



Management Strategy of the Indonesia Juara Program for Local Economy in the Regions of Bulukumba, Bone, and Makassar

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Abstract

This research evaluates the Indonesia Juara Program aimed at community empowerment in villages in South Sulawesi. The program focuses on developing the physical, social, and human capital of villages to enhance well-being and economic sustainability. A qualitative approach was used to gather data from three pilot villages of the Indonesia Juara Program from August to December 2022. The results indicate that the program has significantly enhanced village self-reliance by emphasizing the development of local skills, knowledge, and capacity. Social capital was strengthened through active community participation, improved communication networks, and trust-building. Human capital improvement was achieved through relevant education and training. This program provides a foundation for long-term progress and prosperity in villages, highlighting the role of families in rural development and making a meaningful contribution to community empowerment.

Keywords: *Community Empowerment; Local Capacity Development; Village Economic Well-being*

Introduction

Community Empowerment Program aims to develop the potential of the community, including village assets that can be utilized as resources to enhance the well-being and sustainability of the village's economy (Putri et al., 2020; Purnomo et al., 2020; Pranita et al., 2022; Nugraha et al., 2022). Community empowerment can be achieved by utilizing three main types of capital, namely physical capital, social capital, and human capital. These three types of capital can complement and strengthen each other in efforts to improve the well-being of the community.

Physical capital consists of tangible assets owned by the community, such as land, buildings, infrastructure, and production tools (Kaganova & Kopanyi, 2014; Hayami, 2009; Petry & Hepting, 2009). Social capital includes social networks among individuals, groups, and institutions that can be utilized to strengthen solidarity, mutual assistance, and support among community members (Bhandari & Yasunobu, 2009; Lin, 2017; Saz-Gil et al., 2021). Human capital encompasses the knowledge, skills, and health of

the community that can enhance productivity and the ability of the community to develop enterprises (Šlaus & Jacobs, 2011; Wibowo, 2019; Abbas et al., 2022).

The Indonesia Juara Program (Business Network for Prosperity) towards the 2045 Golden Generation in South Sulawesi is based on the idea that building a developed, independent, and sovereign Indonesia begins at the village level, which serves as the forefront of public services, as well as a place of tradition and customs. The rural population is also the primary source of poverty. Therefore, if the villages prosper, Indonesia will prosper.

Development efforts for villages have been ongoing for some time, but there are still issues faced by villages that require immediate solutions (Wily, 2003; McCarthy, 2004; Hudson, 2013). Existing programs often reflect a top-down government policy approach, as most concepts originate from the ideas of officials or parties outside the village, neglecting the local context of the village. Governments tend to view the community solely as subjects of government policy.

Programs designed without understanding the needs, culture, and socio-economic conditions at the local level often prove ineffective. A top-down approach tends to generate solutions that are irrelevant or even counterproductive, as they are not aligned with the realities on the ground.

One key to the success of village development is the active participation of the local community in planning and implementing programs. This allows programs to be more aligned with their needs and aspirations, increases ownership, and ensures program sustainability. Strengthening local capacity, including enhancing the skills and knowledge of the community, is crucial. Training, education, and empowerment programs can help rural communities take a more active role in development.

Granting greater autonomy to village governments and local institutions in managing resources and making decisions can encourage a more responsive approach that aligns with local needs (Ribot et al., 2006; Cheema & Rondinelli, 2007; Adhinata et al., 2020; Liu, 2020). Collaboration between government, the private sector, NGOs, and village communities can lead to more innovative and comprehensive solutions. This approach also helps in combining resources and expertise from various parties. Effective monitoring and evaluation systems are essential to ensure that development programs align with their objectives and can be adjusted if necessary.

As a result, the outcome is not the growth of village self-reliance and competitiveness but rather dependence and pragmatism of the villages towards government programs, with villages becoming mere arenas for political support. On the other hand, there is still a very sectoral development paradigm, with each institution or ministry having programs in villages according to their respective domains, without considering regional dimensions and synchronization with other sectors.

