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ISSN - 2829-0771 (ONLINE)
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STRENGTHENING GOVERNANCE AND MAPPING POTENTIAL THROUGH MENTORING BUMKAM IN DOYO LAMA VILLAGE

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Article Info:
Received: 2026-07-16 Revised: 2026-08-08 Accepted: 2026-09-01
Volume: Numbers: 2 Pages: 49 - 66
Keywords:
Village-Owned Enterprise; Thematic Community Service Programme; Governance; Village Potential

Abstract:
Village-Owned Enterprises (Badan Usaha Milik Kampung, BUMKam) play a strategic role in managing local economic potential and promoting the economic self-reliance of village communities. However, BUMKam development is often constrained by the limited capacity of its managers in administration, financial record-keeping, asset management, and the identification of viable business opportunities. This community engagement programme, implemented through a Thematic Community Service Programme (KKN Tematik), aimed to strengthen the governance of BUMKam Tungkuwiri Mandiri in Doyo Lama Village, Waibu District, Jayapura Regency. The programme adopted a participatory approach comprising observation and needs assessment, material presentation, document-preparation exercises, mentoring, discussion, village-potential mapping, and evaluation. It focused on two principal activities: assisting BUMKam in improving its administrative, financial, and asset-management practices, and providing training on the identification of economic potential involving representatives from seven villages in Waibu District. The results indicate that the mentoring activities improved the managers' understanding of the importance of separating BUMKam administration from village-government administration, maintaining transaction records supported by appropriate documentation, preparing cash books, and conducting asset inventories. The potential-identification training also produced a preliminary map of natural resources and business opportunities in each participating village. These findings demonstrate that stronger internal governance should be integrated with local-potential mapping to ensure that BUMKam business development is more accountable, participatory, and responsive to community needs.

INTRODUCTION

Village economic development depends not only on the amount of funding received by the village government but also on the capacity of communities and village governments to manage local resources productively. One institution that can be used to manage this potential is the Village-Owned Enterprise (Badan Usaha Milik Kampung, BUMKam). In Papua, the term BUMKam refers to a village-owned enterprise that substantively performs the same functions as a Badan Usaha Milik Desa (BUM Desa) elsewhere in Indonesia. BUMKam is expected to operate businesses, utilise village assets, provide economic services to the community, create employment opportunities, and contribute to village revenue. Government Regulation No. 11 of 2021 governs various aspects of BUM Desa management, including organisational arrangements, annual work programmes, capital, assets, business units, cooperation, accountability, profit distribution, and institutional guidance and

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development. Administrative, financial, and asset management are therefore essential components of sound governance for village-owned enterprises.

Institutional strengthening of BUMKam is also inseparable from registration, data collection, guidance, development, and the procurement of goods or services. These matters are reflected in Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration No. 3 of 2021, which governs the registration, data collection and ranking, guidance and development, and procurement of goods and/or services by BUM Desa and jointly owned BUM Desa. In practice, BUMKam continues to face various challenges. Common problems include poorly organised administrative documents, irregular financial recording, the absence of a clear separation between enterprise finances and village-government finances, inadequate transaction documentation, and incomplete asset registers. Moreover, the establishment of business units is sometimes not based on an assessment of local potential, market demand, and community capacity.

Faiz et al. (2020) explain that training and mentoring can strengthen the human-resource capacity of BUM Desa managers, particularly in financial management and governance. Yahya (2024) likewise shows that weaknesses in financial and asset administration, together with the selection of business activities that do not adequately reflect community needs, can inhibit the development of BUM Desa. BUMKam Tungkuwiri Mandiri is the village-owned enterprise of Doyo Lama Village and is expected to serve as a driver of community economic activity. The preliminary assessment indicated that institutional strengthening should focus on improving administration, financial record-keeping, asset management, and the development of business units based on local potential. These needs provided the basis for the Universitas Cenderawasih Thematic Community Service Programme in Doyo Lama Village. Doyo Lama is one of seven villages in Waibu District, Jayapura Regency. The seven villages are Sosiri, Yakonde, Doyo Baru, Dondai, Bambar, Kwadeware, and Doyo Lama. Each has distinct characteristics and economic potential. The Jayapura Regency Government has also identified differences in productive business opportunities between inland villages and those located around Lake Sentani. These opportunities include livestock farming, fisheries, and other productive activities that must be adapted to the conditions of each village.

