

ABSTRAK

Penelitian ini bertujuan untuk mengeksplorasi strategi pengembangan Badan Usaha Milik Desa (BUM Desa) Mangunjaya dalam meningkatkan Pendapatan Asli Desa (PADes) di Desa Mangunjaya, Kecamatan Tambun Selatan, Kabupaten Bekasi. Menggunakan pendekatan kualitatif deskriptif dengan metode studi kasus, data diperoleh melalui wawancara mendalam, observasi partisipatif, dan studi dokumentasi.

Hasil penelitian menunjukkan bahwa strategi pengembangan BUM Desa dilakukan melalui perencanaan partisipatif berbasis musyawarah desa, pelaksanaan unit usaha yang menyesuaikan kebutuhan lokal, serta evaluasi internal yang belum sepenuhnya terstruktur. Unit usaha yang dikelola mencakup layanan PAMSIMAS, distribusi gas LPG, pelayanan Pajak Bumi dan Bangunan (PBB), serta sistem pembayaran elektronik (*e-payment*).

Faktor pendukung dalam pengembangan BUM Desa meliputi dukungan kelembagaan desa, partisipasi masyarakat, serta legitimasi hukum. Sementara itu, hambatan yang dihadapi antara lain terbatasnya kapasitas sumber daya manusia, infrastruktur pendukung yang masih lemah, dan tantangan dalam digitalisasi layanan.

Kata Kunci: Strategi Pengembangan, BUM Desa, Pendapatan Asli Desa, Kelembagaan Lokal, Wilayah Peri-Urban.

ABSTRACT

This study aims to explore the development strategy of the Village-Owned Enterprise (BUM Desa) Mangunjaya in enhancing the Village Original Revenue (PADes) in Mangunjaya Village, South Tambun District, Bekasi Regency. Employing a qualitative descriptive approach with a case study method, data were collected through in-depth interviews, participatory observation, and document analysis.

The findings reveal that the development strategy of BUM Desa is implemented through participatory planning rooted in village deliberations, adaptive business execution aligned with local needs, and internal evaluation processes that remain informal and unstructured. The business units developed include PAMSIMAS (community-based clean water services), LPG gas distribution, land and building tax (PBB) services, and e-payment systems.

Supporting factors include institutional legitimacy, local government endorsement, and community involvement. Meanwhile, key obstacles involve limited human resource capacity, supporting infrastructure is still weak, and challenges in digital service integration.

Keywords: *Development Strategy, Village-Owned Enterprise, Village Original Revenue, Local Institutions, Peri-Urban Area.*