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COLLABORATION STRATEGY FOR BUILDING VILLAGE COMMUNITIES THROUGH ECONOMIC EMPOWERMENT IN BUMDES BUSINESS UNITS

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ABSTRACT

Background: The Law on Villages mandates that the nature of village development is as an effort to improve the quality of life for the maximum welfare of the village community. It indicates that village development must involve village communities in an empowerment pattern.
Aim: This study aims to determine the role of collaborating stakeholders in the community empowerment for the economic welfare of the Panggungharjo village, identify the implementation of community empowerment as a basis for improving the community's economy through *BUMDes* there, and identify the success level of collaboration in economic empowerment as a strategy to build excellent and sustainable village communities there.
Method: The research employed qualitative approach with descriptive methods. The data collection methods was interview with informants in Panggungharjo Village and documentation.
Findings: The collaborative role of stakeholders in community empowerment can encourage the successful management of *BUMDes* and improve the economic welfare of the village. The implementation of community empowerment as a basis for increasing the community's economy through *BUMDes* in the village has involved community participation to become actors in *BUMDes* activities, in which the community involvement is substantial in all *BUMDes* business units. The collaboration in economic empowerment within *BUMDes* forum can be successful based on the achievements of *BUMDes*, namely the rapid increase in Village Locally-Generated Income (PAD) and the income of *BUMDes* which is consistently increasing, the number of business units in the *BUMDes* has grown, and the number of *BUMDes* business units has increased people's income and absorb workforce.

KEYWORDS

role of stakeholders, collaborating stakeholders, BUMDes, economic improvement, community empowerment

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INTRODUCTION

Indonesia is a country with a large number of under-developed villages and the equitable development of villages, especially resources, local food products, and entrepreneurship has not been properly handled so several villages are still left behind. In overcoming these problems, responsive and concrete coordination steps are required. Community empowerment is an effort that is applicable and to be a priority to do, especially in villages located in vulnerable areas by utilizing village development (Cristina, 2020).

Therefore, it is necessary to strengthen community empowerment, the pattern of developing village apparatus human resources, as well as all stakeholders who can accelerate

the innovative village development and encourage village progress. According to Papilaya (2007), empowerment is an effort to build resources by encouraging, motivating, raising awareness of their potential, and trying to develop it.

In supporting village development by empowering village communities and overcoming problems in the community, the Village Government will utilize the transfer funds. The optimal use and right-on-target of the transfer funds can significantly support village development (Sunarsi et al., 2021). Based on research by Hartojo et al. (2022), around 26,000 villages in 2014-2019 used transfer funds effectively in order to increase rural economic growth in underdeveloped villages in Indonesia. The findings explain that there has been a significant increase in rural economic growth in underdeveloped villages after implementing transfer funds. Transfer funds (Village funds) will be allocated to programs that can support improving community welfare, one of which is allocated for establishing *BUMDes*.

The growth of villages in Indonesia cannot be separated from the ratification of village law. Through this law, the spirit of village development is facilitated by the government. However, many obstacles occurred in translating the village development efforts due to the fact that many village-owned human resources do not yet have the capacity to run and drive the wheels of social and economic change (Yudha et al., 2020). The village government can take an effort to develop the village through the establishment of Village-Owned Enterprises (*Badan Usaha Milik Desa/BUMDes*). *BUMDes* is not a new outcome in the village because before the Law on Villages was ratified, there were already many *BUMDes* in villages, but the village government had not really paid attention to them. Sofi and Mutiarin (2018) state that according to Act No. 6 of 2014 concerning Villages, article 87, it explains that *BUMDes* are formed by the Village Government to utilize all economic potential, economic institutions, natural resources potential, and human resource potential, in its activities are not only oriented to financial gain but also oriented to support the improvement of the welfare of the village community.

Community empowerment through Village-Owned Enterprises is a village government strategy to explore village potential which aims to improve the community's economy through local potential which exists in village communities. In general, *BUMDes* activities can help the community, but these activities do not empower the community due in general, *BUMDes* activities are less varied, focusing on savings and loans, livestock business, and renting tents and chairs for celebrations. The activities of *BUMDes* does not have a significant impact on increasing the village economy and village independence (Sofyani et al., 2019). Thus, a creative and innovative business unit or program is needed for *BUMDes* to have a broad impact on the Village Government and its people. Several studies have found that the formation of *BUMDes* has not been effective. There are several factors that influence the ineffectiveness of *BUMDes* as found in many studies. According to research by Haekase et al. (2020), the various programs run by *BUMDes* are ineffective, that is the operational implementation programs often do not provide outreach to communities who are provided with assistance, human resources are also considered inadequate, which contributes to the ineffectiveness of various *BUMDes* programs and the goals of achieving targets set by *BUMDes* in its implementation still have many shortcomings so that it cannot be declared effective.

