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| RESEARCH ARTICLE

Implementation of The Sustainable Palm Oil Plantation Policy In Bungo Regency Jambi Province

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| ABSTRACT

The palm oil plantation sector is a strategic contributor to the economy of Bungo Regency, Jambi Province. However, amid increasing global and national demands for environmental sustainability, the implementation of sustainable palm oil policies continues to face various challenges. This study aims to analyze the implementation of sustainable palm oil policy in Bungo Regency, identify supporting and inhibiting factors, and formulate a more adaptive and collaborative implementation model. The research employs a qualitative approach with data collected through in-depth interviews, field observations, and document analysis. The data were analyzed descriptively through stages of data condensation, data display, and conclusion drawing. The research findings indicate that: 1) the implementation of the policy has not been optimal across several dimensions: a. Standards and objectives, the policy is not fully understood by local implementers due to the absence of derivative technical regulations; b. Policy resources, face constraints in terms of limited human resources and budget allocation; c. Implementing organizations remain unintegrated and operate in sectoral silos; d. Inter-organizational communication is weak, predominantly top-down and instructional; e. Implementers' attitudes are marked by conflicts of interest; f. Socio-economic and political conditions tend to prioritize short-term economic interests over sustainability principles; 2) Supporting factors include the presence of non-governmental organizations (NGOs), increasing environmental awareness, and normative support from the central and provincial governments. Inhibiting factors include the absence of local regulations, limited budget and technical capacity, weak coordination, lack of political commitment at the local level, and dominance of local elite interests; 3) The study proposes a policy implementation model adapted from Meter and Horn (1975), incorporating additional dimensions of collaboration and oversight, as well as an enhanced ecological aspect. This model is expected to strengthen cross-actor synergy, promote long-term sustainability, and ensure accountability in the governance of sustainable palm oil policies at the regional level.

| KEYWORDS

Policy Implementation, Sustainable Palm Oil, Bungo Regency

| ARTICLE INFORMATION

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1. Background

Palm oil plantations have long been a pillar of the Indonesian economy, providing substantial contributions to state revenue, labor absorption, and economic growth in various regions. As the world's largest producer of palm oil, Indonesia controls more than 62% of the global market share. In 2023 alone, crude palm oil (CPO) production reached 45.5 million metric tons, with exports of 26.9 million tons generating up to USD 39 billion in foreign exchange revenue (Sehusman, 2024). More than just a macroeconomic statistic, this industry is a source of livelihood for millions of families. Approximately 2.7 million smallholder farmers depend on this commodity for their livelihood, while overall, the palm oil industry provides employment for more than 16 million people, both

directly and indirectly (Rahayu, 2024). This fact positions palm oil as a crucial instrument in efforts to alleviate poverty and improve community welfare, especially in rural areas.

From a production standpoint, Indonesia's palm oil output is highly concentrated in several provinces. Between 2020 and 2024, seven key producing provinces contributed 81.67% of the total national production. Riau and Central Kalimantan provinces dominate with contributions of 19.06% and 17.60%, respectively. They are followed by West Kalimantan (11.56%), North Sumatra (11.05%), East Kalimantan (8.63%), South Sumatra (8.30%), and Jambi (5.46%) (Respati, 2024). Although Jambi ranks seventh, the development of this commodity in the province has been rapid, with a cumulative increase in area of up to 109% over the last decade, reaching 1,237,272 hectares in 2023 (Rifky, 2023). This growth is in line with the upward trend in domestic consumption, which is projected to continue growing at an average of 3.99% per year from 2023 to 2027. This increase in consumption is driven by the growth of CPO processing industries, such as cooking oil, margarine, and cosmetics, as well as government initiatives in biodiesel development (Respati, 2024). Projections indicate that Indonesia's palm oil production will increase by 1.91% to 51.45 million tons by 2027, with a 0.11% increase in exports to 25.05 million tons. Meanwhile, domestic consumption is also projected to rise by 3.99% to 26.40 million tons in the same year (Respati, 2024).

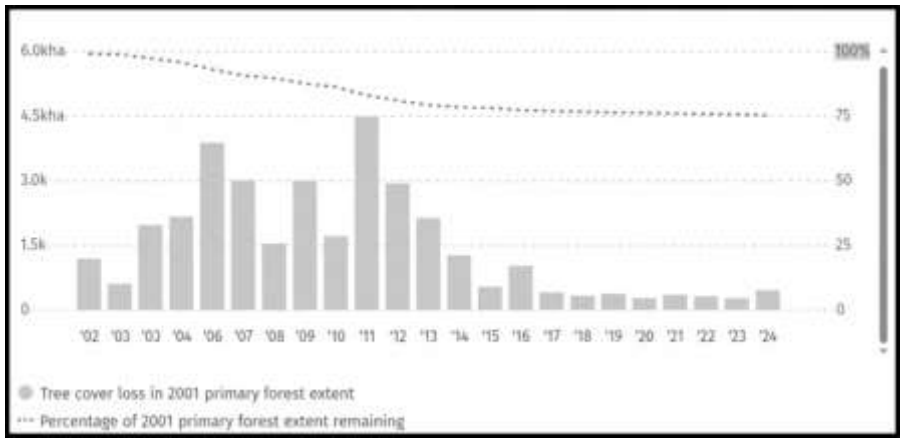
Table 1: Major Palm Oil Producing Provinces

No	Province	Production (Ton)						Share (%)	Share (%)
		2020	2021	2022	2023*)	Average	Average		
1	Riau	8,863,931	8,961,940	8,732,130	8,790,676	8,376,903	8,898,500	19.00	19.00
2	Kalimantan Tengah	8,072,879	7,283,733	5,007,522	8,566,536	8,197,683	8,099,258	16.50	39.67
3	Kalimantan Barat	5,742,925	5,332,338	5,137,869	5,286,834	5,159,634	5,570,826	11.56	48.29
4	Sumatera Utara	5,200,864	5,264,734	5,852,735	5,017,844	5,185,353	3,537,202	10.69	53.82
5	Kalimantan Timur	3,722,729	3,750,607	4,100,864	3,015,825	4,006,240	4,087,625	8.63	63.60
6	Sumatera Selatan	3,279,094	3,691,701	4,004,964	4,009,220	5,560,876	3,850,876	8.30	77.83
8	Jambi	2,639,894	2,616,723	4,434,807	2,533,667	2,980,676	2,587,250	5.46	81.67
8	Lainnya	8,219,230	8,409,874	8,585,257	8,475,759	8,599,807	8,570,265	18.33	100.00
	Indonesia	*Prelimirary figures		**Estimated figures				10.00	

Source: Respati, 2014

The significant economic contribution of Indonesia's palm oil sector is accompanied by various fundamental challenges, particularly concerning sustainability issues. The expansion of palm oil plantations is often highlighted for its connection to deforestation and environmental degradation. Deforestation, or the conversion of forests into monoculture plantations, not only eliminates complex and vital ecosystems but also triggers disasters on both local and global scales (Azzahra et al., 2017). The high rate of deforestation, such as that which occurred in Tanjung Jabung Barat Regency, Jambi Province, where 2,884,884 hectares of forest were lost between 1990 and 2013, demonstrates the severe scale of the impact (Azzahra et al., 2017). In Bungo Regency, for example, there was a loss of 34,300 hectares of humid primary forest from 2002 to 2024, which accounted for 22% of the total tree cover loss and reduced the regency's humid primary forest area by 25% (globalforestwatch, 2024). This loss not only impacts biodiversity but also threatens local food security due to the decline in food crop areas and increases the risk of natural disasters such as droughts in the dry season and floods in the rainy season, due to the reduction of water catchment areas.

