

## LUMBUNG VILLAGE ASSETS MANAGEMENT SYNERGY

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### ABSTRACT

*Lumbung Village is one of the villages in Lumbung District, Ciamis Regency which has a fairly large area with various assets owned. However, asset management is still not optimally as it should be. By building synergies between existing parties, it is hoped that stakeholders can work together in managing village assets so that existing assets can be managed optimally to encourage village independence and progress as well as community welfare. The purpose of this study, namely to determine the synergy between the Village Government and BUMDes in managing village assets in Lumbung Village, Lumbung District, Ciamis Regency. The research method used is descriptive qualitative. The results of the research that the authors get are that there are still constraints in terms of budget and media and communication facilities in terms of managing village assets. Thus, the management of village assets by the Village Government and Village Owned Enterprises (BUMDEs) is still not running optimally.*

**Keywords:** Synergy, Village Government, BUMDes, Management, Village Assets

### Introduction

Development in rural areas is still one of the priorities of the Central Government in developing villages to be more advanced and developed. Village progress is an expected form and has become the object of several national strategy programs. One of the resources in the administration of village governance is related to village assets. It is necessary to manage village assets starting with the administration, regulation or arrangement of an activity, as well as evaluation of

reporting, and even management at this time has developed based on information technology (Dewi et al., 2017; Risnawati, 2017; Sihombing & Yanris, 2020).

The currently developing conception is related to village-based development. So to encourage and realize this concept, synergy from various parties is needed within the scope of the Village Government so that the hopes and objectives of the birth of the concept can be realized optimally. This synergy should be built

in accordance with the main tasks and functions of each administration in the village. When this synergy can be realized through a structured and directed communication pattern, it will result in the achievement of sustainable goals (Semaun, 2019; Simbolon & Sembiring, 2015; Tanjung & Hajar, 2018). The economic direction that supports the community can be realized, if the synergy can be well established.

A leader in governance also plays an important role in planning, determining and evaluating policies (Nursetiawan et al., 2022). This means that there is still the role of a leader in determining the direction of policy in managing village assets. Based on Minister of Home Affairs Regulation Number 1 of 2016 article (2) explained, village assets consist of:

1. The original wealth of the village; consists of :
  - a. ground the village treasury;
  - b. village market;
  - c. animal market;
  - d. boat moorings;
  - e. village buildings;
  - f. fish auctions managed by the village;
  - g. auction of agricultural products;
  - h. village owned forest;
  - i. village-owned springs;
  - j. Public bath; and
  - k. other native wealth of the village.
2. Village property purchased or acquired at the expense of the Village Budget;

3. Village assets obtained from grants and donations or the like;
4. Village assets obtained as the implementation of agreements/contracts and/or obtained based on the provisions of laws and regulations;
5. The results of village cooperation; and
6. Village wealth originating from other legitimate acquisitions.

Thus, village assets can be in the form of fixed assets and assets that are running or non-static. The village's original wealth must be managed properly by the village government. In an effort to realize the hopes and objectives of the new concept, of course, it does not only involve the village government, but it is very necessary to encourage or cooperate with other parties within the scope of the village government in particular.

The existing parties must be able to synergize with each other to achieve these goals more optimally, it is very necessary to have a synergy from various parties. One of the things that can encourage the realization of this concept, namely by optimizing every potential or asset owned by the village, in managing these assets, of course, does not only involve the village government. But there must be cooperation with organizations that are considered relevant in the community

Within the scope of village government, namely Village-Owned Enterprises (BUMDes) to be able to help manage assets so that they can be

managed more optimally. The village government as the owner of the authority, implementing leadership, and having the tools to connect existing institutions to coordinate with each other is expected to build synergy with BUMDes, especially in terms of managing village assets so that they can be managed optimally so that it will have an impact on village independence and progress. and welfare of the local community.

