POLICY INNOVATION AND PUBLIC SERVICE

Strategy for the Development of Village-Owned Enterprises (BUMDes) as Drivers of the Economy of the Community of Tanjung Lanjut Village Sekernan of Muaro Jambi Regency

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ABSTRACT

This study describes and analyzes the innovations of policy and public services of the Government of Tanjung Lanjut Village, Muaro Jambi Regency, especially in the development of BUMDes so that they can drive the economy of the community. Public policy innovation is a necessity that must be done to overcome the problems that are present in the community. In the viewpoint of public policy studies and public services, it can be seen that the Tanjung Lanjut Village Government has developed several strategies for the development of BUMDes that have led this village to become a pilot village in Muaro Jambi Regency despite having to face various obstacles. However, basically the obstacles will give birth to a new concept in the process of policy and public service.

Keywords: Policy Innovation, Public Services, BUMDes, Economic Drivers, Tanjung Lanjut Village.

INTRODUCTION

National economic progress will only be achieved if there is a good economic climate at the provincial level. Economic progress at the provincial level will be achieved if the district has good economic activities. The economic progress of a district can be achieved because of the contribution of a strong rural economy that impacts on the welfare of the wider community. This will ensure good governance to be implemented at all levels of development and decisions based on the real needs of the community. Rural development is one way to reduce poverty in Indonesia.

Economic development in rural areas has long been carried out by the government through various programs. But the effort has not produced satisfactory results as desired together. One of the most dominant factors is that government intervention is too large, as a result it inhibits the creativity and innovation of rural communities in managing and running economic machinery in the countryside. The system and mechanism of economic institutions in rural areas do not work effectively and have implications for dependence on government assistance, which turns off the spirit of independence.

Based on that assumption, the existence of the village should get serious attention from the central government with the birth of policies related to economic empowerment carried out by gathering and institutionalizing the economic activities of the community. Therefore the government applies a new approach that is expected to stimulate and drive the economy in rural areas through the establishment of economic institutions managed entirely by rural communities, namely Village-Owned Enterprises.

BUMDes is basically a pillar of economic activity in the village that functions as a social institution and commercial institution[[1]](#footnote-2). BUMDes as a social institution must side with the interests of the community through its contribution in the provision of social services. This is in accordance with the objective of establishing a BUMDes in general, namely: (1). Increasing the Village Economy, (2). Increasing original village income, (3). Improving the management of village potential according to community needs, and (4) Becoming the backbone of growth and equitable economic development of the village[[2]](#footnote-3).

The four objectives of establishing the BUMDes should have been attached to the vision and mission of a village government. These four goals should be the attitude and dedication of all Village Heads and their devices. The Head of the Village and its equipment must be able to innovate in making the direction of economic development policies and improving services to the community, thus the process of increasing the development expected by the government can be started from the periphery because it is supported by the creativity and participation of the entire community. BUMDes was born as a new approach in efforts to improve the village economy based on the needs and potential of the village. Management of BUMDES is fully implemented by village communities, namely from the village, by the village, and for the village.

The work of BUMDes is by accommodating economic activities of the community in a form of institution or business entity that is managed professionally, but still relies on the original potential of the village. This can make community businesses more productive and effective. In the future, BUMDes will function as a pillar of national independence which is also an institution that accommodates economic activities of the community that develop according to the characteristics of the village in order to improve the welfare of the village community. BUMDes was born as a new approach in efforts to improve the village economy based on the needs and potential of the village. Management of BUMDes is fully implemented by village communities, namely from the village, by the village, and for the village.

Successful BUMDes that can become a pilot, especially in Muaro Jambi Regency, Jambi Province, are the Tanjung Lanjut BUMDes, Sekernan District, Muaro Jambi Regency. Village-Owned Enterprises (BUMDes), named BUMDes Tanjung Jaya Mandiri, were established through village meetings on July 13, 2015. The Original Village Income (PAD) which deposited the Tanjung Jaya Mandiri BUMDes to the Village Government amounted to: Rp. 3,303,000 (2016), Rp. 23,979,600 (2017) Rp. 27,101,800 (2018)[[3]](#footnote-4).

