
**THE INFLUENCE OF TECHNICAL ASSISTANCE (BIMTEK) ON THE INCREASING
NUMBER OF BUMDES IN SOUTH MINAHASA, INDONESIA****Noldy Richard Supit¹, Grace Nathania Clara Sabandar², Nandang Rukanda³**¹ Ministry of Villages, Underdeveloped Regions and Transmigration, Indonesia² Indonesia Technology-Enhanced Language Learning (iTELL) Association, Indonesia³ NonFormal Education Department, IKIP Siliwangi, Cimahi, Indonesia¹ noldylagrande@gmail.com, ² ghechan83@gmail.com, ³ email-author-3@ymail.com**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

In an effort to improve the welfare of the community, the Indonesian Government through the Ministry of Villages, Underdeveloped Regions and Transmigration formed BUMDes program, a financial institution whose main objective is to provide fundings to groups of people in a community who need to run a business, besides the BUMDes is also aimed to set up businesses to improve the economy of the community (Samadi, Rahman, & Afrizal, 2015). 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 PUEK 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**The Concept of Community Empowerment**

Community empowerment is a development process in which communities take the initiative to begin the process of social activities to improve their own situation and condition. Community empowerment can only occur if the community itself participates.

According to Mardikanto (Mubarak, 2010), there are six goals of community empowerment, namely:

- a. Institutional Improvement, "Better Institution". With the improvement of activities / actions carried out, it is expected to improve institutions, including the development of business intimacy networks.
- b. Business Improvement, "Better Business". Improving education "enthusiasm for learning", improving accessibility, activities and institutional improvement, is expected to improve the business carried out.
- c. Improved Income, "Better Income". With the occurrence of business improvements made, it is hoped that it will be able to improve the income earned, including family and community income.
- d. Environmental Improvement, "Better Environment". Improved income is expected to improve the "physical and social environment" because environmental damage is often caused by poverty or limited income.
- e. Improvement of Life, "Better Living". Income levels and improved environmental conditions are expected to improve the living conditions of every family and society.
- f. Community Improvement, "Better Community". A better life that is supported by a better "physical and social" environment, is expected to materialize into a better community life.

The Concept of Technical Assistance (BIMTEK)

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, Coccozza, & Henry, 2013) One thing that distinguishes BIMTEK from other forms of intervention is the intention to build the ability to achieve a certain goal, related to innovation or general capacity. Fruchter, Cahill, and Wahl (1998) show that the term BIMTEK or technical assistance, "contains the assumption of intentionality, both in making planned efforts to bring about change, and in the nature, structure, and purpose of assistance," (p. 13). In the purpose of this research, BIMTEK can be defined as assistance from the authorities given to individuals, organizations, and civil servants to increase knowledge, skills or attitudes in supporting certain final goals.

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. (Strengthening 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 (Strengthening 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:

- a. Request
 - b. Analyze
 - c. Implement
 - d. Evaluate
3. *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.
 4. *Adaptive*. As the technical assistance provider, you must remain adaptive throughout the engagement. Be flexible according to the needs of the beneficiary organization.
 5. *Customized*. Respond to the unique needs of each beneficiary organization by designing and delivering tailored technical assistance engagements.
 6. *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.
 7. *Accountable*. Create a mutual agreement, such as a Memorandum of Understanding, and draft a work plan that outlines specific actions and responsibilities.
 8. *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.

The Concept of BUMDes (Badan Usaha Milik Desa)

According to Minister of Home Affairs Regulation No. 39 of 2010, BUMDes are village businesses formed / established by the village government where capital ownership and management are carried out by the village government and the community. The purpose of the establishment of BUMDes is the government's efforts to improve the financial capacity of village governments in administering the government and increasing people's income through various economic activities of rural communities. The existence of these BUMDes is also strengthened by UU No. 6 of 2014 which is discussed in Bab X pasal 87-90, among others, stating that the establishment of BUMDes was agreed through village meetings and managed with a spirit of kinship and mutual cooperation.

So it can be said that BUMDes has two main functions, namely as social institutions and village commercial institutions. BUMDes as a social institution has a contribution as a provider of social services, while the function as a commercial institution means that BUMDes aim to gain profits through offering local resources (goods and services) to the market (Prasetyo R. , 2016).

