



Study of Improving The Status of Village-Owned Enterprises Legal Entity Through The Ministry of Village Enterprises Platform In Bojonegoro Regency

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ABSTRACT

Objective: The enactment of Law Number 11 of 2021 concerning Job Creation requires Village-Owned Enterprises to have a legal entity certificate to protect Village-Owned Enterprises in the eyes of the law (legal standing). Based on Bojonegoro Regent Regulation Number 79 of 2021, one of the duties and functions of the Bojonegoro Regency DPMD is to provide guidance, facilitation and development to Village-Owned Enterprises, meaning that the DPMD has an urgency in the process of accelerating the registration of Village-Owned Enterprises legal entities through the platform of the Ministry of Villages, PDPT. Bojonegoro Regency is an area with the most Village-Owned Enterprises in East Java, amounting to 419 Village-Owned Enterprises from 419 villages. This study aims to analyze and describe the role of the Bojonegoro Regency DPMD in improving the legal entity status of Village-Owned Enterprises. **Method:** The method used is descriptive qualitative. Data collection techniques through observation, interviews and documentation. The focus of this study uses the role theory put forward by Jim Ife and Tesoriero (2014) with four role indicators, namely facilitative role, educational role, representation role and technical role. **Results:** The results of the study showed that the facilitative role aspect has not been running optimally because of the vacancy of the position and mediation did not reach an agreement. The educational role has been optimal as seen from the DPMD providing socialization and training to BUM Desa. **Novelty:** The representation role is less than optimal because the BKK village is not on target. While the technical role, the DPMD of Bojonegoro Regency has conducted data collection on BUM Desa that have legal entities as many as 90 BUM Desa and provided training and coaching in synergy with BUM Desa and TAPM assistants.

INTRODUCTION

Since the issuance of Law Number 23 of 2014 concerning the Regional Government, the implementation of government has shifted from the principle of centralization to the principle of decentralization. Decentralization itself embodies regional autonomy. According to Law Number 23 of 2014 concerning Regional Government, the definition of regional autonomy is as follows: "Regional Autonomy is the right, authority, and obligation of autonomous regions to regulate and manage their government affairs and the interests of the local community by laws and regulations." The perspective of regional autonomy encompasses not only the delegation of responsibility from the center to the regions but also the regions' need to survive in carrying out development in terms of planning and implementing programs. Through this policy, it is hoped that regional governments will be more independent in implementing programs, thereby reducing the central government's involvement. Regencies and cities under the authority of the regent or mayor are administrative areas of Indonesia, ranking after provinces.

They strive to optimize their regional wealth in order to improve the quality of life of the community (Wanto, 2018). Regional regulations (Perda), which serve as the legal basis for regional autonomy by regional conditions, are established by the regional head and the DPRD to carry out government affairs. Regional Apparatus Organizations (OPD) support regional heads in implementing government programs and managing operational affairs. Regional Apparatus Organizations (OPD) assist regional heads in managing the administrative aspects of government programs and operations. Additionally, the formation, role, primary responsibilities, duties, and organizational structure of regional organizational units determine the organization of these units within the organization. Regional heads determine the structure of tasks and functions within regional units (Haw, 2022).

The Community and Village Empowerment Service (DPMD) is a regional unit organization with the closest relationship to the village government. The DPMD of Bojonegoro Regency is responsible for empowering social institutions and rural economic enterprises, as well as supporting tasks assigned by the region. This is stated in Bojonegoro Regulation Number 9 of 2021 concerning the Position, Organizational Structure, Description of Duties and Functions, and Work Procedures of the Community and Village Empowerment Service of Bojonegoro Regency. One of the village's economic institutions is the BUM Desa. The government has established a policy for the establishment of Village Business Entities (BUM Desa) to support an independent village economy and to comply with Law Number 6 of 2014 concerning Villages and Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration of the Republic of Indonesia Number 4 of 2015.

The existence and position of BUM Desa have a fairly complicated problem, namely that BUM Desa finds it difficult to establish business cooperation with other parties, BUM Desa finds it difficult to access banking capital, and business expansion opportunities are hampered by the absence of legal standing (legal standing before the law) so that it is challenging to partner equally. Thus, Law Number 11 of 2021 concerning Job Creation was born in Chapter 1 Article 1, which reads, "Village-Owned Enterprises are legal entities established by villages and/or together with villages to manage businesses, utilize assets, service services, and other businesses for the greatest welfare of the Village community."

