

Research Article

Capacity Building Strategy for Village Apparatus: Elevating Village Status of Underdeveloped Villages in Pandeglang Regency

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Abstract.

The 2023 Village Development Index (IDM) indicates that 4,382 villages in Indonesia remain underdeveloped. Strengthening the capacity of village apparatus is crucial to fostering sustainable development and achieving independent and innovative villages. This study analyzes the capacity of village apparatus in underdeveloped villages and formulates strategies to enhance their effectiveness in the Pandeglang Regency. A qualitative research approach was employed, utilizing the Focus Group Discussion (FGD) method, and data were collected through observation, document review, and discussions with selected informants. The findings reveal that efforts to develop the competence and capacity of village apparatus remain suboptimal. Technical training does not fully address managerial and technical competency needs due to the absence of a clear competency framework. Additionally, limited initiative from village governments further hampers capacity-building efforts. To address these challenges, this study recommends the adoption of collaborative governance for more effective training, the implementation of Training Needs Analysis to align training programs with village apparatus needs, and the promotion of training programs by relevant ministries to support the achievement of Sustainable Development Goals (SDGs) at the village level.

Keywords: underdeveloped villages, capacity of village apparatus, human development

1. Introduction

Effective and efficient village development requires human resources with professional and competent village apparatus [1]. Fajarwati [2] explains that one of the factors hindering regional development is the inadequate capacity of the apparatus. Enhancing the capacity of village officials can be achieved through education and training received by village heads and other village officials. This includes training on village apparatus, village governance management, economic development training, technical guidance on archiving, and training on empowering village-owned enterprises [3].

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Through the Minister of Village, Development of Disadvantaged Regions, and Transmigration Regulation No. 2 of 2016 on the Village Development Index (IDM), the government classifies village status into five categories: self-sufficient (Sembada), advanced (Pra-Sembada), developing (Desa Madya), underdeveloped (Pra-Mayda), and very underdeveloped (Pratama) [4]. The purpose of this classification is to provide a reference for the central government, regional governments, and village governments to determine priority scales in implementing development and community empowerment initiatives [5]. The assessment for determining village status is based on three composite indices of village development, namely the Social Resilience Index, Economic Resilience Index, and Environmental Resilience Index.

This is also reflected in Government Regulation No. 78 of 2014 of the Republic of Indonesia concerning the Acceleration of Development in Disadvantaged Areas (PPDT), which aims to expedite the reduction of disparities between regions, accelerate the provision of infrastructure in disadvantaged villages, and enhance contributions to financing, implementation, control, and evaluation in these areas [6]. The criteria for disadvantaged areas include the community economy, human resources, infrastructure, regional financial capacity, accessibility, and regional characteristics [6]. This policy has been in place since the status of disadvantaged areas was lifted, with the minister providing guidance for a maximum of three years after the status is changed.

Data from the Central Statistics Agency for the year 2021 [7] shows a comparison of the number of disadvantaged and non-disadvantaged villages for the years 2019, 2020, and 2021. Table 1 indicates a decrease in the number of disadvantaged villages and an increase in the number of non-disadvantaged villages.

TABLE 1: Categories of Villages in 2019, 2020, and 2021.

Villages Categories	Amount		
	2019	2020	2021
Undeveloped Villages	6.180	5.469	5.061
Develop to Advance Villages	12.972	9.777	8.154

This data is also supported by the village status information published by the Ministry of Village, Development of Disadvantaged Regions, and Transmigration through the official [8]. Based on this IDM status data, the national IDM status data from 2019 to 2023 is as follows.

In the context of regional development in Indonesia, the data indicates that the majority of villages spread across the country are still categorized as developing villages,

