**THE INFLUENCE OF TECHNICAL ASSISTANCE (BIMTEK) ON THE INCREASING NUMBER OF BUMDES IN SOUTH MINAHASA, INDONESIA**

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**Abstract**

The villages currently have various economic problems such as low land tenure and relatively small business scale, some even tend to subsistence; limited access to finance and tend to be patterned *'ijon'*; lack of market access and low bargaining power; less knowledgeable about good production mode; available facilities and infrastructure that have not supported production input, production process, and post production. The presence of BUMDes in this case becomes the answer to these problems, which are expected to be the motor of the village economy. However, until the end of 2017, the number of BUMDes in Indonesia is still limited to 18,446 units. This means that out of 74,958 villages in Indonesia, there are only 25% of villages that own BUMDes. This article is aimed to give a description on how Technical Assistance (BIMTEK) program on BUMDes delivered by Ministry of Villages, Underdeveloped Regions and Transmigration was able to influence the number of established BUMDes in the Region of North Minahasa, Indonesia. The two-day BIMTEK was done on 25th and 26th of September 2017 followed by field observation on the 2nd until 4th of April 2018. This resulted on additional of 41 BUMDes in the Region of South Minahasa, which was roughly 53 % growth in six months period.

**Keywords**: Technical Assistance (BIMTEK), Badan Usaha Milik Desa (BUMDes)

**INTRODUCTION**

Badan Usaha Milik Desa (BUMDes) is considered as a multipurpose economic institution, because in addition to being a business entity, BUMDes is also present to meet the economic needs of the rural community while also assisting the administration of rural government. (Direktorat PUED Kementerian Desa, PDTT, 2016) The growth of BUMDes in the last three years since the launch of the Law of Villages number 6 Year 2014 has increased but still far from the expectations and targets set. Until the end of 2017, the number of BUMDes in Indonesia is still 18,446 units. This means that out of 74,954 villages in Indonesia, there are 75% of villages that do not own BUMDes.

BUMDes in practice after its establishment should be managed professionally and independently which means that it requires people who have the competence to manage it. Recruitment of employees or managers must be adjusted to the standards set forth in the rules and articles of association (AD / ART) of BUMDes. As an institution that is required to gain profit for the village, for certain there are some mechanisms that must be obeyed by the manager of BUMDes in cooperation with other parties.

Especially in the Region of South Minahasa, North Sulawesi Province, the number of BUMDes that are formed is relatively small. By the end of 2017 from a total of 167 villages, the BUMDes that have been established only reached 47 Units. (Direktorat PUED Kementerian Desa, PDTT, 2017) Some issues such as limited understanding, misperception, capital and investors, business market share are still low, the level of low operational business management, human resource and technology competencies not yet adequate, and moral hazard potential BUMDes by the head of the village and certain groups become obstacles in the establishment and operation of BUMDes. Besides that, the role of the government is still larger, although not able to view physically, but in the form of socialization that lacks optimal knowledge for the community is also an inhibiting factor.

Efforts to increase the number of BUMDes should have been done and cannot be separated from the discourse of the model of socialization from top to bottom (top down planning). In accordance with the demands of a new paradigm that focus on human-centered development, the forms of socialization and training through the Technical Assistance program (BIMTEK) are naturally enlarged and become the core process of community empowerment in the establishment of BUMDes.

Based on the background of the stated idea, this research was intended to take a more specific dimension that is analyzing about the influence of BIMTEK delivered by the Ministry of Villages, Underdeveloped Regions and Transmigration in an effort to increase the number of BUMDes in the District of North Minahasa within a certain period of time. The BIMTEK program is based on the consideration that its design and implementation can provide a clear picture of how the BUMDes establishment and management process in each village. The program was held in Manado City on the 25th and 26th of September 2017, attended by 83 participants from registered villages of the District of South Minahasa. Six months following the implementation of the BIMTEK program, The Ministry of Villages, Underdeveloped Regions and Transmigration, evaluated the outcome of the program by calculating the recent number of the BUMDes which has been established in the area.

**THEORETHICAL REVIEW**

Technical Assistance (BIMTEK) is a process of providing targeted support to an organization with a development need or problem. BIMTEK is a broad term that are able to surround different forms of support. (Soler, Cocozza, & Henry, 2013) There are at least two ways a BIMTEK program can be delivered, indirect or direct. Indirect BIMTEK means that the provider trusts some media or tools that the beneficiary organization can use as a manual or guide. Meanwhile Direct BIMTEK provides more helpful services such as coaching and consultation, not only face-to-face but also through online such as via telephone, email, fax or chats. (Stengthening Non Profits, 2018)

The main principles of a BIMTEK program will surely shape the engagements of the program and the beneficiary party. While each engagement will vary in duration, topic, form, and structure, it should be shaped by the following principles (Stengthening Non Profits, 2018):

1. *Collaborative*. Work together with the organization's staff to identify underlying needs and long-term goals of capacity building engagement.
2. *Systematic*. Use a systematic approach when providing a BIMTEK. Establishing a systematic approach ensures that all beneficiary organizations get equal treatment and increases the likelihood of high-quality BIMTEK provision and, in turn, measurable outcomes from that BIMTEK provision.

