

Institutional Capacity Development (Capacity Building) Of Village-Owned Business Enterprises in Tambayoli Village, Soyo Jaya Sub District, North Morowali District, Indonesia

Abdul Rivai^{1*}, Nasrullah¹, Hasanuddin¹, Vernanda Christin¹, Fitriana¹ and Dandan Haryono¹

¹ Department of Administration, Faculty of Social and Political Sciences, Tadulako University, Palu, 94119, Indonesia.

Correspondence author*: e-mail: arlologau@gmail.com.

ABSTRACT: The aim of this research is to find out why the development of institutional capacity of village-owned enterprises in Tambayoli Village, Soyo Jaya District, North Morowali Regency, Indonesia, has not been effective. This research uses qualitative research methods. We collected data through in-depth interviews with administrators of village-owned enterprises, community leaders and village officials. We conducted participatory observation to gain direct understanding of the management dynamics of village-owned enterprises. In addition, we used documentation studies to collect secondary data from annual reports of village-owned enterprises, village regulations, and other related documents. We carried out data analysis using a three-step technique, which includes data collection, data condensation, drawing conclusions, and verification. Research findings show that developing the institutional capacity of Village-Owned Enterprises in Tambayoli Village, Soyo Jaya District, North Morowali Regency, Northern Indonesia, has not been effective. This is caused by the first factors from the individual dimension such as the lack of a training budget organized by the government, the absence of incentives or honorarium for administrators, and there have never been any training activities, secondly the organizational dimension, the lack of a clear vision and mission, mature plans, management adequate, as well as clear and definite efforts have hampered the development of the institutional capacity of village-owned enterprises. thirdly, the ineffectiveness of this system stems from the lack of detailed understanding and proper application of regulations by all Tambayoli Village stakeholders. The research results show that the village body of Tambayoli Village has not effectively developed its institutional capacity.

Keywords: Institutional capacity development, village-owned enterprises, individuals, organizations, systems.

I. INTRODUCTION

Village-owned enterprises are economic institutions established to manage assets, services, and other economic businesses originating from and for village communities. In 2018, Tambayoli Village, located in Soyo Jaya District, North Morowali District, established a village-owned enterprise in an effort to boost the village economy through more efficient management of local resources. However, the existence of Tambayoli Village-Owned Enterprises still faces various challenges in developing institutional capacity, which includes legal, operational, and managerial aspects. Capacity building is an important component of village-owned enterprises' effective management.

Institutional capacity building involves improving an organization's ability to achieve set goals through improved performance, efficiency, and effectiveness [3]. As a result, this study aims to analyze the state of Tambayoli Village-Owned Enterprises' institutional capacity, examine the challenges they face, and provide recommendations for improving institutional capabilities. In the midst of rural development dynamics, village-owned enterprises play a strategic role as pillars of the local economy. Tambayoli Village, Soyo Jaya District, and North Morowali District are clear examples of the potential and challenges faced by the Village Business Authority. Despite being economic drivers at the local level, village-owned enterprises often face barriers to managing institutional capacity, which is essential for survival and sustainable growth.

Some of these obstacles include a lack of managerial skills, suboptimal strategic planning, and a lack of access to modern technology. Increasing institutional capacity is essential because it provides a strong foundation for village-

owned enterprises to manage economic resources and realize community welfare. This study focuses on the institutional capacity of village-owned enterprises in Tambayoli village. These obstacles include internal management, strategic planning, and the skills needed to run village-owned enterprises efficiently and effectively. The following are some of the fundamental research questions: What are the main obstacles to managing the institutional capacity of village-owned enterprises in Tambayoli Village? How can we design and implement institutional capacity-building programs to overcome these barriers?

This research is critical because village-owned enterprises play an important role in encouraging local economic growth and empowering village communities. By overcoming institutional capacity barriers, village-owned enterprises can become more autonomous, innovative, and capable entities to face global challenges. In addition, this research provides an opportunity to increase public participation in local economic decision-making and strengthen village self-reliance.

The findings of this study will provide in-depth insights into the challenges and solutions specific to rural ownership agencies in Tambayoli Village, as well as contribute to a further understanding of the factors influencing the institutional capacity of similar institutions in rural areas. Thus, this research has the potential to provide a theoretical and practical foundation for the development of policies and programs in the field of institutional capacity building at the local level.

