

Model of Institutional Capacity Development in Building Balbar into an Independent Village in Tidore Municipality

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Received : October 1, 2025

Accepted : October 28, 2025

Published : January 31, 2025

Citation: Muksin, I., & Merua, K., (2026). Model of Institutional Capacity Development in Building Balbar into an Independent Village in Tidore Municipality. *Ilomata International Journal of Social Science*, 7(1), 239-250.
<https://doi.org/10.61194/ijss.v7i1.1975>

ABSTRACT: Balbar Village is the only independent village in Tidore City, North Maluku Province because it is supported by human resource development, organizational development, and institutional reform. The purpose of this research is to get an overview of institutional capacity development in building an independent village and the implementation of programs every year to get a complete picture of human resource development, organizational development and institutional reform in Balbar Village. This research uses a qualitative method approach that delves deeper into the phenomenon and examines the substance of the meaning behind the phenomenon of village institutional capacity development. Deepening qualitative research on the process and interpretation of the results. In qualitative research, human beings are the main focal point, as well as interaction between institutions in an effort to understand an event. The results of the study found that human resource development has been optimal, and Improvement of Technical and Managerial Competencies has been implemented well. Meanwhile, in terms of organizational development, it is not optimal for other institutions to be improved, and institutional reforms have not been fully implemented in Balbar Village, especially accountability has not yet used digital information systems. Meanwhile, institutional reform has not been optimally implemented because village autonomy has not been fully given to the widest extent. It is recommended that in building village independence, optimize organizational development and institutional reform. His next follow-up research is related to governance innovation in building independent villages.

Keywords: Model, Institutional Capacity Development, Mandiri Village, Balbar, Tidore Islands City.



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INTRODUCTION

Village governance in building independent villages must be aware of the importance of capacity development. This capacity development is crucial to increase the effectiveness, efficiency, and responsiveness of village government performance in facing various challenges of rural development (Yunus & Sani, 2017). This is in line with collaborative efforts to build villages, where institutional capacity is the main foundation to achieve sustainable development and local economic independence (I. M. D. Muksin, 2025).

Village autonomy is given to the widest extent possible to manage its own government and manage its resources, including through the election of village heads and the establishment of village regulations that become legal frameworks ([Taridala et al., 2023](#)). This resource management is strengthened by the allocation of village funds which aims to prosper the community and prosper the village as the smallest autonomous unit in the state order ([Amri et al., 2022](#)). Therefore, the capabilities of village governments in planning and resource allocation are decisive factors for the success of rural development, especially in areas with unique characteristics such as small islands on the border of the country ([Armauliza & Rezal Hadi, 2023](#)). In this context, institutional capacity building includes vital aspects such as improving the quality of human resources, strengthening organizational structures, and developing systems and procedures that are adaptive to local dynamics ([Sri Nugroho, 2018](#)).

In addition, village development requires cross-sectoral collaboration involving the government, communities, and other parties to achieve comprehensive development goals. Law Number 6 of 2014 concerning Villages affirms the position of villages as the vanguard of development and improvement of community welfare, giving villages the authority to design and implement their own development directions ([Raharjo et al., 2022](#)).

Indonesia, through the Village Law and various empowerment policies, emphasizes the importance of villages as important actors in local development. An independent village, which is able to plan, implement, manage and evaluate development based on local potential and community needs, is a strategic target. However, many villages, especially in an archipelago such as Tidore, still face significant institutional challenges: weaknesses in human resources, less formal organizational structures, inadequate regulation, and slow institutional reforms ([I. Muksin, 2022](#)).

The village of Balbar in the Tidore Islands exhibits distinctive characteristics: geographically remote, limited access, unoptimized local resource potential, as well as local institutions rooted in customary norms and formal governance. This study takes Balbar as a case study to explore how the three dimensions of human resources, organizations, and institutions can be developed synergistically so that villages are able to move towards institutional independence.

This research aims to answer the question, what is the condition of human resource capacity in village institutions in Balbar? What is the capacity of village organizations in terms of its structure, processes, coordination, leadership, and internal mechanisms? What are the institutional reform needs and strategies needed to strengthen the regulation, accountability, and external institutional relations of the village? Based on the findings, how is the applicable SIO-based institutional capacity development model at Balbar?

This study aims to map the actual condition of the capacity of human resources, organizations, and village institutional institutions in Balbar, designing an intervention model that integrates these three dimensions so that the village can move towards an independent village. This research provides local and theoretical empirical contributions: enriching the literature on village institutional capacity in the context of the archipelago; and provide a model that can be tested for implementation. Practically, recommendations can be applied by villages, local governments, and development partners (NGOs, academics) for more effective institutional capacity programs.

