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Dynamics of Governance and Private Partnership in Social Programme Implementation: A Comparative Study-Regency of Sinjai, Takalar and Bantaeng in Indonesia

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Abstract: This study aims to identify and analyze the collaboration between the government and the private sector in managing non-cash basic food assistance programs in three Regencies in Indonesia, namely Sinjai, Takalar, and Bantaeng Regencies. The program in the food sector began in 1998, aimed at ensuring the availability of rice at affordable prices for the poor, known as the Non-Cash Food Assistance program (Bantuan Pangan Non-Tunai, BPNT). It is hoped that the parties that cooperate in the delivery of the Non-Cash Food Assistance program (Bantuan Pangan Non-Tunai, BPNT) services will develop collaborative partnerships and depend on regional readiness. On the other hand, this has a negative impact because implementers in the regions are more flexible in controlling without oversight from the central government. Using a multi-case approach, this research employs a qualitative-explorative research method to examine Indonesia's non-cash food assistance program as a national initiative to fight poverty. Data was collected from interviews, field observations and applicable literature, then Nvivo 12 Pro was used to analyze the results. The study findings show that cooperation between the public and private sectors in the regions in implementing the basic food assistance program is still not optimal. The practice of corruption in program implementation is still an obstacle to implementation. Society accepts not according to the provisions, and the quality of commodities is far from expectations.

Abstrak: *Penelitian ini bertujuan untuk mengetahui dan menganalisis kerjasama pemerintah dan swasta dalam pengelolaan program bantuan sembako nontunai di tiga Kabupaten di Indonesia yaitu Kabupaten Sinjai, Takalar, dan Bantaeng. Program di bidang pangan dimulai pada tahun 1998 yang bertujuan untuk menjamin ketersediaan beras dengan harga terjangkau bagi masyarakat miskin yang dikenal dengan program Bantuan Pangan Non Tunai (Bantuan Pangan Non-Tunai, BPNT). Pihak-pihak yang bekerjasama dalam penyaluran layanan program Bantuan Pangan Non Tunai (BPNT) diharapkan dapat mengembangkan kemitraan yang kolaboratif dan bergantung pada kesiapan daerah. Di sisi lain, hal ini berdampak negatif karena pelaksana di daerah lebih leluasa melakukan kontrol tanpa adanya pengawasan dari pemerintah pusat. Dengan menggunakan pendekatan multi-kasus, penelitian ini menggunakan metode penelitian kualitatif-eksploratif untuk mengkaji program bantuan pangan non-tunai di Indonesia sebagai inisiatif nasional untuk memerangi kemiskinan. Data dikumpulkan dari wawancara, observasi lapangan dan literatur aplikatif, kemudian Nvivo 12 Pro digunakan untuk menganalisis hasilnya. Temuan penelitian menunjukkan bahwa kerjasama antara pemerintah dan swasta di daerah dalam pelaksanaan program bantuan sembako masih belum optimal. Praktik korupsi dalam pelaksanaan program masih menjadi kendala dalam pelaksanaannya. Masyarakat menerima tidak sesuai ketentuan, dan kualitas barang yang jauh dari harapan.*

INTRODUCTION

One of the biggest issues plaguing many nations on the planet is poverty (Tanjung, 2021). The definition of poverty is the inability of individuals or communities to achieve their basic requirements (Gunawan, 2018), both materially and physically (Jacques- Aviñó et al., 2022). One of the United Nations' programs is the reduction of poverty. Because of its relationship to economic inequality, social norms, politics, and social inclusion, poverty is a multifaceted problem (Campello, 2022; Dia, 2022; Gallardo, 2022; Lyra et al., 2022; Yue et al., 2022).

It must be a severe problem that needs immediate attention when it comes to how the world responds to fighting poverty (Organization, 2022). So that these rural and urban residents' experiences with poverty become inextricably linked (Tang et al., 2022). Being in the vanguard of eradicating poverty depends on the presence of the government, the private sector, and the community (Gobby et al., 2022; Ires, 2022; Xu et al., 2022). In Indonesia, government development is focused on addressing poverty as a strategic concern (Arma Putra & Dwi Suseno, 2022). especially in the United Na-tions Development Program's discussion of the Development Goals' (SDGs') sustaina-bility (Giliberto & Labadi, 2022). The discussion's top emphasis continues to be the is-sue of poverty (Salvia et al., 2019).