The BUMDes, named Tanjung Jaya Mandiri, managed to build 6 (six) business units by cooperating with their strategic partners. The Tanjung Jaya Mandiri BUMDes in Tanjung Lanjut Village, Sekernan Subdistrict, Muaro Jambi Regency have been selected as the best BUMDes in Muaro Jambi several times because they are the pioneers in the establishment of BUMDes. BUMDes Tanjung Jaya Mandiri in this case became the pioneer of the economy of the villagers. The type of business that is run as follows:

1. Oil Palm Plantation (2016)

2. Savings and Loans (2016)

3. Welding Workshop (2016)

4. Music Orchestra Party Equipment (2017)

5. Tourism in Lake Tangkas Village (2018)

6. Village Market[[4]](#footnote-5)

Picture 1.1

Tangkas Lake, one of the BUMDes Tanjung Lanjut



In accordance with the Vision and Mission of Tanjung Lanjut Village, one of them is to "Create an independent, creative and innovative Tanjung Lanjut Village community as well as" Grow community care in terms of science and technology and people's economy ". innovation in policies and improvement of servants to the community through business units that have been formed.

In the Village Articles of Association also explained there was a systematic effort to encourage this organization to be able to manage strategic economic assets in the village while developing economic networks to improve the competitiveness of the rural economy. The purpose of establishing the BUMDes Tanjung Jaya Mandiri is an effort to extract the village's original income, accommodate various types of economic businesses in the village and economic empowerment of the village community.

Therefore it is important to note that the policy innovations and public servants that have been carried out by the Tanjung Lanjut Village Government can continue to be developed and supported by all levels of society and local government, because this spirit must be transmitted to other villages in Indonesia. especially in Jambi Province.

LITERATURE REVIEW OR RESEARCH BACKGROUND

a. *Public policy*

According to Suharno (2010: 31) the public policy framework will be determined by several variables below, namely:

1. The objectives to be achieved, this includes the complexity of the objectives to be achieved. If policy objectives are increasingly complex, it is increasingly difficult to achieve policy performance.
2. What is the value preference that needs to be considered. A policy that contains a variety of values ​​will be far more difficult to achieve than a policy that only pursues one value.
3. Resources that support policies. The performance of a policy will be determined by financial, material, and other infrastructure resources.
4. The ability of actors involved in policy making. The quality is determined by the level of education, competence in the field, work experience and moral integrity.
5. Environment that includes social, economic, political and so on.
6. The strategy used to achieve the goal. The strategy used to implement a policy will affect the performance of a policy. The strategy used can be top / down approach or bottom approach, authoritarian or democratic (Suharno: 2010: 31).

James Anderson as quoted by Suharno (2010: 24-25) delivered the following categories of public policy:

1. Substantive policy versus procedural policy. Substantive policy is a policy that concerns what the government will do. While procedural policy is how the substantive policy can be implemented.
2. Distributive policy versus regulatory policy versus redistributive policy. Distributive policy concerns the distribution of services or benefits to the community or individuals. Regulatory policy is a policy in the form of restrictions or restrictions on the behavior of individuals or community groups. Meanwhile, redistributive policies are policies that regulate the allocation of wealth, income, ownership or rights among various groups in society.
3. Material policy versus symbolic policy. Material policy is a policy that provides complete resource benefits to the target group. Meanwhile, symbolic policy is a policy that provides symbolic benefits to the target group.
4. New policies related to public goods and private goods. Public goods policy is a policy that regulates the provision of goods or public services. Meanwhile, private goods policy is a policy that regulates the supply of goods or services for free markets.