Based on observations and observations, researchers in the field found several problems that were thought to be obstacles to the establishment of synergy between the Village Government and BUMDes in managing Village assets, including:

1. Weak communication regarding programs and implementation provisions in managing village assets cannot be understood evenly by the manager, resulting in low participation and differences of opinion regarding programs and provisions to be implemented in managing village assets.
2. Lack of coordination between the Village Government and BUMDes in carrying out their roles and responsibilities in managing village assets. Because of their own sense of strength and understanding, it does not create work harmony to achieve common goals.
3. Lack of transparency related to the budget in managing village assets, has an impact on the implementation of management and trust between the Village Government and BUMDes is not conducive.

## **Literature Review**

### **1. Definition of Village Assets**

The complexity of the problems of implementing Village Government must be completely resolved. Because the progress of development and village independence is one of the priorities to achieve equitable development. Assets are movable or immovable goods and or objects, and management is needed in the utilization of these resources (Dewi et al., 2017; Nugraha et al., 2012). The management is expected to provide benefits for the welfare of the community.

Based on Law Number 6 of 2014 concerning Villages, article 76 paragraph (1) states that Village Assets can be in the form of Village treasury land, customary land, village markets, animal markets, boat moorings, village buildings, fish auctions, agricultural product auctions, village-owned forests. Village-owned springs, public baths, and other assets belonging to the Village.

### **2. Village Asset Form**

#### **a. Human Resources Assets**

Humans as individuals and socially are an important part in organizing and contributing to

development. In addition, Human Resources (HR) are needed in village assets, because they are part of the subject and object of the asset itself. Human resource assets are skills possessed by villagers, for example, the ability of villagers in weaving, farming, and even making wood carvings as competencies possessed by village communities (Fermat et al., 2014, 2014; Jaya, 2018). HR assets that already exist and are owned by the Village Government, namely village officials and village communities can be empowered (Nursetiawan & Apriliani, 2020). This means that this can be used as a reference in the development of human resources.

#### **b. Natural resources**

Rural areas are inseparable from the wealth of natural resources that are so abundant. Although in its management there are often many problems, namely there is still an imbalance between utilization and environmental conservation which should be able to improve people's welfare (Apriliana et al., 2018; Maddinsyah et al., 2018; Saputri & Bawono, 2019). Because in essence the wealth of natural resources is for the survival of the community and is used properly in accordance with applicable regulations and or policies.

#### **c. Social Asset**

Broadly speaking, collectivity and togetherness in a social interaction are synonymous with mutual cooperation, as well as constructive politics. Village communities as

community assets in the social order of rural communities are social capital that can be realized into a pattern of empowerment towards improving the community's economy (Joni, 2016; Oktalina et al., 2016; Wijayanti et al., 2016). The point is that social assets cannot be separated from interaction patterns that have local wisdom values, such as mutual cooperation.

#### **d. Financial Asset**

Economic activities carried out by rural communities cannot be separated from the quality of human resources and the fields of work they are engaged in. More specifically, financial assets will be related to village finances. Village financial accountability is something that becomes an urgency in the implementation of good village governance (Abidin, 2015; Nafidah & Anisa, 2017; Taufik, 2008). Transparency and accountability in the administration of village assets are very important, because they are related to finances.

#### **e. Physical Asset**

Physical assets as everything that is tangible and maintain this part, as well as assets that constitute infrastructure. The infrastructure can be in the form of agricultural equipment that supports agricultural production and all forms of infrastructure that can empower rural communities to earn a living (Abidin, 2015; Nafidah & Anisa, 2017; Taufik, 2008). All physical assets can of course be used as capital

resources in improving the community's economy.

#### **f. Institutional Assets**

Institutional assets located in rural areas are in the form of government agencies or other institutions that have relationships with village communities. A special strategy is needed in managing these assets so that they are productive and of course lead to sustainable village development (Hadi, 2013; Widodo et al., 2014; Zainudin, 2016). In principle, village institutions encourage the implementation of village governance in a better direction.

#### **g. Cultural Asset**

Village communities with patterns of diversity actually store the values of local wisdom and religion in society and of course with a great spiritual culture. The existing culture is a long trail both culturally and socially and is integrated with people's lives (Subroto, 2019). People's lives that are acculturated to the existing culture will form a pattern of community life that is in accordance with the values and norms adopted.

