Strategy For Institutional Development Of Village Owned Enterprises (Bumdes) In Banjar City

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Abstract
Village-Owned Enterprises (BUM Des) is basically a pillar of economic activity in villages that function as social and commercial institutions. BUM Des as a social institution must take sides with the community's interests through its contribution to the provision of social services. The way BUM Des works is by accommodating the community's economic activities in an institutional form or business entity that is managed professionally but still relies on the original potential of the village. This can make community businesses more productive and effective. This study aimed to find a strategy for the institutional development of Village Owned Enterprises (BUM Des) in the city of Banjar. The research approach used in this study is a qualitative approach using case study methods. The results showed that the institutional capacity development of Village-Owned Enterprises in the city of Banjar at the individual and organizational level was still not optimal due to human resources, budget, and limited facilities and infrastructure factors; coordination between sectors has not been effective, SOPs and work structures have not been implemented effectively, and the understanding, capability, commitment and leadership quality of BUMDES are not optimal. The study also revealed that an effective strategy for developing BUM Des is to diversify strategy at the individual and organizational levels, and the Alliance strategy through the formation of an Integrated Team is expected to be able to play a fundamental role in embracing all parties involved in the development of BUM Des in Banjar City.

Keywords: Village Owned Enterprises (BUM Des), Institutional Development, Diversification Strategy, Alliance Strategy.

A. INTRODUCTION
Development is essentially aimed at building self-reliance, including rural development (Maclure, 1995; Fonchingong & Fonjong, 2002; Dorodnykh, 2017). One of the government's missions is to build rural areas, which can be achieved through community empowerment to increase productivity and diversity of rural businesses, availability of facilities and facilities to support the rural economy, building and strengthening institutions that support production
and marketing chains, and optimizing resources as the basis for economic growth. rural areas (Clark et al, 2007; Islam & Morgan, 2012; Adamson & Bromiley, 2013). The aim is to provide opportunities for regional and rural capabilities as the backbone of the regional and national economy. Village development is essentially the basis of national development. If each village has been able to carry out development independently, then community prosperity will be easily realized and nationally will increase the community prosperity index (Cohen & Uphoff, 1980; Skeldon, 2008; Azis et al., 2017).

A village is a strong unit of analysis, both in the material sense and metaphorically. Traditional village communities are often paraded as role models of virtue, and modern villages as corrupted versions of the original. J. Rigg (2006) states, the idea of a traditional village as egalitarian, independent, autonomous, subsystem-oriented, corporate, peaceful, and moral is often contradicted by historical evidence. Thus, it presents difficulties when the image of the village is used to build a vision of what development is doing and should be doing in rural areas in developing countries. Based on this, the current view of the village can be used as a miniature grassroots level development, where development should be carried out at the village level as a support for development at the regional and national levels, but to realize this, in-depth studies and steps are needed (Ashley & Maxwell, 2001; Wiggins & Proctor, 2001).

The village is the smallest regional unit in the Indonesian state government. The existence of the village is expected to be the spearhead of the state in developing the country's economy independently, village development has long been carried out, but there are still many problems that have not been thoroughly resolved (Antlov, 2003; Sidik, 2015; Faedluloh, 2018). The programs provided by the central government to be run by the village become many obstacles. Many factors cause the programs provided by the central government to be less than optimal. One of them that is most often found in the substantial intervention of the central government to the community, so that it can hinder the creativity and innovation power of rural communities in managing and running an independent economy in rural areas (Nugrahaningsih et al., 2016; Prasetyo, 2016; Solikhah et al., 2018). The existing economic, institutional systems and mechanisms in the village are not implemented effectively so that they have an impact on the dependence on assistance provided by the government so that it decides the spirit of independence and creativity in developing the rural economy (Bodman et al., 2009; Fitrianto, 2016; Agunggunanto et al., 2016).

