



DOI: <https://doi.org/10.38035/dijemss.v6i2>
<https://creativecommons.org/licenses/by/4.0/>

Collaborative Governance on Advancing Food Self-Sufficiency : Enabling and Constraining Factors in South Sumatra

Edward Candra¹, Kgs.M. Sobri², Andreas Lionardo³, Husni Thamrin⁴.

¹Universitas Sriwijaya, Palembang, Indonesia, Edward80candra@gmail.com.

²Universitas Sriwijaya, Palembang, Indonesia, kgs.m.sobri@fisip.unsri.ad.id.

³Universitas Sriwijaya, Palembang, Indonesia, andrieslionardo@fisip.unsri.ac.id.

⁴Universitas Sriwijaya, Palembang, Indonesia, husnithamrin@fisip.unsri.ac.id.

Corresponding Author: Edward80candra@gmail.com¹

Abstract: The aims of this research are to identify and analyze the supporting and inhibiting factors of Collaborative Governance in the Implementation of the South Sumatra Independent Food Movement in South Sumatra Province. The research method uses qualitative research with data collection techniques using in-depth interviews, observation and documentation to analyze Collaborative Governance in the Implementation of the South Sumatra Independent Food Movement in South Sumatra Province. The research reveals significant challenges, such as resource limitations, ambiguities in role assignments, and cultural differences, which can hinder effective collaboration. The GSMP's collaborative process, encompassing stages of negotiation, commitment, implementation, and assessment, provides critical insights into both the enabling factors, such as strong stakeholder commitment and regular evaluations, and the constraining factors, such as varying motivations and power dynamics, that shape the program's success. The findings underscore the importance of adaptable, transparent, and inclusive governance frameworks that align diverse interests, enhance community resilience, and support long-term poverty alleviation.

Keyword: GSMP, Collaborative Governance, Food Self-Sufficiency

INTRODUCTION

Food is a basic human need, with demand increasing every year due to population growth and rising standards of living. This growing need places food supply adequacy at the center of national stability, impacting economic, political, social, cultural, defense, and security aspects. Ensuring sufficient, high-quality food is therefore vital for regional development across economic, social, political, and security sectors. Food security initiatives, which require broad government and community support, aim to meet these basic human needs fairly and inclusively, respecting societal values and emphasizing self-sufficiency and sovereignty in food provision. Achieving food self-reliance involves the efficient and effective use of available resources (Source: Ministry of Agriculture Regulation No. 15 of 2015 on Guidelines for Independent Food Villages).

In line with Law No. 18 of 2012 and Government Regulation No. 17 of 2015, food sufficiency should be realized across all levels—from national to individual. This is reflected in a food supply that is not only quantitatively and qualitatively adequate but also safe, varied, equitably distributed, affordable, and aligned with religious and cultural beliefs. Such sufficiency supports a healthy, active, and productive life for all individuals. National food security, foundational to rural areas where agriculture forms the base of production, is bolstered by rural development. Integrating infrastructure and facilities in areas like food availability, distribution, and consumption is essential to secure food at the household level, making villages critical to programs targeting food security on a broader scale.

The Sumatera Selatan Mandiri Pangan Program (GSMP) focuses on transforming community perspectives from 'consumers' to 'producers' through activities like:

1. Plant cultivation (vegetables, chilies, herbs, etc.),
2. Fish farming using various methods,
3. Poultry farming for eggs or meat.

Data on GSMP's support to low-income households is depicted in the following figure:



Figure 1. Target & Realization of Assistance for Low-Income Households in South Sumatra

Source: GSMP Documentation, 2022

To revitalize the economy, the South Sumatra government has employed eight strategies, including developing natural resource-based industries, supporting SMEs, investing in infrastructure, and implementing GSMP to encourage food production at the community level. The distribution details of GSMP assistance are outlined in Table 1.

Table 1. Distribution of GSMP Assistance in South Sumatra

KABUPATEN/KOTA	SASARAN			REALISASI TAHUN 2021		
	KECAMATAN	KEL/DESA	RTM	KECAMATAN	KEL/DESA	RTM
OGAN ILIR	16	16	415	6	6	166
PRABUMULIH	6	6	151	4	4	60
PALEMBANG	18	18	343	6	6	121
OKU SELATAN	19	19	506	4	4	71
OKU TIMUR	20	20	354	6	6	110
OKI	18	18	492	6	6	130
OKU	13	13	493	4	4	90
EMPAT LAWANG	10	10	201	5	5	100
MUSI RAWAS UTARA	7	7	161	7	7	161
MUSI RAWAS	14	14	426	6	6	164
MUARA ENIM	21	21	657	6	6	143
LAHAT	22	22	563	12	12	241
PALI	5	5	154	3	3	62
PAGAR ALAM	5	5	198	2	2	42
MUSI BANYUASIN	15	15	439	7	7	147
BANYUASIN	21	21	577	5	5	155
LUBUK LINGGAU	8	8	242	3	3	68
TOTAL	238	238	6.372	92	92	2.031

Source: Provincial Government Documentation, South Sumatra, 2021

Since its inception, GSMP has helped achieve several key milestones in South Sumatra, such as:

1. Recognition as one of the top 10 provinces in inflation control (2022),
2. Reduction of the poverty rate from 12.79% to 11.95% (2021-2022),
3. Significant progress in reducing stunting rates, with stunting among children aged 24-59 months declining from 24.8% to 18.6% (2021-2022).