The rising rate of poverty in both urban and rural areas has a significant impact on development (Eyasu, 2020; Klärner & Knabe, 2019). In actuality, rural poverty is significantly more prevalent than urban poor (Kawulur et al., 2019; Thurlow et al., 2019). This indicates how rural residents continue to lag far behind in terms of national growth (A. Halim Iskandar, 2020; Li et al., 2022). As a result, both the public and pri-vate sectors play crucial roles in the growth of the nation (Chimhowu et al., 2019; Xu et al., 2022). In light of this, in order to achieve the first goal of the United Nations de-velopment program, we must work to eliminate poverty through collaboration be-tween the public and private sectors (Clarke et al., 2019; Shi et al., 2019). Figure 1 illustrates that in Indonesia, there are more poor individuals living in the countryside than in metropolitan areas.
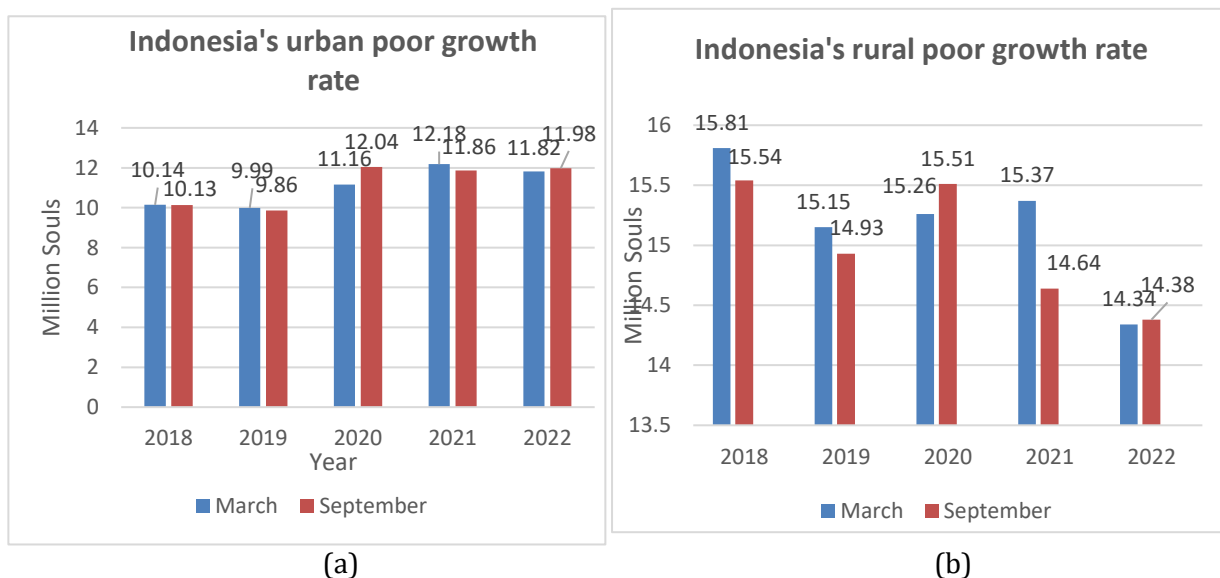

Figure 1. (a) The number of poor people in Indonesia's urban areas; (b) The number of poor people in Indonesia's rural areas. *Source: BPS data from 2023 that researchers processed.*