*b. Public service*

Public services or public services according to Wasistiono in Hardiyansyah (2011: 11) are the provision of services, both by the government, the private sector on behalf of the government or the private sector to the community, with or without payment to meet the needs and or interests of the community. In contrast to the above opinion, Ratminto and Winarsih (2005: 5) argue that: "public services or public services as all forms of services, both in the form of public goods and public services which in principle are the responsibility and carried out by central government agencies, in the regions, and in the environment of State-Owned Enterprises (BUMN) or Regional-Owned Enterprises (BUMD), in an effort to meet the needs of the community and in the context of implementing the provisions of legislation ".

Sinambela (2011: 5) argues that: "public service is the fulfillment of the desires and needs of the community by state administrators. The state is established by the public (of society) of course with the aim of increasing the welfare of the community. In essence the State in this case the government (bureaucrats) must be able to meet the needs of the community. Needs in this case are not individual needs, but various needs that are actually expected by the community, for example the need for health, education, etc. "

It can be concluded that public services are service delivery activities by public service providers, namely the government, BUMN, or BUMD that are carried out in accordance with the principles, principles in public services and statutory provisions to meet the needs of the community both in the form of public goods and services the public with the aim of increasing community welfare.

According to Mahmudi in Hardiyansyah (2011: 20-23) public services that must be provided by the government are classified into two main categories, namely:

*a. Basic Needs Services*. Basic service needs are services that cover the basic needs of the community, namely:

1) Health

Health is one of the basic needs of the community, so health is the right of every citizen who is protected by the Constitution. Every country

acknowledging that health is the biggest capital to achieve prosperity. Therefore, improving health services is basically an investment in human resources to achieve a prosperous society (welfare society).

2) Basic education

Another form of basic service is basic education, as well as health, education is a form of human resource investment. The future of a nation will be largely determined by how much the government is concerned about

community education. The level of education also affects the level of poverty because education is one of the main components in the vicious cycle of poverty as described above. Therefore, to cut the vicious circle of poverty, one way is through improving the quality of education.

3) Basic needs of the community.

In addition to health and education, the government must also provide other basic needs, namely basic needs. The basic needs of the community are rice, cooking oil, kerosene, granulated sugar, meat, chicken eggs, milk, iodized salt, flour, vegetables, cement, and so on. In terms of providing basic needs, the government needs to maintain the stability of prices of basic needs of the people and maintain their availability in the market and in warehouses in the form of reserves or supplies.

*b. Public service*

In addition to basic needs services, the government as a public service provider must also provide public services to its people. The public services that the government must provide are divided into three groups, namely:

1) Administrative Services

Is a service in the form of providing various forms of documents needed by the public, for example: making Identity Cards (KTP), land certificates, birth certificates,

Death Certificate, Motor Vehicle Ownership Book (BPKB), Motor Vehicle Registration Certificate (STNK), Building Construction Permit (IMB), passport.

2) Goods Services

Goods service is a service that produces various forms / types of goods that become public needs, including: telephone networks, electricity supply, and clean water supply.

3) Services

Service is a service that produces various forms of services needed by the public, for example: education, health care, transportation, services

post, solid waste environmental sanitation, drainage, roads and sidewalks, parking, prevention of floods, earthquakes, volcanic eruptions and fires, social services (insurance or social Security).

While the types of public services according to the State Administration Institute contained in SANKRI Book III in Hardiyansyah (2011: 24) are:

1. Government services are a type of community service related to general government tasks, such as KTP, SIM, tax, licensing and immigration services.
2. Development services are a type of community service related to the provision of facilities and infrastructure to provide facilities to the community in carrying out activities as citizens. This service includes the provision of roads, bridges, ports, and others.
3. Utility services are a type of service related to utilities for the community such as the supply of electricity, water, telephone and local transportation.
4. Clothing, food and board services are services that provide basic needs for the community and housing needs, such as the provision of rice, sugar, oil, gas, textiles, and cheap housing.
5. Community service is a type of service that is seen from the nature and importance emphasized on social activities, such as health services, education, employment, prisons, orphanages, and others.

