

Adaptive Facilitative Leadership In Collaborative Governance Case Study Of Stunting Management: The “Lanting Siaga” Program In South Barito Regency, Indonesia

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Abstract.

This study aims to analyze the role of leadership in Collaborative Governance, focusing on the concept of adaptive facilitative leadership in stunting reduction efforts in South Barito Regency, Indonesia. Theoretically, facilitative leadership is generally characterized as neutral, inclusive, and consensus-oriented. However, empirical evidence from developing regions, particularly those facing resource constraints and complex stakeholder environments, remains limited. This study employs a qualitative approach using a case study design. Data were collected through in-depth interviews, document analysis, and observations involving government officials, private-sector actors, and community representatives. The findings reveal that leadership in practice is not entirely neutral. During the initial stage, the local government played a dominant role in initiating and directing collaboration. As the collaborative process evolved, leadership became more adaptive, relational, and context-sensitive, while still maintaining strategic functions to ensure implementation effectiveness. This study introduces the concept of adaptive facilitative leadership, defined as a leadership approach that effectively manages power asymmetries, aligns the interests of diverse stakeholders, and responds flexibly to dynamic local conditions. These findings contribute to the Collaborative Governance literature by expanding the understanding that leadership in practice is dynamic, adaptive, and context-dependent, and does not always conform to idealized normative models, particularly in regions with limited institutional and resource capacities.

Keywords: Collaborative Governance; Facilitative Leadership; Adaptive Leadership; Stunting Reduction and Multi-Actor Collaboration.

I. INTRODUCTION

Stunting is a complex and multidimensional development problem, requiring a cross-sectoral approach. In this context, collaborative governance is relevant because it enables the involvement of government, the private sector, and communities in solving public problems (Ansell & Gash, 2007; Emerson et al., 2012). Leadership is seen as a key factor in building trust, facilitating interaction, and aligning interests.

However, the literature still tends to position leadership as neutral and facilitative. In practice in developing countries, collaboration takes place under less-than-ideal conditions characterized by power asymmetries, limited capacity, and complex contexts (Torfinn et al., 2020; Kinder et al., 2021). This gap raises the question: how does leadership adapt to these conditions?

This study aims to analyze the dynamics of leadership in collaborative governance through a case study of the “LANTING SIAGA” program in South Barito Regency, and offers the concept of adaptive facilitative leadership.

I. LITERATURE REVIEW

Collaborative governance

The development of public administration theory has seen a significant shift from traditional bureaucratic approaches to more participatory and collaborative models. New Public Management (NPM) emerged in the 1980s, emphasizing efficiency, decentralization, and the adoption of private sector

management principles within the public bureaucracy. However, this approach was later criticized for neglecting participation and democratic values. In response to the limitations of NPM, a governance approach developed in the 1990s, emphasizing various actors, including civil society, the private sector, and non-governmental organizations, as integral parts of the decision-making process and public policy implementation.

Ansell and Gash (2007) introduced the concept of collaborative governance and explained this model as follows:

"Collaborative governance is 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 and that aims to make or implement public policy or manage public programs or assets" (Ansell & Gash, 2007, p. 544).

According to Ansell and Gash (2007), collaborative governance is a governance arrangement in which one or more public institutions directly involve non-state stakeholders in a formal, consensus-oriented, and deliberative joint decision-making process, with the aim of formulating or implementing public policies or managing public programs and assets.

Ansell and Gash's collaborative governance model includes five elements, namely:

- a. Starting Conditions
- b. Institutional Design
- c. Facilitative Leadership
- d. Collaborative Process
- e. Collaboration results

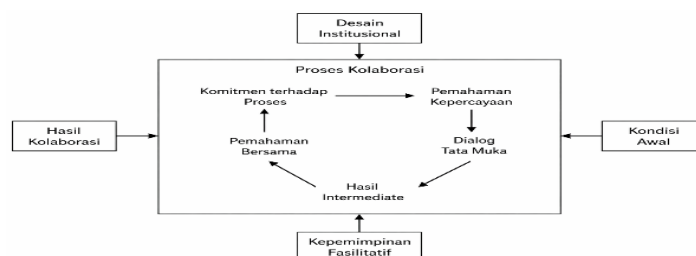


Fig. 1 Collaborative Governance Model by Ansell and Gash, 2007. Page 550.

