

Potential Optimization For Bumdes Development (Case Study: Duarato Village, Lamaknen District, Belu Regency)

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Abstract

This research aims to provide information to BUMDes to create business units that can manage and utilize village potential to advance community businesses while at the same time developing BUMDes businesses. In this study there are several problem formulations including: (1). How to optimize the potential of Duarato village that can be developed by BUMDes Selomon. (2). What is the strategy of the Duarato village government in optimizing the potential it has to develop businesses carried out by BUMDes. The research method used is a qualitative social research method with an FGD pattern to obtain primary and secondary data and carried out with a SWOT analysis to get the right strategy for BUMDes to add business units by utilizing the village's potential. The results of the research can be taken several strategies for developing the potential of Duarato village, namely First, increasing the productivity and quality of onion farming and cattle farming. Second, Improving agricultural and animal husbandry systems. Third, Improving human resources. Fourth, improving the quality of infrastructure and the environment .

Keywords : FGD, SWOT, BUMDes, business units

INTRODUCTION

Indonesia is known as a country that is rich in natural resources both on land (mining goods, forest products, agricultural products, fish catches and natural beauty) as well as adequate and adequate human resources. The diversity of Indonesia's natural wealth can be seen in every large and small islands. Likewise down to the regional level, each region has its own natural wealth and this must be optimized by collecting data and exploring the potential of the area for regional progress. Each region is required to manage its potential because this has been guaranteed in regional autonomy (Law No. 32 of 2004 concerning regional government and Law Number 33 of 2004 concerning financial balance between the central and regional governments). Each local government seeks to increase economic development in its village with various programs, but the results are not significant enough to contribute to the expectations of rural communities (Jamaluddin, et al. 2018). Village potential management can be carried out by the village government through a business entity called Village-Owned Enterprises (BUMDes). The village government can be involved in managing BUMDes through capital participation from the village (in the form of part or full of the Village Fund).

BUMDes are expected to work independently to advance their business without interference from any party. But sometimes village government capital participation through the Village Fund (DD) can limit the space for the BUMDes management in their activities. The most dominant factor in the emergence of obstacles to rural economic development programs is government interference which then hinders the creativity and innovation power of rural communities to develop the wheels of the economy (Zulkarnaen, 2016). To maintain and manage BUMDes with existing businesses in the village, BUMDes management based on village potential is something that must be considered. Each village has different potential.

Villages that are located in the lowlands have different potential from villages in the highlands, as well as villages that are located in the interior have different potential from villages that are located on the outskirts of the coast. Identification is really needed so that after the BUMDes is established there are no activities in it and currently this is happening in some BUMDes. This is due to the establishment of BUMDes only through a "project approach" not based on local strengths and needs (Lumintang, et al. 2020). Belu Regency is one of the Regencies directly adjacent to the State of Timor Leste, which has been granted regional autonomy rights since 2001. Autonomy was given without considering the readiness of Belu Regency as an autonomous region that is independent in financing the implementation of development (Oki et al, 2020). The condition of Belu Regency as a border area is in dire need of regional development because Belu Regency is one of the Regencies which in the records of the central government is classified as a 3T area (Forefront, Underdeveloped, Disadvantaged). It is at the forefront because it is guarding the state border with Timor Leste, it is underdeveloped because from the development sector all sectors are still far from expectations for prosperity, and it is lagging behind because of the disparity in per capita income with other regions. The predicate that is attached as a 3T area then encourages the Belu Regency government to catch up with various programs (Oki, et al, 2020).

In line with one of the missions set by the Regent of Belu, namely to realize regional and border infrastructure development based on spatial planning and the environment (rri.co.id). Accurately and accurately recording village potential is important for village officials and the community to work together and develop the village. Because the village government can become the locomotive of development in the village by involving village capital in BUMDes. BUMDes that are managed by the community must think about what businesses can survive and can provide benefits for the business being carried out by the BUMDes. Managing a BUMDes business based on village potential is expected to be able to take advantage of every advantage possessed by the village community so that the velocity of money can provide good income for the community and also for the BUMDes themselves. BUMDes managers are required to be able to understand and know every problem that is often encountered in their activities. Because the village government, which in general still does not understand what BUMDes should do, tends to escape responsibility with financial accountability handed over to BUMDes. The purpose of establishing BUMDes for the welfare of the community is still far from expectations. The factors that influence BUMDes expectations are not achieved include: The understanding of village officials about each BUMDES is very lacking, The concept of village development is still limited to understanding physical development and based on structural directions from above (Kresnawati, et al. 2019).