The legal entity position is significant for BUM Desa's ability to establish cooperation. If a BUM village is legally recognized, then any claims made by outside parties against the village can only be made to the extent that the BUM Desa property, personal belongings, and operational executors are not affected unless the enforcement of operations acts extremely. According to Koentjaraningrat (2005:13), role refers to the behavior of individuals who occupy a particular position. Thus, the concept of role refers to the pattern of behavior expected of someone who holds a specific status or position within an organization or system. With the role of the DPMD of Bojonegoro Regency, it is hoped that the legal status of BUM Desa in Bojonegoro will increase through the programs created.

The DPMD of Bojonegoro Regency, in carrying out its primary duties and functions as a regional apparatus organization with a work program in the field of community and village empowerment, certainly has a role in implementing several regulations made by the central government, one of which is the registration of BUM Desa legal entities. The flow of legal entity registration is as follows: role refers to occupy particular Thus, holds a specific within,



Figure 1. Flow of village-owned enterprise legal entity registration

The image above is the flow of legal entity registration for BUM Desa/BUM Desa Bersama. In order to facilitate the legal entity registration process, here are the things that need to be prepared:

1. Minutes of Village Deliberation / Inter-Village Deliberation
2. Village Head Regulations / Joint Village Head Regulations
3. Articles of Association of Village-Owned Enterprises
4. Village-Owned Enterprise / Joint Village-Owned Enterprise Household Budget
5. Work Program
6. Power of Attorney (for joint Bumdesa) With the role of the Regency DPMD

Bojonegoro is expected to enhance the legal status of BUM Desa in Bojonegoro through the programs it creates. The implementation of the legal entity has been stated in Government Regulation Number 11 of 2021 concerning BUM Desa. The existence of the Regulation of the Minister of Villages Number 2021 concerning Registration, Data Collection, Ranking, Guidance, Development, and Procurement of Goods and Services of BUM Desa/Joint BUM Desa. To accelerate the registration of BUM Desa legal entities, the Community and Village Empowerment Service (DPMD) plays a crucial role in its duties and functions.

The main tasks and functions of the Bojonegoro Regency DPMD related to Village-Owned Enterprises have been explained through Regent Regulation Number 79 of 2021. However, are these main tasks and functions expected to improve the status of legal entities? Unfortunately, there is still limited research that examines the role of the Bojonegoro Regency DPMD in enhancing the legal status of Village-Owned Enterprises.

Departing from this description, the researcher chose to use the role theory according to Ife & Tesoriero (2014), namely the facilitative role, educational role, representational role, and technical role, which are the benchmarks and determine how much role the Bojonegoro Regency Community and Village Empowerment Service plays in improving the legal status of Village-Owned Enterprises (Bum Desa) in Bojonegoro Regency. Based on the background above, the author is interested in conducting a study titled "Analysis of the Role of the Community and Village Empowerment Service in Improving the Legal Status of Village-Owned Enterprises (Bum Desa) in Bojonegoro Regency."

RESEARCH METHOD

This research was conducted at the Community and Village Empowerment Service of Bojonegoro Regency. This location was chosen because Bojonegoro Regency is the area with the second-largest number of villages in East Java, namely 413 villages, with a percentage of Village-Owned Enterprises establishments reaching 100%, or 419 Village-Owned Enterprises. The selected area has never been researched the same as the topic being studied, which is the basis for selecting the location.

The type of research used is descriptive with a qualitative approach. This approach is used to describe and analyze the role of the Community and Village Empowerment Service of Bojonegoro Regency in improving the legal status of BUM Desa. The focus of this research is the role of government according to Ife & Tesoriero (2014), namely the facilitative role, educational role, representation role, and technical role as follows:

1. Facilitative Role

In the role of facilitation, what is meant here is the role of the DPMD of Bojonegoro Regency in relation to providing encouragement to BUM Desa, through mediation and negotiation, group facilitators, utilization of natural and human resources and organizing

2. The Role of Education

The focus of the research on the educational role that the DPMD of Bojonegoro Regency provides to BUM Desa is by increasing awareness and providing training.

