

## Strengthening the Capacity of Village Government Officials in Negeri Suli, Salahutu District, Central Maluku Regency

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### Abstract

**Purpose:** This community service activity aimed to strengthen the capacity of village government officials in Negeri Suli, Salahutu District, Central Maluku Regency. The main issue addressed was the limited skills and knowledge of officials in governance, administration, financial management, public service, and technology utilization, which affect the efficiency and accountability of village administration.

**Method:** The program was conducted through a combination of training, workshops, technical guidance, simulations, and hands-on exercises. Participants engaged in practical exercises for document management, budgeting, public service delivery, and the use of digital tools. Feedback and evaluations were incorporated to monitor progress and improve learning outcomes.

**Practical Applications:** The results enhanced officials' ability to plan, implement, and monitor village programs effectively. Improved administrative skills, financial transparency, and digital literacy allow for more efficient service delivery, better community engagement, and accountable governance.

**Conclusion:** The program successfully strengthened the competence of village officials, promoting efficient, transparent, and citizen-oriented administration, providing a sustainable foundation for future village development initiatives.



## Introduction

The role of village government apparatus is essential in ensuring the effective functioning of local governance and public services. In rural areas, village officials serve as the primary actors in implementing development programs, managing resources, and facilitating community needs. Their capacity and competency directly influence the quality of services provided to villagers (Patty et al., 2023). In Negeri Suli, challenges have emerged due to limited technical knowledge and administrative skills. Many officials struggle with planning, documentation, and financial management, which affects the efficiency of governance. Addressing these gaps is critical to strengthen local institutions. Building competent personnel can lead to more responsive and accountable village governance (Chabelita et al., 2024).

Village governance involves not only administrative duties but also active engagement with the community. Officials must coordinate with citizens to identify priorities, plan development programs, and deliver services (Baskoro, 2025). In Negeri Suli, the level of community participation remains low because residents often perceive administrative processes as unclear or inaccessible. This situation highlights the need for improving the capacity of village officials to engage citizens effectively. With enhanced skills, officials can promote transparency and inclusivity in decision-making. Strengthening communication between the village apparatus and the community is crucial. It ensures that development aligns with real needs and expectations (SURYA, 2022).

Effective administration is a cornerstone of sustainable village development. Village officials are responsible for maintaining accurate records, reporting activities, and managing documentation efficiently. In Negeri Suli, many administrative procedures rely on manual processes, leading to delays and errors (Wenang et al., 2022). The lack of proper documentation affects accountability and hinders the monitoring of development programs. Therefore, improving administrative skills among officials is necessary to ensure orderly governance. Digital tools and modern record-keeping practices can play a key role. Training officials in these areas will increase the overall performance of village administration (Saputra et al., 2021).

Financial management is another critical area requiring attention. Village funds, including budgets for development programs, must be managed with accuracy and transparency. In Negeri Suli, some officials lack sufficient knowledge in budgeting, reporting, and auditing procedures (Sulistiyorini et al., 2024). This can result in inefficient allocation of resources and reduced public trust. Strengthening financial capacity is vital for promoting accountability and ensuring that funds benefit the community. Proper financial management contributes to long-term development and prevents misuse of resources. Training in budgeting and reporting practices will enhance officials' confidence and competence (Indartuti, 2022).

Public service delivery is a primary function of village governance. Citizens rely on officials for essential services such as documentation, permits, and community programs. In Negeri Suli, gaps in service quality are evident due to limited skills and lack of structured procedures (Purnamawati et al., 2023). Inefficient services can reduce citizen satisfaction and hinder development progress. Therefore, capacity building in service management is essential. Officials need practical skills in handling requests, resolving complaints, and providing consistent support. Enhanced service delivery will foster trust and cooperation between villagers and local authorities (Budoyo & Hardiyanti, 2021).

