

Regional Government Strategy in Realizing Independent Village Development in Banjar Regency

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ABSTRACT

This research examines the challenges and strategies for achieving independent villages (*desa mandiri*) in Banjar Regency, South Kalimantan, Indonesia. Despite substantial government support through Village Funds (*Dana Desa*) mandated by Law No. 6 of 2014, Banjar Regency ranks second lowest in the *Indeks Desa Membangun* (IDM) due to underutilized local potential, low human resource quality, and weak institutional management. Using a qualitative descriptive approach with triangulation—interviews with key informants from the Village Community Empowerment Office (*Dinas Pemberdayaan Masyarakat Desa*, DPMD), field observations, and document analysis—this study identifies internal and external factors affecting independent village development. SWOT analysis highlights internal weaknesses such as limited digital literacy, low community participation, and underdeveloped *BUMDes* (village-owned enterprises), alongside external issues like inadequate infrastructure and restricted market access. To overcome these challenges, five strategies are proposed: (1) advancing agriculture and livestock sectors through technology and digital training; (2) fostering partnerships with universities and NGOs for capacity building; (3) optimizing *BUMDes* to digitally manage and market village products; (4) integrating village institutions with government and private training programs to improve professionalism; and (5) utilizing regulations and government support to expand market access and promote agro-tourism. These recommendations offer a strategic framework to accelerate village independence by combining technological innovation, institutional empowerment, and sustainable economic development.

Keywords: Banjar Regency; Independent village development; SWOT analysis

INTRODUCTION

This research addresses the suboptimal development of independent villages in Banjar District. The observed delay in achieving independent village status is hypothesized to stem from an inability to fully leverage existing village potential. This deficiency has resulted in Banjar Regency ranking second to last in the *Indeks Desa Membangun* (IDM) status for South Kalimantan Province. Consequently, this study aims to identify the impeding factors and propose strategies for enhancing village self-sufficiency. To accelerate development, the Indonesian government implemented Law Number 6 of 2014 on Villages, which allows the allocation of village funds from the State Budget, with amounts that continue to increase every year. Village funds were distributed at IDR 80 trillion in 2022, IDR 70 trillion in 2023, and IDR 71 trillion in 2024. These funds are directed to rural development so that villages can achieve independent status. In this process, it is important to understand the condition and development of each village as measured through the *Indeks Desa Membangun* (IDM). IDM is a tool for assessing village status based on three main indices: social resilience index,

economic index, and ecological index. The more problems that arise in one of the indices in a village, the more the status of the village will be affected.

Desa mandiri are very important for regional development, encompassing not only economic independence but also social, cultural, and environmental aspects. Independent villages have the capacity to meet the basic needs of their residents without continuous dependence on external assistance. Observations show many benefits arising from the existence of *desa mandiri*, both for village governments and communities. On the government side, advantages include increasing the number of village officials and additional *PADesa* if the village can optimize its potential through economic programs such as *BUMDes*. For the community, becoming an independent village improves quality of life by providing opportunities to develop skills and potential, expand employment, and increase income, enabling better fulfillment of basic needs. In general, an independent village is a development concept emphasizing community empowerment to manage local potential independently to achieve sustainable welfare.

In recent years, Banjar Regency has implemented various programs related to *desa mandiri* that include increasing access to basic services, infrastructure development, and economic empowerment based on local potential. The local government has also encouraged the establishment and development of *BUMDes* as efforts to create new sustainable income sources for villages. However, the implementation of the independent village policy in Banjar Regency still faces complex challenges.

Efforts to improve the quality of life of village communities through the *desa mandiri* program in Banjar Regency remain in progress. Although some villages have shown progress, gaps persist in access to health facilities, education, clean water, and basic infrastructure such as roads and electricity. Villages with limited access, especially in remote areas, often do not feel the impact of quality-of-life improvements. Enhancing quality of life is the primary focus to ensure this program provides real benefits for all village communities in Banjar Regency.

Table 1. Average School Age of Banjar Regency 2019-2024

Year	Average School Length
2019	7,34
2020	7,34
2021	7,52
2022	7,71
2023	7,94
2024	7,95

Source: Central Statistics Agency of Banjar Regency, 2024

Based on the latest data, the average length of schooling in Banjar Regency remains the third lowest in South Kalimantan Province. This low average length of schooling reflects serious challenges in the accessibility and quality of education in the region, which in turn affects the community's capacity to manage local potential and develop the village economy independently. This situation contradicts the goals outlined in the 2021–2026 Banjar Regency *RPJMD*, which emphasize improving human resource quality through education, including a 9-year compulsory learning program. In 2024, school participation rates in Banjar Regency were recorded at 99.03 percent for children aged 7–12 years (elementary school equivalent), 89.02 percent for those aged 13–15 years (junior high school equivalent), and only 57.00

percent for ages 16–18 years (high school equivalent). These figures indicate that 0.97 percent of children aged 7–12 and 10.98 percent of those aged 13–15 have not attended school. This condition requires greater governmental attention to achieve the 9-year compulsory education target, especially amid Indonesia’s current demographic bonus.