In Indonesia, village-owned enterprises, known as BUMDes in Tambayoli Village, Soyo Jaya District, North Morowali Regency, play a crucial role in advancing the economy, which is rooted in the local undercurrent. The ultimate goal is to enhance the community's welfare by providing easily manageable services within the village economy. Despite their efforts, these enterprises face obstacles in their institutional capacity, which are inherent to the institution itself.

These challenges include limited competent human resources, a lack of access to capital, weaknesses in organizational governance, and a lack of community participation. Therefore, increasing the institutional capacity of BUMDes is an important issue that must be considered.

Capacity building is a structured process for improving a good organization. In this BUMDes, capacity building can include increasing the competence of human resources, strengthening organizational governance, developing cooperation networks, and increasing access to the resources needed. We anticipate that these steps will help BUMDes in Tambayoli Village overcome challenges and promote sustainable village economic growth.

Tambayoli Village is located in Soyo Jaya District, North Morowali Regency, Central Sulawesi Province, Indonesia. This village has enormous economic potential, especially in the fields of agriculture, fisheries, and tourism. When Bumdes establishes itself, it effectively utilizes its potential to welcome it with legal organizations and at the village's center.

The Tambayoli Village BUMDes has a goal in its formation: to improve residents' welfare through local economic development. Currently, the Tambayoli Village BUMDes operates several business units, such as savings and loans, buying and selling gas cylinders, selling fertilizer for rice farmers, and trading local produce.

II. LITERATURE REVIEW

Institutional capacity building or capacity building is an approach that aims to improve the ability of an organization or institution towards a set goal. According to [10], institutional capacity development includes various aspects such as improving the management system, improving human resource skills, and strengthening organizational structures.[4]. Added that institutional capacity building also involves improving coordination between institutions, improving regulations, and increasing public participation [13].

Previous research has shown that institutional capacity building can improve organizational performance. For example, research by States that good strategic planning in the development of village-owned enterprise agencies can significantly increase operational efficiency and efficiency [12]. In addition, in his research revealed that a good institutional capacity building strategy can improve the quality of public services and increase public trust in the institution [5].

This research is also based on the concept of public participation in decision-making as one of the key factors in institutional capacity development. Eemphasized that active community participation in the management of village-owned enterprises can increase a sense of ownership and responsibility for the sustainability of the company [7]. Therefore, this study will examine how the participation of the Tambayoli village community in the management of village-owned enterprise institutions and its impact on institutional capacity

Referring to opinions. The capacity of an institution is defined as its ability to optimally use the resources available to it in achieving its vision, mission, objectives, objectives, outputs, outcomes, and impacts as defined in its performance. The resources available to an institution can come from within the institution (human resources, systems, mandates, structures, budgets, and facilities) or outside the environment or external networks, information, and regulatory factors. Referring to opinions, [1, 2, 4, 9, 10]: Institutional capacity building refers to

systematic and strategic efforts aimed at improving the ability of individuals, groups, organizations, and communities to initiate and facilitate change at various levels. The main goal is to improve the adaptability of individuals and organizations, allowing them to effectively respond to changes in the environment. Institutional capacity building can be conceptualized as a cyclical process.

Institutional capacity building is the process of improving the capabilities of an individual, group, organization, community, or community [1]. Dividing institutional capacity development into three levels which include the system level, the organizational level, and the individual level [2].

Where institutional capacity is intended as the ability of an institution, in this case a village-owned enterprise institution, to optimally utilize available resources which include human resources, systems, mandates, structures, budgets, and facilities as well as the environment in achieving the vision, mission, objectives, targets, outputs, outcomes, and impacts as defined by the organization as described in the company's performance. Institutional capacity building is the process of increasing the capacity of individuals, organizations, and systems to initiate or facilitate change at various levels within individuals, organizations, and systems, with the goal of improving the ability of individuals or organizations to effectively respond to changes in their environment.

The purpose of institutional capacity development is to improve the performance of an institution in achieving organizational goals. Theory: the theory in the above library study, is used by researchers as an important foundation that will be used as a viewpoint and research guide.

The purpose of this study is to learn about the institutional capacity development of village-owned enterprises and to study their impact on improving the welfare of villagers.

III. MATERIALS AND METHODS

The research method used in this study is descriptive with a qualitative approach that studies existing problems and applicable work patterns. Defines a descriptive approach as a technique used to describe or analyze research findings without making broader generalizations [14]. The descriptive study aims to articulate feedback on current communication tactics by analyzing and interpreting data and observational findings. The researchers systematically classified the culprits, carefully exaThe researcher, in a systematic manner, categorizes the participant, notes their behavior using a scale, and documents this information in an observation book. ; it does not test hypotheses, and is not tied to theory. Thus, researchers can freely retrieve the info,mation they need from their research objects while they are in the field [15].