Poverty reduction has been largely influenced by food expenses, which contribute significantly to the poverty line. With 74.34% of the poverty line in 2022 attributed to food expenses, key items like rice, eggs, chicken, and other essentials play a substantial role. South Sumatra's poverty indicators, including the Poverty Depth Index and Poverty Severity Index, showed improvement from 2021 to 2022, with community empowerment efforts through GSMP facilitating household-level food and nutrition security and contributing to poverty alleviation.

However, challenges in GSMP implementation remain, including the need for more focused beneficiary participation, adequate socialization of the program's goals, field assistance, and distribution of aid that matches the needs and skills of beneficiaries.

Addressing poverty requires a comprehensive approach that goes beyond economic intervention, encompassing social, cultural, legal, administrative, and policy factors. Public policy, especially when collaborative, offers a structured response to complex issues like poverty, where diverse actors work towards shared goals through inter-organizational networks, joint responsibilities, and high interdependence. Collaborative Governance, particularly within the GSMP framework, facilitates synergy between government, private sector, and community stakeholders to ensure effective poverty reduction.

Institutional theory provides a basis for understanding the value of collaboration, as it frames inter-organizational networks as key in aligning resources, roles, and shared responsibilities among participants. This theory supports government-private partnerships as necessary to address public challenges, especially those beyond the reach of individual institutions (Phillips et al., 2000; Uzi, 1996; Gulati, 1995 cited in Imperial, 2005).

Emerging studies highlight the impact of climate variability on food security, underscoring the need for adaptive governance frameworks to mitigate these risks. For example, Ayinu et al. (2022) in Ethiopia's Godere District found that climate fluctuations threaten household food security, stressing the importance of access to basic services. Ceesay and Ndiaye (2022) in The Gambia reveal similar connections between agricultural productivity, food security, and climate conditions, while Bonso et al. (2022) demonstrate that crop diversification bolsters resilience in Ethiopia.

Urban agriculture, such as tomato farming, and diverse agricultural practices further strengthen food systems (Peña et al., 2022; Waha et al., 2022). Bahri (2020) in Indonesia's Wajo Regency finds that collaborative practices in budgeting enhance local food self-sufficiency efforts. In Ghana, Kumeh et al. (2021) emphasize the importance of policy that balances local agricultural needs with conservation.

Based on the explanation above, this study aims to identify the key factors that support and hinder the implementation of Collaborative Governance within the context of the Sumatera Selatan Mandiri Pangan (South Sumatra Food Self-Sufficiency) Program, which has been operational for several years. By analyzing these factors, the research provides insights into the challenges and facilitators in applying Collaborative Governance principles to this program, aiming to optimize its outcomes and sustainability over time.

The problem formulation contains article questions that must be explained in the discussion and answered in the conclusion.

METHOD

This research employs a descriptive qualitative approach to identify key factors that support and inhibit the implementation of Collaborative Governance within the Sumatera Selatan Mandiri Pangan (South Sumatra Food Self-Sufficiency) Program. Qualitative research, as characterized by Moleong (2007), facilitates an in-depth understanding of phenomena by exploring subjects' experiences, perceptions, motivations, and behaviors within their natural environments, using a flexible, adaptive methodology that evolves with field findings. Key informants—selected for their relevance and expertise across sectors essential to Collaborative Governance—include government officials such as the Head of Food Security and Livestock, the Head of Horticulture, and other key stakeholders in academia, business, and media. Following the methodology suggested by Sugiyono (2018), data were collected through in-depth interviews, focus group discussions (FGDs), and the analysis of official documents and field observations to gather comprehensive insights into the program's governance practices. Data analysis adhered to the interactive model by Miles, Huberman, and Saldana (2014), involving iterative stages of data collection, condensation, display, and conclusion drawing. This structured approach facilitated the synthesis of significant findings, with a focus on identifying support mechanisms, obstacles, and governance models relevant to the program. To ensure the validity of data, this study follows Moleong's (2007) criteria, incorporating strategies such as triangulation, peer debriefing, and detailed documentation, as well as adhering to Lincoln and Guba's (1988) standards of credibility, transferability, dependability, and confirmability.

RESULTS AND DISCUSSION

Ansell and Gash (2008:544) conceptualize collaborative governance as “a governing arrangement where one or more public agencies directly engage non-state stakeholders in a

collective decision-making process that is formal, consensus-oriented, and deliberative, aimed at formulating or implementing public policy or managing public programs or assets.” This definition highlights that such arrangements operate within formal structures, establishing collaboration mainly between public institutions and between public and non-public actors. Contrastingly, Agrawal & Lemos (2007) argue that collaborative governance encompasses a broader scope, extending beyond traditional governmental and non-governmental stakeholders to incorporate “multipartner governance,” integrating the private sector, communities, and civil society, resulting in a synergistic, hybrid model of stakeholder involvement, including public-private and private-social partnerships.