Accordingly, the Thematic Community Service Programme was directed not only towards improving the internal governance of BUMKam Tungkuwiri Mandiri but also towards strengthening the capacity of communities and village officials to identify economic potential. Potential mapping is necessary to ensure that decisions to establish and develop business units are not based on short-term preferences alone, but instead consider resource availability, managerial capacity, community needs, market access, risk, and business sustainability. This community engagement activity aimed to: (1) improve BUMKam managers' understanding of administration and institutional governance; (2) strengthen their capacity to undertake basic financial record-keeping and prepare financial accountability reports; (3) assist them in inventorying and administering BUMKam assets; and (4) improve the ability of participants from seven villages in Waibu District to identify and map village economic potential.

METHODS

3.1 Location and Participants

The community engagement programme was conducted in Doyo Lama Village, Waibu District, Jayapura Regency, Papua Province, from 29 July to 2 August 2026. The principal partners were the management of BUMKam Tungkuwiri Mandiri and the Doyo Lama Village Government.

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The village-potential identification training involved 22 participants from seven villages in Waibu District:

1. Doyo Lama Village;
2. Doyo Baru Village;
3. Bambar Village;
4. Dondai Village;
5. Kwadeware Village;
6. Sosiri Village; and
7. Yakonde Village.

Participants included village heads, district-level facilitators, BUMKam managers, village officials, and district representatives. The programme was supported by nine Thematic Community Service Programme students and two field supervisors from Universitas Cenderawasih.

3.2 Implementation Approach

The programme adopted a participatory approach. BUMKam managers and participants from each village were not treated solely as recipients of information; they were actively involved in problem identification, record-keeping exercises, and potential mapping. A participatory approach was selected because BUMKam development should be grounded in local knowledge and community experience. Mentoring did not end with theoretical presentations but continued through practical exercises using documents and problems encountered by the partner organisation. Training and mentoring have also been applied in various initiatives to strengthen the governance and financial management of BUM Desa and have been found to improve managerial capacity (Faiz et al., 2020; Yahya, 2024).

3.3 Programme Stages

The programme was divided into five stages, as presented in Table 1.

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Table 1. Stages of programme implementation

Stage	Activity	Output
Preparation and coordination	Coordination with the village government, BUMKam managers, the district government, and community-service students	Agreement on the schedule, participants, venue, and programme requirements
Initial assessment	Interviews, observation, and review of administrative, financial, and asset documents	List of problems and mentoring needs
Governance training and mentoring	Presentation of materials, demonstrations, and practice in completing administrative registers, cash books, and asset registers	Administrative, financial, and asset-management formats for use by BUMKam
Potential-identification training	Group discussions and potential mapping in seven villages	Village-potential matrix
Evaluation and follow-up	Assessment of understanding, review of participants' outputs, and preparation of recommendations	Follow-up plan for strengthening BUMKam

Source: Programme Implementation Team, 2026

3.4 Mentoring Materials

Administrative mentoring introduced institutional and operational documents for BUMKam, including correspondence registers, management lists, BUMKam signage, partner lists, meeting minutes, activity registers, agreement archives, and business-unit documents. Financial mentoring covered the separation of BUMKam funds from managers' personal funds and village-government finances, the use of transaction evidence, the recording of receipts and expenditures, the preparation of cash books, and the preparation of basic financial statements using the SIAPIK application. Asset-management mentoring included asset identification, recording the source and value of acquisition, location, condition, user or responsible officer, assignment of inventory numbers, and physical inspection. Village-potential identification training used Participatory Rural Appraisal (PRA) and participatory mapping of resources available in each village.

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3.5 Evaluation

The programme was evaluated through structured observation, assessment of practical outputs, document review, and reflective discussion. Observation was used to assess participants' engagement and their ability to complete administrative forms, record financial transactions, prepare asset registers, and identify village potential. Practical outputs were assessed by reviewing cash books, transaction-evidence files, asset-inventory lists, and the potential matrices prepared for the seven villages. The team also compared the condition of BUMKam documents before and after mentoring to identify improvements in administrative, financial, and asset management. At the end of the programme, reflective discussions and interviews were conducted to obtain information on perceived benefits, implementation constraints, and the need for further mentoring. Programme success was assessed on the basis of participant engagement, completeness of outputs, participants' ability to complete the exercises, and the partner's commitment to use the instruments developed.