According to Law No. 25/2009 concerning public services, the implementation of public services is based on:

1. Public interest, namely service providers may not prioritize personal and / or group interests.
2. Legal certainty, namely guarantee of the realization of rights and obligations in the delivery of services.
3. Equality of rights, namely the provision of services does not distinguish ethnicity, race, religion, class, gender, and economic status.
4. Balance of rights and obligations, namely the fulfillment of rights must be proportional to the obligations that must be carried out, both by the giver and recipient of the service.
5. Professionalism, namely service providers must have competencies that are in accordance with the field of duty.
6. Participatory, namely increasing community participation in service delivery by paying attention to the aspirations, needs and expectations of the community.
7. Equality of treatment / non-discrimination, that is, every citizen has the right to receive fair services.
8. Flexibility, that is, each service recipient can easily access and obtain information about the desired service.
9. Accountability, namely the process of administering services must be accountable in accordance with the provisions of legislation.
10. Facilities and special treatment for vulnerable groups, namely providing facilities to vulnerable groups so as to create justice in services.
11. Timeliness, namely the completion of each type of service carried out on time in accordance with service standards.
12. Speed, ease, and affordability, that is, every type of service is done quickly, easily, and affordable.

According to Minister of Administrative Reform and Bureaucratic Reform Regulation No. 36 of 2012 concerning Technical Guidelines for Preparation, Determination, and Application of Service Standards, the standard component of service is a component which is an element of administration and management that is part of the system and process of administering public services. Based on Chapter 5, Article 21 of Law Number 25 of 2009, each service standard is required to include at least the following components:

1. The legal basis, is the legislation that is the basis for organizing services.
2. Requirements, are requirements (documents or other things) that must be met in the management of a type of service, both technical and administrative requirements.
3. Systems, mechanisms, and procedures, are procedures for services that are standardized for providers and recipients of services, including complaints.
4. The period of completion, is the period of time needed to complete the entire service process of each type of service.
5. Fees / tariffs are fees charged to service recipients in managing and / or obtaining services from the organizer, the amount of which is determined based on an agreement between the organizer and the community.
6. Service products, are the results of services provided and received in accordance with the stipulated conditions.
7. Facilities, infrastructure, and / or facilities, are equipment and facilities needed in the provision of services, including equipment and facilities for vulnerable groups.
8. Implementing competency, is the ability that must be possessed by the executor including knowledge, expertise, skills, and experience.
9. Internal supervision, is a system of internal control and direct supervision carried out by the head of the work unit or the direct supervisor of the executor.
10. Handling complaints, suggestions and input, is the procedure for implementing complaints handling and follow-up.
11. The number of implementers is the availability of implementers in accordance with the workload. Information about the composition or number of officers carrying out tasks according to the division and description of their duties.
12. Service guarantee, is to provide certainty of services carried out in accordance with service standards.
13. The guarantee of service security and safety, is in the form of a commitment to give security, be free from danger, risk, and doubt.
14. Implementing performance evaluation, is an assessment to find out how far the implementation of activities is in accordance with service standards.

*c. Village-Owned Business Entity*

BUMDes as a village potential development institution is estimated to emerge as a new economic power in rural areas. UU no. 6 of 2014 concerning the legal umbrella provided by villages for BUMDes as economic actors who manage village potential collectively in improving the welfare of rural communities. Substantially, Law No. 6 of 2014 mobilizes and encourages villages to fulfill village services to the community with the subject of development. The existence of BUMDes is an institution that brings economic centers in the village with a collective economic spirit. Given the BUMDes as an economic institution with capital of business, that is as one of the independent village development that can walk confidently that it has succeeded in managing its own household and creating independent villages that are not only dependent on the village fund budget that has been provided by the government.