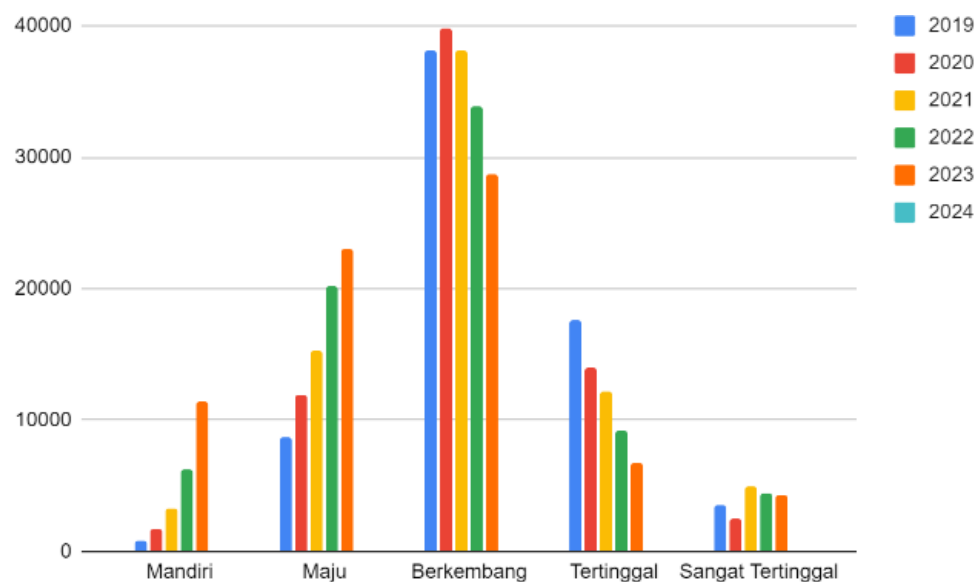


Figure 1: IDM Status Data 2019 - 2023. source: idm.kemendesa.go.id.

with a total of 6,803 villages classified as underdeveloped [8] and 4,382 villages as very underdeveloped in 2023 [8]. This reflects significant challenges for the government in developing these villages. The government is not only required to improve the conditions of underdeveloped and very underdeveloped villages but also to ensure that already developing villages can maintain their status and continue to experience sustainable growth [9].

Based on the ranking report of the Village Development Index (IDM) published by the Ministry of Village for 2023 [10], the national average development status is still categorized as developing. Among the 38 provinces in Indonesia, Banten Province ranks 23rd, and the data also shows that Banten is the only province on the island of Java that still has villages with the status of “Developing” according to the IDM [10]. One of the factors contributing to this situation is not only the low score of the Economic Resilience Indicator (IKE) in Banten Province but also the suboptimal coordination among the provincial government, the Regency’s Village Development Office, sub- districts, village extension workers, village governments (PD), and village facilitators [11]. Based on the IKE achievement scores, Pandeglang Regency has the lowest score among other regencies in 2021, with a score of 0.515, followed by Lebak Regency with a score of 0.532 and Serang Regency with a score of 0.577 [8].

In the same IDM ranking report, it is noted that there is one sub-district in Pandeglang Regency that has the status of “Underdeveloped” according to the IDM [8]. Pandeglang Regency has an IDM score of 0.56562, which places Cibitung Sub-district at rank 5,700 out of 6,554 on a national scale [8]. This ranking is significantly lower than

that of other sub-districts on the island of Java. Pandeglang Regency comprises 32 sub-districts, consisting of 5 advanced sub-districts, 27 developing sub-districts, and 1 underdeveloped sub-district.

The Indonesian government needs to ensure that every policy and regional development program is implemented down to the village level to achieve Indonesia's sustainable development goals [12]. Therefore, there is a need for the adoption of a holistic and integrated approach to managing regional development, considering various dimensions such as economic, social, and environmental aspects. Collaboration among various stakeholders, including local governments, local communities, the private sector, and non-governmental organizations, is also essential to achieve sustainable regional development [13]. In the realm of village development, the capacity of village apparatus is a determinant of successful development [14]. Village apparatus plays a crucial role in the success of development and improvements in the village government sector, as well as in community coaching and empowerment [15].

Considering the importance of developing the capacity of village apparatus to support regional and village development, this research aims to analyze strategies that can be implemented to enhance the capacity of village apparatus. The focus of this study is on the village apparatus from the sub-districts that still have the status of underdeveloped in Pandeglang Regency, Banten Province. This article contributes to understanding how the human resource capacity of underdeveloped village apparatus in the underdeveloped sub-districts of Pandeglang Regency can be assessed, as well as the strategies that can be undertaken to improve the human resource capacity of village apparatus in these underdeveloped sub-districts.