RESULTS AND DISCUSSION

4.1 Initial Assessment of BUMKam Tungkuwiri Mandiri

The programme began with coordination and an assessment of the management conditions of BUMKam Tungkuwiri Mandiri. Observation, interviews, and document review identified the following areas requiring assistance:

1. BUMKam administrative documents had not been compiled within an orderly filing system;
2. the duties and responsibilities of managers had not been fully documented;
3. receipts and expenditures were not recorded consistently;
4. some transactions were not supported by documentary evidence;
5. the asset register did not include information on asset values, condition, location, and responsible officers; and
6. business-development plans were not yet fully based on potential mapping and business-feasibility analysis using the Business Model Canvas.

Figure 2.
Business Model Canvas for BUMKam Tungkuwiri Mandiri, Doyo Lama

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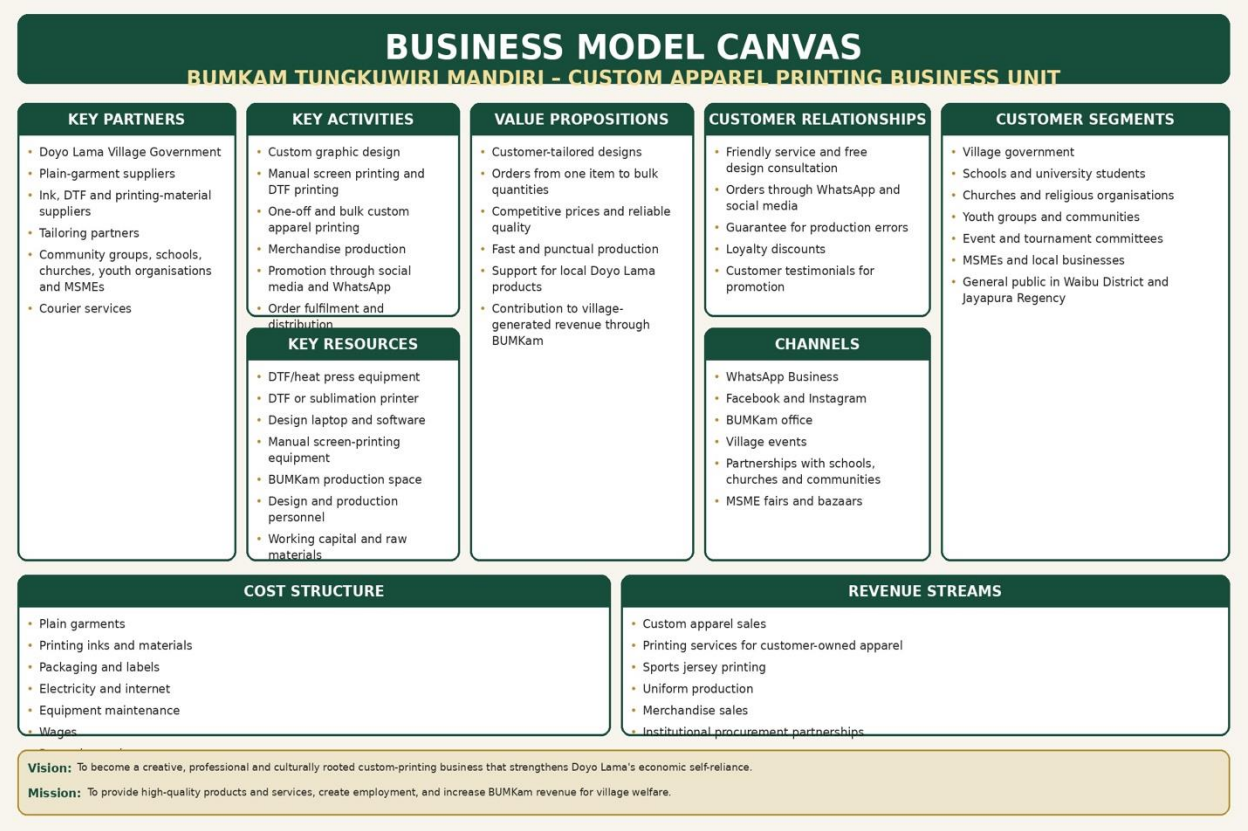

Source: Data processed by the authors, 2026

These conditions demonstrate that the challenges faced by BUMKam relate not only to access to capital but also to governance capacity. Additional capital provided without adequate administration, financial record-keeping, and asset oversight may increase the risks of asset loss, undocumented use of funds, and difficulties in preparing accountability reports. This finding is consistent with Yahya (2024), who identifies weak financial and asset management as an impediment to BUM Desa development. Initial interventions in a village-owned enterprise should therefore strengthen its institutional foundations before expanding its business units.

