

Policy Implementation Analysis of Village-Owned Enterprises (Bumdes) in Empowering the Local Economy in Garut Regency

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Received : January 24, 2025

Accepted : March 4, 2025

Published : April 30, 2025

Citation: Meliana, M., Kania, I., Akbar, G, G., Ulumudin, A. (2025). Policy Implementation Analysis of Village-Owned Enterprises (Bumdes) in Empowering the Local Economy in Garut Regency. *Ijomata International Journal of Social Science*, 6(2), 579-592.

<https://doi.org/10.61194/ijss.v6i2.1674>

ABSTRACT: This study aims to explore implementing BUMDes policies in the Garut Regency, which has not yet been fully effective due to various influencing factors. The research adopts a qualitative approach with a descriptive method. Data was collected through interviews with the DPMD and BUMDes managers in the Garut Regency and analysis of relevant documents. Implementing BUMDes policies in Garut Regency demonstrates varying outcomes, influenced by key factors such as stakeholder communication, resource availability, implementer disposition, and bureaucratic structure. Referring to Edward III's theory, the success of BUMDes policy implementation is shaped by four main variables: (1) Communication, which ensures that policies are well understood and accepted by the village community and BUMDes managers; (2) Resources, including funding, human resources, and infrastructure essential for the sustainability of BUMDes; (3) Disposition (Implementer Attitude), reflecting the commitment of local government, BUMDes managers, and the community in executing policies; and (4) Bureaucratic Structure, involving coordination between agencies and administrative procedures that affect the smooth execution of policies. The research findings reveal that despite challenges such as limited human resources and restricted access to capital, well-managed BUMDes have the potential to strengthen the local economy and reduce dependence on central government assistance. Enhancing communication, building human resource capacity, and streamlining bureaucracy are crucial in accelerating village economic empowerment goals through BUMDes.

Keywords: BUMDes, Policy Implementation, Resources, Communication, Bureaucratic Structure.



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INTRODUCTION

Implementing the Village-Owned Enterprise (BUMDes) policy represents one of the government's strategic efforts to enhance economic independence within villages and empower local communities. BUMDes was established under Law No. 6 of 2014 concerning Villages, which allows for greater flexibility in managing local resources and creating welfare for village communities. The presence of BUMDes aims to optimise economic potential in villages across various sectors, including agriculture, tourism, and the creative industry, thereby boosting village original income (PADes) and overall community welfare ([Irma Latifah Sihite Edy Sutrisno, 2024](#); [Novlyani, 2021](#)).

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In practice, BUMDes faces several challenges, such as a shortage of skilled human resources, limited access to capital, and low public awareness of business management. These issues can jeopardise the sustainability of BUMDes, particularly if there is insufficient support from local government and related agencies regarding mentoring and oversight. Research conducted by [\(Nugroho, 2019\)](#) indicates that the success of BUMDes implementation largely hinges on the synergy among government policies, community backing, and the availability of local resources. A lack of collaboration can obstruct the effectiveness of BUMDes in enhancing the village economy [\(Alphaomega Pulcherima Rambang Raden Biroum Bernardianto Stefani Made Ayu Artharini Koesanto, 2024; Santiko et al., 2021\)](#).

The success factor of BUMDes is also influenced by the active participation of the village community in the planning and management process [\(Rulandari et al., 2022\)](#). Research by Wijaya and Andini (2021) shows that community involvement in BUMDes activities is vital in enhancing the sense of ownership and responsibility, thereby increasing the potential for business success. Support from local government, including training, access to capital, and infrastructure development, has been demonstrated to improve BUMDes performance across various areas [\(Santoso & Wahyudi, 2020\)](#).

Moreover, the presence of BUMDes is anticipated to lessen the village's reliance on assistance from the central government and create more local employment opportunities. A study by Hermawan (2019) found that well-managed BUMDes could generate new jobs and decrease unemployment rates within the village. Therefore, the government and other stakeholders must maintain their support for BUMDes initiatives through targeted policies and programs, aiming to achieve an independent and prosperous village [\(Handono Eko Prabowo, 2014\)](#).

Tabel 1. Data Bumdes di Kabupaten Garut Tahun 2020

Active	Not Active Yet	Inactive
150	204	67

Based on the table above, there are 421 BUMDes, meaning each village has one BUMDes. BUMDes Category Based on Operational Status: A total of 150 BUMDes are already actively operating, 204 BUMDes are not yet active, and as many as 67 BUMDes are inactive.