A critical element in achieving successful collaborative governance is the integration of roles among government, private entities, and diverse stakeholders. Thomson and Perry (2007:3) describe collaboration as a process wherein autonomous or semi-autonomous actors engage through formal and informal negotiations, collectively shaping the rules and structures that govern their interactions and the mechanisms for joint decision-making. This process is iterative and non-linear; participating organizations initially negotiate joint actions with shared expectations, followed by commitments to preliminary steps. If collective actions are reciprocated, the involved organizations tend to maintain or even expand their mutual commitments. Conversely, in cases where commitments are unmet, stakeholders might pursue corrective measures, either through renegotiation or by modifying their levels of commitment. The extent to which an organization resorts to “voice” or renegotiation relies on whether it adopts an aggregative or integrative perspective towards collaboration (Thomson and Perry, 2007:22).

Ring and Van de Ven (1994), as referenced by Thomson and Perry (2007:22), offer a framework describing the collaboration process encompassing stages such as Negotiation, Commitment, Implementation, and Assessment. The integrative elements emerge within personal relationships, psychological contracts, informal understandings, and commitment, balancing the more aggregative aspects represented by formal organizational roles and legal contracts. Notably, achieving a balanced collaboration framework does not depend solely on formal institutional structures, such as memoranda of understanding or standard operating procedures. Instead, this balance is shaped by negotiating mutually beneficial agreements, committing to collectively endorsed actions, implementing agreed-upon decisions, and assessing the outcomes across the entire collaboration lifecycle.

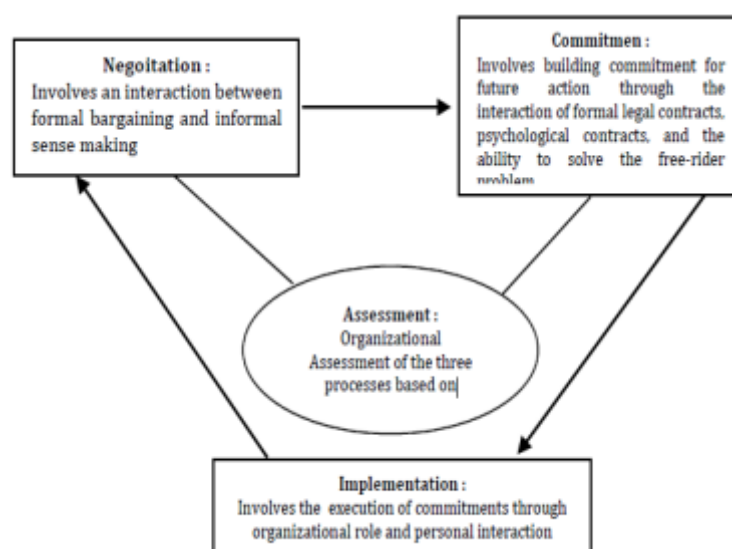


Figure 2. Collaboration Process Framework

Source: Ring dan Van de Van (1994) in Thomson and L. Perry (2007:22)

Negotiation

The Collaborative Governance approach in the Sumatera Selatan Mandiri Pangan program serves as a strategic initiative by the Provincial Government of South Sumatra. Through partnerships with private sectors, non-governmental organizations, and local communities, the program is designed to create, implement, and assess food security policies that emphasize transparency, accountability, and effective stakeholder participation. This participative model seeks to enhance the program's sustainability and operational efficiency by fostering resource sharing, innovation, and mutual learning, thus encouraging greater involvement in decision-making processes and resource optimization.

Interviews with the Head of the Horticulture Division in the Food Security and Animal Husbandry Office of South Sumatra highlighted that the collaborative approach in this initiative is centered on collective consensus and deliberation, aimed at achieving food self-sufficiency. The strategy promotes synergy between the government and the community, transforming the latter's perspective from that of consumers to producers (Interview, October 10, 2023). Such a paradigm shift is critical in realizing the overarching objectives of food self-sufficiency and resource sustainability. The primary objectives of this collaborative approach encompass several key elements:

1. **Enhanced Stakeholder Participation:** Ensuring that policies are inclusively formulated by involving government agencies, farmers, private businesses, civil society organizations, and academic institutions, thus reflecting the interests of all parties.
2. **Program Effectiveness:** The multi-stakeholder collaboration is anticipated to facilitate the achievement of self-sufficiency goals through cross-sectoral synergy.
3. **Resource Optimization:** The collaboration aids in the effective allocation of resources, including funding, workforce, and infrastructure.
4. **Innovation and Knowledge Exchange:** The initiative creates a platform for exchanging ideas and innovations within the agricultural sector.
5. **Effective Monitoring Systems:** The integration of diverse stakeholders supports more efficient monitoring and evaluation processes, essential for identifying challenges and areas needing adjustment.

From an implementation perspective, stakeholders are divided into actors (such as the government-formed Sumatera Selatan Mandiri Pangan Team) and recipients (including farmers, NGOs, local communities, the private sector, and educational institutions). Despite these extensive efforts, barriers to negotiation among stakeholders have emerged, driven by differing interests, limited transparency, resource constraints, and communication issues. As noted by the Head of the Horticulture Division, negotiations have primarily occurred at the governmental level, with minimal involvement from other sectors due to distinct self-interests that hinder collaboration (Interview, October 12, 2023).

Negotiation, in this collaborative context, refers to a mutually beneficial process wherein participating actors engage in collective bargaining to achieve shared objectives. For collaborative efforts to be effective, negotiation must allow actors to engage in joint planning activities, aligning towards common goals. However, in implementing the Sumatera Selatan Mandiri Pangan program, negotiations predominantly involve government bodies, while critical dialogues with other actors, such as private sector contributions through Corporate Social Responsibility (CSR) for outreach, mentorship programs, and demonstration farms, remain limited.