Figure 1: Bungo Regency Primary Forest Loss 2001-2024



Source: https://www.globalforestwatch.org, 2024.

rom an environmental perspective, the practice of land clearing by burning is still widespread, causing peatland degradation and an increase in carbon emissions that adversely affect air quality and public health (Ostfeld & Reiner, 2024). To address this issue, the government has implemented policies such as the Indonesian Sustainable Palm Oil (ISPO) certification and the People's Palm Oil Rejuvenation Program (PSR) to encourage environmentally friendly agricultural practices and increase productivity, in line with the Sustainable Development Goals (SDGs). However, the implementation of these policies faces significant challenges. Many smallholders, who are the backbone of this industry, struggle to meet the sustainability standards required by ISPO due to complicated procedures and high costs. These financial limitations are a major obstacle, restricting their access to international markets that increasingly demand sustainable products (Irawan et al., 2024; Sahara & Kusumowardhani, 2017).

In addition to environmental problems, the expansion of palm oil plantations also creates complex social and political impacts. One of these is the increase in social conflicts, especially agrarian conflicts between farmers and companies, as well as conflicts among farmers themselves. According to the Agrarian Reform Consortium (2019), about 60% of the 144 outbreaks of agrarian conflict in the plantation sector in 2018 occurred on palm oil plantations. These conflicts are often rooted in tenurial issues and land disputes, as seen in Bungo Regency, where there are allegations of land grabbing from residents by companies (jambione, 2023) and rogue former regional officials (Darlianto, 2024). Furthermore, palm oil expansion also impacts the transformation of livelihood structures and the local social order. Communities that previously depended on forest resources have transitioned to becoming commercial palm oil farmers (Suryadi et al., 2020). This phenomenon not only changes livelihood niches but also erodes the role of local institutions such as customary bodies. The economic improvement, which encourages a pragmatic and hedonistic mindset, means that customary rules are no longer the main guide in community life (Azzahra et al., 2021). This transformation creates inequality, where although the development of businesses outside the palm oil sector can improve disparity, income distribution is not yet fully equitable.

Governance problems in the palm oil sector are also marked by rent-seeking practices, which seem to have become a new culture of corruption in Indonesia, including in Jambi. This practice refers to the behavior of public officials or politicians who use their positions to gain personal or group advantages through public policy or budget allocations (Ferzi, 2025). The expansion of palm oil, which requires legality post-decentralization, has become a fertile ground for political horse-trading, where plantation permits become bargaining chips for local politicians and entrepreneurs (Fachrizal et al., 2014). There are strong allegations of collusion between regional authorities and companies in issuing palm oil permits, where graft payments for permit processing can reach billions of rupiah (Fachrizal et al., 2014). This corruption of authority can even control spatial planning, as occurred in East Tanjung Jabung Regency, where Production Forest (HP) areas could be converted into Other Use Areas (APL) and vice versa, which ultimately triggered prolonged conflicts with the community (Fachrizal et al., 2014). Rent-seeking is also found in the granting of licenses to business actors, such as permits for forest area release, where public officials receive commissions from companies (Ferzi, 2022). This phenomenon, which involves sacrificing public interest for personal gain, is also indicated in the management of BPDPKS fund assistance in Bungo Regency, where the funds are suspected of being part of a political agenda that utilizes community customary land for investment (Pratama & Yusran, 2022).

On the global stage, Indonesia's palm oil industry also faces challenges from international regulations, such as the European Union Deforestation Regulation (EUDR). This regulation requires that palm oil products entering the European Union must be free from deforestation that occurred after December 31, 2020, and comply with all laws in the country of production (Diana, 2023). This rule places new pressure on palm oil farmers, including those in Jambi, who must ensure their products meet strict legality and sustainability standards. However, the implementation of EUDR is a major obstacle for smallholders due to land ownership issues

and a lack of transparency in production costs. This fact confirms that palm oil plantation management that is far from efforts to improve community welfare instead gives rise to open conflicts, especially tenurial conflicts (Thomas, 2017; Dhiaulhaq et al., 2018). Based on this complex picture, it can be concluded that the management of palm oil plantations in Indonesia, particularly in Jambi Province, is not just about economic issues, but also structural problems of governance, social justice, and institutional integrity. Previous studies have shown that palm oil expansion causes significant negative impacts, including deforestation, land degradation, and social conflicts related to land ownership and the rights of indigenous communities (Fatima, 2024). Therefore, the application of sustainability certifications like RSPO and ISPO, as well as multi-stakeholder collaboration, is crucial to achieving sustainable and inclusive palm oil management (Fatima, 2024).

It is in this context that research related to the implementation of the sustainable palm oil plantation policy in Bungo Regency, Jambi Province, becomes relevant and crucial. This regency is one of the areas with a significant expanse of palm oil plantations, yet it still faces various problems. The palm oil area in Bungo has increased from 60,265 hectares in 2019 to 124,243 hectares in 2023, showing rapid growth. However, its productivity remains low, contributing only 11.59% of the total productivity of Jambi Province and still lagging behind other areas like Muaro Jambi and Batang Hari. On the other hand, the rate of deforestation and rent-seeking practices continue, victimizing farmers and triggering land conflicts, including alleged grabbing by companies and rogue officials. This finding confirms that the increase in land area does not automatically bring fair and sustainable benefits to the entire community.

Although the Jambi Provincial Government has issued a Governor's Regulation on the Regional Action Plan for Sustainable Palm Oil (RAD KSB), there is a significant implementation gap at the regency level. The Bungo Regency Government has not yet established a Regional Regulation (Perda) or a Regent's Regulation (Perbup) as an operational derivative of the provincial policy. Weak coordination between the provincial and regency governments, as well as the low capacity of policy implementers at the local level, exacerbates this situation. Therefore, the research problem is not the substance of the provincial policy, but rather the weak internalization and operationalization of that policy in Bungo Regency.

This study uses the policy implementation theory of Van Meter and Van Horn (1975). This theory is relevant because its variables, such as the clarity of policy objectives, available resources, characteristics of implementing agencies, and the social, political, and economic environment, are highly suitable for explaining the implementation barriers occurring in Bungo Regency. In terms of a theoretical gap, this research fills a void in the literature that tends to focus on analyzing policy substance or environmental impacts, without examining in depth how local actors respond to or ignore existing policies.

Thus, this research is important not only for the development of public policy science but also as concrete input for the government in formulating more effective implementation strategies. The focus on Bungo Regency, which demonstrates a gap between normative policy and on-the-ground reality, allows for the identification of specific barriers and the formulation of more targeted solutions. Ultimately, this research aims to analyze how the sustainable palm oil policy is implemented, identify its supporting and inhibiting factors, and formulate a more effective implementation model to achieve fair and sustainable palm oil plantation governance in the future.