Meanwhile, the obstacles to BUMDes development are communication problems between BUMDes, village government, and village communities, as well as issues of transparency and accountability. On the other hand, there are still many villages that have not established BUMDes due to several obstacles , there is no investment from the village, they have not mapped village potential, and inadequate human resources (Bambang, 2017). In mapping the potential that will be carried out in Duarato village, Lamaknen sub-district, Belu Regency, to obtain data on the potential of Duarato village that is accurate and in accordance with the actual situation. Data on the potential of Duarato village was carried out through a Focus Group Discussion (FGD) and to identify strengths, weaknesses, opportunities and threats (SWOT). Based on the results of research conducted by Putra, et al (2019) with the title Increasing the Role of BUMDes in Supporting Weaving Development in Sukarara Village using the FGD and SWOT methods, the results showed that the strategy for Sukarara village was "Building a cultural tourism village with superior weaving products and cultural attractions as well as developing a competitive tourism business through BUMDes". The FGD method can

provide a real and accurate picture of village potential if all village officials and the community are actively involved in the FGD. The results of the research from Kresnawati, et al (2019) with the title "BUMDes innovation strategy in increasing the potential and economic welfare of coastal communities in Seluma district using the Criterium Plus-AHP method" in which the results obtained were that there were four priority issues that occurred in existing BUMDes, namely governance issues weak financial management, weak BUMDes management, limited marketing access, and similarities between BUMDes and other BUMDes businesses.

The Strength, Weakness, Opportunity and Threat (SWOT) method can provide the best strategies, policies and programs regarding village potential management that can be carried out by BUMDes. The results of research conducted by Laga, et al (2018) with the research title "Efforts to form BUMDes through SWOT analysis in Lengkosambi Timur Village, Ngada Regency" found that the development of appropriate strategies can be applied to form BUMDes in supporting the welfare of village communities and the economic sustainability of Lengkosambi village communities East. This research was conducted in Duarato village, Lamaknen sub-district, Belu district to get an overview of the potential that exists in Duarato village, carried out using the FGD method. From the data on the potential of Duarato village, strategies, policies and programs can be blinded using a SWOT analysis.

RESEARCH METHODS

This study aims to examine the effect of gender, financial rewards, family environment, and motivation on students' interest in becoming public accountants. Student interest in choosing a profession as a public accountant is considered important because it can influence their future career choices. This study uses a quantitative method by collecting data through questionnaires which are distributed to students at various tertiary institutions that offer accounting study programs. The research sample consisted of final year students who had taken courses related to accounting. The collected data were analyzed using multiple regression analysis techniques. The results of this study indicate that gender, financial rewards, family environment, and motivation have a significant effect on students' interest in becoming public accountants. More specifically, the results of the study show that men tend to have a higher interest in becoming public accountants than women. In addition, financial rewards obtained from the public accounting profession, a supportive family environment, and intrinsic and extrinsic motivation play an important role in shaping student interest. This finding has important implications in the field of accounting education and career development. Educational institutions can consider gender differences in an effort to increase female students' interest in becoming public accountants. In addition, it is important for accounting companies and organizations to provide fair financial rewards and build a supportive family environment for their employees. Strong motivation must also be enhanced through appropriate recognition and incentives.

RESULTS AND DISCUSSION

Optimizing the potential of Duarato village for BUMDes development

Mapping the potential of Duarato village was carried out through a Focus Group Discussion (FGD) held at the Duarato village office. The FGD was attended by the Duarato village head and his staff, BUMDes officials, community leaders, religious leaders, traditional leaders, youth organizations, PKK Duarato village, hamlet heads, RT and RW. The FGD in

Duarato Village was conducted on April 21, 2022. The FGD in Duarato Village was conducted with the aim of gathering information about the potential that exists in the village. In the FGD there were several things proposed by the FGD participants related to developing the potential of Duarato village which could be grouped into elements of strengths, weaknesses, opportunities and threats. Based on the information and input obtained in the FGD, it can be grouped into several sections which can be seen in the table below:

Table 1.
Recapitulation of the potential of Duarato village based on the results of the FGD
(Summarized based on SWOT Elements)