To achieve effective and sustainable village development, five main strategies can be applied. First, enhance village self-reliance by empowering local communities to identify and implement solutions that suit their needs and local context, including the development of local skills, knowledge, and capacity (Saleh, 2020; Mufti, 2020; Patnaik & Bhowmick, 2020). Second, promote community-based development, enabling village communities to actively participate in the planning and implementation of development programs (Dodman & Mitlin, 2013; Castro-Arce & Vanclay, 2020). Third, establish efficient cross-sector coordination mechanisms for program and policy integration, ensuring a holistic and comprehensive development approach (Crosby & Bryson, 2010; Bryson et al., 2015). Fourth, enhance transparency and accountability in the management of village development funds and programs to prevent misuse and ensure effective resource utilization (Ash-shidiqqi & Wibisono, 2018; Iqbal, 2022). Finally, strengthen village institutions, supporting them to become more independent and effective in managing and leading development at the local level (Wijayaratna, 2004; Balint, 2006). These approaches together will create a strong foundation for long-term progress and well-being in villages.

The success of development is an effort to integrate various sectors in a particular region. This integration requires integrated management and collaboration among stakeholders involved. Therefore, village development is a multi-dimensional process that involves all stakeholders working together. Village development is a process of responding to three village environments (natural, cultural, and socio-economic) in the right way.

Method

In this research, a mixed-method approach was employed to yield more comprehensive facts in investigating the research problem. The research was conducted from August 2022 to December 2022. The research locations were in three pilot villages of the Indonesia Juara village-based program in the South Sulawesi Province, out of the 15 Indonesia Juara pilot villages in 2020 and 2021. From the 16 pilot village locations, three pilot village locations were selected: Ara Village in Bulukumba Regency, Cabbeng Village in Bone Regency, and Rappokalling Sub-district in Makassar City.

To obtain quantitative data, the research respondents were facilitators or integrated clinic facilitators who had undergone Indonesia Juara Training of Trainer (ToT) sessions, totaling 40 individuals from each village or 120 in total. As for the qualitative approach, informants for the research were determined using purposive sampling, meaning informants were intentionally selected. In this case, key informants were stakeholders in the villages that served as the locations for Indonesia Juara, namely:

Key Informant Table

No	Village Name	Respondent	Total	
1.	Ara Village	Village Chief	1	
		Head of the Community and Economic Empowerment Section	1	
		Youth Organization Leaders	1	
		Village-Owned Enterprises (Bumdes) Managers	1	
		Women Activists	1	
		<hr/>		
		2.	Cebbeng Village	- Head of the SME Division at the Department of Youth and Sports in Bone
- Youth Activists	1			
- Small and Medium-sized Enterprises (SMEs) Entrepreneurs	1			
- Village-Owned Enterprises (Bumdes) Managers	1			
- Women's Empowerment and Family Welfare Organization (PKK) Committee Members	1			
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3.	Rappokalling ward	- Ward Chief	1	
		- Chairman of Bummas Gaddeta	1	
		- Small and Medium-sized Enterprises (UMKM) Entrepreneurs	1	
		- Posyandu Manager	1	
		- Housewives/Elderly Women	1	
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Total			15 People	

The data collection techniques in this research are divided into two main categories: primary data and secondary data, each of which plays a crucial role in obtaining the required information. Primary data

is gathered through two main methods: in-depth interviews and observation. In-depth interviews allow the researcher to delve into detailed information, understand the experiences, opinions, and attitudes of the respondents, as well as explore the deep context and nuances of the research topic. Meanwhile, observation provides the researcher with an opportunity to directly witness the implementation and effectiveness of the Indonesia Juara empowerment program, collect data on non-verbal behavior, natural interactions, and the dynamics of the ongoing process. Additionally, secondary data is obtained from sources such as literature studies, written documents, legal documents, and audiovisual documentation.