The type of business managed by BUMDes has been regulated in ministerial regulations covering services, distribution of nine basic commodities, trade in agricultural products, and or small industries and households and can be developed according to potential needs. From the various efforts made by the BUMDes, it is expected that later it can be used for business development, village development, empowerment of rural communities, and providing assistance to the poor through grants, social assistance, and revolving fund activities stipulated in the Village Revenue and Expenditure Budget.

METHOD

Suharsimi Arikunto (2002) said that instruments are tools or facilities used in research time using a method. The use of these instruments are to make it easier to gain the results, in the sense of being more accurate, complete and systematic so that it is more manageable.

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. Questionnaire is a technique of indirect data collection (researchers do not directly ask questions with respondents). The instrument or data collection tool is also called a questionnaire containing a number of questions that must be answered or responded to by respondents (Sutopo H. , 2006). 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. Observation itself is one of data collection tools that is carried out through recording or site visit (Sutopo H. , 2006). This method is used to obtain more complete and detailed data or information. Information obtained through these observations is then implemented in writing. In some cases, this observation method can also use non-human sources such as documents and records.

RESULT AND DISCUSSION

Result

The data 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.

Table 1. The number of BUMDes present in the participants' villages (data acquired on the 26th of September 2017 through questionnaire)

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

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 districts understand their potentions and eager to develop them more.

Table 2. The description of goods in the participants’ villages
(data acquired on the 26th of September 2017 through questionnaire)

No.	Districts of South Minahasa Region	Goods
1	Tumpaam	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

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

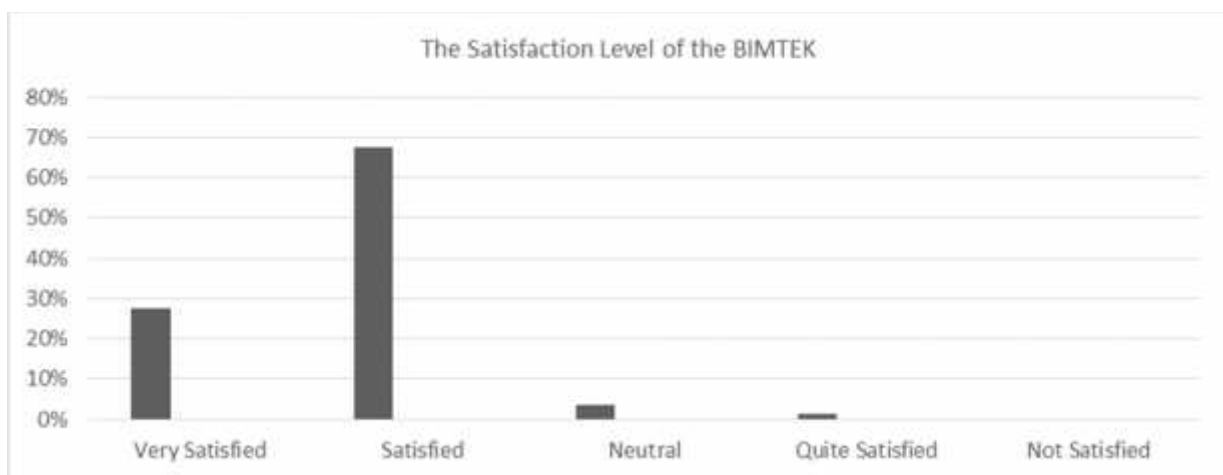


Fig. 1. Result of the Satisfaction Level of the BIMTEK on BUMDes
25th & 26th of September 2017

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:

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)

No.	Districts of South Minahasa Region	Total of Villages	Total of BUMDes
1	Tumpan	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

