


Capacity Development Of Village-Owned Enterprises (Bumdesa) In West Seram Regency, Maluku Province

Tri Puji Asti¹, Layla Kurniawati², Ali Hanafiah Muhi³

^{1,2,3}Sekolah Pascasarjana, Institut Pemerintahan Dalam Negeri, Jatinangor

Article Info	ABSTRACT
Keywords: Capacity Development of Organizations, Villages, Village-Owned Enterprises.	The main problem of BUMDesa is the inability of BUMDesa to develop its resources and build a business collaboratively with other parties. The purpose of this study is to analyze the development of BUMDesa capacity, supporting and inhibiting factors, BUMDesa capacity development strategies in West Seram Regency, Maluku Province. The theory used in this study is the theory of organizational capacity development by Horton (2003). The research method uses a qualitative approach with a descriptive method, research data is collected through interviews, observations and documentation. Data analysis includes data reduction, data presentation and drawing conclusions, with strategy analysis using SWOT and Litmus Test. The results of the study indicate that the development of BUMDesa capacity in the resource dimension is still not running optimally as evidenced by limited human resources and minimal managerial expertise of BUMDesa managers, minimal supporting infrastructure and low utilization of technology. In the management dimension, it is relatively good, there is clear program planning, structure and division of work but there is still overlap in work, and low cooperation between BUMDesa and other parties. Strategies that can be implemented in developing BUMDesa capacity include increasing the capacity of BUMDesa managers through coaching and training programs organized by the government, establishing cooperation and partnerships with the private sector, educational institutions, financial institutions, and the community regarding capital, improving equipment infrastructure, and mentoring business activities, optimizing ADD/DD and business income in reducing dependence on external assistance, increasing the expertise of BUMDesa managers in terms of business management, financial management and digital marketing in order to face business competition, developing a transparent management system and continuous evaluation to build public trust.
This is an open access article under the CC BY-NC license 	Corresponding Author: Tri Puji Asti Sekolah Pascasarjana, Institut Pemerintahan Dalam Negeri Jatinangor tripujiasti52@gmail.com

INTRODUCTION

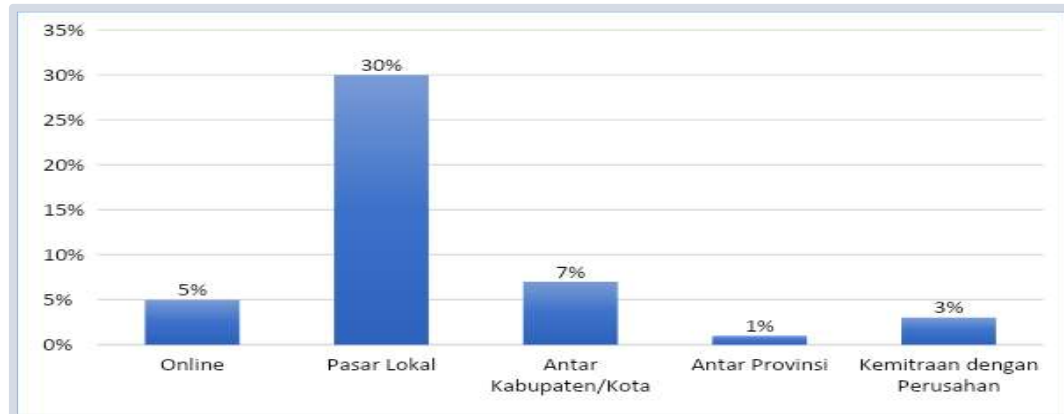
Village development is an integral part of national development that aims to improve the welfare of village communities, poverty alleviation through the provision of basic needs, development of facilities and infrastructure, development of local economic potential, and utilization of natural resources and sustainable environment. Villages as the smallest political units are very strategic in national development. Villages not only have a large

population, but also abundant natural resources. If these two potentials can be managed optimally, the ideals for equal welfare and social justice can be realized.

Based on the data on the development of BUMDesa, it shows that the growth of Village-Owned Enterprises (BUMDesa) in Indonesia has increased every year. From only 102 units in 2014, the number of BUMDesa has soared until 2024, the total number of BUMDesa nationally is recorded at 53,923 BUMDesa. Maluku Province also contributed and played an active role in the formation of BUMDesa. Based on data from the Maluku Province Community and Village Empowerment Service, most villages in Maluku already have BUMDesa.

Based on the BUMDesa classification data in West Seram Regency, it shows that, from 44 Active BUMDesa only 21 BUMDesa that fulfill 7 (seven) aspects of assessment, namely institutional aspects, management, business units, cooperation, assets and capital, reporting and financial administration, benefits for the village/village community. The assessment results show that most of them BUMDesa in West Seram Regency is mostly dominated by BUMDesa with the pioneer category, there is only one BUMDesa that is in the developing category, namely BUMDesa Argem Wira Sejahtera, Waimital Village and there are no BUMDesa at all in West Seram Regency that are in the advanced category.

Limited access/marketing network is the main problem faced by BUMDesa in West Seram Regency. Judging from the cooperation and marketing access of BUMDesa businesses, the majority of marketing access is only at the village or local level. Data on BUMDesa marketing access in West Seram Regency can be seen in Figure 1 below:



Source: DPMD West Seram Regency, 2024.