According to Figure 1, there are discrepancies between the levels of poverty that exist annually in rural and urban areas. It is undeniable that the level of poverty in the village is higher than that found in Indonesia's urban centers. In 2018, there were 10.14 million individuals living in poverty in March; by September, that number had dropped to 10.13 million. Whereas in 2018,

there were 15.54 million fewer individuals living in poverty in rural regions in September than there were in March (15.81 million). The poverty rate then declined in 2019 as compared to the previous year, dropping from 9.99 million in March to 9.86 million in September. In the same year, less people lived in poverty in rural areas; there were 15.15 million in March and 14.93 million in September. However, the covid-19 epidemic has caused the poverty rate to slightly increase in 2020. Due to this, poverty in urban and rural areas is now higher than it was the year before. There were 12.04 million people living in urban areas in September 2020, compared to 11.16 million in March 2020. In contrast, the number of people living in poverty in rural areas climbed from 15.26 million in March to 15.51 million in September 2020. In contrast, in 2021, the poverty rate will differ between rural and urban areas, rising in urban areas while falling in rural ones. In March 2021, there will be 12.18 million impoverished people living in urban areas, and in September, there will be 11.86 million. On the other hand, from 15.37 percent in March to 14.64 million in September, the poverty rate in rural areas will decrease dramatically in 2021. Finally, in 2022, after marginally declining in March to 11.82 million, the population of urban poor climbed in September to 19.98 million. The number of persons living in rural poverty in 2022 decreased from 14.38 million in September to 14.34 million in March.

This graph demonstrates how much greater the poverty rate is in rural areas than in metropolitan ones. in order for the government to not solely concentrate on urban economic development. Rural areas, however, must be given priority because there are many more difficulties there than there are in metropolitan ones. The effects of the COVID-19 epidemic have unquestionably had a significant influence on both the rural and urban economies. Because of this, the graph showing the fall of poverty in rural and urban areas is uneven. In order to serve everyone affected by poverty, the government's efforts to provide programs must be enhanced.

As opposed to this, the poverty rates in South Sulawesi Province, which has 24 regencies and cities and consists of the islands of Selayar, Bulukumba, Bantaeng, Jeneponto, Takalar, Gowa, Sinjai, Maros, Pangkep, Barru, Bone, Soppeng, Wajo, Sidrap, Pinrang, Enrekang, Luwu, Tana Toraja, North Luwu, East Luwu, and The poverty rate in the country has also dropped, from 10.14 percent to 9.54 percent. 13.10 million individuals, or 12.29 percent, of the urban population, were considered to be poor as of March 2021. Then, during the same period, the population of rural areas decreased from 7.89 million to 7.50 million (Sulselprov.go.id. 2022). But from 2020 to 2021, it actually went up (Detik.com 2022).
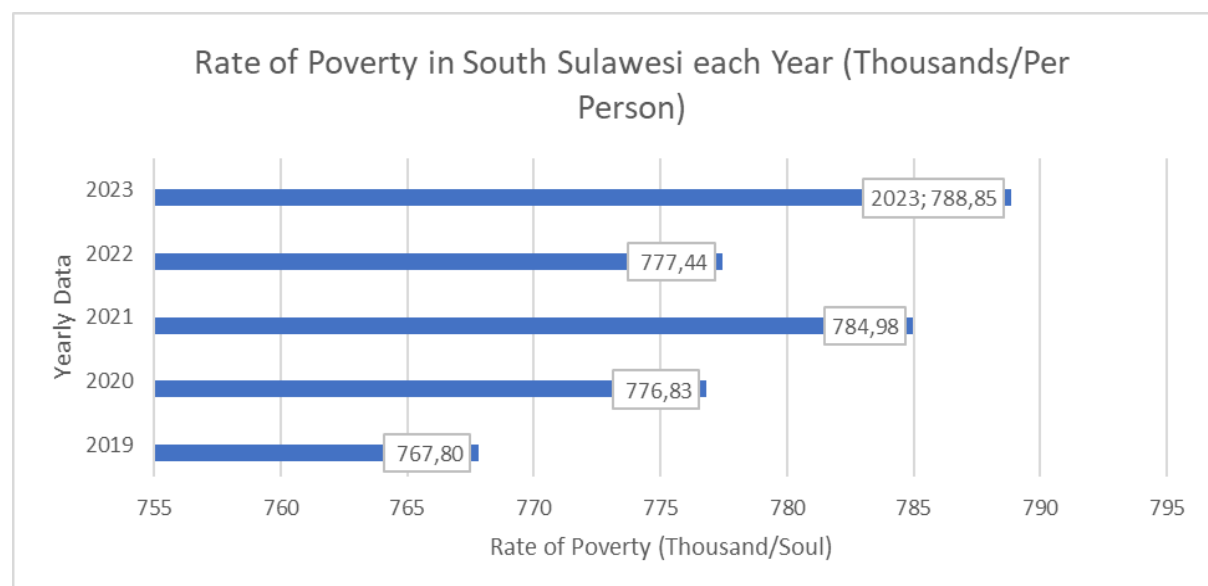

