ARTICLE

Capacity Building Challenges and Strategies in the Development of New Capital City of Indonesia

Mochamat Nurdin [1], Tawakkal Baharuddin [2]

¹Universitas Muhammadiyah Sinjai

²Universitas Muhammadiyah Makassar

✉ moch.nurdin21@gmail.com

Abstract: This study aims to analyze the challenges faced in preparing capacity building in the context of the development of the new capital city of Indonesia and identify strategies that can be implemented to overcome these challenges. This study uses a qualitative approach by analyzing data from secondary sources, such as official government documents, research reports, and related publications. The analysis tool that is maximized is NVivo 12 Plus. The results showed that several challenges must be overcome in preparing the capacity building for developing the new capital city (IKN). These challenges include limited skilled human resources, budgetary constraints, gaps in knowledge and skills, coordination and collaboration between stakeholders, technological change, and innovation. These challenges affect the effectiveness and efficiency of development, as well as the sustainability of the development of the new capital city. In overcoming these challenges, the recommended strategy includes the government's commitment to providing adequate resources, developing supportive policies, and close cooperation between all relevant stakeholders. In addition, a participatory, inclusive, and sustainable approach is considered important to ensure the success of capacity building. Through the involvement of all parties, recognition of the needs and aspirations of the community, and the use of a sustainable approach, the development of the new capital city can run well and provide sustainable benefits for local communities.

Keywords: capacity building; sustainable development; new capital city; urban development.

1. Introduction

Developing a new capital city in Indonesia is a strategic decision with different urgency depending on the country's context and needs (Baharuddin et al., 2022). The results of other studies explain that existing capital cities generally have reached maximum capacity limits regarding infrastructure, population, and public services (Ibrahim et al., 2023; Rifaid et al., 2023). Constructing a new capital city can provide space for further growth and development and improve population distribution (Adinugroho et al., 2022). Moving the new capital city to a less developed area can help close the development gap between the central and periphery regions. This can promote economic growth and infrastructure development in previously under-monitored areas. If the current national capital is located in an area prone to natural disasters or other geographical risks, relocating the capital can increase the country's resilience to disasters (Baharuddin et al., 2022; Hackbarth & De Vries, 2021; Ishenda & Guoqing, 2019; Suswanta et al., 2021).

In the Indonesian context, the urgency of building a new capital city is also relevant to the country's challenges and needs. Indonesia is a country with a large and growing population. The current capital, Jakarta, faces problems of high population density, traffic congestion, and pressure on infrastructure. Building a new capital city can help reduce this pressure by shifting some of the population burden and government activities to a new location (Baharuddin et al., 2022). However, it is important to remember that the decision to build a new capital city must also consider various factors, such as state finances, environmental impact, community participation, and a comprehensive analysis of the benefits and risks associated with the project (Abubakar & Doan, 2017; Baharuddin et al., 2022; Nur Azhar et al., 2020).

The development of the new capital city is closely related to capacity building in several aspects. The new capital city development requires extensive and modern infrastructure, such as roads, transportation networks, housing, clean water, and energy supply (Ibrahim et al., 2023). This process will involve training and skills development for the workers constructing the infrastructure. Capacity building will be important to ensure that professionals and skilled workforce are available to plan, manage, and implement these projects (Guridi et al., 2020; Jones et al., 2020). The development of the new capital city involves the transition of government and state administration to a new location. In this context, capacity building is needed to prepare and build the capacity of government officials at the local and national levels. It includes training government officials in effective public management, governance, and decision-making (Gao & Yu, 2020; Newig et al., 2019; Viale Pereira & Schuch De Azambuja, 2021).

Research on constructing a new capital city or relocating a national capital is still relatively new. It has yet to be extensively explored by previous researchers, especially relating this topic to capacity-building issues. However, some previous research results are still considered to support this research. First, it is hoped that the new capital city in Indonesia will become a center of government that is modern and sustainable, with good urban planning, adequate infrastructure, and utilization of technology and renewable energy (Rifaid et al., 2023). Second, the process of developing the new capital city involves comprehensive planning, including feasibility studies, infrastructure planning, public consultations, and the involvement of various related parties (Ibrahim et al., 2023). Third, capacity building aims to strengthen the capacity of individuals, organizations, or communities in order to able to face challenges and achieve set goals (Cinner et al., 2018; Sanyal, 2006).

This research aims to fill the gap of previous research by analyzing both topics simultaneously. Although these two topics (capacity building and new capital city) are often discussed separately, there are several strong reasons why combining the two discussions can provide a more comprehensive and holistic understanding of the changes that are taking place. One is about integrating physical or infrastructure development with local training and skills that can have a long-term positive impact on sustainable development. Several research questions are described as follows. (1) What are the challenges faced in preparing capacity building for the development of the new capital city? (2) What are the important aspects needed to support capacity building in the development policy of the new capital city? Exploring the answers to these research questions will assist in designing and implementing an effective capacity-building strategy to address the challenges associated with constructing the new capital city of Indonesia.