2. Theoretical Study

Capacity development, according to Grindle [16] refers to efforts aimed at improving the efficiency, effectiveness, and responsiveness of government performance through a strategic framework. Grindle [16] formulates three dimensions in the context of government capacity development: the dimension of human resource development, organizational strengthening, and institutional reform.

In the context of human resource capacity development, the focus will be on developing human resources, specifically the village government apparatus [17]. The emphasis on human resource development is directed towards acquiring professional talent,

technical skills, and how training and career advancement influence overall performance [18]. The development of human resource competencies is a top priority for the government because the comprehensive capability of a region is not only reflected in human resource capacity but also in non-human factors such as financial management, infrastructure management, and other facilities [19]. The capacity development of village government is conducted so that village governments possess the necessary competencies to manage village governance effectively and are able to innovate or renew governance and community engagement, allowing villages to become independent and progressive [20].

3. Methods

This research employs a qualitative approach using the focus group discussion (FGD) method. The FGD method is a data collection strategy that involves social interaction among community members through a series of interviews [21]. Additionally, the FGD method requires trained and confident observers to facilitate discussions effectively, conducted in a positive environment with a diverse discussion group, and yields a high need for detailed data collection that can be difficult to articulate. According to Irwanto [22], FGD is a systematic process of collecting data and information about a specific issue through group discussion. The goal is to obtain in-depth information related to the capacity development of village government apparatus within the research locus.

The research locus is Kabupaten Pandeglang. The data collection techniques used include FGD, observation, and document analysis. The criteria for informants participating in the FGD include village apparatus in Kabupaten Pandeglang, having the capacity and understanding of policies on capacity development for village apparatus, and comprehending the condition of village apparatus in the research locus. This yields key informants consisting of representatives from the Pandeglang District Office of Community Empowerment and Village Development (DPMPD) and several villages with the status of underdeveloped, developing, and advanced villages according to the 2023 IDM [10]. The aim is to gather information regarding the efforts made by the village government or local areas in enhancing the capacity of village apparatus to improve the IDM status of the region.

The research instrument is the researcher themselves, using FGD guidelines, document review guidelines, and observation guidelines as research aids. The data analysis technique is qualitative, carried out based on the theory of Miles and Huberman [23],

which consists of the processes of data reduction, data presentation, verification, and conclusion.

4. Results and Discussion

4.1. Village Infrastructure Development

The level of infrastructure is a major issue in Kabupaten Pandeglang. Inadequate infrastructure, particularly poor road facilities, hinders the economic activities of residents [24]. As a result, Kabupaten Pandeglang still has villages with a status of being underdeveloped. The infrastructure problems also stem from a lack of information regarding village roads that is not well understood by the community.

This issue arises due to limited access to information and insufficient connectivity with technological advancements, which restricts the ability to capitalize on new opportunities. Often, the support and budget allocations from the central or regional government may be insufficient or ineffective in reaching remote villages. Infrastructure in Kabupaten Pandeglang frequently faces significant challenges. Efforts to improve infrastructure typically involve projects from both the central and regional governments, as well as support from various agencies and development programs.

4.2. SDGs Development

Kabupaten Pandeglang is actively carrying out various efforts to achieve the Sustainable Development Goals (SDGs). The local government is working closely with the Regional Development Planning Agency (BAPPEDA) and the Central Statistics Agency (BPS) to monitor and compile data that supports the SDGs targets through 2030 [12]. One key initiative is the development of village-level SDGs roadmaps, such as the one implemented in Desa Bandung. This roadmap helps align the village's development planning with the 17 SDGs goals, which include poverty eradication. The implementation of the SDGs in the villages of Kabupaten Pandeglang is done through a strategic and phased approach, one of which is by drafting SDGs roadmaps at the village level. For example, Desa Bandung in Kabupaten Pandeglang has developed an SDGs roadmap for the 2024-2030 period [25]. This roadmap serves as a guide for the village government in planning development, preparing the Village Medium-Term Development Plan (RPJMDes), and in budgeting through the Village Revenue and Expenditure Budget

(APBDes). The aim is to ensure that village development aligns with the 17 SDGs goals, such as poverty alleviation, improvements in education, health, and natural resource management (Halim).

Support from various parties, including academics and students, helps the villages update their SDGs data. This effort provides strong legitimacy for the sustainability of the programs and is expected to adhere to long-term plans.