This educational gap directly impacts the implementation of the *desa mandiri* program pursued by the Banjar Regency government. The program aims to empower village communities to achieve economic and social independence, requiring human resources capable of managing village potential—particularly through *BUMDes*. However, the low educational attainment limits the community’s ability to manage and develop *BUMDes* and to optimally utilize local potential.

Table 1. Percentage of the Number of Bumdes in Banjar Regency in 2021-2024

Year	Number of Bumdes	Percentage
2024	171	62%
2023	-	-
2022	152	55%
2021	133	48%
Number of Villages	277	

Source: One data for Banjar Regency, 2024

In moving towards an independent village, of course, there is support and in this case the government distributes village funds that are used in carrying out programs carried out by the village government. The distribution of village funds intended for development must be able to improve the quality of the village to become an independent village, especially if it is distributed in large amounts, it is a challenge in itself to be able to optimize the village funds. Deep Regulation of the Ministry of Villages, Development of Disadvantaged Regions and Transmigration, (2023) It was stated that the village fund is intended to support the implementation of local programs and activities in the village, which aims to improve the welfare and quality of life of the village community and overcome poverty. The priority of village funds is focused on financing the field of community empowerment, adjusted to the conditions and potential of each village. The following are the conditions for distributing village funds in Banjar Regency.

Village funds allocated to districts in South Kalimantan almost increase every year in each district, the largest allocation is in Banjar Regency, which in 2024 amounted to IDR 216,717,633,000, an increase of 0.72% compared to 2023 which reached IDR 215,179,737,000. Although it receives the largest village funds in South Kalimantan Province, it is not necessarily able to describe that the area with the most village funds is a good area in fund management received villages. The village funds received should be used to carry out various activities in the village, these activities are in the form of community empowerment, community development, and implementing development in the village.

So far, the state of independent villages in Banjar district is still very far compared to other districts, based on observations made by researchers, several factors have been obstacles and there are supporting factors in the process of becoming an independent village. The unsuccess in becoming an independent village is suspected to be because the village has not been able to optimize its potential to become a tourist village that can be used as a bumdes to increase the economic resilience index and be able to be managed properly, in the sense that the existing bumdes in Banjar district are still less numerous, thus making the village incapable

of exporting its potential, because in the research conducted by Asbeni, (2020) He said that the establishment of BUMDes by optimizing the potential that exists in the village is a priority in moving towards an independent village. In addition, there are villages that are not able to properly implement programs that have a positive impact on the progress and sustainability of the village, including with cooperation between villages and with local governments and communities that are not very active. In a study conducted by Hakim, et al (2020) resulting in a conclusion that the activeness of the community in participating is able to influence the independence or not of a village.

Along with the times, it is necessary to access online services to make it easier and shorten time. Through information and communication technology, it can support a village to be faster in the process towards a better stage, such as becoming an independent village. If a village is still at a point where technology has not touched the community and in running its government, it will trigger a lag in the development of a village, in line with the research carried out Herdiana, (2019) which states that with synergy in good information technology management, it will be able to improve the welfare of the people in the village, so that it can be interpreted that the status of the village can become independent because of the existence of good technology and information. Besides Factors such as poor people also affect where the poor generally have limitations in activities due to limited facilities and infrastructure, as well as access in running the wheels of the economy which is hindered by distance and inadequate facilities. With this, it is suspected that the number of independent villages in Banjar district is low, so that it only ranks second in the scope of the southern Sumatran. In addition to the factors that hinder the number of independent villages in Banjar district so that the IDM value is low, in Banjar district itself there are also those who have succeeded in daring to manage the potential of their villages but are still very minimal. The potential of the village can be managed properly so that it can survive sustainably.

The status of this village is determined based on the value of the Developing Village Index, which classifies villages into several categories such as independent villages, developed villages, developing villages, disadvantaged villages, and very disadvantaged villages. Independent villages are the highest status among these categories, with high welfare levels and low poverty rates. The classification status of the development of an area is like the theory put forward by Rostow which states that there are 5 stages in the development of a country, starting with the traditional community stage which is the lowest stage and the high consumption stage which is the peak of the theoretical stages put forward by Rostow, and in general the villages in Banjar Regency are still few that have achieved the status of independent villages with each status being divided by their status as follows:

Table 2. IDM Trends in Banjar Regency

Status	2019	2020	2021	2022	2023	2024
Very undeveloped	3	3	0	0	0	0
Undeveloped	49	49	40	13	0	0
Developing	214	214	214	191	123	54
Developed	11	11	23	68	123	137
Independent	0	0	0	5	31	86
	277	277	277	277	277	277

Source: DPMD Banjar Regency, 2024

Judging from Table 3, only 31 villages (11% of all villages) in Banjar Regency are projected to reach *desa mandiri* status in 2023, reflecting challenges in optimizing initial *Indeks Desa Membangun* (IDM) values. However, data for 2024 shows an increase of over 50 percent, with 55 villages expected to achieve independent status due to improvements across IDM criteria. The IDM assesses villages based on three main indices: social resilience, economic, and ecological indices. Banjar Regency shows relatively adequate conditions in these areas, including universal educational attainment and health center availability. The region's mostly highland geography offers strong potential in agriculture, plantations, livestock, and fisheries, which can be leveraged to generate *PADesa* through the tourism sector managed by *BUMDes*. Optimally managed *BUMDes* combined with abundant natural resources can significantly enhance village welfare.

