

Community Poverty Reduction Strategies through a Village-owned Enterprise in Kampung Belakang Village, West Aceh Regency

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Abstract: Gampong (village) or other names has a number of limitations, which include human resources, capital, and low-volume sustainably products. It is unfortunate referring that village community has an authority and opportunity to grow and develop their potential. Besides, village community also has a greater social capital to create change through development. The aim of this study was to identify the strategies of the Kampung Belakang Village government in alleviating poverty through Village-Owned Enterprises (BUMG). This study used a qualitative method with a descriptive approach. The data collection techniques were performed using observations, interviews, focus group discussions, and documentation. The results of this study showed the strategies of the village officers in alleviating poverty, namely: 1) identification to potential and opportunities of village enterprise in cooperation with the village officers, 2) announcement of village officers about programs carried out in the village, 3) conducting development planning sessions involving all village stakeholders and community, 4) program implementation by involving the villagers as workers, 5) carrying out continuous supervision for implemented programs.

1 INTRODUCTION

Poverty is often associated with villages. Villages are attached to various limitations, including the limitations of human resources, capital, and the low level of business products that are produced in a sustainable manner. This fact, in reality, should not be a problem referring that the village community has the authority and opportunity to grow and develop their potential. In addition, the village community also has greater social capital to create changes through development.

Gampong is a term from the Acehnese language which means village. The existence of a village is mentioned in the Law of the Republic of Indonesia Number 6 of 2014 concerning Villages, stating that "Village shall be village and traditional village or as referred to by other names, hereinafter referred to as Village, shall be a unit of community that has boundaries with the authority to regulate and manage the affairs of government, interests of the local communities based on the community's initiatives, right of origin, and/or traditional rights recognized and respected in the system of government of the Republic of Indonesia". On the other hand, (Anggraeni, 2016) states that as a state

representative, each village is obliged to carry out development in both physical and human resources, as an effort to improve the quality of life that can be optimally utilized for the welfare of the community. Efforts that can be made by the gampong government are creating and encouraging the development of the gampong's economy through entrepreneurship in order to be able to realize a prosperous society through development and economic prosperity (Ansari, 2013).

The entrepreneurship mentioned can be accommodated in the Village Owned Enterprises (BUMD) or the Gampong Owned Enterprises (BUMG) developed by the government and the community (Anggraeni, 2016).

The government of West Aceh Regency has established a BUMG in each village starting from 2015, including in Kampung Belakang Village. Based on the gampong's profiles and observations, it is known that Kampung Belakang has a population of 1,448 people, with an age composition dominated by elderly of 798 people, 284 adults, 305 children and 61 under-fives. The number of unemployed in Kampung Belakang reaches 9.94% of the population. This means that there is still a lot of unemployment that occurs in the village so that it

needs a strategy to reduce that number as well as to realize the poverty alleviation.

Kampung Belakang Village has undergone a development through various types of businesses managed by BUMG. Since 2017 until now, the BUMG of Kampung Belakang has created jobs for the village community with wages given following the standard of Minimum Wage of West Aceh Regency. The types of businesses developed by the BUMG of Kampung Belakang consist of: Savings and Loans Unit, Paving Block and Brick Block Business Unit, *Kabel Sejahtera* 3R (Reduce, Reuse, and Recycle) Waste Dump Site, Refill Drinking Water Depot and Crystal Ice Factory. The success carried out by the village officers in the management of the BUMG over a period of 4 years since the village fund was disbursed by the government has been able to open jobs for the community. The results of this study can later be applied in other locations to transmit this success as a solution to poverty alleviation in Aceh, through further studies on community poverty alleviation strategies through the BUMG in Kampung Belakang.

2 METHOD

This study used qualitative methods, which according to Bogdan and Taylor (in Moleong, 2007), these methods are translated as research procedures that produce descriptive data in the form of written or oral words from people and observable behaviour.

The informants participated in this study were: 1) The village leader of Kampung Belakang, 2) The village secretary, 3) The managers of the BUMG, 4) The community who received the benefits from the BUMG.

Data collection in this study was carried out through observation, interviews, and documentation. The steps in data analysis data collection, data reduction, data presentation, and conclusion drawing or data verification.

3 RESULTS AND DISCUSSION

An independent village is a village which is capable in managing and cultivating its potential and resources. Furthermore, this kind of village can build its social networking and develop cooperation. The establishment of BUMG which aims to make a village independent can empower villagers' organization, facilitate and strengthen village

deliberation, and organize critical awareness of its community (Fauzil, N. 2018).

The results of this study revealed that there were five strategies which were established by the officers of Kampung Belakang in alleviating poverty as the following.

3.1 Performing Calculations about the Potential and Opportunities of the Village Enterprise

In solving poverty, Kampung Belakang officers undertook mapping approach for determining any available potentials in the village. The mapping was carried out through deliberating with the villagers and village officers, and it was also attended by village elements, BUMG teams, *TuhaPeut* (council of four elders), youth element, PKK (Empowerment of Family Welfare) elements, and community leaders.

The village leader of Kampung Belakang emphasized that the type of business established should be beneficial for the village and also should be different and unique compared to those that had been running in other villages that gave no positive value and benefit for their village. In other words, the business programmed in Kampung Belakang Village must be a productive one.

Moreover, Kampung Belakang officers should not only focus on the potential aspects and business opportunities that would be implemented, but assured that the type of business carried out must be able to provide an added value which includes village's original income. In addition, the business programmed in the village was expected to be able to hire the surrounding villagers and empower the local youth as a way to increase job opportunities there.

Table 1: The types of the business program that had been agreed and stipulated in the deliberation carried out in Kampung Belakang Village.