3. The Role of Representation

The representational role used to show the various roles of the Bojonegoro Regency DPMD in obtaining financial resources, opening networks and using media.

4. Technical Role

The focus of the research taken in the technical role indicator is using computers as well as verbal and written presentations in the form of data collection on the number of Village-Owned Enterprises that are not yet legal entities, the process of becoming legal entities and those that have obtained legal entity certificates.

In conducting this research, the author employed a purposive sampling technique, also known as a data collection technique, with specific considerations in Mind (Sugiyono, 2010)—specifically, data collection techniques involving interviews,

observations, and documentation. The researcher conducted interviews with the Head of the Village/Sub-district Community Resilience Division of the Bojonegoro Regency DPMD, the Sub-Coordinator of the Young Expert Self-Help Movement, four directors of BUM Desa and four secretaries/village heads. The data analysis process, utilizing qualitative data analysis through an interactive model (Miles & Huberman, 1994), consists of data collection, data reduction, data presentation, and conclusion.

RESULTS AND DISCUSSION

Results

BUM Desa is an economic force that can be used in several regions as a social tool to counter pragmatism and encourage the rise and expansion of social ideals. There are 7,724 villages and 30 districts and cities in East Java Province. One of the provinces in Indonesia with a large number of BUM Desa villages, categorized into three main groups, is East Java. The information is presented in the table below:

Table 1. Number of villages and village-owned enterprises in East Java in 2022

No	Regency/City	Number of Villages	Number of BUM Village	%
1	Kediri	343	343	100%
2	Jombang	302	301	99.96%
3	The Great	264	264	100%
4	Blitar	220	220	100%
5	Trenggalek	152	152	100%
6	Rock	19	19	100%
7	Ponorogo	281	281	100%
8	Pacitan	166	144	86.87%
9	The city of Tulungagung	257	257	100%
10	English	189	167	88.35%
11	Madiun	198	198	100%
12	Bojonegoro	419	419	100%
13	Bondowoso	209	121	57.89%
14	Lacquer	180	164	91.11%
15	Sumenep	330	294	89.09%
16	Gresik	330	328	99.39%
17	Jember	226	226	100%
18	The Great Wall	213	203	95.30%
19	Mojokerto	299	279	93.31%
20	The City of Pamekasan	178	146	82.02%
21	Bangkalan	273	273	100%
22	Situbondo	132	80	60.60%
23	Pasuruan	341	160	50.95%

No	Regency/City	Number of Villages	Number of BUM Village	%
24	Poor	378	247	65.34%
25	Sidoarjo	322	257	79.81%
26	Magetan	207	176	85.02%
27	Tuban	311	235	75.56%
28	Lamongan	462	270	58.44%
29	Lumajang	198	137	69.19%
30	Probolinggo	325	221	68%
Total		7,724	6,498	85.93%

Based on data from the East Java Provincial Government in 2002, the number of BUM Desa was recorded as 6,490 units, with 1,400 advanced classifications, 2,353 developing classifications, and 2,737 beginner BUM Desa. The most significant number of villages is occupied by Lamongan Regency, with a total of 462 villages. The second rank is held by Bojonegoro Regency, with 419 villages, and the third is Malang Regency, with a total of 378 villages. The Bojonegoro Regency Government is one of the regions that ranks second in terms of the most significant number of villages. The number of BUM Desa in Bojonegoro Regency is 419, which represents 100% of the total and is undoubtedly higher than the percentage in Lamongan Regency, which has the most significant number of villages. Seeing the number of villages, of course, Bojonegoro Regency has a pretty good opportunity to develop villages and empower communities through BUM Desa. Based on the results of field research, there are several roles of the Bojonegoro Regency DPMD in improving the legal status of BUM Desa as follows:

