

**COLLABORATIVE GOVERNANCE DALAM PENGEMBANGAN BADAN
USAHA MILIK DESA (BUMDES) MITRA PERDANA DI DESA TELUK
SASAH KECAMATAN SERI KUALA LOBAM KABUPATEN BINTAN
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ABSTRAK

Sebuah kolaborasi dari pihak pemerintah desa, kelompok masyarakat, dan pihak ketiga (kemitraan) diperlukan untuk mencapai pembangunan desa melalui BUMDes, memanfaatkan potensi dan sumber daya lokal sehingga dapat menciptakan nilai ekonomi desa. Desa Teluk Sasah tidak memiliki SDA yang dapat dioptimalkan sering kali menghadapi kesulitan dalam pengembangan ekonomi. Dalam situasi ini, penting mengedepankan pengembangan kualitas SDM di desa dan menjalin kemitraan dengan berbagai pihak untuk menciptakan sebuah inovasi BUMDes. Kerjasama BUMDes dengan Kelompok Usaha Bersama (KUBE) dan Organisasi Karang Taruna dalam unit usahanya mampu menjadikan BUMDes Mitra Perdana di Desa Teluk Sasah menjadi BUMDes terbaik Se-Kabupaten Bintan. Disamping itu dengan prestasi BUMDes yang baik mampu membuka peluang kemitraan dengan perusahaan yaitu PT. Pertamina Patra Niaga Sales Area Retail Kepulauan Riau dalam pengelolaan unit usaha pertashop. Penelitian ini bertujuan untuk menganalisis pelaksanaan *collaborative governance* dalam pengembangan Badan Usaha Milik Desa (BUMDes) Mitra Perdana Kecamatan Seri Kuala Lobam Kabupaten Bintan Tahun 2024. Peneliti menggunakan pendekatan penelitian kualitatif bersifat deskriptif dalam penelitian ini. Penelitian dilakukan menggunakan teori *collaborative governance* Ansell & Gash (2008), hasil penelitian ini menunjukkan bahwa *Starting Condition* (Kondisi Awal) menekankan salah satu faktor sejarah konflik atau kerja sama antar aktor, terdapat komunikasi yang kurang baik antara Pemerintah Desa dan BUMDes dalam kerjasama internal. Kepemimpinan Fasilitatif sudah optimal ditandai dengan peran Pemerintah Desa dan Pemerintah Daerah melalui Dinas Pemberdayaan dan Masyarakat Desa Kabupaten Bintan. Desain Kelembagaan terdapat aturan, MOU, AD/ART BUMDes pada kolaborasi dalam pengembangan BUMDes. Proses *Collaborative Governance*: dialog tatap muka, membangun kepercayaan, komitmen pada proses, pemahaman bersama sudah dilaksanakan optimal. Akan tetapi hasil sementara dalam proses kolaborasi belum optimal dikarenakan kerjasama dengan kelompok masyarakat masih bersifat kondisional sehingga kurang menguntungkan bagi KUBE.

Kata Kunci: *Collaborative Governance*, Pengembangan, Badan Usaha Milik Desa (BUMDes).

**COLLABORATIVE GOVERNANCE IN THE DEVELOPMENT OF
VILLAGE-OWNED ENTERPRISES (BUMDES) MITRA PERDANA IN
TELUK SASAH VILLAGE, KUALA LOBAM SERIES SUB-DISTRICT,
BINTAN DISTRICT IN 2024**

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ABSTRACT

A collaboration on the part of the village government, community groups, and third parties (partnerships) is needed to achieve village development through BUMDes, utilizing local potential and resources so as to create village economic value. Teluk Sasah Village has no natural resources that can be optimized often facing difficulties in economic development. In this situation, it is important to prioritize the development of human resource quality in the village and establish partnerships with various parties to create an innovative BUMDes. The cooperation of BUMDes with the Joint Business Group (KUBE) and Youth Organization in its business unit was able to make BUMDes Mitra Perdana in Teluk Sasah Village the best BUMDes in Bintan Regency. In addition, with good BUMDes achievements, it is able to open partnership opportunities with companies, namely PT Pertamina Patra Niaga Sales Area Retail Riau Islands in managing the pertashop business unit. This study aims to analyze the implementation of collaborative governance in the development of Village-Owned Enterprises (BUMDes) Mitra Perdana, Seri Kuala Lobam District, Bintan Regency Year 2024. Researchers used a descriptive qualitative research approach in this study. The research was conducted using Ansell & Gash's collaborative governance theory (2008), the results of this study indicate that Starting Conditions emphasize one of the historical factors of conflict or cooperation between actors, there is poor communication between the Village Government and BUMDes in internal cooperation. Facilitative Leadership has been optimized characterized by the role of the Village Government and Local Government through the Village Empowerment and Community Service of Bintan Regency. Institutional Design: there are rules, MOU, BUMDes bylaws on collaboration in BUMDes development. Collaborative Governance Process: face-to-face dialog, building trust, commitment to the process, mutual understanding have been implemented optimally. However, the temporary results in the collaboration process are not optimal because cooperation with community groups is still conditional so that it is less profitable for KUBE

Keywords: Collaborative Governance, Development, Village-Owned Enterprises (BUMDes).