning Guidelines for the Formation and Management of BUMDes based on this Ministerial Regulation. Regency / City Regional Regulations are stipulated no later than 1 (one) year since this Ministerial Regulation is enacted on June 25, 2010.

Regional Regulation consist of minimum of these items: (1) management; (2) rights

and obligations; (3) capital; (4) profit sharing; (5) profits and bankruptcy; (6) cooperation with third parties; (7) accountability mechanism; (8) community development and supervision.

Requirements for Establishing BUMDes (Ps. 5 paragraph (1) PMDG 39/2010): (1) At the initiative of the village government and/or community based on village deliberations; (2) There is potential for community economic ventures; (3) According to the needs of the community; (3) Village resources that have not been utilized optimally, especially village wealth; (4) HR available; (5) There are community business units (partial-accommodated); (6) Increase community income & village original income (PADes).

Establishment Mechanism BUMDes (Ps. 5 paragraph (2) PMDG 39/2010): (1) Village meetings / deliberations to produce agreements; (2) The agreement is set forth in the Statutes/Bylaws which contain at least organization and work procedures, assignment of personnel, system of accountability and reporting, profit sharing and bankruptcy; (3) Proposing agreement material as a draft village regulation; and; (4) Issuance of village regulations.

Series of Activities

The program to build BUMDes through Training and Assistance based Local Potential has been carried out through various stages. Generally, the service program about BUMDes is arranged through pre-research activities followed by program planning, program implementation as well as evaluation and reflection of program activities.

1) Pre Research and Program Planning

Before conducting the core activities of the BUMDes mentoring program in Babalanlor village, Bojong sub-district, Pekalongan district, the activity began with pre-research and data mapping. The purpose of carrying out pre-research and mapping of this data is to explore information on data and the needs of the assisted community in this case the Babalanlor villagers in order to plan a joint program. The method used in mapping data is participation observation and interviews.

Observations were made by members of the community empowerment team who collaborated with village government and internship students. Observation of participation went smoothly because they were parties who were quite familiar in the community assisted because of various previous activities in the area. In addition, interviews with local residents and key figures were conducted with H. Subiyanto, SH, who is a well-known citizen in the assisted area. Interviews were conducted to find out information and social conditions of the local community.

Planning activities performed with various parties who are housed in the residence of Mrs. Rehana. This activity also held a focus group discussion. This is intended to explore or strengthen understanding of various problems that occur in the assisted community and the needs of the assisted community so that the existing problems can be mapped properly. From them, various information about cases that often occur in the assisted communities is understood in relation to the problems faced by the environment. From the results of this initial activity, it was revealed that the facts and potentials of the community and village government to create an institution or business entity that belonged to the village.

To analyze all the needs that are felt and needed by the Babalanlor community as well as a follow-up program from the previous program namely Eco-Friendly Tofu Village. Furthermore, a work program is designed to be able to accommodate the needs of the assisted residents, while also determining indicators of the success of the program. In arranging the program of activities, voices, aspirations, needs, experiences and interests of citizens as assisted subjects, it is used as a platform, which is then facilitated by the implementation team.

2) The Implementation of Programs

The implementation of mentoring activities based on local potential BUMDes Babalanlor Village, Bojong Subdistrict, Pekalongan Regency is focused on making BUMDes based on the potential owned by the community. So that BUMDes from the community for the community will be able to improve the community's economy and increase the Village's Original Income (PAD), after approaching the prospective assisted initial activities carried out by the community empowerment working team is to conduct

socialization with the community together with the handover of internship students to Babalanlor Village and society.

Moreover, a number of activities were held by the community and village government. The meetings for community service team must adjust their free time agreed upon by the village people, as for some activities that have been carried out:

Table Schedule of Village-Friendly Activities Program

No	Day & Duration	Activities	Presenters	Supervisors	Output
1	Wednesday	Opening, program orientation, and assignment of Community Service Program Students environmentally friendly village	Proberkat Team	-	Proberkat team & internship students are welcomed by the community.
2	Two weeks	Problem Mapping	Internship Team	Proberkat team & Village supervisor	<i>Mapping</i> (finding problem and potentials)
3	Sunday, May 13, 2018	Workshop and Supervision of Bumdes formation based on local potential in Babalanlor Village, Bojong sub-district, Pekalongan district	Proberkat & internship team	Tarmidzi M. Yusron M. Areis Syafii	1. Problem & Potentials 2. The establishment of BUMDes 3. Program of training and arrangement of the Statute/Bylaw
4	Friday, May 18, 2018	Work programs of BUMDes organizationa board	Proberkat & internship team	Tarmidzi M. Yusron M. Areis Syafii	Minutes of meeting from BUMDes committee and The statute/bylaw document

5	Friday, May 25, 2018	Village meeting of the BUMDes statute/bylaw arrangement draft	Proberkat & Tarmidzi internship team	M. Yusron M. Areis Syafii	Discussion of the Statute/Bylaw Draft
6.	Monday, May, 2018	Legalization of the Statute/Bylaw Draft of BUMDes and Workshop of managing BUMDes	Village supervisor	Proberkat & internship team	The Statute/Bylaw BUMDes were created and workshop of managing BUMDes was conducted

Critical Reflections on Program Implementation

Community organizing is part of a process of activities intended to achieve certain goals. In this process, the community can identify its needs and determine the priorities of those various needs, and develop confidence in choosing the priority scale. Identification and selecting aspects of those priorities are based on sources within the community itself and those from outside.

Community organizing has three aspects which include process, community and the functioning of the community. The process in community organizing can occur consciously or unconsciously. While the community can be interpreted as a large group that has geographical boundaries or a group of those who have common needs and are in a group together.

A community can function well if it is marked by the success of inviting people who have initiative and able to work, making work plans that are acceptable and implemented by the whole community, as well as making efforts and campaigns to achieve these plans. Planning in community organizing based on aspects of planning can be seen in two forms: direct and indirect. Direct planning contains steps to identify problems or needs, formulate problems, and use the same social values in expressing these things. While the indirect form of planning requires parties who are truly convinced of the existence of needs or problems in the community. Actions to overcome this problem will bring benefits to the community.

CONCLUSIONS

The political role of women which is an obstacle to women's political communication strategies in political communication. Fatayat Situbondo is influenced by women's internal and external conditions. The double burden carried by women, the lack of Human Resources due to the low level of education and economy, errors in understanding politics and geographical conditions make women less confident to actively engage in political communication strategies in politics. Moreover, lack of women's political opportunities, difficulty in building coordination with other women's empowerment organizations, money politics, gender, and the lack of party support are other factors that contribute to the low level of women participation in politics.

Barriers to women's political communication, especially cultural barriers, are used as a medium of political communication to create political benefit by emphasizing the ethics of political communication. The role of political communication of female santri in the city of Situbondo is: (1) Women as political communicators, build communication with the audience of both Fatayat members, policy makers, and women's empowerment organizations for benefit purposes; (2) Women create messages and women become the messages themselves. The message delivered by women is more adapted to the goals or effects of political communication that they want such as for the socialization of political parties, empowering women, and influencing policy; (3) Women through the social organization Situbondo can also act as channels of political communication in addition to using personal communication media and mass media.

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