Several constraints impact the negotiation process among these actors in South Sumatra's food self-sufficiency initiative. Factors such as divergent views and interests, conflicts of interest, limited openness and transparency, resource shortages, lack of negotiation

skills and knowledge, communication barriers, polarization, and extremism all contribute to the challenges. Additionally, limited effective leadership, low levels of inter-stakeholder trust, policy uncertainties, and the limited capacity of local communities to manage and participate in food programs are significant barriers to successful negotiation and program implementation. Addressing these constraints requires a collaborative approach that considers the interests of all parties, facilitates open dialogue, builds trust, and enhances negotiation skills.

Efforts to overcome these barriers should focus on increasing participation, fostering effective communication, and promoting synergy among stakeholders. Solutions centered on enhancing participation, effective communication, and inter-stakeholder synergy will mitigate these challenges and advance the goals of the Sumatera Selatan Mandiri Pangan initiative.

Commitement

Commitment is a fundamental aspect of collaborative governance, particularly in initiatives such as the South Sumatra Self-Sufficient Food Movement (G-SMP). Defined as a dedication or obligation that binds individuals to specific actions, commitment is essential for fostering mutual agreements that are operationalized through various interactions over time. In contexts involving multiple actors, such as government agencies, academia, private businesses, and mass media, commitment emerges as a crucial element influencing the efficacy of collaborative processes.

As articulated by Informant 1, the Head of the Food Security and Livestock Service of South Sumatra Province, "The commitment in the collaborative process of actors in implementing the South Sumatra Self-Sufficient Food Movement can be observed through the consistency of actors in executing programs developed together within the team, which is evident in collaborations with communities, businesses, and academics, as well as regions that have conducted study visits for the G-SMP" (interview conducted on October 12, 2023). This statement underscores the importance of consistent engagement among diverse stakeholders in achieving the initiative's objectives.

Moreover, the commitment from financial institutions, as illustrated by Informant 6, the Business Support Head of Bank Mandiri Region 2 Palembang, is vital for the program's success. Informant 6 noted, "Bank Mandiri is committed to the implementation of the South Sumatra Self-Sufficient Food Movement by providing CSR (Corporate Social Responsibility) funds, which include the provision of facilities and infrastructure for the G-SMP program" (interview conducted on October 12, 2023). This financial backing not only supports infrastructure but also fosters a sense of shared purpose among various actors involved.

Despite these positive indicators, significant challenges remain. As pointed out by Informant 5, the Chair of Sriwigama Palembang, while there is a commitment to enhancing agricultural extension services, the delineation of responsibilities among the 1,925 extension workers remains unclear, hampering effective production assistance. The need for adequate funding for transportation related to socialization and support activities is another barrier that must be addressed (interview conducted on October 12, 2023).

Informant 2, the Head of Horticulture at the Food Security and Livestock Service, further articulated that "The commitment in the collaborative process of actors in the South Sumatra Self-Sufficient Food Movement is present but not yet optimal due to a lack of willingness to achieve the objectives of the activities, insufficient desire to contribute to the development of these activities, lack of motivation for effective work, and limited active participation from actors in planning and executing these activities" (interview conducted on October 12, 2023). This observation highlights that while commitment exists, it is often hampered by varying degrees of motivation and participation among stakeholders.

Similar sentiments were echoed by Informant 3, the Head of the Production Statistics Team at the South Sumatra BPS, who noted that "Commitment among actors in the South

Sumatra Self-Sufficient Food Movement may face several challenges and issues affecting the achievement of program goals and success" (interview conducted on October 12, 2023). These challenges include conflicting priorities, inadequate leadership, and poor communication, all of which can diminish the overall effectiveness of the collaborative governance framework. Several specific barriers to commitment can be identified:

1. **Differing Priorities and Objectives:** Divergent agendas among stakeholders complicate consensus on program direction.
2. **Lack of Strong Leadership:** Weak leadership can undermine stakeholder motivation and clarity of purpose.
3. **Resource Limitations:** Budgetary constraints and insufficient infrastructure inhibit the capacity to fulfill obligations.
4. **Ambiguity in Role Distribution:** Unclear roles create confusion and uncertainty among participants.
5. **Disagreement on Implementation Methods:** Absence of consensus on methodologies reduces collective commitment.
6. **Inadequate Incentives:** Without effective motivation, stakeholder engagement remains superficial.
7. **Poor Communication:** Ineffective dialogue leads to misunderstandings, further eroding commitment levels.
8. **Low Trust Levels:** Distrust among stakeholders limits full collaboration and commitment.
9. **Imbalanced Power Dynamics:** Disparities in influence disrupt the collaborative process.
10. **Negative Relationship Patterns:** Past conflicts can deter willingness to engage.
11. **Limited Community Involvement:** Insufficient stakeholder engagement undermines program credibility.
12. **Cultural and Value Differences:** Diverse cultural backgrounds complicate the establishment of strong commitments.