2. Methods

This study uses a qualitative approach with a focus on thematic analysis. This approach was chosen to support this research by identifying the source of the analysis directly from the government. A data search was carried out by identifying official government documents.
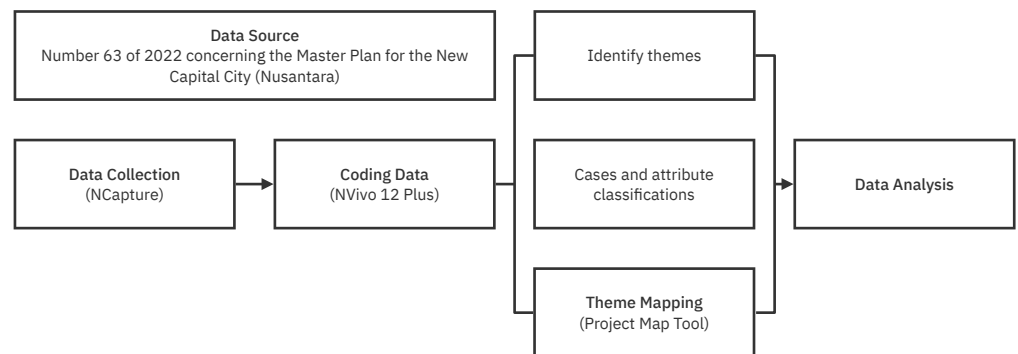

Figure 1. Data Analysis Process

Figure 1 shows the stages of the analysis process, which begins with collecting relevant data from predetermined sources, namely official government documents in the form of Presidential Regulation of the Republic of Indonesia Number 63 of 2022 concerning the Master Plan for the New Capital City (Nusantara). Data collection was performed using NCapture in Google Chrome, and the data was then transferred to an analysis tool, namely NVivo 12 Plus. The analytical features available in NVivo 12 Plus are utilized in this process, such as Identifying themes, Cases and attribute classifications, and Theme mapping.

Identify themes are used to identify the information on the website and assist in determining themes relevant to research. Cases and attribute classifications categorize collected data based on certain attributes. Meanwhile, Theme mapping maps the overall results of data coding after categorization. The data coding results were then analyzed and described to answer the research questions posed. The data analysis process becomes more efficient using an analysis tool such as NVivo 12 Plus. It allows the researcher to see the relationship between the themes identified in the data collected. Furthermore, the analysis results can be used to provide more comprehensive answers to the research questions posed.

3. Results and Discussion

3.1. A Challenge: Capacity Building in the Development of the New Capital City

In this ever-changing and developing era, the capacity or ability to face new challenges and take advantage of opportunities is very important (Carter et al., 2015; Matthews et al., 2015). This capacity or ability includes knowledge, skills, resources, and processes that enable individuals, organizations, and communities to grow, adapt, and achieve the desired results (Angelidou & Psaltoglou, 2017; Stephan et al., 2016). The challenges individuals, organizations, and society face are increasingly complex and varied. These challenges include rapidly developing technologies, changes in market needs and demands, complex social issues, and pressing environmental issues. To successfully meet these challenges, strong capacities are needed.

Capacity building refers to systematic efforts to strengthen the ability of individuals, organizations, or communities to face challenges and achieve their goals. The goal is to increase the knowledge, skills, and resources needed to manage change, innovation, and sustainable growth (Ellis & Dietz, 2017; Franzen et al., 2017). Capacity building can involve a variety of strategies and approaches, including training and skills development, knowledge transfer, mentoring, institutional development, and expanding access to resources and networks. It involves a long-term process that focuses on strengthening individuals and groups to improve their ability to deal with their challenges (Ellis & Dietz, 2017; Warner & Wäger, 2019).

In community development, capacity building can help individuals and community groups overcome poverty, deal with conflict, improve the quality of education, strengthen the health system, increase access to jobs, and promote social inclusion. It is also relevant in business and organizational contexts, where capacity building can help improve innovation, product and service quality, operational efficiency, and competitiveness. In this challenge, capacity building is the key to creating strong capabilities to deal with the complexities and rapid changes in this world. We can create a solid foundation for growth, progress, and sustainable development by strengthening individual, organizational, and societal capacities (Cicellia & Sunaryo, 2015; Mandarano, 2015; Moreno et al., 2017).

The challenge in preparing capacity building is important in the context of building a new capital city. Capacity building is a process that involves increasing the skills, knowledge, and capacity of individuals, organizations, and communities to face
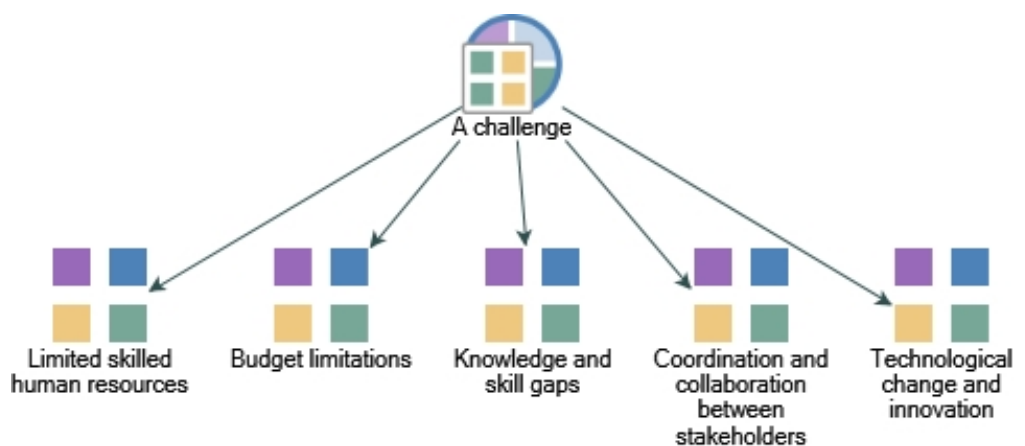