In the context of implementing collaborative governance for stunting management through the "LANTING SIAGA" program in South Barito Regency, the collaborative governance theory developed by Ansell and Gash (2007) is highly relevant. This model emphasizes the importance of direct involvement between state and non-state actors, including the private sector and civil society, in collective, formal, and consensus-based decision-making and policy implementation. This aligns with the "LANTING SIAGA" approach, which prioritizes cross-sector collaboration in an integrated effort to reduce stunting prevalence.

Emerson et al. (2012) then expanded and deepened the theoretical framework of collaborative governance by emphasizing the systemic dynamics of collaboration. This concept is defined as follows:

"The processes and structures of public policy decision-making and management that engage people constructively across the boundaries of public agencies, levels of government, and/or the public, private, and civic spheres to carry out a public purpose that could not otherwise be achieved" (Emerson et al. 2012, p. 2).

Based on the definition above, collaborative governance is defined as a decision-making and policy implementation process involving various actors from the government, private sector, and civil society within a formal and informal institutional structure built through principled engagement, shared motivation, and the capacity for joint action. Collaborative governance also aims to create more effective

policy solutions by involving various stakeholders in the formulation and implementation of public policy.

Emerson et al. (2012) developed an Integrative Framework for Collaborative Governance, which consists of three main elements:

1. *Dynamic System*

This is the environment that influences the success of collaboration. This element includes starting conditions, collaboration drivers, and external factors that can influence the collaboration process.

2. *Collaborative governanceRegime (CGR)*

It is the core of the collaboration system which includes: a) Principled Engagement: Principle-based interaction between the actors involved; b) Shared Motivation: Shared motivation in building trust, commitment, and collective identity; and c) Capacity for Joint Action: Shared ability to act in achieving goals.

3. *Collaborative Dynamics & Outcomes*

Covering the dynamics that occur in collaboration and the results achieved. This factor focuses on how actor interactions can produce effective and efficient policies.

In the context of the "Lanting Siaga" policy in South Barito Regency, Emerson et al.'s (2012) theory of collaborative governance is highly relevant because this policy involves various stakeholders, including local governments, health workers, the business world, and the community. Some relevant points are:

1. *Dynamic System*: "Lanting Siaga" operates in a complex environment with various factors influencing implementation, such as national policies, regional budgets, and the level of public awareness of stunting.
2. *Collaborative governanceRegime (CGR)*: Principled Engagement: The South Barito Regency Government builds communication with various parties, including the private sector and civil society, to accelerate stunting reduction; Shared Motivation: There is a shared interest in reducing stunting rates to improve the quality of children's health in the area; and Capacity for Joint Action: This collaboration allows resources from various sectors to be combined to increase policy effectiveness.
3. *Collaborative Dynamics & Outcomes*: With effective collaboration, the "LANTING SIAGA" policy can increase public awareness, expand the reach of health services, and accelerate the achievement of stunting reduction targets.

2.2 Facilitative Leadership

Facilitative leadership is a key element in collaborative governance, which positions leaders as facilitators of collaborative processes, mediators of interests, and drivers of synergy between actors (Ansell & Gash, 2007; Emerson et al., 2012). Within this framework, leaders play a role in creating inclusive dialogue spaces, building trust, and maintaining sustainable interactions between stakeholders. The growing literature shows that leadership in collaboration cannot be separated from the dynamics of context and the complexity of actors. Emerson and Nabatchi (2015) emphasize that the effectiveness of collaboration is largely determined by the leadership's ability to build collaborative governance regimes that can unite various interests through shared motivation and the capacity for joint action.

Furthermore, the adaptive leadership perspective (Heifetz, 1994; Heifetz et al., 2009) emphasizes that leadership in complex situations requires the ability to respond to change, manage uncertainty, and adapt strategies to dynamic conditions. In this context, leaders function not only as directors but also as actors capable of mobilizing others to adapt to evolving challenges.

Furthermore, complexity leadership theory (Uhl-Bien et al., 2007) emphasizes that leadership in collaborative systems is non-linear, distributed, and emerges through interactions between actors, rather

than solely stemming from formal hierarchical structures. This perspective aligns with findings that leadership in public collaborations often involves multiple actors at multiple levels.

In the context of modern collaborative governance, Sorensen and Torfing (2021) also emphasize the importance of leadership in fostering collaborative innovation, particularly through the ability to connect actors, facilitate shared learning, and create adaptive solutions to complex public problems.

Thus, facilitative leadership is no longer understood as a completely neutral and egalitarian role, but as a dynamic, contextual, and adaptive practice, especially in the face of resource limitations, power asymmetries, and the complexity of public policy implementation.