One of the reasons for the lack of optimal *BUMDes* activities and programs is the absence of collaborating stakeholders or the collaboration is not running effectively. In empowering the

community through *BUMDes*, a collaborating stakeholder strategy is required to achieve the goals by adopting innovative ideas or ideas. Research by Roidatua and Purbantara (2022) explains that the institutions or joint program plans between stakeholders which are implemented must be trusted by all parties. The collaboration of various stakeholders, both parties outside the village, village government, and active community participation, is an important and key element for the village program and its sustainability.

The ineffectiveness of *BUMDes* is due to the fact that it has not fully empowered the community so the implementation of the program is not successful (less than optimal) as stated by Manalu and Purwoko (2018). The research states that the implementation of the village fund program in empowering rural communities shows that the effectiveness of village fund management in community empowerment has not prioritized aspects of community participation. The research also explains that the village government has never conducted an evaluation or socialization with the village community to discuss constraints or problems in development activities in the village. Hence, the researchers were interested in exploring more in-depth information regarding how *BUMDes* business units economic empowerment may apply on the rural economic development since previous research have not explicitly surfaced this specific topic.

Based on the explanation above, this study aims to find out the role of collaborating stakeholders in community empowerment for the economic welfare of the Panggungharjo Village, identify how the implementation of community empowerment as a basis for improving the community's economy through *BUMDes* in Panggungharjo Village, and identify the level of success of collaboration in economic empowerment as a strategy to build excellent and sustainable village communities in Panggungharjo Village.

METHOD

This research method uses a qualitative approach with descriptive methods. Data collection techniques in this study were carried out through in-depth interviews with informants and documentation. Informants in this study were the Head of Panggungharjo Village, village officials, staff of Village-Owned Enterprises (*BUMDes*), community, and hamlet heads. The data were then analyzed by summarizing and describing all the data obtained then drawing a conclusion based on the presentation of the data according to the research objectives.

RESULTS AND DISCUSSION

Role of Collaborating Stakeholders in Community Empowerment for the Economic Welfare of Panggungharjo Village

In developing an independent village, cooperation from all parties is needed, especially involving village communities as subjects in village development and not only as beneficiary objects. It can only be done by empowering the community. Community empowerment can be successful if the community participates. Empowerment in society is formed in the potential which exists in people's lives (Purwani & Arvianti, 2020). Village community empowerment aims strengthen village potential, empowerment can increase the meaning of social capital, and community empowerment is an effort to fortify the community from various oppression in economic aspects. According to Cristina (2020), increasing people's income is part of implementing development and distributing results to all levels of society. The empowerment

of rural communities revolves around how to strive for rural communities to become the main actors (Subjects) in economic development and can utilize resources optimally and responsibly (Nicolaides, 2020).

The implementation of development programs in rural areas can to change all aspects of people's lives in a better direction with the main goal of creating community welfare. Therefore, the existence of the Village Innovation Program (PID, *Program Inovasi Desa*) is the government's effort to increase village capacity in accordance with Law No. 6 of 2014 concerning Villages, that is to develop plans and implement village development plans in a quality manner so as to increase people's productivity, village economic independence, and to prepare for resource development. competitive power. Strengthening community empowerment, patterns of human resource development for village apparatus, and collaboration of all stakeholders can accelerate innovative village development and encourage village progress (Sutriadi, 2018).

The collaborating stakeholders in community empowerment play roles in many parties. One of the important figures, to be specific the village head, plays an essential role by providing new ideas in innovative programs, namely waste management and waste processing. Starting from the role of the village government through the village head who initiated the handling of waste problems in the community in 2013 and looking for solutions to these problems. However, implementing these innovative ideas is not easy by simply deploying village officials. It is because the main task of the village government and its apparatus is public service. The village head's solution is to collaborate with other parties who can run the program by involving the community.