Figure 2. The Challenge of Capacity Building in the Development of IKN

complex development challenges. In developing a new capital city, these challenges can cover various aspects, such as limited skilled human resources, budget constraints, knowledge and skill gaps, coordination and collaboration between stakeholders, and technological change and innovation.

Having skilled and qualified human resources is key to implementing complex development projects (Danquah et al., 2023; Torres-Rojo et al., 2019). However, the number and quality of the available workforce often need to be improved. Preparing and implementing an adequate training program to upgrade the relevant skills and knowledge of the workforce can be a challenge. Apart from these challenges, building effective capacity also requires significant investment in funding. The challenge faced is the limited budget that can limit training program implementation, supporting infrastructure development, and institutional development. The solution to this challenge is to seek diverse funding sources, such as collaboration with international financial institutions, the private sector, and the use of grants (Abu-Rumman et al., 2020; Zhan & Santos-Paulino, 2021).

Local communities around the new capital city may need more knowledge and skills to participate in such development projects. This challenge requires an inclusive and sustainable approach to providing relevant training and skills development for local communities (Lamond & Everett, 2019; Zhan & Santos-Paulino, 2021). Intensive efforts are needed to increase access to education, training, and skills development programs. In addition, the construction of the new capital city involves various stakeholders, including the government, the private sector, and civil society. The challenge faced is effective coordination between all related parties. Strong collaboration, knowledge exchange, and coordination are needed to ensure harmony and synergy in implementing capacity-building programs.

In developing a modern new capital city, technology and innovation play an important role in achieving sustainable development goals (Rifaid et al., 2023). The challenge is to keep abreast of changing technological developments and ensure that capacity building includes understanding and applying relevant technologies and innovating to deal with changes and new challenges (Alsaleh, 2021; Chileshe et al., 2023). These challenges must be addressed holistically, inclusively, and sustainably. This requires government commitment, close collaboration between various parties, efforts to increase access to education and training, development of supportive policies, and understanding and application of relevant technologies (Alsaleh, 2021; Chileshe et al., 2023; Phale et al., 2021; Warner & Wäger, 2019). By overcoming these challenges, it is hoped that capacity building can run effectively, thus strengthening readiness and capability in facing the development of the new capital city sustainably.

3.2. Supporting Capacity Building in the Development Policy of the New Capital City

Supporting capacity building is an important effort in developing the ability of individuals, organizations, or communities to face challenges and achieve the desired goals (Alsaleh, 2021; Chileshe et al., 2023; Franzen et al., 2017). In this ever-evolving and complex era, capacity building is becoming increasingly relevant and necessary. Capacity building involves strategies and approaches to strengthen the necessary knowledge, skills, and resources. This can be done through training, skills development, mentoring, knowledge transfer, and institutional development. The goal is to improve the ability of individuals, organizations, or communities to manage change, innovation, and sustainable growth.

Supporting capacity building has far-reaching impacts. At the individual level, it can enhance a person's qualifications, skills, and potential for personal and professional success. At the organizational level, capacity building can increase productivity, efficiency, and innovation, increasing competitiveness and sustainability. Meanwhile, at the community level, capacity building can help build collective capabilities in overcoming social problems, improving public services, and promoting inclusive and sustainable development (Alsaleh, 2021; Chileshe et al., 2023; Ellis & Dietz, 2017; Franzen et al., 2017). Supporting capacity building also involves awareness of specific needs and relevant contexts. Every individual, organization, or community has different challenges and needs. Therefore, the capacity-building approach must be adapted to the existing conditions and context to provide effective support. In this challenge, supporting capacity building is a valuable investment. By strengthening the capacity of individuals, organizations, or communities, we create a more solid foundation for growth, progress, and sustainable development (Arocena & Sutz, 2021; Contreras-Espinosa & Blanco-M, 2022; Manoharan & Carrizales, 2021).

In the context of the new capital city development policy, supporting capacity building is an important aspect to ensure the success and sustainability of the project. The capacity building aims to strengthen the capacity of individuals, organizations, and communities to face the challenges that arise in developing and managing the new capital city. The development of the new capital city involves various sectors and fields, such as infrastructure, government, economy, human resources, and regional development (Shimamura & Mizunoya, 2020). To overcome the challenges and take advantage of the opportunities associated with this development, holistic and integrated capacity-building efforts are needed. Capacity-building support can be carried out through various strategies, including Training and skills development, institutional strengthening, partnerships and collaboration, community participation.