1. DATA COLLECTION

In the data collection technique, the author uses several methods, including:

- a) Observation is a data collection technique that involves directly observing or carefully examining the field or research location. In this scenario, the researcher physically visits the research site to observe and personally study various phenomena or situations in the field, guided by the research design. The exploration of diverse phenomena in scientific investigation always begins with observation and, after that, returns to observation to reinforce the truth of these phenomena.
- b) An effective approach to obtaining data is through conducting interviews, which involve requesting information directly from the informant. Any research effort must include interviews, as they offer researchers exclusive information that comes from directly questioning informants.
- c) Documentation while the majority of data in qualitative research comes from human sources such as observation and interviews, it remains incomplete and requires reinforcement or supplementation from other sources, specifically documentation. We carry out the documentation process by reading, studying, identifying, and analyzing literature, research reports, written documents, and other relevant sources.

These informants are individuals or groups directly involved in the subject under investigation, offering valuable insights. We selected eight (eight) informants for this study, including the village head, village secretary, chairman of village-owned enterprises, two administrators, and the remaining three community members, using a purposive approach. The researcher chooses the informants as the source of interview data for this study, taking into account their familiarity and connection to the subject of the study.

2. RESEARCH DESIGN

The Research Design subsection summarizes the strategic framework and methodology that underlie the entire research effort. The design of this research is qualitative which focuses on data collection through, literature studies, observations, documentation and non-numerical data analysis. The research then adopts a descriptive design, providing a clear and concise description of the phenomenon.

2.1. Qualitative Research Design

The qualitative research design aims to gather more precise data about the phenomenon under investigation. According to [14], qualitative research methodology is a research method based on the philosophy of postpositivism that is used to investigate the characteristics of natural objects rather than conducting experiments. This approach involves the researcher as the primary instrument, utilizing a triangulation-based data collection technique, conducting both inductive and qualitative data analysis, and generating research results as a consequence. Qualitative research focuses on the interpretation and understanding of generalizations. Researchers use qualitative research to study the characteristics of natural objects, not to conduct experiments. The researcher plays a crucial role in this type of research, collecting data through interviews. We carried out data analysis inductively, focusing the results of qualitative research on meaning interpretation. Rather than making a broad statement or generalization, as suggested by [14]. Study [8] defines the subject of research as an informant, an individual who provides information about the state and environment of the research site.

Informants in research refer to individuals or participants who have extensive knowledge and understanding of the issues at hand and are actively involved in them. Informants play an important role in research. An informant is an individual within the research subject who provides information about the circumstances and characteristics of the research subject. We selected the informants for this study based on their expertise in the topic material, possession of relevant data, and willingness to provide comprehensive and appropriate information. The informants in this study, which will serve as a source of data and information, must meet certain requirements.

IV. DATA ANALYSIS

The following is an analysis of data used by researchers to conduct research on institutional capacity development in Tambayoli Village, Soyo Jaya District, North Morowali Regency, Indonesia, presented in the form of images:

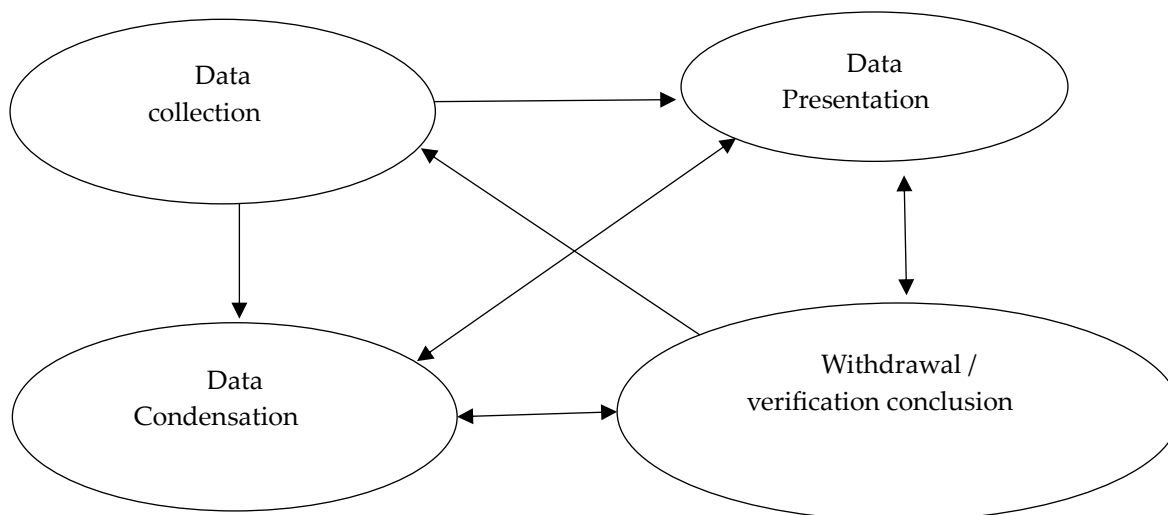


FIGURE 1: Interactive model data analysis components

Source: Huberman and Saldana (2014:14)

In particular, the stages outlined by [11] will be implemented in more depth as follows:

1. Information collection Data collection is an important component of data analysis efforts. The data collection methods used in this study include interviews, observations, and documentation studies.
2. Data condensation [11] conducted a study. Data condensation is the act of selecting, struating, simplifying, abstracting, and converting data found in field records or recorded transcriptions. Data condensation includes a systematic procedure for selecting, menstruating, streamlining, summarizing, and converting the data present in this study's field records and transcripts, as outlined below:
 - a) As stated by [11], researchers need to train selectivity in their work. Selectivity in research entails identifying the most significant dimensions, meaningful correlations, and the necessary material for collection and analysis. Intermittent data collection continues with the initial land registration. The researchers collected all of this information to improve their research's robustness.
 - b) Concentrating According to [11], focusing data is a type of pre-analysis. Researchers are currently focusing on gathering data that directly contributes to the development of research problems. This

stage is a continuation of the data selection stage. Researchers restrict the data to exclusively include problem words.

- c) Abstraction refers to the process of extracting or summarizing important information or key points from a larger body of text or data. Abstraction is an attempt to establish a concise representation of the basic elements, operations, and propositions that need preservation in them. At this stage, we evaluate the gathered data, particularly its quality and appropriateness.
 - d) In this study, researchers simplified and modified the data using several methods, including strict selection, concise summaries or short descriptions, and categorizing the data into a more comprehensive pattern. To streamline the data, researchers condense the information for each social procedure and setting into a table.
3. Data presentation, often known as data display, refers to a visual representation of information. Data presentation occurs after the data reduction or summarization process. Researchers analyze and provide the CW (interview notes), CL (field notes), and CDs (documentation notes) based on the data collected through observation, interviews, and documentation. Researchers code the data, comprising interview notes, field notes, and documentation notes, to streamline information organization and enable efficient and straightforward analysis. Researchers produce an initial compilation of code that aligns with the rules for conducting interviews, observations, and documentation. We carefully analyze each piece of data through contemplation and then provide it in written form.
 4. Conclusion, inference/confirmation (Conclusion, inference/confirmation). The findings of the study are in line with the proposed problem statement. We can summarize the described data broadly.

V. RESULTS AND DISCUSSION

The purpose of this study is to examine the capacity development of Tambayoli Village-Owned Enterprises (BUMDes) in Soyo Jaya District, North Morowali Regency. The results of the study show that there are three main levels: system, organization, and individual. Systemically, the formation and management of BUMDes remain in an interesting and encouraging stage. The coordination between BUMDes, agricultural services, and other related institutions is inadequate, and the implementation of existing laws is not optimal. This results in an inability to deal with problems such as rat invasions, which leads to crop failures. Furthermore, the public's comprehension of the regulatory system and procedures for managing BUMDes funds remains inadequate, highlighting the need for broader outreach. In 2018, BUMDes Tambayoli established itself at the organizational level, albeit with several administrators and unsatisfactory organizational structures [6].

The old management left BUMDes to pursue other activities, which led to the suspension of the business. BUMDes lacks organization, a clear vision, and a mission, focusing solely on their primary work program of purchasing fertilizer and LPG gas. In addition, fund management faces many challenges, especially in dividing the budget to manage operational costs. There has been no effort to enhance the individual abilities of BUMDes members. Since its inception, BUMDes Tambayoli has never participated in formal training programs. The only program in which BUMDes Tambayoli has participated is a comparative study, but the lack of regional potential hinders its implementation. One of the main obstacles to training and education is a lack of funding. In addition, BUMDes does not provide incentives or motivation for its members to participate in capacity-building programs. The results of the study are as follows:

1. SYSTEM LEVEL

This study found that at the system level, the formation and management of village-owned enterprises in Tambayoli Village are still in the stage of appeal and encouragement. Village regulations exist to regulate the organizational structure of village-owned enterprise management, yet their implementation hasn't been at its best. For example, the coordination between village-owned enterprises and the agricultural office or other institutions is still very limited. For example, rat infestations are frequent, resulting in crop failures, but there is no systematic coordinated effort to address this problem. Furthermore, the community lacks a comprehensive understanding of the regulatory system and legal framework governing village-owned businesses. As a result, there is an opinion that the funds used to help farmers or the community are grant money that do not need to be returned. This shows the need for more intensive outreach related to regulations and mechanisms for managing funds of village-owned enterprises.

Table 1. Findings of the research results on the system dimension

| NO | Research Findings | Information |
|----|--------------------------------|--------------------------------------|
| 1 | Regulatory Policy | Already there |
| 2 | Understanding the rules | Not yet understood by the management |
| 3 | Organizational Structure | Not yet available |
| 4 | Coordination and communication | Not going well |

Source: Prepared by the author, 2024

According to the study's findings on the system dimension, organizations face several significant challenges. Despite the establishment of rules or regulations, managers have not fully mastered their understanding, leading to inconsistencies in the execution of duties and responsibilities. Furthermore, the lack of organizational structure, optimal coordination, and internal communication indicate weaknesses in the overall management of the organization. To overcome this situation, managers must improve their understanding of the rules, establish a clear organizational structure, and enhance the coordination and communication system to ensure more effective and efficient operations.

2. ORGANIZATIONAL LEVEL

At the organizational level, the Tambayoli Village-Owned Enterprise was established in 2018 with a very limited number of management, namely only three people (Chairman, Treasurer, and Business Field). This organizational structure is strengthened by the Decree (SK) of the Village Head; However, the activities of Village-Owned Enterprises were frozen because the old management resigned due to other activities. Furthermore, the Tambayoli Village-Owned Enterprise lacks a clear vision and mission, relying solely on a work program that involves the procurement of fertilizers for farmers. The planning process in Village-Owned Enterprises is also not going well. Village-Owned Enterprises only have one main work program, namely assistance in the procurement of fertilizers and the purchase of 3 kg of LPG gas, which is determined based on the agreement of the local community. Farmers make payments for fertilizer purchases after harvest, but if the harvest fails, they postpone the payment until the next harvest or until they have another source of income. Initial funding for village-owned enterprises comes from village funds of 50 million in the first year and 20 million in the following year. However, the management of these funds faces a significant challenge due to a lack of budget allocation for operational costs associated with village-owned enterprises. Consequently, the use of business capital for meetings and other operational activities diminishes the effective utilization of funds.

Table 2. Findings of research results in the organizational dimension

| NO | Research Findings | Information |
|----|----------------------------------|---------------------------|
| 1 | Manager Structure | incomplete |
| 2 | Vision and Mission | There is no one yet |
| 3 | Work Program | Not yet available |
| 4 | Capital | available |
| 5 | Organizational Operational Costs | Not yet available |
| 6 | Business Activities | has 2 types of businesses |

Source: Prepared by the author, 2024

Based on the results of research on organizational dimensions, there are several important shortcomings that need to be considered. The absence of a complete management structure, a clear vision and mission, and an available work program all demonstrate that the organization lacks a solid foundation for its operational activities and strategic direction. Despite the availability of funding and the operation of two distinct business types, the organization's operational costs could potentially threaten the sustainability of both businesses. Steps such as preparing a more complete management structure, determining a clear vision and mission, and developing a structured work program are necessary to strengthen the organization. Furthermore, meeting operational costs' needs is a priority in order to support the organization's survival and development.

3. INDIVIDUAL LEVEL

This discussion highlighted efforts to develop individual capacity in Tambayoli Village-Owned Enterprises (BUMDes), as well as the obstacles and opportunities that exist in this process. Individual capacity building, such

