

INTISARI

Pemerintah Daerah Kabupaten TTU melalui Badan Pemberdayaan Masyarakat dan Pemerintahan Desa (BPMPD), menjalankan fungsi pembinaan, pengawasan dan pemberdayaan kepada desa-desa. Perubahan regulasi pengaturan desa melalui Undang-Undang Nomor 6 Tahun 2014 tentang Desa, menjadi momentum bagi BPMPD untuk dapat memperbaharui strateginya, dengan melakukan penguatan kapasitas organisasi.

Penelitian ini dilakukan untuk mengetahui kapasitas organisasi BPMPD Kabupaten TTU dari aspek penyusunan program kerja dan prosedur kerja. Hasil penelusuran di lapangan menunjukkan bahwa program-program yang dijalankan tidak berdampak optimal pada perbaikan tata kelola di desa. Penyusunan program tidak melalui analisis kebutuhan program yang komprehensif, sehingga sebagian besar program yang dijalankan merupakan program rutin yang berulang setiap tahun. Indikasinya terlihat dari laporan pengukuran kinerja yang tidak menguraikan *output* dan *outcomes* dari program. Aspek prosedur kerja adalah poin kedua yang tidak dimiliki oleh BPMPD Kabupaten TTU, hal ini berdampak buruknya kondisi administrasi internal dan rendahnya kualitas pelayanan organisasi kepada desa-desa.

Penilaian program menggunakan Matriks MacMillan dalam empat kriteria: kesesuaian (*fit*), kemenarikan program (*attractiveness*), cakupan pilihan (*alternative coverage*), dan posisi bersaing (*competitive position*), menuntut organisasi untuk berpikir mencari variasi program dan tidak bergantung pada pendanaan dari Anggaran Pendapatan dan Belanja Daerah (APBD). Penyusunan *Standart Operational Procedure* (SOP) berdasarkan Peraturan Menteri Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Nomor 35 Tahun 2012 tentang Pedoman Penyusunan Standar Operasional Prosedur Administrasi Pemerintahan, pada setiap aktivitas kantor menjadikan pekerjaan efektif dan koordinasi antar bidang lebih efisien, sehingga sumber daya organisasi yang terbatas dapat optimal digunakan.

Kata Kunci : *penguatan kapasitas, organisasi publik, analisis program , standar operasional prosedur.*

ABSTRACT

Badan Pemberdayaan Masyarakat dan Pemerintahan Desa (BPMPD) in North Timor Regency (TTU) plays an important into some roles, including the governance of village, implementation of rural development, rural community development, and empowerment of village communities. The changes in regulation of governing the village, through Act Number 6 of 2014 about Village, giving the momentum for BPMPD to be able to renew its strategy by strengthening the capacity of their organization.

This research was conducted to determine whether the roles of capacity of BPMPD in North Central Timor Regency have been optimized through analysis their programs and work procedures. The result shown that the programs which have been applied fairly impact on the local society improvements. Moreover, the program arrangement was not based on the comprehensive analysis of the local necessity, therefore most of the programs running like as an annual routine. It also can be seen clearly from the report of performance measurement, which did not explain the outputs and outcomes in details. In terms of procedure, BPMPD in TTU regency shown not have a standard procedure for each their program activity. It will then negatively effect on the internal administration and organizational services for the villages.

The program analysis based on MacMillan Matrix is applied due to four conditions including fit, attractiveness, alternative coverage, and competitive position. This method asserts the organization to be creative and looking for any alternative program that does not depend on the local government budget. The designing Standard Operating Procedure (SOP) according to the regulation issued by Minister of Administrative Reform and Bureaucratic Reform Number 35 of 2012 about administration and public services, will lead to efficient management and service, thus, the limited resource of organization can be further optimized.

Keywords : *capacity building, non-profit organization, analysis program, standard operational procedure.*