No.	SWOT elements	Information
1.	Strength	1. Extensive agricultural land. 2. Many residents have cattle. 3. Traditions are still strong. 4. Equitable public health services. 5. Availability of adequate irrigation. 6. Clean village financial management.
2.	Weakness	1. The mindset of society is still primitive. 2. The level of public education is still low, 3. Human resources are still low. 4. Traditional farming patterns. 5. Limited public services. 6. Tough business competition.
3.	Opportunity	1. Good and smooth watershed. 2. Agricultural products that are in demand by the nearest traditional market. 3. Promising livestock sector.
4.	Threat	1. Landslide prone area. 2. Animal theft is still happening. 3. Floods occur when there is heavy rainfall. 4. Drop each other in the field of politics.

Source: Processed results of researchers, 2022.

Based on the data in table 1 above, the next step is to make steps to carry out a SWOT analysis.

The strategy of the Duarato village government in optimizing its potential to develop businesses carried out by BUMDes

Based on the results of the study, there are 3 activities that are superior/potential factors in Duarato village that have the potential to produce a product that can be developed by BUMDes as a business that can ultimately improve the community's economy.

There are 4 activities that are considered to be leading sectors that support the process of developing the potential of Duarato village which consist of large agricultural land, lots of cows owned by residents, villages with strong customary rules and adequate irrigation. Particularly for these strong customary rules, Duarato village has traditional institutions, traditional symbols and several types of traditional activities.

Before a development strategy is drawn up, it is better to know the internal and external factors of the leading sectors for which the development strategy will be formulated. By knowing the internal factors and external factors in potential sector development, it will be faster in developing strategies to achieve the desired goals or objectives.

Table 2. Internal and External Factor Analysis
 Duarato Village, Lamaknen District, Belu Regency

Internal factors	Weight	Score	Score (Weight X Score)
Strength			
Extensive Agricultural Land	0.092	4	0.368
Cattle farms are owned by many residents	0.084	3	0.252
A village with very strong customs	0.101	4	0.404
The public health sector receives equal health services	0.088	3	0.264
Adequate irrigation	0.098	4	0.392
The financial management system is clean (in 2018, 10 villages were named clean financial management villages.	0.095	3	0.285
Total Strength	0.558	21	1965
Weakness			
The mindset of society is still primitive	0.091	4	0.364
Weak level of Education	0.080	3	0.240

Weak HR	0.083	3	0.249
Agricultural patterns that are still traditional (fertilizer, seeds)	0.099	4	0.396
Limited public services	0.089	3	0.267
Number of Weaknesses	0.442	17	1,516
Total number	1.00		3,481
External Factors	Weight	Score	Score (Weight X Score)
Opportunity			
The watershed area is nice and smooth	0.155	4	0.620
In agriculture, they control traditional markets as a village (onion producer)	0.155	4	0.620
Promising farm	0.141	3	0.423
Number of Chances	0.451	11	1,663
Threat			
Landslide prone	0.133	2	0.266
There is frequent theft of community livestock	0.136	3	0.408
Floods during heavy rainfall	0.140	2	0.280
Drop each other in the field of Politics	0.141	4	0.564
Number of Threats	0.550	11	1,518
Total number	1.00		3,181

Source: Research Results, 2022, data processed

Based on internal and external analysis factors, the potential of Duarato Village, Lamaknen District, Belu Regency is in the form of strengths and weaknesses, opportunities and threats that affect the potential of Duarato Village. In the table, it shows that the strength value is 1.965 compared to the weakness value of 1.516 while the opportunity value is 1.663 and the threat value is 1.518. The superior strength of Duarato Village, Lamaknen District, Belu Regency is a village with very strong customs with a value of 0.404.

Duarato Village, Lamaknen District, Belu Regency has a weakness, namely the traditional agricultural pattern (fertilizer, seeds) with a value of 0.396. Opportunities have a value of 0.620, including good and smooth watersheds and in the agricultural sector dominating traditional markets as a village (onion producer). Duarato Village, Lamaknen District, Belu Regency has a threat of dropping each other in the political field with a value of 0.564.

