



DOI: <https://doi.org/10.38035/dijemss.v7i3>  
<https://creativecommons.org/licenses/by/4.0/>

## Collaborative Governance Regimes In The One Data Indonesia Forum of South Kalimantan Province

Muhamad Yose Rizal<sup>1</sup>, Budi Kristanto<sup>2</sup>

<sup>1</sup>Lambung Mangkurat University, South Kalimantan, Indonesia, [yoserzal22@gmail.com](mailto:yoserzal22@gmail.com)

<sup>2</sup>Lambung Mangkurat University, South Kalimantan, Indonesia, [budikristanto.fisip@ulm.ac.id](mailto:budikristanto.fisip@ulm.ac.id)

Corresponding Author: [yoserzal22@gmail.com](mailto:yoserzal22@gmail.com)<sup>1</sup>

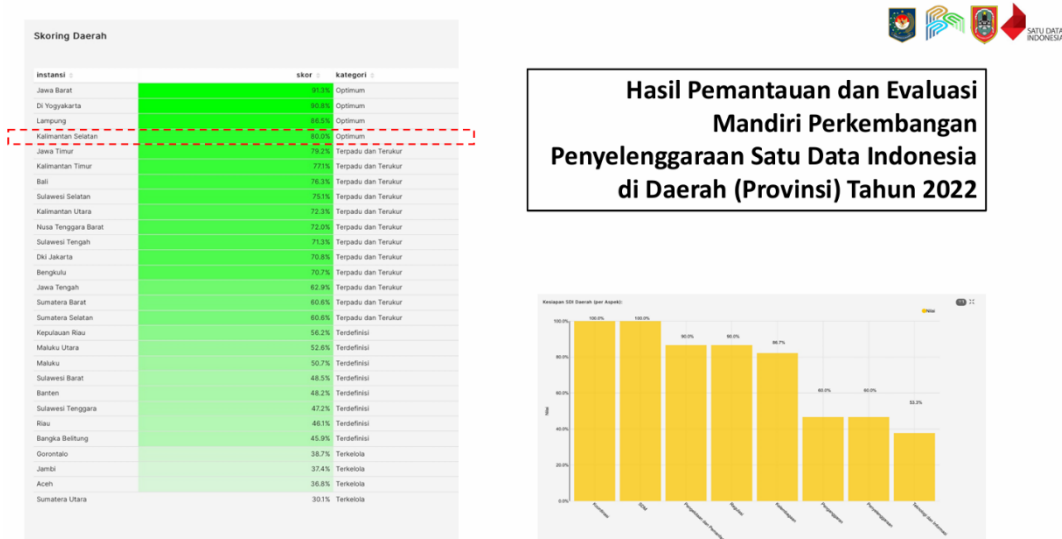
**Abstract:** This study analyzes the implementation of collaborative governance in the operation of the One Data Indonesia (SDI) Forum of South Kalimantan Province using the Collaborative Governance Regime (CGR) approach. Employing a qualitative case study through interviews, documentation, and policy analysis, the study finds that collaboration within the SDI Forum is supported by an adaptive institutional structure, regulatory backing through Presidential Regulations, Governor Regulations, and Circular Letters, as well as facilitative leadership among stakeholders. The South Kalimantan SDI Forum has demonstrated positive achievements, including national recognition as 4th place in the 2022 provincial SDI evaluation and strengthening data governance through monthly and quarterly reporting. Interviews were conducted with five SDI administrators during July–October 2025. However, collaboration still faces challenges such as data system fragmentation, rotation of structural positions, and dependence on specific individuals. Based on CGR analysis, the Forum has fulfilled the principles of principled engagement, shared motivation, and capacity for joint action, but it is not yet fully institutionalized. The Forum is in a transitional phase from individually driven collaboration toward sustainable, system-based collaboration. This study contributes to refining the CGR model in the context of provincial government data governance in Indonesia.

**Keywords:** One Data Indonesia, Collaborative Governance, Collaborative Governance Regimes, South Kalimantan.

### INTRODUCTION

One Data Indonesia (SDI) is a national policy aimed at realising data governance that is accurate, up-to-date, integrated, and accountable. This policy is formalised through Presidential Regulation No. 39 of 2019 on One Data Indonesia, which is subsequently translated to the regional level through the governor's regulations. For local governments, SDI serves as a crucial instrument in development planning, as data quality directly affects the accuracy of public policy formulation.

Figure 1. Evaluation Result of One Data Indonesia Development in Province level on 2022



South Kalimantan is one of the provinces that has followed up on this policy through Governor Regulation No. 088 of 2023 on One Data. SDI South Kalimantan achieved 4th place in the results of the self-monitoring and evaluation of the implementation of One Data Indonesia at the provincial level in 2022, after West Java, the Special Region of Yogyakarta, and Lampung. It also received recognition from the Ministry of Home Affairs in 2024 for its success in managing sectoral statistical data through the E-Walidata SIPD platform.