Based on this, through his role as a regional government apparatus, the village head will use village funds to establish *BUMDes* with the initial goal of overcoming the problem of waste as well as managing and processing waste that has economic value. The village head is directly involved in socializing the innovation program through the formation of *BUMDes*. Village funds from the Central Government received by Panggungharjo Village are used to establish *BUMDes* to manage the waste unit business by empowering village communities with a collaborative strategy and other villagers who work as waste managers. The role of collaborating stakeholders in community empowerment is able to encourage the success of *BUMDes* management and improve the economic welfare of Panggungharjo Village.

The results of this study are in line with the findings of Sofi and Mutiarin (2018) which state that *BUMDes* management involves the collaboration of three actors, to be specific the village government, the community, and the private sector. Collaborative governance is able to encourage accountability and transparency in the management of Village-Owned Enterprises by these collaborative actors. The results of collaborative governance can be experienced by the village in the form of welfare. Kushandajani et al. (2020) also stated that the leadership role of the village head is strong in village governance, especially in implementing village development programs. The ability of the village head is integrated with the expectation that the village community will produce good program management.

Implementation of Community Empowerment as a Basis for Increasing the Community's Economy through *BUMDes* in Panggungharjo Village

One of the uses of village funds is for the formation of *BUMDes* to oversee business units or programs which can improve the economy of rural communities, while at the same time becoming village business entities that can empower the community as well as contribute to solving problems that exist in the community. If community empowerment through *BUMDes* as a basis for improving the community's economy can run optimally and effectively, of course, it can have a significant impact on growing community productivity and of course, increasing village and community income. Village funds used for community empowerment with the active involvement of village communities in village programs will be more effective (Antlöv et al., 2016). The use of transfer funds that are optimal and on target can significantly support village development. According to Hartojo et al. (2022), villages that have used transfer funds have effectively increased rural economic growth in underdeveloped villages in Indonesia. Thus, there has been a significant increase in rural economic growth in lagging villages after the implementation of transfer funds.

Given the importance of *BUMDes* role in solving community problems and economic empowerment, Panggungharjo Village Government established *BUMDes* in 2014 in an effort to help increase the village's original income and the economy of the village community in accordance with the needs and potential of the village. Active involvement of village communities in the development process through their participation in *BUMDes* is to help improve the village welfare and improve the community's economy. Pangguharjo Village has been effective in using village funds through the formation of *BUMDes* and has succeeded in empowering the community with the active involvement of the community and all stakeholders.

In implementing the program, the village head was also involved in the process. One of the strategic roles of the village head as a leader is to supervise, guide, and empower village communities. The Village Head of Panggungharjo not only plays a role in planning but also supervises by forming groups in each village to monitor every program which has been implemented. The role of the village head in supervising *BUMDes* and other stakeholders involved was conveyed by the informant as a member of the Village Research and Development Agency (*Balitbang*). He said that after the program had been discussed through *Musrembang*, a team from the village would be formed involving village officials, the community, and hamlet heads to participate in monitoring the program in several hamlets. Meanwhile, the village head oversees *BUMDes* activities because activities at the Village Office can be carried out by village officials while the village coconut father carries out activities at *BUMDes*. Thus, it can be concluded that in implementing the program all stakeholders play a role in the success of the program through *BUMDes* and community empowerment.

Community empowerment through *BUMDes* in Panggungharjo Village, Bantul Regency is one of the successful villages in optimizing village funds and its success in empowering village communities. Community empowerment as a basis for improving the community's economy through *BUMDes* in Panggungharjo Village, Bantul Regency starts from the existence of a basic waste problem, that is related to the problem of waste management which is not managed properly because village land use is no longer able to accommodate large

amounts of waste. As conveyed by Eko, Head of Panggung Lestari *BUMDes*, said that initially, Panggungharjo Village Government oversaw the waste issue as a local issue since Panggungharjo Village is located in a suburban area that is not too large, but it has a dense population in 2013, consists of 28,000 people with 9,600 households and 118 neighborhood (*Rukun Tetangga*/RT). An area which is not too large with a large population certainly has a lot amount of waste. At that time, the village government saw that the community had not been able to manage the waste they produced with the amount of waste that was on the side of the road that was on the treasury land of Panggungharjo Village. On the basis of these problems, the Village Government took the initiative to develop waste management. However, this problem cannot be resolved by the village officials themselves because the Village Government is in charge of providing public services to the community. It rises the idea of establishing Panggung Lestari *BUMDes* in 2013 with its first business unit being waste management which is expected to generate income while solving waste problems. The Head of *BUMDes* also explained that the village head's idea was not only to manage waste but also to process waste. Garbage is sorted into three types and then the type of waste is separated to increase the selling value. The idea is to turn the waste problem into income for the village.