METHOD

This research approach uses the qualitative method. In qualitative research, it focuses more on deepening the phenomenon and developing the substance of the meaning that occurs behind the phenomenon. The process is a special concern in qualitative research, from the process the results are then interpreted. In addition, the human aspect is the main concern in qualitative research, humans are also the main object and among the indicators studied, as a way of interpreting the social phenomena that occur ([Suyitno, 2020](#)).

In this study, the phenomenon of developing village institutional capacity is echoed by the Ministry of Villages, Development of Disadvantaged Regions and Transmigration through Law Number 6 of 2014 concerning Villages. This means that in this study, institutional capacity development will be mapped (human resource capacity, organizational capacity, and institutional reform), analyzed (empirical experience, strategic steps and institutional capacity development programs), and finally model recommendations and trials of institutional capacity development models in independent villages originating from the archipelago with a case study of Balbar Village, Oba District, Tidore City, Provincial Islands North Maluku.

To make it easier to achieve this research, the steps of this research methodical step are divided into several stages below: Stages of Research Method This research stage is made in 1 year, but the technical steps are stated for 12 months during 2025, according to the following directions:

We carried out three stages of preparation for this research, namely; *First*, the continuation of the research in 2024. This research continues the research in 2024 with the research topic of Collaboration Governance in realizing Balbar as an Independent Village in Tidore Islands City. In accordance with the findings of Balbar's research into becoming an independent village, one of the factors is to develop the capacity of Village Apparatus, LPM, MSMEs, and BUMDes. *Second*, field observation collects qualitative data on institutional capacity development. *Third*, supporting literature review, conducting a search for relevant research and reviewing and justifying the differences between previous research and research conducted in Balbar Village.

The stages of implementing the research we conducted in this study were carried out in five stages, namely; *First*, data collection on village institutions in Balbar Village, North Oba District, Tidore Islands City, conducting face-to-face and in-depth interviews with village institutions (Village Government, LPM, BUMDes) about the capacity development that was followed. *Second*, data collection at the Tidore Islands City Village Community Empowerment Office. We conducted an interview with the Head of the Village Community Empowerment Office, the Head of the Village Government Division about institutional capacity development carried out in Balbar Village, Tidore Islands City. *Third*, data collection at the North Maluku Province Village Community Empowerment Office. Conducted a face-to-face interview with the head of the village community empowerment division about cross-sector coordination in building Balbar as an independent village in Tidore Islands City. *Fourth*, the strategy used by the Balbar Village Government in developing village institutional capacity, conducting face-to-face interviews with the Balbar village head, the Village Secretary, and the Head of empowerment affairs about the strategic steps taken in the development of institutional capacity. *Fifth*, the accuracy of the Balbar Village government

in formulating policies and institutional capacity development programs, conducting face-to-face interviews with village officials about policy formulation in developing village institutional capacity.

RESULT AND DISCUSSION

Human Resources (HR) Conditions

Institutional capacity development and human resources are important to consider. Focus and attention on the recruitment of technical personnel in controlling public organizations with training carrying capacity, salaries and working environment conditions. Currently, the number of Human Resources in the apparatus of Balbar Village, Oba District, Tidore Islands City is 11 people, consisting of 6 men and 5 women, of which 6 are pursuing Strata One (S1) education. List of devices of Balbar Village in table 1.1

Table 1. List of Apparatus of Balbar Village, North Oba District

Yes	Position	Office Name
1	Amir Abdullah, S.Pdi	Village head
2	Hanisa Hasan, SS	Village Secretary
3	Hasdiana Abd. Kadir, Amd	Kaur General
4	Munawar Puha	Kaur Planning
5	Jalaludin A. Kadir	Finance Cabinet
6	Fajrin S. Safar, ST	Head of Service
7	Fatmawati Taher, SE	Welfare Kasi
8	Rijan Marajabesy, S.Pd	Head of Government
9	M. Haikal Rubianto	Service Staff
10	Nursakina Ibrahim	Welfare Staff
11	Ratih Kurnawan Rasih, SE	Government Staff

Data Source: Balbar Village 2025

From table 2.1. can illustrate that in terms of educational qualifications for village apparatus with 6 Strata One (S1) graduates or 54.54 percent, while from high school graduates/equivalent as many as 5 people or 46 percent. As a result of the research, the government of Balbar Village, North Oba District, Tidore Islands City has carried out capacity development in the aspect of human resources to participate in developing the village into an independent village.