Based on Figure 1, it can be seen that the majority of BUMDes still rely on local marketing access in their respective villages, around 30% of BUMDes use the local market as their main marketing channel. This shows that many...BUMDesa still relies on the surrounding environment to develop its business. There is potential to develop BUMDesa through other marketing access, such as online platforms, partnerships with the private sector, business actors, collaboration between villages and districts. However, currently, marketing access, collaboration and partnerships are still very minimally used by BUMDesa. Only 5% of BUMDesa in West Seram Regency utilize online marketing, 7% of BUMDesa

have succeeded in marketing their products outside the district, and only 3% of BUMDesa have partnerships with companies and very few are able to reach inter-provincial markets.

Looking at the various problems experienced by BUMDesa in West Seram Regency, it proves that in reality, even though there is financial support through Village Funds (DD) and commitment from the Central Government and Regional Government to encourage village development through BUMDesa, it has not been able to move the village to revive the village economy. It can be seen that BUMDesa was only formed but could not develop as expected. The existence of BUMDesa as a driving force should be a place/container for the community where the existence of BUMDesa can connect the market with the village's leading economic/business activities. This shows the importance of developing BUMDesa capacity, especially in terms of resource capacity and BUMDesa management management aspects in its management. In order for BUMDesa to function optimally, BUMDesa capacity development does not only focus on improving the skills of its human resources, but also includes managerial, financial aspects as well as active participation and participation from the community. In addition, government and private support in the form of funding for coaching, supervision and evaluation as well as market access are key factors in management and the sustainability of Village-Owned Enterprises (BUMDesa).

Based on the main problem, then the objectives of this research are: Analyze capacity development in Village-Owned Enterprises (BUMDesa) in West Seram Regency, Maluku Province. Analyzing the factors and obstacles in developing the capacity of Village-Owned Enterprises (BUMDesa) in West Seram Regency, Maluku Province. Analyzing the strategy for developing the capacity of Village-Owned Enterprises (BUMDesa) in West Seram Regency, Maluku Province.

METHOD

This research uses a descriptive research method with a qualitative approach, meaning that the research is focused on selected phenomena and wants to be understood in depth. In this study, the researcher used data sources obtained from the Regional Government through the Community and Village Empowerment Service of West Seram Regency and Kairatu and West Kairatu Districts. In addition, it was also obtained from the Waimital Village Government, Waihatu Village Government and Village-Owned Enterprises (BUMDesa) organizations in Waimital Village and Waihatu Village as well as the community in both villages. The primary data in this study were obtained from observations and interviews with informants. While secondary data were obtained from documents, reports, books and other literature related to the development of BUMDesa capacity in West Seram Regency, Maluku Province.

In this study, the researcher used purposive sampling and snowball sampling techniques with the consideration of selecting informants objectively who are considered to be able to provide information relevant to the research needs and are directly involved so that the data obtained is more accurate with the number that was initially small then became large. Determination of key informants (key persons) was carried out by direct appointment with the consideration that those who have a background as actors who

influence policy making and master and know the information needed related to this study amounted to 22 people.

The right data collection techniques can help researchers to achieve their research objectives and produce useful findings. According to Creswell; Interview, Observation and Documentation. Triangulation in this credibility testing is interpreted and various times thus there is source triangulation, technique triangulation and time triangulation.

Miles and Huberman stated that activities in qualitative data analysis are carried out interactively and continuously until complete, so that the data is saturated. The data analysis technique used in this study is the Miles and Huberman analysis model through the following three stages:

1. *Data reduction*(Data Reduction) :Reductiondata means summarizing, selecting the main points,
2. Data display (Data presentation): Data presentation is done in the form of a brief description, a relationship chart between similar categories.
3. *Conclusion Drawing / verification*

In relation to the research objective to determine the capacity development strategy in BUMDesa in West Seram Regency. In the process of compiling this strategy, a SWOT analysis was used which consists of (Strengths, Weaknesses, Opportunities, *Threats*). This analysis is based on the belief in the assumption that an effective strategy will be able to maximize strengths and exploit opportunities while at the same time being able to minimize weaknesses and various threats.

1. SO Strategy

This strategy is created by utilizing all strengths to seize and take advantage of opportunities as much as possible.

2. ST Strategy

A strategy created by using existing strengths to overcome threats. Strategy

3. WO Strategy

This strategy is implemented based on utilizing existing opportunities by minimizing existing weaknesses.

4. WT Strategy

This strategybased onin activities that are of a naturedefensiveand try to minimize existing weaknesses and avoid threats.

The final stage in the strategy formulation framework is the decision stage, after knowing the strengths, weaknesses, opportunities, threats, then several strategic issues are grouped or sorted based on priority, logical sequence or time sequence to facilitate the process of formulating the strategy.

RESULTS AND DISCUSSION

Capacity Development of Village-Owned Enterprises (BUMDesa) in West Seram Regency

BUMDes is a forum for village communities to be able to improveeconomythrough the management of village resources and potential. The government's efforts to form and develop BUMDes were not accompanied by BUMDes contributions, most BUMDes only

reached the formation of organizations marked by village regulations. This is not in accordance with what the government expected, namely that by disbursing village funds it was able to form and develop BUMDes so that BUMDes could contribute to PADes, absorb labor, reduce poverty which ultimately brought prosperity to the village community.