Based on the explanation from the Head of *BUMDes*, community empowerment as a basis for improving the community's economy through *BUMDes* in Panggungharjo Village, Bantul Regency was a new idea from the village head. It is to provide solutions to the waste problems in Panggungharjo Village by mobilizing the community in the form of village community empowerment in an effort to develop independence and community welfare by raising awareness of healthy behavior in protecting the environment, while at the same time obtaining economic benefits.

The existence of *BUMDes* is a strategic matter because with *BUMDes*, the community can be empowered by participating in the program through *BUMDes* and villages get additional alternative financing for village households by increasing the village's PAD. Besides, *BUMDes* involves a large number of stakeholders in increasing the source of community income (Dhewanto et al., 2020). It enables the community as an actor in carrying out development and increasing people's welfare optimally.

The empowerment carried out by Panggungharjo Village Government in involving the community with a collaborative strategy of stakeholders through *BUMDes* can build village potential independently and build a quality community. Community empowerment aims to bring Panggungharjo Village community to develop and become an excellent and sustainable village. For that, the village can be said to be excellent if the wealth of the village increases, the poverty rate decreases, and the community economy increases, and the village's economy increases. It is because the source of village income is very influential in driving village economic growth. It can be realized with the success of the village government in empowering people who take part in village development. It is because the source of village income is very influential in driving village economic growth. This can be realized with the success of the village government in empowering people who take part in village development. The village community contributes as a driving force for the village economy and can lead the village to prosperity which is evenly distributed and felt by all village communities. According to Sofi and Mutiarin (2018), the village government works together with community institutions to achieve the common goal of advancing the village and strengthening the village economy

through *BUMDes* management. Thus, the importance of cooperation between the Village Government and existing community institutions through *BUMDes*. Coordination between stakeholders is needed in making village work programs. It aims to have harmony in achieving common interests, that is the welfare of society. The Village Government, in developing Village-Owned Enterprises, coordinates with interested parties to implement sustainable development because coordination is carried out for long-term development.

Thus, it can be concluded that the implementation of community empowerment as a basis for improving the community's economy through *BUMDes* in Panggungharjo Village has involved community participation to become actors in *BUMDes* activities, community involvement is considered in all *BUMDes* business units. Implementation of community empowerment through *BUMDes* under the guidance of Panggungharjo Village and supervision is carried out by forming groups in each village to monitor each program that has been implemented. This is done so that community empowerment activities through *BUMDes* can be effective.

The results of this study support the findings of Khairani et al. (2021) which states that community economic empowerment through the implementation of *BUMDes* reveals several elements of the role of social capital. First is the involvement and participation of the community which is quite large. Second, the relationship between *BUMDes* managers, village leaders, and community members in the implementation of *BUMDes* is built on the basis of social systems and community cultural values. Third, social norms and community beliefs refer to social systems and community cultural values. Social capital built through a socio-cultural system strengthens trust in *BUMDes* governance as an effort to empower the community's economy. According to Cristina (2020), the empowerment program is directed at enabling the creation of a condition that is able to encourage the development of community potential, empowerment, that is, the potential possessed by the community is increasingly strengthened and protects the potential of weak communities in all things needed as a balanced protection so that the competition could be fair as an effort to push people to have the ability to run a business so as to increase people's income. Supported by research from Ismail et al. (2022), the management of village funds in the implementation of community development and empowerment is carried out through the stages of planning, implementing, as well as supervising. Community empowerment budgeted through village funds is quite effective in community empowerment. The form of empowerment carried out by the village government is political, economic, and socio-cultural empowerment.

The Success Rate of Collaboration in Economic Empowerment as a Strategy to Build Superior and Sustainable Village Communities in Panggungharjo Village, Bantul Regency

The collaboration in economic empowerment within *BUMDes* forum can be classified as successful. This can be seen from the achievement of Panggungharjo *BUMDes* when compared to the other 25 *BUMDeses* in Bantul Regency which had the largest Village Locally-Generated Income (*Pendapatan Asli Desa*/PADes) of approximately 860 million in 2016. This excellent category is due to the fact that Panggung Lestari *BUMDes* in Panggungharjo Village was founded in 2014 and the achievement of its assets is relatively large within 2 years. Meanwhile, the business units held by *BUMDes* are including waste management, village outlets,

Kampoeng Mataram, organic waste production, handicrafts, shop rentals, village markets, and village treasury land management.