The four phases in a systematic approach to BIMTEK are:

1. Request
2. Analyze
3. Implement
4. Evaluate
5. *Targeted*. Determine which areas of organization have the urgent importance, and where technical assistance will have the greatest impact. Target your efforts on those areas.
6. *Adaptive*. As the technical assistance provider, you must remain adaptive throughout the engagement. Be flexible according to the needs of the beneficiary organization.
7. *Customized*. Respond to the unique needs of each beneficiary organization by designing and delivering tailored technical assistance engagements.
8. *Asset-based*. Organizations, like people, can more easily build on strengths than develop brand new competencies. Every organization has its own unique pool of resources and relationships from which it can draw. Technical assistance should help the organization identify, engage, and leverage the assets that exist.
9. *Accountable*. Create a mutual agreement, such as a Memorandum of Understanding, and draft a work plan that outlines specific actions and responsibilities.
10. *Results-driven*. Identify measures that indicate improvements in management practices or organizational performance, and track those that have BIMTEK real, measurable results.

Technically the implementation of BIMTEK does not seem too intimidating, but when it refers to the principles of BIMTEK implementation, this type of program holds a very important role especially in achieving beneficial target for a certain community.

**METHOD**

To make it possible to achieve the aim addressed in this article, a set of questionnaire was provided and given to the participants after the two-day BIMTEK by The Ministry of Villages, Underdeveloped Regions and Transmigration. The questionnaire was intended to get the information of the total of BUMDes present during the BIMTEK program and to evaluate whether the participants got the intended essence of the program given. Other than the questionnaire, in order to review the result of the BIMTEK program, there is a recent data of the total number of BUMDes in the Region of South Minahasa based on field observation done by The Ministry of Villages, Underdeveloped Regions and Transmigration.

**RESULT AND DISCUSSION**

Referring to the points of stated theory in the beginning, here are the broad outline on the contents of the BIMTEK provided by The Ministry of Villages, Underdeveloped Regions and Transmigration of Indonesia:

*Collaborative*.

The Ministry of Villages, Underdeveloped Regions and Transmigration collaborated with the local government office and also the local authorities concerning the content of the BIMTEK. The BIMTEK were especially designed for several functionaries to not only deliver the knowledge but also share experiences related the field.

*Systematic*.

The Ministry of Villages, Underdeveloped Regions and Transmigration as the BIMTEK provider made sure that they followed the proper systematic approach provided by the government.

1. Request - the request came from the local government of the Region of South Minahasa and was properly communicated to The Ministry of Villages, Underdeveloped Regions and Transmigration. It was decided then that The Ministry of Villages, Underdeveloped Regions and Transmigration will help and work together in form of a BIMTEK.
2. Analyze - since the request came from the local government, then together with The Ministry of Villages, Underdeveloped Regions and Transmigration, they were able to analize which should be the target and the material suited for the BIMTEK. This was done not only from assessment interview but also document review and site visit.
3. Implement – it was done onsite at Manado City on 25th and 26th of September 2017, which means the BIMTEK can be categorized as a direct BIMTEK. The representative (instructor) of Ministry of Villages, Underdeveloped Regions and Transmigration came to deliver the material and directly answer questions as well as help with trivial matters.
4. Evaluate – the evaluation on the BIMTEK by The Ministry of Villages, Underdeveloped Regions and Transmigration for the Region of South Minahasa were done in two parts which are: short-term and also intermediate-term. The short-term evaluation is in form of questionnaire given directly following the BIMTEK program, whileas the intermediate-term evaluation was collected through site visit and observation data by The Ministry of Villages, Underdeveloped Regions and Transmigration on 2nd until the 4th of April 2018.

*Targeted*.

Together with the local government of the Region of South Minahasa, The Ministry of Villages, Underdeveloped Regions and Transmigration agreed on the topic of the BIMTEK which was “Building the Region of South Minahasa through BUMDes”. BUMDes is aimed to help in the welfare of the local people around Indonesia. This topic was selected remembering the necessity of the local people who still needs guidance and instructions on how to develop through BUMDes.