The development of BUMDesa organizational capacity in West Seram Regency, especially in the villages that are the focus of the research, namely BUMDesa Argem Wira Sejahtera, Waimital Village and BUMDesa Makmur, Waihatu Village, was studied using the theory proposed by Horton. According to Horton (2003), capacity development is a systematic effort to improve the ability of an organization to carry out its functions and achieve its goals. Organizational capacity can be assessed through two dimensions, namely the resources dimension consisting of human resources, infrastructure, technology, and financial resources. And the management dimension consisting of strategic leadership, program and process management, and networking and linkages.

Resources Dimension

By optimally managing available resources, BUMDesa can grow and develop and contribute to village communities.

Human Resources(Human Resources)

This condition shows the gap between the ideal concept of organizational capacity development and reality where, Rahmadani explains that the quality of human resources is a combination of the ability to work, think, and skills possessed by an individual so that they are able to work, innovate, and have potential in the organization. The quality of human resources is not only determined by the aspect of skills or physical strength but is determined by education or level of knowledge, experience, maturity and attitude. The availability of quality human resources according to job needs can increase the effectiveness of organizational performance.

Infrastructure, Technology and Financial Resources

a. Infrastructure

Based on the results of interviews, observations and documentation related to the operational infrastructure conditions at BUMDesa in Waihatu Village and Waimital Village, it can be concluded that the existing facilities and infrastructure to support the implementation of BUMDesa operational activities in Waimital Village are quite adequate. However, in terms of condition, it still needs improvement/rejuvenation. Unlike BUMDesa in Waimital Village, in BUMDesa in Waihatu Village, the infrastructure conditions are very minimal in supporting BUMDesa activities. Then there is no good coordination and communication between the village government, the old BUMDesa management and the current BUMDesa management to resolve problems related to BUMDesa assets in Waihatu Village. The weak asset management system and coordination between management are quite difficult and hinder BUMDesa performance. Judging from the two BUMDesa, the managers need other facilities, such as laptops and printers to support BUMDesa operations. As stated by Horton, the existence of adequate physical infrastructure is a fundamental element in strengthening organizational capacity that facilitates and improves work accuracy.

b. Technology

Based on the observations made by the researcher, the BUMDesa managers in Waihatu Village lack motivation to develop their business units. BUMDesa Waihatu Village tends to be passive in accessing information technology. This is due to the lack of skills of BUMDesa managers, BUMDesa is only managed by 2 (two) people and the director is a baby boomer generation so that he is less responsive in receiving input. In contrast to BUMDesa Waimital Village, the researcher saw that BUMDesa managers were managed by the millennial generation who were open to technological developments and advances, in addition, BUMDesa Waimital managers were more innovative and had contemporary ideas in developing BUMDesa businesses.

c. Financial Resources

Based on interviews, observations and documentation on the components of infrastructure, technology and financial resources, it can be concluded that both BUMDesa still experience a lack of adequate basic infrastructure, lack of adoption of technology utilization and suboptimal financial management. This can affect the effectiveness of BUMDesa operational implementation, BUMDesa should be able to take advantage of existing opportunities to innovate in its business activities. In addition, the importance of competent Human Resources (HR) in managing financial resources, so that BUMDesa does not depend only on assistance from other parties. BUMDesa in its management must prioritize the principles of cooperative, transparency, accountability, and *sustainable* which is run professionally and independently.

Management Dimension

Strategic Leadership

Based on the results of the interviews, observations and documentation, it can be concluded that the leadership of BUMDesa in Waimital Village and Waihatu Village still needs strengthening. The Director of BUMDesa Waimital Village has strategic leadership characters, who have a clear vision and mission, can motivate his members to achieve the goals of the vision and BUMDesa mission, and have good decision-making ability, where the Director of BUMDesa Waimital always involves members and other parties from outside the organization in developing the business and making decisions. So that there is no more doubt from the community about BUMDesa in Waimital Village.

In BUMDesa Waihatu Village, the Director of BUMDesa Waihatu has a clear vision and mission (strategic thinking), but has not been able to communicate the vision, but in decision making (strategic acting), the Director of BUMDesa Makmur takes a more personal approach. This can reduce public trust. The Director of BUMDesa must be a role model by demonstrating high integrity and commitment in creating a positive work environment. In decision making, the Director of BUMDesa must integrate with the village government, community and business partners to realize the vision and mission of BUMDesa. The vision and mission created must be in accordance with the potential of the village, the needs of the village community and the direction of village development because the vision will be the direction or guide in carrying out all BUMDesa activities. This finding shows that strategic leadership has an important influence on the management of BUMDes, where BUMDes that

have strategic leadership characteristics are more developed compared to BUMDes with passive leadership and minimal innovation.