The enactment of Law Number 6 of 2014 concerning Villages provides a new spirit for villages to initiate by giving birth to the nature of "village building," meaning that the village is placed as an initial milestone in the success of national development, so that village strengthening cannot be separated from village strength in exploring the potential of local wisdom and enthusiasm—the cooperation of its citizens. With the Village Owned Enterprise (BUM), it is hoped that it will become an institution that accommodates community economic activities that develop according to the village's characteristics to improve the village community's welfare as a place of life and livelihood. Even more than that, the town is expected to become an essential foundation for the progress of the nation and state in the future (Kirowati & DwiSetia, 2018; Nilawati, 2018).
Based on this, the village has been able to regulate and manage its government affairs. So it is likely that an initiative or pilot activity will arise related to village autonomy and patterns of government regulation and management, as well as patterns in village development (Nursetiawan, 2018; Dhona, 2018). In addition, the village is currently given the authority to improve the standard of living of its people through Village Original Income (PADes). As referred to in Law Number 6 of 2014 Article 71 paragraph (2), Village income is sourced from village original income consisting of business results, asset results, self-help and participation, cooperation, and other Village original income. Besides that, the village has a primary function and role from an economic point of view: to function as a granary for raw materials and labor (workforce). The village can be a rural village, a manufacturing village, an industrial village, and even a fishing village.

Problems in the implementation of BUMDes include: (a) lack of community participation in BUMDes management; (b) the village government is not maximally empowering the community to develop BUMDes; and (c) BUMDes is not running (Purnamasari et al., 2016). In addition, there is still a lack of adequate Human Resources (HR) in managing BUMDes. BUMDes has not been able to carry out its functions optimally. Only one field is still running, and there is a lack of public awareness in developing other business fields. So that in the current era of modernization, a strategy is needed in realizing village independence and alleviating problems or obstacles to the implementation of BUMDes through innovation to improve the welfare and economy of rural communities by developing BUMDes innovations (Ihsan & Setyono, 2018).

BUMDes, as a village-owned company that aims to improve the economy of rural communities, needs careful planning about what must be done to achieve the goals of establishing BUMDes. In line with that, there is a need for a strategy to develop BUMDes so that there are no programs that are not relevant to the needs of the village community (Pradini, 2020). Strategies in an organization are organizational actions and approaches applied by the leadership to achieve predetermined organizational performance (Thompson et al., 2017; Child, 1972). In this case, the strategy is typically a mixed outcome consisting of conscious and targeted actions aimed at defined goals and the steps needed to deal with previously unimaginable developments and areas of pressure. Competitive pressure. (Thompson et al, 2006; Steiss, 2019).

Banjar City is one of the cities in West Java since it was inaugurated by the Minister of Home Affairs on February 21, 2002, trying to make breakthroughs to develop village potential by providing financial assistance to each village of Rp. 1 Billion. Long before the current Village Law was enacted, the financial aid had been implemented from 2007 to 2009 apart from the Village Fund Allocation. For 2007 village assistance was given in the amount of Rp. 1 billion, in 2008 increased to Rp. 1.2 billion, in 2009 added back to Rp. 1.3 billion, and the last in 2019 was Rp. 2.1 Billion.

The budget is used to increase community economic strengthening through village financial institutions, which began in 2007 called the Credit Implementation Unit (UPK), then changed in 2009 to be accommodated by Village Owned Enterprises (BUM). The revolving funds are still running for the program to strengthen the village economy through BUM Desa in each village. Furthermore, another 1 billion budget is used for rural
infrastructure development, productive labor-intensive activities, and increasing the prosperity of mosques. With the Minister of Home Affairs Regulation No. 37 of 2007 concerning Village Financial Management, the policy was discontinued and replaced with Village Fund Allocation (ADD) until now, still disbursed no less than 1 billion per year also added through Financial Assistance (Banker) in every village in Banjar City. This indicates that the City of Banjar in village governance has sped away from other areas.

The Banjar City Government, in supporting the existence of BUM Desa, issued Regional Regulation Number 7 of 2009 concerning Procedures for the establishment and management of Village Owned Enterprises. However, in its development, BUM Desa, which was established based on Perda No. 7 of 2009, has experienced many obstacles, and this is evident from the 25 villages and sub-districts of BUM Desa that are still running and declared healthy; only two villages remain, namely Kujangsari Village, Langensari District and Mekarharja Village, Purwaharja District.