4.3. The Village Development Index (IDM)

The Village Development Index (Indeks Desa Membangun - IDM) is an index used to measure the level of progress in a village. Below is the IDM for the last 3 years for the villages that served as sources for this research:

TABLE 2: Villages Development Index for some Villages in Pandeglang Regency for the last 3 years.

Village's Name	Index Calculation Year			Villages Status
	2021	2022	2023	
Ciinjuk Village	0,6835	0,6946	0,7167	Advanced
Gerendong Village	0,7073	0,6481	0,6443	Developed
Malangnengah Village	0,6011	0,5863	0,5690	Underdeveloped
Cikalong Village	0,5608	0,5675	0,5703	Underdeveloped

source: idm.kemendesa.go.id

From the four villages involved in this research, data were gathered on the real-life conditions in these villages, each with different village statuses. This allowed the researcher to process the information, which will later be used to formulate strategic plans to help underdeveloped villages progress to developing or even advanced status.

The results from the Focus Group Discussions (FGD) indicate that the primary factor causing a village to remain underdeveloped is inadequate infrastructure. This lack of infrastructure severely hinders economic movement and other essential activities, creating significant challenges for the village's overall development.

4.4. Village Capacity Development Program

4.4.1. Learning Management System (LMS) from Kementerian Desa

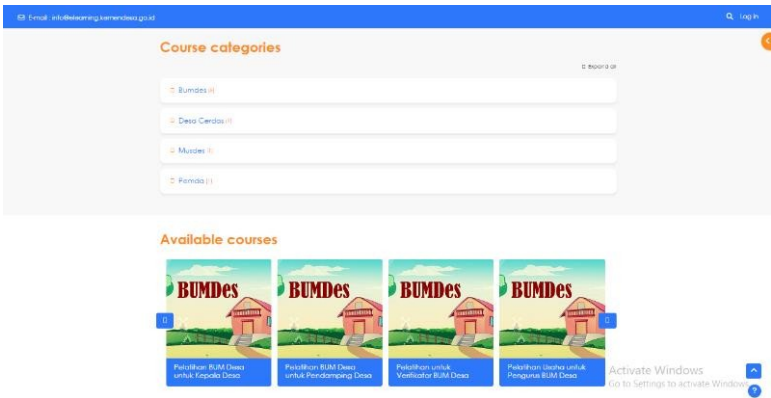


Figure 2: Front page of Learning Management System The Ministry of Villages, Development of Disadvantaged Regions. source: elearning.kemendesa.go.id.

The Learning Management System (LMS) is a platform utilized for education and training. The Center for Village Competitiveness Development, Disadvantaged Regions, and Transmigration of The Ministry of Villages, Development of Disadvantaged Regions, and Transmigration designed the LMS platform to optimize the sustainability of Village SDGs by providing e-learning-based education for villagers and village apparatus. The LMS from The Ministry of Villages, Development of Disadvantaged Regions, and Transmigration offers various learning categories focused on rural development, including village financial management, local economic empowerment, and village policy programs. The learning materials cover Village-Owned Enterprises (BUMDes), Smart Village (Desa Cerdas), Village Deliberation (Musyawarah Desa), and Regional Government Regulations Supporting Villages.

Carrying the theme of “Smart Village,” the main pillars of this LMS initiative are to establish a network of smart villages, empower digital data in villages, enhance capacity in technology utilization, expand digital communication spaces, and simplify the process of monitoring and evaluating the knowledge and skills being developed. The LMS program was initially launched in 2021, and the relaunch of the LMS program with more up-to-date learning modules is scheduled for May 14, 2024.

Village officials in Koroncong District explained that the LMS by The Ministry of Villages, Development of Disadvantaged Regions, and Transmigration has not yet had a significant impact on village development. The utilization of the LMS is still lacking in its implementation by village officials. Some of the limitations in implementing the The

Ministry of Villages, Development of Disadvantaged Regions, and Transmigration LMS include: a) limited internet access in certain areas; b) lack of understanding of digital technology among village officials; and c) low motivation of village officials to implement e-learning.