Management Programs and Processes

Programs play an important role in determining the direction and strategy taken by an organization to achieve the goals that have been set. The management process is related to the development, management, and evaluation of BUMDesa programs. In the research on BUMDes in Waimital Village and Waihatu Village, the researcher saw a focus on the planning, organizing, implementing and supervision/evaluation of BUMDesa programs. Management process capacity refers to the ability to plan, organize, and implement efficient steps in BUMDes operations, including resource management.

a. BUMDesa Program Planning

BUMDesa in starting and developing a business or enterprise requires planning and courage, as well as mature business calculations, so that any business risks that arise can be managed well by BUMDesa. In preparing the BUMDesa program plan, it must be done through planning business (*businessplan*) good. This business plan is the basis and guideline for BUMDesa on what must be done and produced in an effort to achieve the set goals, so that its performance is measurable and can manage future risks. However, in its planning, BUMDesa Makmur has not fully analyzed the potential of the village and market. There are 3 (three) main parts in compiling a business plan (*businessplan*) namely as follows:

1. Business Management, which carries out the business activities being undertaken, the business structure, the products/services offered, and how to plan to make it a successful business.
2. Market, which discusses and analyzes potential consumers such as who and where they are, what causes them to want to buy.
3. Financial, including estimation or forecast of income and cash flow, balance sheets and other financial analysis tools. Therefore, it requires the assistance of human resources who have basic accounting or foundation.

b. Organizing

Based on the results of interviews and documentation, it can be concluded that the organization of BUMDesa in Waimital Village and Waihatu Village is good. The formation of BUMDesa organizations is carried out through village deliberations, the village government has provided direction and assistance to BUMDesa to create a more structured and focused organization. In BUMDesa in Waihatu Village and Waimital Village, they already have a formal structure that includes the position of BUMDesa operational implementers. This shows that the organizational structure and division of labor are in line with the stages of organization based on the division of tasks/authorities, work procedures, the existence of those responsible for each task and a clear hierarchy, which are regulated in the Articles of Association and Bylaws (AD/ART) in each BUMDesa. However, even though the organization is good, in its implementation there is still overlapping of tasks in these two BUMDesa, due to the lack of human resources who understand their respective duties and responsibilities.

BUMDesa Makmur Waihatu Village currently consists of only 2 (two) administrators, namely the director and secretary, while the supervisor and treasurer no longer work at BUMDesa Makmur. This finding is not in line with Robbins' opinion that individuals, groups, and structures in an organization have an impact on the goal of applying knowledge and improving the effectiveness of achieving organizational goals.

c. Actuating and Execution

Based on the results of interviews, observations and documentation, there are significant differences between BUMDesa Argem Wira Sejahtera Waimital Village and BUMDesa Makmur Waihatu Village, each of which has its own problems and obstacles. In general, the problem of both BUMDesa is the availability and involvement of Human Resources (HR) in the implementation of the BUMDesa program. While in BUMDesa Makmur Waihatu Village, the BUMDesa Director has not been able to encourage and mobilize components in the BUMDesa organization, there are communication and transparency problems between the Village Government and the BUMDesa Director, which hinders efforts to achieve planned goals. BUMDesa Makmur Waihatu Village in establishing a business has not explored and utilized the potential in its village as capital for establishing a business. As a result, the business units that were established did not last long. In fact, if viewed from historical records and regional characteristics, Waimital Village and Waihatu Village are transmigration villages that have potential that is not much different, the business units that were established are also almost the same, namely relying on agriculture. Waihatu Village should be able to learn and emulate the BUMDesa of Waimital Village which is a successful example of the development of BUMDesa by utilizing local potential in its village by building communication relationships, active cooperation and mutual cooperation between the village government and the community.

d. Supervision (controlling)

Supervision is the final stage of the entire process of activities. Based on the results of interviews related to supervision and evaluation, it can be concluded that the supervision and evaluation process BUMDesa in West Seram Regency has been running optimally. Supervision elements involve performance monitoring, financial evaluation, regulatory compliance, business unit process control, reporting and performance evaluation. Meanwhile, evaluation is carried out through participatory and transparent discussions and dialogues with the community and government through deliberation. In addition, BUMDesa also conducts internal evaluations independently. This is in line with the opinion of Horton et al. that the evaluation aims to reach consensus on the importance of the relevance of capacity building efforts, key moments in the capacity building process and identify strengths and weaknesses, and then apply the findings to set new directions. Monitoring and evaluation are carried out through methods/approaches, namely Self-Assessment involving members of the organization and participatory evaluation involving stakeholders in the evaluation process.

Networking and Linkages

Based on the interview results, observation and documentation, it can be concluded that the Networking and Engagement indicator (*Linkages*) BUMDesa in West Seram

Regency has not been running optimally. This is due to the low level of partnership and cooperation networks carried out by BUMDesa. Although there is support from the government, it has not been able to increase the spirit of BUMDesa to create cooperation with other parties. In BUMDesa Argem Wira Sejahtera, Waimital Village, from its four business units, namely agricultural service units, livestock units, SME industry units and tourism units, only the agricultural and livestock service units have cooperation with other parties. This unit cooperates with various parties, namely farmers as providers of raw materials (rice harvests), distributors or business actors as business partners who provide market access. Collaboration with the Agricultural Instrument Standardization Agency (BSIP) Province Maluku as a provider of superior seeds for farmers. While the livestock unit cooperates with livestock owners as a provider of cattle fattening pens.