This data shows that most BUMDes (204) are not yet active, and only 150 are already operational. Meanwhile, 67 BUMDes are inactive, which may be caused by various factors, such as lack of support or challenges in implementation.

Implementing BUMDes in Garut Regency is one of the efforts to strengthen villages' economic independence by managing local potential. Garut Regency has various potential resources, such as agriculture, plantations, livestock, and tourism, that can be developed as a source of income for the village. The Garut regional government supports the existence of BUMDes as a forum for

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managing these resources, increasing Village Original Income (PADes), and reducing dependence on funds from the central government ([Arifin & Susilo, 2021](#)).

However, the development of BUMDes in the Garut Regency also faces challenges, including limited access to capital and limited managerial capabilities in several villages. In addition, community involvement in BUMDes in several villages is still low, which can hinder the effectiveness of business management. Research conducted by ([Setiawan, 2021](#)) shows that the success of BUMDes is highly dependent on local government support through training and coaching, as well as active community participation in BUMDes business activities. One example of the success of BUMDes in Garut Regency can be seen in BUMDes operating in the tourism and agriculture sectors. With the support of funds and training, several BUMDes have been able to maximize existing local potential so that they can improve the welfare of local communities and create new jobs ([Hidayat et al., 2020](#)). This study shows that the success of BUMDes in Garut is highly dependent on the synergy between the local government, village officials, and the community. With good collaboration, BUMDes can function optimally as an independent driver of the local economy ([Dahlia, 2023](#); [Muhammad Luis Nurul Jannah, 2024](#)).

With various approaches and perspectives, implementing BUMDes (Village-Owned Enterprises) has become a focus in efforts to develop the village economy in Indonesia. According to ([Apriyanto, 2020](#)) Evaluating BUMDes' performance is important for formulating policies on the political economy and accounting management. An approach that takes into account environmental potential is also key; ([Asis, 2020](#)) highlights units such as waste banks and clean water that improve performance and add value for BUMDes. In addition, ([Asmuni, 2020](#)) revealed that BUMDes can prevent excessive urbanization by keeping the village's best resources in the town.

Meanwhile, ([Fuadi, 2022](#)) shows that BUMDes' financial performance is affected by the COVID-19 pandemic, which requires an adaptive financial management strategy. ([Purbawati, 2019](#)) emphasizes accountability in BUMDes financial management, which builds public trust and maintains sustainability. According to ([Ghofar, 2022](#)), a good governance model and intellectual capital development are very important to overcome agency problems in BUMDes, which is also supported by ([Ginanjar, 2020](#)) who found that internal organizational factors influence the quality of financial reports.

Other studies also show that the capacity and administrative capabilities of BUMDes greatly affect its performance ([Hendriani, 2019](#)), while ([Saleh, 2021](#)) highlights the importance of BUMDes in increasing local product businesses and marketing, such as seaweed. ([Sofianto, 2021](#)) maps the potential of BUMDes for village economic recovery during the pandemic, which is in line with the results of ([Sumbodo, 2021](#)) who found that household waste management through BUMDes provides added value to the village.

On the other hand, designing an effective accounting information system is also important to support BUMDes management ([Supriyati, 2020](#)). ([Tarlani, 2022](#)) sees that the development of community-based tourism with the support of BUMDes in villages in Indonesia can strengthen the village economy sustainably. In addition, ([Wahab, 2003](#)) and ([Andriani, 2020](#)) underline the

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importance of integrated tourism planning to support the pro-people tourism sector, in line with the view (Putra 2019) on poverty alleviation efforts through community-friendly tourism. (Zuhdiyaty, 2019) added that BUMDes plays a role in improving the welfare of village communities through the SLA (Sustainable Livelihoods Approach) in its management.

Edward III's theory is an important foundation for understanding the success of policy implementation, including policies related to Village-Owned Enterprises (BUMDes). This theory emphasizes that the success of policy implementation is greatly influenced by four main factors: communication, resources, disposition (attitude of implementers), and bureaucratic structure (Edward III, 1980).