Based on the description and trends of the previous analysis, this study maps out several strategies that the Indonesian government might consider going forward.
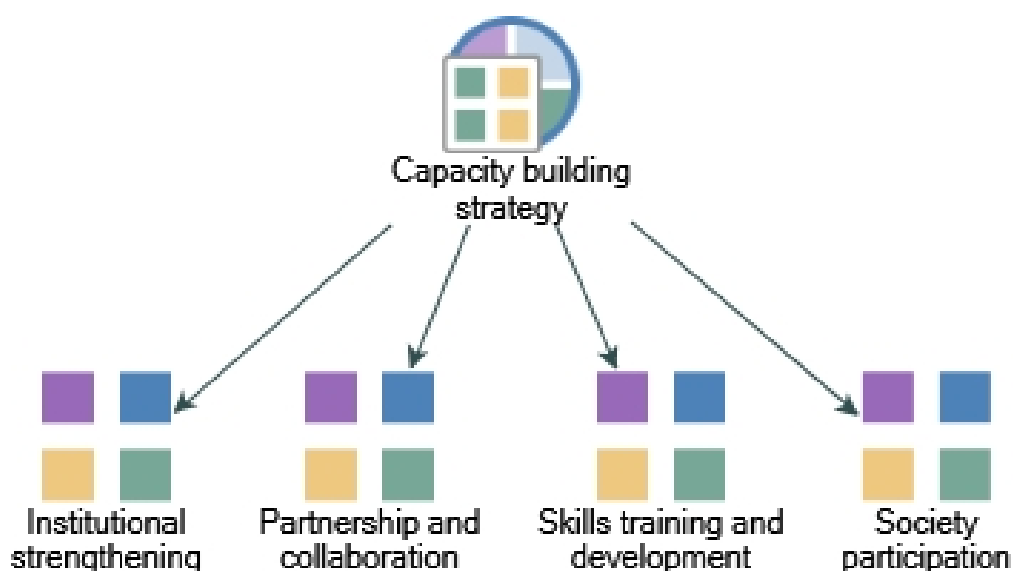

Figure 3. Capacity Building Strategy in the Development of IKN

Figure 3 shows several strategies needed to support the development of a new capital city (IKN) in Indonesia. These strategies include training and skills development, institutional strengthening, partnerships and collaboration, and

community participation. It is organizing training programs to improve the skills and knowledge of individuals involved in constructing the new capital city. This includes technical, managerial, leadership, and specific skills development relevant to the relevant sectors. The construction of the new capital city will require a workforce with relevant skills and knowledge. The workforce can improve their competency in construction, infrastructure, project management, information technology, transportation, and others through training (Calvetti et al., 2020; Chen et al., 2019; Miranda et al., 2021). This will help meet the need for a qualified and experienced workforce to develop the new capital city.

In addition, another important aspect is needed, namely institutional strengthening (Chileshe et al., 2023; Ferrero et al., 2019). Strengthen organizational capacity, including local government, related institutions, and educational institutions, in terms of planning, managing, and implementing the construction of the new capital city. This involves strengthening governance, management systems, institutions, and administrative capabilities. Strengthening governance is concerned with improving the systems, structures, and procedures that govern how decisions are made, policies are implemented, and resources are managed. This involves establishing or enhancing institutions responsible for managing the new capital city development and developing transparent oversight and accountability mechanisms. The aim is to ensure that decision-making is carried out effectively, fairly, and by existing regulations. Institutional strengthening is important in the development policy of the new capital city because strong institutions will be able to manage projects better, increase efficiency and effectiveness, ensure the quality of development results, and promote sustainable development.

Partnerships and collaborations are also needed to build partnerships and cooperation between the government, the private sector, and civil society in supporting capacity building (Bogers et al., 2019). This includes exchanging knowledge, resources, and experience and leveraging existing expertise and resources to build stronger capacities. Partnerships and collaborations ensure greater inclusion and participation in decision-making and policy formulation processes. Partnerships and collaborations involve the sharing of responsibilities between the government and other stakeholders (Arsandi, 2022; Curnin & O'Hara, 2019; Roxas et al., 2020; Thahir, 2022; Wulandari & Afriyanni, 2021). Partnerships and collaboration are also related to oversight and accountability in governance. Within the partnership framework, the oversight mechanism is mutually reinforcing between the government and other stakeholders to ensure good implementation, transparency, and accountability in using resources and implementing policies (Benítez-Ávila et al., 2019; Cao et al., 2022; Malik et al., 2023).

Finally, it relates to community participation. Encouraging the active participation of the community in the process of building the new capital city and strengthening the capacity of the community to take an active role. This involves community empowerment, involvement in decision-making, developing local entrepreneurship, and developing the ability to adapt to social and economic changes. To ensure effective community participation, it is important to build mechanisms that are inclusive, transparent, and sustainable (Li et al., 2020; Xu et al., 2019). This can involve educating and understanding communities about their rights, providing access to relevant information, participatory approaches to decision-making processes, and paying attention to vulnerable or marginalized groups. By involving the community in the decision-making process, public policies become more representative and represent the needs and aspirations of the community (Armitage et al., 2020; Castro-Arce & Vanclay, 2020; Hyland-Wood et al., 2021).