### **3. Village Asset Management**

The synergy between the Village Government and BUMDes in managing village assets in Lumbung Village, Lumbung District, Ciamis Regency is one of the areas of study in public administration. Public administration is a collaboration carried out by a group of people or institutions

in carrying out government duties to meet public needs effectively and efficiently (Revida et al., 2020).

Synergy comes from the word synergy which means activity, relationship, cooperation, or cooperation. Synergy is a term used to describe a situation when different entities work together profitably for a single result. In simple terms, synergy is complementing each other and complementing differences to achieve better results (Cahyani et al., 2021; Tanujaya, 2014; Winantyo et al., 2008).

Although this is a problem and an old term, synergy is still needed in the organization, because collaborating or synergizing is an activity to gain a competitive advantage. Synergy is already a word that is often mentioned in various kinds of literature, but to develop it requires an in-depth study so that real collaboration produces synergy.

## **Results and Discussion**

### **1. Overview of Research Objects**

Lumbung Village is one of the villages in Lumbung District, Ciamis Regency which has a fairly large area with various assets owned to be managed optimally as it should. By building synergies between existing parties, it is hoped that related parties can work together in managing village assets so that existing assets can be managed as much as possible to encourage village independence and progress as well as community welfare,

some of the assets owned are in the form of vacant land. / forest land, markets, shop houses, multi-purpose buildings, and others. Problems or obstacles involving the village government and BUMDes that occur related to the synergy of village asset management if left without creating a solution will have an impact on the achievement of the village itself, because it is hoped that the synergy between these parties can have an impact on asset management. Village assets that can be managed optimally and encourage village progress and independence and the welfare of the local community.

## **2. Village Asset Management Synergy**

To find out how the management of the synergy between the Village Government and BUMDes in managing village assets in Lumbung Village, Lumbung District, Ciamis Regency, researchers have conducted interviews with 5 informants/resource persons following direct observations. Based on the results of research, interviews, and observations made on the communication dimension, it is known that the communication process that has been carried out by the Lumbung Village Government, BPD, and BUMDes Seda Sakti in terms of managing village assets has been going well. good, but not yet fully optimized. In communicating information regarding the management of village assets, the village government is the village government. The village head,

service division, and general government cation play a role in providing information on the management of village assets. In addition, the BPD also plays an active role as a communicator in digging up information about village asset managers. The village government also provides flexibility/direct access to people who want to know everything related to village assets by asking directly to the office of the Lumbung village head. Each message or information that is usually conveyed is the condition and development of village assets that are managed mainly such as village market management, village or, BPAP, village shop houses, and BUMDes business units which include submission of the expenditure budget, revenue budget, as well as the use and utilization of managed assets.

In conveying information regarding the management of village assets, the channels/media that can be used are through general meetings, annual meetings, and village development consultation which are attended by managers, BPD, and RT/RW as a bridge for the community to obtain information. regarding village wealth management. The use of conventional media used is considered quite effective, but in fact, the information conveyed has not been able to reach all parties, especially the community in general so information about village asset management is still internal only.

This is quite an obstacle in the process of delivering information. Online media (digital village) has also become a discourse or program focus in Lumbung Village, but in realizing this there are still obstacles related to the budget they have and existing human resources. The dominant party who must receive information regarding village asset management is the village community in general or as a whole, but there are still quite a several people who have not received information related to village asset management because it is still ineffective or the delivery of information is delayed. It is evident from the fact that there are still quite a lot of people in Lumbung Village who do not know, especially village assets that are managed or already running. Furthermore, so that the administrators, commissioners, and supervisors, namely BUMDes, village governments, and BPDs become better at communicating about village asset management, each manager accepts constructive criticism and suggestions with the aim that village assets can be better managed.