METHOD

This research employs a descriptive qualitative approach to thoroughly analyze the implementation of Village-Owned Enterprises (BUMDes) policies to empower the local economy. The research process unfolds in several interconnected stages, starting with the planning phase, where the researcher identifies the focus of the study and formulates research questions. These questions revolve around the effectiveness of BUMDes policy implementation, the challenges encountered during the process, and the impact of these policies on local economic empowerment. During this phase, the research objectives are clearly defined, aiming to evaluate the extent to which BUMDes contributes to economic development in rural areas, identify supporting and inhibiting factors, and explore the outcomes experienced by the local community. In addition, this stage involves selecting the most appropriate research approach and methods, ultimately deciding on a qualitative descriptive approach due to its ability to capture detailed and contextual information from multiple perspectives.

The data collection phase follows, gathering primary and secondary data to ensure a comprehensive understanding of the issue. Primary data is obtained through in-depth interviews with key stakeholders, including BUMDes managers, village government officials, and community members directly involved or affected by BUMDes activities. These interviews are designed to explore various aspects of policy implementation, such as the planning, execution, and evaluation of BUMDes programs and the perceived benefits and obstacles encountered. Open-ended questions allow participants to share their experiences and perspectives in detail, providing rich and nuanced insights. In addition to interviews, observations may be conducted to capture the actual conditions and practices of BUMDes operations, adding further depth to the data.

Secondary data is collected from various official documents, including BUMDes annual reports, government regulations, and policy guidelines related to village economic development. These documents provide essential background information, statistical data, and formal evaluations that complement the primary data, offering a broader context for analysis. Relevant literature, such as previous studies, journal articles, and policy papers, is also reviewed to support the theoretical framework and understand best practices and challenges similar initiatives face in other regions.

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Once the data is gathered, the data processing and analysis phase begins, guided by Miles and Huberman's interactive model of qualitative analysis. This process consists of three key steps: data reduction, data display, and conclusion drawing and verification. In the data reduction stage, the collected information is carefully sorted, selected, and categorized to focus on data directly relevant to the research objectives. Redundant or irrelevant data is eliminated, while significant findings are highlighted and organized into themes or categories.

The refined data is systematically structured in the data display stage, often using descriptive narratives, matrices, or tables to illustrate key findings and relationships. This step facilitates the identification of patterns, trends, and discrepancies within the data, making it easier to interpret and analyze.

The conclusion drawing and verification stage involves synthesizing the findings to develop well-supported conclusions. Through continuous reflection and cross-referencing of data, the researcher ensures that the findings are consistent, credible, and aligned with the research questions and objectives.

To ensure data validity and reliability, the study employs triangulation techniques, including source and method triangulation. Source triangulation is achieved by comparing information obtained from different informants, such as BUMDes managers, village officials, and community members, to identify consistent and divergent perspectives. Method triangulation uses multiple data collection techniques, such as interviews, observations, and document analysis, to cross-validate the findings and enhance their credibility.

RESULT AND DISCUSSION

Implementation of BUMDes Policy in Garut Regency

The policy of establishing Village-Owned Enterprises (BUMDes) is a strategic step in optimizing local potential to improve the welfare of rural communities. Garut Regency, with its 421 villages, has a great opportunity to strengthen the local economy through BUMDes. However, the implementation of this policy has shown varying results, depending on several factors, one of which is the role of the local government in supporting the sustainability of BUMDes. The Garut Regency Government is crucial in providing support through regulations, technical assistance, and training for BUMDes managers. However, the main challenge in implementing this policy is the unequal support distribution. Some villages receive more intensive facilitation, while others still face limitations regarding human resources, access to capital, and supporting infrastructure. Therefore, the local government has a strategic role that must be optimized to ensure the effective implementation of this policy across all areas of the Garut Regency.

One key aspect that needs strengthening is the formulation of regulations and supporting policies. The local government is responsible for designing clear rules regarding the establishment and operation of BUMDes. Well-defined regulations will provide legal certainty, strengthen the institutional framework of BUMDes, and prevent misuse of authority in village business

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management. Additionally, flexible and adaptive policies are essential to enable BUMDes to develop according to the needs and potential of each village. These regulations should also include governance guidelines, financial management mechanisms, and transparent reporting and accountability procedures. With comprehensive policies, BUMDes can operate and grow more effectively in line with their original objectives.

Apart from regulations, funding provision and access to capital are key to the success of BUMDes. Capital remains a major challenge for many newly established BUMDes, especially those without stable revenue. The local government can play a role in facilitating access to funding through village fund allocations, People's Business Credit (KUR) schemes, and partnerships with microfinance institutions. With adequate capital support, BUMDes can expand their businesses sustainably, diversify their business lines, and contribute more significantly to Village Original Income (PADes). Furthermore, the local government can assist BUMDes in accessing funding sources from relevant ministries or Corporate Social Responsibility (CSR) programs provided by private companies.