The study emphasizes that strategies for village development must be adapted to local programs and potentials, as regional planning varies accordingly. As cited by Blakely (Kuncoro, 2015), three key aspects in regional development strategy include setting goals and criteria, determining strategic actions, and preparing strategic targets. A SWOT analysis is essential to guide the right approach towards achieving *desa mandiri*. The Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration No. 2 of 2016 provides a framework that categorizes a village as independent if it meets criteria across the social, economic, and ecological resilience indices. This study distinguishes itself by examining all these indices comprehensively across Banjar Regency, unlike previous research focusing on single villages or sub-districts or individual indices.

Previous research highlights factors such as community participation, economic resilience, and village potential optimization in *desa mandiri* development. The government's focus on improving IDM status requires direct village involvement to meet all criteria. This study formulates two main problems: obstacles faced by Banjar Regency's local government in realizing village independence and the strategies implemented to overcome them. It aims to analyze these barriers and strategies, intending to contribute theoretically to village development science and practically to policy formulation and future research at institutions such as Lambung Mangkurat University.

METHOD

This study used a descriptive qualitative approach with a focus on an in-depth understanding of the problems of independent village development in Banjar Regency. The location was chosen purposively because of the low achievement of independent village status. Data collection was carried out through triangulation: in-depth interviews with key informants from the Community and Village Empowerment Office as well as representatives of independent villages, field observations to observe real conditions, and documentation from official government reports. The analysis used SWOT techniques to identify internal and external factors and formulate an independent village development strategy.

Table 4. Internal and External Factors

Factor	Component	Key Indicators
INTERNAL		
Natural Resources	Potential and Utilization	Natural resource diversity, land optimization
Human Resources	Community Capacity	Education level, participation, unemployment
Village Institutions	Organizational Performance	BUMDes, fund management, active organizations
Infrastructure	Facility Availability	Health, education, roads, clean water, electricity
EXTERNAL		
Government Policy	Program Support	Government assistance, policy implementation
Technology & Innovation	Digital Adoption	Internet access, agricultural/fisheries technology
Partnership	External Support	Training programs, access to capital, partnerships
Market Access	Distribution Network	Transportation, product sales, market distance

Table 5. SWOT Strategy Matrix

	Strengths (S)	Weaknesses (W)
Opportunities (O)	S-O Strategy	W-O Strategy
	Harness the power to seize opportunities	Minimize weaknesses by capitalizing on opportunities
Threats (T)	S-T Strategy	W-T Strategy
	Use power to overcome threats	Minimize weaknesses and avoid threats

Stages of Analysis

The research was carried out through five systematic stages, namely data grouping, identification of SWOT factors based on empirical data, preparation of SWOT matrices, evaluation of alternative strategies, and formulation of actionable recommendations. Triangulation of primary-secondary data guarantees the validity of the findings.

Four Alternative Strategies

The analysis results in SO (offensive - maximize strengths and opportunities), ST (defensive - use strength versus threat), WO (turn-around - overcome weaknesses via opportunities), and WT (survival - minimize weaknesses and threats). These four strategies provide a comprehensive roadmap for policy makers in formulating effective village community empowerment programs according to the specific conditions of Banjar Regency.

RESULTS AND DISCUSSION

Obstacles of the Banjar Regency Government in Realizing Independent Village Development

Realizing an independent village is one of the strategic goals in regional development, including in Banjar Regency. Independent villages are not only characterized by the ability to meet basic needs independently, but also by economic competitiveness, good governance, and active participation of the community in the development process. However, in its implementation, various obstacles often arise and become real challenges that hinder the acceleration of the achievement of village independence status.

These barriers are not singular, but complex and interrelated, covering internal aspects of villages such as human resource and institutional capacity, as well as external factors such as limited policy support, infrastructure, and market access. Therefore, it is important to identify and understand these obstacles comprehensively in order to formulate the right and

sustainable strategy in encouraging the progress of villages in Banjar Regency towards independence.

A representative of the Banjar Regency PMD Office explained that in the process of becoming an independent village, there are a number of obstacles that are still often encountered in the field. He said:

"The main obstacle that we often encounter is in the human resources of village officials. There are still many who do not fully understand data-based development planning, including in managing and utilizing village funds optimally." That is why

In addition, he also touched on the issue of community participation that has not been maximized:

"People sometimes still think that village development is only a matter for the village government. In fact, the success of the development is also highly dependent on the active role of residents. If the community is not involved, it will be difficult for the empowerment program to run."

He added that other factors such as the limitation of basic infrastructure and the lack of innovation in the development of village potential are also obstacles:

"There are still villages whose basic infrastructure is inadequate, such as road access or internet networks. It certainly affects the performance of the government and services. In addition, some villages are still running programs routinely without innovations that can raise local potential."

After obtaining views from the Community and Village Empowerment Office (DPMD) regarding the importance of accelerating development towards independent villages, the researcher also explored direct information from the village to find out the obstacles and challenges they face in the field. Although the agency has provided various coaching programs, the results of interviews at the village level show that the implementation of these programs has not fully answered the real needs of the village community in building independence.