Leadership and management skills are fundamental for village officials to coordinate activities effectively. Strong leadership ensures that programs are implemented efficiently and that teams work collaboratively. In Negeri Suli, some officials face challenges in organizing work and managing responsibilities (Akbar et al., 2021). This affects overall productivity and delays development initiatives. Strengthening leadership capacities will help officials prioritize tasks, delegate responsibilities, and maintain accountability. Effective management skills are also crucial for motivating staff and improving performance. Training in leadership can foster

a more proactive and capable village administration (Darmawan, 2022). Community empowerment is closely linked to the capacity of village officials. Engaged and skilled officials can mobilize residents to participate actively in development programs. In Negeri Suli, limited knowledge among officials sometimes prevents effective community involvement. Residents may feel excluded or uninformed about planning and decision-making processes. Capacity building initiatives can equip officials with strategies to engage citizens meaningfully. Encouraging participation strengthens social cohesion and ensures that development addresses actual community needs. Empowered officials create an environment where residents feel valued and heard (Kong & Sun, 2021).

Technology utilization plays a significant role in modern village governance. Digital tools can streamline administrative processes, enhance reporting accuracy, and improve communication with the community. In Negeri Suli, technological adoption is minimal, and many procedures are paper-based. This slows down operations and increases the risk of errors. Introducing technology-based solutions and training officials in their use can improve efficiency. Familiarity with software applications for administration, finance, and public services is essential. Leveraging technology also promotes transparency and reduces bureaucratic obstacles for citizens (Wabula et al., 2024).

Capacity development contributes to sustainable and accountable governance. When village officials acquire new skills, they can plan, execute, and evaluate programs more effectively. In Negeri Suli, systematic training is not always available, leaving officials to learn through trial and error. This limits performance and affects community satisfaction. Providing structured training and mentoring will strengthen governance capabilities (SAKIR, 2024). Long-term capacity development ensures that knowledge and skills are retained and applied consistently. This approach supports continuous improvement in administration and service delivery (Wally et al., 2025).

Strengthening village officials' skills is also linked to compliance with regulations and policies. Proper understanding of rules ensures that programs and financial management adhere to legal requirements. In Negeri Suli, insufficient regulatory knowledge can lead to procedural mistakes or inefficiencies (Agung & Majid, 2025). Training in governance regulations, documentation standards, and accountability practices is essential. Compliance builds credibility and reinforces public confidence in the village administration. It also prevents potential administrative conflicts or misuse of resources. Skilled officials contribute to a legally sound and professional governance system.

Collaboration among officials, communities, and external stakeholders enhances village development outcomes. In Negeri Suli, limited networking and coordination can restrict opportunities for program improvement. Capacity building helps officials develop skills in partnership management, negotiation, and collaborative problem-solving. Improved collaboration can facilitate resource sharing, knowledge exchange, and more effective program implementation. Strengthening cooperative skills ensures that development initiatives are inclusive and aligned with broader regional goals. Officials who work effectively with partners can deliver better results for their community.

In summary, enhancing the capacity of village government apparatus in Negeri Suli is critical for effective governance, efficient service delivery, and sustainable development. Training in administration, financial management, public services, leadership, technology, and community engagement will equip officials with the necessary skills. Such initiatives promote accountability, transparency, and citizen participation. Ultimately, a competent and empowered village administration can respond better to community needs, improve public trust, and contribute to the overall development of Negeri Suli. Strengthening human resources is a strategic investment for long-term prosperity.

## Method

The implementation of this community service activity will begin with training and workshops. Participants will receive structured presentations on key topics related to village administration, financial management, and public services. Group discussions will be organized to encourage knowledge sharing and peer learning. Case studies will be used to illustrate practical challenges in village governance. These activities aim to enhance understanding and provide practical insights. The interactive format ensures active engagement among participants. This method will create a solid foundation for skill development.

*Figure 1. Socialization of Strengthening the Performance of Village Government Officials*



Source: Private Documentation, 2025.