II. ADVANCED LITERATURE

The development of collaborative governance studies over the past five years has shown a significant shift, particularly in understanding the role of leadership, institutional design, and the dynamics of interactions between actors in complex public policy contexts. A study by Jacob Torfing and colleagues (2020) shows that successful collaboration is determined not only by inclusive institutional structures but also by the leadership's capacity to align diverse actors and foster policy innovation. This marks a shift from a structural approach to a more leadership-oriented approach. Research by Kinder et al. (2021) shows that leadership in collaborative governance is no longer centered on a single actor but rather emerges through interactions, shared learning, and collective practices between actors. This perspective challenges hierarchical leadership models and strengthens the concept of multi-level leadership.

In complex public policy contexts, such as public health and crises, collaborative leadership has been shown to play a strategic role. A study by Shu and Wang (2021) showed that collaborative leadership can increase the effectiveness of policy implementation and strengthen community resilience in the face of uncertain situations.

The aspects of communication and trust-building have received increasing attention in recent literature. Research by Phonphotthanamat (2025) emphasizes that the success of collaborative leadership depends heavily on communication skills, particularly in building trust and shared understanding between actors.

Studies in developing country contexts show that collaborative governance often does not operate under ideal conditions. Ang'ana (2025) points out that governance effectiveness is determined more by actors' abilities to manage inequality, negotiate interests, and institutional limitations.

Sectoral and regional research (e.g., Yusri et al., 2024) reveals that the implementation of cross-sector collaboration still faces challenges in the form of inconsistent coordination and fluctuations in resource support, which indicates unstable integration between actors.

A systematic mapping study by Muslim et al. (2022) shows that although leadership is recognized as a key factor in collaborative governance, this dimension remains relatively under-elaborated conceptually, particularly in the context of developing regions.

Several studies have identified various limitations in collaborative governance practices. Failure to understand the local context can hinder community participation (Tresiana & Duadji, 2016), while weak communication and actor involvement in the planning process can potentially reduce the effectiveness of collaboration (Septian et al., 2024). Furthermore, structural factors such as limited infrastructure and cultural resistance also pose significant obstacles to policy implementation (Kumorotomo, 2009).

From the perspective of inter-actor relations, research by Bo Ran and Hui Qi (2019) confirms that power and trust are two complexly interrelated elements in collaboration, where an imbalance between them can hinder the success of the collaborative process. This is reinforced by Hong Wang and Bo Ran (2021), who show that the complexity of actor networks and power asymmetries can be key challenges in collaborative governance.

Furthermore, recent literature also highlights the importance of the dimensions of inclusivity and legitimacy in collaborative governance. A study by Christopher Ansell et al. (2020) emphasized that the level of inclusivity significantly determines the quality of collaborative processes and outcomes, while research by Seulki Lee and Marc Esteve (2023) showed that legitimacy is a key factor in building trust and support for collaborative processes.

Thus, these recent studies demonstrate that collaborative governance cannot be understood solely as a normative and ideal process, but rather as a practice influenced by local context, power dynamics, actor capacity, and social and institutional factors. This opens up space for this research to explore how collaboration in addressing stunting in South Barito Regency has evolved adaptively in the face of these limitations and complexities.

III. METHOD

This research uses a qualitative approach with a case study design (Yin, 2018), which aims to deeply understand the dynamics of leadership in collaborative governance in a real-world context. The approach used is exploratory-explanatory, where the research not only explores the phenomenon of facilitative leadership in practice but also explains the relationship between leadership roles, local context, and the resulting collaborative dynamics.

An exploratory approach is used to identify leadership patterns, practices, and characteristics that develop in the field, particularly under conditions of limited resources and complex actors. Meanwhile, an explanatory approach aims to explain how and why leadership transforms into adaptive and contextual forms during the policy implementation process. Data were obtained through:

- a. in-depth interviews,
- b. document study,
- c. field observation.

Data analysis was conducted through triangulation of sources and techniques (Creswell & Creswell, 2018).

IV. RESEARCH RESULTS

Implementation of the “Lanting Siaga” Program in South Barito Regency.

The “Lanting Siaga” program is an acronym for “Stunting Reduction Acceleration Services in Collaboration with Third Parties.” This program is a strategic policy of the South Barito Regency Government to accelerate the reduction of stunting prevalence through a cross-sectoral and collaborative approach. Implementation of this program involves synergy between the local government, third parties (the private sector), and the community as the main actors at the local level. The formulation and implementation of “Lanting Siaga” are based on the understanding that stunting is a multidimensional problem that cannot be resolved solely through health interventions, but requires integrated policies in the social, economic, and environmental sectors, as well as changes in community behavior.