2. Literature Review

2.1 Previous Research

Previous studies have consistently highlighted crucial issues such as industrial development strategies (Simatupang, 2023), regulatory conflicts in licensing that overlap with conservation areas (Suriani, 2021), and agrarian conflicts that often involve indigenous communities (Pertiwi, 2024). The dominant theme that emerges is a fundamental dilemma between the economic interests driving palm oil expansion and efforts for environmental conservation and social justice. Various studies have also explored the implementation of specific policies such as ISPO (Suratiningsih et al., 2024) and the plasma partnership program (Oktavina, 2019), generally finding that on-the-ground implementation is often ineffective due to legal, institutional, and socio-economic barriers.

Nevertheless, an in-depth review of these studies identifies a significant gap. Empirically, the research focus tends to be concentrated at the provincial level or on case studies of conflicts in regions outside of Sumatra, while in-depth analysis of the dynamics of sustainability policy implementation at the regency level, especially in strategic production centers like Bungo Regency, Jambi remains very limited. Theoretically, many studies use normative legal, economic, or dynamic systems approaches, but not many have comprehensively applied a public policy implementation theory framework to dissect why sustainability policies designed at a higher level fail to be effectively operationalized at the local level. This gap indicates a need to understand the processes, actors, and contexts that influence the success or failure of sustainable palm oil policy at the grassroots level.

Departing from this gap, this research positions itself to make a new contribution by specifically analyzing the implementation of the sustainable palm oil plantation policy in Bungo Regency using an in-depth qualitative-descriptive approach. The novelty of this research lies in the formulation of an implementation model that integrates sustainability principles (social, economic, and environmental) with key variables from policy implementation theory. By focusing on local dynamics, the roles of actors, and structural barriers at the regency level, this research not only fills a gap in the existing literature but also aims to offer a more holistic and contextual understanding of the challenges of sustainable palm oil governance in Indonesia.

2.2 Public Policy Implementation

Policy implementation is one of the most important aspects of the entire policy process. Udoji stated that "the execution of policies is as important if not more important than policy-making. Policies will remain dreams or blue print file jackets unless they are implemented." This illustrates that policy execution is something important, perhaps even far more important than policymaking itself. Various policies will only be dreams in the form of mere good plans stored in archives if they are not implemented, or just serve as a collection (Wahab, 2004).

Implementation is considered the main manifestation and a very decisive stage in the policy process (Ripley and Franklin, 1986). This view is reinforced by the statement that without effective implementation, the decisions of policymakers will not be successfully carried out. Policy implementation is the activity that is seen after the issuance of a legitimate directive from a policy, which includes efforts to manage inputs to produce outputs or outcomes for the public (Edwards III, 1980).

In essence, implementation is the activity to deliver policy output, carried out by implementers to the target group as an effort to realize the policy (Purwanto and Sulistyastuti, 2012). Similarly, it is said that implementation is a dynamic process, where policy implementers carry out an activity, so that in the end, they will obtain a result that is in accordance with the objectives or targets of the policy itself (Agustino, 2017).

In policy implementation, there is an interaction between the formulation of objectives and the means of action to achieve those objectives. Or, the ability to connect in a causal relationship what is desired with the means to achieve it (Pressman and Wildavsky, 1973). Another definition of policy implementation is understanding what actually happens after a program is declared effective or formulated. The focus of policy implementation is the events and activities that arise after the ratification of state policy guidelines, which includes both the efforts to administer them and the effects they cause (Pressman and Wildavsky, 1973).

Meanwhile, in terms of stages, policy implementation is the policymaking stage between policy formation and the consequences or effects of the policy on the affected target groups (Winarno, 2014). In another understanding, the meaning of implementation relates to actors, wherein policy implementation is the actions carried out by individuals, and government and private groups, which are directed at achieving the goals and objectives that are prioritized in a policy decision (Van Meter and Horn, 1975).

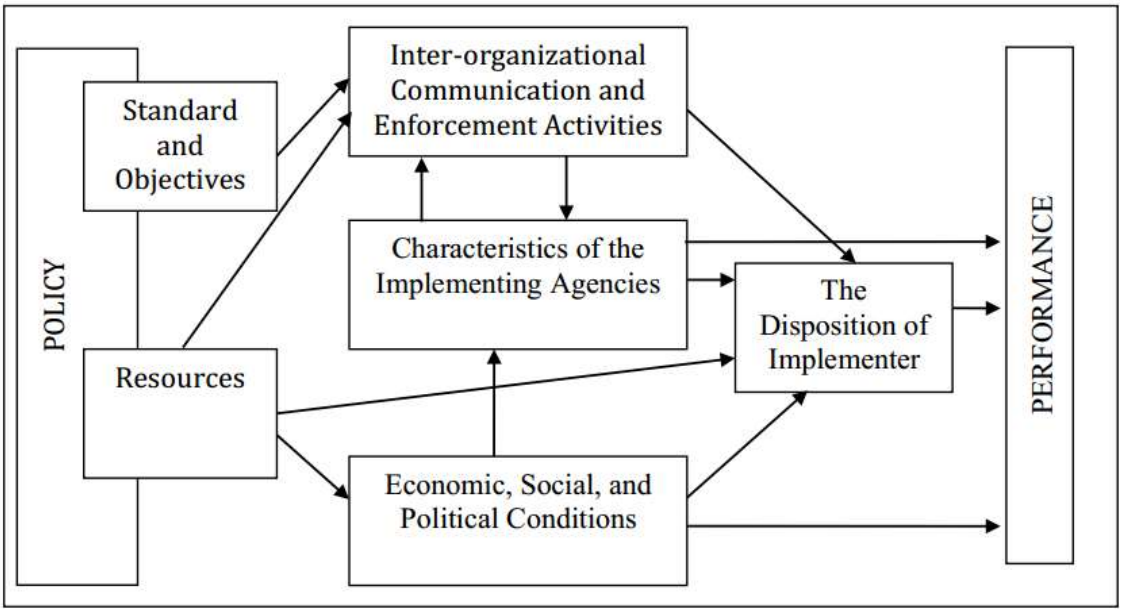
This means that after a public policy's strategy and objectives are established in the formulation stage, the next, more important stage is the action to achieve the established goals. In relation to this, it can be said that one of the benchmarks for the success of a policy lies in its implementation process. This is reinforced by the statement, "without effective implementation the decisions of policymaker will not be carried out successfully" (Edwards III, 1980). However, policy implementation is not merely concerned with the mechanism of translating political decisions into routine procedures through bureaucratic channels; rather, it involves issues of conflict, decisions, and who gets what from a policy. In this context, implementation is determined by power, interests, the strategies of the actors involved, the characteristics of institutions and authorities, as well as compliance and responsiveness (Nugroho, 2016).