These achievements confirm that the South Kalimantan SDI Forum has a positive track record. Another novelty emerging from this regional policy is the strengthening of institutional arrangements through a Governor’s Circular Letter supporting statistical activities. Nevertheless, challenges remain, particularly related to limited funding following the shift from the national budget (APBN) to the regional budget (APBD), shortages of statistical human resources, and the quality of data produced by data producers that has not yet fully met SDI standards.

Figure 2. Appreciation Certificate from Ministry of Home Affair in 2024



In a broader context, the application of collaborative governance has proven relevant across various policy sectors. Danastry and Kurniawan (2021) highlight the implementation of collaborative governance in the penetration of fixed broadband networks in Yogyakarta, while Nugroho et al. (2025) demonstrate inter-actor collaboration in mitigating coastal abrasion in Bengkalis Regency. Both studies emphasize that cross-actor collaboration is essential for addressing the complexity of public problems.

Previous studies on data governance have largely been dominated by technical aspects. Thompson, Ravindran, and Nicosia (2015) point out weaknesses in data auditing in the public sector, Redman (2016) emphasizes the root causes of poor data quality, while studies in Indonesia tend to focus more on metadata standardization, the use of data portals, and technical coordination among government agencies (e.g., Katharina et al., 2021; Lestari & Aryani, 2023). Research examining the collaborative governance aspects of SDI remains limited, with most studies addressing only institutional coordination or the technical roles of statistical agencies.

It is this gap that the present study seeks to address by examining the South Kalimantan SDI Forum through the perspective of Collaborative Governance (Ansell & Gash, 2008), enriched by the Collaborative Governance Regimes framework (Emerson & Nabatchi, 2012) to sharpen the understanding of interaction dynamics, shared motivation, and collective capacity within the forum.

Table 1. Prevoius Research

Researcher (Year)	Research Focus	Key Findings	Gap and Limitations
Thompson, N., Ravindran, R., & Nicosia, S. (2015)	Public Sector Data Auditing	MIt shows that the mere existence of government data does not necessarily indicate good data governance; audit weaknesses are common.	The study does not address collaborative governance, focusing solely on technical auditing aspects.
Redman, T. C. (2016)	Organizational Data Quality	Akar masalah data buruk berasal dari budaya organisasi dan lemahnya proses pengelolaan data	Tidak fokus pada kolaborasi antar lembaga pemerintah
Katharina, R., Nurdin, N., & Irawan, A. (2021)	One Data Indonesia in Bekasi and Tangerang	The root causes of poor data quality stem from organizational culture and weak data management processes.	The study does not focus on collaboration among government institutions.
Lestari, D., & Aryani, F. (2023)	One Data Indonesia Implementations in Bangka Belitung Province	It identifies coordination constraints among regional government agencies (OPD) in the use of data portals.	FThe focus remains on technical coordination rather than on collaborative dynamics.
Azizah, Y., & Permana, I. (2023)	Coordination of SDI in Padang City	Coordination among regional government agencies is important but constrained by human resource and budget limitations	Fhe focus remains technical and descriptive, with minimal analysis grounded in governance theory.
Zannuba, L. A., Sahat-Satyawan, D., & Wijaya, S. S. (2024)	SDI Implementations in Banyumas Regency	SDI has begun to be implemented, but technical constraints, limited understanding among regional government agencies, and policy sustainability issues persist.	The study has not yet examined the dynamics of collaborative governance in depth.
This Research	SDI Forum In The South Kalimantan Province	It analyzes collaborative governance practices sharpened through the Collaborative Governance Regimes (CGR) approach.	The study fills an existing gap, as previous research has been more technical and descriptive, by emphasizing the collaborative governance and CGR dimensions in provincial data governance.

The research questions of this study are: (1) How is collaborative governance implemented in the South Kalimantan SDI Forum? (2) What factors influence the implementation of collaborative governance within the forum? (3) What are the implications of collaborative governance for local government data governance?

The objectives of this study are: (1) To analyze the practice of Collaborative Governance in the South Kalimantan SDI Forum; (2) To analyze the factors that influence the implementation of collaborative governance; and (3) To analyze the implications of collaborative governance for local government data governance.

Unlike previous studies that focus solely on metadata standardization or technical coordination, this study explores the dynamics of collaborative governance within the SDI Forum through the Collaborative Governance Regimes framework.

## Literature Review

### Collaborative governance

Collaborative governance is a form of governance in which one or more government agencies engage non-government stakeholders in a formal, consensus-oriented collective decision-making process aimed at implementing public policy or managing public programs and assets. Collaborative governance consists of five dimensions: starting conditions, institutional design, facilitative leadership, collaborative process, and outcomes (Ansell & Gash, 2008).

The SDI Forum represents a form of collaborative governance that can produce policies that are more effective, efficient, and flexible (Sousa & Klyza, 2007). The implementation of collaborative governance within the One Data Indonesia Forum of South Kalimantan demonstrates that this concept is relevant not only in Western countries but can also be adapted to Indonesia's local context and wisdom. Facilitative leadership, institutional design, and starting conditions are key elements influencing the effectiveness of collaboration (Bianchi et al., 2021; Lahat & Sher-Hadar, 2019).