Technical assistance will be provided directly to the village officials. Facilitators will guide them in managing administrative tasks, organizing records, and implementing financial procedures correctly. Assistance will also cover aspects of public service delivery, including handling citizen requests and documentation. This hands-on guidance helps bridge the gap between theoretical knowledge and practical application. Officials will be encouraged to ask questions and receive immediate feedback. The goal is to improve confidence and competence in daily operations. Consistent support ensures that learning is effectively translated into practice.

Simulation and practice sessions will be conducted to reinforce the acquired knowledge. Participants will engage in exercises such as drafting documents, preparing financial reports, and using village service applications. These practical activities allow officials to apply what they have learned in a controlled environment. Mistakes can be corrected immediately, and best practices can be demonstrated. The approach ensures that participants gain both understanding and practical skills. Repetition and practice increase proficiency and reduce errors in real-world tasks. Simulations also prepare officials to handle real-life situations efficiently.

*Figure 2. Question and Answer Session and Discussion*



Source: Private Documentation, 2025.

Evaluation and feedback will be an integral part of the implementation process. Trainers will monitor participants' progress throughout the training sessions. Performance in simulations and exercises will be assessed to identify strengths and areas for improvement. Constructive feedback will be provided to guide further development. Follow-up recommendations will be shared to ensure continuous learning. Monitoring outcomes allows the facilitators to measure the effectiveness of the training. This process ensures that the

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objectives of the capacity-building program are met effectively. The activity will be conducted over a period of two days, providing sufficient time for both theoretical and practical sessions. It will take place at the Village Hall of Negeri Suli, located in Kecamatan Salahutu, Kabupaten Maluku Tengah.

The venue is accessible and equipped to support training activities, group discussions, and practical exercises. A well-structured schedule will allow participants to focus on learning without interruptions, and adequate facilities will support interactive sessions and hands-on practice. However, while the choice of Negeri Suli offers logistical convenience, the selection rationale is not explicitly justified. There is limited empirical evidence on baseline conditions such as the prevalence of manual administrative processes, low community participation, or digital literacy levels. No initial data from surveys, interviews, or administrative records are provided to substantiate the need for intervention. Without such baseline information, it is difficult to evaluate whether Negeri Suli is representative of broader village challenges, a pilot site, or a problem-focused case. Including empirical data and explicit justification for site selection would strengthen the technical grounding of the program and provide clearer diagnostic insight prior to implementation.

## **Result**

The implementation of the community service activity aimed at strengthening the capacity of village government apparatus in Negeri Suli has produced positive outcomes. Participants demonstrated improvements in knowledge, skills, and practical abilities across key areas of village governance. The results highlight enhanced administrative efficiency, better financial management, improved public service delivery, and the adoption of digital tools for administration. The following points summarize the main outcomes achieved through the training, workshops, technical assistance, and practical exercises.

### **Village Governance Management**

Village officials gained a clearer understanding of their roles and responsibilities in local governance. They learned to identify key duties and the scope of authority within the village administration. The training emphasized the importance of understanding legal and regulatory frameworks. Participants recognized how their decisions directly impact community development. By clarifying responsibilities, officials can prioritize tasks more effectively. This foundation enhances accountability and reduces overlaps in duties.

Officials were trained to design work programs that align with village development goals. They practiced creating structured plans with clear objectives, timelines, and expected outcomes. The exercise helped them understand the importance of linking programs to community needs. Officials learned to anticipate challenges and develop solutions proactively. This planning approach supports strategic thinking in daily operations. It ensures that all initiatives contribute meaningfully to local development.

Village development planning was addressed systematically during the training. Participants learned to gather data, assess community priorities, and allocate resources efficiently. They practiced developing programs that integrate economic, social, and environmental considerations. Emphasis was placed on sustainable development and long-term impact. Officials gained skills to evaluate program feasibility and potential outcomes. This systematic approach reduces the risk of ineffective or misaligned initiatives.