2.3 The Van Meter and Van Horn (1975) Public Policy Implementation Model

The model formulated by Donald Van Meter and Carl Van Horn is called 'A Model of The Policy Implementation.' This implementation process is an abstraction of policy implementation that is essentially and intentionally carried out to achieve high public policy implementation performance, which occurs through the relationship between various variables. This model assumes that policy implementation proceeds linearly from the available political decisions, through the implementers, to the performance of the public policy.

Policy implementation is defined as actions carried out by individuals or groups, both governmental and private, that are directed toward achieving the objectives set forth in prior policy decisions (Van Meter and Van Horn, 1975). To assess the performance of policy implementation, Van Meter and Van Horn identify 6 (six) variables, which are illustrated in the figure below:

Figure 2: Van Meter and Van Horn's (1975) Public Policy Implementation Model



Source : Van Meter dan Van Horn, 1975

This model explains that policy performance is influenced by several interrelated variables. In detail, these variables are (Van Meter and Van Horn, 1975):

1. Policy Standards and Objectives The standards and objectives of a policy must be clear and measurable so they can be realized. If the standards and objectives are vague, it will lead to multiple interpretations and can easily cause conflict among implementing agents. When policy standards and objectives are too idealistic (utopian), they will be difficult to realize (Agustino, 2006). Policy standards and objectives also concern the detailed overall goals of the policy decision, embodied in regulatory documents, leading to the determination of specific and concrete standards for assessing program performance (Van Meter and Van Horn, 1975).
2. Policy Resources The success of policy implementation is highly dependent on the ability to utilize available resources. Humans are the most important resource in determining the success of a policy implementation. Each stage of implementation requires quality human resources appropriate for the work required by the apolitically established policy. Besides human resources, financial resources are a critical consideration for the success of policy implementation. As stated by Derthicks (in Van Meter and Van Horn, 1975): "The New town study suggests that the limited supply of federal incentives was a major contributor to the failure of the program."
3. The Characteristics of the Implementing Agencies The focus on implementing agents includes the formal and informal organizations that will be involved in implementing the policy. This is important because policy implementation performance will be greatly influenced by the appropriate and suitable characteristics of its implementing agents. This relates to the context of the policy to be implemented; some policies require strict and disciplined implementers. In other contexts, democratic and persuasive implementing agents are needed. Furthermore, the scope or geographical area is an important consideration in determining the policy's implementing agents.
4. Interorganizational Communication For a public policy to be implemented effectively, its standards and objectives must be understood by the individuals (implementers). Therefore, the standards and objectives must be communicated to the implementers who are responsible for achieving them. Communication, in the framework of conveying information about the standards and objectives to policy implementers, must be consistent and uniform across various sources of information. Implementation requires institutional mechanisms and procedures that regulate the pattern of communication between organizations, from the highest to the lowest authority (Van Horn and Van Meter, 1975).
5. The Disposition of Implementors The attitude of acceptance or rejection from the implementing agents greatly influences the success or failure of public policy implementation. This is very likely to occur because the implemented policy is not the result of formulation by local residents who truly understand the problems and issues they face. Instead, public policy is usually top-down, and it is very possible that the decision-makers do not know or are unable to address the needs, desires, or problems that must be solved. The perception of the implementer within the organization where the program is applied can manifest as an attitude of rejection, neutrality, or acceptance, which is related to personal value systems, loyalty, self-interest, and so on (Van Meter and Van Horn, 1975).

6. Economic, Social, and Political Conditions The last thing to consider in assessing policy implementation performance is the extent to which the external environment contributes to the success of the public policy. An unconducive social, economic, and political environment can be a source of failure in policy implementation performance. Therefore, policy implementation efforts require a conducive external environment.

The selection of the Van Meter and Horn (1975) policy implementation theory for this research is based on the consideration that this model offers a comprehensive and contextual analytical framework for understanding the dynamics of public policy implementation. This model is highly relevant for application to the sustainable palm oil plantation policy in Jambi Province, which involves many actors, both at the central and regional government levels, as well as non-governmental actors such as companies and smallholder farmers. This theory not only focuses on the final outcomes of the policy but also delves into the implementation process, including interactions among implementers, the availability of resources, and the attitudes and commitment of policy implementers on the ground.

This approach allows the research to more clearly identify the supporting and inhibiting factors in policy execution, such as the characteristics of the policy, the capacity of implementing institutions, communication patterns, and the socio-political and economic environmental conditions. With this framework, the research not only describes the existing conditions of policy implementation but also provides a strong theoretical foundation for formulating a sustainable palm oil policy implementation model that is more effective and suited to local characteristics. The complexity and multisectoral nature of the palm oil plantation policy, involving economic, environmental, and social aspects, also make the Van Meter and Horn (1975) theory an appropriate approach to use in developing a policy implementation model that can promote community welfare, economic growth, and environmental sustainability in the Jambi Province region.

3. Methodology

This study employs a qualitative descriptive research method, which is particularly well-suited for its purpose. Unlike quantitative methods that rely on statistics, this approach allows for a deep, contextual understanding of complex phenomena that cannot be easily measured. By using this method, the research can explore and describe the intricate dynamics of policy implementation, including how various institutions and social groups interact and influence outcomes. This is especially relevant for the sustainable palm oil policy in Bungo Regency, where factors like bureaucratic commitment, actor interests, and social conflicts are difficult to quantify. The qualitative approach allows the researcher to capture these nuanced aspects through rich narratives and detailed descriptions based on on-the-ground findings.

The choice of this method is also strategically aligned with the research's goals and theoretical framework. The study's aim is not just to describe but to identify the factors that either help or hinder policy implementation and, ultimately, to formulate a practical implementation model. To achieve this, it is essential to gather data through in-depth interviews, participant observation, and documentation studies, core techniques of a qualitative approach. Furthermore, the research utilizes the Meter and Horn (1975) policy implementation framework, which emphasizes understanding the interactions between actors and the characteristics of implementing agencies. A qualitative method is the most effective way to empirically interpret these theoretical variables and to produce an applied model that is grounded in the real-world complexities of the palm oil sector in Bungo Regency.

In conducting this research, two main types of data are collected: primary data and secondary data. Primary data refers to information obtained directly from its source through direct interaction with research subjects. The collection of primary data can be conducted through interviews, direct observation, focus group discussions (FGDs), and surveys or questionnaires. This type of data may take the form of audio recordings, video recordings, or photographs, which are directly produced by the researcher. Since primary data is collected firsthand, it is new and relevant to the latest developments in the research context.On the other hand, secondary data refers to information that is not directly obtained from its original source but rather gathered through pre-existing documents or records. This type of data includes written manuscripts, archived photographs, and statistical data compiled by other institutions. The management of secondary data requires a collection method tailored to its unique characteristics, ensuring that the data can be optimally utilized as a supporting component for analysis in this research.