Figure 2. shows the province of South Sulawesi's poverty rate. *Source: BPS data for South Sulawesi Province, 2023, processed by researchers.*

Based on Figure 2, it can be seen that South Sulawesi had a poverty rate of 767.80 people in 2019 and 776.83 people in 2020, which means there was an increase in the poverty rate of 9.03 thousand people. The number of people living in poverty will continue to increase until 2021, when the poverty rate will reach 784,980 people, or an increase of 8,150,000 people. Although the number of individuals living in poverty increased from 2019 to 2020, the number actually decreased to 777.44 thousand in 2022, a decrease of around 7.54 thousand people. Finally, in 2023, the number of poverty figures will increase again to 788.85 thousand people. This is the result of the performance of the South Sulawesi government and collaboration with various stakeholder groups to compare the poverty rate in 2023 with the previous year.. This is inextricably linked to efforts being made by the public and corporate sectors to implement policies and tactics to combat poverty
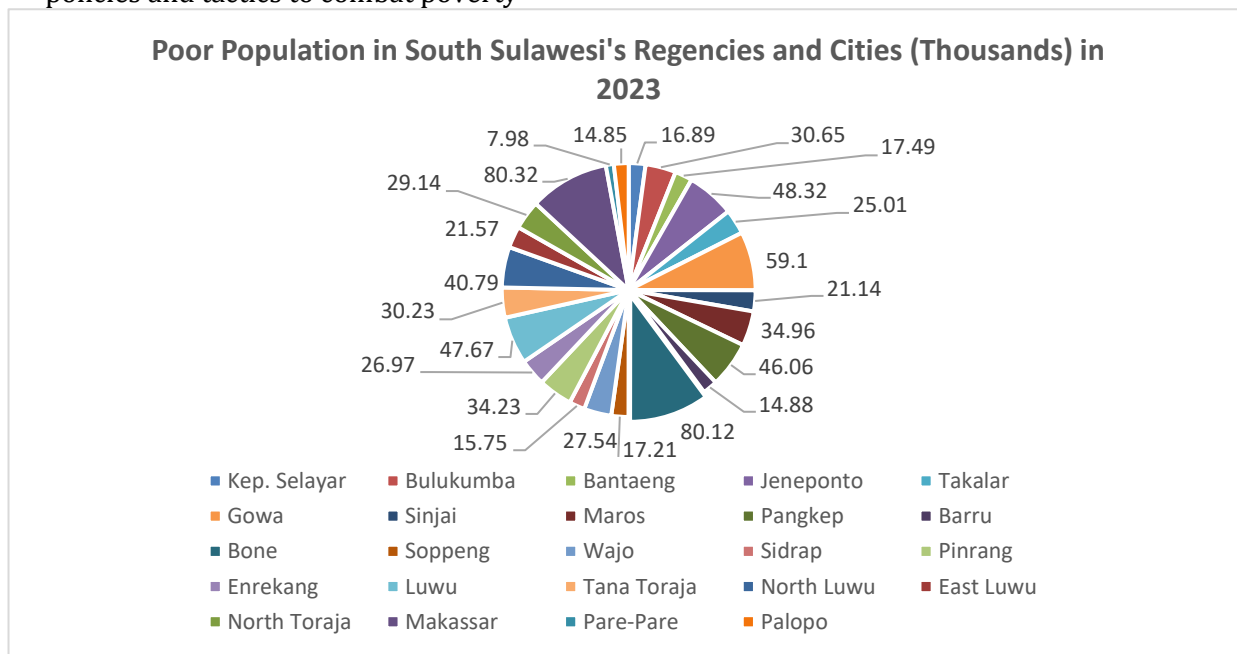