4.4.2. Learning Management System for Village Administration by The Ministry of Home Affairs

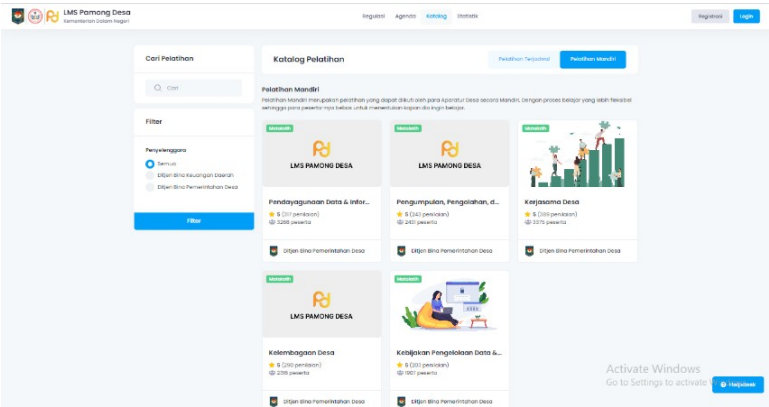


Figure 3: The front page of LMS for Village Administration by The Ministry of Home Affairs. source: pamongdesa.kemendagri.go.id.

The Directorate General of Village Governance Development at the Ministry of Home Affairs has also launched a learning management system (LMS) platform specifically designed for village officials. Its purpose is to comprehensively and sustainably enhance the capacity of village government officials through competency-based learning methods that can be accessed by all villages nationwide. Unlike the The Ministry of Villages, Development of Disadvantaged Regions, and Transmigration LMS, the Pamong Desa LMS by Kemendagri offers learning materials that focus on village governance, national policies, regional autonomy, and public administration regulations, which are more structural in nature.

The Directorate General of Village Governance Development at the Ministry of Home Affairs has launched a learning management system (LMS) specifically designed for village officials. This platform aims to comprehensively and sustainably enhance the capacity of village government officials through competency-based learning methods, accessible to all villages nationwide. Unlike the LMS by The Ministry of Villages, Development of Disadvantaged Regions, and Transmigration, the Pamong Desa LMS by Kemendagri focuses on village governance, national policies, regional autonomy, and public administration regulations, which are more structured and governance-centered.

According to the LMS Kemendagri statistical data, Kabupaten Pandeglang has the highest number of users in Banten Province, totaling 1,084 users with 88 participants. On average, each sub-district has three LMS participants. The five villages that are the focus of the FGD in this study are Desa Koroncong, Gerendong, Ciinjuk, Cikalong, and Malangnengah. While these villages do not have active participation from each village, the Pamong Desa statistics indicate that each of these villages has used the Pamong Desa LMS at least an average of two times.

Data Provinsi
BANTEN - KAB. PANDEGLANG - CIBITUNG

Cari

Kode	Desa/Kelurahan	Total Pelatih	Total Pengguna	Total Peserta	Peserta Lulus
36.01.27.2001	Sindangkerta	0	4	0	0
36.01.27.2002	Manglid	0	3	1	0
36.01.27.2003	Cikiruh	0	3	0	0
36.01.27.2004	Cikadu	0	5	1	0
36.01.27.2005	Kiarapayung	0	7	0	0
36.01.27.2006	Kutakarang	0	7	0	0
36.01.27.2007	Citeluk	0	4	0	0
36.01.27.2008	Klarajungkung	0	6	0	0
36.01.27.2009	Cikalong	0	3	0	0
36.01.27.2010	Malangnengah	0	3	0	0

Menampilkan 1 Sampai 10 Dari 10 Hasil

Figure 4: Statistics of Village Administration LMS Usage in Cibitung Sub-district. source: pamongdesa.kemendagri.go.id.

The learning materials managed by the Ministry of Home Affairs are highly relevant to meet the educational needs of village officials. Moreover, the learning flow leading to the issuance of e-certificates and the ease of learning should provide an opportunity for village officials to effectively utilize this LMS facility. In the future, the Pamong Desa LMS program by the Ministry of Home Affairs can enhance the capacity, competencies, and integrated knowledge of village officials to develop and nurture villages into self-sufficient communities.