The policy launched is not without reason that the development of BUM Desa in Banjar City has promising economic potential as a village development effort and as a catalyst to gradually increase the development of other sectors in the village. The success of the product of BUM Desa will improve the welfare of the community. Therefore, a quality institutional strengthening strategy can increase the role of BUM Desa in Banjar City. However, institutional strengthening in terms of the planning, organizing, implementing, and evaluating actions in its implementation that require synergy and measurable, coordinated steps taken to follow up on the problems programmed above can be said to have not been effective.

Based on the description of the identification of the problems above, that the efforts to develop the Village BUM Institution in Banjar City are still constrained, which can be seen from the issues at the capacity of the individual management level (Human Resources), the accommodation at the BUM Desa organizational level and the capacity at the environmental group. Therefore, efforts are needed with new strategies through institutional development to realize BUM Desa's role in the welfare of the people of Banjar City.

B. METHOD

The research approach used in this study is qualitative (qualitative research). This qualitative research is specifically more directed at the use of the case study method. As the opinion of Lincoln & Guba (2010) states that a qualitative approach can also be called a case study or qualitative, namely "in-depth and detailed research on everything related to the research subject." Research with the type of case study aims to find out about something in-depth (Rahardjo, 2012).

Using a case study approach, a research process can be carried out that uncovers research problems that adapt to natural conditions or conditions and reveals facts according to ongoing social situations; this is related to capacity building of BUM Desa institutions with theoretical support provided—then built within the framework of thought. This study uses data collection methods: literature, in-depth interviews, field observations, and FGD (triangulation).
C. RESULT AND DISCUSSION

1. Institutional Development of Village Owned Enterprises (BUM) in Banjar City

Capacity development is the ability of an organization based on applicable laws, both written and unwritten, so that it can carry out institutional functions in the form of one or several activities following their roles and roles, as well as their main tasks and competencies (Rohdewohld, 2005; Matachi, 2005). The concept of capacity building is an effort to increase the apparatus's capabilities, skills, and abilities that are needed to implement and remember their urgency in the era of regional autonomy. With capacity building, each region can improve the capabilities and skills of its apparatus, and if the competence of the apparatus increases with capacity building, it may improve its performance and productivity (Hardjanto, 2012; Keban, 2009).

Capacity building within the scope of local government is an inseparable part of the government and an organization (Sension, 2003; Sumpeno, 2005). Capacity development can be carried out in various steps, for example, by increasing capacity at the individual level through conducting training and human resource development, in other words, a development process in any case and any scope is not possible without capacity building efforts for actors and systems that set it up. Apart from developing human resource capacity within the government or regional organization, it is also essential to improve the performance of the apparatus in carrying out their duties as regional and state servants and the regulation and deregulation of local government policies carried out.

a) Individual Level Capacity Building

Individuals as organizational human resources must be improved in their abilities and professionalism, both the level of knowledge, competence, skills, and work ethics of the management in developing BUMDes in Banjar City. In achieving an organizational goal, it is indispensable to support human resources (human resources) and non-human resources (non-human resources). Support for the availability of qualified, professional, knowledgeable human resources and having experience in managing an organization to run optimally is essential. To respond to this trend, each region must improve the quality of the workforce's resources because the quality of human resources is believed to determine the success of the planned goals directly. This means that improving the quality of human resources is one of the critical keys to winning an increasingly competitive global competition. The prerequisite for this is an education system for the apparatus and training that supports adjustment and the application of competency standards for the apparatus and stakeholders.

At the individual level, it includes the education level of the local government apparatus, the skills of the instrument, and the level of knowledge of the local government apparatus. At this level, the provincial government apparatus must have the quality as a public servant and have competency standards that are supported by an adequate level of education and are relevant to the main tasks and functions carried out by the relevant apparatus, so that ideally, the services provided by the government apparatus regions meet minimum service standards and more importantly to serve all the interests and needs of the communities they serve.
b) Organizational Level Capacity Building

At the level of organizational development, it must be based on the organizational structure of local government, local government decision-making processes, procedures, and working mechanisms of SKPD. Whereas regional government organizations (SKPD) were formed based on the potential and interests of the community in terms of the convenience of public services, as well as the existence of regional government organizations (SKPD) really to bring benefits/span of government control between the government on the one hand and the community on the other, but farther from that is the creation of a strong synergy between the government and the community as well as the private sector as stakeholders for regional development. Government capacity (Capacity Building) at the organizational level is intended as one of the planned and sustainable efforts covering the organization as a whole, managed and structured to further improve the effectiveness and efficiency of government organizations through planned interventions on processes that will occur in government organizations by using science and technology behavior.