Pambakal Indrasari Village explained that one of the main obstacles in realizing an independent village is the limitation of human resources, both in terms of apparatus and village communities:

"From us, the obstacle is still a matter of human resources. Sometimes village officials do not all understand planning and reporting, so the implementation of the program is also hampered. Not all residents are actively involved, so the empowerment program cannot be maximized."

He also mentioned obstacles in managing the economic potential of the village:

"The potential is there, but the management is not optimal. We still need assistance to develop BUMDes so that they can really become a source of village income."

The Secretary of West Awang Bangkal Village said that the challenges faced were related to internal which were also related to human resources to the importance of village development:

"Because we are increasingly here and are required to always understand Technology and Information, one of our obstacles is still in terms of human resources, especially in terms of administrative management and village programs. There are still many village apparatus that need to be improved, both in the use of technology and in compiling the reports needed for program submissions."

He also added obstacles in terms of funding and infrastructure:

"Village funds do exist, but their use is limited according to the rules, so not all needs can be met immediately. Infrastructure is also still an obstacle, especially road access to several village areas that are inadequate".

Based on the results of interviews with the Community and Village Empowerment Office and village representatives in Banjar Regency, several main obstacles were found in realizing an independent village. First, the low quality of human resources of village officials who lack understanding of data-based planning, fund management, and the use of digital technology due to the lack of competency-based training and recruitment. Second, the low participation of the community who tend to hand over development responsibility entirely to the village government, is exacerbated by the lack of socialization and participatory approaches. Third, the limitations of basic infrastructure such as road access, internet networks, and difficult geographical conditions, hinder economic activities and digitization of services. Fourth, village economic institutions through BUMDes are not optimal due to a lack of managerial experience, feasibility studies, and business assistance, so that economic potential is not maximized. Fifth, the lack of innovation in the development of local potential such as agriculture, fisheries, or handicrafts, due to low entrepreneurial literacy, limited training, and lack of access to technology and markets.

The strategy carried out by the local government in realizing the development of independent villages in Banjar Regency

In determining the strategy that should be carried out by the Banjar Regency government in realizing the development of independent villages in Banjar Regency using SWOT analysis. According to Rangkuti, (2017) SWOT analysis is useful for evaluating the condition of the organization or region based on internal and external factors so that the most appropriate strategy can be formulated. In village development, this analysis helps the village government and related parties to understand the strengths that can be maximized, the weaknesses that need to be improved, the opportunities that must be exploited, and the threats that must be anticipated. Thus, the resulting strategy becomes more contextual, measurable, and realistic according to village conditions. Therefore, in the process of planning village development that is oriented towards independence, the application of SWOT analysis is very crucial as the basis for developing an applicable and sustainable strategy. Through this approach, it is hoped that villages will be able to formulate development policy directions that are appropriate, efficient, and oriented to the real potential and needs of their community.

Identify strategic factors (Internal and External)

In the process of preparing a SWOT analysis, the identification of internal and external factors is carried out through two main approaches, namely in-depth interviews and direct observation in the field. Interviews were conducted with representatives of the Banjar Regency Community and Village Empowerment Office (PMD) as well as village officials from Indrasari Village and West Bangkal Awang Village. From the interview, information was obtained about the actual condition of the village, the obstacles faced, and the potential possessed both in terms of human resources, institutions, and the management of development programs.

In addition, direct observation is also carried out to see concretely the condition of village infrastructure, community activities, and the use of existing natural resources. The results of this observation provide a more comprehensive picture in assessing the internal strengths and weaknesses of the village, as well as opportunities and threats from external factors. Thus, the factors included in the SWOT analysis truly reflect the reality of the condition of the village being studied, as well as being the basis for formulating development strategies towards independent villages that are more targeted and contextual.

The identification of internal factors shows that the strengths of the village include the abundant potential of natural resources (SDA), especially in the agriculture and livestock sectors, regulatory and budgetary support from the central and regional governments such as the Village Fund and coaching programs from the PMD Office, as well as the existence of active village institutional structures such as the Village Consultative Body (BPD) and community groups. In addition, the level of involvement of the village government in community empowerment programs is quite high, and there has been an initial awareness from some residents about the importance of participation in development. However, there are weaknesses in the form of limited human resources (HR) of village officials, especially in mastery of information technology for planning and reporting, lack of community participation in development activities, management of village economic potential that is not optimal with BUMDes that are still passive, inadequate basic infrastructure such as roads, internet networks, and environmental management, and lack of innovation in the implementation of development programs that are tend to run routinely without development based on local potential.

External factors show opportunities in the form of government support through priority programs and village assistance both from the central and regional governments, technological advances and administrative digitalization that can improve the efficiency of public services, the potential for the development of locally-based village superior products such as MSMEs, agro-tourism, and modern agriculture, open market access and cooperation networks between villages including through joint BUMDes, as well as training and development programs offered by third parties such as NGOs, universities, and the private sector. However, the threats faced include dependence on government assistance funds so that villages are not fully fiscally independent, inequality of ability between villages, especially disadvantaged villages with geographical and infrastructure limitations, changes in regulations from the central or regional governments that can hinder the sustainability of programs, the risk of stagnation due to low community participation, and the low level of technology adoption among villagers.