Supporting capacity building in the development policy of the new capital city has significant implications for local communities. Through training and skills development programs, local communities can be empowered and improve their competence in various related sectors, such as construction, infrastructure, project management, and information technology. This will create better job opportunities and improve the welfare of local people. In addition, strengthening institutions is also important in ensuring the effectiveness and efficiency of development. By strengthening governance, management systems, institutions, and administrative capabilities, relevant institutions can better manage development projects with transparency and accountability (Brinkerhoff et al., 2019; Chua et al., 2021; Meuleman, 2021).

Partnerships and collaborations between the government, the private sector, and civil society will also strengthen capacity building through exchanging knowledge, resources, and experiences. Finally, community participation is a key element in inclusive and sustainable development. By involving communities in decision-making, they can actively formulate policies that meet their needs and aspirations. This will create a participatory climate and empower the community to take part in the sustainable development of the new capital city.

Overall, the explanation above provides a comprehensive view of the strategies needed to support the development of the new capital city. By understanding and implementing this strategy, the government and related stakeholders can better and more efficiently implement new capital city development and positively impact local communities and the surrounding environment. In facing the complex challenges of developing Indonesia's new capital city (IKN), this study makes an invaluable contribution to formulating policies that will guide future steps. By understanding and adopting these strategies, the government and related stakeholders can form a holistic and practical approach to the IKN development process.

Considering the importance of training and skills development, the government must design and support equitable and relevant training programs. The need for a skilled and competent workforce in various IKN development sectors requires training initiatives focusing on technical, managerial, and leadership aspects. In addition, strengthening institutions is also an important foundation for producing impactful policies. The government must allocate resources and efforts to strengthen governance, management systems, and administrative capabilities in the institutions developing IKN. This policy should also include measures to enhance transparency, accountability, and effective oversight mechanisms.

In achieving the success of new capital city development, cross-sectoral collaboration is one of the crucial pillars. Therefore, the government must formulate policies encouraging cooperation between the government, the private sector, and civil society. Building strong partnerships will facilitate the exchange of knowledge, resources, and experience and ensure all parties are involved in the decision-making process. Finally, involving the community in decision-making is a step that must be addressed. Policies that support community participation in the new capital city development process must ensure that participatory mechanisms are inclusive, transparent, and sustainable.

In this context, future government policies must include clear action plans to implement these strategies. This includes adequate budget allocations, an integrated framework, and concrete steps involving various stakeholders. By adopting the detailed guidelines from the explanation above, the government can provide a strong direction for the development of IKN, create a sustainable positive

impact on local communities and the surrounding environment, and build a solid foundation for a better future.

4. Conclusion

In order to support the development of the new capital city, capacity building is a crucial factor in creating a strong and sustainable foundation. In capacity building, several challenges must be overcome, including limited skilled human resources, limited budgets, gaps in knowledge and skills, coordination and collaboration between stakeholders, and changes in technology and innovation. Overcoming this challenge requires the government's commitment to provide adequate resources, develop supportive policies, and close cooperation between all relevant stakeholders. In addition, a participatory, inclusive, and sustainable approach is the key to carrying out capacity building. By involving all parties, ensuring inclusiveness, and adopting a sustainable approach, capacity building can run effectively and positively impact the development of the new capital city and the people involved.

References

Abubakar, I. R., & Doan, P. L. (2017). Building New Capital Cities in Africa: Lessons for New Satellite Towns in Developing Countries. *African Studies, 76*(4), 546–565. https://doi.org/10.1080/00020184.2017.1376850

Abu-Rumman, G., Khdair, A. I., & Khdair, S. I. (2020). Current Status and Future Investment Potential in Renewable Energy in Jordan: An Overview. *Heliyon, 6*(2), e03346. https://doi.org/10.1016/j.heliyon.2020.e03346

Adinugroho, W. C., Prasetyo, L. B., Kusmana, C., & Krisnawati, H. (2022). Tracking Environmental Quality of Indonesia's New Capital City and its Surrounding Area. *IOP Conference Series: Earth and Environmental Science, 950*(1), 012077. https://doi.org/10.1088/1755-1315/950/1/012077

Alsaleh, A. (2021). Professional Learning Communities for Educators' Capacity Building During COVID-19: Kuwait Educators' Successes and Challenges. *International Journal of Leadership in Education*, 1–20. https://doi.org/10.1080/13603124.2021.1964607

Angelidou, M., & Psaltoglou, A. (2017). An Empirical Investigation of Social Innovation Initiatives for Sustainable Urban Development. *Sustainable Cities and Society, 33*, 113–125. https://doi.org/10.1016/j.scs.2017.05.016

Armitage, D., Mbatha, P., Muhl, E., Rice, W., & Sowman, M. (2020). Governance Principles for Community-Centered Conservation in the Post-2020 Global Biodiversity Framework. *Conservation Science and Practice, 2*(2), e160. https://doi.org/10.1111/csp2.160

Arocena, R., & Sutz, J. (2021). Universities and Social Innovation for Global Sustainable Development As Seen From the South. *Technological Forecasting and Social Change, 162*, 120399. https://doi.org/10.1016/j.techfore.2020.120399