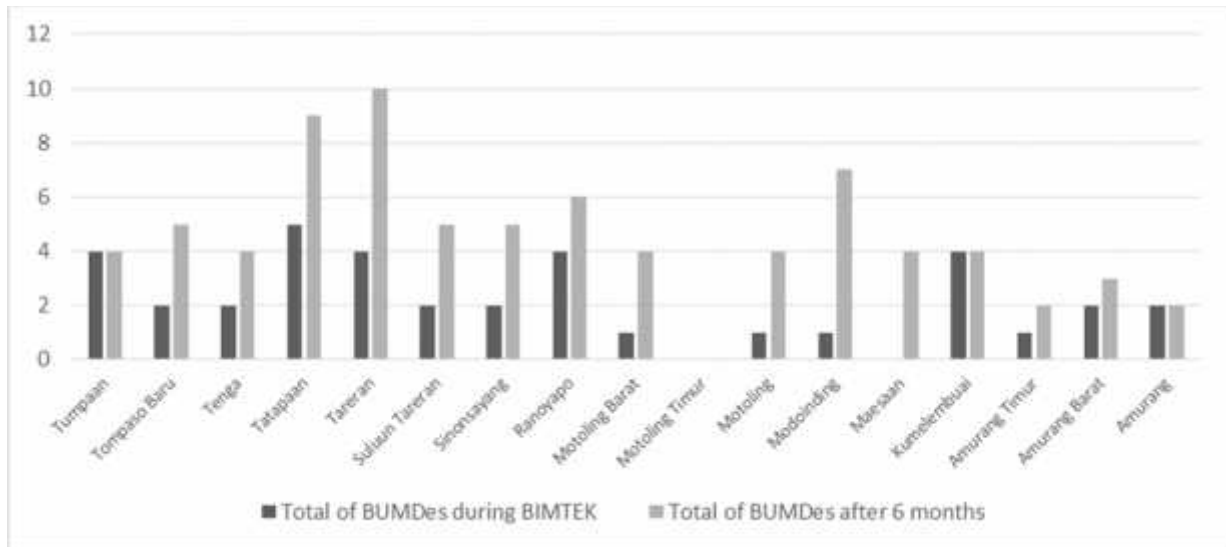


Fig. 2 The growth of the number of BUMDes after six months

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.

Discussion

This chapter discusses results of the survey on the BIMTEK provided by The Ministry of Villages, Underdeveloped Regions and Transmigration in more detail. The chapter incorporates results from the survey and the theory on BIMTEK.

Referring to the points of stated theory of main principles of a BIMTEK in the beginning, here are the discussions on the broad outline 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. Collaboration between parties has been defined as activities carried out by parties intended to improve the quality of the public by making these parties work together rather than separately or individually (Bardach, 1998). Selin and Chevez (1995) describe collaboration as a joint decision-making approach to solving problems where power is shared and stakeholders take collective responsibility for their actions and subsequent results of these actions. This supports the idea that the local authorities and the central government getting together to create a BIMTEK to create a more powerful impact to improve the empowerment of the community.

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.

- a. Request – Regardless of how the request originates, there are some key information that can be provided and documented from the request (Strengthening Non Profits, 2018): *Basic information*, such as the place and date of BIMTEK. *Narrative description* of the undergoing problem and requested assistance. *Preliminary analysis* of underlying issues and needs contributing to the presenting problem. *Actions* necessary to overcome community issues. The request of the BIMTEK itself came from the local authorities of the Region of South Minahasa and was properly communicated to The Ministry of Villages, Underdeveloped Regions and Transmigration.
- b. Analyze – since the request came from the local government, then together with The Ministry of Villages, Underdeveloped Regions and Transmigration, they were able to analyze 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. This is an ideal way of analyzing since the BIMTEK provider does not only implying from the document but also can see the necessity directly.
- c. 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.
- d. Evaluate – There are many benefits to evaluation. Evaluation pre-BIMTEK or in the beginning of the BIMTEK can guide the provider to create or carry a high-quality training sessions (Compassion Capital Fund National Resource Center). While an evaluation during the implementation can help the provider to a more engaging and targeted session. Lastly, evaluation after the implementation helps the provider to improve services. 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.

Most companies or organizations prefer the development of targeted skills for several reasons, the first is because it has a faster result (Echols, 2018). The main driver is not sourced internally but comes from outside the organization that has an impact on the company or organization. Designing a holistic learning program - targeted training - can be achieved successfully if you can build together learning strategies, learning goals, and use of technology to make training for many people and learning unified (Site Staff, 2006). The result of this effort is happy, knowledgeable, educated, productive professionals who, as part of the whole, can make a meaningful contribution to the success of an institution or organization.