On BUMDesa Waihatu Village cooperation is carried out only with SMEs that produce banana chips, sweet potatoes and tempeh and several traders. Seeing the conditions of the two BUMDesas in carrying out cooperation and ties (Networking and Linkages) both parties have a balanced offer position. This cooperation is established because both parties need each other to get benefits or advantages. This is in line with Mulyadi's opinion that the cooperation network that is built must be based on the principle of mutual benefit by avoiding dependency and exploitation and maintaining the continuity of activities for the common interest. However, even so, the form of cooperation carried out by the two BUMDesas is very simple, only limited to verbal commitments. As conveyed by Gibson, the formal collaborative process involves a legal agreement between the parties and indicates formality in every activity, structure and resource used.

In its implementation, the cooperation or collaboration carried out by BUMDesa Argem Wira Sejahtera and BUMDesa Makmur is not accompanied by village regulations, written cooperation agreement documents or MOU (Memorandum of Understanding). which includes collaborative activities with other parties. The availability of these things needs to be done to provide legal certainty regarding the rights and obligations of each party, build responsibility and trust between parties and demonstrate the principles of transparency and accountability in the implementation of cooperation.

BUMDesa in West Seram Regency can follow the example of BUMDesa Ponggok Village which has successfully managed its business. As the results of previous research conducted by Arianingrum, related to the capacity of BUMDesa Ponggok Village in managing the tourism potential of Ponggok Village, Polanharjo District, Klaten Regency. BUMDesa Tirta Mandiri collaborates with the surrounding community and PT. Bank Negara Indonesia (Persero) Tbk. In addition, BUMDesa Ponggok Village involves academics in exploring village potential and development BUMDesa. With cooperation with various parties, BUMDesa Ponggok Village has become one of the most successful BUMDes in Indonesia with revenues reaching billions of rupiah per year. BUMDesa in West Seram Regency can follow the example of Ponggok Village to cooperate with financial institutions so that there is a diversification of funding sources so that BUMDesa does not only depend on capital from the government or village funds.

Supporting and Inhibiting Factors in BUMDesa Capacity Development in West Seram Regency

Based on Analysis of the research results found several factors that support and inhibit the development of the capacity of Village-Owned Enterprises (BUMDesa) in West Seram Regency.

Supporting Factors

a. Village Potential

Judging from the potential of Human Resources (HR), the people of these two villages have experience and knowledge in the field of agriculture, in addition most of the people have traditional skills in making handicrafts of various craft products, other household furniture. Then access to these two villages is very easy, Waihatu Village and Waimital Village are close to the ferry port and are on the Seram cross-route that connects West Seram Regency with Central Maluku Regency, East Seram and Ambon City. So that it becomes an opportunity to more easily distribute goods and achieve wider market access.

Waimital Village is currently focusing on improving and developing cultural and tourism tourism by building bicycle paths, providing huts on the edge of the rice fields that will become a stopover for cyclists, off-road tracks and providing rice fields that will become educational tourism for planting rice managed by BUMDes. Management and development in the tourism sector is an effort by Waimital Village to become a National Tourism Village. The utilization of village potential in Waimital Village by BUMDes Argem Wira Sejahtera has been quite good, these efforts have led this BUMDes to be the only BUMDes holder with the status of "Developing" in West Seram Regency. Meanwhile, for BUMDesa Makmur, Waihatu Village, business unit development has been carried out by utilizing agricultural potential, namely buying and selling rice and vegetables. However, in its journey, agricultural productivity is still low due to the lack of application of modern technology and the weak expertise of BUMDesa managers.

b. Availability of Village Funds and Allocation of Village Funds

Waihatu Village in 2024 received Village Funds amounting to Rp. 1,012,553,000 (one billion twelve million five hundred fifty three thousand), Village Fund Allocation of 598,814,446 (five hundred ninety eight million eight hundred fourteen thousand four hundred forty six) and the total APBDes for the 2024 budget year is 1,612,367,446 (one billion six hundred twelve million three hundred sixty seven thousand four hundred forty six). Based on the interviews that have been conducted, it can be described that wise management of village funds and allocation of village funds can be a supporter and strength for the development of BUMDesa. By designing supportive policies, the local government can ensure that part of the village funds are allocated to develop the capacity of BUMDesa resources and management. With a fairly large amount that has been given by the Village Government to BUMDesa, of course BUMDesa must be able to manage this capital participation well so that the capital provided for business development can generate profits for the sustainability of the BUMDesa business.

c. Availability of Legal Umbrella Related to Village-Owned Enterprises (BUMDesa)

At the village level, the village also makes policies through Village Regulations on BUMDesa and Articles of Association and Bylaws (AD/ART) which specifically regulate the management of BUMDesa. Village regulations regulate the organizational structure, work procedures, and distribution of business profits. The BUMDesa AD/ART further regulates in detail the internal operational techniques that regulate the rights and obligations of management, decision-making mechanisms, and various other technical aspects. Based on these regulations, it shows the existence of a legal umbrella and reference in supporting and ensuring the professionalism of BUMDesa management and shows the role of the government in fostering and supervising BUMDesa. BUMDesa Waimital Village and Waihatu Village have clear legality related to the management and development of BUMDesa which is regulated in the Decree of the Village Head of Waimital Village Number 141-024 of 2019 concerning the Articles of Association and Bylaws of BUMDesa "Argem Wira Sejahtera" and Waihatu Village Regulation Number 13 of 2022 concerning the Articles of Association and Bylaws of BUMDesa "Makmur".