This model emerged in response to the complexity of public policy problems that can no longer be addressed through hierarchical or sectoral approaches. In government data governance, collaborative governance becomes particularly relevant due to the need for synchronization, interoperability, and trust among agencies. Collaboration occurs not only at a single level of government but also across local, regional, and national scales. This is crucial because the South Kalimantan SDI Forum is required to align its data with national standards. The obstacles that often arise are related to cross-level coordination, limited regional resources, and inter-agency conflicts of interest (Ansell & Torfing, 2018).

The effectiveness of collaborative governance can be assessed from three interrelated perspectives: the values it promotes, the types of decision situations it addresses, and the context in which it operates (Lahat & Sher-Hadar, 2019). Emerson and Nabatchi (2012) extend this approach through the concept of the Collaborative Governance Regime (CGR), which encompasses three core elements: principled engagement, referring to inclusive, value-based dialogue processes; shared motivation, encompassing trust, commitment, and a sense of shared ownership of common goals; and capacity for joint action, referring to the resources, competencies, and structures that enable collaboration to function effectively.

Innes and Booher emphasize the theory of collaborative rationality, which refers to processes that are inclusive, engaging all affected actors, dialogic, by encouraging open exchanges of ideas, and consensual, aiming toward decisions that are jointly accepted (Innes & Booher, 2010). Collaborative governance is increasingly viewed as an effective response to wicked problems, yet its implementation requires strategic learning processes, shared understanding among participants, and sustained commitment to produce robust and enduring policies (Bianchi et al., 2021). The importance of trust building as a foundation for

collaboration, as well as legitimacy, or the need for both formal and informal recognition of collaborative forums, is also emphasized (Bryson et al., 2006).

In the Handbook on Theories of Governance (Ansell & Torfing, 2022), collaborative governance is explained more comprehensively as a governance approach that emphasizes trust, legitimacy, accountability, and transparency. These four aspects are key to the success of collaborative forums, including the South Kalimantan SDI Forum, which requires trust among regional government agencies and Statistics Indonesia (BPS) to safeguard data confidentiality, regulatory legitimacy through presidential and governor regulations, accountability of data producers, and transparency in data sharing. To analyze the dynamics of cooperation among institutions with differing authorities, interests, and resources, Ansell and Gash (2008) formulate five main dimensions of collaborative governance:

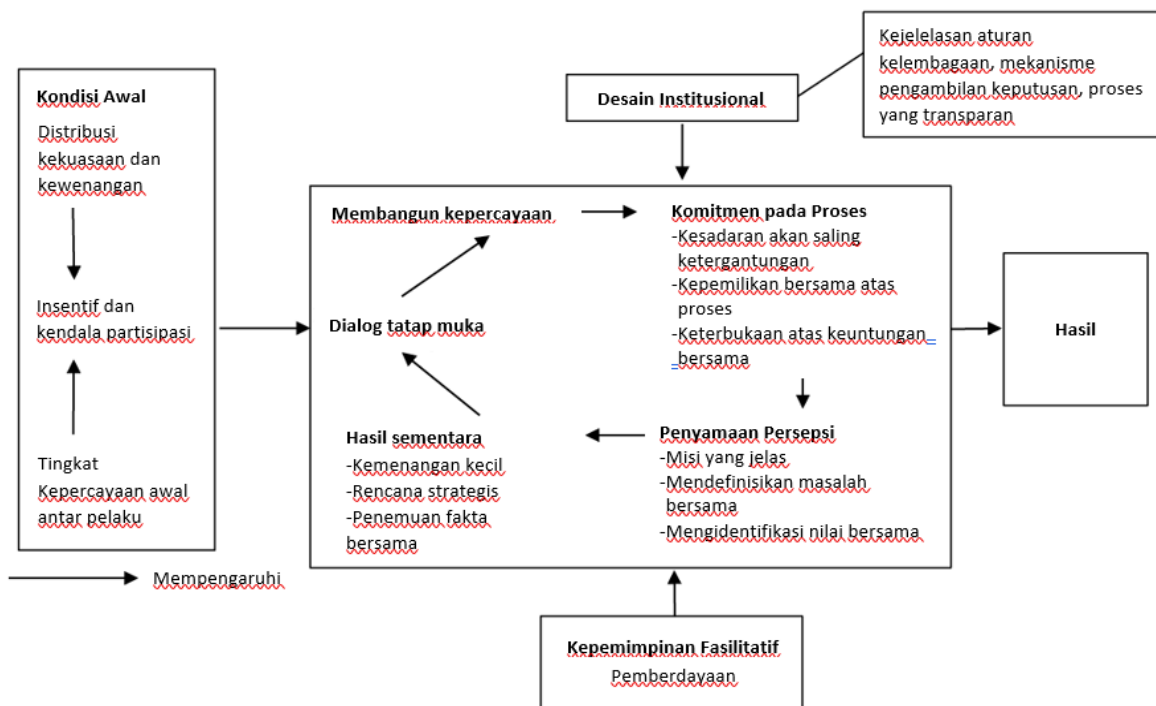
1. **Starting Conditions**
  - a. Initial levels of trust among actors
  - b. Historical relationships among stakeholders
  - c. Distribution of power and authority
2. **Institutional Design**
  - a. Clarity of institutional rules
  - b. Decision-making mechanisms
  - c. Transparent processes
3. **Facilitative Leadership**
  - a. The role of forum leaders in addressing shortcomings
  - b. Ability to balance competing interests among actors
  - c. Capacity to encourage participation
4. **Collaborative Process**
  - a. Face-to-face dialogue among actors to build trust
  - b. Shared commitment to achieving common goals
  - c. Achievement of consensus
5. **Outcomes**
  - a. Tangible results of collaboration
  - b. Availability of accurate, integrated, and up-to-date data
  - c. Impact on the effectiveness of data governance