as training and education, is an important aspect of strengthening the performance and sustainability of BUMDes. Since its inception, BUMDes Tambayoli has never held or participated in formal training events for members or administrators. This is the primary obstacle to increasing individual capacity, which has a direct impact on BUMDes' operational effectiveness and efficiency. Without adequate training, BUMDes members and administrators may not have the skills and knowledge needed to manage and develop business units optimally. The only individual capacity-building program that has been followed is a comparative study with one of the BUMDes in Malang that has successfully managed tourism. The chairman of BUMDes, Tambayoli, attended this comparative study. Despite the effectiveness of this program in providing new insights, the unique potential of Tambayoli prevents the realization of the comparative study's results. This shows the importance of selecting training programs and comparative studies that are relevant to local conditions to ensure effective implementation. Individual capacity development in Tambayoli BUMDes faces significant budgetary constraints. The lack of funds allocated for training and education is a major obstacle. In addition, technical and conceptual barriers, such as difficulties in identifying appropriate training needs and designing appropriate programs, also hinder individual capacity-building efforts. Currently, the motivation and support from BUMDes for members to learn and develop are very limited. The underperformance of the BUMDes business unit prevents the provision of incentives to management. This lack of incentives and motivation can reduce members' enthusiasm and commitment to participate in capacity-building programs.

Despite encountering diverse challenges, Tambayoli BUMDes offers numerous opportunities for personal growth:

1. Increasing Training Budgets: Allocating greater funds to training and education programs can be an important first step. The village government and related parties can play a role in providing additional funds or seeking external funding sources.
2. Collaboration with Training Institutions: BUMDes can work with training institutions or universities to provide training programs that meet local needs. This will guarantee the relevance and effective implementation of the provided training.
3. Developing a Local Comparative Study Program. Developing a comparative study program with other BUMDes in areas that have similar conditions can provide more relevant and practical insights. This can also facilitate the exchange of knowledge and experience between BUMDes.
4. Providing incentives and motivation. Even though BUMDes business units are not running optimally, providing non-financial incentives such as award certificates, opportunities to attend seminars, or recognition of members' contributions can increase motivation and enthusiasm for learning and developing.

Table 3. Findings of the research results on the individual dimension

| NO | Research Findings | Information |
|----|---|----------------------|
| 1 | Individual training | has not been held |
| 2 | Organizational Workshop | Never before |
| 3 | Comparative studies between Organizations | has been carried out |
| 4 | Incentives or honorarium | Not yet available |

Source: Prepared by the author, 2024

Based on the results of research on the Individual dimension, it can be seen that organizations currently face several challenges in human resource development and motivation. Unheld individual training and organizational workshops reveal shortcomings in efforts to enhance capacity and internal synergy. While there have been comparative studies between organizations, which is a positive step to learning from best practices, a lack of incentives or rewards can be detrimental to the motivation of organization members. Therefore, efforts are needed to organize training, workshops, and implement an incentive system to improve member performance and engagement.

VI. CONCLUSION

This study finds that the institutional capacity development of Tambayoli Village-Owned Enterprises still faces various challenges both at the system level, organizational level, and individual level. At the system level, the lack of coordination between institutions and the lack of management understanding related to the regulations of Village-Owned Enterprises are the main obstacles. At the organizational level, challenges such as the limited number of administrators, the absence of a clear vision and mission, and issues with fund management require immediate resolution. Furthermore, at the individual level, namely the lack of human resource development in

terms of capabilities, both in training activities, training budgets, collaboration between institutions, and the provision of incentives. In order to enhance the institutional capacity of Tambayoli Village-Owned Enterprises, it is imperative to enhance coordination and communication among institutions, intensify the socialization of regulations, and formulate a clear vision and mission. In addition, there needs to be an adequate budget allocation for the operational costs of managing village-owned enterprises so that business activities can run more effectively and efficiently.

Future research on Tambayoli Village-Owned Enterprises (BUMDes) capacity building can concentrate on crucial aspects that require more attention. Further research can explore strategies to improve coordination and communication between institutions in detail, with an emphasis on effective and sustainable collaboration models. In addition, research is needed on the effectiveness of various methods of regulation socialization, so that the understanding of management and administrators of BUMDes regulations can be significantly improved. Analysis of the development of an ideal organizational structure can also be the focus of research, which supports the management of BUMDes more efficiently by forming a strong vision and mission. It is also very important to research innovative financing models for operational budget allocation and human resource development, including training and incentives, to ensure that Tambayoli BUMDes can become an independent and competitive institution. A participatory approach to research, involving BUMDes administrators, village communities, and other stakeholders, can also provide deeper insights and practical solutions to the challenges faced.

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Author contribution

In this study, all authors have a role as a contribution in the implementation of the research starting from planning the proposal preparation as well as implementation and evaluation.

Conflict of Interest

In this study all authors agree that according to their respective roles they are not bound or have personal interests that are detrimental to all parties.

Data Availability Statement

The data presented in this paper, both primary and secondary, were obtained based on a legal process through legitimate requests.

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