Accountability and coordination were central themes throughout the sessions. Officials understood how transparent reporting and clear communication enhance governance credibility. They were encouraged to coordinate tasks with team members and other stakeholders. Training included exercises in collaborative decision-making and documentation practices. Strengthening these skills helps prevent errors and duplication of work. Improved coordination ensures that all programs run smoothly and efficiently. Decision-making skills of village officials improved significantly through practical exercises. Scenarios and case studies allowed participants to practice solving real-world governance problems. They learned to

balance competing priorities and make informed choices for community benefit. Officials gained confidence in taking responsibility for their decisions. The training reinforced ethical considerations and long-term consequences of choices. Stronger decision-making enhances the effectiveness of village governance overall.

Overall, the capacity of village officials to manage governance processes improved substantially. Planning, execution, and monitoring of village programs became more structured and efficient. Participants reported greater confidence and clarity in fulfilling their roles. The combination of knowledge, practical skills, and strategic thinking strengthens local administration. Enhanced governance contributes to better service delivery and community trust. These improvements lay a foundation for sustainable and accountable village management.

### **Village Administration and Documentation**

Officials demonstrated significant improvement in organizing and managing village records. They learned to classify and categorize documents systematically to ensure easy retrieval. Emphasis was placed on understanding the lifecycle of records from creation to storage and eventual disposal. Participants gained insight into maintaining both physical and digital archives effectively. The training highlighted the importance of consistency in filing practices. Proper record organization helps reduce errors and delays in administrative processes.

Participants practiced preparing reports that accurately reflect village activities and financial transactions. They learned to structure information clearly and concisely for internal and external use. Exercises included drafting monthly, quarterly, and annual reports. This practice ensures that reports are complete, verifiable, and aligned with regulations. Officials gained confidence in producing documents that meet required standards. Effective reporting contributes to accountability and transparency in village governance.

Maintaining essential documentation was a key focus of the training. Officials learned techniques for safeguarding important legal, financial, and administrative records. Emphasis was placed on secure storage and backup methods to prevent loss or damage. Participants were introduced to checklists and standard operating procedures for routine documentation. Proper handling of documents supports compliance with regulations and legal requirements. This practice ensures that the village can respond effectively to audits and inquiries.

Hands-on exercises allowed participants to implement systematic filing and record-keeping methods. Officials engaged in practical scenarios, such as categorizing documents and updating files. These exercises reinforced theoretical knowledge and promoted skill retention. Participants learned to identify priority records and maintain them in accessible formats. Practice sessions also encouraged teamwork and collaboration among staff. The hands-on approach ensures that new techniques are applied consistently in daily operations.

Improved documentation processes enhance transparency and facilitate monitoring of village programs. Officials can now track project progress and resource allocation more efficiently. Accurate records enable supervisors and community members to review activities and decisions easily. Participants realized that well-organized documentation supports evidence-based planning and evaluation. The improvement in record management reduces confusion and enhances trust among stakeholders. This contributes to more accountable and effective governance practices.

Overall, officials became more aware of the importance of accurate and up-to-date records. Their ability to manage documents effectively ensures that administrative tasks are performed efficiently. The combination of structured filing, report preparation, and secure storage strengthens the reliability of village administration. Officials now have the capacity to maintain compliance with policies and regulations. This foundation improves service delivery and internal coordination. Ultimately, enhanced documentation practices support sustainable and professional governance in the village.

### **Village Financial Management**

Training enhanced officials' ability to prepare the village budget (APBDes) and plan financial resources strategically. Participants learned to align budget allocations with community priorities and development goals. Emphasis was placed on accuracy, proper documentation, and adherence to regulatory frameworks. Officials gained a better understanding of the importance of financial planning in supporting village programs. This foundation ensures that resources are used efficiently and responsibly. Proper budgeting contributes to the long-term sustainability of village development initiatives.

Participants learned proper reporting procedures for financial transactions and fund usage. They practiced drafting clear and comprehensive financial reports that reflect all expenditures and allocations. Exercises emphasized transparency and the importance of timely submission to relevant authorities. Officials gained confidence in producing reports that meet regulatory standards. Accurate reporting allows for effective monitoring and evaluation of village finances. This practice strengthens accountability and promotes public trust in governance.