The selection of key informants in this study used the purposive technique, which is a method of selecting informants based on specific considerations or criteria, for example, choosing individuals who are considered to be the most knowledgeable about the expected information (Arikunto, 2019). Informants were selected based on criteria such as being parties who have authority or jurisdiction, possess adequate information and data, have interests related to the policy, are policy recipients or targets, and other parties who have competence or knowledge regarding the topic of sustainable palm oil plantation policy. The informants planned as research interviewees are as follows:

Table 3: List of Informan

No.	Informant	Count	Sampling Technique
	Policy Makers		
1	Governor of Jambi	1	Purposive
2	Head of Commission II, Jambi Provincial House of Representatives	1	Purposive
3	Regent of Bungo	1	Purposive
4	Regional Secretary of Bungo Regency	1	Purposive
5	Head of the Regional Development Planning Agency (Bappeda) of Bungo Regency	1	Purposive
6	Head of Commission II, Bungo Regency Regional House of Representatives	1	Purposive
	Policy Implementers		
7	Head of the Food Crops, Horticulture, and Plantation Office of Bungo Regency	1	Purposive
8	Head of the Plantation Division, Food Crops, Horticulture, and Plantation Office of Bungo Regency	1	Purposive
9	Head of the Oil Palm Plantation Fund Management Agency (BPDPKS) of Jambi Province	1	Purposive
10	Head of the Oil Palm Plantation Fund Management Agency (BPDPKS) of Bungo Regency	1	Purposive
11	Director of PT. Jambi Sawit Mandiri	1	Purposive
	Policy Targets		
12	Plasma Palm Oil Farmers	2	Purposive
13	Traditional Palm Oil Farmers	2	Purposive
14	Head of the Indonesian Palm Oil Association (GAPKI) of Bungo Regency (Private Sector)	1	Purposive
15	Community/Religious/Customary Leaders	2	Purposive
16	NGOs	1	Purposive
17	Academics/Experts	1	Purposive
	Total	**20**	

This research employed a combination of secondary and primary data collection methods to ensure a comprehensive and in-depth understanding of the subject. In-depth interviews were the primary technique used to gather information from various informants, including local government officials, private sector representatives, palm oil farmers, community leaders, NGOs, and academics. This method was chosen to allow informants to speak freely and openly, providing nuanced insights and arguments related to the research topic. The study also utilized non-participant observation to maintain objectivity and capture the natural behavior and environment of the observed without interference from the researcher. Additionally, a documentation study was conducted to collect relevant data from reports, records, news articles, and other literature concerning the implementation of the sustainable palm oil policy in Bungo Regency. To facilitate these processes, several instruments were used, including an open-ended interview guide, an observation checklist for recording key on-site facts, and data collection tools such as notebooks, audio recorders, and digital cameras.

The data analysis in this qualitative study was conducted interactively throughout the research process, following a model adapted from Creswell (2023). The initial step involved preparing and organizing the collected data, which included sorting and arranging documents, records, and interview transcripts into relevant categories. This was followed by a thorough review of all the data to interpret the main ideas, assess the credibility of sources, and understand the meaning behind visual and textual information. The third stage involved coding, a process of categorizing descriptive and visual data into similar groups to facilitate further analysis. The fourth step focused on advancing the qualitative narrative by using the categorized data to create a coherent discussion of the findings, including interconnected descriptive data, tables, and images. The final and most crucial stage was interpreting the data's meaning to derive answers to the research questions. This involved the researcher's interpretation, informed by their background and experience, as well as a comparison of the findings with existing literature and theoretical frameworks. This multi-step process ensured the validity and richness of the research findings

To ensure the validity and reliability of the data, this study applies a rigorous verification process through triangulation. As defined by Moleong (2009), triangulation is a data validation technique that leverages external sources beyond the data itself. This research specifically utilizes source and data technique triangulation. Source triangulation is conducted by cross-referencing data from various parties involved in the implementation of the sustainable palm oil policy in Bungo Regency. The researcher collected data from diverse sources—policy makers, policy implementers, and policy targets (including local government officials, the private sector, palm oil farmers, community leaders, NGOs, and academics)—to check for consistency and strengthen the research findings.

4. Result and Discussion

4.1 Implementation of Sustainable Palm Oil Policy in Bungo Regency

4.1.1 Standards and Objectives of the Sustainable Palm Oil Policy in Bungo Regency

Based on the research findings, stakeholders in Bungo Regency generally have a good understanding of the standards and goals of the sustainable palm oil policy, but there is a significant gap in its internalization and implementation. The Governor of Jambi emphasized that this policy, a response to a Presidential Instruction, must be understood as a necessity to support the economy while considering environmental and social aspects. This view is echoed by the Regent of Bungo, the Regional Secretary of Bungo Regency, and Bappeda , who stated that the policy's substance is well understood and is part of the national directive. Similarly, technical implementers at the Plantation Office and private entities like PT. Jambi Sawit Mandiri use the policy as a work guideline. However, the Head of Commission II of the Jambi Provincial House of Representatives offered a critique, suggesting that the policy has not been fully internalized into the work programs of provincial-level Regional Government Organizations (OPD).

The implementation gap is particularly evident at the regency level. While executive officials expressed a good understanding, the Head of Commission II of the Bungo Regency Regional House of Representatives highlighted that not all OPDs have been able to translate the policy's goals into fundamental programs like conservation and farmer empowerment. This aligns with field observations showing a disconnect between provincial-level regulations and regency-level implementation. Although government officials understand sustainability principles (such as ISPO), technical programs on the ground remain sectoral and lack cross-sectoral integration, for example, between plantations, the environment, and development planning. These findings indicate a problem with policy coherence between the provincial vision and the operational policies at the regency level, as emphasized by the OECD (2018).

These research findings are consistent with various theories and previous studies. According to Meter and Horn (1975), the clarity of policy goals is key to successful implementation, and if ambiguous, it becomes difficult to evaluate. Dunn (2003) reinforced this, stating that if goals are not concretely translated, a policy will remain a mere administrative document without significant impact. The results also align with Mazmanian and Sabatier's (1983) *Top-down Policy Implementation* theory, which stresses the importance of clear objectives and implementer understanding. A study by Judjianto (2025) also noted that the failure of sustainable palm oil policies in Indonesia is due to a lack of technical understanding at the local level and poor integration into regional work plans, which directly supports the finding that OPDs have not fully internalized sustainability values. Overall, while the normative foundation of the policy exists, the greatest challenge lies in the institutional capacity and commitment at the implementation level to translate these goals into tangible and integrated actions.

4.1.2 Sustainable Palm Oil Policy Resources in Bungo Regency

This research found that the availability of human resources (HR) and budget is a major obstacle to implementing the sustainable palm oil policy in Bungo Regency. According to Meter and Horn (1975), adequate resources including budget, personnel, equipment, and time are crucial for effective policy implementation. Although the local government has tried to meet these needs, there is an acknowledgment from various stakeholders that resources remain severely limited.

The resource limitations are not just a matter of quantity but also of allocation and quality. There has been no specific budget allocated to support the sustainable palm oil policy at the regency level, suggesting that the policy has a low priority in regional strategic planning. Regarding HR, both the number and technical quality of personnel in the palm oil sector are limited. This shortage hinders effective oversight, facilitation, and support for farmers and businesses in the field.