Figure 3. Number of poor people in districts and cities of South Sulawesi in 2023. *Source: Researchers processed data from BPS South Sulawesi Province, 2024.*

Based on figure 3 above, Makassar City has the highest poverty rate of the 24 districts/cities in South Sulawesi with a total of 80.32 thousand people. The regions or cities with the lowest poverty levels are Palopo City with 14.85 thousand people, Barru Regency with 14.88 thousand people, and Pare-Pare City with 7.98 thousand people.

According to Detiksulsel, corruption cases originating from the non-cash food aid program caused issues with government initiatives to combat poverty in South Sulawesi (*Bantuan Pangan Non-Tunai*, BPNT). As a result, the largest social assistance disruption in American history caused state losses of $25 billion. This is based on BPK findings from the districts of Takalar, Sinjai, and Bantaeng (Detik. Com, 2022). In fact, because of corruption cases committed by program implementers, this will be one of the factors contributing to the delay in efforts to end poverty. The three districts that were specifically used as case studies for corruption in poverty alleviation programs were Takalar Regency (IDR 13,975,573,821), Bantaeng Regency (IDR 5,259,996,751.29), and Sinjai Regency (IDR 6,248,322,506.00) (Detik.com, 2022). The three regencies' combined poverty rate is as follows:
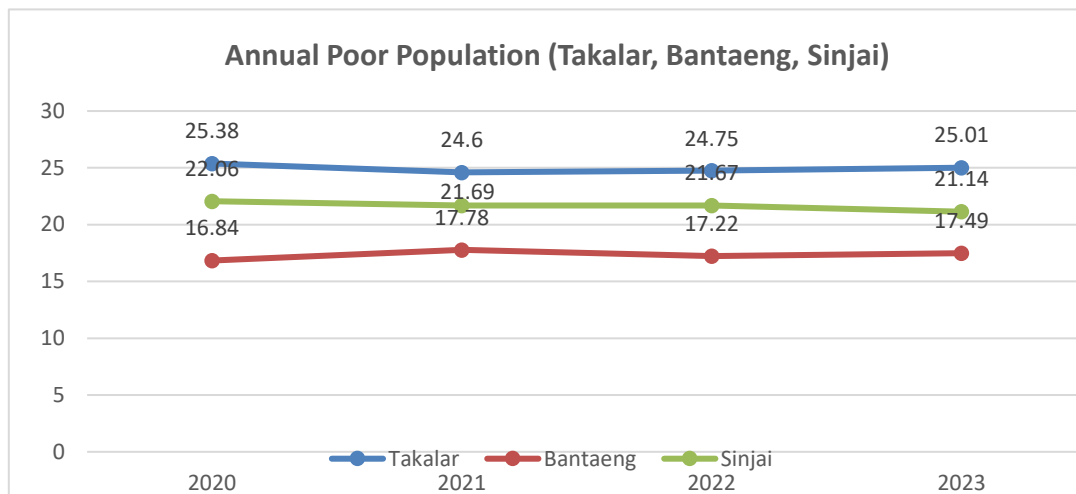
Figure 4. Population in poverty by number in Takalar, Bantaeng, and Sinjai Regencies during the years 2020–2023. *Source: South Sulawesi BPS data, 2024, processed by researchers.*

The three regions used as case studies in the study above can be seen in the poverty prevalence graph in Figure 4. In the Takalar Regency area there were 25.38 thousand people living in poverty in 2020; This figure fell to 24.6 thousand in 2021, then increased to 24.75 thousand in 2022. Meanwhile, in 2023, the poverty rate increased to 25.01 thousand people. Furthermore, the number of poor people in Sinjai Regency in 2020 was 22.06 thousand people, but in 2021 this number fell to 21.69 thousand people and continued to decline to 24.67 thousand people in 2022, while in 2023 it decreased to 21 .14 thousand people. Lastly, Bantaeng Regency will also have a poor population of 16.84 thousand people in 2020, followed by an increase to 17.78 thousand people in 2021, and a decrease to 17.22 thousand people in 2022 and in 2023 it will increase to 14. 49 thousand people.