Weighting of IFAS Matrix and EFAS Matrix

After identifying various internal and external factors that affect the development of independent villages, the next step in the SWOT analysis is to weighting each factor. This weighting is carried out to find out the level of significance or relative influence of each factor, both in the categories of *strengths*, weaknesses, opportunities, and *threats*.

This weighting process aims to provide a more objective picture of the strategic position of the village, as well as a basis for developing an appropriate and directed strategy. The weight assessment was carried out using a scale of 1 to 10, where a value of 10 indicates a very strong influence, and a value of 1 indicates a very weak influence. Through this weighting, the total score of the IFAS Matrix and the EFAS Matrix will be obtained, which will then be used to

determine the position of the strategy in the SWOT quadrant. Thus, the formulation of development strategies towards independent villages can be carried out systematically and data-based. The following are the results of the weighting of the IFAS and EFAS Matrix in determining the strategy of independent village development in Banjar Regency.

Table 1. Results of Weighting Internal Factors and External Factors

	Strength	Weight	Rating	Score
INTERNAL FACTORS	The potential of Natural Resources (SDA) available in the village, such as the agriculture, livestock, and plantation sectors.	0,14	9	1,26
	Regulatory and budget support from the central and regional governments, such as Village Funds and coaching programs from the PMD Office.	0,12	7	0,84
	There is an active village institutional structure, such as the Village Consultative Body (BPD) and community groups.	0,07	9	0,63
	The level of involvement of the village government in community empowerment programs.	0,08	8	0,64
	The initial awareness of some residents of the importance of participation in development.	0,09	9	0,81
	SUB TOTAL			4,18
	DEBILITATION			
	The limitations of village apparatus human resources, especially in mastering information technology in planning and reporting.	0,11	9	0,99
	Lack of community participation in village development and empowerment activities.	0,11	8	0,88
	The management of economic potential has not been optimal, BUMDes are still passive or have not developed optimally.	0,10	7	0,7
Basic infrastructure is inadequate, such as road access, internet networks, and environmental management.	0,09	7	0,63	
Lack of innovation in program implementation, many villages still carry out programs routinely without a development strategy based on local potential.	0,09	6	0,54	
SUB TOTAL			3,74	
TOTAL STRENGTHS			0,44	
EXTERNAL FACTORS	CHANCE			
	Government support in the form of priority programs and village assistance, both from the central and regional levels.	0,12	8	0,96
	Technological advances and digitalization of village administration that can be used for the efficiency of public services.	0,13	9	1,17
	The possibility of developing superior village products based on local potential (MSMEs, agro-tourism, modern agriculture).	0,08	8	0,64
	Open market access and cooperation networks between villages, including through joint BUMDes.	0,09	7	0,63
	Training and development programs from third parties (NGOs, universities, the private sector).	0,08	7	0,56
	SUB TOTAL			3,96
	THREAT			
	Dependence on government assistance funds makes villages not yet fully fiscally independent.	0,09	7	0,63
	Inequality of ability between villages, especially villages that are more geographically backward and their infrastructure.	0,10	7	0,7

	Strength	Weight	Rating	Score	
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	SUB TOTAL			4,18	
	DEBILITATION				
	The limitations of village apparatus human resources, especially in mastering information technology in planning and reporting.	0,11	9	0,99	
	Lack of community participation in village development and empowerment activities.	0,11	8	0,88	
	The management of economic potential has not been optimal, BUMDes are still passive or have not developed optimally.	0,10	7	0,7	
	Basic infrastructure is inadequate, such as road access, internet networks, and environmental management.	0,09	7	0,63	
	Lack of innovation in program implementation, many villages still carry out programs routinely without a development strategy based on local potential.	0,09	6	0,54	
	SUB TOTAL			3,74	
	Changes in regulations and policies from the central or regional government that can hinder the continuity of the program.	0,10	8	0,8	
	The risk of program stagnation due to low response or participation of villagers.	0,10	6	0,6	
The level of technology adoption is still low among rural communities.	0,11	7	0,77		
SUB TOTAL			3,5		
TOTAL STRENGTHS			0,46		

Source : Processed Research, 2025

SWOT analysis in the process towards an independent village is followed by weighting to assess the influence of each internal and external factor on the success of village development. The results of the calculation showed a total internal factor score of 0.44, which reflects significant weaknesses, such as low quality of human resources, limited capacity of village apparatus in program administration and management, lack of community participation, and lack of innovation in the utilization of local potential such as agriculture, fisheries, and tourism. Meanwhile, an external factor score of 0.46 indicates that villages are relatively better prepared to face opportunities from outside, including government assistance programs, access to information technology, and partnerships with third parties such as NGOs, universities, or the private sector. However, external challenges remain, including regulatory changes that are not always in accordance with field conditions, limited market access to village products, and dependence on funding from the central government that has not been offset by village original income (PADes).