The data analysis technique employs qualitative analysis. Qualitative data analysis, as explained by Miles and Huberman (1994) and Moleong (2008), is a dynamic and structured process that involves three main streams of activities: data reduction, data display, and conclusion drawing or verification. In this process, ongoing interaction with the data is crucial to generate a deep understanding. Data is systematically managed through steps such as recording and coding, collection and sorting, classification, synthesis, and summarization, enabling the researcher to extract significant meanings from the data. Another important step is the identification of patterns and relationships to generate general findings, which involves a deep interpretation of the data to develop insights and conclusions relevant to the research problem. This process requires the researcher to analyze the data in-depth and repeatedly, ensuring the accuracy and relevance of the findings obtained.

Result and Discussion

Rural development cannot be separated from family-based development. The family is the basic unit of society that plays a crucial role in producing high-quality human resources, and the capacity of families has a significant impact on the functionality and sustainability of the community. Many social problems stem from the failure or dysfunction of families, resulting in various social and economic implications within rural communities. The strategies for developing physical, social, and human capital in the Indonesia Juara program are outlined as follows:

Strategy for Managing Physical Capital

The management of the village's physical capital is crucial in efforts to improve the well-being of the community. The physical capital of the village includes various tangible assets such as buildings, infrastructure, production tools, and land. In the Indonesia Juara program, the strategy for managing the village's physical capital involves the following steps:

- a) Identification and inventory of physical capital: This involves identifying and creating an inventory of the physical assets owned by the village. This is necessary to assess the condition of physical assets, including their age, condition, and potential for renewal. The inventory can be conducted through a census or field observations.
- b) Planning and development of physical capital: Facilitating the planning and development of the village's physical capital based on the needs of the community, the vision and mission of village development, and environmental factors that influence the village. In this regard, the Indonesia Juara program, through facilitators, assists the village in developing a work plan in collaboration with the community and relevant stakeholders, including the government, non-governmental organizations, and the private sector.
- c) Sustainable natural resource utilization: In this context, facilitators or village mentors can develop environmentally-friendly development programs, such as organic farming, waste management, and renewable energy development.
- d) Enhancing community participation: Increasing community participation is crucial in the management of the village's physical capital. This can be achieved by developing mechanisms for community participation in decision-making and program implementation.

A general overview of the physical potential of villages varies and depends on geographical, environmental, and cultural conditions. In general, the three locations of the Indonesia Juara program in Desa Ara, Desa Cabbeng, and Kelurahan Rappokalling have the potential for natural resources in agriculture, fisheries, livestock, and tourism development.

Furthermore, villages or urban areas have infrastructure such as roads, bridges, electricity, telecommunications, and others. The potential of infrastructure can be used to improve accessibility and connectivity between villages, enhance the efficiency of production and distribution of goods, and improve the quality of life for the community.

Additionally, there is physical potential in the form of buildings in villages, including residential houses, schools, health centers, markets, and more. The potential of buildings can be utilized for social and economic activities in the village, such as healthcare services, education, and trade.

Desa Ara in the Bontobahari sub-district of Bulukumba Regency is one of the villages targeted for tourism development due to its natural potential, including Pantai Apparalang, Goa Passohara, Pantai Mandala Ria, and cultural tourism such as the center for building traditional Pinisi boats. Considering the diverse potential it possesses, Desa Wisata Ara is suitable for development as an attractive and potential tourism destination.

As a tourism destination, Desa Ara has homestay facilities located in residential areas and several restaurants. However, transportation infrastructure is currently challenging to access due to the lack of public transportation to reach the tourist attraction Apparalang. The distance and travel time to reach Apparalang from Makassar city is approximately 200 km with a travel time of about 5 hours. When measured from the regency capital, the distance and travel time required is approximately 36 km with a travel time of 1 hour.

Desa Cabbeng in the Dua Boccoe sub-district has the potential of having the largest and widest cave in South Sulawesi, located approximately \pm 45 km from the center of Watampone City. Inside the cave, there are various stalactite and stalagmite formations. In community empowerment, Desa Cabbeng also has the potential for using Tompo'e springs as a source of clean water, a place for the community to work such as selling goods near the springs to reduce unemployment rates, enabling the community to increase their income. Kelurahan Rappokalling, administratively part of the Tallo sub-district in Makassar City, is located near the mouth of the Tallo River with an area of 42-41 hectares.