4.2 Mentoring for Orderly BUMKam Administration

Administrative mentoring began with an explanation of the distinction between the functions of the village government and those of BUMKam. The village government acts as the capital owner and undertakes guidance and oversight in accordance with applicable provisions, whereas BUMKam managers are responsible for the enterprise's operational activities. Participants were then assisted in classifying BUMKam documents by type. The categories comprised legal and institutional documents, meeting and decision documents, business-activity documents, cooperation documents, financial documents, and asset documents.

The administrative formats introduced to the managers included:

- incoming and outgoing correspondence registers;
- a meeting-minutes register;
- a register of managers and employees;

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- a register of partners and customers;
- a register of problems and follow-up actions; and
- a register of BUMKam document archives.

Following the mentoring, the managers began maintaining incoming and outgoing correspondence registers. Five types of administrative registers were prepared, and ten documents were compiled or reorganised. This outcome demonstrates that orderly administration extends beyond document storage. Sound administration provides information on the basis for decisions, the allocation of responsibilities, the implementation of cooperation arrangements, the progress of business activities, and the follow-up actions taken in response to problems faced by BUMKam.

4.3 Financial-Management Mentoring

The next activity involved mentoring in basic financial management. The session began with an explanation of the separate-entity principle. All BUMKam receipts and expenditures must be kept separate from managers' personal funds and the village-government treasury. Participants were introduced to a recording cycle that began with the occurrence of a transaction, followed by the collection of supporting evidence, entry in the cash book, transaction classification, balance verification, and preparation of periodic reports. Supporting evidence could include receipts, purchase notes, invoices, transfer records, minutes of handover, and other documents indicating the value and purpose of a transaction.

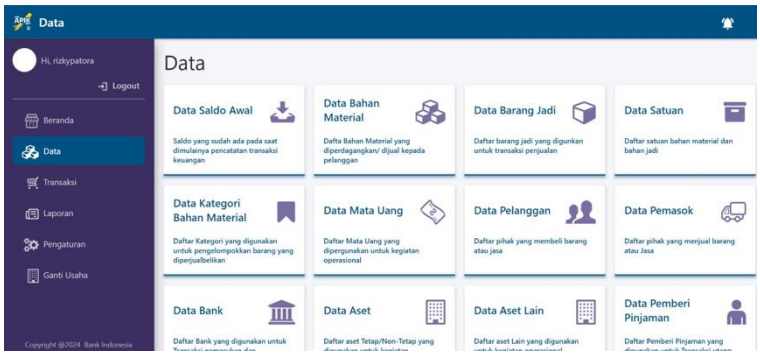
The instruments used in the practical session included:

1. a general cash book;
2. accounts-receivable and accounts-payable registers;
3. a summary of receipts and expenditures; and
4. a basic income-statement format.

During the practical session, participants recorded transactions on the basis of case examples and available actual transactions. They then reconciled the cash-book balance with the cash on hand or the balance in BUMKam's bank account and practised using the SIAPIK application.

Figure 3.

Training and Mentoring on the Use of the SIAPIK Application at the Doyo Lama Village Hall



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The results show that BUMKam managers were able to distinguish among receipts, expenditures, receivables, payables, capital, and expenses. Five BUMKam transactions from January to July 2026 were recorded or reconstructed on the basis of available evidence. However, several transactions could not be recorded completely because earlier supporting documents were unavailable and transaction information remained incomplete at the end of the Thematic Community Service Programme. Training and mentoring that combined explanation with direct practice were easier for managers to understand than purely theoretical presentations. This finding is consistent with Faiz et al. (2020), who found that training and mentoring strengthened BUM Desa managers' capacity in financial management and governance.