From the results of the weighting, it can be concluded that the strategic position of the village is currently in a relatively weak condition internally but is quite adaptive to the external opportunities available. This means that villages have the potential to develop and achieve independent status if they are able to overcome various internal weaknesses that still exist. Some of the internal factors that are still obstacles include the limited quality of human resources, weak village institutional management, low community participation, and lack of optimal utilization of local economic potential. The following is a SWOT matrix that has been compiled based on the results of weighting Internal Factors and External Factors.

Table 2. SWOT Analysis Matrix

	Strength	Weaknesses
INTERNAL FACTORS	<ol style="list-style-type: none"> 1. The potential of Natural Resources (SDA) available in the village, such as the agriculture, livestock, and plantation sectors. 2. Regulatory and budget support from the central and regional governments, such as Village Funds and coaching programs from the PMD Office. 3. There is an active village institutional structure, such as the Village Consultative Body (BPD) and community groups. 4. The level of involvement of the village government in community empowerment programs. 5. The initial awareness of some residents of the importance of participation in development.. 	<ol style="list-style-type: none"> 1. The limitations of village apparatus human resources, especially in mastering information technology in planning and reporting. 2. Lack of community participation in village development and empowerment activities. 3. The management of economic potential has not been optimal, BUMDes are still passive or have not developed optimally. 4. Basic infrastructure is inadequate, such as road access, internet networks, and environmental management. 5. Lack of innovation in program implementation, many villages still carry out programs routinely without a development strategy based on local potential.
EXTERNAL FACTORS		
Opportunity	N-O	W-O
<ol style="list-style-type: none"> 1. Government support in the form of priority programs and village assistance, both from the central and regional levels. 2. Technological advances and digitalization of village administration that can be used for the efficiency of public services. 3. The possibility of developing superior village products based on local potential (MSMEs, agrotourism, modern agriculture). 4. Open market access and cooperation networks between villages, including through joint BUMDes. 5. Training and development programs from third parties (NGOs, 	<ol style="list-style-type: none"> 1. Developing the technology-based agriculture and livestock sector through agricultural digitalization training from partners or government programs. 2. Building cooperation with universities or NGOs to increase human resource capacity and innovate empowerment programs. 3. Encouraging BUMDes to manage village superior products to be marketed through digital platforms and cooperation between villages. 4. Integrating active village institutions with training programs from the government and the private sector to be more professional. 5. Utilizing regulations and assistance from the government to open market 	<ol style="list-style-type: none"> 1. Conducting information technology training for village officials through government or third-party programs. 2. Encourage community participation through social campaigns supported by private partners/NGOs. 3. Building village MSME incubation with technology support and training from local economic development programs. 4. Utilizing digital market access to encourage village economic potential even though the management of BUMDes is still weak. 5. Inviting external partners (CSR/universities) to assist in village program innovations that were previously routine.

	Strength	Weaknesses
INTERNAL FACTORS	<ol style="list-style-type: none"> 1. The potential of Natural Resources (SDA) available in the village, such as the agriculture, livestock, and plantation sectors. 2. Regulatory and budget support from the central and regional governments, such as Village Funds and coaching programs from the PMD Office. 3. There is an active village institutional structure, such as the Village Consultative Body (BPD) and community groups. 4. The level of involvement of the village government in community empowerment programs. 5. The initial awareness of some residents of the importance of participation in development.. 	<ol style="list-style-type: none"> 1. The limitations of village apparatus human resources, especially in mastering information technology in planning and reporting. 2. Lack of community participation in village development and empowerment activities. 3. The management of economic potential has not been optimal, BUMDes are still passive or have not developed optimally. 4. Basic infrastructure is inadequate, such as road access, internet networks, and environmental management. 5. Lack of innovation in program implementation, many villages still carry out programs routinely without a development strategy based on local potential.
EXTERNAL FACTORS	<p>universities, the private sector).</p> <p>access and develop local agro-tourism.</p>	
Threats	S-T	W-T
<ol style="list-style-type: none"> 1. Dependence on government assistance funds makes villages not yet fully fiscally independent. 2. Inequality of ability between villages, especially villages that are more geographically backward and their infrastructure. 3. Changes in regulations and policies from the central or regional government that can hinder the continuity of the program. 4. The risk of program stagnation due to low response or participation of villagers. 5. The level of technology adoption is still low among rural communities. 	<ol style="list-style-type: none"> 1. Increasing the transparency and accountability of village funds to remain adaptive to changes in central/regional policies. 2. Encourage community participation in maintaining the sustainability of the program so that it is not stagnant even though residents' interests fluctuate. 3. Developing BUMDes based on local needs to reduce dependence on government assistance funds. 4. Building a network of cooperation between villages in overcoming infrastructure inequality and market access. 5. Maximizing the village institutional structure in preparing RPJMDes that are responsive to the risk of regulatory changes. 	<ol style="list-style-type: none"> 1. Forming a cross-generational village technical team to accelerate technology adaptation and close the gap in low human resources. 2. Develop realistic and capacity-based village program priorities so that they are not fully dependent on central funds. 3. Improve coordination between villages and sub-districts to accelerate the development of basic infrastructure. 4. Involve community leaders in developing programs so that participation increases and programs are not stagnant. 5. Conducting participatory mapping of village potentials and problems so that village institutions are more responsive to change.