At the organizational level, it can include Individual Capacity in an Adequate Organizational Structure, Availability of Work Facilities and Infrastructure, Determination of Rules and Management Strategies of BUM Desa that are Measurably and Planned, Development of Business Networks with the Village Government, Private, and Other Village BUMs, 5. Guidance and Stakeholder supervision related to village apparatus operations, Improved Coordination with Leading Sector, Realizing a Reward System, Realizing a Work Culture for BUM Desa Management, and the attitude of visionary leaders and have character.

c) Environmental Level Capacity Development

It concerns the regulation and strengthening of government work programs and government system policies at the environmental level. At this level, local governments are expected to be able to develop and implement the rules outlined in the Standard Operating Procedures (SOP) and/or Minimum Service Standards (SPM) that are good and focused on the interests and excellent service to the needs of the community, leading to good service accountability and measurable.

Capacity development at the environmental level includes: Effectiveness of Designing Systems and Frameworks and Strategies Outside the Village BUM Organization, Increasing the Role of Media Technology (IT) by BUM Desa, Policy Support in the form of Regional Regulations or Mayor Regulations related to BUM Desa, Commitment of the legislature, Preparation of potential databases villages, Application of Local Wisdom in the Preparation of the Village BUM Program.

2. Factors That Caused Ineffective Village Owned Enterprises (BUM) Institutional Development in Banjar City

Institutional capacity building is a development approach where all people (parties) have equal rights to resources and become a development planner to do something or a series of movements, multi-level change within individuals, groups, organizations, and systems. - system to strengthen the adaptability of individuals, organizations, and the environment, especially in developing BUM Desa in Banjar City.
With the current development of BUM Desa, it is not only to improve the village economy but also to increase the village community's economic business and develop a business cooperation plan between villages in Banjar City. In general, the role of local government is related to providing infrastructure, expanding various forms of facilities, coordinating activities between BUM Desa and the private sector, and regulating. The government has the authority in regulating, providing and allocating different infrastructures related to the needs of implementing BUM Desa; not only that, the local government of Banjar City is very responsible for determining the direction that has a lot of diversity and potential for villages scattered in the Banjar City area.

It can be analyzed that the direction of the BUM Desa facility arrangement does not reflect the non-physical accessibility target, so the desires and expectations of the external target groups have not been fulfilled. As a result, the proportion of stakeholder carrying capacity in the development of BUM Desa in Banjar City tends to stagnate. At the same time, the development of BUM Desa, which refers to policies and strategies, is required to be implemented in a participatory manner through input and responses from interest groups related to the development of BUM Desa in the form of program recommendations that can support the development of BUM Desa in Banjar City in a participatory manner. However, apart from the various problems that occurred from the results of interviews conducted, it can also be analyzed that the development of BUM Desa in the first stage, which begins with improving the quality of accessibility, is expected to lead to the formation of collective awareness from the community and various stakeholders so that they have a better perception in the development of BUM Desa in Banjar City.

Another inhibiting factor in developing BUM Desa in Banjar City, namely the bureaucracy, is nothing but a weakness in the coordination system. In government, many cross-sectoral policies are neglected due to bureaucratic problems. If you want to overcome this problem, it is necessary to build a coordination system so that the relevant sector provides strong support for policies and programs to achieve the goals and objectives of BUM Desa and is effective in solving existing problems.

The research and data analysis results above show that several factors have not been influential in regional institutions' capacity to develop BUM Desa in Banjar City, namely: 1). Lack of adequate Human Resources (HR) for BUM Desa management, both in insight, knowledge, skills, expertise, including good attitudes, behavior, and work values; 2). Limited facilities and infrastructure in each BUM Desa, including building facilities, laptops, computers, furniture, internet networks, and other supporting facilities; 3). Inefficient use of technology (IT) in BUM Desa activities; 4). Lack of regulatory support/regulations governing BUM Desa from the City Government level; and support from the Legislature (DPRD) in developing BUM Desa in Banjar City; and 5). Lack of guidance from relevant stakeholders both from DPMPDKPOL as coaches or from other OPDs and low commitment in developing BUM Desa.