Based on the results of research, interviews, and observations made on the coordination dimension, it is known that the coordination that has been carried out by the Lumbung Village Government, BPD, and also BUMDes Seda Sakti in terms of managing village assets has been running quite well but not yet optimal. In managing village assets, of course, there will be

rules and procedures that apply and become guidelines in managing village assets themselves. In Lumbung Village, the regulations that are used as guidelines are guided by the Village Minister Regulation (Permendes) PDTT Number 13 of 2020 which is the basis for the Village to prepare a work plan and APBDes as well as Law no. 6 of 2014 concerning Villages. The village government and BUMDes management are considered to have understood and understood the existing provisions so that the management of village assets is following existing regulations as evidenced by the form of business, management, and management of village assets. However, in the management of village assets in Lumbung Village, there are still some fairly central or serious obstacles, namely related to the budget and human resources owned which have an impact on labor, marketing, and supporting facilities. In terms of cohesiveness, so far in managing village assets, the village government and also BUMDes are considered quite compact and conducive, judging from the already and ongoing operation of village assets managed by BUMDes and BUMDes always provide village asset management reports. every year, and if there are obstacles, a joint deliberation is always carried out for evaluation.

In the implementation of coordination, communication or communication process cannot be separated, the communication that

exists between the village government and BUMDes in managing village assets has been going well so far because after all the village government and BUMDes are the commissioners and managers where the sources of funds and assets belong to the village. The barn was later managed by BUMDes Sedasakti. More than that, in implementing

In the management of village assets, of course, there is an agreement and commitment between the commissioner and the manager, the commitment between the village government and the BUMDes itself is contained in Village Regulation Number 05 of 2015 concerning the Establishment of Village-Owned Enterprises. Company.

The agreement between the commissioner and the manager in terms of profit sharing is that the manager gets 60% while the commissioner gets 40%, and the results will be included in village income which of course will be re-managed for village development. Managing village assets, of course, does not only involve commissioners and managers but some supervisory institutions/parties will monitor and evaluate the implementation of village asset management. In Lumbung Village itself, the BPD is a village institution that oversees the management of village assets, the BPD plays an active role in monitoring and providing direction to the steps taken by the Sedasakti BUMDes as the manager.

The BPD is quite vocal in evaluating matters related to village assets, especially related to the expenditure budget, and revenue budget.

### **Conclusion**

Based on the results of research and discussions that have been carried out regarding the Synergy of the Village Government and BUMDes in the Management of Village Assets in Lumbung Village, Lumbung District, Ciamis Regency, it can be concluded that the Synergy between the Village Government and BUMDes in Village Asset Management in Lumbung Village, Lumbung District, Ciamis Regency is still not optimal, which can be The conclusion is that the synergy between the Lumbung Village government and Sedasakti BUMDes is quite well established, but not yet fully optimal. This can be seen from the management of village assets that are still running, although in the implementation process there are still obstacles or things that have not been implemented optimally. For now, the Village Government and BUMDes are quite supportive in managing village assets as commissioners and managers, as well as BPD who play an active role by always monitoring and evaluating the management of village assets in Lumbung Village.

There are still some obstacles in building/fostering synergies in the management of village assets in Lumbung Village, especially those related to the budget and facilities, and

infrastructure. However, joint efforts have also been made by the Village Government, BPD, and also BUMDes to overcome these obstacles.

Several inhibiting factors in building and establishing synergies between the Lumbung Village Government and Sedasakti BUMDes include those related to the budget they have, the lack of budget, and the limited budget in the process of managing village assets in Lumbung village so that it is still lacking. obstacles in running and developing village assets that are being managed can be optimized, then obstacles related to facilities and infrastructure, namely the media used in delivering information about village asset management. regarding the management of managed village assets, so that for now information on the management of village assets can only be received by internal parties.

The efforts made by the Village Government together with BUMDes in dealing with obstacles that occur in building synergies in managing village assets in Lumbung Village are: by way of the Village Government and BPD trying to allocate budget for the process of implementing village asset management, BUMDes as the manager continues to optimize the budget to increase better facilities so that existing funds can continue to rotate and generate profits.

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