The government, working with the corporate sector, has undertaken a number of initiatives to lower the current poverty rate. in the Presidential Decree No. 96 of 2015 for the Acceleration of Poverty Reduction that was released. The non-cash food assistance program (*Bantuan Pangan Non-Tunai*, BPNT), which is based on Presidential Regulation Number 63 of 2017 concerning the distribution of non-cash social assistance and Regulation of the Minister of Social Affairs Number 5 of 2021 concerning the implementation of the staple food program, was then born as a derivative of the policy. Indonesia's government, particularly in the South Sulawesi districts and cities, has made a significant contribution to the fight against poverty. Some of the requirements for non-cash food assistance recipients (*Bantuan Pangan Non-Tunai*, BPNT) 6 T are shown in Figure 5:

Figure 5. Requirements for Non-Cash Food Assistance Recipients (*Bantuan Pangan Non Tunai*, BPNT). *Source: Multiple sources processed by researchers in 2024.*

The 6T must be taken into consideration as a criterion when distributing the non-cash food assistance program (*Bantuan Pangan Non-Tunai*, BPNT). This is because it is thought to make the program's execution easier. The intended recipients are: Only those whose information is listed on the beneficiaries list in the Integrated Social Welfare Data are eligible for Rastra (*Data Terpadu Kesejahteraan Sosial*, DTKS). The beneficiary must get the appropriate amount of basic food assistance in accordance with the laws that apply. The price is appropriate, which means that there is price transparency and that the redeem price at the e-warung must coincide with the market price. To distribute rice to beneficiaries in a timely manner, it must follow the distribution plan's schedule. Proper quality requires that the rice at the Logistics Agency reflect the quality of the groceries that were purchased (*Badan Urusan Logistik*, BULOG). proper administration, or the accurate, thorough, and timely completion of administrative obligations.

As a result, we want a suitable strategy for carrying out government initiatives to end poverty that is considered to be more successful (Dia, 2022). In an effort to combat poverty, the local government, non-governmental organizations (*Lembaga Swadaya Masyarakat*, LSM), and the community are all involved. The community is anticipated to improve supervision of and control over the implementation of non-cash food assistance programs (Buntaine et al., 2021). in order for the program to function well throughout implementation and for policy implementers to fully fulfill their responsibility (Markkanen & Anger-Kraavi, 2019). The presence of a comprehensive implementation can sharpen the focus of the program's administration (Hudson et al., 2019).

In order for the program to function successfully and sustainably and accomplish its objectives, we must be aware of this. as in focusing on specific parts of the program's available resources. Including the infrastructure, financial resources, and human resources needed to carry out a successful non-cash food assistance program (*Bantuan Pangan Non-Tunai*, BPNT) for the neighborhood. On the other hand, there needs to be extensive communication when the policy or program is being implemented. so that challenges encountered during program implementation can be foreseen and rapidly overcome. The current approach to reducing poverty is one that can last for a long time and be sustained.

The goal and plot are very clear: reduce poverty, which is a problem. Then the implementation of programs or policies from the government to overcome poverty needs to use the concept of good governance namely: (a) transparency, which is a channel for the public to open access to information in order to obtain information about plans, implementation, and responsibilities in running the program; (b) participation, the form of involvement required by cooperation between the private government and the community so that program implementation is maximized; (c) accountability, an action that can be accounted for by program implementers; (d) Program effectiveness is a measure that provides an overview of how far the target has been reached (Qudrat-I Elahi, 2009).