To find out how far BUMDes play a role in improving the economy of the community, several indicators of economic progress must be considered. Regions can be said to be advanced or not, in terms of economic conditions, both qualitatively and quantitatively. Development conditions can be seen from the following parameters (Farida, 2011):

* 1. Per capita income
	2. Level of economic growth
	3. Main economic activity
	4. Availability of capital
	5. Use of natural resources
	6. Population growth
	7. Population density
	8. Unemployment rate
	9. Socio-cultural circumstances
	10. Technological progress

The role of Village-Owned Enterprises (BUMDes) on improving the village economy, according to (Seyadi, 2003) is as follows:

1. Development and development of the economic potential and capabilities of rural communities in general to improve their economic and social welfare.
2. Acting actively in efforts to improve the quality of human life and society.
3. Strengthening the people's economy as a basis for the strength and resilience of the national economy with BUMDes as its foundation.
4. Trying to realize and develop the economy of rural communities.
5. Helping the community to increase income so that it can increase the income and prosperity of the community.

Village-owned enterprises are managed by the community and village government in an effort to strengthen the village economy and are formed based on the needs and potential of the village. BUMDes according to Law Number 23 Year 2014 concerning Regional Government are established, among others, in the context of increasing Village Original Income. BUMDes must have differences with economic institutions in general. This is intended so that the existence and performance of BUMDes can contribute significantly to improving the welfare of the villagers. Besides that, in order not to develop a capitalistic business system in the countryside that can lead to disruption of the values ​​of social life. There are 7 commercial economic institutions in general, namely:

1. This business entity is owned by the village and managed jointly
2. Business capital sourced from the village through equity participation (shares or shares)
3. Operationalize it using a business philosophy rooted in
4. local culture
5. The business sector carried out is based on the potential and results of market information
6. The benefits obtained are intended to improve the welfare of village policy members
7. Facilitated by the Government, Provincial Government, District Government, and Pemdes
8. The operationalization is jointly controlled by members

BUMDes as a business capital economic institution is built on the initiative of the community and adheres to the independent principle. This means that the fulfillment of BUMDes business capital must come from the community. However, it is possible for BUMDes to apply for capital loans to outside parties, such as from the Village Government or other parties, even through third parties.

The four main objectives of establishing BUMDes are:

1. Improve the village economy;
2. Increasing village original income;
3. Improve processing of village potential according to community needs;
4. Become the backbone of rural economic growth and equity.

The establishment and management of Village-Owned Enterprises is a manifestation of village productive economic management carried out cooperatively, participatory, emancipatory, transparent, accountable, and sustainable. Therefore, serious efforts are needed to make the management of the business entity able to run effectively, efficiently, professionally and independently to achieve the goals of BUMDes by fulfilling the needs of services managed by the community and Pemdes. The fulfillment of these needs is sought not to burden the community, considering that BUMDes will be the most dominant village business in driving the village economy. This institution is also required to be able to provide services to non-members placing prices and services that apply market standards. This means that there are mutually agreed upon institutional / regulatory mechanisms, so as not to cause economic distortions in rural areas due to businesses run by BUMDes. It is stated in the law that BUMDes can be established according to the needs and potential of the village. What is meant by "village needs and potential" are:

1. Community needs, especially in meeting basic needs
2. Village resources are available that have not been utilized optimally, especially village wealth and there is demand in the market;
3. Human resources are available that are capable of managing business entities as assets that drive the economy of the community;
4. The existence of business units which constitute the economic activities of the community members which are managed partially and are not accommodated.

The principles of managing the BUMDes are important to be described so that they are understood and perceived in the same way by the village government, the members in managing the BUMDes are:

1. Cooperative, all components involved in BUMDes must be able to cooperate well for the development and survival of their business.
2. Participatory. All components involved in BUMDes must be willing or willing to provide support and contributions that can drive the progress of the BUMDes business.
3. Emancipative. All components involved in BUMDes must be treated equally regardless of class, ethnicity, and religion.
4. Transparent. Activities that affect the interests of the general public must be known to all levels of society easily and openly.
5. Accountable. All business activities must be technically and administratively accountable.
6. Sustainabel. Business activities must be developed and preserved by the community in the case of BUMDes.