In addition to financial aspects, technical assistance, and managerial training are critical factors in supporting the sustainability of BUMDes. The lack of management skills is a significant obstacle for many BUMDes managers, as many of them lack prior experience in business management or entrepreneurship. Therefore, the local government can organize regular training programs covering various aspects such as business management, digital marketing, financial management, and product innovation. By enhancing human resource capacity, BUMDes can be managed more professionally and efficiently, making them more competitive in the marketplace. This training should also be accompanied by continuous mentoring to help each BUMDes overcome challenges in their daily operations.

Besides human resources, adequate infrastructure also plays a vital role in the success of BUMDes. Poor infrastructure, such as inadequate road access and uneven internet connectivity, remains a major barrier to the development of village enterprises. The local government is responsible for accelerating the development of relevant infrastructure to support product distribution and expand the market reach of BUMDes. For example, villages with tourism potential require support in the form of improved transportation access and digital promotion to attract more visitors. Similarly, BUMDes engaged in agriculture and trade need support in the form of village markets or distribution centers to facilitate product marketing.

Regular monitoring and evaluation are essential to ensure that the BUMDes program operates according to its objectives. The local government can develop a data-driven monitoring system to measure the progress and economic impact of BUMDes in each village. This evaluation should cover various aspects such as program effectiveness, challenges encountered, and impact on rural community welfare. With a well-structured evaluation system, the local government can take strategic steps to address existing weaknesses and provide appropriate solutions for BUMDes facing operational difficulties.

Lastly, collaboration with various stakeholders is also a crucial factor in the success of BUMDes. The local government can act as a facilitator in building partnerships between BUMDes and

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multiple entities that can support the development of village enterprises, such as the private sector, academia, and civil society organizations. These partnerships can create broader opportunities for BUMDes to develop products, enhance competitiveness, and expand their markets. For instance, collaboration with universities can provide opportunities for research and innovation to help BUMDes develop technology-based products. Meanwhile, partnerships with the private sector can help BUMDes access broader markets and receive mentorship in business management.

By optimizing the role of the local government in aspects such as regulations, funding, training, infrastructure, monitoring, and collaboration, the BUMDes policy can be implemented more effectively and significantly improve the welfare of rural communities. The success of BUMDes implementation in Garut Regency heavily depends on the synergy between the local government, BUMDes managers, and the rural communities. Therefore, a strong commitment from all stakeholders is needed to ensure that BUMDes is not merely a formal program but a key pillar in empowering village economies.

BUMDes, with professional management and a focus on local needs, such as processing agricultural products or village tourism, tend to be more successful in generating village original income (PADes). Management is a crucial element that determines the success of Village-Owned Enterprises (BUMDes) in achieving the goal of empowering the local economy. Villages with professional, structured management that focuses on local needs tend to be more successful in utilizing the potential of their regions and increasing Village Original Income (PADes).

Edward III's theory explains that the success of policy implementation is influenced by four main variables: communication, resources, disposition (the attitude of implementers), and bureaucratic structure. Analyzing BUMDes policy implementation in Garut Regency using this framework can provide a comprehensive picture of the effectiveness of policies in empowering the local economy.

1. Communication

Effective communication is needed to ensure all parties involved, from the village government to the community, understand BUMDes-related policies.

a. Policy Clarity

In Garut Regency, the local government has conveyed BUMDes policies through socialization to village officials and BUMDes managers. However, in several villages, a lack of understanding of the goals and benefits of BUMDes hampers implementation.

b. Information Consistency

Not all villages receive the same information regarding regulations and supporting programs, resulting in a gap between more advanced and less developed villages.

c. Communication Channels

Local governments utilize village forums and training to convey policies, but geographical challenges in remote areas often hinder direct information delivery.

2. Resources

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Policy implementation requires sufficient resources in the form of funds, manpower, and infrastructure.

a. Financial Resources

Local governments provide initial funds for establishing BUMDes through village fund allocations (ADD). However, many villages experience obstacles in obtaining additional capital for business development.

b. Human Resources (HR)

The limited HR with managerial and entrepreneurial skills is a major obstacle. Many BUMDes managers in the Garut Regency have not received adequate training.

c. Infrastructure

Basic infrastructure, such as roads and internet networks, are still not evenly distributed in several villages, thus hampering product distribution and business promotion.