4.4.3. Akademi Desa 4.0

Academy 4.0 is a program initiated by the Ministry of Village PDTT aimed at developing human resource capacity in villages to face the challenges of digitalization and the 4.0 industrial revolution. This program seeks to enhance the quality of human resources

through training and education, in line with village development regulations. Its primary objectives include serving as a medium for socialization and interaction among village communities, competency-based learning, community learning centers, and collaboration with various stakeholders to achieve sustainable development in disadvantaged villages and transmigration areas [26]. The success of Academy 4.0 is assessed based on four main priorities: independent village governance, entrepreneurship-based economy, visionary human resource development, and sustainable partnerships [27]. This program involves various stakeholders, including the Ministry of Finance, OJK (Financial Services Authority), SOEs (State-Owned Enterprises), universities, and training institutions, with a curriculum that encompasses Prukades (Village Development Program), BUMDes (Village-Owned Enterprises), village deliberations, governance, entrepreneurship, and appropriate technology.

The Village Academy program has been implemented in Pandeglang Regency, collaborating with universities to support village infrastructure and economic programs such as tilapia fish farming. However, its implementation has not been uniform, especially in remote areas like Cibitung District, which still faces infrastructure challenges. To address this, it is essential to improve access and infrastructure so that the program can provide broader benefits, help villages face global challenges, and promote village independence.

4.5. Capacity Development Strategies for Villages

From the existing issues, it is evident that there is still a lack of programs aimed at improving human resource capacity. This is reflected in the inability of village officials to fully maximize their capabilities to elevate their villages to a more advanced status. Based on two criteria for developing human resource capacity established by Grindle [16] and aligned with the acceleration plan for the Sustainable Development Goals (SDGs), the following strategies can be proposed:

4.5.1. Professionalism

4.5.1.1. Indicator of Creativity

Creativity in designing and implementing projects that align with the potential of each village is essential. The development of human resource (HR) competencies is a top

priority for the government because the capabilities of a region are comprehensively reflected not only in human resource capacity but also in non-human factors such as the ability to manage finances, maintain infrastructure, and effectively utilize facilities and infrastructure [28].

4.5.1.2. Indicator of Innovation

The utilization of digital applications in village management assists village officials in managing village resources more efficiently and reducing administrative burdens. The professionalism of village officials in providing responsive public services makes it easier for residents to access information and assistance quickly and conveniently. For instance, many villages now offer a WhatsApp service number that residents can contact during working hours.

4.5.1.3. Indicator of Responsiveness

Related to the innovation indicator of digital utilization in public services, the responsiveness indicator in improving the capacity of village officials refers to the ability of the village government to respond to the needs of the community quickly, accurately, and effectively. In Pandeglang Regency, the responsiveness of village officials is crucial in ensuring that the needs of the residents are met promptly, especially regarding public services, infrastructure, and community welfare. The Gerendong Village Office is open to the public, allowing the community to access the services provided, such as civil document administration.

4.5.2. Technical Capability

4.5.2.1. Public Service

In the services provided by the village heads during discussions, it was mentioned that each of their villages routinely holds MUSRENBANG (Musyawarah Perencanaan Pembangunan). Musrenbang is a part of public services, particularly in the context of community participation in the village development planning process. Through Musrenbang, the village government collects input from the community regarding the necessary infrastructure, health services, education, and economic development.

This makes Musrenbang a part of the overall effort to improve public services, as the outcomes of this discussion will be translated into public service programs that are more relevant to the needs of the residents. Since Musrenbang is a forum where the community can propose necessary development projects in the village, effective village officials will use it as a foundation for planning public services such as road improvements, the construction of health and education facilities, and the development of the local economy.

4.5.2.2. Community Economic Development

The indicator of community economic development within the technical capability criteria emphasizes the efforts of village officials to encourage local economic growth through various programs that can increase the income and welfare of the community [18]. In Pandeglang Regency, underdeveloped villages often face deep economic problems, such as a lack of job opportunities, low agricultural productivity, and limited access to markets. Therefore, community economic development becomes a crucial step in improving the status of the village.

4.5.2.3. Health Facility Feasibility

The health facility indicator in the context of technical capability focuses on how village officials can provide equitable access and quality health services for the entire community [29]. In Pandeglang Regency, many underdeveloped villages face issues related to limited health facilities, both in terms of infrastructure and adequate human resources. This problem directly impacts the welfare and quality of life of the community. Therefore, improving health facilities has become one of the top priorities in village development.