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.

The BUMDes program itself is mandated by UU No. 6 of 2014 concerning Villages, as stated (Pasal 87) that: (1) Villages can establish Village-Owned Enterprises called BUM Desa; (2) BUM Desa is managed with a spirit of kinship and mutual cooperation; and (3) BUM Desa can run business in the economic sector and / or public services in accordance with the provisions of the legislation. Furthermore, related to the management of BUMDes, regulated in the Regulation of the Minister of Villages, Underdeveloped Regions and Transmigration of Indonesia Number 4 of 2015 concerning Establishment, Management and Management, and dissolution of Village-Owned Enterprises.

Adaptive.

Adaptive training, also referred to as accelerated learning or personalized learning, is a general term for approaches that change the activity or content presented during training activities based on participant needs (Durlach, 2011). This training approach uses individual differences variables (eg, knowledge) to personalize training experiences through very realistic reflections of work, culture, and work needs (Bauer, 2012).

Personalization of material and activities is made by analyzing data describing the current background or field conditions of participants and information about training needs based on skills or abilities, talents, personalities, learning styles or preferences, and performance (Bauer, 2012). Cumulatively, trainees receive customized instructions and feedback (Billings, 2012).

Customized.

For this discussion, the definition of a customized learning experience offered by the Bill & Melinda Gates Foundation (Groff, 2017) rather fit, which states:

“Personalized learning seeks to accelerate participants’ learning by tailoring the instructional environment—what, when, how and where the participants learn—to address the individual needs, skills and interests of each participant. Participants can take ownership of their own learning, while also developing deep, personal connections with each other, their trainers and other adults.”

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.

Asset-based practices are not always described using the term 'assets' but can use other terms such as 'community development', 'community involvement' etc (McLean, 2018). All of these have key features in assessing capacity, skills, knowledge and positive connections in a society. Asset-based training activities are consisted of how the community run their business and what they are trying to achieve, how they provide their services and how they engage with their clients or participants, and the relationships they build.

A number of benefits of assets-based approach training have been proposed for individuals and communities. For those who are involved in it, the potential benefits include: more control over their lives and where they live; the ability to influence decisions which affect them and their communities; the opportunity to be engaged how and as they want to be and to be seen as part of the solution, not the problem. This process may then lead to increased wellbeing through strengthening control, knowledge, self-esteem and social contacts, giving skills for life and work. Asset based activities ensure that engagement with individuals is meaningful and empowering rather than tokenistic and consultative.

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. It is essential to describe the detail of BIMTEK through an MoU or work plan (Strengthening Non Profits, 2018). This will ensure that every department operates within the same schedule, plan and priorities and that BIMTEK providers have outlined. The MOU and / or work plan will function as a roadmap used by BIMTEK providers and recipient organizations during the BIMTEK agreement period.

Results-driven.

The key to the successful implementation of quality and productivity improvements is to focus on producing measurable results. Schaffer and Thomson (1992) reported that a qualified BIMTEK easily slip when it is too focused on the activities (activity-centered), and they describe the shortcomings and basic solutions to these efforts. Very often the BIMTEK provider focuses on the activities rather than outcomes, and eventually becomes confused between the processes and results.

The following are four key benefits of a results-based approach that are usually overlooked by activity-centered programs (Schaffer & Thomson, 1992):

1. Quality improvement tools are only introduced when needed. Management introduces innovation when it helps accelerate progress towards achieving measurable goals. Compare this with an activity-centered program, where all employees can be ritually released for training because it is the "right" thing to do.
2. Trial and error reveals what works. Because management introduces innovation one by one and associates it with short-term goals, it can be found what works and what doesn't. Learn from this experience and use what works.
3. Strengthening that often energizes the repair process. There is no motivator that is stronger than repeated success. Projects that produce results show employees and managers their ability to succeed. It also builds confidence and management skills to achieve continuous improvement.
4. Management is built on previous success. By using each project as a testing site, management gradually creates a foundation of experience to build performance improvements throughout the organization.

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 leveraging the asset of each region in South Minahasa through BUMDes.

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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