3. Disposition (Implementer Attitude)

The disposition or attitude of policy implementers, including local governments, village officials, and the community, greatly influences the success of implementation.

a. Local Government

The Garut regional government has committed to supporting implementing BUMDes policies through regulations and technical assistance. However, not all village officials are highly motivated to manage BUMDes optimally.

b. Village Community

Community participation in BUMDes management is still low in several villages. This is due to a lack of understanding of the benefits of BUMDes and trust in managers.

4. Bureaucratic Structure

A simple and efficient bureaucratic structure is needed to support policy implementation.

a. Inter-Institutional Coordination

The Garut Regency government has formed an agency or agency responsible for fostering BUMDes. However, coordination between government agencies is often ineffective, slowing the support process.

b. Administrative Procedures

Long bureaucratic procedures in managing funds and financial reports are an obstacle for many BUMDes.

c. Supporting Regulations

Regulations related to BUMDes financial management and reporting in Garut Regency already exist, but their implementation is not uniform across all villages.

BUMDes Contribution to Local Economic Empowerment

BUMDes plays a crucial role as a catalyst in local economic development by stimulating various economic activities and optimizing village resources. One of its significant contributions is increasing Village Original Revenue (PADes). Villages with active and well-managed BUMDes

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experience a substantial rise in PADes, strengthening the village's financial capacity. The increased revenue is utilized for infrastructure development, public services, and community empowerment programs, ultimately improving rural areas' overall quality of life. Research by Setiawan et al. (2021) shows that villages with a strong BUMDes structure have higher PADes growth rates than those without.

Another important contribution of BUMDes is the creation of employment opportunities. By operating in various sectors such as services, trade, and production, BUMDes generates new jobs and helps reduce rural unemployment. Many villagers, who previously relied solely on agriculture, can now engage in alternative economic activities such as handicrafts, small-scale manufacturing, or tourism services. According to Santoso and Wahyudi (2020), BUMDes has been instrumental in absorbing the rural workforce, particularly among youth and women, who often have limited job opportunities in their local areas.

Furthermore, BUMDes contributes to developing local potential, particularly in villages with abundant natural resources and tourism attractions. BUMDes transforms these resources into superior local commodities, such as processed agricultural products, traditional crafts, and eco-tourism initiatives. Villages with rich tourism potential have successfully developed community-based tourism managed by BUMDes, attracting visitors and generating additional income for residents. (Prasetyo, 2022) highlights that BUMDes-led initiatives in community-based tourism have proven effective in promoting sustainable economic development by integrating local culture, environment, and entrepreneurship.

Through these contributions, BUMDes is a key driver of local economic empowerment, fostering self-sufficiency and resilience in rural communities. By continuously improving its management, expanding market access, and strengthening collaboration with stakeholders, BUMDes can further maximize its impact on rural economic development.

Obstacles to BUMDes Implementation

Although BUMDes has the potential to drive economic growth in rural areas, its implementation in Garut Regency still faces several challenges. One of the main obstacles is limited human resources (HR). Many BUMDes managers do not yet have adequate managerial and entrepreneurial skills, affecting business management's effectiveness. Lack of understanding of financial management, marketing strategies, and business innovation often leads to inefficiency and slow business growth. Research by Setiawan et al. (2021) shows that the success of BUMDes is highly dependent on the competence of its managers, where well-trained HR contributes significantly to business sustainability. Another major challenge is access to capital, because most BUMDes have difficulty obtaining additional funds for business development. Limited access to credit, coupled with complex bureaucracy in applying for loans, makes it difficult for BUMDes to get the funding they need. According to Santoso and Wahyudi (2020), financial constraints are one of the biggest obstacles to rural businesses, where many BUMDes only rely on initial capital from

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village funds without adequate external investment. These limitations limit their ability to develop new business units or expand existing businesses.

Community involvement is also a major challenge in implementing BUMDes. In some villages, community participation in the planning and management of BUMDes programs is still low, reducing the organization's overall effectiveness. Many residents view BUMDes as a government-driven initiative, not as a community-owned business, resulting in a lack of involvement and sense of responsibility. Prasetyo (2022) found that villages with high levels of community participation tend to have more successful and sustainable BUMDes, because the community feels ownership and actively contributes to business development.