Determine coordinates:

Strengths – Weaknesses : $1.965 - 1.516 = 0.449$

Opportunities – Threats: $1.663 - 1.518 = 0.145$

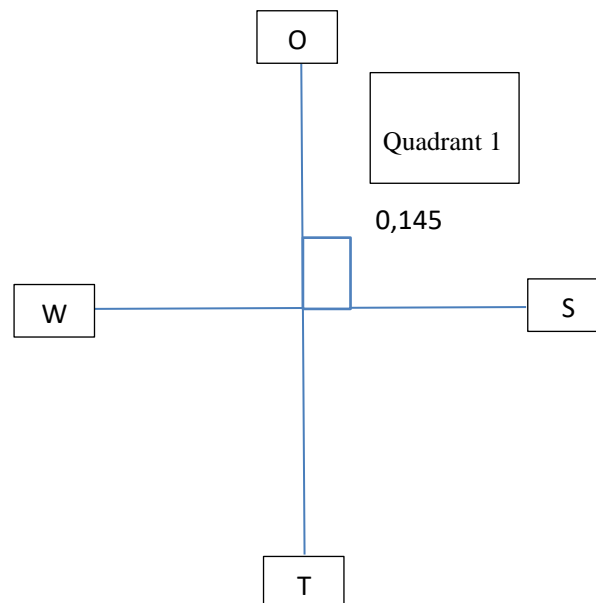


Figure 1. SWOT Analysis Quadrant Duarato Village, Lamaknen District, Belu Regency
Source: Research Results, 2022, processed

Based on the results of internal factor analysis (IFAS) and external factor analysis (EFAS) in Duarato Village, Kec. Lamaknen Belu Regency, obtained the following values: strengths (1.965), weaknesses (1.516), opportunities (1.663) and threats (1.518). So that the coordinate points (0.145 and 0.449) are obtained in quadrant I. This indicates that Duarato Village, Lamaknen District, Belu Regency has strengths and opportunities so that it can overcome existing weaknesses and threats.

The strategy that must be implemented in developing the potential of Duarato Village, Lamaknen Subdistrict, Belu Regency is the SO strategy, namely a strategy that utilizes elements of strength to seize available opportunities using force, in other words, this strategy is an aggressive development policy.

Table 3.
 Matrix of Identification of Development Strategy Alternatives
 Potential of Duarato Village, Lamaknen District

INTERNAL FACTORS	POWER(S)	WEAKNESSES (W)
	Extensive Agricultural Land	The mindset of society is still primitive
	Cattle farms are owned by many residents	Weak level of Education
	A village with very strong customs	Weak HR
	The public health sector receives equal health services	Agricultural patterns that are still traditional (fertilizer, seeds)
	Adequate irrigation	Limited public services
	The financial management system is clean (in 2018, 10 villages were named clean financial management villages.	
EXTERNAL FACTORS	SO STRATEGY	WO STRATEGY
OPPORTUNITY (O)		
The watershed area is nice and smooth	Increase the productivity and quality of onion farming	Providing socialization to the community about more modern management of agricultural land and livestock
In agriculture, they control traditional markets as a village (onion producer)	Expanding irrigation in good and smooth river basins	Conduct training for the community so that they can improve human resources for people who are lacking in the level of education
Promising farm	Increase the procurement of cattle farms	Procure superior fertilizers and seeds in order to support quality agricultural and animal husbandry

		processing
THREAT (T)		
Landslide prone	Construction of retaining structures to prevent the movement of soil that causes landslides	Organizing socialization of modern agricultural technology innovations
There is frequent theft of community livestock	Improving security by involving traditional elders so that they can provide sanctions against those who violate it	Improving public security system services
Floods during heavy rainfall	Improving a clean financial management system	Reforestation of plants, especially types of plants and trees that can absorb water quickly
Drop each other in the field of Politics		

Source: Research Results, 2022, data processed

From the matrix of identifying alternative potential development strategies for Duarato Village, Kec. Lamaknen Kab. The belu was then analyzed and developed to obtain strategic formulas, policies and potential development programs for Duarato Village, Kec. Lamaknen Kab. Speckle.