Arsandi, S. (2022). Collaborative Governance in the Optimization of Tax Revenue: Case Study in Yogyakarta. *Jurnal Bina Praja, 14*(1), 17–29. https://doi.org/10.21787/jbp.14.2022.17-29

Baharuddin, T., Nurmandi, A., Qodir, Z., Jubba, H., & Syamsurrijal, M. (2022). Bibliometric Analysis of Socio-Political Research on Capital Relocation: Examining Contributions to the Case of Indonesia. *Journal of Local Government Issues (Logos), 5*(1), 17–31. https://doi.org/10.22219/logos.v5i1.19468

Benítez-Ávila, C., Hartmann, A., & Dewulf, G. (2019). Contractual and Relational Governance as Positioned-Practices in Ongoing Public–Private Partnership Projects. *Project Management Journal, 50*(6), 716–733. https://doi.org/10.1177/8756972819848224

Bogers, M., Chesbrough, H., Heaton, S., & Teece, D. J. (2019). Strategic Management of Open Innovation: A Dynamic Capabilities Perspective. *California Management Review, 62*(1), 77–94. https://doi.org/10.1177/0008125619885150

Brinkerhoff, D. W., Cross, H. E., Sharma, S., & Williamson, T. (2019). Stewardship and Health Systems Strengthening: An Overview. *Public Administration and Development, 39*(1), 4–10. https://doi.org/10.1002/pad.1846

Calvetti, D., Mêda, P., Chichorro Gonçalves, M., & Sousa, H. (2020). Worker 4.0: The Future of Sensored Construction Sites. *Buildings, 10*(10), 169. https://doi.org/10.3390/buildings10100169

Cao, J., Prior, J., & Giurco, D. (2022). Government and Private Company Collaboration in the Governance of Shared Mobility Schemes: A Case Study of Dockless Bike-Sharing Schemes in Sydney, Australia. *Sustainability, 14*(20), 13141. https://doi.org/10.3390/su142013141

Carter, J. G., Cavan, G., Connelly, A., Guy, S., Handley, J., & Kazmierczak, A. (2015). Climate Change and the City: Building Capacity for Urban Adaptation. *Progress in Planning, 95*, 1–66. https://doi.org/10.1016/j.progress.2013.08.001

Castro-Arce, K., & Vanclay, F. (2020). Transformative Social Innovation for Sustainable Rural Development: An Analytical Framework to Assist Community-Based Initiatives. *Journal of Rural Studies, 74*, 45–54. https://doi.org/10.1016/j.jrurstud.2019.11.010

Chen, T., Fu, M., Liu, R., Xu, X., Zhou, S., & Liu, B. (2019). How Do Project Management Competencies Change Within the Project Management Career Model in Large Chinese Construction Companies? *International Journal of Project Management, 37*(3), 485–500. https://doi.org/10.1016/j.ijproman.2018.12.002

Chileshe, N., Kavishe, N., & Edwards, D. J. (2023). Identification of Critical Capacity Building Challenges in Public-Private Partnerships (PPPs) Projects: The Case of Tanzania. *International Journal of Construction Management, 23*(3), 495–504. https://doi.org/10.1080/15623599.2021.1892947

Chua, A. Q., Verma, M., Hsu, L. Y., & Legido-Quigley, H. (2021). An Analysis of National Action Plans on Antimicrobial Resistance in Southeast Asia Using a Governance Framework Approach. *The Lancet Regional Health - Western Pacific, 7*, 100084. https://doi.org/10.1016/j.lanwpc.2020.100084

Cicellia, C., & Sunaryo, B. (2015). Urgensi Peningkatan Kapasitas Pengelolaan Keuangan Daerah di Era Desentralisasi (Dinamika Pengelolaan Pajak Parkir Kecamatan Banguntapan, Kabupaten Bantul Provinsi DI Yogyakarta). *Jurnal Bina Praja, 07*(01), 75–86. https://doi.org/10.21787/JBP.07.2015.75-86

Cinner, J. E., Adger, W. N., Allison, E. H., Barnes, M. L., Brown, K., Cohen, P. J., Gelcich, S., Hicks, C. C., Hughes, T. P., Lau, J., Marshall, N. A., & Morrison, T. H. (2018). Building Adaptive Capacity to Climate Change in Tropical Coastal Communities. *Nature Climate Change, 8*(2), 117–123. https://doi.org/10.1038/s41558-017-0065-x

Contreras-Espinosa, R. S., & Blanco-M, A. (2022). A Literature Review of E-government Services with Gamification Elements. *International Journal of Public Administration, 45*(13), 964–980. https://doi.org/10.1080/01900692.2021.1930042

Curnin, S., & O'Hara, D. (2019). Nonprofit and Public Sector Interorganizational Collaboration in Disaster Recovery: Lessons From the Field. *Nonprofit Management and Leadership, 30*(2), 277–297. https://doi.org/10.1002/nml.21389

Danquah, J. K., Crocco, O. S., Mahmud, Q. M., Rehan, M., & Rizvi, L. J. (2023). Connecting Concepts: Bridging the Gap Between Capacity Development and Human Resource Development. *Human Resource Development International, 26*(3), 246–263. https://doi.org/10.1080/13678868.2022.2108992