The Government of Balbar Village, North Oba District, Tidore City, North Maluku Islands in developing Human Resources for village government apparatus by participating in training, technical guidance, and socialization of village governance. According to the results of the research, all village officials have participated in human resource development training conducted by the Tidore Islands City government and the Ministry of Home Affairs, as well as the Ministry of Village Development, Disadvantaged Regions and Transmigration Transmigration.

Improvement of Technical and Managerial Competence

The Balbar Village Government collaborated with universities, local governments and increased institutional capacity to all village apparatus in 2016. Some village apparatus have experience in basic village administration and finance, but managerial skills include strategic planning, use of technology (administration, digital databases), and limited project management using three approaches namely;

First, training and development, the results of the research found that the training conducted by the Balbar Village government was carried out continuously starting from the village government apparatus, followed by the management of Village Business Entities (BUMDes), the Management of Community Empowerment Institutions (LPM), Small and Medium Enterprises (SMEs) groups. Training exists, but it is not routine and often reactive (sourced from external programs), without assistance after training. Residents and village officials said that the training materials were often generic, not in accordance with the local context (geographical, cultural, access).

Another capacity building carried out by the Balbar Village government in conducting the Balbar Village Government's Posyandu Cadre Training (KPM) on February 18, 2021 with the theme "Stunting Prevention Through the Synergy of Human Development Cadres and Posyandu Cadres". The purpose of capacity building is to improve village human resources, especially health cadres, strengthen the role of posyandu in stunting prevention, with the expected impact of increasing cadres' understanding of nutrition and child growth and development issues as well as stunting indicators; Increase in the number of Posyandu cadres.

The training conducted by the Balbar Village government is in accordance with the improvement of Human Resources. Village heads carry out mapping of human resources that need to be developed in village governance ([Khaidir Ali, 2020](#)). Human resource development is very important because the output of the training obtained can be applied and has a positive impact on the village community ([Bariqi, 2018](#)). The role of the village government in increasing human resources in order to increase competitiveness has been carried out, but it has not been maximized and comprehensive ([Hayat Hidayat Turohman & Cikusin, 2018](#)). Thus, the Balbar Village government in the future needs to increase human resources in the village in a comprehensive and comprehensive manner so that the people of Balbar village have high competitiveness to compete nationally and globally.

Second, motivation and incentives, the results of the research found that the Balbar Village government provides incentives to village officials, LPM, BUMDes and SMEs in accordance with the village's financial capabilities in accordance with Government Regulation of the Republic of Indonesia Number 11 of 2019 concerning the Second Amendment to Government Regulation Number 43 of 2014 concerning Implementing Regulation of Law Number 6 of 2014 concerning Villages. In the Government Regulation, the village government incentives are as shown in table 1.1 of the Balbar Village Apparatus Incentives:

Table 2. Amount of Incentive for Balbar Village Apparatus, North Oba District

Yes	Name of Department	Incentive Amount (Rp)
1	Village head	2.426.640,00
2	Village Secretary	2.224.420,00
3	Other devices	2.022.200,00

Source: Balbar Village Budget, Year 2025

The Government of Balbar Village, North Oba District, provides incentives to village officials in accordance with Government Regulations and capital participation to Village-Owned Enterprises (BUMDes) Berkah every year as shown in table 1.3.

Table 3. Capital Participation of BUMDes Berka Balbar Village 2020-2025

Yes	Budget Year	Amount of Capital Participation (RP)
1	2020	100.000.000
2	2021	130.000.000
3	2022	150.000.000
4	2023	150.000.000
5	2024	150.000.000

Data Source: Balbar Village Budget for 2020-2024

In accordance with the data on capital participation to the Berka Bumdes Balbar Village, Oba District, Tidore Islands City, which is engaged in the management of *Doe Masure tourist destinations*, from these incentives, the tourism has grown rapidly. And Bumdes Berkah is one of the Bumdes in Tidore Islands City that is active in its institutional governance. The Balbar Village Government also provides incentives to Small and Medium Enterprises (SMEs) as an initial mold.

What is done by the Balbar Village government reflects the alignment and concern in carrying out capacity development, marked by providing incentives and motivation to village institutions. This is very important in order to maintain institutional independence to participate globally, as an effort to provide intensive and motivation based on a strong leadership vision and commitment to advancing the village ([Parjaman et al., 2019](#)).