Based on data from the 2021–2024 Indonesian Nutritional Status Survey (SSGI), the prevalence of stunting in South Barito Regency remains high and fluctuating. In 2021, it was recorded at 31.04 percent and increased to 35.6 percent in 2022, placing South Barito as the district with the second-highest stunting prevalence in Central Kalimantan. Although it decreased to 23.9 percent in 2023, this figure remains above the provincial (23.5 percent) and national (21.5 percent) averages. However, by the end of 2024, the prevalence had risen again to 33.3 percent, indicating that stunting in this region remains a serious challenge and requires ongoing intervention, as shown in graph 4.1 below.

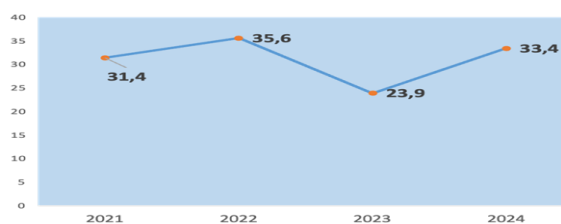


Fig. 2. Stunting Prevalence Trends in South Barito, 2021-2024

Source: SKI, 2024

In the context of public policy, a collaborative approach to stunting management is crucial due to limited local government resources, both in terms of fiscal capacity and the reach of community-level intervention programs. Therefore, the South Barito Regency Government is developing a partnership approach with various parties, including the private sector, as part of its strategy to strengthen the effectiveness of policy implementation to accelerate stunting reduction.

Facilitative Leadership (role of leader and driving actor)

Facilitative leadership is a key element in collaborative governance, functioning as a facilitator, mediator, and driver of synergy between actors (Ansell & Gash, 2008; Emerson & Nabatchi, 2015). However, the findings of this study indicate that in the LANTING SIAGA Program, leadership is not entirely neutral and egalitarian as assumed in the normative model. Instead, leadership develops adaptively and contextually, while maintaining a bureaucratic directive dimension to a certain extent. This condition reflects a hybrid form of facilitative leadership, where facilitative and directive functions operate simultaneously to maintain the effectiveness, consistency, and sustainability of collaboration in the context of limited resources and actor complexity.

4.2.1 The Role of Leadership in Collaboration Initiation

Research findings indicate that facilitative leadership has played a strong role since the policy initiation stage, particularly by the leaders of the TPPS (Regional Development Planning Agency) and the Regional Development Planning Agency (Bappeda), who were able to identify regional fiscal limitations and simultaneously capitalize on collaboration opportunities through CSR schemes. This role reflects leadership as a policy entrepreneur, functioning not only administratively but also strategically in connecting public needs with external resources, particularly in the face of limited regional capacity.

4.2.2 The Role of Leadership in Building and Maintaining Collaboration

During the implementation phase, facilitative leadership plays a role in ensuring that the established collaboration runs effectively and sustainably. In the context of the LANTING SIAGA Program, this role is evident in the following aspects:

- a. **Cross-Actor Coordination Facilitator:** Facilitative leadership in the LANTING SIAGA Program acts as a liaison and integrator across actors, by aligning regional apparatus, bridging cooperation with the private sector, and coordinating field personnel within a collaborative framework. This role strengthens synergy and prevents program fragmentation, in line with Ansell & Gash, but in practice remains guided by a bureaucratic structure and is therefore not entirely horizontal.
- b. **Leadership Mediator:** In multi-actor collaborations, facilitative leadership acts as a mediator, balancing the interests of government, the private sector, and the community, while maintaining a program orientation toward the public interest and long-term impact. However, contrary to the egalitarian assumptions in theory, research findings indicate that the mediation process remains guided by the strategic role of leadership as a determinant of compromise to maintain the effectiveness and sustainability of the collaboration.
- c. **Strategic Direction Setter:** Facilitative leadership in the LANTING SIAGA Program also serves as a strategic director that sets policy direction, maintains intervention consistency, and ensures cross-

sector program integration, including through a by-name-by-address approach. These findings indicate that leadership is not only facilitative but also has a strong directive dimension to maintain the effectiveness, consistency, and sustainability of policy implementation.