1. Facilitative Role

The role of the Community and Village Empowerment Service of Bojonegoro Regency, related to stimulation and facilitative support, will be described in various practical roles. These are the roles of social spirit, mediation and negotiation, group facilitation, resource utilization, and organizing. Social spirit in the research results shows that the DPMD of Bojonegoro Regency provides social spirit through a meeting forum with the director of BUM Desa, village head, and BUM Desa assistant, who are gathered in a forum for the initial delivery of the latest regulation from the Ministry of Villages, Disadvantaged Regions and Transmigration which stipulates that the legal status of BUM Desa which was previously limited to village regulations, now BUM Desa must register with the Ministry of Villages, Disadvantaged Regions and Transmigration portal. Mrs. Amilis Setyandhiva conveyed another thing to the Secretary of Sidobandung Village, who said:

"The encouragement from DPMD to immediately register the BUM Desa legal entity is not only through meeting forums but in WhatsApp groups, DPMD also often motivates and provides the latest information regarding the registration of BUM Desa legal entities. Finally, our BUM Desa has officially become a legal entity."

The impact of this encouragement and support can be seen from the enthusiasm of BUM Desa, who have registered their names on the Kemendes PDTT portal. Several informants, including the BUM Desa director and the village head, also conveyed this. Efforts to mediate and negotiate administrative obstacles such as Perdes and AD/ARRT from BUM Desa when registering BUM Desa legal entities on the Kemendes PDTT portal have become a problem for several BUM Desa. Upon informing about the error, Kemendes PDTT immediately sent an email to BUM Desa. The BUM Desa has communicated with the DPMD, but assistance from the DPMD is limited to helping with repairs, as per the Kemendesa procedure. The DPMD of Bojonegoro Regency has communicated the complaints experienced by BUM Desa administrators when registering legal entities, but several provisions from the Kemendesa PDTT cannot be negotiated.



Figure 2. Mediation of administrative file errors of BUM Bandung Village

Based on the researcher's observation, when there was mediation between the DPMD of Bojonegoro Regency and the BUM Desa Bandung Bondowoso, as in the picture above. When the BUM Desa conveyed several administrative errors. At that time, administrative defects were experienced, including the incorrect village regulation year and several points in the AD/ART that were incorrect. The DPMD of Bojonegoro Regency, represented by Mr. Agus Salim, assisted in correcting the draft AD/ART by incorporating the necessary provisions. Meanwhile, the year of issuance of the village regulation for the establishment of the BUM Desa cannot be corrected, but a re-deliberation must be held. The BUM Desa hopes to be able to mediate virtually with the Ministry of Villages regarding this matter.

Third, provide a forum for group facilitators regarding complaints experienced by BUM Desa during the legal entity registration process. The DPMD of Bojonegoro Regency aims to guide the registration of legal entities for BUM Desa administrators and village heads within each BUM Desa. A facilitator must be able to adapt to the community environment in order to play an active role in identifying problems, formulating solutions, and developing the community through existing programs (Junaidi et al., 2022).



Figure 3. Facilitator of the Mekar Jaya Village owned enterprise legal entity registration group

This is by what the Bojonegoro Regency DPMD has done, namely facilitating BUM Desa to oversee the improvement of AD/ART, as seen in the picture above. Due to the limited workforce of the Bojonegoro Regency DPMD, the Bojonegoro Regency DPMD sent TAPM experts to the field to facilitate BUM Desa in creating administrative documents, ultimately obtaining a legal entity certificate and fourth, utilizing existing resources to be developed more optimally. Villages have diverse potentials; however, community awareness needs to be developed as a form of community empowerment by identifying opportunities within the village, such as its natural potential that requires development (Syaifudin & Ma'ruf, 2022). Development and innovation related to the formation of regulations supports the successful implementation of policies by taking into account the conditions of each region (Fitrie et al., 2023).

The natural potential that will be developed into a business unit is also one of the requirements for registering a Village-Owned Enterprise legal entity. When registering a legal entity, the Village-Owned Enterprise is required to specify the number of business units and types of Village-Owned Enterprise businesses on the Kemendesa PDTT portal. Meanwhile, in the utilization of human resources, the Bojonegoro Regency DPMD plays a role in recruiting assistants for Village-Owned Enterprises, whose job is to assist the DPMD in monitoring and controlling the development of These Enterprises. Currently, 28 Village-Owned Enterprise assistants are funded by the Bojonegoro Regency's Annual Budget (APBD).