From the perspective of infrastructure constraints, limitations in medical equipment and facilities can affect diagnosis and treatment, making it necessary to build nearby health centers as well as collaboration and attention from the government and NGOs regarding the quality of health services in underdeveloped villages.

4.5.2.4. Feasibility of Educational Facilities

Educational facilities include various resources and infrastructure such as primary and secondary schools, village libraries, access to textbooks, and other educational tools.

Underdeveloped villages in Pandeglang often face limitations in quality schools, both in terms of physical structures, learning equipment, and teaching staff [11]. Many villages only have primary schools, while students must attend schools in other villages or even travel to more distant cities for higher education, which is often difficult due to geographical conditions and the economic situation of families.

The strategies needed by village officials include collaborating with local education authorities to facilitate the construction of schools and adequate infrastructure, requesting educational assistance, and organizing training for teachers in the village.

4.6. Local Economic Empowerment

Village-Owned Enterprises (Badan Usaha Milik Desa/BumDes). According to Government Regulation No 11 of 2021 concerning BumDes, it is explained that BumDes encompasses economic activities that include the management of businesses and the development of investments and economic productivity to maximize village potential [30]. The aim of BumDes is to generate profits that can be utilized to increase the village's original income, thereby expanding the benefits derived from the village's economic resources..

One village head in Pandeglang Regency stated that each village has its own potential, advantages, and shortcomings in its respective area. Therefore, village governments need to be proactive in analyzing opportunities within the village. In several villages in Pandeglang Regency, it is acknowledged that there are dynamics in finding BumDes sectors that align with the characteristics of the village. This was explained by the village officials of Malangnengah as follows:

We have tried in the agriculture and livestock sectors. Both can operate, but because the Cibitung sub-district suffers from inadequate water for the businesses, they usually only harvest once a year, and even then, it's reliant on rain-fed irrigation."

On the other hand, the sheep and buffalo farming sector in Malangnengah village has shown significant progress, aided by various parties, including the Department of Animal Husbandry, supporting farmers and the local community to enhance their income. Not only farmers benefit, but also community members who grow grass to supply animal feed.

Cikalong village, located in the same sub-district as Malangnengah, has experienced similar conditions. The buffalo farming initiated by the village has developed well,

along with corn and banana plantations since 2021. However, fish farming previously attempted by Cikalong village has not been sustainable due to water supply issues, relying solely on rain-fed irrigation. Meanwhile, in other areas like Gerendong village in the Koroncong sub-district, BUMDes has also gradually developed. It not only utilizes the agricultural, plantation, and livestock sectors but also engages in other business forms such as handicrafts, processed foods, and electricity payments.

Understanding the conditions of villages in Pandeglang Regency reveals that each village has potential based on its unique demographics and geographic location. Therefore, each village requires a tailored approach to ensure targeted development. The government has also played its role in assisting villages, such as conducting technical guidance related to BUMDes.

What needs to be considered in this context is that a village head explained that the technical guidance provided often only involves village heads or village officials, with minimal community involvement. Thus, it becomes the role of village officials to socialize this information to the community. Recognizing this, it is necessary to have village officials with adequate capacity so that village governance can be conducted responsively, allowing BUMDes to be implemented optimally. Training and capacity development for village officials are essential. Competent officials can serve as catalysts in empowering the community, encouraging active participation in BUMDes activities. This is crucial for the continuity and sustainability of future programs. The Ministry of Villages has indeed provided an e-learning website for village officials; however, the extent of its utilization by village officials has not yet been clearly determined.

5. Conclusion

The capacity of human resources (HR) for village officials in Pandeglang Regency, particularly in underdeveloped villages, is still relatively low. This includes limitations in administrative, managerial, planning aspects, as well as understanding the regulations and technologies needed for village development. Factors such as minimal formal education, limited training, and lack of access to information resources also contribute to the low capacity of HR.

Therefore, it requires strategies to be implemented, such as developing ongoing training and competency development programs; collaborating with the private sector and NGOs; intensively increasing motivation; and conducting regular monitoring and

evaluation. Thus, the author suggests that collaboration between these ministries is crucial to improving the status of villages in Pandeglang Regency. The synergy of programs, technical assistance, and a focus on empowering village officials, women, and children will have a significant impact on accelerating development and improving the welfare of village communities.

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