Source : Dolah Pepeti's Data, 2025

The results of the SWOT Matrix show that villages have a number of strengths, such as the diversity of natural resources, the existence of village institutions such as BUMDes, and basic infrastructure support which is gradually increasing. On the other hand, there are still several internal weaknesses, such as the low quality of human resources of village officials, the lack of optimal management of economic potential, and the lack of innovation in community empowerment. Meanwhile, from the external side, the village faces opportunities such as government program support, technological advancements, and potential partnerships with

third parties. However, threats also remain, such as dependence on external assistance, limited market access, and geographical conditions that are still obstacles in public services.

Based on the results of the combination of SWOT variables outlined in the SWOT Matrix, a number of main strategies are obtained that can be selected and implemented according to the results that show the S-O Strategy located in quadrant I, namely:

1. Developing the technology-based agriculture and livestock sector through agricultural digitalization training from partners or government programs.
2. Building cooperation with universities or NGOs to increase human resource capacity and innovate empowerment programs.
3. Encouraging BUMDes to manage village superior products to be marketed through digital platforms and cooperation between villages.
4. Integrating active village institutions with training programs from the government and the private sector to be more professional.
5. Utilizing regulations and assistance from the government to open market access and develop local agro-tourism.

Discussion of SWOT Analysis Results

After going through a series of SWOT analysis stages that include the identification of internal and external factors and the weighting of each factor, a number of strategies are obtained that are considered the most relevant and potential in supporting the acceleration of independent village development. These strategies are not only formulated based on the potential and problems in the field, but also consider policy directions and support from various stakeholders.

In this section, it will be explained in more depth about the five main strategies that have been formulated. This description aims to provide a more comprehensive picture of how each strategy can be implemented in real terms, accompanied by a review of the literature and study results that support the effectiveness of each approach. Thus, it is hoped that the chosen strategy is not only conceptual, but also able to be applied contextually in the dynamics of village development.

Developing the Technology-Based Agriculture and Livestock Sector through Agricultural Digitalization Training

The development of the technology-based agriculture and livestock sector is a key strategy in realizing independent villages because this sector plays an important role in meeting the basic needs of the community and is the main source of livelihood, such as rice, chicken, and freshwater fisheries in Banjar Regency. The main challenge of this strategy is the low use of modern technology in cultivation, processing, and marketing, even though digitalization is able to increase efficiency, reduce production costs, and encourage productivity. The solution is that digitalization training needs to be intensified, such as the use of weather monitoring applications, automatic irrigation, sensor-based fertilization, and drones on agriculture; IoT for cage monitoring and feed recording on farms; as well as automatic aerators and water quality sensors in fisheries. This training can be facilitated by the Department of Agriculture, the Department of Fisheries, the Agricultural Extension Center, universities, and private partners, with the synergy of all parties to ensure targeted and sustainable technology transfer.

According to research Hefbron, dkk (2023), the implementation of digital technology in the agricultural sector has been proven to be able to improve work efficiency, reduce production costs, and encourage increased crop yields. Furthermore, the use of technology also makes it easier to access information related to the market, commodity prices, and the latest cultivation methods that are more environmentally friendly. The study concluded that villages that have started to implement smart farming systems tend to have stronger economic resilience than villages that still rely on traditional methods.

In the development of independent villages, technology utilization strategies have high relevance because they support two main aspects in the village independence index, namely economic resilience and environmental resilience. Technology optimization allows villages to increase land and livestock productivity, reduce dependence on external parties, and accelerate the transformation from subsistence villages to productive, innovative, and competitive villages. To ensure real impact, close collaboration is needed between village governments, farmer groups, breeders, extension workers, and external partners who are experts in the field of technology. Training and mentoring must also be carried out on an ongoing basis with a local needs-based approach, adjusting the level of education and community readiness so that technology adoption becomes a strategic opportunity, not a new burden, in realizing village independence in Banjar Regency.

Building Cooperation with Universities or NGOs for Human Resources Capacity Building and Empowerment Program Innovation

One of the main obstacles to independent villages is the limitation of human resources in managing the government, designing development programs, and innovating based on local potential. To overcome this, cooperation with universities and NGOs is an effective strategy in increasing the capacity of village apparatus and designing innovative empowerment programs. Universities can provide knowledge transfer through community service, thematic community service, or technical training such as organic fertilizer making and digital financial management. Meanwhile, NGOs with a community approach are able to empower vulnerable groups, develop citizen participation, and support social inclusion through conservation programs, women's entrepreneurship, or local product processing. This collaboration can be realized through training, assistance in the preparation of RPJMDes, to the development of BUMDes based on village potential, such as processing agricultural products into value-added products that can improve the community's economy.

With the involvement of these two parties, villages can adopt more sustainable, evidence-based and participatory development practices. Deep Pratiwi & Agung (2024), a study by the Pandjer School in Kebumen shows that the role of NGOs in increasing the capacity of village governments is significant in supporting local development. Thus, this strategy is crucial to strengthen aspects of social resilience and village economic resilience. The collaboration built not only strengthens local capacity but also creates a partnership network that supports the acceleration of independent villages based on community potential and independence.