3. Strategy for Development of Effective Village Owned Enterprise Institutions in Banjar City
The initial step taken by the researcher before determining an effective strategy in the institutional development of Village Owned Enterprises (BUM) in Banjar City is to analyze internal factors and external factors through analysis of strengths, weaknesses, opportunities, and threats faced by Banjar City. The SWOT analysis model is a strategic planning method used to evaluate the strengths, weaknesses, opportunities, and threats in a project or policy. These four factors make up the acronym SWOT (strengths, weaknesses, opportunities, and threats). This process involves determining the specific objectives of the policy or project speculation and identifying the internal and external factors that support and do not achieve these goals.

a) Internal Environmental Analysis

Based on the analysis conducted on the internal environment, it can be identified the strengths and weaknesses that are owned related to the institutional development of Village Owned Enterprises (BUM) in Banjar City. Because they are internal, all of these strengths and weaknesses are within the capacity of local governments to influence them.

b) External Environmental Analysis

The internal environment analysis consists of two factors, namely, the opportunity factor and the threat factor. Because they are external, most of the opportunities and threats are beyond the reach of local governments to influence them, or at least the ability of local governments to exploit opportunities and threats is more limited and needs to be addressed in a focused and gradual manner.

The total score generated by the opportunity factor is 1.626, and the threat factor is 1.184. Thus, the total score of the overall external factor analysis of Village Owned Enterprises (BUM) condition in Banjar City is 2.810. Based on the results of giving weights and ratings that are carried out through IFAS and EFAS SWOT analysis, it can be obtained the final total value of strengths, weaknesses, opportunities, and threats as follows:

Table 1 Recapitulation of IFAS and EFAS Calculation Results

<table>
<thead>
<tr>
<th>No</th>
<th>Description</th>
<th>Total Nilai</th>
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<tbody>
<tr>
<td>1</td>
<td>External Factors</td>
<td></td>
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<tr>
<td></td>
<td>a. Opportunities</td>
<td>1.626</td>
</tr>
<tr>
<td></td>
<td>b. Threats</td>
<td>1.184</td>
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<tr>
<td>2</td>
<td>Internal Factor</td>
<td></td>
</tr>
<tr>
<td></td>
<td>a. Strength</td>
<td>1.328</td>
</tr>
<tr>
<td></td>
<td>b. Weakness</td>
<td>1.586</td>
</tr>
</tbody>
</table>

Source: Processed by researchers. 2021

The results of obtaining a strength score are more significant than the weaknesses if you look at the table above. Likewise, the opportunity score is greater than the threat.

- Opportunities – Threats = 1.626 – 1.184 = 0.442
- Strengths – Weakness = 1.328 – 1.586 = -0.258
c) Analisis SWOT

The results obtained above are then used as a reference for the formation of a SWOT analysis to see the position of Village Owned Enterprises (BUM) in Banjar City as follows:

![SWOT Analysis Diagram](http://www.webology.org)

**Figure 1 SWOT Analysis Diagram of Village Owned Enterprises (BUM) in Banjar City**

Figure 1 shows that the condition of Village Owned Enterprises (BUM) in Banjar City is in quadrant II, in a situation with great potential for development. It is more clear that this position illustrates that the Banjar City Regional Government currently has internal weaknesses but has the opportunity to develop Village Owned Enterprises (BUM). The suggested tactic suggested is Change Tactics meaning the organization is advised to change the previous strategy. This is because the old strategy is feared to be challenging to capture the opportunities that exist and improve organizational performance. The strategy that must be set in this quadrant is to support the diversification strategy.

The strategic position and role of the local government as a public actor, related to the development of BUM Desa in Banjar City, requires a more complex understanding in actualizing it so that optimal benefits can be obtained for the community in terms of economy, social, and culture. That a plan must provide a clear government policy framework, but so far, the implementation of BUM Desa institutional capacity in Banjar City can still be said to be ineffective.