In addressing these challenges, Informant 7, the Chair of the Cahaya Muslimat NU Women Farmers Group, emphasizes that overcoming commitment issues in the South Sumatra Self-Sufficient Food Movement requires collective efforts, open communication, inclusive approaches, and effective negotiation among actors (interview conducted on October 12, 2023). By fostering an environment that supports commitment, establishing clear objectives, and promoting mutual understanding, stakeholders can navigate the complexities of collaborative governance.

Furthermore, Informant 4, a Special Staff member to the Governor of South Sumatra for Agricultural Economic Development and Farmer Groups, suggests strategies to mitigate these commitment challenges. "Communicating clear objectives and strategies during activity implementation, acknowledging each actor's achievements, alleviating the fear of failure among participants, and supporting the creativity of each stakeholder involved in the South Sumatra Self-Sufficient Food Movement" are crucial steps to enhancing commitment (interview conducted on October 12, 2023).

In conclusion, while commitment is observable in the collaborative governance of the South Sumatra Self-Sufficient Food Movement—evidenced by the consistent execution of jointly developed programs—the foundational commitment remains suboptimal. Addressing challenges such as unclear role definitions, resource limitations, and varying motivations among actors is essential for achieving the program's goals and enhancing the effectiveness of collaborative governance aimed at advancing food self-sufficiency in South Sumatra. This analysis not only highlights the enabling and constraining factors affecting commitment but also serves as a guide for future initiatives aiming to foster successful collaborative governance in agricultural and food security efforts.

Implementation

The South Sumatra Food Self-Sufficiency Movement (Gerakan Sumatera Selatan Mandiri Pangan - GSMP) was designed to address food security in the region through a collaborative governance model, encompassing the provincial government, local municipalities, and household actors. GSMP primarily empowers households to utilize their home gardens as sustainable food sources, with the overarching aim of increasing food availability, affordability, accessibility, and household income levels. The program's structure is comprehensive, incorporating planning, budget allocation, scheduling, and role assignment for various implementing stakeholders.

The GSMP's approach is notably multifaceted, with core elements including formulating strategic programs, allocating budgets, scheduling activities, and assigning specific roles among collaborators. As conveyed in an interview with Informant 1, the Head of the Horticulture Division at the South Sumatra Department of Food Security and Animal Husbandry, the GSMP has been implemented comprehensively with a strong focus on garden management to bolster both food production and household income. This collaborative framework facilitates a shared commitment to poverty alleviation, as stakeholders align on budgetary provisions, execution timelines, and operational frameworks.

The GSMP focuses on empowering households to independently address their food and nutritional needs by optimizing the use of their home gardens. This goal aligns with increasing awareness of diverse, balanced, and safe food consumption patterns, contributing to the reduction of stunting rates. Additionally, the program aims to ensure food availability at the household level, reduce household expenses, and encourage market-oriented production of food products. The foundational principles guiding GSMP include:

1. **Self-Sufficiency through Yard Utilization:** Transforming the role of households from food consumers to producers.
2. **Food Sufficiency without Purchase:** Encouraging households to meet their own food needs independently.
3. **Consumption Above Poverty Line Standards:** Boosting family consumption to levels above the poverty line, even without significant income growth.

Data from 2021-2022 reveal a significant positive impact of GSMP. The Expected Food Pattern (PPH) score in South Sumatra rose from 89.1 in 2021 to 93.9 in 2022, positioning the province among the six regions nationwide with a PPH score exceeding the national average. The program also contributed to a poverty rate reduction of 0.94 points from 2021 to 2022, with a further reduction of 0.12 points by March 2023. Furthermore, stunting rates declined from 24.8% in 2021 to 18.6% in 2022, outperforming the national average of 21.6%. These outcomes underscore GSMP's role in enhancing food security and poverty reduction.

Despite its progress, GSMP's collaborative implementation faces multiple challenges, as identified in stakeholder feedback:

- **Ineffective Coordination:** Coordination challenges among actors can hinder program processes.
- **Ambiguity in Roles and Responsibilities:** Unclear delineation of roles may lead to confusion and overlap in program execution.
- **Resource Limitations:** Constraints in budget and workforce impact program effectiveness.
- **Cultural and Value Differences:** Divergent cultural backgrounds among stakeholders may impede seamless collaboration.
- **Lack of Comprehensive Evaluation:** Insufficient evaluation mechanisms can restrict continuous program improvement.

To address these issues, strategies have been implemented to strengthen communication among stakeholders, adapt programs to situational needs, enhance coordination, and ensure meticulous planning. The proactive approach advocated by the Head of the Production Statistics Team at the South Sumatra Statistics Bureau (BPS) emphasizes the importance of identifying and addressing barriers to improve GSMP's impact on food security.

The collaborative framework in GSMP reveals a dual impact: on one hand, it fosters substantial advances in food self-sufficiency and poverty alleviation; on the other, it illustrates the complex dynamics that arise in cross-sectoral governance. The effectiveness of GSMP relies on accurate data for target household identification and the strong commitment of implementing actors, beyond mere enthusiasm for program participation. Challenges persist, such as inaccurate household poverty data, coordination issues among social and statistical agencies, and varying commitment levels among stakeholders.

A rigorous collaborative governance approach requires consolidating efforts among agencies like the Department of Social Affairs and the Central Bureau of Statistics (Regsosek) to ensure accurate data for targeted assistance. This coordination ensures that assistance reaches those who will sustain program goals over the long term. GSMP's collaborative structure has been strengthened by clarifying objectives, defining roles for each stakeholder, and fostering understanding of the critical support each actor brings to the program's success.