These findings are consistent with existing literature. According to Grindle (1980), a key factor influencing policy implementation is administrative capacity, which includes the number and quality of HR and adequate resource allocation. This research shows that in Bungo Regency, these two factors do not optimally support implementation. The lack of adequate HR and budget also impacts the absorptive capacity of local government institutions (OPDs) to internalize new policies. A study by Herawati et al. (2019) also notes that weaknesses in funding and technical capacity are major causes of the failure to integrate sustainable palm oil policies into regional work plans.

Overall, although there is an initial understanding at the institutional level, the implementation of the sustainable palm oil policy in Bungo Regency is significantly hampered by resource issues. The limited and unallocated budget, coupled with minimal technical HR, means that programs can only be run minimally, without significant impact. This indicates that to achieve success, a strategy to enhance HR capacity and diversify funding sources must be a top priority. Without this, the policy will struggle to be translated into tangible, integrated actions on the ground.

4.1.3 Characteristics of Sustainable Palm Oil Policy Implementing Organizations in Bungo Regency

Based on the research findings, the characteristics of the implementing organizations in Bungo Regency face significant challenges, particularly concerning inter-agency coordination and the involvement of non-formal actors. Although executive officials, such as the Governor of Jambi and the Regent of Bungo, state that the organizational structure is well-arranged, the reality on the ground shows a silo mentality. This means that Regional Government Organizations like the Plantation Office, Environment Agency, and Bappeda tend to work independently without a solid, integrated work pattern. This is supported by the Head of Commission II of the Jambi Provincial House of Representatives, who stated that the OPDs are still operating on their own, and the Head of Commission II of the Bungo Regency Regional House of Representatives, who highlighted the minimal involvement of non-formal organizations like farmer groups or palm oil farmer cooperatives.

This gap stems from institutional fragmentation and a weak network, which are major obstacles to implementing cross-sectoral policies. According to public policy implementation theory (Peters, 1998), the silo mentality, where agencies focus only on their respective duties without cross-agency integration is a primary issue in complex policies like sustainable palm oil. This situation also aligns with Governance Network Theory (Kickert, Klijn & Koppenjan, 1997), which emphasizes that complex policies require active coordination between both formal and non-formal institutions. Without a strong network that includes farmer groups, cooperatives, and associations, the effectiveness of implementation will decline.

In addition to coordination issues, the research also identified a low level of technical capacity among the implementing staff. An academic noted that staff competence regarding ISPO/RSPO certification and sustainability principles is still lacking. This low competence is a serious technical barrier because it makes implementation merely administrative and procedural, rather than based on a substantive understanding. Dunn (2003) affirmed that the technical competence of implementers is a primary requirement for the success of public policies, especially those that are technical and specific. This finding is supported by field observations, which found no active coordination forums among OPDs for policy implementation, as each agency carried out its own programs without a collaborative framework.

Overall, although the bureaucratic structure in Bungo Regency is in place, the characteristics of its implementing organizations do not fully support the sustainable palm oil policy's implementation. A lack of cross-sectoral coordination, minimal involvement of non-formal actors, and low technical staff capacity create significant hurdles that prevent the policy from being translated into effective action on the ground. This indicates that improvements are needed not only in formal structures but also in work patterns, organizational culture, and competency enhancement to build a strong and integrated network.

4.1.4 Communication Between Organizations in the Implementation of Sustainable Palm Oil Policy in Bungo Regency

This study found that inter-organizational communication is a key obstacle to the implementation of the sustainable palm oil policy in Bungo Regency. Although modern communication technology is readily available, inconsistent and often multi-interpretive communication creates distortions in policy execution. The Head of Commission II of the Jambi Provincial House of Representatives stated that communication between the province and the regency is not consistent. This is supported by the Regional Secretary of Bungo Regency, who admitted the difficulty of maintaining effective communication, which often leads to differing interpretations among parties. The Regional Development Planning Agency (Bappeda) also added that information or instructions from the provincial level are sometimes not uniform, causing confusion on the ground.

This communication gap is not only vertical (between province and regency) but also horizontal among different Regional Government Organizations (OPDs) at the regency level. According to an NGO informant, communication barriers are often triggered by sectoral egos among government agencies. As a result, each agency tends to work separately, prioritizing its own main duties without integrated coordination. While some OPDs, like the Plantation Office, stated they have attempted to maintain communication, a director of a private company highlighted that the main problem is interpretive distortion that occurs when information is translated from leaders to staff on the ground, leading to inconsistencies in implementation.

These findings are consistent with policy implementation theories. According to Meter and Horn (1975), effective communication is a key element, and poorly conveyed information will hinder implementation. This also aligns with Edward III's (1980) implementation model, which places communication as a crucial pillar for policy effectiveness. The communication gap that creates policy ambiguity, as described by Matland (1995), is often not caused by the policy's content itself, but by the poor transmission and understanding among implementing actors.

Overall, although the policy framework exists, its implementation on the ground is hampered by communication issues. Field observations show that there are no regular coordination forums, and existing communication tends to be one-way (*top-down*) without room for substantive dialogue and clarification. This contradicts the concept of *Collaborative Public Management* (Agranoff & McGuire, 2003), which emphasizes the need for continuous communication, clear roles, and trust among organizations. The lack of effective communication, coupled with sectoral ego.

4.1.5 The Disposition of Policy Implementers regarding the Sustainable Palm Oil Plantation Policy in Bungo Regency

An examination of the disposition of policy implementers concerning the sustainable palm oil initiative in Bungo Regency elucidates substantial impediments stemming from deficient motivation and inadequate institutional support. A discernible lack of commitment to policy implementation fidelity is evident among stakeholders, including academics and government officials.

This deficiency is primarily attributable to the absence of a structured incentive mechanism specifically calibrated to promote programmatic success, compounded by insufficient political impetus from the regional leadership. As a result, the execution of responsibilities by many implementers is relegated to perfunctory administrative routines, rather than being driven by a proactive commitment to the policy's transformative objectives. Although some officials posit that the existing bureaucratic incentive system is sufficient, field observations corroborate that extant incentives are of a general nature and lack direct integration with performance metrics related to the implementation of the Regional Action Plan for Sustainable Palm Oil (RAD KSB).

Furthermore, policy implementation is encumbered by compelling evidence suggesting the prevalence of conflicts of interest among local elites and key policymakers. The supervisory function for palm oil plantations, a critical component for regulatory enforcement, has devolved into a nexus for the interplay of vested interests, whether individual or collective. The existence of plantations controlled by influential entities complicates the oversight process and compromises its objectivity. This observation is congruent with testimony from the Chairman of Commission II of the Bungo Regency DPRD, who identified potential conflicts of interest as a principal impediment to field-level execution. The erosion of this supervisory capacity fundamentally compromises the policy's integrity and overall efficacy, as regulatory standards cannot be applied with impartiality and consistency.

In aggregate, these findings underscore the profound influence of psychological and organizational determinants on the disposition of policy implementers. Consistent with established theories of policy implementation, a deficit in leadership support, ambiguity in incentive structures, and potent pressures from the local political milieu collectively contribute to a diminution of implementer commitment. Within the context of Bungo Regency, the confluence of low intrinsic motivation and extrinsic factors, notably conflicts of interest, cultivates an environment that is inimical to the successful realization of the sustainable palm oil policy. Consequently, without substantive reforms to the incentive framework, reinforcement of supervisory mechanisms, and a demonstrated political will from regional leadership, advancing the objective of sustainable palm oil cultivation will remain a formidable challenge.