*Adaptive*.

It is said that as a BIMTEK provider one needs to be adaptive or flexible during the implementation of the BIMTEK itself. This actually can be apparised through the questionnaire result of the BIMTEK provided by The Ministry of Villages, Underdeveloped Regions and Transmigration for the local government of Region of South Minahasa. This matter will be discussed further later in the section.

*Customized*.

As mentioned before, this BIMTEK was a request of the government of the Region of South Minahasa to the The Ministry of Villages, Underdeveloped Regions and Transmigration of Indonesia. Thus, The Ministry of Villages, Underdeveloped Regions and Transmigration as the BIMTEK provider not only prepared the suitable representative to convey the BIMTEK (the trainers are strictly selected from those who really understand the people and situation in the Region of South Minahasa) but also the material of the BIMTEK that was customized according to the discussion between both sides.

*Asset-based*.

This BIMTEK helped the local government of the Region of South Minahasa to identify the current asset and also the possible asset that can be able to developed. BUMDes as the theme of the BIMTEK is the solution of the local government to be able to expand the opportunity to develop these assets. This point also will be discussed futher in the section.

*Accountable*.

Memorandum of Understanding or MoU consists of goals, role, responsibilities, and period of the BIMTEK were signed between the local government of the Region of South Minahasa and The Ministry of Villages, Underdeveloped Regions and Transmigration of Indonesia prior of the BIMTEK itself.

*Results-driven*.

The result expected from this BIMTEK was that the local government of the Region of South Minahasa are able to grasp the knowledge of advancing or levering the asset of each region in South Minahasa through BUMDes. This point will also be discussed below.

The result of this research will be divided into two parts, the first one is based on the questionnaire given following the BIMTEK program which was held on 25th and 26th of September 2017 and the latter is based on the observation data by The Ministry of Villages, Underdeveloped Regions and Transmigration on 2nd until the 4th of April 2018.

**Questionnaire on BUMDes BIMTEK program delivered by The Ministry of Villages, Underdeveloped Regions and Transmigration**

This questionnaire is intended to determine several important points:

1. The number of participants present during the BIMTEK program
2. The number of BUMDes present in the participants’ villages
3. The goods (natural or non natural products) that each district owns
4. Whether the BIMTEK was helpful and informative for the participants to understand about BUMDes

The result is as follow:

***The number of participants present during the BIMTEK program:*** **83 people consists of the heads of the districts of South Minahasa region and their staffs.**

|  |  |  |  |
| --- | --- | --- | --- |
| No. | Districts of South Minahasa Region | Total of Villages | Total of BUMDes |
| 1 | Tumpaan | 10 | 4 |
| 2 | Tompaso Baru | 10 | 2 |
| 3 | Tenga | 18 | 2 |
| 4 | Tatapaan | 11 | 5 |
| 5 | Tareran | 13 | 4 |
| 6 | Suluun Tareran | 9 | 2 |
| 7 | Sinonsayang | 13 | 2 |
| 8 | Ranoyapo | 12 | 4 |
| 9 | Motoling Barat | 8 | 1 |
| 10 | Motoling Timur | 8 | 0 |
| 11 | Motoling | 7 | 1 |
| 12 | Modoinding | 10 | 1 |
| 13 | Maesaan | 12 | 0 |
| 14 | Kumelembuai | 8 | 4 |
| 15 | Amurang Timur | 8 | 1 |
| 16 | Amurang Barat | 8 | 2 |
| 17 | Amurang | 2 | 2 |
|  |  | 167 | 37 |

**Table 1.** The number of BUMDes present in the participants’ villages

(data acquired on the 26th of September 2017 through questionnaire)

***The goods (natural or non natural products) that each village owns***

This information is needed so that either the people of the districts and The Ministry of Villages, Underdeveloped Regions and Transmigration have a better idea of what needs to be developed further through available BUMDes or to be built. It can be seen through the data below that the districs understand their potentions and eager to develop them more.