Fifth, organizing DPMD employees in the division of work programs. The Bojonegoro Regency DPMD has one secretariat and three fields: the Village Government Development Field, the Village/Sub-district Community Resilience Field (KMD/K), and the Village/Sub-district Development, Cooperation, and Appropriate Technology Field. The KMD/K field is responsible for all BUM Desa activities, comprising one head of field, one sub-division head, and three staff members. The study's results found that one position of young expert self-help coordinator had remained unfilled since mid-2022. Another statement was also conveyed by The above was confirmed by Mr. Suharto the Director of BUM Desa Mojoranu, who said:

"DPMD Bojonegoro Regency together with BUM Desa assistants often hold training and meetings for BUM Desa with village assistants. This is an effort by DPMD Bojonegoro Regency Also to listen to our complaints in managing BUM Desa. The performance of the DPMD of Bojonegoro Regency has been good enough to oversee the registration of legal entities. However, we also feel that the KMD/K sector actually lacks staff with a large number of work programs."
(Monday, May 13, 2024 at 15.40 WIB)

This resulted in employees being overwhelmed in implementing work programs. TAPM, BUM Desa assistants, and student interns assisted many work program implementations. Thus, the overall facilitative role of the Bojonegoro Regency DPMD has not been deemed optimal. Because mediation and negotiation between the Village-Owned Enterprises and the DPMD have not reached an agreement. Therefore, there are Village-Owned Enterprises whose legal entity registration process has stopped since 2022. On the other hand, the number of employees in the KMD/K Division of the Bojonegoro Regency DPMD is minimal, resulting in overlapping work. So it is necessary to fill vacant positions.

2. The Role of Education

The role of education is one of the most important aspects of a social institution or community worker's responsibilities. According to Amansyah (2021), education is closely related to socializing a program or activity that will later benefit a group or as a whole. First, increase awareness of BUM Desa to encourage immediate registration of legal entities. Increasing public awareness and providing information to influence their behavior through the provision of information and education (Ma'ruf et al., 2023). In carrying out its role, DPMD must convey regulations for registering legal entities to BUM Desa. This is by what was conveyed by Mr. Kuzaini as Director of BUM Desa Guyub Reksa Dana Sukorejo:

"DPMD represented by Mrs. Evie has held a meeting with all BUM Desa throughout the district to conduct socialization and coaching so that BUM Desa registers its name as a legal entity. DPMD also conveyed the benefits obtained when it already has a legal entity certificate. Examples of benefits are facilitating cooperation with third parties, flexibility in managing business activities, easier access to capital."

In order for BUM Desa to understand and comprehend the purpose of the BUM Desa legal entity policy, namely by taking action to make BUM Desa administrators aware to immediately register a legal entity through a meeting forum in the form of socialization where the BUM Desa director and village head are invited in one place to get socialization from 121 DPMD of Bojonegoro Regency regarding the benefits of the legal entity certification program, increasing public awareness cannot be realized quickly, meaning that regular assistance is needed.

The second is training. After conducting socialization of the legal entity policy from the Ministry of Villages, the next stage is training. Training is a process by which professional workers assist workers to improve their work skills (Eprilianto et al., 2022). As shown in the picture below, the training was conducted by the DPMD of Bojonegoro Regency for one of the BUM Desa.



Figure 4. Agency registration training law

In this case, the DPMD of Bojonegoro Regency synergizes with village assistants and is also assisted by Community Empowerment Experts (TAPM) to provide training on legal entity registration to all BUM Desa in Bojonegoro Regency. Although this regulation has been in effect since 2020, until now, the DPMD of Bojonegoro Regency continues to hold training and capacity building for BUM Desa administrators and village governments every year to register legal entity certificates.

Based on description above shows that the DPMD of Bojonegoro Regency has carried out its educational role quite optimally, where this role is related to the actions of the DPMD of Bojonegoro Regency in raising awareness among BUM Desa administrators and providing intensive socialization and training to BUM Desa administrators.

3. The Role of Representation

DPMD of Bojonegoro Regency in its representative role helps BUM Desa to obtain external sources in the form of financial support and networks and use the media. The goal is to gain broader support from others, obtain sources, build connections, grow relationships with other parties and groups, and motivate them to engage in efforts aimed at realizing their potential, including the community, government, and companies (Lumintang and Lesawengen 2023).