The Role of Driving Actors at the Field Level

The success of the LANTING SIAGA Program collaboration is determined not only by formal leadership at the district level, but also by the role of driving actors at the field level. Actors such as health workers, integrated health post (Posyandu) cadres, program facilitators, and village and local community officials play a direct role in assisting target families, ensuring intervention implementation, and bridging policies with real-world conditions. The application of the "by name by address" approach demonstrates that facilitative leadership is translated concretely down to the micro level. Thus, leadership in this collaboration is multi-level, reaching from the strategic to the operational level in the field. This demonstrates that facilitative leadership is not singular, but rather distributed, which strengthens the effectiveness of policy implementation.

Leadership in Driving Behavioral Change

Facilitative leadership in the LANTING SIAGA Program is oriented toward behavioral change, by encouraging improvements in parenting patterns, nutritional intake, sanitation, and community participation. This demonstrates the role of leadership as an agent of change that transcends administrative functions toward social transformation. These findings confirm that leadership is not entirely egalitarian as in the normative model, but rather develops adaptively and contextually in the form of hybrid facilitative leadership characterized by:

- Strategic initiative (policy entrepreneurship), namely the ability of leaders to initiate collaboration by connecting public needs and external resources.
- Guided facilitation, where the collaborative process remains facilitated inclusively but within a controlled policy framework.
- Mediation of interests that are not completely equal, with leadership acting as a balancer and determiner of the direction of compromise.
- Multi-level leadership, which reaches from the strategic to the operational level through driving actors in the field.
- Orientation towards social change, which positions leadership as an agent of transformation of community behavior, not just a program manager.

As stated by Ansell and Gash (2007) and Emerson, Nabatchi, and Balogh (2012), collaborative governance is built on the assumption of relatively balanced initial conditions, integrated institutional design, deliberative collaboration processes, neutral facilitative leadership, and outcomes that are oriented not only toward policy outcomes but also toward legitimacy. However, the findings of this study indicate that the implementation of collaboration in the context of developing regions does not always follow these ideal conditions, but rather develops adaptively according to local dynamics, resource limitations, and the complexity of the actors involved.

To clarify the synthesis, the following is a comparison matrix between theoretical ideal conditions and empirical findings as well as the contribution of new research, particularly those related to the dimensions of Facilitative Leadership:

Table 4.1 Synthesis Matrix of Findings and Development of Collaborative Model: Facilitative Leadership

Ideal Condition (Theory)	Field Findings	Synthesis Summary		Novelty	
Neutral leadership	Early strategic & dominant leadership	Leadership contextual	is	<i>Adaptive leadership</i>	<i>facilitative</i>

Data Source: Data processed based on research findings.

Based on table 4.1, it can be concluded that the implementation of collaborative governance in the “LANTING SIAGA” program does not fully follow the normative assumptions in theory, where leadership that is not completely neutral is actually a factor that strengthens the effectiveness of collaboration when managed strategically.

These findings demonstrate that collaboration in developing regions cannot be understood as a static, ideal model, but as a dynamic process influenced by the interaction between structures, actors, and local contexts. In this context, tensions such as those between dominance and inclusivity, control and flexibility, and formality and informality are not obstacles but rather part of the dynamics that shape successful collaboration.

V. DISCUSSION

Based on research findings, in the context of regions with limited capacity and high social complexity, collaborative leadership is not purely facilitative, but rather a combination of facilitative and directive functions that are carried out adaptively.

In relation to the research gap, these findings reinforce the limited number of studies that elaborate on the role of hybrid leadership, particularly in the context of cross-sector collaboration in the regions. Ran and Qi (2019) demonstrated that power relations and trust are complex and potentially a source of obstacles if not managed effectively. However, findings in the “LANTING SIAGA” Program demonstrate that local government leadership is adaptive and contextual, with its role not only as a facilitator but also as a director capable of aligning interests between actors and accelerating the decision-making process. In this case, power asymmetry does not become an obstacle but is instead managed constructively as an instrument to strengthen coordination and maintain the sustainability of program implementation. These findings emphasize that collaborative leadership in the context of developing regions is not always neutral but can be strategic, dynamic, and problem-solving-oriented, thus broadening theoretical understanding of the role of leadership in collaborations fraught with resource constraints and actor complexity.

Previous studies tend to position facilitative leadership as a neutral and egalitarian process, without considering that in practice, leadership still requires a directive dimension to maintain policy direction and effectiveness. However, in practice, as reflected in the research by Amanda et al. (2024), leadership often faces capacity limitations and coordination challenges. In the “LANTING SIAGA” Program, research findings indicate that leadership functions not only as a facilitator but also as a director capable of managing the complexity of actors and accelerating decision-making. This suggests that collaborative leadership in the context of developing regions is more dynamic and contextual than the normative model.