With the physical capital possessed by the village or urban area, the village government, in collaboration with relevant stakeholders, can facilitate the development of necessary infrastructure such as roads, bridges, irrigation, and more. Additionally, encouraging village residents to use appropriate technology to improve agricultural, livestock, or fisheries production or processing and maintaining the village's assets, such as buildings and public facilities, to ensure they are well-maintained and optimally utilized.

The Strategy for Managing Social Capital

Social capital is a resource that encompasses aspects of trust, networks, and values, which can provide strength and effectiveness in various activities under various social conditions in society. This social capital applies to various scopes, such as the family environment, education, as well as within the bureaucracy or government.

The concept of social capital in village empowerment refers to the community's ability to build strong and supportive social relationships, as well as to utilize available local resources to achieve common goals. Social capital is implemented through active participation and awareness of the community in advocating for their rights and well-being.

In the three research locations, namely Ara village, Cabbeng village, and Rappokalling sub-district, strong social capital is present among the Bugis-Makassar ethnic group. The Bugis-Makassar people are known to possess strong social capital, especially in terms of trust, networks, and values. They have a strong tradition of trust, which allows them to build strong and trusting relationships with each other. Additionally, they also have extensive social networks, both locally and internationally, enabling them to expand their trade markets and enhance their maritime capabilities.

Ara village, located on the coast of Bone Bay with an area of approximately 12 km², has social capital tied to the history of Sariwegading. The village is considered one of the significant villages in the structure and storyline of Sariwegading's journey. It is mentioned that when Sariwegading's boat broke, its fragments scattered in three locations, namely Ara village, Bira village, and Tana-lemo village.

The presence of pinisi boat craftsmanship in the lives of Ara village residents has a long history, from their ancestors who originated from their homeland in Asia (China) to the legend of I La Galigo, which tells the story of Sawerigading and his boat's journey to various islands and even abroad. (Ramadhani, 2018).

Furthermore, Ara village also has cultural tourism potential, such as the Salonreng dance, which is performed at various events, including weddings and other traditional ceremonies, passed down through generations. The interest of the Ara community in the Salonreng Ara dance can be seen from how they continue to learn about it. The Salonreng Ara dance is often performed at cultural events and traditional ceremonies, thanks to the support of the Tourism Department, making it more recognized by the Bulukumba community, who were previously unaware of it.

Cabbeng village in Dua Boccoe sub-district, Bone Regency, possesses very strong social capital. This social capital has been formed through the history and culture of the Bone community, which has developed for hundreds of years. Some forms of social capital they have include a complex and close-knit kinship system, mutual cooperation capital, customs, and beliefs. In the context of community empowerment, this social capital can serve as a foundation for building the capacity and abilities of the community in managing resources and improving their socio-economic conditions.

The name Cabbeng village is derived from the Bugis language, "Cabberu," which means cheerful return, stemming from the discovery of the Tompo'e spring. The Tompo'e bathing pool was initially formed after the previous water source, which was the source of life for the community, was polluted and died due to human contamination. After some time, a new spring emerged in a different location, called Tompo'e, which means emergence in Bugis. Tompo'e is also used as a place for post-harvest rituals called "mappasili," which aims to cleanse all impurities from human sins to regain purity. This tradition is still carried out today with the hope that the spring will remain.

In the Rappokalling sub-district of Makassar City, the residents living in a metropolitan city still maintain their traditions, which are considered to have positive value and usefulness in modern society. One example is the tradition practiced by the residents living along the Tallo River in Rappokalling. Some residents still believe in the Papanang or Parappo tradition, which involves offering food to their ancestors by placing it in the river. This tradition is performed once a year or during events such as weddings. Before conducting Papanang or Parappo, the community usually seeks guidance from Pinatinna, a woman with spiritual knowledge.

The management of social capital can be used as a strategy for community empowerment. By building strong social relationships and strengthening community participation in decision-making and development programs, social capital can be used to improve the well-being of the community and achieve sustainable development goals.