First, get financial resources in the form of financial assistance to stimulate BUM Desa to immediately register as a legal entity. Bojonegoro Regency has a Special Village Financial Assistance (BKK Desa) program which is allocated for BUM Desa that have registered as a legal entity. This program has been running since 2020 and several BUM Desa have received it.

In the researcher's observation in the implementation of the program, DPMD as a verifier of the disbursement files and accountability reports of BKK Desa funds. The BKK Desa application system is that the village government whose BUM Desa has been processed as a legal entity submits a BKK Desa proposal in accordance with the provisions made by the DPMD of Bojonegoro Regency. However, it was found that there were BUM Desa that had been legal entities but had not received BKK Desa since 2023. This was reinforced by a statement from Mr. Suharto as Director of BUM Desa Jaya Abadi Mojoranu who said:

"Our BUM Desa has had a legal entity certificate since early 2023, but until now we have never received a Village BKK."

From the statement above, it is possible that there is no priority in the distribution of BKK Desa. In addition to being a verifier of BKK Desa disbursement, the DPMD also plays a role in connecting partners (third parties) to cooperate with the BUM Desa as seen in the picture below.



Figure 5. Cooperation between Ngudi Utomo Village-Owned enterprises and bank jatim

The purpose of the partnership is to strengthen the capacity of small businesses to grow and develop by providing financial support and training of professional and skilled resources to increase sales and ensure the long-term survival of the business (Ariesty et al. 2020). In this case, the DPMD of Bojonegoro Regency bridges BUM Desa with several partners such as BUMN, BUMD and the private sector so that they can develop their businesses through cooperation. Through after the cooperation means that the BUM Desa and the cooperation partners must of course synergize to achieve the goal of developing the business.

Second, using media as a means of building relationships with the community related to the DPMD work program. On social media, WhatsApp, DPMD creates a group with BUM Desa administrators, village assistants, and village governments to communicate about the progress of legal entity registration and other matters. However, based on the researcher's observations, it was found that the DPMD of Bojonegoro Regency had not utilized social media optimally. It is known that the social media account of Bojonegoro Regency, specifically the DPMD Instagram account, has only one upload related to legal entity training in 2022. In the Instagram highlights, there is also no content related to legal entities. Optimizing social media makes it easier for all residents, regardless of their background, to access public services (Rachman, 2022).

Based on the facts in the field, the role of the Bojonegoro Regency DPMD representation has not been optimal. In stimulating BUM Desa to register as a legal entity through the 125 BKK Desa program for BUM Desa capital participation, it is considered not to be on target. The Bojonegoro Regency DPMD uses social media only once to provide information related to legal entities. Meanwhile, to develop BUM Desa, the Bojonegoro Regency DPMD has helped bridge the gap between BUM Desa and other parties that want to partner for the sustainability of BUM Desa's business units.

4. Technical Role

Collecting and analyzing data on the classification of BUM Desa legal entity registration is an indicator of the technical role. DPMD, in its technical role, analyzes data on legal entity registration, starting from data collection related to BUM Desa that have not yet reached the process stage and those that have obtained a legal entity certificate. This is also supported by data on BUM Desa, which already has a legal entity certificate below:

Table 2. Legal entity registration status data for 2024

Subdistrict	Process Registration	Repair Dokument	Verified Dokument
Balen	-	1	4
Kedung - adem	-	1	7
Baureno	-	2	11
Sumberrejo	-	2	3
Kapas	2	2	1
Ngraho	-	2	-
Padangan	-	1	2
Kalitidu	-	3	3
Bojonegoro	-	2	5
Dander	2	3	7
Sugihwaras	-	5	2
Ngasem	-	-	2
Temayang	-	-	9
Trucuk	-	-	-
Kedewan	-	-	-
Bubulan	-	-	1
Tambakrejo	-	1	1
Sukosewu	-	-	3
Malo	1	3	5
Gayam	-	2	5
Kepohbaru	-	6	8
Margomulyo	-	-	2
Ngambon	-	2	1
Purwosari	-	-	1
Kanor	1	3	4
Kasiman	-	1	-
Gondang	-	1	-
Sekar	1	2	3
Total	7	45	90