In the context of the South Kalimantan SDI Forum, issues of collaborative governance are highly prominent because the forum brings together not only internal provincial government agencies but also vertical institutions such as Statistics Indonesia (BPS) of South Kalimantan, as well as the private sector through business associations operating within South Kalimantan Province.

Emerson and Nabatchi (2012) extend this approach through the concept of the Collaborative Governance Regime (CGR), which comprises three core elements: principled engagement, referring to inclusive, value-based dialogue processes; shared motivation, encompassing trust, commitment, and a sense of shared ownership of common goals; and capacity for joint action, referring to the resources, competencies, and structures that enable collaboration to function effectively.

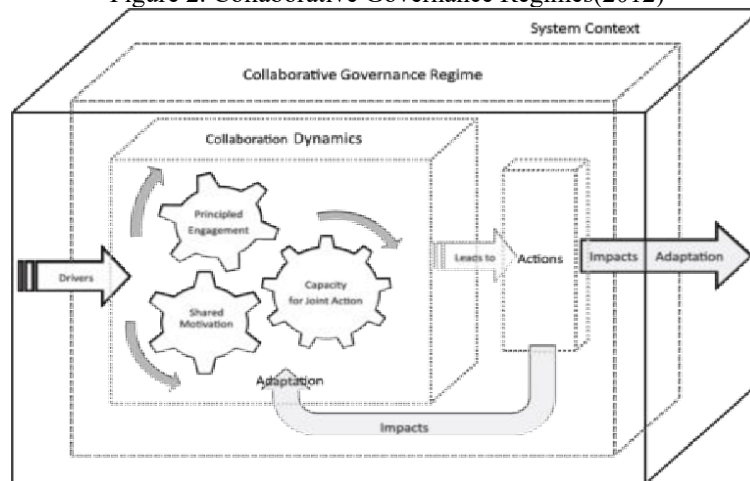
The synthesis of these two models provides a more comprehensive analytical foundation. The model of Ansell and Gash (2008) is relevant for mapping the structure and stages of collaboration, while the model of Emerson and Nabatchi (2012) sharpens the analysis by focusing on the dimensions of inter-actor interaction, shared motivation, and collective capacity in driving collaborative success. The South Kalimantan SDI Forum is examined not only in terms of its institutional design but also in terms of how interaction dynamics among stakeholders unfold in practice, including the enabling factors, challenges, and outcomes of the collaborative process.

Figure 3 Collaborative Governance Model. 2008



Accordingly, this study does not rely solely on the collaborative governance analytical lens to assess the forum’s structure, but also employs the CGR framework to examine how patterns of interaction, shared motivation, and collective capacity for action are built within the South Kalimantan SDI Forum.

Figure 2. Collaborative Governance Regimes(2012)



The Collaborative Governance approach proposed by Ansell and Gash (2008) maps the structure and early dynamics of collaboration but tends to be linear and does not deeply examine the ongoing interactions that occur over time. As an extension, Emerson and Nabatchi (2012) view collaboration not merely as a policy process but as a governance regime consisting of sustained systems of norms, interactions, and capacities. Together, these two approaches produce a complementary analytical framework that enables a more holistic analysis of the South Kalimantan SDI Forum, assessing not only how the forum is institutionally formed and managed, but also how stakeholder relationships, shared commitments, and capacities for action are built in collaborative practice.

## METHOD

This study employs a descriptive qualitative approach with a case study strategy (Yin, R. K., 2018), focusing on the South Kalimantan SDI Forum to systematically describe the facts and characteristics of the research object (Creswell, 2018). The research was conducted in South Kalimantan Province during the period July to October 2025, with the SDI Forum as the main focus as a coordination platform for local government data governance. Informants were selected using purposive sampling, namely the selection of informants based on specific considerations in accordance with the research needs (Sugiyono, 2019). The informants included parties directly involved in the SDI Forum, namely Bappeda, BPS, and the Department of Communication and Informatics, as well as supporting actors who were not directly involved but played an important role, namely the bureau responsible for statistics within the Regional Secretariat. The number of informants was determined until the data reached saturation, with an initial estimate of five informants. Data collection techniques included in-depth interviews, documentation, and participatory observation. Data were analyzed through the stages of data reduction, data presentation, and conclusion drawing (Miles, Huberman, and Saldana, 2014). Data validity was ensured through triangulation of interview data from Bappeda, BPS, and the Department of Communication and Informatics, as well as regulatory documents in the form of Presidential Regulations, Governor Regulations, and Circular Letters.