4.4 Mentoring in Asset Inventory and Management

Assets are important resources for BUMKam because they support the implementation of business activities. BUMKam assets may originate from village capital participation, purchases financed by BUMKam, government assistance, grants, or other lawful sources. Asset mentoring was undertaken through the identification of ownership documents and physical inspection. At a minimum, each asset was recorded with the following information:

- asset name and type;
- inventory code or number;
- source of acquisition;
- year of acquisition;
- acquisition value;
- asset location;
- asset condition;
- user or responsible officer;
- ownership status; and
- additional information.

The activity produced an initial register of 14 asset items with an estimated acquisition value of IDR 50,000,000. All 14 assets were in good condition; none was classified as slightly or severely damaged. Three assets still required further verification of acquisition or ownership documents. The asset inventory enabled managers to identify the number, location, condition, and utilisation of assets. This information is important for preventing personal control of organisational assets, non-use, loss, and duplicate recording. The inventory may also provide a basis for maintenance, utilisation, transfer, or disposal plans in accordance with applicable provisions.

4.5 Training on Identifying the Potential of Seven Villages

Village-potential identification training involved representatives from seven villages in Waibu District. Participants were grouped by village and asked to discuss available resources and existing economic activities. The identification process considered not only natural resources but also community skills, local knowledge, culture, institutions, infrastructure, access to finance, and market connections. Under this approach, village potential was understood as the full range of strengths that could be utilised to generate economic and social benefits.

Each group completed an identification matrix containing the following components:

1. the village's principal potential;

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2. existing operators or groups;
3. products or services that could be developed;
4. availability of raw materials;
5. community needs;
6. prospective customers;
7. available facilities;
8. development constraints;
9. potential partners; and
10. proposed follow-up actions.

Haanurat et al. (2022) show that potential-mapping training can improve participants' ability to identify business opportunities and connect village resources with BUM Desa business designs. Raharjo et al. (2024) also emphasise the importance of participatory identification of local assets and priority setting in the development of flagship village products.

The following matrix was prepared through a document review or desk study. Its principal sources were Statistics Indonesia's Waibu District in Figures 2025 and detailed village-level data in Waibu District in Figures 2023, much of which originated from the 2022 Village Potential Survey. These data were supplemented by information from the Jayapura Regency Government, the Ministry of Tourism's Jadesta platform, universities, government media, and other credible online sources. The columns concerning problems, business opportunities, and follow-up actions represent a preliminary analysis based on secondary data rather than official conclusions of Statistics Indonesia. The results should therefore be verified through observation, interviews, and focus-group discussions with the communities of the seven villages.

Figure 4.
Training on Identifying Village Potential in Waibu District

Source: Programme Implementation Team, 2026

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Table 2. Matrix of Village-Potential Identification Results

Village	Principal potential based on secondary data	Potential business opportunities	Recommended follow-up actions
Dondai	Potential in Lake Sentani fisheries, sago forests, water transport, and historical and archaeological tourism. The Yope and Yomokho Sites contain evidence of long-established settlements along Lake Sentani associated with fishing livelihoods and sago-based food resources.	Processing fish into smoked fish, shredded fish, dried fish, or frozen products; sago processing; boat-transport services; community-based historical and archaeological tourism; and tourism packages featuring fishing livelihoods and local food.	Collect data on fishers, catches, sago forests, boats, and food processors; map land status and customary land rights at site locations; prepare tourism packages involving customary-rights holders; establish a basic marketing facility; and assess cold-chain and fish-transport requirements.
Kwadeware	Principal potential includes Lake Sentani fisheries, nature and cultural tourism, agriculture, sago, local cuisine, and economic institutions. A large proportion of the community depends on lake resources for its livelihood. Jadesta records the Isoro Dance, Tombu Lagoon, Batu Beranak, Patow Jetty, and papeda souvenirs as attractions. Village Potential Survey data also record one semi-permanent market and two savings-and-loan cooperatives.	Lake Sentani and cultural tourism; Isoro Dance performances; prehistoric-site tourism; papeda and fish cuisine; jetty and boat-trip services; fish processing; and a marketing centre for sago products and community handicrafts.	Develop an integrated Isoro Dance–Tombu Lagoon–Batu Beranak–Patow Jetty tourism package; collect data on fishers and processors of lake products; develop packaged and village-branded culinary products; strengthen cooperatives' financing and marketing functions; and ensure that business locations are consistent with spatial mapping and customary land rights.