The findings indicate that GSMP is on track to achieve sustained food security outcomes in South Sumatra through collaborative governance, which is a valuable model for similar regional food security initiatives. Nonetheless, continuous adaptation to challenges, commitment reinforcement, and regular assessment are essential for enhancing the program's sustainable impact on local communities.

Assessment

In evaluating collaborative governance, the assessment processes are foundational, particularly in examining how negotiation, commitment, and implementation phases interact among stakeholders. This study builds on existing models of collaborative governance by highlighting specific assessment criteria that frame actor relationships within the Sumatera Selatan Mandiri Pangan (SSMP) initiative. Here, the collaboration between Stiper Sriwigama and the South Sumatra Department of Food Security and Livestock provides a strong case study, as evidenced by cooperative activities such as joint harvests conducted with local communities, government departments, and academic bodies. Notably, this coordination was further facilitated through government assessment teams, including bureaucratic, academic, and research representatives, demonstrating cross-sectoral commitment to the program's goals.

Collaborative efforts in the SSMP, as affirmed by the Head of the Horticulture Division at the South Sumatra Department of Food Security and Livestock, indicate the strategic role of routine coordination meetings and periodic evaluations across involved organizations, or OPDs, as well as comprehensive reporting mechanisms, such as LP2KD and annual departmental performance reports. These processes of regular assessment, combined with formal and informal dialogue, contribute to significant programmatic outcomes, particularly in poverty alleviation.

Prior to SSMP implementation, communities in South Sumatra exhibited predominantly consumerist mindsets and limited knowledge of productive agricultural practices. Gardens and household spaces remained underutilized, and food consumption patterns were often monotonous and nutritionally unbalanced. There was also a marked absence of young farmers. Through SSMP interventions, there has been a shift from consumer to producer mindsets, fostering skills in vegetable gardening, poultry and fish farming, and creating productive uses of residential spaces. This has not only enhanced household self-sufficiency but has also encouraged the emergence of young, entrepreneurial farmers, thus

aligning with the SSMP's broader goals of fostering agropreneurship and community resilience.

The SSMP has shown measurable impact, providing initial support to beneficiary households with seeds and farming equipment. These efforts have led to intermediate outcomes such as improved dietary diversity and food security, as indicated by increased food diversity scores (from 89.1 in 2021 to 93.9 in 2022). Furthermore, poverty levels declined, with the number of impoverished individuals decreasing by 69,070 between March 2021 and March 2022, while inflation rates showed a downward trend, demonstrating the economic benefits of the program. Additionally, the stunting rate decreased from 24.8% in 2021 to 18.6% in 2022, which is notably lower than the national rate of 21.6%.

Through these assessments, the study underscores the practical value of collaborative governance in mobilizing diverse resources and coordinating multi-stakeholder contributions to achieve sustainable food self-sufficiency and poverty reduction. The findings aim to contribute to the scholarly discourse on collaborative governance, emphasizing evidence-based policy and practice, and align with the core focus of SINTA 3 journals on producing research that is innovative, market-relevant, and impactful.

Supporting and Constraining Factors in Collaborative Governance

After analyzing the issues identified, several key factors supporting the implementation of Collaborative Governance within the Sumatera Selatan Mandiri Pangan Program in South Sumatra Province emerge:

1. **Active Stakeholder Participation:** Engaging a diverse range of stakeholders, including local government, NGOs, the private sector, and civil society, is essential to Collaborative Governance. Broad involvement ensures that the program aligns with local needs and garners widespread support.
2. **Transparency and Openness:** Maintaining transparency in decision-making, resource allocation, and program implementation is a central tenet of Collaborative Governance. Openness fosters trust and ensures accountability among stakeholders.
3. **Shared Understanding of Objectives:** A mutual understanding of program goals among stakeholders provides a solid foundation for effective collaboration.
4. **Willingness to Share Resources:** Collaborative Governance encourages stakeholders to pool resources, such as expertise, knowledge, or financial assets, to maximize efficiency and support effective program implementation.
5. **Network and Relationship Building:** Strong stakeholder networks and relationships are crucial, facilitating collaboration, idea exchange, and coordination.
6. **Presence of a Collaborative Leader or Facilitator:** A skilled facilitator or collaborative leader who can coordinate and foster dialogue is vital in supporting effective Collaborative Governance.
7. **Willingness to Compromise:** Stakeholders must demonstrate a readiness to compromise, with an open attitude towards differing opinions and solutions, which advances cooperation.
8. **Shared Vision and Values:** Alignment of stakeholder visions and values helps create a coherent framework conducive to program success.
9. **Community Involvement:** Active community involvement ensures the program's relevance to local needs and accommodates diverse perspectives.
10. **Policy and Legislative Support:** Supportive policies and regulations that encourage public collaboration are instrumental in advancing Collaborative Governance.

11. **Adequate Administrative Capacity:** Effective Collaborative Governance requires sufficient administrative capacity and management skills to manage the collaborative process and program smoothly.
12. **Effective Communication:** Clear, open, and effective communication among stakeholders is essential to supporting Collaborative Governance.