4.1.6 Social, Economic, and Political Conditions in the Implementation of the Sustainable Palm Oil Policy in Bungo Regency.

The implementation of the sustainable palm oil policy in Bungo Regency is significantly influenced by its surrounding social, economic, and political conditions. From a social perspective, there is strong and widespread support for palm oil as the primary commodity that sustains the community's livelihood. This support comes from various levels of society, from government officials like the Governor of Jambi and the Regent of Bungo, to both plasma and traditional farmers. The community views palm oil as a vital source for the region's economic growth and their welfare. Nevertheless, this support is not unconditional. Farmers, in particular, have voiced a desire to be actively involved in the decision-making process, rather than merely being objects of the policy. They demand more meaningful participation to ensure that the policy's implementation is truly inclusive and aligns with their aspirations at the grassroots level.

On the economic front, a significant dilemma exists between the drive for palm oil land expansion for short-term income generation and the sustainability principles promoted by the policy. The community's strong economic dependency on palm oil encourages massive plantation expansion, which often disregards environmental carrying capacity and legal aspects. Legislators and non-governmental organizations (NGOs) highlight that this approach, solely oriented towards short-term economic gain, poses a serious threat to the policy's long-term objectives, such as conservation and environmental preservation. This conflict between pragmatic economic interests and sustainability ideals has become one of the primary challenges hindering effective implementation on the ground.

The greatest challenge in this policy's implementation, however, stems from the local political environment. The commitment of the political elite in Bungo Regency is considered minimal and has yet to materialize into concrete actions. This is evident from the absence of derivative technical policies, supporting regulations, and adequate budget allocations to ensure the success of the Regional Action Plan for Sustainable Palm Oil (RAD KSB). Statements from academics, business actors, and palm oil business associations confirm that without strong political will from decision-makers, this policy risks becoming merely a formal document with no real impact. The local political situation, which is often influenced by the interests of certain elites, also poses a serious obstacle,

4.2 Supporting and Inhibiting Factors of Sustainable Oil Palm Plantation Policy Implementation in Bungo Regency

Various interconnected factors influence the implementation of the sustainable palm oil policy in Bungo Regency. Drawing from stakeholder interviews and field observations, this study has identified the key supporting and hindering factors of the policy's execution, which are summarized by the researcher in the table below:

Table 2: Summary of Supporting and Inhibiting Factors for Policy Implementation

Dimension	Supporting Factors	Inhibiting Factors
Policy Standards and Objectives	• The policy document is legally available and has a strong legal basis. • There was initial socialization from the province, although it was limited.	• Low technical understanding capacity of implementers in the region. • The absence of a Regional Regulation (Perda) or Regent Regulation (Perbup) as a derivative of the Governor's Regulation (Pergub) results in a lack of technical operational standards at the regency level.
Policy Resources	• Technical support from NGOs and development partners at the provincial level is still available. • Human resources from the plantation sector at the provincial level have the potential to be involved.	• Limited budget allocated in the Bungo Regency's Regional Budget (APBD) for the implementation of the RAD KSB. • Implementers at the field level are still oriented towards the economic productivity of palm oil, not sustainability.
Characteristics of Implementing Organizations	• An organizational structure is already in place. • Several non-governmental organizations actively assist palm oil farmers outside the government structure.	• Lack of training and technical capacity of staff. • Weak cross-organizational coordination mechanisms.
Communication among Related Organizations	• There is a cross-sectoral coordination forum at the provincial level, although it is not yet effective in the region. Informal communication among stakeholders sometimes occurs.	• Absence of a special implementation team in the regency. • Formal communication is only instructional, not collaborative or participatory.
Attitude of Policy Implementers	• The younger generation has a concern for environmental issues. • There is normative support from the central and provincial governments.	• Local economic and political interests are more dominant. • Policy implementation is not considered a regional priority because it does not generate direct Regional Original Income (PAD).
Social, Economic, and Political Conditions	• Awareness among parts of the community regarding the importance of land legality is beginning to grow. • High global palm oil prices can be an attraction for the sustainable palm oil program.	• Political pressure from elites who own large palm oil plantations. • Weak commitment from the DPRD and the regional head in supporting this policy in terms of budget and regulation.

4.3 Sustainable Palm Oil Policy Implementation Model in Bungo Regency.

The implementation of the sustainable palm oil policy in Bungo Regency is confronted with a series of fundamental and interconnected root problems. Field analysis identifies that the policy's standards and objectives from the province are not fully understood by implementers at the regency level, causing the principle of sustainability to fail to be integrated into technical programs. This problem is exacerbated by weak resources, both in terms of human resources and minimal budget allocation. Furthermore, the characteristics of implementing organizations, which tend to work sectorally without coordination, inconsistent communication between the provincial and regency governments, and the poor disposition of implementers due to conflicts of interest and the absence of clear incentives, serve as primary obstacles. All of these internal challenges are further complicated by

unsupportive local social, economic, and political conditions, which are still dominated by short-term economic interests and the influence of local elites.

These various fundamental problems are manifested in a number of policy components that have not been optimally implemented on the ground. The internalization of the standards and objectives of the Regional Action Plan for Sustainable Palm Oil (RAD KSB) policy is hindered because it has not been translated into a Regional Regulation (Perda) or a Regent's Regulation (Perbup), leaving implementers without clear operational guidelines. Weak cross-agency (OPD) coordination is evident from the absence of an integrated database and a collaborative working forum. Crucial issues such as handling land disputes, accelerating ISPO certification, and facilitating community plasma plantations are also not being addressed systematically. These failures culminate in minimal dedicated budget support in the Regional Budget (APBD), the absence of binding local regulations, and low socio-political support because the community and local elites are more focused on the aspects of productivity and palm oil prices rather than on the principle of sustainability.