Based on the researcher's observations, the three research locations have utilized social capital in community empowerment. Strategies for managing social capital in community empowerment include

building effective communication networks, increasing community participation, strengthening social institutions, enhancing trust, and government involvement.

Human Capital Management Strategy

Human capital is an essential factor in community empowerment because humans are the primary resource that drives and carries out empowerment activities. In the context of community empowerment, human capital encompasses knowledge, skills, attitudes, and individual capabilities to actively participate in empowerment activities.

The village of Ara strives to harness the potential of its region by promoting itself as a tourist destination, highlighting its natural beauty. This effort is supported by the village's geographical conditions and its residents, as well as the local government's support for the development of industry and craftsmanship. In this village, residents have various professions, with many depending on fishing and farming for their livelihoods, while some are skilled weavers. The presence of Appalalang Beach and the increasing number of visitors has become a source of income for the local population. The growing number of tourists has created more job opportunities and raised hopes and aspirations for improved education. The increased income has enabled residents to invest in their children's education, providing them with better prospects for the future.

Cabbeng Village in Bone Regency had a population of 1,590 in 2019, consisting of 725 males and 865 females. The primary occupations in the village are farming, entrepreneurship, and civil service. Education in Cabbeng is relatively good, with almost all residents having some level of education. While some have only completed primary school, others have reached high school or even tertiary education.

In Rappokalling Subdistrict, Makassar City, the level of education among the population is relatively low. The population consists of 15,446 individuals, including 7,865 males and 7,581 females. Approximately 4,698 people have completed primary school, 3,094 have completed junior high school, and 2,855 have never attended school or completed primary education. The low level of education has affected the livelihoods of the residents, who mainly work as laborers and entrepreneurs. To make ends meet, some residents work as scavengers. Therefore, community empowerment programs are crucial to improving their socio-economic conditions.

Managing human capital in community empowerment should involve enhancing the quality of human resources through various training and education programs that focus on relevant skills and knowledge needed by the community. Based on field observations, several strategies have been implemented by village and subdistrict governments to improve the quality of human resources (HR), including education and training, partnerships or collaborations, and community awareness.

Education and training programs are tailored to the specific needs of the village or subdistrict community. These training sessions focus on specific skills such as agriculture, food processing, or information and communication technology (ICT) skills to help residents enhance their skills and capabilities in managing businesses or enterprises. In Ara and Cabbeng villages, some training programs are geared towards the development of tourism potential in the villages, while in Rappokalling Subdistrict, the focus is on strengthening the economy, healthcare, and education.

Building partnerships in the three research locations involves collaborating with educational institutions and organizations that can contribute to the development and strengthening of human capital. Collaborative partnerships include programs such as community service and student fieldwork (Kuliah Kerja Nyata - KKN) conducted by students and lecturers from various universities. Some programs also involve partnerships with local entrepreneurs, which can help improve skills and job opportunities for the local population. Additionally, raising awareness about the importance of education and training is emphasized through social campaigns and outreach programs. This helps increase community awareness

about the importance of human resource development and motivates them to continually improve their skills and knowledge.

When managing human capital, it is essential to recognize that human resource development is a long-term process that requires commitment and strong collaboration from various stakeholders. Therefore, a holistic approach involving multiple stakeholders is needed to develop high-quality and productive human resources for community empowerment.

Conclusion

The Indonesia Juara program has made a significant contribution to community empowerment in the villages of Ara, Cabbeng, and the Rappokalling Subdistrict through the management of physical, social, and human capital, reflecting improvements in various aspects of community life. The Indonesia Juara program highlights the vital role of families in village development, recognizing them as the basic unit of society crucial for nurturing high-quality human resources. The program implements a strategy for managing physical capital that includes the identification and inventory of tangible assets, planning and development based on community needs, sustainable natural resource utilization, and enhanced community participation. Additionally, social capital, encompassing trust, networks, and values, is managed through active community participation, the establishment of effective communication networks, the strengthening of social institutions, and the enhancement of trust and government roles. The program also focuses on improving the quality of human capital through education and training that emphasizes skill and knowledge development, both formally and informally.

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