Ellis, W. R., & Dietz, W. H. (2017). A New Framework for Addressing Adverse Childhood and Community Experiences: The Building Community Resilience Model. *Academic Pediatrics, 17*(7), S86–S93. https://doi.org/10.1016/j.acap.2016.12.011

Ferrero, G., Setty, K., Rickert, B., George, S., Rinehold, A., DeFrance, J., & Bartram, J. (2019). Capacity Building and Training Approaches for Water Safety Plans: A Comprehensive Literature Review. *International Journal of Hygiene and Environmental Health, 222*(4), 615–627. https://doi.org/10.1016/j.ijheh.2019.01.011

Franzen, S. R. P., Chandler, C., & Lang, T. (2017). Health Research Capacity Development in Low and Middle Income Countries: Reality or Rhetoric? A Systematic Meta-Narrative Review of the Qualitative Literature. *BMJ Open, 7*(1), e012332. https://doi.org/10.1136/bmjopen-2016-012332

Gao, X., & Yu, J. (2020). Public Governance Mechanism in the Prevention and Control of the COVID-19: Information, Decision-Making and Execution. *Journal of Chinese Governance, 5*(2), 178–197. https://doi.org/10.1080/23812346.2020.1744922

Guridi, J. A., Pertuze, J. A., & Pfotenhauer, S. M. (2020). Natural Laboratories As Policy Instruments for Technological Learning and Institutional Capacity Building: The Case of Chile's Astronomy Cluster. *Research Policy, 49*(2), 103899. https://doi.org/10.1016/j.respol.2019.103899

Hackbarth, T. X., & De Vries, W. T. (2021). An Evaluation of Massive Land Interventions for the Relocation of Capital Cities. *Urban Science, 5*(1), 25. https://doi.org/10.3390/urbansci5010025

Hyland-Wood, B., Gardner, J., Leask, J., & Ecker, U. K. H. (2021). Toward Effective Government Communication Strategies in the Era of COVID-19. *Humanities and Social Sciences Communications, 8*(1), 30. https://doi.org/10.1057/s41599-020-00701-w

Ibrahim, A. H. H., Baharuddin, T., & Wance, M. (2023). Developing a Forest City in a New Capital City: A Thematic Analysis of the Indonesian Government's Plans. *Jurnal Bina Praja, 15*(1), 1–13. https://doi.org/10.21787/jbp.15.2023.1-13

Ishenda, D. K., & Guoqing, S. (2019). Determinants in Relocation of Capital Cities. *Journal of Public Administration and Governance, 9*(4), 200–220. https://doi.org/10.5296/jpag.v9i4.15983

Jones, G. J., Edwards, M. B., Bocarro, J. N., Svensson, P. G., & Misener, K. (2020). A Community Capacity Building Approach to Sport-Based Youth Development. *Sport Management Review, 23*(4), 563–575. https://doi.org/10.1016/j.smr.2019.09.001

Lamond, J., & Everett, G. (2019). Sustainable Blue-Green Infrastructure: A Social Practice Approach to Understanding Community Preferences and Stewardship. *Landscape and Urban Planning, 191*, 103639. https://doi.org/10.1016/j.landurbplan.2019.103639

Li, J., Krishnamurthy, S., Pereira Roders, A., & Van Wesemael, P. (2020). Community Participation in Cultural Heritage Management: A Systematic Literature Review Comparing Chinese and International Practices. *Cities, 96*, 102476. https://doi.org/10.1016/j.cities.2019.102476

Malik, I., Prianto, A. L., Roni, N. I., Yama, A., & Baharuddin, T. (2023). Multi-level Governance and Digitalization in Climate Change: A Bibliometric Analysis. In S. Motahhir & B. Bossoufi (Eds.), *Digital Technologies and Applications* (Vol. 669, pp. 95–104). Springer Nature Switzerland. https://doi.org/10.1007/978-3-031-29860-8_10

Mandarano, L. (2015). Civic Engagement Capacity Building: An Assessment of the Citizen Planning Academy Model of Public Outreach and Education. *Journal of Planning Education and Research, 35*(2), 174–187. https://doi.org/10.1177/0739456X14566869

Manoharan, A. P., & Carrizales, T. (2021). Ethical Privacy Policies for E-Government Websites. In K. K. Tummala (Ed.), *Public Policy and Governance* (pp. 129–137). Emerald Publishing Limited. https://doi.org/10.1108/S2053-769720210000034010

Matthews, T., Lo, A. Y., & Byrne, J. A. (2015). Reconceptualizing Green Infrastructure for Climate Change Adaptation: Barriers to Adoption and Drivers for Uptake by Spatial Planners. *Landscape and Urban Planning, 138*, 155–163. https://doi.org/10.1016/j.landurbplan.2015.02.010

Meuleman, L. (2021). Public Administration and Governance for the SDGs: Navigating between Change and Stability. *Sustainability, 13*(11), 5914. https://doi.org/10.3390/su13115914