The success of Panggungharjo Village in increasing PAD has accelerated the realization of an excellent and sustainable village. The independence and well-being of Panggungharjo Village through collaborating with stakeholders as a strategy to empower the community to build an excellent and sustainable village community through Panggung Lestari *BUMDes* has made Panggungharjo Village a pilot village. The level of success of collaboration in economic empowerment within *BUMDes* forum can be said to be successful due to several achievements of Panggung Lestari *BUMDes* as follows.

1) The rapid increase in locally-generated income of village *BUMDes* and its large income: This fact can be seen from the achievement of Panggungharjo *BUMDes* when compared to the other 25 *BUMDes* in Bantul Regency which had the largest locally-generated income (PADes) of approximately 860 million in 2016. This excellent category is due to the fact that Panggung Lestari *BUMDes* in Panggungharjo Village was founded in 2014 and the achievement of its assets is relatively large within 2 years. The *BUMDes* business unit which is active and productive by involving the village community has provided locally-generated income of Rp80 million per month. The success of achieving revenue of *BUMDes* can be seen from the 2016 revenue of 1.3 billion, 2017 of 2.1 billion, in 2018 around 3 billion, and 2019 it reached 6.3 billion.
2) The growing number of Panggung Lestari *BUMDes* business units: At the beginning of its establishment in 2014, *BUMDes* only had one business unit: innovative waste management (KUPAS). However, in a few years, *BUMDes* has succeeded in expanding business units, to be specific village outlets, crafts, shop rentals, village treasury land management, savings and loan sector, *Kampoeng Mataraman*, Village Information System Manager, Women Cooperative of Dewi Kunti, and Sanggar Informasi Desa Foundation which overseeing one active unit, that is Pasardesa.id.
3) A large number of *BUMDes* business units increases people's income and absorbs labor for Panggungharjo village community: Collaboration in economic empowerment within *BUMDes* forum has an impact on socio-economic changes in Panggungharjo Village community, socio-economic changes, that is economic activity have created new livelihoods for Panggungharjo Village community who previously worked casual jobs to become contract workers. Besides that, increasing people's income, and increasing local revenue. Business unit diversification strategy is conducted by mapping the potentials which exist in Panggungharjo Village and using types of businesses engaged in their respective fields according to their potential.
4) Panggung Lestari *BUMDes* business unit has an impact on socio-economic changes for Panggungharjo village community: One of the *BUMDes* business units, to be specific *Kampoeng Mataraman*, has an impact on socio-economic changes in society. This business unit is engaged in educational and culinary tourism services based on an agrarian society. The process of socio-economic change in Panggungharjo Village is through *Kampoeng Mataraman* business unit. The village head initiated *Kampoeng Mataraman* with the approval of Panggungharjo Village Government through Panggung Lestari *BUMDes* engaged in the tourism sector. This initiative utilizes unmanaged assets and utilizes cultural landscapes which aim to create economic

opportunities for villagers. The impact of existence of *Kampoeng Mataraman* business has an impact on socio-economic changes through changes in income from before the existence of *Kampoeng Mataraman*. Villagers who have casual jobs below the income range from Rp 700,000 to Rp 900,000. Since the founding of *Kampoeng Mataraman*, the income earned has changed, ranging from Rp 1,300,000 to Rp 1,500,000. Besides that, the existence of *Kampoeng Mataraman* is able to increase economic access for the community and marginal groups and to provide the widest opportunity for the people of Panggungharjo Village, that is marketing processed products from the community and selling them at the *Kampoeng Mataraman* tourism attraction.

5) As a pilot village and reference for other villages: The success of the village government through the existence of Panggung Lestari Village-Owned Enterprise in its role in empowering the community, improving and advancing the economy of the village community has led the Panggungharjo Village Government to win the title of National Champion in the 2014-2015 Village Competition. This has made Panggungharjo Village a national pilot village and Panggung Lestari *BUMDes* becomes the reference for more than 250 villages in Indonesia.
6) Absorbing Employment for Marginalized People: According to the Head of *BUMDes*, *BUMDes* involves marginalized groups of people (people with disabilities, youth who have dropped out of school, the elderly, and women heads of households) to be able to enter and work as Panggung Lestari *BUMDes* employees. *BUMDes* employment involves around 95 percent of Panggungharjo residents from marginalized groups as community groups who can no longer be absorbed and *BUMDes* can absorb and empower marginalized groups to be productive by working in several *BUMDes* business units.