Encouraging BUMDes to Manage Village Superior Products to be Marketed through Digital Platforms and Inter-Village Cooperation

The strategy of encouraging BUMDes to manage superior village products is a key step in realizing local economic independence in the digital era. BUMDes act as the driving force

of the village economy by managing potentials such as agriculture, livestock, fisheries, and handicrafts professionally and marketing products through e-commerce and social media. For example, BUMDes in Banjar Regency can package local rice with village brands, collaborate with livestock groups to sell free-range chicken eggs, or process tilapia into shredded and packaged salted fish to be sold through cross-village cooperatives. For this strategy to be effective, business management, digital marketing, and financial literacy training are needed for BUMDes managers, as well as capital support from KUR, grants, or partnerships with digital platforms and logistics companies. With integrated management, BUMDes are able to increase village income, create jobs, strengthen local identity, and build an independent and competitive economic ecosystem.

Integrating Active Village Institutions with Training Programs from the Government and Private to Make It More Professional

Strengthening village institutions is a strategic step to realize competitive independent villages, considering the important role of institutions such as BPD, BUMDes, farmer groups, PKK, and Karang Taruna in planning, implementing, and evaluating village development. However, challenges such as limited human resource capacity, weak internal coordination, and lack of access to continuous training and mentoring are still major obstacles. Concrete solutions that can be applied are the integration of village institutions with various training programs from the government and the private sector. The government through the Ministry of Villages, the PMD Office, and the Job Training Center has provided training on village governance, financial accountability, local economic development, and social entrepreneurship, while the private sector and NGOs support digital technology training, marketing, organizational management, and policy advocacy. Examples of the implementation of this strategy are facilitating Karang Taruna to participate in graphic design and social media management training in promoting products or village tourism, including farmer groups in *smart farming* training through the Agricultural Extension Center with universities, and empowering PKK with training on processing agricultural products into MSME products such as banana chips, fish crackers, and processed local food with modern packaging.

Study by Sadila, et al. (2020) shows that strengthening village institutions through training and mentoring can increase the effectiveness of village development programs. This research emphasizes the importance of the commitment and consistency of village communities in building villages through strong and active institutions.

Thus, this strategy aims not only to strengthen the institutional structure of the village, but also to create a participatory, professional, and sustainable village development system. When village institutions are optimally functioned with adequate capacity support and relevant training, the process towards an independent village will be more directed, inclusive, and have a real impact on the welfare of the community.

Utilizing Regulations and Assistance from the Government to Open Market Access and Develop Local Agrotourism

The development of local agro-tourism is one of the potential strategies that can encourage village independence, especially in economic and social aspects. Agrotourism is a form of integration between the agricultural sector and tourism that utilizes local potential, both in the form of nature, culture, and educational activities. This strategy not only provides

economic opportunities for the village community, but also serves as a medium for preserving local traditions and strengthening village identity.

In its implementation, the village needs regulatory support and technical assistance from various parties. The central and regional governments have provided various policies and programs that support this, one of which is through Permendes PDTT Number 2 of 2024 which directs the use of Village Funds for the development of local potential, including agro-tourism. In addition, agencies such as the Tourism Office, the Agriculture Office, and the PMD Office often provide training and infrastructure assistance to support village readiness. Collaboration between the government, tourism industry players, and local communities can improve market access and agrotourism sustainability (Suwarsito, et al., 2022).

The strategy for the development of independent villages in Banjar Regency is directed at strengthening the technology-based agriculture and livestock sector through digitalization training, as well as optimizing the role of BUMDes in managing and marketing superior village products digitally. Agricultural digitalization is considered to be able to increase efficiency, productivity, and yield quality, while expanding market access through modern technology such as weather monitoring applications, automatic irrigation, sensor-based fertilization, and land mapping with drones. The superior products produced can then be managed by BUMDes to expand the market, increase community income, and strengthen networks between villages through digital platforms. Meanwhile, supporting strategies such as the development of educational agro-tourism, cooperation with universities or NGOs, and strengthening village institutions remain important, but require long-term preparation related to infrastructure, promotion, and village independence. Therefore, the main focus at this time is on technology-based agricultural strategies and strengthening BUMDes, which are complementary and sustainable to create village economic independence, while supporting strategies will be carried out in the next stage after village readiness is more optimal.

CONCLUSION

Based on the discussion results, efforts to realize *desa mandiri* in Banjar Regency faced internal challenges, including low-quality human resources among village officials and communities, weak institutional capacity, and suboptimal management of village economic potential, alongside external barriers such as limited infrastructure, market access, and technology use. Although the local government provided various assistance programs, their implementation did not fully meet field needs. Through SWOT analysis, interviews, and literature review, five main strategies were identified: advancing agriculture and livestock using technology and digital training; collaborating with universities or NGOs to enhance human resource capacity and innovation; optimizing *BUMDes* to manage and market village products via digital platforms; integrating village institutions with professional training in technology-based administration and services; and leveraging government regulations and support to expand market access and develop agro-tourism for job creation and improved community welfare. Future research is suggested to evaluate the effectiveness of these strategies in practice and explore innovative approaches to further strengthen *desa mandiri* development in diverse village contexts.

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