Miranda, J., Navarrete, C., Noguez, J., Molina-Espinosa, J.-M., Ramírez-Montoya, M.-S., Navarro-Tuch, S. A., Bustamante-Bello, M.-R., Rosas-Fernández, J.-B., & Molina, A. (2021). The Core Components of Education 4.0 in Higher Education: Three Case Studies in Engineering Education. *Computers & Electrical Engineering, 93*, 107278. https://doi.org/10.1016/j.compeleceng.2021.107278

Moreno, J. M., Noguchi, L. M., & Harder, M. K. (2017). Understanding the Process of Community Capacity-Building: A Case Study of Two Programs in Yunnan Province, China. *World Development, 97*, 122–137. https://doi.org/10.1016/j.worlddev.2017.04.005

Newig, J., Jager, N. W., Kochskämper, E., & Challies, E. (2019). Learning in Participatory Environmental Governance – Its Antecedents and Effects. Findings From a Case Survey Meta-Analysis. *Journal of Environmental Policy & Planning, 21*(3), 213–227. https://doi.org/10.1080/1523908X.2019.1623663

Nur Azhar, H., Putri Fatima, H. H., & Tamas, I. N. (2020). Preliminary Study of Indonesia Capital City Relocation Based on Disaster Mitigation Principle With Mental Model Approach. *E3S Web of Conferences, 148*, 06002. https://doi.org/10.1051/e3sconf/202014806002

Phale, K., Li, F., Adjei Mensah, I., Omari-Sasu, A. Y., & Musah, M. (2021). Knowledge-Based Economy Capacity Building for Developing Countries: A Panel Analysis in Southern African Development Community. *Sustainability, 13*(5), 2890. https://doi.org/10.3390/su13052890

Rifaid, Abdurrahman, A., Baharuddin, T., & A. Kusuma, B. M. (2023). Smart City Development in the New Capital City: Indonesian Government Plans. *Journal of Contemporary Governance and Public Policy, 4*(2), 115–130. https://doi.org/10.46507/jcgpp.v4i2.141

Roxas, F. M. Y., Rivera, J. P. R., & Gutierrez, E. L. M. (2020). Mapping Stakeholders' Roles in Governing Sustainable Tourism Destinations. *Journal of Hospitality and Tourism Management, 45*, 387–398. https://doi.org/10.1016/j.jhtm.2020.09.005

Sanyal, P. (2006). Capacity Building Through Partnership: Intermediary Nongovernmental Organizations as Local and Global Actors. *Nonprofit and Voluntary Sector Quarterly, 35*(1), 66–82. https://doi.org/10.1177/0899764005282480

Shimamura, T., & Mizunoya, T. (2020). Sustainability Prediction Model for Capital City Relocation in Indonesia Based on Inclusive Wealth and System Dynamics. *Sustainability, 12*(10), 4336. https://doi.org/10.3390/su12104336

Stephan, U., Patterson, M., Kelly, C., & Mair, J. (2016). Organizations Driving Positive Social Change: A Review and an Integrative Framework of Change Processes. *Journal of Management, 42*(5), 1250–1281. https://doi.org/10.1177/0149206316633268

Suswanta, Kurniawan, D., Nurmandi, A., & Salahudin, S. (2021). Analysis of the Consistency Policy Indonesia's Capital Relocation in the Pandemic Era. *Jurnal Studi Sosial dan Politik, 5*(1), 35–48. https://doi.org/10.19109/jssp.v5i1.7865

Thahir, B. (2022). Is There Any Collaborative Governance on Post-disaster Social Policy in Banten Province? *Jurnal Bina Praja, 14*(2), 329–338. https://doi.org/10.21787/jbp.14.2022.329-338

Torres-Rojo, J. M., Moreno-Sánchez, R., & Amador-Callejas, J. (2019). Effect of Capacity Building in Alleviating Poverty and Improving Forest Conservation in the Communal Forests of Mexico. *World Development, 121*, 108–122. https://doi.org/10.1016/j.worlddev.2019.04.016

Viale Pereira, G., & Schuch De Azambuja, L. (2021). Smart Sustainable City Roadmap as a Tool for Addressing Sustainability Challenges and Building Governance Capacity. *Sustainability, 14*(1), 239. https://doi.org/10.3390/su14010239

Warner, K. S. R., & Wäger, M. (2019). Building Dynamic Capabilities for Digital Transformation: An Ongoing Process of Strategic Renewal. *Long Range Planning, 52*(3), 326–349. https://doi.org/10.1016/j.lrp.2018.12.001

Wulandari, S. N., & Afriyanni, A. (2021). Tourism Development Policy and Their Impact on the Regional Economy in the Riau Islands Province. *Jurnal Bina Praja, 13*(2), 293–305. https://doi.org/10.21787/jbp.13.2021.293-305

Xu, H., Jiang, F., Wall, G., & Wang, Y. (2019). The Evolving Path of Community Participation in Tourism in China. *Journal of Sustainable Tourism, 27*(8), 1239–1258. https://doi.org/10.1080/09669582.2019.1612904

Zhan, J. X., & Santos-Paulino, A. U. (2021). Investing in the Sustainable Development Goals: Mobilization, Channeling, and Impact. *Journal of International Business Policy, 4*(1), 166–183. https://doi.org/10.1057/s42214-020-00093-3