Inhibiting Factors

a. Limited Number and Quality of BUMDesa Managers

The results of interviews with the Acting Village Head of Waimital and the Village Head of Waihatu, there are several similarities in the obstacles faced by both villages related to human resources in BUMDes management who are not yet competent, so it can be concluded in general that the limited availability of human resources and lack of employee skills are the main factors affecting the effectiveness of the implementation of the BUMDes program. Therefore, serious efforts are needed to improve the qualifications and skills of village government employees and BUMDes managers through training and further education.

b. Limited Equipment Infrastructure and Low Technology Utilization

TemporaryTherefore, the results of the researcher's observations at BUMDesa Makmur, Waihatu Village were very limited, where there was no infrastructure or other supporting assets.ownedBUMDesa. BUMDesa has also not utilized technology in developing its business. Based on the resultsinterviewand researcher observations at BUMDesa Waimital VillageAndWaihatu Village which is the object of research. In the implementation of BUMDesa operations, in both BUMDes it is known that the physical infrastructure and utilization of technology in BUMDes operations are still lacking. So this can hinder the work of implementers in providing services to the community.

c. Weak BUMDesa Management Especially in Planning and Reporting

Based on interviews with these informants, it was shown that business development was carried out without clear business planning and analysis, so that...BUMDesexperiencing difficulties in carrying out operational activities. The absence of a clear business plan results in management running without direction, with changing and inconsistent focus and BUMDesa has not been able to prepare reports according to the specified standards. Based on the researcher's observations at BUMDesa Waimital Village and Waihatu Village, financial recording is done manually and is prone to errors.

d. Limited Marketing Network and Lack of Cooperation

Based on the interview results, it can be concluded that the lack of cooperation between BUMDesa and other parties is an obstacle in capacity development. BUMDesa tends to operate independently without building synergy with other BUMDesa. Cooperation can open up opportunities to build the economy and network marketing on a larger scale and can share resources. In addition, the absence of a communication forum between BUMDesa causes the absence of communication, transfer of knowledge and experience between BUMDesa managers.

The majority of BUMDes in West Seram Regency have a marketing network at the village level, only a few can reach markets outside the district and at the provincial level. In the BUMDes studied, only BUMDes Argem Wira Sejahtera has a marketing reach outside village and have partnered with the community and government. Meanwhile, BUMDesa Makmur has not partnered with the private sector or government or other institutions and the marketing network is only at the local level. This obstacle can affect the low level of BUMDesa income growth and their limited contribution to the village economy. Without adequate marketing access and effective cooperation, BUMDesa finds it difficult to achieve the economic scale needed to become a sustainable business entity and provide optimal benefits to the village community.

e. Low Understanding and Community Participation in BUMDesa

Based on the interview, it can be said that there are still many residents who do not understand the existence and importance of BUMDes, so efforts are needed to socialize BUMDes. This socialization is needed to provide an understanding that BUMDes is not present to take over the community's source of income but to create added value because BUMDes is often present in the midst of the community and community groups that have carried out their economic activities. The importance of the culture of mutual cooperation can unite the community and work together and share knowledge and skills in improving the development of Village-Owned Enterprises. The success of BUMDes development requires a joint commitment from the local government and the community.

Strategy in Developing the Capacity of Village-Owned Enterprises (BUMDesa) in West Seram Regency, Maluku Province.

In this study, researchers also analyzed and developed strategies by identifying factor internal strategic: strength, weakness, and external strategic factors: opportunities and threats. Internal and external factors are factors that influence organizations or institutions that can arise both from within the organization and from outside the organization. Related to this, the researcher tried to analyze the results of interviews with informants so that based on the results of existing field research, several internal and external factors can be identified that can influence the development of BUMDesa capacity in West Seram Regency as follows:

1. Strategic Internal Factors

a. *Strength* (Strength)

1. The existence of village potential

2. Availability of Village Fund Allocation (ADD) and Village Fund (DD) which are prioritized for BUMDesa development
3. Availability of government regulations and village regulations related to the development of Village-Owned Enterprises (BUMDesa)
- b. *Weaknesses*(Weakness)
 1. Limited number and low knowledge and skills of managersRegionally owned enterpriseone in business development
 2. Weak management of village-owned enterprises in planning and reporting
 3. Lack of infrastructure and low use of technology
 4. Limited marketing network and lack of cooperation
 5. Low understanding and community participation in BUMDesa

2. Strategic External Factors

- a. *Opportunities* (Opportunity)
 1. Government support through coaching and training programs for BUMDesa
 2. There are opportunities for cooperation between BUMDes and cooperation with other parties such as the business world, private sector, financial institutions, educational institutions, socio-cultural institutions and the community.
 3. Increasing access to increasingly advanced digital technology developments
 4. There is broad market access in product marketing
 5. Diversification of BUMDesa Business
- b. *Threat* (Threat)
 1. Business competition with other entrepreneurs
 2. Limited capital and dependence on aid
 3. Lack of public trust