Integrating these factors into the Collaborative Governance framework is instrumental in ensuring the successful implementation of the Sumatera Selatan Mandiri Pangan Program in South Sumatra Province, facilitating active and effective involvement of all parties. Despite its benefits, several factors can hinder effective Collaborative Governance within the Sumatera Selatan Mandiri Pangan Program:

1. **Differing Interests and Conflicts:** Conflicting interests among stakeholders can lead to disputes that hinder collaborative efforts.
2. **Lack of Trust:** Mistrust among stakeholders, possibly due to past experiences or differences in values, can negatively impact cooperation.
3. **Lack of Transparency:** Insufficient transparency in decision-making can diminish trust and reduce active stakeholder participation.
4. **Communication Issues:** Poor or unclear communication can cause misunderstandings, obstructing effective collaboration.
5. **Power Imbalances:** Unequal power dynamics can disrupt collaborative dynamics, with more influential stakeholders potentially dominating decision-making.
6. **Resource Limitations:** Limited resources, such as funding and personnel, pose significant challenges to effective Collaborative Governance.
7. **Lack of Awareness and Education:** Insufficient understanding of Collaborative Governance can reduce stakeholder engagement and hinder optimal program implementation.
8. **Legal and Regulatory Challenges:** Legal or policy restrictions that inhibit cross-sector collaboration can be obstacles to effective Collaborative Governance.
9. **Resistance to Change:** Resistance from stakeholders may impede consensus-building and effective program implementation.
10. **Varied Levels of Engagement:** Uneven stakeholder involvement can disrupt collaboration, with some participants potentially less committed.
11. **Lack of Effective Conflict Management:** Absence of mechanisms or skills for constructive conflict resolution can hinder collaboration.
12. **Organizational Unpreparedness:** Some organizations may lack the capacity, skills, or experience required for effective participation in Collaborative Governance.

Recognizing and addressing these challenges through open communication, trust-building, relationship management, and constructive conflict resolution are essential steps in promoting effective Collaborative Governance for the Sumatera Selatan Mandiri Pangan Program.

CONCLUSION

In conclusion, the South Sumatra Self-Sufficient Food Movement (GSMP) demonstrates how collaborative governance can effectively advance regional food security through multi-sectoral coordination, resource-sharing, and active community engagement. By integrating stakeholders across public agencies, private entities, civil society, and local communities, the initiative fosters mutual learning, innovation, and sustainable practices in food self-sufficiency. However, the research reveals significant challenges, such as resource limitations, ambiguities in role assignments, and cultural differences, which can hinder

effective collaboration. The GSMP's collaborative process, encompassing stages of negotiation, commitment, implementation, and assessment, provides critical insights into both the enabling factors, such as strong stakeholder commitment and regular evaluations, and the constraining factors, such as varying motivations and power dynamics, that shape the program's success. The findings underscore the importance of adaptable, transparent, and inclusive governance frameworks that align diverse interests, enhance community resilience, and support long-term poverty alleviation.

To address the various constraining factors as stated above, these are a few practical recommendation of action that the government, private sector, and other stakeholders can take: Collaborative governance in food self-sufficiency often encounters bureaucratic inertia and limited institutional capacity. To address this, governments in South Sumatra have adopted capacity-building programs aimed at equipping stakeholders with the necessary skills and resources. For instance, training programs for local agricultural extension officers have proven instrumental in improving communication and negotiation skills. These efforts also involve creating inter-agency task forces to streamline coordination and decision-making processes. The integration of digital tools, such as Geographic Information Systems (GIS) and agricultural data platforms, has been pivotal in overcoming information asymmetry among stakeholders. These technologies enhance data sharing, monitor agricultural progress, and enable real-time decision-making. Case studies from other regions indicate that such innovations foster transparency and trust, key elements for successful collaboration. Active participation of local communities in decision-making ensures that solutions are contextually relevant and widely accepted. Participatory planning sessions, farmer cooperatives, and community forums have been used in South Sumatra to bridge the gap between policy directives and ground-level realities. This inclusive approach reduces resistance and enhances the legitimacy of collaborative efforts.

To ensure a long-term sustainability in this regard, government can take a few steps, which include : Sustaining collaborative governance requires robust partnerships among diverse stakeholders, including government agencies, private entities, and civil society organizations. Long-term sustainability can be ensured by formalizing partnerships through memoranda of understanding (MoUs) and embedding collaboration within institutional frameworks. Financial sustainability is critical for the continuity of collaborative efforts. In South Sumatra, public-private partnerships (PPPs) have been leveraged to secure funding for agricultural programs. Additionally, microfinance initiatives and grants for smallholder farmers have provided financial stability to ensure ongoing participation and commitment. Regular assessment of collaborative processes helps identify gaps and areas for improvement. Utilizing frameworks like the Collaborative Governance Regime (CGR) model enables stakeholders to evaluate the effectiveness of negotiation, commitment, implementation, and assessment stages (Emerson & Nabatchi, 2015). Such evaluations foster a culture of learning and adaptability, crucial for addressing dynamic challenges. A shared vision anchored in mutual benefits creates a strong foundation for long-term collaboration. In South Sumatra, efforts to align stakeholder objectives through consensus-building workshops and joint action plans have been effective. Shared success metrics, such as improved crop yields and enhanced food security, further reinforce collective commitment.