Thus, it can be concluded that the utilization of Village Funds through *BUMDes* with a collaborating stakeholder strategy by empowering the community to take part as the subject of development has brought prosperity to Panggungharjo Village by increasing the value of assets and locally-generated income (PAD) and increasing the community's economy. With the increase in village prosperity, the community's economy has also been positively affected. Increasing village prosperity, the funds are used for community empowerment. Empowerment of rural communities as an effort to develop the independence and welfare of rural communities by increasing capacity, awareness, and utilizing resources through establishing policies, innovative programs, and assistance are in accordance with the essence of the problems and priority needs of village communities.

The findings of this study are in line with the research of Sudiarso and Isnaini (2022), which states that the *BUMDes* strategy has increased village PAD in which the organizational strategy sets goals for increasing income by opening a savings and loan business program and a trading business program and has been proven to be able to increase income and is on target. The institutional strategy is that *BUMDes* chooses a family manner of working, leaders who free their subordinates to carry out their duties, a structure formed by the village head, and innovating to develop and collaborate with third parties. This is also supported by the research of Kushandajani et al. (2020), which states that villages are able to raise village potential, such as agriculture, animal husbandry, and fisheries through *BUMDes*. Assistance from the village government, especially the village head, has supported the success of *BUMDes*.

Thus, it can be concluded that the existence of *BUMDes* in the village will become a forum for exploring village potential which has a major impact on various things, that is increasing village PAD, increasing the socio-economic welfare of the community, absorbing labor (local residents), especially the marginalized ones. *BUMDes* empowerment which involves the community (Local residents) to develop businesses makes villagers as *BUMDes* business partners by integrating village economic activities. This empowerment makes the village to be excellent and sustainable as well as increases the productivity of village human resources.

CONCLUSION

The role of collaborating stakeholders in community empowerment includes many parties. Through his role as a regional government official, the village head uses the village fund to establish BUMDes with the initial aim of overcoming the problem of waste as well as managing and processing waste which has economic value. The village head is directly involved in socializing the innovation program through the formation of BUMDes. Village funds from the Central Government received by Panggungharjo Village are used to establish BUMDes to manage the waste unit business by empowering village communities with a collaborating stakeholder strategy whose work together, to be specific village head, the village community, village apparatus, BUMDes staff, Head of BUMDes, hamlet head, and other village people who work as waste managers. The role of collaborating stakeholders in community empowerment is able to encourage the success of BUMDes management and improve the economic welfare of Panggungharjo Village.

The empowerment implementation carried out by the Panggungharjo Village Government has involved the community with a collaborative strategy. Stakeholders can build village potential independently and build a quality community. In the implementation of community empowerment as a basis for increasing the community's economy through BUMDes in Panggungharjo village, community participation has been involved in becoming actors in BUMDes activities, community involvement is significant in all BUMDes business units. Implementation of community empowerment through BUMDes under the guidance and supervision of Panggungharjo Village is carried out by forming groups in each village to monitor each program that has been implemented. This is done so that community empowerment activities through BUMDes can be effective. The existence of BUMDes which involves all stakeholders is significant in increasing the source of community income which allows the community as an actor to carry out development and improve people's welfare optimally. Empowerment carried out by the Panggungharjo Village Government in involving its community with a collaborating stakeholders strategy through BUMDes can build village potential independently and build a quality community. Community empowerment aims to bring the Panggungharjo Village community to develop and become an excellent and sustainable village.

The success rate of collaboration in economic empowerment within *BUMDes* forum can be classified as successful. It can be seen from the achievements of Panggungharjo *BUMDes*. The success rate of collaboration in economic empowerment within the *BUMDes* forum can be said to be successful due to several achievements of Panggung Lestari *BUMDes*. The rapid increase in PAD of *BUMDes* village, and *BUMDes* income is large and constantly increases every year. The growing number of Panggung Lestari *BUMDes* business units from 2014 to

the present. A large number of *BUMDes* business units has increased community income and absorbed labor for the Panggungharjo village community. Panggung Lestari *BUMDes* business unit has an impact on socio-economic changes for the Panggungharjo Village community. Panggungharjo Village becomes a pilot village and a reference for other villages. (6) *BUMDes* absorbs jobs for marginalized people. It can be concluded that empowering *BUMDes* involves the community (Local residents) to develop businesses, makes villagers as *BUMDes* business partners, integrates the village's economic activities, creates an excellent and sustainable, and increases the productivity of village human resources.

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