Table 4.
 Quantitative Strategy Combination Planning Matrix

IFAS	Strength	Weaknesses
efas		
Opportunities	SO strategy: using strength to take advantage of opportunities = 3.628	WO strategy: minimize weaknesses by taking advantage of opportunities =

		3.179
Threats	ST strategy: using strength to overcome threats = 3.483	WT strategy: minimize weaknesses and avoid threats = 3.034

Source: Research Results, 2022, data processed

Table 5.
 Formulation of Policy Strategy and Development Programs
 Potential of Duarato Village, Lamaknen District

No	Strategy	Policy	Program
STRENGTHS- OPPORTUNITY strategy			
1	Increasing the productivity and quality of onion farming and cattle breeding	Improving the quality of onion farming	Provide socialization and training in the development of modern agricultural systems
		Increase the cultivation of cattle farming	Producing superior and quality cattle breeds
2	Expanding irrigation in watershed areas	Increase irrigation development	Conduct irrigation development program to increase agricultural land
WEAKNESSES – OPPORTUNITY strategy			
1	Improving human resources	Increasing the quality of productive human resources	Conduct training for the community so that they can improve human resources for people who are lacking in the level of education
			Provide education or education as well as facilities to improve the quality of human resources
2	Improve farming and animal husbandry	improvement of good quality agriculture and	Provide fertilizer and superior seeds

	systems	animal husbandry	Conduct training and socialization for the community
Strategy <i>STRENGTHS – THREAT</i>			
1	Tighten the security system	Improving the guard system for livestock	Involve customary elders in maintaining security
		Improving the financial management system	Provide training in managing finances
<i>WEAKNESSES - THREAT</i> Strategy			
1	Reducing flooding during times of high rainfall	Overcome flooding during high rainfall	Reforestation of plants, especially types of plants and trees that can absorb water quickly
			Holding clean Fridays such as cleaning rivers and ditches

Source: Research Results, 2022, data processed

Discussion

Optimizing the potential of Duarato village for BUMDes development

The general condition of Duarato Village, which is located in the highlands and hills with an area of 300.33 ha (Duarato Village Profile, 2021), provides a beautiful view if it is on high ground. The majority of residents in Duarato village are indigenous ethnic Timorese. The BUMDes in Duarato village with the name BUMDes Selomon has several types of businesses including: basic food businesses, Brilink agents, Wifi, furniture businesses.

Of the several types of businesses run by the Selomon BUMDes that are running, namely the Groceries, Brilink and furniture businesses, while the Wifi business is often constrained by a poor network, which affects its income.

The results of the FGD found several strengths in the village of Duarato, which has large agricultural land and is also supported by good irrigation, which is a good opportunity to develop the agricultural sector (shallots and garlic) which can control the nearest traditional market. From the results of onion farming, this can be a new business opportunity for BUMDes Selomon to buy onions when harvested by the community at competitive prices and the BUMDes sells the onions to buyers or distributors of onions so that BUMDes benefits from the difference in the selling price.

Another line of business that Selomon BUMDes can engage in is the processing of garden products (bananas and sweet potatoes). As an example that was carried out by students

from Community Service Program (KKN) from April to May 2022. When students carried out the 2022 Community Service Program in Duarato village, the Community Service students gave a demonstration of making banana and sweet potato chips with various flavors. Where the results of the processing of banana and sweet potato chips were entrusted to the Selomon BUMDes, in a short time all the processed chips were sold out.

With regard to the processing of plantation products, in the 2016-2021 RPJMD of Belu district, Lamaknen sub-district is included in the Haekesak Agropolitan area which can be developed as a center for the production of food crops and horticulture. From the RPJMD of the Belu district, the Belu district government in the 2022 Local Government Work Plan (RKPD) emphasizes in particular the improvement of the people-based economy by development of the agricultural sector which is expected to increase income for the people of Belu Regency. In addition, it can drive other economic sectors that provide input for the agricultural sector, or utilize agricultural sector products as input.

In the government sector, Duarato village is a village with strong customary practices. Duarato Village has traditional stakeholders and administrators as well as traditional houses and heirlooms which are maintained and maintained to this day. Because it has thick customary rules, every customary activity is always a serious concern by the government and the people of Duarato village. Some of the customary activities that have become a fixed agenda by the Duarato village government include: 1) customary deliberations, 2) customary sanctions, 3) traditional marriage ceremonies, 4) traditional death ceremonies, 5) traditional birth ceremonies, 6) traditional farming ceremonies, 7) traditional ceremonies in the forestry sector, 8) traditional ceremonies in the field of natural resource management, 9) traditional ceremonies in building houses, 10) traditional ceremonies in solving problems/conflicts.

With the large number of thick traditional activities, BUMDes can see this as a business opportunity, especially in the field of tourism, where the time and place where the community will carry out this traditional ceremony can be packaged with other travel business activities so that it can become a regular event that is eyed by local tourists and *tourists* . abroad.