Regarding the implementation of the Village Fund Allocation to strengthen the village economy through BUMDes, it is hoped that it will be more empowered. This is due to the support of the larger village budget funds, which allows the availability of sufficient capital for the establishment of BUMDes. The main thing that is important in efforts to strengthen the village economy is to strengthen the cooperation of adherence in all levels of the village community, so that it becomes the driving force to open market access.

RESEARCH METHODS

This research is a qualitative research. In this qualitative research, the method is to collect data from various literature, documentation or interviews conducted with the main sources related to how to analyze the concepts, policies and results found in the field when conducting research.

Data and analysis that will be part of the results of this study are obtained by literary studies and limited discussion. The literature review is carried out by studying the law, as well as various articles and writings that discuss the issue. While limited discussion is carried out to obtain relevant primary data.

RESULTS AND DISCUSSION

Along with the increasing critical public thinking, the public often finds indications that the public policy-making process is not innovative, especially because of the different interests of the interests of the government and the public interest. There must be a breakthrough effort made by the government to detect public aspirations more accurately and accurately. At least there must be a second opinion when the government receives a number of aspirations from official channels. Particularly there must be growing awareness from the government that the official channel of aspiration which has been tasked with capturing public aspirations, is apparently ineffective because it always uses normative and formalistic measures, aka works not grounded, does not directly rely on the true public interest.

Good and quality public services are citizens' rights as well as the constitutional obligations of the state. Therefore the government is obliged to provide the best public services to the public. Current public service improvements compared to the expectations of the community are illustrated between the count-to-measure series. Progress in public service that runs like a series of calculations will be far behind the expectations of the people who jumped like a series of measures. Public service innovation is an acceleration in making a breakthrough leap to become a solution to improve the quality of public services that is closer to the expectations of the community.

In community empowerment in the sector of the economy requires a business development strategy. The Village-Owned Enterprises, then abbreviated as BUMDes, are projected to emerge as new economic forces in rural areas. Law No. 6 of 2014 concerning Villages provides a legal umbrella for BUMDes as economic actors who manage village potential collectively to improve the welfare of villagers. Some run a savings and loan business (microfinance), some also operate drinking water services to overcome the difficulties of public access to clean water. The Police Village Update Development Forum Paper (FPPD) written by Yunanto et al (2014: 3-4) explains that there are a number of weaknesses inherent in BUMDes, namely[[5]](#footnote-6):

* 1. The arrangement of village institutions has not run optimally so that BUMDes have not been institutionalized in the format of village governance and economy.
	2. Limited capacity of human resources in the village to manage and develop BUMDes that are accountable and perform well.
	3. Low local initiatives to mobilize local economic potential for improving the social and economic welfare of villagers.
	4. The development of a consolidation process and cooperation between related parties has not yet developed to realize BUMDes as an economic patron whose role is to promote popular economy.
	5. Lack of responsiveness of LGs to make BUMDes a superior program to empower villages and community welfare.

Aksa (2013) explains that there are four types of businesses that can be developed by BUMDes, including[[6]](#footnote-7):

* 1. BUMDes of type serving. This kind of BUMDes runs a social business that serves, which is doing public services to the community while also obtaining financial benefits from the service. This business utilizes local resources and appropriate technology, such as village water supply businesses and village electricity businesses.
	2. BUMDes of the banking type. These BUMDes run money businesses such as village banks or village credit institutions. Its capital comes from ADD, PADes, community savings and support from the government. This village money business contains social business and economic business. Social business means village banks are social protection for villagers, especially vulnerable groups of citizens and women from the bondage of moneylenders. Economic business means that village banks function to support the capital of micro-scale businesses run by economic actors in the village.
	3. Important type of BUMDes. This BUMDes runs the business of leasing goods (party equipment, tractors, transportation equipment, shop houses, etc.), both to meet the needs of the community and to earn village income.
	4. Brokering type BUMDes. These BUMDes act as intermediary institutions, such as services to citizens and community businesses, such as electricity payment services, villages establishing village markets to market products produced by the community. BUMDes can also build networks with third parties to market local products more broadly.