Strategies That Can Be Implemented in Developing BUMDesa Capacity in West Seram Regency, Maluku Province

Based on the results of the analysis of internal and external factors. Researchers have developed a strategy bySWOT analysis technique. SWOT analysis is done by comparing strengths and weaknesses with opportunities and threats which are then applied in the SWOT matrix. The SWOT matrix is compiled based on 4 (four) main strategies, namely, SO (Strength-Opportunities) strategy to take advantage of opportunities by using strengths, WO (Weakness-Opportunities) strategy to overcome weaknesses by taking advantage of opportunities, ST (Strength-Threat) strategy, namely to take advantage of strengths to avoid threats, WT (Weakness-Threat) strategy where this strategy aims to minimize weaknesses and at the same time avoid threats. By using this matrix, several strategies can be produced that can be carried out in developing BUMDesa capacity.

Based on the issues that have been identified using the SWOT matrix, the next step is to measure the strategic level of each issue using the Litmus Test. The results of this litmus test are expected to provide input to the Regional Government and BUMDesa in West Seram Regency in implementing BUMDesa capacity development.Based on the results of the accumulated calculations using the limus test as in the table above, the

strategies that can be carried out to develop the capacity of Village-Owned Enterprises (BUMDesa) in West Seram Regency are as follows:

- a. Key Strategy (Highly Strategic issues)
 1. Improving the capacity of BUMDesa managers through coaching and training programs organized by the government.
 2. Establishing cooperation and partnerships with the private sector, educational institutions, financial institutions, and the community regarding capital, improving equipment infrastructure, and mentoring business activities.
 3. Optimizing ADD/DD and business income to reduce dependence on external aid
 4. Improving the skills of BUMDesa managers in terms of business management, financial management and digital marketing in order to face business competition
 5. Develop a transparent management system and continuous evaluation to build public trust.
- b. Supporting Strategy (Quite Strategic Issues)
 1. Optimizing village potential and utilizing regulations to diversify businesses and build cooperation with other parties.
 2. Optimizing village funds/village fund allocation for digital technology development
 3. Utilizing the development of digital technology as a means to improve the BUMDesa governance system and expand product marketing networks.
 4. Increasing community participation through business diversification that involves the community
 5. Optimizing village potential for innovation and development of attractive products in facing business competition
 6. Strengthening the legal basis at the village level in building public trust

CONCLUSION

BUMDesa capacity development in West Seram Regency is still not optimal, especially in terms of resources and management. In terms of resources, the number and quality of human resources are still limited, with most managers only being high school graduates and having minimal technical training. Infrastructure and technology have also not been utilized optimally, even though there is an allocation of village funds for business capital. In terms of management, strategic leadership has not been running effectively, business planning is still weak, and supervision is not optimal. The network of cooperation with external parties is also still limited, hampering business development. Supporting factors in developing BUMDesa capacity include village potential, village fund allocation, and supporting regulations. Meanwhile, inhibiting factors include limited human resources, infrastructure, technology utilization, and weak management and marketing networks. The local government has attempted to increase BUMDesa capacity through the provision of capital, training, and regulations, but the strategies implemented are not yet specific and sustainable. To increase the capacity of BUMDesa, the main strategies that can be carried out include increasing the capacity of managers through training, strengthening cooperation with the private sector and educational institutions, and optimizing village funds. In addition,

it is important to develop business management skills, increase management transparency, and utilize digital technology for marketing and business management. Further support can be provided by diversifying village-based businesses, increasing the use of digital technology, and strengthening regulations to build public trust.