The brief analysis obtained by the researchers, after knowing the factors that caused the ineffectiveness of developing the institutional capacity of BUM Desa in Banjar City as the results of interviews, observations, and SWOT analysis was carried out. Then the
researchers tried to provide alternative solutions to the Regional Government of Banjar City in the context of progressing BUM Desa To be more effective. It is still necessary to strengthen the aspect of institutional capacity development while also looking for weak points in implementing the strategy seen from the theoretical framework of regional institutional capacity in question, to then look for alternative strategies that can be implemented in developing BUM Desa more effectively in Banjar City.

The effectiveness of institutional capacity development is primarily determined by the environmental context, including the organization's internal support (inputs) and external organizations. In the context of capacity building at the individual level related to human resources, attention needs to be paid to the provision of professional and technical work apparatus, namely through training, salary provision, regulation of working conditions and environment, and an appropriate recruitment system. Then concerning strengthening capacity building at the organizational level, it aims to improve the performance management system of the functions and tasks carried out through personnel through precise work SOPs, clarity of communication directions, and work structures. To further maximize the capacity development of individual and organizational levels (internal factors) in implementing the development of BUM Desa in Banjar City, an aspect of integrity is needed.

Integrity is a form of being consistent in following the code of ethics and policies, understanding and desiring to conform to them, and working consistently to implement them. The dimension of integrity being one of the elements in the character that underlies the recognition of professional attitudes can be a quality that underlies the emergence of trust and becomes a benchmark for other work apparatus in testing decision making at work. Work apparatus who have good integrity will undoubtedly have a maximum work professionalism attitude, as well as for a leader that with integrity will provide clarity of goals in realizing the development of BUM Desa in Banjar City in the future, which is indicated by the accuracy in designing Standard Operating Procedures (SOP). Or organizational structure and so on.

Furthermore, concerning the capacity of the environmental level (external factors), attention needs to be paid to changes in existing systems and institutions. In this case, what needs to be done is to change policies and legal rules, policies that hinder development tasks and budget support, and regulatory responsibilities and powers between institutions—consistency aspect.

According to the researcher, the above can be a strengthening factor and an essential factor in the implementation of institutional capacity strengthening. From the results of the explanation described above, it is known that the strengthening of institutional capacity in the development of BUM Desa in Banjar City has been adapted to produce aspects of integrity and consistency as aspects that also influence the implementation of BUM Desa development in Banjar City. A consistent attitude must be instilled and owned by all stakeholders in Banjar City by maximizing cooperation and intensive communication by both the local government, village government, BUM Desa, the community, and entrepreneurs.

Regarding the development of BUM Desa in Banjar City, its implementation cannot be separated from the involvement of several parties, both directly and indirectly, who are categorized as internal and external stakeholders with all their limitations. So with this
assumption, the BUM Desa development strategy in Banjar City can be effective through the Strategic Alliance.

The strategic alliance formed from stakeholders later on in developing BUM Desa in Banjar City must at least contain 3 (three) stakeholders, namely power, legitimacy, and urgency, and one element of supporting stakeholders, namely entrepreneurs or entrepreneurs or non-governmental institutions. Referring to the concept, the stakeholders in the alliance cooperation pattern can be identified as follows:

1) The first stakeholder is the Community, Village, National Unity and Political Empowerment Service (DPMD); this service has the task of carrying out functions in the field of community and village empowerment; its legitimacy is obtained through Mayor Regulation Number 30 of 2016 concerning Organizational Structure and Work Procedures (SOTK) City of Banjar that one of its main tasks is to provide guidance, implementation, supervision, and control of activities in the village/kelurahan government sector, while the urgency is that this service is responsible for everything related to activities in the field of community economic empowerment, one of which is the implementation of BUM Desa.

2) The second stakeholder is the Office of Cooperatives, Small, Medium Enterprises, and Trade (internal parties); this service has a significant role in developing BUM Desa, namely carrying out activities to encourage and facilitate access to BUM Desa providing regular assistance. Its legitimacy is obtained through the Regional Regulation on Organizational Structure and Work Procedures (SOTK) of Banjar City that one of its primary functions is to organize community empowerment affairs.

3) The third stakeholder is a representative of community leaders such as the Camat and the Village Head (internal parties) who can indirectly be involved in developing BUM Desa. These stakeholders have the power to participate in fostering and supervising the implementation of BUM Desa in Banjar City. As a basis for legitimacy, these stakeholders have an activity license from the Regional Government or particular policies from the Community, Village, National Unity, and Political Empowerment Service (DPMD).