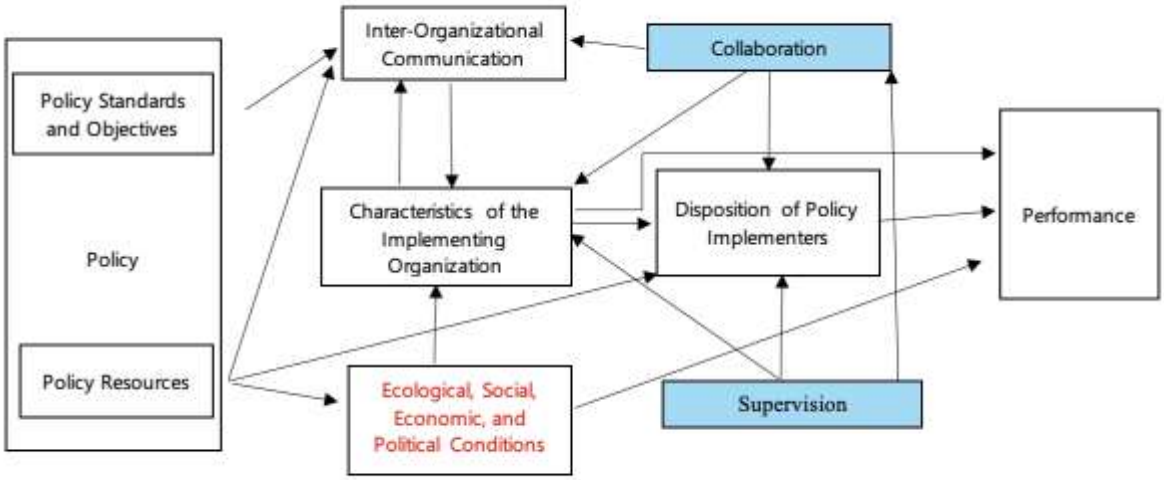
To address the complexity of these challenges, this research underscores the urgency of building an implementation model for the sustainable palm oil policy specifically designed for the regional context. The main objective of formulating this model is to provide a strategic and operational framework for all stakeholders in Bungo Regency. This model is not only intended as an administrative guide but is also expected to be capable of synergistically integrating various crucial aspects, from institutional strengthening and clarity of policy standards, to the optimization of limited resources, and the management of local socio-political dynamics. Thus, this model is expected to transform the policy from a mere document into effective, tangible action on the ground.

In more detail, the implementation model to be developed has several specific and comprehensive objectives. First, this model will function as a tool to accurately identify the root causes of implementation failure at the regency level. Second, this model will establish a clear framework of relationships among cross-sectoral implementing actors to encourage collaboration. Furthermore, this model will also offer strategies for resource strengthening, design a systemic communication mechanism between the province and the regency, and develop an approach to encourage a change in the attitudes of implementers to align with the principle of sustainability. Ultimately, this model is designed to be adaptable to local social, economic, and political conditions, so that it can contribute both theoretically and practically to realizing a more just and sustainable palm oil plantation governance.

The policy implementation model developed by Van Meter and Horn (1975) has been widely used in analyzing the execution of public policy. This model emphasizes five main dimensions that influence the success of implementation: (1) policy standards and objectives, (2) resources, (3) inter-organizational communication, (4) characteristics of implementing agencies, and (5) the disposition of implementers. Although this framework is generally comprehensive, in specific contexts—such as the implementation of the sustainable palm oil plantation policy in Bungo Regency—this approach has not been able to fully capture the complexity of the existing issues. First, the standards and objectives dimension in the Van Meter and Horn model only emphasizes the extent to which implementers understand the policy's substance. However, in the case of Bungo Regency, the issue is not merely one of understanding, but also the absence of derivative regulations (Regional Regulation/Regent Regulation) from the Jambi Governor's Regulation regarding the RAD KSB (Regional Action Plan for Sustainable Palm Oil). This results in the policy lacking an operational legal basis at the regency level, even though its substance has been socialized. Second, regarding the resources aspect, the model does not account for how the dynamics of budget politics and the involvement of non-state actors such as NGOs, donors, and palm oil farmer associations play a role in providing implementative support. In Bungo, limitations in budget and human resources are not merely administrative but are a consequence of local political priorities that do not support sustainability policies. Third, inter-organizational communication in the Van Meter and Horn model is only seen as the transfer of information and coordination between government levels. In reality, however, the implementation of the palm oil policy in Bungo requires multi-stakeholder collaboration mechanisms, including among government agencies, companies, cooperatives, and indigenous communities. The Van Meter and Horn model does not explicitly cover social capital, conflicts of interest, and disparities in interests among actors, which are highly influential in this context. Fourth, the characteristics of implementing organizations in this model focus on structure and competence. Meanwhile, in Bungo, the main issue is not just technical competence, but institutional fragmentation (sectoral work), the absence of a cross-agency forum, and weak integration into regional planning. This requires an institutional and governance-oriented approach that is not available in the Van Meter and Horn framework. Fifth, the disposition of implementers is indeed relevant for measuring motivation and loyalty, but the model does not accommodate factors such as conflicts of interest, the influence of local elites, and weak political control over policy implementation. In the local reality of Bungo, the loyalty of implementers is often hindered by economic and political pressure from powerful actors in the palm oil sector.

Based on the assessment above, it can be concluded that the five dimensions of Van Meter and Horn are inadequate to comprehensively explain the complexity of implementing the sustainable palm oil plantation policy in Bungo Regency. Therefore, the development of a new model is necessary, one that is more adaptive to the local context and includes institutional factors, collaborative networks, conflicts of interest, and socio-political dynamics. This model is expected to bridge the gap between policy design at the provincial level and implementation practices at the regency level, as well as to strengthen local capacity in achieving sustainable development goals in the palm oil plantation sector. Thus, a sustainable palm oil policy implementation model was developed, which is presented in the following figure:

Figure 4: Sustainable Palm Oil Plantation Policy Implementation Model



This model is an evolution of the classic policy implementation framework developed by Van Meter and Horn (1975), enhanced to address the specific complexities of sustainable palm oil policy in Bungo Regency. While the original model provides a robust foundation with its six dimensions—policy standards and objectives, resources, inter-organizational communication, characteristics of implementing organizations, socio-economic and political conditions, and the disposition of implementers—field observations in Bungo revealed the need for a more nuanced approach. Consequently, this refined model introduces two critical new dimensions: collaboration and supervision. Furthermore, it expands the existing dimension of external conditions to explicitly include a crucial ecological sub-dimension, creating a framework that is more adaptive and contextually relevant to local realities.
The collaborative dimension is integrated to address challenges of sectoral ego and to build trust among the diverse stakeholders involved, including government bodies, private companies, independent farmers, and civil society. This dimension is crucial for transforming inter-organizational communication from a one-way, instructional process into a dialogical and participatory exchange. Collaboration is expected to strengthen the characteristics of implementing organizations by fostering cross-sectoral networks and enhancing bureaucratic responsiveness. Moreover, by promoting joint ownership and shared responsibility, it aims to positively influence the disposition of policy implementers, fostering a collective commitment to the policy's success.
Similarly, the supervision dimension is introduced not merely as a control mechanism but as a system for adaptive learning and continuous improvement. In the context of Bungo Regency, weak oversight has led to a lack of accountability in policy execution. This new dimension is designed to reinforce the implementing organizations by promoting transparency and structural accountability. It also aims to strengthen the disposition of implementers by providing consistent, objective feedback and positive pressure. By establishing a shared evaluative mechanism, effective supervision can also enhance the integrity and openness of collaborative efforts among stakeholders.
Finally, recognizing that the success of a sustainability policy is deeply intertwined with the natural environment, the model broadens the "social, economic, and political conditions" dimension to include ecology. This addition acknowledges that critical issues such as ecosystem damage, deforestation, and land degradation are primary challenges affecting policy implementation in Bungo. The inclusion of an ecological aspect ensures that the model considers the environmental carrying capacity as a fundamental factor for long-term sustainability. This enhancement, combined with the new collaborative and supervision dimensions, makes the model better equipped to address the local realities of a sectoral bureaucracy, limited resources, and weak political commitment to sustainability, thereby fostering synergy, accountability, and long-term viability.

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