METHOD

Based on the issues raised, this research uses qualitative methods. The qualitative method was chosen as a way of analyzing, understanding, exploring, and explaining not only theoretically but with facts in the field related to how the non-cash food assistance program is implemented in overcoming poverty with a comparison of three regions, namely Takalar, Sinjai, and Bantaeng Regencies. The data used in this study consisted of secondary data through interviews, observations and studies of librarians who were deemed relevant (Creswell, 2014).Once obtained, the data is then analyzed and interpreted as developed (Miles & Huberman, 2018), with the stages of data reduction, data presentation, and data verification to produce conclusions in

the form of new findings that are useful for readers. Then I assisted with the Nvivo 12 Pro qualitative research tool (Figure 6).
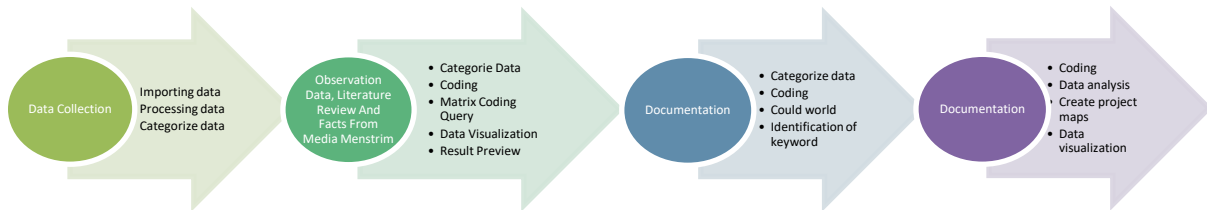

Figure. 6. Data collection and analysis techniques with NVivo 12 Pro. *Sources: Processed by researcher, 2024.*

As in Figure 6, the techniques used in analyzing the data include three stages: data import, data processing, and data categorization. Then the second stage is observing data and making field notes, which are then divided into data categorization, coding, matrix coding, matrix coding queries, data visualization, and previewing results. Then the third stage is the documentation stage, which has four stages: coding, data analysis, creating project maps, and data visualization. This is assisted by using Nvivo 12 Pro as a tool for analyzing qualitative data to get findings that can be recommendations for future research through matrix coding analysis (Woolf & Silver, 2018).

RESULT AND DISCUSSION

Implementing the Non-Cash Food Assistance Program

The standard framework utilized to give social assistance to the poor is the issue that arises in efforts to reduce poverty (Khamzina et al., 2015). The absence of legislative protections for social interactions that try to aid the impoverished on a social level is another issue (Devereux & Sabates-Wheeler, 2004). Then, the issue of resources and the function of the government bureaucracy emerge as problems in efforts to combat poverty (Bruns et al., 2019). The impact of a lack of openness in the implementation of initiatives to reduce poverty will also result in corruption, which will impede efforts to reduce poverty (Shabbir et al., 2019).

As a result, to effectively implement the program and end poverty, there needs to be solid cooperation between the government and the private sector. Along with raising awareness of the significance of enhancing people's welfare, extensive oversight is also carried out to ensure that information is open and transparent when implementing initiatives to reduce poverty. Its goal is to promote the adoption of policies that guarantee sustainable development.
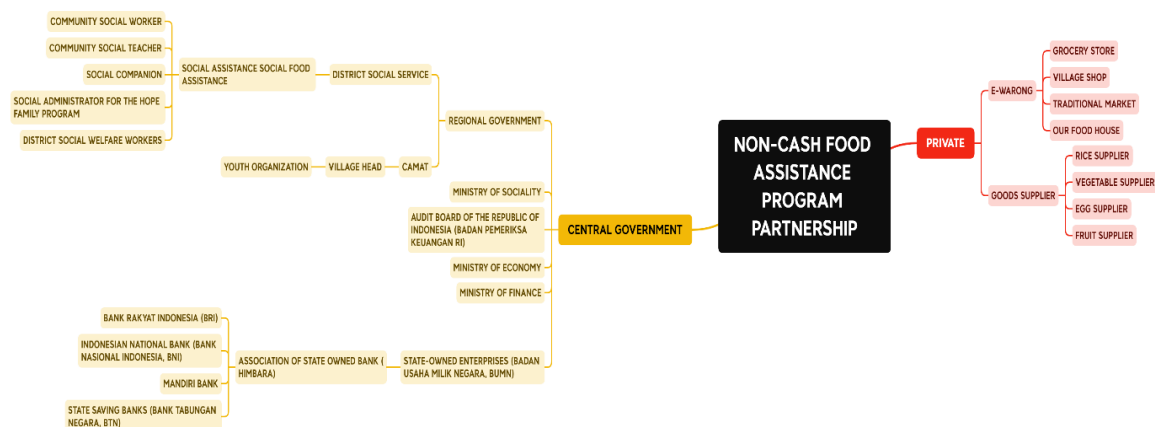
Figure 7. Visualization Using Xmind, Implementing the Non-Cash Food Assistance Program (*Bantuan Pangan Non Tun*ai, BPNT). *Source: Processed by researchers, 2023.*