## RESULTS AND DISCUSSION

### **Organizational Structure and Working Procedures of the South Kalimantan Provincial Secretariat**

The Provincial Secretariat of South Kalimantan has undergone a series of changes in organizational nomenclature. Most recently, these changes are based on the Regulation of the Minister of Home Affairs No. 56 of 2019 on the Nomenclature of Regional Secretariats. This regulation was further elaborated by the Government of South Kalimantan Province through Governor Regulation No. 20 of 2023 on the Duties, Functions, and Job Descriptions of the Regional Secretariat. These regulations establish the organizational structure of the Subdivision of Public Welfare for Non-Basic Services III within the Non-Basic Services Division under the Bureau of Public Welfare of the Provincial Secretariat of South Kalimantan. This subdivision is responsible for the areas of communication, informatics, statistics, encryption, and transportation.

Not all provinces have this organizational structure, as it requires meeting the criteria of a Type “A” Regional Secretariat. Several provincial governments that have adopted this structure include West Java, Jambi, Central Kalimantan, and West Nusa Tenggara. Even provinces such as DKI Jakarta, East Java, and Bali have not yet adopted this structure, either due to their special autonomy status or because their typology does not meet the required criteria. Institutionally, South Kalimantan has an advantage in its organizational structure, as it explicitly places statistical affairs within the scope of the Regional Secretariat. This arrangement strengthens institutional linkages in the implementation of the One Data Indonesia Forum of South Kalimantan Province.

Accordingly, from an institutional perspective, South Kalimantan has a strong foundation in terms of starting conditions and institutional design through a superior formal structure. However, from the perspective of collaborative governance, further strengthening of institutional capacity is still required, particularly in line with the dimension of shared capacity as explained in the Collaborative Governance Regime. Within the Collaborative Governance framework, this Regional Secretariat structure functions as an institutional design that shapes the mechanisms of collaboration among stakeholders. This arrangement enables the formation of clear coordination channels among data governance stakeholders, yet its effectiveness remains dependent on the actors’ ability to build shared motivation and inclusive communication mechanisms.

## **Institutional Strengthening through the Governor's Circular Letter**

The background to the issuance of the Governor's Circular Letter on support for statistical activities originated from the South Kalimantan One Data Indonesia Forum, which involves the Regional Secretariat through the subdivision responsible for statistical affairs. Based on an interview with a Senior Expert Computer Analyst at Statistics Indonesia of South Kalimantan Province, the circular letter has become an important instrument in increasing the compliance of regional government agencies in data sharing. As stated by the informant, "After the issuance of this circular letter, regional government agencies became more open in submitting data to the data custodian. Previously, there was still resistance."

Based on the statement above, the circular letter strengthens both the formal and moral legitimacy of the SDI Forum, thereby providing a stronger legal basis for cross-agency coordination. This represents a form of institutional design that regulates patterns of interaction among actors and reinforces the forum's capacity as a collaborative arena.

Within the Collaborative Governance Regime (CGR) framework, this represents an instrument that builds stakeholders' shared capacity to act in a coordinated manner through legal and procedural legitimacy. It also intersects with shared motivation by affirming that collaboration constitutes an institutional mandate. Overall, the findings indicate the presence of a significant strengthening factor in the institutional framework of the South Kalimantan SDI Forum. This serves as regulatory leverage that supports the formation of a collaborative governance regime, although its effectiveness still depends on synergy among facilitative leadership, principled engagement, and institutional capacity for sustained collective action, as articulated in CGR theory.

Compared to South Kalimantan, West Java implements data forums that involve regency and municipal organizers, resulting in a Joint Commitment for the Implementation of One Data Indonesia at the Provincial Level of West Java. This commitment was signed by 27 regional SDI coordinators (Bappeda or Bappelitbangda), 27 regional data custodians (Diskominfo), and 27 regional data supervisors (BPS). Thus, it can be observed that the institutional efforts undertaken by the two provinces have produced different policy instruments: West Java with its Joint Commitment, and South Kalimantan with its Governor's Circular Letter.

## **The Emergence of Other Data Programs**

One of the identified dynamics is that in 2023 the Ministry of Home Affairs launched another data program, namely E-Walidata SIPD. This development fragmented the focus of local governments, resulting in divided attention in data governance. Local governments, which are institutionally under the Ministry of Home Affairs, are required to prioritize resolving issues related to E-Walidata SIPD because it has a direct impact on the performance evaluation of local governments. In contrast, One Data Indonesia, which is under Bappenas, does not have direct consequences for local governments.