From a theoretical perspective, collaborative leadership is understood as a mechanism for building consensus and maintaining balance between actors. However, in the “LANTING SIAGA” Program, leadership is not only facilitative but also adaptive and contextual. This finding suggests that leadership in collaboration cannot be separated from power relations. As stated by Ran and Qi (2019), power and trust are two elements that are paradoxically interrelated. In this study, local government dominance does not undermine trust but instead becomes a guiding factor in building coordination. This suggests that collaborative leadership in the context of developing regions is more dynamic than the normative model that emphasizes neutrality. Thus, the leadership in this study demonstrates that adaptive power management is key to maintaining sustainable collaboration.

Furthermore, in the latest literature, findings in the “LANTING SIAGA” Program indicate that leadership appears not only facilitative, but also directive, adaptive, and contextual, with local governments playing a dominant role in initiating collaboration, aligning actors, and ensuring the sustainability of program implementation. This condition indicates that leadership in practice is not always neutral, but can be facilitative dominant, especially in the context of limited resources and the

need for rapid intervention. This finding is in line with the study by Torfing et al. (2020), which emphasizes the importance of integration between leadership and institutional design in determining the success of collaboration. In addition, Kinder et al. (2021) show that collaborative leadership is relational and distributed, while Phonphotthanamat (2025) emphasizes the importance of communication in building trust. Furthermore, Muslim et al. (2022) show that the leadership dimensions in collaborative governance are still under-elaborated conceptually, especially in the context of developing regions. In this regard, this study contributes by demonstrating that collaborative leadership can develop in a hybrid form, combining both facilitative and directive functions simultaneously. Thus, leadership in the "LANTING SIAGA" Program can be understood as a hybrid form of facilitative leadership that is adaptive to the context and needs of implementation.

Therefore, this study provides a theoretical contribution by enriching the Collaborative governance model through the addition of the Hybrid facilitative leadership dimension as a form of novelty, which emphasizes that the effectiveness of collaboration is not only determined by the ability to facilitate interaction, but also by the leadership capacity to direct, balance, and integrate various interests adaptively according to the local context.

VI. CONCLUSION

This research shows that facilitative leadership in collaborative governance does not always operate in a neutral, egalitarian, and fully deliberative manner, as assumed in the normative model. In the context of the "LANTING SIAGA" program in South Barito Regency, leadership instead develops into a more adaptive, strategic, and contextual form.

Research findings reveal that in the initial stages of collaboration, local governments played a relatively dominant and directive role, particularly in initiating cross-sectoral cooperation amidst limited resources and complex actors. However, as the collaborative process progressed, this leadership transformed into a more facilitative and relational one, while still maintaining a directive role to ensure consistency and effectiveness of policy implementation.

This research introduces the concept of adaptive facilitative leadership, which is a form of leadership that is effective because it is able to:

- a. managing power asymmetries constructively,
- b. aligning the interests of diverse actors, as well as
- c. adapt to the complex dynamics of local contexts.

These findings extend the collaborative governance literature by demonstrating that leadership is not static, but rather dynamic and contextual. In practice, a combination of facilitative and directive functions is a key factor in maintaining sustainable collaboration, particularly in regional contexts with limited capacity and resources.

Thus, collaborative governance cannot be understood merely as an ideal model that emphasizes full equality, but as an adaptive process that is highly influenced by context, power relations, and leadership capacity in managing these dynamics.

VII. RECOMMENDATIONS

Theoretical Recommendations

This research demonstrates the need to develop a theory of collaborative governance that proceeds not only from normative assumptions but also considers power dynamics, resource constraints, and the complexities of local contexts. The concept of adaptive facilitative leadership can provide a new analytical framework for understanding how leadership works in less-than-ideal situations, particularly in developing regions.

Further research is recommended to conduct comparative studies in various regional contexts to test and enrich this concept, so that it can make a broader contribution to the development of leadership theory in collaborative governance.

VIII. PRACTICAL RECOMMENDATIONS

Practically, local governments need to strengthen their adaptive leadership capacity in managing cross-sector collaboration. This can be done through:

- a. strengthening more structured and sustainable coordination mechanisms,
- b. expanding the involvement of actors, particularly the private sector and other stakeholders,
- c. increased transparency and data access as a basis for collaborative decision-making.

In addition, it is important to encourage a community-based approach by strengthening the capacity of local actors, so that the sustainability of the program does not depend entirely on external intervention, but is able to grow from the potential and independence of the community itself.

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