Budgeting techniques were a central focus of the training program. Officials were introduced to methods for forecasting income, prioritizing expenses, and managing unexpected costs. They learned to allocate resources in a way that maximizes benefits for the community. Practical exercises helped participants apply these techniques in realistic scenarios. The training emphasized strategic thinking and problem-solving in financial management. Strong budgeting skills ensure that village resources are used effectively and responsibly.

Monitoring and controlling fund usage were practiced through hands-on exercises. Participants learned to track expenditures, reconcile accounts, and detect discrepancies promptly. Emphasis was placed on internal controls and compliance with regulations to prevent misuse. Officials gained confidence in overseeing financial processes and making informed decisions. These skills are essential for promoting transparency and accountability in village governance. Effective monitoring supports ethical and sustainable financial management practices.

Overall, officials expressed greater confidence in handling financial matters and promoting transparency. Improved financial management reduces the risk of errors, inefficiency, and resource misallocation. The capacity to manage village finances effectively strengthens public trust and community confidence. Officials are now better equipped to support development programs and achieve intended outcomes. This training contributes to the overall professionalization and reliability of village administration. Proper financial skills form a strong foundation for accountable governance.

### **Public Service Delivery**

Officials improved their skills in delivering high-quality public services to residents. The training emphasized practical service techniques that enhance efficiency and effectiveness. Participants learned to understand citizens' needs and prioritize service requests accordingly. This approach helps ensure that community members receive timely and appropriate support. Officials gained awareness of the importance of professionalism in public interactions. Improved service quality strengthens the credibility of village governance.

Effective communication with the community was a key focus during the sessions. Participants practiced clear, respectful, and transparent communication strategies. Training included techniques for active listening, explaining procedures, and managing expectations. Officials learned to build trust through consistent and honest interactions with residents. Communication exercises also emphasized cultural sensitivity and inclusiveness. These skills help create a positive relationship between officials and the community.

Handling complaints efficiently was another essential skill developed during the training. Officials practiced receiving, documenting, and resolving complaints in a systematic manner. Participants learned to respond promptly while maintaining fairness and accountability. The

training highlighted the value of feedback as a tool for improving service delivery. Officials became more confident in addressing community concerns effectively. This approach reduces dissatisfaction and fosters community cooperation in governance.

Overall, the enhanced service delivery contributes to a more responsive and citizen-oriented village administration. Officials are now better equipped to meet residents' expectations and address their needs proactively. The combination of practical skills, effective communication, and complaint management strengthens community trust. Improved public services encourage participation and engagement from residents. Officials' increased confidence ensures consistency in service quality. These improvements support a professional, accountable, and service-focused governance system.

### **Utilization of Information Technology**

The program introduced participants to digital applications and systems designed for village administration and public service delivery. Officials explored various software tools that facilitate record management, program monitoring, and community engagement. The training emphasized the importance of integrating technology into daily administrative tasks. Participants learned how digital solutions can reduce manual errors and increase efficiency. Understanding these tools helps officials modernize traditional processes. The exposure provided a foundation for adopting technology effectively in village governance.

Officials learned to use technology to manage records systematically and securely. Digital filing systems were introduced to organize documents and ensure easy retrieval. Participants practiced uploading, storing, and updating important files using these applications. Emphasis was placed on data security and backup procedures to prevent loss. Officials recognized the benefits of digital records over conventional paper-based systems. Proper use of technology ensures consistency and accuracy in administrative tasks.

Program monitoring and evaluation became more manageable through technology adoption. Officials learned to track project progress, manage resources, and generate timely reports digitally. Digital dashboards and tools allowed them to visualize data and identify areas needing attention. Practical exercises demonstrated how technology improves decision-making and accountability. Participants developed skills to use these tools for planning and reporting effectively. Enhanced monitoring ensures programs are implemented efficiently and transparently.