One of the BUMDes that can be used as a reference and pilot in Jambi Province is the BUMDes of Tanjung Jaya Mandiri, which is located in the village Tanjung Tanjung. BUMDes Tanjung Jaya Mandiri in this case became the pioneer of the economy for the villagers. There are 6 (six) types of businesses run by BUMDes as follows:

1. Oil Palm Plantation (2016)
2. Savings and Loans (2016)
3. Welding Workshop (2016)
4. Rent Music Orchestra Party Supplies (2017)
5. Lake Tangkas Village Tourism (2018)
6. Village Market

The presence of the BUMDes is certainly inseparable from the innovation and efforts developed by the village government and supported by the community. The establishment of the BUMDes also does not necessarily wake up in a short time but through continuous processes and time through various obstacles. Therefore the village government must always actively innovate in developing BUMDes so that they can truly become a driver of the economy of the community.

The village government must have a strategy to develop its BUMDes. In this case, Tanjung Jauh village has tried to be consistent in its efforts to improve the welfare of the community through BUMDes. Some of the strategic steps delivered by Tutr Saprudin can be illustrated as follows:

* 1. Formulation of strategies, in this case the BUMDes Tanjung Jaya Mandiri plans in making the mission, goals and strategies.
	2. Mapping potential villages for the establishment and development of BUMDes.
	3. Establishing cooperation with regional government agencies in Muaro Jambi Regency and Jambi Province in coaching and capital;
	4. Collaborating with the private sector to participate in accessing investment and technology development in promotions in the business unit of Danau Tangkas Tourism Village;
	5. Providing loans with low interest for each business assisted with capital without collateral.
	6. Involving the community in the management and utilization of BUMDes.
	7. Forming BUMDes together with several neighboring villages in developing business units and strengthening capital and management;
	8. Evaluation and control, at this stage BUMDes submits reports of each business unit that is carried out so that every activity that takes place can always be monitored and reviewed and the need for evaluation / improvements in running BUMDes.

The various strategies that have been developed in its development have been able to change the social and economic conditions of the people even though they are still faced with various challenges. This change can be reflected in the increase in community participation in the utilization of BUMDes, besides that the presence of the BUMDes is considered as an achievement especially for Muaro Jambi Regency. This village is a pilot village for village growth and management through BUMDes. Efforts to continue to improve and maximize continuously carried out by the village through village government officials.

Along with the demands of innovation for the improvement and improvement of the social and economic conditions of the village to the village government, it certainly cannot be separated from the obstacles to innovation itself, as well as its efforts in the management and development of BUMDes in Tanjung Lagi Village. Tutur Saprudin explained that there are several factors that often become obstacles:

1. Access road to the village location is not adequate, so that the attraction of visitors to come to see Agile Lake tourism objects becomes weak and visitors are not interested in going to Lake Tangkas.
2. Lack of promotion by administrators and unresponsive regional government in developing the potential of tourism villages in the Muaro Jambi area.
3. Regulations that are not structurally adequate from the central and regional governments.
4. Limited funds for the development of BUMDes.
5. Conditions of society that are difficult to accept change.

Reaching these barriers, the Tanjung Jauh village government remains consistent to continue the strategy that has been developed for the development of BUMDes, because each public policy will basically always provide feedback for the emergence of new, more innovative policies.

CONCLUSION

The management of BUMDes must be continuously carried out by creating new innovations and breakthroughs in policies and in the application of public services to the community. It has become a necessity for local governments, especially the village government, to continue to drive the economy of the community in order to increase the income of the community in particular and the village in general, but these efforts must also be supported optimally by participating actively in the management and utilization of BUMDes.

BIODATA

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