This situation contributed to delays in the progress of implementing One Data Indonesia to optimize data governance. In 2025, according to an informant who is a Senior Expert Computer Analyst at Statistics Indonesia of South Kalimantan Province, stated during an interview on Saturday, 4 October 2025 in Banjarbaru, "One Data Indonesia is running well in 2025, with the successful implementation of data capacity building for regional government agencies and coordination meetings to support statistical activities." This statement reflects optimism that One Data Indonesia in South Kalimantan Province will operate effectively.

In response to this issue, the Government of South Kalimantan Province, through the Department of Communication and Informatics, developed a Data Ecosystem Portal. The purpose of this portal is to integrate One Data Indonesia and E-Walidata SIPD so that they can be easily accessed and to avoid fragmentation between the two systems.

Within the scope of collaborative governance, this situation indicates a weakness in the aspect of principled engagement, particularly in substantive interactions among stakeholders to

align perceptions and shared objectives. Ideally, the SDI Forum should function as a deliberative arena where various regional data systems are synchronized and directed toward a single, shared policy framework.

From the perspective of the Collaborative Governance Regime, the emergence of other data programs indicates that shared motivation at the central level has not yet been fully established. Several regional government agencies still view data management as an internal technical domain rather than as a shared responsibility. As a result, each stakeholder tends to strengthen its own system without integration across systems.

The Government of South Kalimantan has sought to pursue integration through the Data Ecosystem Portal developed by the Department of Communication and Informatics. This effort aims to bridge various sectoral data sources with the SDI system so that all data are centralized within a single portal. Statistics Indonesia stated that this step is “positive for unifying various data sources, provided it is accompanied by standardized metadata and consistent cross-agency coordination.”

Reflecting on the implementation of SDI in West Java Province, it has also faced relatively similar challenges, namely the proliferation of government applications that are inactive or not regularly updated, resulting in services that do not meet user needs, high application maintenance costs, and a lack of sustainability. These issues are the same as those faced by South Kalimantan Province. The West Java Provincial Government has adopted a relatively similar solution through the development of the West Java Data Ecosystem.

Thus, the emergence of various other data programs reflects a transitional phase toward more mature collaboration. The South Kalimantan SDI Forum remains at a stage where collaborative awareness is beginning to form but has not yet fully bound all stakeholders into a stable collaborative regime. The key challenge ahead is to position the SDI Forum as a center of strategic coordination rather than merely an administrative forum, so that all regional data systems can operate under the principle of a unified information ecosystem.

### **Rotation of Structural Officials**

The implementation of promotions and rotations of structural positions also affects the implementation of One Data Indonesia. Officials who initially made commitments are transferred to new positions, resulting in newly appointed officials not yet being coordinated within the initial commitment to strengthen One Data Indonesia.

As the coordinator of One Data Indonesia, Bappeda has experienced vacancies in positions responsible for the implementation of One Data Indonesia, which has hindered the operation of data governance. The vacant positions have resulted in a vacuum of coordination and the absence of a clear strategic policy direction. Consequently, the implementation of One Data Indonesia in South Kalimantan has been delegated to functional officials who have limited influence within Bappeda.

The rotation of structural officials has become a significant challenge in maintaining the continuity of commitment within the South Kalimantan One Data Indonesia Forum. Based on interviews with Statistics Indonesia of South Kalimantan Province, each time an official transition occurs, forum coordination typically slows down because newly appointed officials require time to understand the scope of the SDI Forum, inter-agency relationships, and data management mechanisms.

Within the framework of collaborative governance theory, this phenomenon illustrates weak commitment, as collaboration has not yet been systemically institutionalized and still relies on personal leadership. The absence of institutional transition mechanisms leads to a decline in trust among stakeholders and the discontinuation of several collaborative initiatives when official rotations occur.

Dependence on particular officials to maintain the continuity of the forum indicates that the collaborative regime that has formed is still at an early stage, or an incipient regime, in

which formal structures and collective capacity are not yet strong enough to sustain collaboration. This issue highlights the need for institutional strategies to preserve institutional knowledge, for example, through the issuance of a Governor's Decree on the Organizers of One Data Indonesia. In this way, even when official rotations occur, collaborative mechanisms can continue to operate on an institutional basis.

### **Dependence on Specific Individuals**

The implementation of One Data Indonesia in South Kalimantan, in accordance with the Governor's Regulation, includes additional implementers known as supporting data custodians. Supporting data custodians are staff within planning units who are responsible for data planning, data production, and data dissemination. In practice, these roles are generally assigned to civil servants who do not have formal expertise in statistics, thereby requiring additional and intensive capacity building for supporting data custodians. Ideally, these positions should be filled by statisticians; however, limitations in human resources have prevented this ideal arrangement from being fully realized.