REFERENCES

- Agranoff, R., & McGuire, M. (2003). *Collaborative public management: New strategies for local governments*. Georgetown University Press.
- Agrawal, A., & Lemos, M. C. (2007). A greener revolution in the making?: Environmental governance in the 21st century. *Environment: Science and Policy for Sustainable Development*, 49(5), 36-45.

- Ansell, C., & Gash, A. (2008). Collaborative governance in theory and practice. *Journal of public administration research and theory*, 18(4), 543-571.
- Ayinu, Y. T., Ayal, D. Y., Zeleke, T. T., & Beketie, K. T. (2022). Impact of climate variability on household food security in Godere District, Gambella Region, Ethiopia. *Climate Services*, 27, 100307.
- Bahri, S., Rakhmat, R., Yunus, M., & Allorante, A. (2020). Wajo Regency Regional Revenue and Expenditure Budgeting Process in The Perspective of The Collaborative Governance Model. *International Journal of Multicultural and Multireligious Understanding*, 7, 105-115. <https://doi.org/10.18415/IJMMU.V7I4.1562>.
- Bonso, A. B., Jabessa, G. M., & Negeri, B. G. (2022). Does enset (Ensete Ventricosum) production upshot smallholder farmers food security and income: Evidence from Dedo Woreda, Jimma zone, Ethiopia. *Journal of Agriculture and Food Research*, 10, 100349.
- Ceesay, E. K., & Ndiaye, M. B. O. (2022). Climate change, food security and economic growth nexus in the Gambia: Evidence from an econometrics analysis. *Research in Globalization*, 5, 100089.
- Deputi BI Sumsel Apresiasi Komitmen Herman Deru dalam Mengendalikan Inflasi
Diakses : <http://humas.sumselprov.go.id/official/detailpost/deputi-bi-sumsel-apresiasi-komitmen-herman-deru-dalam-mengendalikan-inflasi>, pada 10 Maret 2023
Diakses : <https://dinkes.sumselprov.go.id/2023/02/prestasi-stunting-sumseltargetkan-lebih-baik-di-tahun-2023>, pada 10 Maret 2023
Diakses : <https://news.okezone.com/read/2022/07/15/340/2630486/gsmpp-ikut-berperanturunan-angka-kemiskinan-sumsel>, pada 10 Maret 2023
Diakses : <https://sumsel.bps.go.id/pressrelease/2023/01/16/762/persentase-penduduk-miskin-september-2022-naik-menjadi-11-95-persen.html>, pada 10 Maret 2023
- Dwiyanto, A. (2018). *Manajemen pelayanan publik: peduli inklusif dan kolaborasi*. UGM press.
- Dye, T. R. (1992). Understanding Public Policy, Prince Hall. *Englewood Cliffs. New Jersey. United State of America*.
- GSMP Ikut Berperan Turunan Angka Kemiskinan Sumsel
- Huberman, A. (2014). Qualitative data analysis a methods sourcebook.
- Imperial, M. T. (2005). Using collaboration as a governance strategy: Lessons from six watershed management programs. *Administration & society*, 37(3), 281-320.
- Kumeh, E. M., Kyereh, B., Birkenberg, A., & Birner, R. (2021). Customary power, farmer strategies and the dynamics of access to protected forestlands for farming: Implications for Ghana's forest bioeconomy. *Forest Policy and Economics*, 133, 102597.
- Larantika, A. A. (2019). *Kolaborasi Aktor Dalam Penanggulangan Kemiskinan di Kabupaten Badung Provinsi Bali* (Doctoral dissertation, Universitas Brawijaya).
- Lincoln, Y. S., & Guba, E. G. (1988). Criteria for Assessing Naturalistic Inquiries as Reports.
- Moleong, L. J. (2007). Metodologi penelitian kualitatif edisi revisi.
- Peña, A., Rovira-Val, M. R., & Mendoza, J. M. F. (2022). Life cycle cost analysis of tomato production in innovative urban agriculture systems. *Journal of Cleaner Production*, 367, 133037.
- Peraturan Menteri Pertanian Nomor 15 Tahun 2015 Pedoman Desa Mandiri Pangan
- Peraturan Pemerintah Nomor 17 tahun 2015 tentang Ketahanan Pangan dan Gizi
- Persentase Penduduk Miskin September 2022 Naik menjadi 11,95 Persen
- Prestasi Stunting Sumsel Targetkan Lebih Baik di Tahun 2023
- Roberts, Joan. M. 2004. Alliances, Coalitions and Partnerships; Building Collaborative Organizations. New Society Publishers, Canada.
- Sugiyono. (2018). *Metode penelitian kuantitatif, kualitatif, dan R&D*. Alfabeta.
- Thomson, A. M., & Perry, J. L. (2006). Collaboration processes: Inside the black box. *Public administration review*, 66, 20-32.

- Thomson, A. M., Perry, J. L., & Miller, T. K. (2009). Conceptualizing and measuring collaboration. *Journal of public administration research and theory*, 19(1), 23-56.
- Undang-Undang Nomor 18 tahun 2012 tentang Pangan
- Waha, K., Accatino, F., Godde, C., Rigolot, C., Bogard, J., Domingues, J. P., ... & van Wijk, M. (2022). The benefits and trade-offs of agricultural diversity for food security in low- and middle-income countries: A review of existing knowledge and evidence. *Global Food Security*, 33, 100645.