4) The fourth stakeholder as a supporting element is the private sector/entrepreneur (external party); this party has a vital role in the successful development of BUM Desa in Banjar City. Although they do not have formal power obtained from the government, these stakeholders have the legitimacy to play a role through collaboration through funding assistance or training in financial management for BUM Desa administrators in Banjar City.

With this, the pattern of strategic alliances in the development of BUM Desa in this research recommendation is an empirical model that needs to be followed up in its application. This model is the result of in-depth study and analysis and is inspired by general governance models. Therefore, this model is an improvement and refinement of the reconstruction of existing governance patterns. According to the researcher's view, several adjustments are needed, including:

1) To further advance the BUM Desa in Banjar City, it is necessary to make changes regarding management that are adaptive to a pattern of strategic alliances.
2) Give internal and external stakeholders a clear role, especially the private sector and community leaders, to collaborate with local governments (Department of Community Empowerment, Villages, National Unity and Politics (DPMD) to create the exact synergy in the development of BUM Desa in Banjar City.

3) Can provide more clarity of tasks and functions to collaborate to maximize the goal of increasing the development of BUM Desa in Banjar City.

Given that the development of BUM Desa is a challenge, it is necessary to establish a representative institution as a forum for unifying the essence of institutional development by selecting an Integrated Team for BUM Desa in Banjar City. Thus, in the realm of developing BUM Desa in Banjar City with all its obstacles, it can be overcome more optimally. Conceptually, the Integrated Team for Development of BUM Desa Banjar City will be led by a Regional Secretary consisting of Regional Apparatus Work Units (SKPD) including the Community Empowerment, Village, National, and Political Unity (DPMD) Office, and the Cooperatives, Small, Medium Enterprises and Trade Office. as well as external and internal stakeholders. Furthermore, this team will later in its duties and functions be oriented to the following three things:

- Synergy and synchronization of program activities.
- Unification of vision and perception, and
- Facilitating sectoral issues related to the development of BUM Desa.

The formation of the BUM Desa integrated team must be based on ensuring inter-sectoral integration. Thus, the development of BUM Desa in Banjar City needs to be placed in the proper strategic perspective, namely with strategic alliances. The involvement of other SKPD, community leaders, and the private sector in the framework of strategic partnerships on the development of BUM Desa in Banjar City is expected to provide maximum action. In the future, this integrated team is expected to be given full authority to accelerate the management of BUM Desa in Banjar City through collaboration with community leaders and private parties so that they can plan in detail and carry out their duties and functions to the fullest. In the future, the Integrated Team is expected to collaborate with all stakeholders and collaborate with community leaders to carry out the level of supervision more effectively. With more intensive interactions, this Integrated Team will be able to increase the role of BUM Desa.

D. CONCLUSION

Development of the institutional capacity of BUM Desa in Banjar City from the analysis of researchers based on the results of observations and interviews it was found that the capacity at the environmental level regarding regulations or policies was very clearly planned; however, at the individual and organizational levels it can be said that it is not optimal, more substantial efforts are needed regarding the available human resources and budget constraints as well as creating partnerships with stakeholders. The factors that cause the development of Village BUM institutions in Banjar City has not been influential are a). The availability of human resources, budget, and infrastructure is minimal. b). The implementation of inter-sectoral coordination across departments and stakeholders has not been implemented effectively. c). Availability of Standard Operating Procedures (SOP) and work structures
have not been implemented effectively, and d). The disposition or attitude of the implementers related to understanding, capability, commitment, and leadership quality in implementing BUM Desa development has not been optimal.

An effective BUM Desa institutional development strategy in Banjar City is Strategy Diversification, which means that development is needed at the individual level related to the readiness of quality Human Resources (HR), which is intensified through training for administrators, at the organizational level to improve the clarity of focused policy planning, streamlining the work structure and clarity of cooperation with various stakeholders as well as at the environmental level in the form of policy support or technical regulations from the Banjar City Regional Government to be further optimized. The establishment of a representative institution as a forum for unifying the essence of regional institutional development through an Integrated Team is expected to play a fundamental role in embracing all parties involved in the development of BUM Desa in Banjar City through an alliance strategy.

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