No.	Program	Year	Number of workers
1	Paving block	2018	5
2	3R waste dump site	2017	5
3	Refill drinking water depot	2017	3
4	Ice factory	2017	1
5	Savings and loans	2018	3
6	Animal feed	2019	3

Source: Officers of Kampung Belakang Village, 2019.

3.2 Conducting Socialization of the Type of Business Program That Would Be Implemented

According to KBBI (The *Great Dictionary of the Indonesian Language*), socialization is an effort to spread something that is informative to be renowned, acknowledged, understood, and internalized by the public or community. Socialization is quite important to conduct since without it, the goals or the programs set by an organization are highly unlikely to be realized.

Socialization is one of the important activities in sustaining an organization, company, and government, including village governments. Socialization was one of the main activities carried out by the village officers to make their business program successful, profitable, beneficial, easily comprehensible, and popular among villagers. One of the strategies implemented by Kampung Belakang village officers was conducting socialization for their program for the community in order to gain positive support from them, and also to involve them in the implementation process.

The socialization activities did not merely cover about introduction of the six mentioned business programs, but also elaborate them so that the community would know the amount of the budget needed for running them. Furthermore, the village officers also gave an elaborative explanation to the community that the programs were chosen based on the potentials existing in Kampung Belakang village.

Based on the researcher's view, the socialization activities done for each business program in Kampung Belakang Village were very effective since transparency was an essential aspect for Kampung Belakang villagers considering they would be informed about the business thoroughly both from the program implementation and the amount of finance needed for it. This transparency would also become the fundamental factor that made the programs run successfully.

3.3 Development Plan Deliberations

Deliberation is an effort made together to solve various kinds of problems and agree on decisions produced. Deliberation is derived from Arabic, namely *syawara*, which means to negotiate or to recollect. Deliberation has the aim to reach consensus or agreement. Basically, the principle of deliberation is a part of democracy.

Before the implementation of the program, the village officers carried out deliberations to prepare a

development plan involving stakeholders in the village.

The deliberations on the development plan were undertaken to determine the various agreed programs, the human resources to be involved as well as various agreements related to the implementation of the program. In addition, the development plan deliberations also determine the amount of finance and infrastructure used for each program.

3.4 Programs Implementation

The next strategy undertaken by the officers of Kampung Belakang nodimarefanda is implementing the program itself. The implementation would be successful if the village officers and the community were equally committed to build the village.

Implementation according to Van Meter and Van Horn (1975) is the realization of actions by individuals, officials, government agencies or private groups aimed at achieving the objectives outlined in certain decisions. These bodies carry out governmental tasks that have an impact on citizens.

According to Friedrich (1963), implementation is a policy in a form of an action that leads to the goals proposed by a person, group or government in a particular environment in relation to the existence of certain obstacles while looking for opportunities to achieve the desired goals.

In Kampung Belakang, the BUMG program has not fully succeeded in making the village independent. It is based on the facts from data collection that the researchers found that the village government has not been able to realize the goals of the program. This is stated by Silvia, M (2018) that the cause for this problem is the human resource factor that cannot be optimally empowered.

In addition, the officers of Kampung Belakang also experienced some obstacles in implementing the program, including:

1. The efforts carried out had not developed significantly due to the lack of human resources who were reliable in handling the problems of each program. For example, most of the ice produced in the "ice factory" program was not in a form of perfect block because of problems in the machine. The problems had not been resolved because there were no human resources who had expertise in fixing the machine. This certainly hampered the operation of the ice factory. In fact, this type of business is a type of business that is productive if managed properly and correctly.

2. Another obstacle faced by the officers of Kampung Belakang was the lack of awareness of some people, especially in the savings and loan program. This program was implemented in 2018 with a budget of Rp. 150,000,000, which was lent to 45 people with the provision that they are the residents of Kampung Belakang Village and classified as economically disadvantaged. The loaned money must be returned within one year and without interest. However, what happens in the field was that there were still some people who had not returned the money to the BUMG manager. This was due to the view of some people that the money was government assistance and should not be returned to the village officers.

3.5 Continuous Supervision for the Programs Implemented

Another strategy that was also carried out by the village officers was to supervise every program that was carried out.

The supervision aimed to make the program run smoothly in accordance with a predetermined plan. The supervision carried out was generally effective and also continuously because the village officers were active to evaluate the success of the program.

Of the six BUMGs that had been carried out since 2017, they were able to provide profits/income to villages and could employ the community in every business implemented. The supervision was carried out not only by village officers, but also involved elements of the community.

The types of supervision carried out by village officers were:

1. Direct supervision; carried out by village officers, especially by the village leader and BUMG managers by directly observing, studying, examining or carrying out their own on the spot checks at the place of business. In addition, the village officers also received reports directly submitted by the village community and immediately followed up on each report submitted.
2. Indirect supervision; by receiving reports both verbally and in writing from the community, as well as studying the opinions expressed by the community.

Besides carrying out direct and indirect supervision, the village officers also applied preventive and repressive supervision, where they always conducted audits before implementing the program, for example by supervising preparations,

work plans, budget plans, and use of personnel and other resources plans.

4 CONCLUSION

Based on the results of the study, it was found out that there were five strategies carried out by the officers of Kampung Belakang Village in alleviating poverty, consisting of:

1. The officers of Kampung Belakang along with the community performed mapping for the village's potentials and business opportunities.
2. The officers conducted socialization on the type of business programs that would be carried out in Kampung Belakang.
3. The officers of Kampung Belakang conducted deliberations to compile the development plan by involving all stakeholders of the village.
4. The business programs were implemented by involving the villagers of Kampung Belakang as the workers.
5. The officers of Kampung Belakang continuously supervised the implementation of the business program.

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