In 2023, West Java Province introduced the branding of *Jawara Data*, which functions in a relatively similar manner to the supporting data custodians in South Kalimantan Province. *Jawara Data* is responsible for proposing recommendations for statistical activities to Statistics Indonesia, compiling metadata, collecting data in accordance with data standards, and submitting data along with metadata to the data custodian. West Java has also implemented supporting activities such as competency development for *Jawara Data* through education and training programs to meet skill requirements in data collection, data cleaning, data processing, data analysis, and data visualization. Similar capacity-building initiatives for supporting data custodians were only initiated by the South Kalimantan Provincial Government in 2025. These initiatives were provided to 10 regional government agencies, with an 80 percent success rate, as indicated by the operation of 8 agencies in data planning, data presentation, and data dissemination.

Based on interview results, there is a dependence on certain individuals within the bureaucracy, particularly at the strategic and operational levels in regional government agencies. This condition creates vulnerability, as the forum becomes passive and collaborative agendas slow down whenever these key individuals are reassigned or inactive. This phenomenon highlights a reliance on individuals rather than on institutional systems.

From the perspective of collaborative governance, this condition indicates that the collaborative process has not yet been fully institutionalized. Collaboration still relies on individualized facilitative leadership rather than on institutional mechanisms that can ensure the continuity of collaborative processes automatically. From the CGR perspective, the sustainability of a collaborative regime can only be achieved when the capacity for joint action is institutionalized, that is, when collective capacity, working norms, and decision-making mechanisms no longer depend on specific individuals.

Dependence on individuals highlights a gap between shared commitment and institutional capacity. On one hand, the collaborative spirit is strong among certain stakeholders. On the other hand, not all institutions have the same awareness and commitment to maintaining the continuity of the forum. As a result, when key individuals are reassigned, collaboration automatically declines.

To achieve a mature collaborative regime, the South Kalimantan SDI Forum needs to shift from personal leadership to distributed leadership. This can be achieved through clear role allocation among stakeholders, capacity building for implementers, and institutional reporting and monitoring systems that are procedure-based rather than personal.

Thus, dependence on a single individual is not merely an issue of personnel, but reflects the lack of established shared capacity and sustainable institutional structures. Referring to CGR theory, strengthening shared capacity and institutionalizing work mechanisms are

essential prerequisites for the SDI Forum in South Kalimantan to progress from the initiating collaboration phase toward sustaining collaboration.

### **Synthesis**

Based on the findings above, the implementation of the South Kalimantan SDI Forum demonstrates a complex collaborative dynamic among institutional strength, leadership, and stakeholder engagement. Empirical findings from interviews and documentation indicate that the SDI policy implementation in South Kalimantan reflects the principles of Collaborative Governance, yet still faces challenges in the sustainability and institutionalization of collaboration.

First, the organizational structure of the regional secretariat provides a strong institutional foundation for cross-sector coordination, as it includes a subunit explicitly handling statistical matters. This structure creates an institutional advantage not found in many other provinces, formally fulfilling the elements of institutional design.

Second, Circular Letters play a crucial role in strengthening the legitimacy and direction of collaborative data policies. These regulations extend principled engagement by providing a legal basis for interaction and deliberation among regional agencies. Within the collaborative governance regime framework, these regulations serve as mechanisms that reinforce shared motivation and collective capacity. However, interview results indicate that their effectiveness is not yet optimal due to limitations in statistical human resources and weak supervision of implementation at the agency level.

Third, the emergence of various data programs outside the SDI framework highlights challenges in cross-system coordination. This phenomenon illustrates that shared motivation at the central level remains weak, leading to a fragmented focus among local governments in data management. Nevertheless, the initiative by the Communication and Information Agency (Diskominfo) to develop a Data Ecosystem Portal represents an initial step toward strengthening collective capacity.

Fourth, the rotation of structural positions in Bappeda and Diskominfo results in a loss of policy continuity. From a collaborative governance perspective, this hinders the process of building trust and commitment to established processes, as collaborative relationships must be rebuilt with each rotation. CGR views this as weak institutional memory, which directly impacts the stability of shared motivation.

Fifth, collaboration within the SDI Forum still shows dependence on certain individuals as key drivers or data implementers within agencies. This dependence indicates that collaboration has not yet been systemically institutionalized, relying instead on strong individual leadership and limited human resources. This presents a vulnerability for the forum's sustainability if not accompanied by collective and procedural institutional strengthening.

From these issues, it can be concluded that the South Kalimantan SDI Forum is at a transitional stage toward a mature Collaborative Governance Regime. All CGR theoretical dimensions have been formed, but have not yet reached a level of stability that allows collaboration to operate independently without reliance on individuals. The SDI Forum has shifted from a compliance-based model of collaboration toward governance-based collaboration, where collaboration is no longer seen merely as fulfilling regulatory obligations, but as a strategic mechanism in regional data governance.

To reach the stage of institutionalized collaboration, the forum still requires: (1) A permanent and dedicated Secretariat to manage One Data Indonesia in South Kalimantan, established through a Regional Head Decree (SK Kepala Daerah). (2) A merit-based position rotation mechanism and knowledge transfer between officials. (3) The development of a cross-agency data culture within the scope of the South Kalimantan provincial government. With strengthening in these three areas, the South Kalimantan SDI Forum has the potential to become a stable and sustainable model of Collaborative Governance Regimes practice, effectively representing local government collaboration in regional data governance.