Third, Adaptability, the results of the study show that human resources in Balbar village, North Oba District, Tidore Islands City show high flexibility in facing local challenges (access, infrastructure), but adaptation to regulatory changes, administrative modernization, and the use of technology is rather slow. This is marked by the infrastructure that is declared complete in the village is Balbar Village because the government facilities (offices) of North Maluku province are mostly located in the administrative area of Balbar village.

The adaptability of the internal and external village government can be influenced by cross-sectoral collaboration, local community empowerment, and training programs are carried out on an ongoing basis with clear and targeted outputs ([Laili, 2025](#)). At this point, the Balbar Village government has been able to adapt to external changes because internal institutional strengthening has been carried out since 2016 in order to welcome social change.

Organizational Capacity Conditions

The discussion of research on the condition of the capacity of the village management organization in order to realize Balbar as an independent village in Tidore Islands City by using five approaches, namely;

First, the organizational structure, the results of the research found that formal village government exists and the division of tasks to village officials is evenly equipped with the Duties and Functions (Tusi) of each Head of Affairs (KUAR) and sections, even each unit has its own workspace but the division of tasks often overlaps and is unclear. However, for the Community Empowerment Institution (LPM), each stacks up on the chairman while the other administrators have not been optimally functioned.

Awareness of responsibility has not been evenly implemented in the village government of Balbar, North Oba District, Tidore Islands City. This can be seen in other institutions in the village that do not function optimally can affect organizational performance and have an impact on the performance of village government, so the implementation of village government needs to be continuously coached and strengthened ([Galuh Mahardika & Suseno, 2018](#)).

Indigenous and community institutions have an important role in informal, but there is no strong formal integration ([Yusuf & Effendi, 2021](#)). Internal procedures that are in accordance with the Standard Operating Procedures (SOP) are sometimes not well documented. So that it affects the implementation of village government, it is necessary to optimize its institutions because the village has extensive autonomy so that there is no interference from the government above it ([Ichwan, 2019](#)).

Second, the results of the study revealed that the planning and decision-making process in Balbar Village, North Oba District, Tidore Islands City has been running optimally because it started from the deliberations at the level of the Rukun Warga (RW) involving the Neighborhood Pillars (RT), the Hamlet Conference (Musdus) to the village deliberations (Musdes). In each of these deliberations, the community is given the freedom to propose their needs in accordance with the profession and expertise of each community. After the village government proposed to accommodate the proposal, then a mapping of the scale of priorities and financial capabilities of the village was made.

At the deliberation level, this requires proactive from the community because it is a decision-making forum and all proposals are used as programs to be included in the Village Revenue and Expenditure Budget (APBDes) and implemented in the current year ([Wulandari, 2017](#)).

Third, coordination and communication of research in the field found that internal communication between village officials and between local institutions (customs, communities) of the Balbar village government, North Oba District, Tidore Islands City is still informal and depends on personal relationships. External communication of sub-district institutions, local governments, NGOs exists, but is not always effective due to access, time and bureaucratic problems. There are still local sectoral egos that often hinder the development of village institutional capacity in Tidore Islands City.

Importantly, coordination between sectors in the implementation of village government will create harmonization and sustainability of village development ([Ndraha et al., 2022](#)). It is necessary to improve the coordination function of the village government so that village development can run effectively and sustainably ([Manoppo et al., 2017](#)).

Fourth, the results of field research show that under the use of facilities and information systems in Balbar Village, North Oba District, Tidore Islands City, in an effort to realize Balba as an independent village, manual documentation is still dominant. The use of information technology (computers, networks, the internet) is limited by access and technical capabilities. The management of village development data and financial reports often does not utilize digital systems. The village is still not optimally influenced by the limited human resources and access to boarding schools in rural areas so that all planning, implementation and evaluation documents are still using manuals ([Hertati et al., 2022](#)).

Fifth, organizational culture and leadership, the results of research in the field were found under the Balbar village government of Tidore Islands City to implement respected traditional/customary leadership, and formal leadership of the village head who is quite active. However, the work culture of discipline, transparency, and accountability to the community is optimal. The Village Head, in resolving village problems apart from through formal channels, also takes a persuasive approach to family so that it receives strong support from the community. Cultural leadership is an innovative leadership pattern applied by village heads so that it is easier and measurable to quickly respond and solve problems in the village ([Gunawan, 2025](#)).

Conditions of Institutional Reform

The aspect of institutional reform in the context of institutional capacity development to realize Balbar as an independent village in Tidore Islands City in this study is discussed using the following four indicators:

First, local regulations and village policies, the results of the research in Balbar Village have village regulations, but some regulations are less specific/less aligned with contextual needs. Some expected regulatory instruments (SOPs, participation guidelines) have not been created or implemented consistently. The discussion of village regulations was through the initiative of the Village Consultative Body (BPD) and proposals from the Besa Balbar government. The two proposals of the Balbar Village BPD always carry out socialization to the entire community through meetings at the village hall, after socialization was carried out and there was no more debate in the community, the Village Regulation (Perdes) was passed in the plenary meeting of the Balbar Village BPD.