Overcoming these obstacles requires a comprehensive approach, including more targeted training programs for BUMDes managers, simplifying financial access, and increasing community outreach to encourage greater participation. By overcoming these challenges, BUMDes can operate more effectively and play a greater role in improving the local economy.

Strengthening Strategy for BUMDes Implementation

Based on previous research results, a comprehensive strategy is needed to implement BUMDes policies more optimally. One of the main strategies is increasing the capacity of human resources (HR). BUMDes managers need regular managerial and entrepreneurial training to improve business management, finance, marketing, and business innovation skills. In addition, certification programs and mentoring from academics and business practitioners can help improve the professionalism of BUMDes managers. Regeneration and cadre formation are also important to ensure the sustainability of leadership by involving the village's younger generation to be more adaptive to technological developments and market trends. Research conducted by Setiawan et al. (2021) emphasized that increasing HR competency is a major factor in BUMDes management's success, especially in entrepreneurship and business digitalization. In addition to improving HR, access to funding is a crucial factor in strengthening BUMDes. The government can provide business credit schemes such as People's Business Credit (KUR) with low interest rates specifically for BUMDes and open up opportunities for grants from various parties to encourage business innovation. Cooperation with investors and microfinance institutions can also be an alternative funding source. A study by Santoso and Wahyudi (2020) shows that limited capital is a major obstacle in the development of BUMDes, so a more flexible and easily accessible funding mechanism is needed. On the other hand, optimizing Village Funds to support capital and BUMDes business development can be a more sustainable solution.

Strengthening infrastructure also needs to be considered so BUMDes operations run more smoothly. The construction and improvement of infrastructure, such as road access, transportation, and public facilities, will support the distribution of BUMDes products to a wider market. In addition, the provision of adequate production facilities, such as storage warehouses and modern production equipment, will increase business efficiency. A study by Nugroho (2019) emphasized that limited infrastructure, especially access to transportation and internet networks,

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is a major obstacle to expanding BUMDes businesses. Therefore, local government support in providing infrastructure is needed so BUMDes can develop more optimally.

Another strategy that can be applied is increasing socialization and community empowerment in BUMDes management. Community involvement in every management stage will increase a sense of ownership and responsibility for the sustainability of BUMDes businesses. Continuous socialization is also needed to increase public understanding of the benefits and role of BUMDes in village development. Research from Prasetyo (2022) shows that the success of BUMDes is greatly influenced by the level of community participation, where villages with high levels of community involvement tend to have more sustainable BUMDes. In addition, collaboration with the private sector, universities, and government institutions will expand the cooperation network and strengthen the competitiveness of BUMDes.

Implementing these strategies, supported by previous research findings, it is hoped that BUMDes can develop sustainably and make a real contribution to the village economy. This is in line with the concept of community-based economic development, where the success of village businesses depends not only on government policies but also on the synergy between human resources, capital, infrastructure, and active community involvement.

CONCLUSION

Implementing BUMDes policies in Garut Regency has produced varying results across different villages. Edward III's theory emphasizes the key factors influencing policy implementation—communication, resources, disposition, and bureaucratic structure—and can conclude that several challenges need to be addressed.

One of the primary obstacles is uneven communication, which hinders the effective dissemination of BUMDes policies to all villages. Many village governments and BUMDes managers have different levels of understanding regarding regulations, leading to inconsistencies in policy execution.

Limited resources, particularly human resources and infrastructure, also pose significant challenges to BUMDes operations. Many BUMDes lack skilled personnel with adequate managerial and entrepreneurial competencies, affecting business sustainability. Additionally, inadequate infrastructure, such as poor road access and weak internet connectivity, hampers the efficiency of BUMDes activities, especially those involving trade and tourism.

The disposition of government officials and society plays a vital role in BUMDes's success. The level of commitment and support from local governments and communities varies, which affects the synergy needed for effective management. Village governments sometimes do not fully prioritize BUMDes development, while community involvement remains low.

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Lastly, the bureaucratic structure of BUMDes policy implementation remains complex, requiring simplification to accelerate execution. Lengthy administrative procedures for funding approval, business permits, and reporting create inefficiencies that slow development. Addressing these four key challenges based on Edward III's framework can improve the effectiveness of BUMDes implementation in the Garut Regency. Enhancing communication, allocating sufficient resources, fostering strong government and community commitment, and streamlining bureaucratic processes will create a more sustainable and impactful BUMDes system.

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