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Table 2. Matrix of Village-Potential Identification Results (continued)

Village	Principal potential based on secondary data	Potential business opportunities	Recommended follow-up actions
Yakonde	Yakonde has strong socio-cultural potential and customary institutions. The village has hosted activities associated with the Congress of Indigenous Peoples of the Archipelago (KMAN) and is known for the Cross Monument, one of Waibu District's attractions. The 2022 Village Potential Survey recorded one Village Unit Cooperative and one savings-and-loan cooperative.	Cultural and religious tourism; services for customary events; food and handicraft sales during events; digital marketing of products from the seven villages; and development of cooperatives as aggregators and marketers of community products.	Reassess internet-network quality; identify historical narratives, sites, dances, culinary products, and handicrafts that may be published with customary approval; train young people in photography, video production, and digital marketing; revitalise cooperatives; and develop mechanisms for sharing benefits from tourism and cultural activities.
Sosiri	Sosiri has horticultural potential, particularly chillies, onions, maize, groundnuts, and other food crops. In 2024, the Bethsos Farmers Group undertook chilli and onion cultivation. Sosiri also has tourism potential at Cross Hill and is located in the Lake Sentani area.	A chilli- and onion-production centre; seedling and agricultural-input businesses; joint marketing of horticultural products; chilli processing into sauces or dried products; Cross Hill tourism; and food and beverage services for visitors.	Prepare a planting calendar; collect data on cultivated area, farmers, and production volumes; establish a joint marketing group; connect farmers with markets in Doyo Lama and Doyo Baru; develop agricultural demonstration plots; and provide basic facilities, cleanliness, safety, and promotion for Cross Hill tourism.

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Table 2. Matrix of Village-Potential Identification Results (continued)

Village	Principal potential based on secondary data	Potential business opportunities	Recommended follow-up actions
Doyo Lama	Doyo Lama has potential in nature, cultural and historical tourism, fisheries, agriculture, culinary activities, and the creative economy. Principal attractions include Tungkuwiri Hill, the Tutari Megalithic Site, Yunderei Cape (Love Cape), and views of Lake Sentani. Jadesta classifies Doyo Lama as an emerging tourism village and records cultural attractions, local cuisine, lake trips, and homestays. The 2022 Village Potential Survey also recorded one semi-permanent market, one restaurant, ten food stalls, and sixteen grocery shops.	BUMKam could develop ticketing and parking management, a tourism information centre, guiding services, boat trips, venue rental, culinary services, souvenirs, cultural performances, integrated tourism packages, local-product marketing, and basic destination facilities. Fish and sago could also be processed into souvenir products.	Inventory all destinations and tourism assets; map customary-rights holders and existing managers; prepare cooperation agreements among BUMKam, the village government, customary-rights holders, and tourism-awareness groups; establish standard operating procedures for ticketing, parking, cleanliness, and safety; maintain visitor and revenue records; and develop a 'Doyo Lama Tourism Triangle' package.

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Village	Principal potential based on secondary data	Potential business opportunities	Recommended follow-up actions
Doyo Baru	Doyo Baru is Waibu District's largest centre of trade and economic services. The 2022 Village Potential Survey recorded five shopping complexes, ten minimarkets, three state-owned banks, one private bank, one semi-permanent market, one restaurant, 60 food stalls, and 120 shops or grocery stalls. The district government also considers Doyo Baru suitable for cattle and pig farming. Broiler-farming development activities have previously been implemented in the village.	A distribution and marketing centre for products from seven villages; warehousing and transport services; trade in agricultural and fishery products; cattle, pig, and poultry farming; feed and production-input supply; payment and digital-marketing services; and processing and packaging of village products.	Conduct an inter-village supply-chain study; collect data on traders, livestock farmers, warehouses, and transport vehicles; establish BUMKam partnerships with markets, shops, and restaurants; assess the feasibility of a distribution centre; apply livestock biosecurity; and develop waste-management systems and protections for local business operators.
Bambar	Principal potential includes natural bathing tourism at the Bambar River, cattle and pig farming, sago, fisheries, agriculture, local flora, and the creative economy. The 2025 UGM Community Service Programme developed lighting for the bathing area, sago noodles and ice cream, shredded fish, a greenhouse, organic fertiliser, and ecoprint products using local flora. Village Potential Survey data recorded 20 food stalls, 25 grocery shops, and one savings-and-loan cooperative.	Natural bathing and camping tourism; sago processing; shredded fish; cattle and pig farming; plant seedlings and ecoprint products; local cuisine; tourism-facility rental; and organic-waste and fertiliser-management services.	Develop governance arrangements and tariffs for the tourism area; appoint cleanliness and safety personnel; establish a shared Bambar product brand; obtain Business Identification Numbers and food permits as required; implement livestock biosecurity; establish sago- and fish-production groups; and continue the greenhouse, plant nursery, and ecoprint initiatives as youth enterprises.