REFERENCES

- Ahmad, J. (2015). *Metode Penelitian Administrasi Publik*. Teori dan Aplikasi. Yogyakarta: Gava Media.
- Amirullah, S. E., & Strategi, M. M. (2015). *Teori-Konsep-Kinerja*. Jakarta: Mitra Wacana Media.
- Abubakar, H. R. I. (2021). *Pengantar metodologi penelitian*. Yogyakarta. SUKA-Press: UIN Sunan Kalijaga.
- Abdussamad, H. Z., & Sik, M. S. (2021). *Metode penelitian kualitatif*. CV. Makasar: Syakir Media Press.
- Afifudin dan Beni Ahmad Saebani. (2016). *Metodologi Penelitian Kualitatif*. Bandung: Pustaka Setia.
- Abdurahman (2020), *Capacity Building Aparatur Negara dan Democratic Local Governance*. Bandung: Manggu.
- Arikunto, Suharsimi, (2013). *Prosedur Penelitian Suatu Pendekatan Praktik*, Jakarta : Rineka Cipta.
- Eko Sutoro, (2004), *Reformasi Politik dan Pemberdayaan Masyarakat*. Yogyakarta: APMD Pres.
- Faeni, D. P. (2021). *Kepemimpinan Transformasional 2*. Bogor. Bypass Pt. Jawa Mediasindo Lestari
- Gandara, R. (2008). *Capacity Building Dosen Pada Jurusan Di Perguruan Tinggi Badan Hukum Milik Negara*. Bandung: Fakultas Ilmu Pendidikan UPI.
- Purnama, Y. H., & Sunyoto, D. (2024). *Manajemen Sumber Daya Organisasi: Meningkatkan Efisiensi, Produktivitas, Dan Daya Saing*. Jawa Tengah. Eureka Media Aksara.
- Robbins, S. P., & Coulter, M. (2007). Principles of management. *Translated by Seyyed Mohammad Arabi and Mohammed Ali Hamid Rafiee and Behrouz Asrari Ershad, Fourth Edition, Tehran: Office of Cultural Studies*.
- Rasyid, M. R. (2000). *Makna Pemerintahan: Tinjauan Dari Segi Etika Dan Kepemimpinan*. Mutiara Sumber Widya.
- Rangkuti, F. (2017). *Analisis SWOT: teknik membedah kasus bisnis cara perhitungan bobot rating dan OCAI*. Jakarta: Gramedia Pustaka Utama.
- Raharjo, Muhammad Mu'iz. *Pembangunan dan pemberdayaan masyarakat Desa dan kelurahan*. Yogyakarta: Gava Media, 2021.
- Ramly, A. R. (2018). *Ekonomi desa: analisis pemberdayaan ekonomi masyarakat desa*. Aceh: Natural Aceh.
- Scarborough, N. M., & Cornwall, J. R. (2016). *Essentials Of Entrepreneurship And Small Business Management 7th Edition*. Boston. Pearson.

- Rukayat, Yayat. (2021) *Manajemen Pemerintahan & tata Kelola Badan Usaha Milik Desa*. Jakarta: Bee Media Pustaka.
- Rudy, S. (2018). *Peta Jalan BUMdes Sukses*, Yogyakarta: PT. Syncore Indonesia
- Terry, G. R. (1972). *Principles of Management*. Amerika Serikat: R. D. Irwin.
- Triantono B Soemantri (2010), *Pedoman Penyelenggaraan Pemerintahan Desa*. Jatinangor: Fokusmedia.
- Wasistiono Sadu, Tahir Irwan (2007). *Prospek Pengembangan Desa*. Bandung: Fokusmedia.
- Mintzberg, H. (1987). *The strategy concept I: Five Ps for strategy*. *California management review*, 30(1), 11-24.
- Morgan, P. (2006). The concept of capacity. European Centre for Development Policy Management.
- Pandia, S. G., & Siahaan, A. Y. S. (2023). *Kapasitas Badan Usaha Milik Desa Dalam Mengelola Potensi Desa Kacaribu Kecamatan Kabanjahe Kabupaten Karo*. *Journal Of Science And Social Research*, 6(1), 150-159.
- Rahmadaniati, R. A. (2021). *Pengaruh Kepemimpinan Dan Lingkungan Kerja Terhadap Motivasi Kerja Serta Dampaknya Pada Kinerja Pegawai Bpjs Kesehatan Kantor Cabang Curup*.
- Peraturan Menteri Desa, Pembangunan Daerah Tertinggal, Dan Transmigrasi Republik Indonesia Nomor 2 Tahun 2016 tentang Indeks Desa Membangun
- Peraturan Menteri Desa PDTT Nomor 7 Tahun 2023 Tentang Rincian Prioritas *Dana Desa* Tahun 2024
- Peraturan Bupati Seram Bagian Barat Nomor 29 Tahun 2023 tentang Uraian Tugas Pokok Dan Fungsi Dinas Pemberdayaan Masyarakat Dan Desa.
- Peraturan Bupati Seram Bagian Barat Nomor 60 Tahun 2016 Tentang Tugas Pokok Dan Fungsi Kecamatan Di Kabupaten Seram Bagian Barat.
- Peraturan Desa Waihatu Nomor 03 Tahun 2024 Tentang Anggaran Pendapatan Dan Belanja Desa Tahun Anggaran 2024.
- Keputusan Kepala Desa Nomor 141-024 Tahun 2019 Tentang Anggaran Dasar Dan Anggaran Rumah Tangga BUMDesa Argem Wira Sejahtera.
- Laporan Kinerja Instansi Pemerintahan Dinas Pemberdayaan Masyarakat dan Desa Provinsi Maluku Tahun 2023.
- Rencana Pembangunan Daerah Kabupaten Seram Bagian Barat Tahun 2023-2026.
- Rencana Strategis Dinas Pemberdayaan Masyarakat dan Desa Kabupaten Seram Bagian Barat Tahun 2023-2026.
- Rencana Pembangunan Jangka Menengah Desa Waimital Tahun 2021-2026
- Rencana Kerja BUMDesa Argem Wira Sejahtera, Desa Waimital Tahun 2023.
- Rencana Pembangunan Jangka Menengah Desa Waihatu Tahun 2021-2026
- <https://bppmddtt-ambon.kemendesa.go.id/>
- <https://idm.kemendesa.go.id/BUMDesa>
- <https://sid.kemenDesa.go.id/village-fund>
- <https://Djpb.Kemenkeu.Go.Id/Kppn/Bukupintardanadesai/Id/DataPublikasi/Artikel.Html>