The involvement of the Village Consultative Body (BPD) in the formation of Village Regulations (Perdes) is considered important because one of the tasks of the BPD is to discuss and ratify the Village Regulation ([Rodhiya & Harir, 2015](#)). All members of the Balbar Village Consultative Body (BPD) were included in the training on the process and stages of making Perdes, this is in accordance with the results of previous research that the importance of training BPD members in the formation of Perdes. ([Akhmaddhian, 2020](#)).

The challenges faced by Balbar Village in enforcing the Perdes are still obstacles, because the village regulations do not explicitly mention the punishment that applies to people who violate the Perdes. In addition, the institution enforces the Perdes not working optimally for reasons of family considerations between others ([Hirzan & Abdul Mutalib, 2020](#)).

Second accountability and transparency, the results of a study in Balbar Village, North Oba District, found that village financial reports are sometimes available, but publication and public access to such reports are limited. The community has limited access to information about the use of village funds, project implementation, and the accountability of village heads/apparatus. Informal community supervision mechanisms exist, but they are not formal and systematic ([I. Muksin, 2025](#)). The community only gets information about the amount of the Village Revenue and Expenditure Budget (APBDes) through billboards installed in front of the village office, in addition to accountability for the use of village funds for physical development through project boards installed at the time the physical work is done.

The item of use of village funds in the form of community empowerment is not published on the grounds that the community accepts goods handed over by the village government so that the amount of the empowerment budget is enough to be published in front of the village office ([Siska Br. Hutabarat & Ratna Sari Dewi, 2022](#)). Transparency in the use of village funds needs to be improved as an effort to prevent the misuse of village funds managed by village governments that have limited human resources ([Tuti Dharmawati et al., 2021](#)).

Third, external institutional relations, the results of research in Balbar Village were found to be interaction with the sub-district and provincial governments, NGOs and development partners because Balbar Village is located in the center of the North Maluku Provincial government so that access to external institutions is very open. External support often comes without adjustment of the local context or community participation in the design of the intervention.

The involvement of external institutions in building independent villages is considered important because they complement each other in the context of village development. Therefore, village institutions must be inclusive of external institutions ([Nia Agustina et al., 2024](#)). Balbar Village is one of the villages that is inclusive of external institutions so that in the last 10 years it has developed rapidly and there have been changes so that it has become an independent village.

Fourth, Institutional policy reform and institutional culture, the results of research in Balbar Village found that there is a need for reform in terms of a more participatory institutional culture, clear internal rules, responsive village regulations, and a system of rewards and sanctions when regulations are violated. In village governance, the Balbar village government involves traditional leaders in formulating, implementing, and evaluating development programs in Balbar Village.

The involvement of customary institutions in the development of Balbar Village so that it becomes an independent village in Tidore Islands City because the village government always coordinates intensely with customary institutions in the village. This phenomenon is in accordance with the needs of customary institutions in various villages in Indonesia that need to be involved in village development ([Rosalia & Rahman, 2024](#))

CONCLUSION

This research emphasizes that the institutional capacity development of independent villages cannot only focus on one dimension. Human resource capacity, organizational capacity, and institutional reforms (regulation, accountability, external relations) must be developed simultaneously and mutually supportive. In Balbar, the potential of local human resources is adequate, but it is hampered by a lack of contextual training and incentives. Village organizations need a more systematic formal structure and process. Village institutions need more transparent and accountable regulatory reforms and institutional culture. The proposed model of institutional capacity building offers an intervention framework that can be used as a roadmap for villages in similar contexts. If implemented with high local commitment and external policy support, this model can bring Balbar village to the status of an independent village.

Recommendations

Local and provincial governments to provide technical and policy support for village human resource training and development, including funds and supporting resources. Balbar Village should start the process of revising village regulations in a participatory manner, including customary norms, transparency mechanisms, accountability, awards and sanctions. External partners (NGOs, academics) need to develop an ongoing mentoring program, not just a one-time training.

The application of a light (digital) village information system that is in accordance with geographical conditions and local infrastructure. Monitoring and evaluation are carried out routinely with clear indicators and involve the community as a monitor. Trial models in other villages in the Tidore Islands to see generalizations and contextual adjustments.

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