Source: Data processed by the authors, 2026

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The findings indicate that economic development in the seven villages should not be directed towards identical types of businesses. The Waibu District Government has emphasised that productive enterprises should reflect the characteristics and demand conditions of each village. Inland villages such as Doyo Lama, Doyo Baru, and Bambar are considered more suitable for livestock farming, whereas villages directly connected to Lake Sentani have opportunities in fisheries, water transport, and lake- and nature-based tourism.

Analytically, economic roles among the villages could be structured as follows:

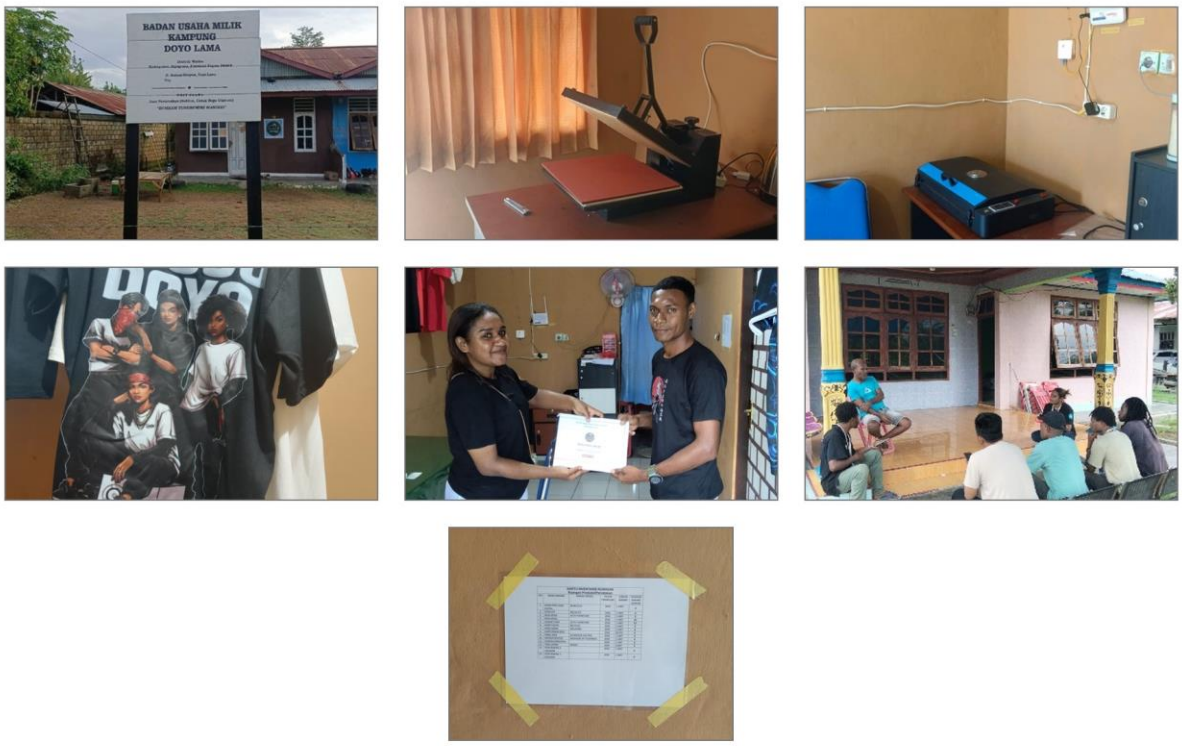
- Doyo Baru as a centre for trade, finance, distribution, and marketing;
- Doyo Lama as a centre for tourism, agriculture, livestock farming, culture, culinary activities, and service management through BUMKam Tungkuwiri Mandiri;
- Dondai and Kwadeware as centres for fisheries, sago-based food, lake tourism, agrotourism, nature tourism, and archaeological tourism;
- Sosiri as a centre for horticulture and Cross Hill tourism;
- Yakonde as a centre for cultural promotion, customary events, cooperatives, and digital marketing; and
- Bambar as a centre for nature tourism, livestock farming, sago and fish processing, and the creative economy.