## CONCLUSION

The implementation of the South Kalimantan SDI Forum reflects a relatively advanced and fairly effective practice of Collaborative Governance at the regional level, although challenges remain in terms of institutionalization and sustainability. The forum has successfully provided a collaborative space for stakeholders. Circular Letters serve as instruments that strengthen the legal position of the SDI Forum and reinforce more structured cross-agency coordination mechanisms. However, several challenges persist, including institutional limitations, fragmentation among data programs, and human resource constraints at both strategic and operational levels. From the perspective of the Collaborative Governance Regime, the South Kalimantan SDI Forum has fulfilled the principles of principled engagement, shared motivation, and capacity for joint action, but has not yet achieved full institutionalization. The collaboration that has developed is still influenced by certain individuals and has not yet transformed into a system-based model. Therefore, it is necessary to strengthen institutional structures, implement knowledge transfer mechanisms, and cultivate a collaborative data culture to develop the forum into a stable and sustainable Collaborative Governance Regime. The study also highlights the importance of knowledge transfer, regulatory continuity, and distributed leadership within the forum. This research refines the CGR model by emphasizing the transitional nature of subnational collaboration, where individual-based leadership precedes system-based institutionalization.

## REFERENCE

- Ansell, C., & Gash, A. (2008). Collaborative governance in theory and practice. *Journal of Public Administration Research and Theory: J-PART*, 18(4), 543–571.
- Azizah, Y., & Permana, I. (2023). Upaya koordinasi Satu Data Indonesia (SDI) di Kota Padang. *Jurnal Administrasi Publik*, 14(2), 101–112.
- Creswell, J. W. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). SAGE Publications.
- Danastry, A. G., & Kurniawan, T. (2021). Penerapan tata kelola kolaboratif dalam upaya penetrasi jaringan bergerak tetap (fixed broadband) di Provinsi Daerah Istimewa Yogyakarta.
- Emerson, K., Nabatchi, T., & Balogh, S. (2012). An integrative framework for collaborative governance. *Journal of Public Administration Research and Theory*, 22(1), 1–29. <https://doi.org/10.1093/jopart/mur011>
- Katharina, R., Nurdin, N., & Irawan, A. (2021). Kebijakan Satu Data Indonesia: Studi kasus Kota Bekasi dan Kota Tangerang. Publica Institute. <https://publicabooks.ascarya.or.id/index.php/publica/catalog/book/106>
- Kusuma, A. D., & Wulandari, S. (2024). Collaborative governance dalam penyelenggaraan Satu Data Indonesia di Kabupaten Mempawah Provinsi Kalimantan Barat (Tesis). Institut Pemerintahan Dalam Negeri. <http://eprints.ipdn.ac.id/id/eprint/17130>
- Lestari, D., & Aryani, F. (2023). Implementasi kebijakan penyelenggaraan Satu Data Indonesia di Dinas Komunikasi dan Informatika Provinsi Kepulauan Bangka Belitung. *Prosiding Diskusi Publik*, 3(1), 45–56. Universitas Indo Global Mandiri. <https://ejournal.uigm.ac.id/index.php/PDP/article/view/5266>
- Nugroho, S. S., Safitri, K. I., Syamsuadi, A., Syahrier, F. A., & Pratama, G. (2025). Collaborative governance dalam mitigasi abrasi di Kabupaten Bengkalis Provinsi Riau. *Sumur Sosial Humaniora*, 3(2).
- Prihatiningsih, M. D., Deliarnoor, N. A., & Hermawati, R. (2024). Collaborative governance dalam mewujudkan Kota Singkawang sebagai Kota Tertoleran tahun 2023. *Ganaya: Jurnal Ilmu Sosial dan Humaniora*, 7(4), 324–340. <https://doi.org/10.37329/ganaya.v7i4.3496>

- Redman, T. C. (2016). The root cause of bad data. *Harvard Business Review*, 94(9), 84–92. <https://hbr.org/2016/09/the-root-cause-of-bad-data>
- Sugiyono. (2019). *Metode penelitian kualitatif: Untuk penelitian yang bersifat eksploratif, enterpretif, interaktif, dan konstruktif*. Alfabeta.
- Thompson, N., Ravindran, R., & Nicosia, S. (2015). Government data does not mean data governance: Lessons learned from a public sector application audit. *Government Information Quarterly*, 32(3), 316–322. <https://doi.org/10.1016/j.giq.2015.05.001>
- Yin, R. K. (2018). *Case study research and applications: Design and methods* (6th ed.). SAGE Publications.
- Zannuba, L. A., Sahat-Satyawan, D., & Wijaya, S. S. (2024). Implementasi kebijakan Satu Data Indonesia pada Pemerintah Kabupaten Banyumas. *Jurnal Ilmu Pemerintahan dan Kebijakan Publik*, 11(1), 55–68.