(Source: Community Empowerment Service, Bojonegoro Regency, 2024)

The table above shows that out of a total of 419 Village-Owned Enterprises in Bojonegoro Regency, 90 have established legal entities, seven are in the process of registering legal entities, and 45 are still in the stage of document improvement. The role of the Bojonegoro Regency DPMD in encouraging Village-Owned Enterprises to register as legal entities is commendable. Within 3 years, approximately 90 Village-

Owned Enterprises have established legal entities, indicating that around 30 Village-Owned Enterprises will have obtained legal entity certificates within a year.

According to Adrianto (2020), technical skills involve a specialized activity that utilizes tools relevant to the individual, accompanied by specialized knowledge from the organizational unit. The researcher also conducted observations related to the technical role, in which employees of the Bojonegoro Regency DPMD were equipped with computers and several laptops to support activities both inside and outside the room. The Bojonegoro Regency DPMD always updates data on the progress of legal entity registration carried out by the Village-Owned Enterprises. For each progress that has been passed, the Village-Owned Enterprises always provide this information to the Bojonegoro Regency DPMD. Furthermore, staff employees will later update the data in Microsoft Excel. The data will be followed up every month by the 114 BUM Desa WhatsApp group and also with the village government.

From the observation results and data above, DPMD has carried out a technical role, namely DPMD staff conducting data collection on BUM Desa from the stage of registering the name of BUM Desa to the portal to the Ministry of Villages, Disadvantaged Regions and Transmigration until obtaining a legal entity certificate. Training and facilitation efforts were also implemented well with TAPM and BUM Desa assistants.

CONCLUSION

Fundamental Finding: There are still administrative obstacles that hinder the registration process of BUM Desa legal entities. Although the DPMD of Bojonegoro Regency and the Ministry of Villages have attempted to communicate, a satisfactory solution has not been found for the parties experiencing these obstacles. Additionally, the vacancy of positions in the field of implementing work programs leads to overlapping responsibilities and negatively impacts work efficiency. **Implication:** The socialization and training conducted by DPMD have been successful, increasing the awareness and capacity of BUM Desa to register for legal entity status immediately. This shows a positive step in supporting the sustainability of BUM Desa. Although the BKK Desa program was designed to encourage BUM Desa to become a legal entity, its implementation has sparked jealousy due to the allocation of funds being disproportionate. Additionally, the lack of publication through social media platforms like Instagram poses a challenge in disseminating information. The provision of computer facilities and data collection on the progress of legal entity registration has shown significant progress. However, further coaching efforts are still needed for Village-Owned Enterprises that are stagnant in the registration process. **Limitation:** This study uses more qualitative data from interviews and observations, so it does not provide a comprehensive statistical picture regarding the number of Village-Owned Enterprises that experience obstacles in the legal registration process. **Future Research:** Research can be conducted by developing research by comparing the dynamics of the

BUM Desa legality registration process in various districts or provinces to determine the differences and specific success factors.

AUTHOR CONTRIBUTIONS

Luci Fransiska Puspita Ningrum : Conceptualization, Methodology, Validation, Formal Analysis, Resources, Data Curation, Project Administration and Writing - Original Draft. All authors have read and approved the final version of this manuscript.

DECLARATION OF COMPETING INTEREST

The authors declare no known financial conflicts of interest or personal relationships that could have influenced the work reported in this manuscript.

DECLARATION OF ETHICS

The authors declare that the research and writing of this manuscript adhere to ethical standards of research and publication, in accordance with scientific principles, and are free from plagiarism.

DECLARATION OF ASSISTIVE TECHNOLOGIES IN THE WRITING PROCESS

The authors declare that generative artificial intelligence (Gen AI) and other AI-assisted tools were used judiciously, not excessively, during the research and preparation of this manuscript. Specifically, ChatGPT was used for brainstorming; Grammarly for grammar and style correction. All AI-generated materials have been reviewed to strengthen data accuracy, completeness, and compliance with ethical and scientific standards. The authors are fully responsible for the final content of the manuscript.

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