Bliran Sina Cultural Center Development Strategy

Qualitative descriptive statistical analysis was used to obtain an overview of the strategy, from the results of FGDs and tabulation of questionnaires received by 120 respondents using data collection techniques obtained from observation research data, interviews and questionnaires. To make the initial steps of a SWOT analysis that forms each of the SWOT variables, namely Strength, Weakness, Opportunity, and Threat (SWOT), it can determine the policies needed in an effort to develop the potential of the village of Duarato. SWOT analysis was carried out by conducting FGDs and also distributing questionnaires to respondents who were considered experts and involved in the construction and development of Duarato village, by looking at internal and external factors that influenced the development of existing village potential. SWOT analysis is a systematic identification of strategic factors to formulate a strategy. Strategy is a very important tool to achieve goals. SWOT analysis, which consists of Strengths, Weaknesses, Opportunities and Threats, where SWOT analysis aims to maximize strengths and opportunities, but can minimize weaknesses and threats.

Based on table 4.3 regarding the analysis of internal and external factors in Duarato village, of the six elements of strength in Duarato village it shows that one of them gets a value of 0.404. Based on the values obtained, it can be seen that the conditions in Duarato village are villages that are still very strict in implementing a very strong traditional culture so that these customs affect people's lives that are safe and respect each other.

Meanwhile, there is one weakness that is the highest of the five elements of weakness with a value of 0.396 found in Duarato village, namely the traditional farming pattern (use of

seeds and fertilizers) which causes poor yields. In an advanced agricultural system, it is inseparable from the use of superior seeds and good fertilizers so that even though the agricultural land is small, it can maximize agricultural output. So it is recommended for farmers in Duarato village to be able to use superior seeds and fertilizers to maximize production in the agricultural sector in the village. For opportunities, there are two elements that are most closely related to the potential of Duarato village, namely a good and smooth watershed and agricultural products (onions) that dominate the nearest traditional market with a value of 0.620. A good irrigation system and sufficient water availability are factors that determine the success of the agricultural sector in Duarato village.

The threat that is the highest or the most powerful that can occur in des Duarato is falling over each other in the political field with a value of 0.564. This threat is common when there is a democratic party (elections for DPR members, political parties, elections for regents or for villages). To reduce political fraud that occurs, it is necessary to socialize political maturity so that there are no divisions in society that can hinder the development process in Duarato village. A high sense of brotherhood must be fostered and fostered so that when the first democracy ends, relations between community members remain harmonious.

From the results of a study of the Belu Regency RPJMD 2016-2021, as well as a review of the results of the formulation of development strategies, policies, and programs, there are several formulations of strategies, policies, and development programs that are related to the potential development of Duarato village, Lamaknen sub-district. In general, those related to the direction of developing the potential of Duarato village are the results of the formulation of a strategy, increasing the quality and quantity of public service infrastructure and facilities with the direction of policies for the development and arrangement of agricultural areas, accelerating the development of basic infrastructure so that development programs in the form of road construction and irrigation as well as construction of facilities and transportation infrastructure. Based on this, with the RPJMD of Belu Regency the direction for developing the potential of Duarato Village can balance with the direction of development so that it can meet the need for value-added services in a sustainable manner.

CONCLUSION

Based on the results of the research and discussion, it can be concluded that the FGD analysis in Duarato village in developing potential is very important in determining the direction of village development. The central government is actively developing from the village, so it is hoped that the program made by Duarato village must be in the same direction as the program set by the central government. Identification was carried out using the FGD method, so that it is easier to find out the strengths (S), Weaknesses (W), Opportunities (O) and Threats (T), so that the results of the identification become the basis for developing strategies for villages in general and BUMDes in particular through SWOT analysis. Based on the results of the IFAS –EFAS interaction which produces alternative strategies, the highest weights are Strength – Threat (ST) and Strength – Opportunity (SO) with a value of 3.483 for ST and 3.628 for SO, which can be interpreted as a strategy of using strength to overcome threats and take advantage of opportunity. Based on the results of a qualitative descriptive analysis using SWOT analysis, the following strategies were identified in developing potential in Duarato village: First, increasing the productivity and quality of onion farming and cattle farming. Second, Improving agricultural and animal husbandry systems. Third, Improving human resources. Fourth, improving the quality of infrastructure and the environment

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