This allocation of roles would enable the formation of inter-village value chains. For example, fish from Dondai or Kwadeware could be processed in Bambar or Doyo Lama and marketed through the Doyo Baru commercial centre. Horticultural products from Sosiri could be sold to restaurants and tourism operators in Doyo Lama, while Yakonde could support the digital promotion of products and destinations across all seven villages.

A review of Statistics Indonesia data and other secondary sources indicates that the seven villages in Waibu District possess diverse economic potential. Dondai and Kwadeware are strongly connected to Lake Sentani resources, fisheries, sago, and cultural heritage. Yakonde has strengths in customary institutions, cultural activities, and cooperative organisations. Sosiri has potential for horticultural development, particularly chilli and onion production, as well as Cross Hill tourism. Doyo Lama has the most diverse tourism potential, including Tungkuwiri Hill, the Tutari Megalithic Site, Yunderei Cape, and Lake Sentani. Doyo Baru has the most extensive commercial and banking facilities and could therefore serve as an inter-village marketing and distribution centre. Bambar has potential in nature tourism, livestock farming, sago, fisheries, agriculture, and the creative economy. These differences demonstrate that business-unit development cannot be standardised but must be based on comparative advantages, community capacity, market access, and inter-village value-chain relationships.

Figure 5.

Documentation of the Thematic Community Service Programme for Strengthening BUMKam Tungkuwiri Mandiri



4.6 Integrating Governance and Business Development

An important lesson from the Thematic Community Service Programme is that governance and business development are inseparable. Sound governance without business units that correspond to local potential will not generate optimal economic benefits. Conversely, a potentially viable business unit without orderly administration, financial management, and asset management will face operational and accountability risks. The two dimensions can be integrated through the following sequence:

Potential mapping → priority setting → feasibility analysis → business-plan preparation → determination of capital requirements → business implementation → transaction recording → reporting and evaluation.

This sequence makes it possible to trace BUMKam investment decisions from the reasons for selecting a business activity through to the results achieved. Managers and community members can also evaluate whether a business unit generates economic benefits, creates employment, provides services, and supports village self-reliance. The Thematic Community Service Programme created opportunities for collaboration among the university, village government, BUMKam, district government, customary communities, business groups, and young people. Students served as facilitators who translated administrative and accounting concepts into simpler instruments that could be used by the partner organisation.

CONCLUSIONS AND RECOMMENDATIONS

The Thematic Community Service Programme in Doyo Lama Village strengthened the capacity of BUMKam Tungkuwiri Mandiri managers in administration, finance, and asset management. The mentoring activities improved managers' understanding of the importance of separating BUMKam administration and finances from those of other entities, maintaining complete transaction evidence, recording cash transactions routinely, and inventorying assets according to their condition and location. The potential-identification training, which involved representatives from seven villages in Waibu District, produced a preliminary map of the resources, problems, and business opportunities of each village. The mapping results provide a basis for village governments and enterprise managers to select business units that reflect local potential, community needs, managerial capacity, and market opportunities. Strengthening BUMKam cannot be achieved solely through capital provision or the establishment of business units. Business development must proceed alongside improvements in governance, accountability, community participation, and feasibility analysis. Programme sustainability requires the commitment of BUMKam managers, support from village and district governments, and periodic mentoring from universities.

BUMKam Tungkuwiri Mandiri managers are advised to apply the administrative, financial, and asset-management formats developed during the programme consistently. The Doyo Lama Village Government should provide periodic guidance and evaluation without taking over the operational functions of BUMKam management. The results of the seven-village potential assessment should be followed by feasibility studies, business-model development, calculation of capital requirements, risk analysis, and the establishment of performance indicators. Inter-village cooperation should also be developed where potential activities form a common value chain, such as raw-material production, processing, marketing, tourism, and supporting services.

ACKNOWLEDGEMENTS

The implementation team gratefully acknowledges the Faculty of Economics and Business, Universitas Cenderawasih; the Waibu District Government; the Doyo Lama Village Government; the management of BUMKam Tungkuwiri Mandiri; village heads and community representatives from the seven villages in Waibu District; the field supervisors; the students of Thematic Community Service Programme Group 20; and all parties who supported the implementation of this programme.

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