|  |  |  |
| --- | --- | --- |
| No. | Districts of South Minahasa Region | Goods |
| 1 | Tumpaan | Fisheries |
| 2 | Tompaso Baru | Farming: coconut, corn, cloves, rice, brown sugar |
| 3 | Tenga | Farming: coconut, corn, cloves |
| 4 | Tatapaan | Farming: coconut, corn, rice, fisheries |
| 5 | Tareran | Farming: coconut, corn, cloves |
| 6 | Suluun Tareran | Farming: coconut, corn, cloves, Cap Tikus, brown sugar, tourism |
| 7 | Sinonsayang | Farming: coconut, corn, rice, fisheries, tourism |
| 8 | Ranoyapo | Farming: coconut, corn, rice |
| 9 | Motoling Barat | Cap Tikus, brown sugar, corn |
| 10 | Motoling Timur | Cap Tikus, brown sugar, corn |
| 11 | Motoling | Cap Tikus, brown sugar, corn |
| 12 | Modoinding | Farming: various vegetables, corn |
| 13 | Maesaan | Farming: cloves, rice, coconut, corn |
| 14 | Kumelembuai | Cap Tikus, brown sugar, coconut, cloves, corn, tourism |
| 15 | Amorang Timur | Farming: coconut, corn, fisheries, tourism |
| 16 | Amorang Barat | Farming: coconut, corn, fisheries, tourism |
| 17 | Amorang | Farming: coconut, corn, fisheries, tourism |

**Table 2.** The description of goods in the participants’ villages

(data acquired on the 26th of September 2017 through questionnaire)

***Whether the BIMTEK was helpful and informative for the participants to understand about BUMDes***

**Fig. 1.** Result of the Satisfaction Level of the BIMTEK on BUMDes

25th & 26th of September 2017

Based on the results of the questionnaire, it can be implied that the 83 participants were showing enthusiasm and participating actively during the BIMTEK. And based on the satisfaction level shown on the Figure 1, 28% of the participants were very satisfied while 67% of the participants also found the BIMTEK informative. Overall, the BIMTEK reached their intended target, which was to deliver a helpful and informative knowledge on BUMDes, it fulfilled all the necessary primary principals that a BIMTEK should have.

***Observation Data on the number of BUMDes in the District of South Minahasa (after six months following the BIMTEK)***

The purpose of the observation done by The Ministry of Villages, Underdeveloped Regions and Transmigration is to gain data to identify the total number of BUMDes following the BIMTEK. The observation was done by visiting each villages in the District of North Minahasa from the 2nd to 4th of April 2018. The result is as follow:

|  |  |  |  |
| --- | --- | --- | --- |
| No. | Districts of South Minahasa Region | Total of Villages | Total of BUMDes |
| 1 | Tumpaan | 10 | 4 |
| 2 | Tompaso Baru | 10 | 5 |
| 3 | Tenga | 18 | 4 |
| 4 | Tatapaan | 11 | 9 |
| 5 | Tareran | 13 | 10 |
| 6 | Suluun Tareran | 9 | 5 |
| 7 | Sinonsayang | 13 | 5 |
| 8 | Ranoyapo | 12 | 6 |
| 9 | Motoling Barat | 8 | 4 |
| 10 | Motoling Timur | 8 | 0 |
| 11 | Motoling | 7 | 4 |
| 12 | Modoinding | 10 | 7 |
| 13 | Maesaan | 12 | 4 |
| 14 | Kumelembuai | 8 | 4 |
| 15 | Amurang Timur | 8 | 2 |
| 16 | Amurang Barat | 8 | 3 |
| 17 | Amurang | 2 | 2 |
|  |  | 167 | 78 |

**Table 3.** The number of BUMDes present in the participants’ villages

(data acquired on the 2nd 3rd, and 4th of April 2018 through observation / field research)

**Fig. 2** The growth of the number of BUMDes after six months

The result of the field observation shows that there are growth on the numbers of BUMDes in several villages in the Region of South Minahasa after six months following the BIMTEK. From the previous data that were received during the BIMTEK the total number of BUMDes in the Region of South Minahasa was only 37, whileas by April 2018, the number grew until 78 established BUMDes in the area. This data shows that there are around 53% growth in the number of BUMDes after just six months following the BIMTEK.

**CONCLUSION**

In conclusion, the results and discussions show that the participants had positive enthusiasm toward the BIMTEK program delivered by The Ministry of Villages, Underdeveloped Regions and Transmigration for the Region of South Minahasa. They claimed that the BIMTEK on BUMDes was helpful and informative for them to be able to establish new BUMDes for their villages. This was shown by the data acquired from the questionnaires. Thus, it is save to say that the program reached the predetermined targets which are to gain some data on the villages and delivered an adequate assistance for the participants. The field observation after six months of the BIMTEK also shows a significant growth percentage of the number of BUMDes in the area. Again, this fact shows that BIMTEK gave a great influence, help and assistance for the participants to be able to establish the villages’ BUMDes.

Besides all the positive responds and results on the BIMTEK program delivered for the Region of South Minahasa on the year of 2017, there are still many problematic issues that can be brought up for further research such as: will the BUMDes last after the BIMTEK?; what problems do the BUMDes face when they establish the BUMDes and while they implement their programs? Therefore, it is strongly suggested that these problems could be discussed on future studies.

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