Communication with the community was strengthened through digital platforms. Officials explored tools for disseminating information, collecting feedback, and interacting with residents online. Training included practical exercises on using messaging apps, emails, and digital bulletin boards. Participants learned to maintain transparency and responsiveness through timely updates. Technology enables officials to reach more citizens and improve engagement. Effective communication strengthens trust and collaboration between officials and the community.

Hands-on exercises allowed participants to integrate digital tools into routine operations. Officials practiced combining traditional administrative methods with modern technology for optimal results. They learned to automate repetitive tasks, streamline workflows, and reduce paperwork. The training encouraged innovation and adaptation to new technological solutions. Participants became confident in applying IT tools to enhance efficiency and service quality. This practical approach ensures that technology adoption is sustainable and effective.

Overall, the adoption of technology enhances efficiency, accuracy, and transparency in village governance and service delivery. Officials became more capable of leveraging IT solutions to improve administrative and operational tasks. The training laid the groundwork for continuous modernization of processes. Digital literacy empowers officials to meet the demands of contemporary governance. Technology integration supports better resource management and decision-making. This foundation strengthens professional, accountable, and citizen-focused village administration.

## **Discussion**

The findings of this community service activity indicate a significant improvement in the capacity of village officials across multiple dimensions of governance. Enhanced understanding of roles, responsibilities, and legal frameworks has allowed officials to execute their duties with greater clarity and accountability. The structured approach to planning and program development supports strategic alignment with community needs. Improved decision-making skills and scenario-based exercises contributed to more informed and ethical governance choices. These outcomes demonstrate that systematic training strengthens the foundations of local administration. By linking theoretical knowledge with practical applications, officials can address challenges proactively. The results highlight the importance of continuous capacity-building initiatives for sustainable governance.

In terms of administration and documentation, the program has fostered greater efficiency and reliability in record management. Officials now possess the skills to organize, safeguard, and retrieve documents effectively, ensuring compliance with regulations and transparency. Enhanced reporting practices allow for accurate monitoring of village programs and financial transactions. The combination of hands-on exercises and standard operating procedures promotes consistency and teamwork among staff. These improvements not only reduce errors and duplication but also reinforce trust between officials and the community. Well-maintained records serve as evidence for decision-making and accountability mechanisms. Ultimately, these practices contribute to a more professional and responsive village administration.

Financial management and public service delivery have also shown notable advancement due to the training. Officials demonstrated greater confidence in budgeting, reporting, and monitoring of village funds, ensuring efficient resource allocation and ethical practices. Improved communication, complaint handling, and citizen engagement have strengthened service-oriented governance. The integration of information technology further enhances administrative efficiency, transparency, and community participation. By combining digital tools with practical governance skills, officials can modernize processes and reduce manual errors. These outcomes indicate that capacity-building programs directly support sustainable development and public trust. Collectively, the results emphasize that continuous training, technology adoption, and practical experience are essential for accountable and effective village governance.

## **Conclusion**

The implementation of the community service program in Negeri Suli successfully strengthened the capacity of village officials across multiple aspects of governance. Participants demonstrated significant improvements in managing village administration, financial planning, public service delivery, and documentation, while also adopting digital tools to enhance efficiency and transparency. The training enhanced officials' understanding of their roles, improved decision-making, and fostered accountability, coordination, and strategic planning. Practical exercises and hands-on guidance ensured that theoretical knowledge was effectively translated into daily operations. To ensure sustained impact, it is recommended that the village establish regular refresher trainings, formalize standard operating procedures, and create a monitoring system for administrative and financial processes. Officials should also adopt continuous technology upgrades and digital literacy programs to modernize governance practices. As a result, officials are now better equipped to provide responsive, citizen-oriented services, maintain accurate records, manage budgets responsibly, and leverage technology for modern governance. Overall, the program has laid a strong foundation for sustainable, professional, and accountable village administration that promotes community trust and effective development outcomes.

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