From Figure 7, it can be seen that in the implementation of the non-cash food assistance program (*Bantuan Pangan Non-Tunai*, BPNT) the program is carried out by the government and the private sector. The government plays a role in making regulations by involving several ministries, in this case the ministry of finance, which discusses budget allocations (*Anggaran Pendapatan dan Belanja Negara*, APBN). The Ministry of Economic Affairs and the Ministry of Social Affairs will then be in charge of recording aid recipients using the information provided by the Regional Government and coordinating laws pertaining to the aid distribution process. In order for this to be conveyed properly to regional apparatus organizations, the Ministry of Social Affairs conducted socialization to the Social Service. Then forwarded to the district and the structure in the implementation of the program. The involvement of banks that are members of the state-owned bank association (*Himpunan Bank Milik Negara*, HIMBARA) in implementing the program to transfer assistance through the account cards of each beneficiary.

Meanwhile, the role of the private sector is to prepare goods to be purchased by beneficiaries in accordance with the provisions of goods that have been determined by the government. The existing types of e-warong have been previously verified by a state-owned bank association (*Himpunan Bank Milik Negara*, HIMBARA) so that they can serve beneficiaries. So that beneficiaries only need to come to the e-warong to make buying and selling transactions according to their needs. The supplier's role is to ensure that the basic needs determined by the Ministry of Social Affairs are fulfilled in quantity, price and quality.

Additionally, the following Table 1 shows issues with the application of non-cash food assistance programs in reducing poverty:

Table.1 shows issues with the application of non-cash food assistance programs

No.	Regency	Problems with the Implementation of the Non-Cash Food Assistance Program
1	Sinjai	• Because it smells and has been combined, the rice that the community got is no longer fit for ingestion. • Errors in inputting Resident Identity Number data, which slowed down the distribution of aid • The total quantity of goods received does not match the nominal price based on the provisions • The practice of food purchased by beneficiaries has been packaged
2	Takalar	• Beneficiaries are required to shop at e-Warung agents • Distribution schedules are often late

		• Mark up practices occur and distribute goods that are not in accordance with the provisions
		• There are corrupt practices in the distribution of non-cash food assistance
3	Bantaeng	• Distribution of Aid Not Right on Target
		• The schedule for distributing aid is sometimes not on time

Source: (Hasyim, 2022; Liputan 6, 2022; Maghfira, n.d.; Panrita News, 2021; Usman, 2021)

Based on Table 1, there are issues with the non-cash food assistance program's execution in an effort to combat poverty in the three regions. Regarding the Sinjai Regency, the issue is that the rice that the residents have received is not fit for ingestion since it smells awful and has been combined with inferior rice. Then, because of inaccurate information on the National Identity Number (*Nomor Induk Kependudukan*, NIK), there are frequent delays in the delivery of goods. Additionally, the quantity of goods received does not correspond to the market price, and the beneficiary is not free to select the product he wants because it has been predetermined. Whereas in Takalar Regency, the issue was that recipients were forced to use the aid they received exclusively at e-warungs, the distribution schedule was flexible, markups on the cost of items were common, and fraudulent activities in the distribution of aid were exposed. The distribution of help is still not on schedule in Bantaeng Regency, nor is it being done at the correct price or according to the regulations for the distribution of non-cash food assistance, nor is it being done at the proper time.
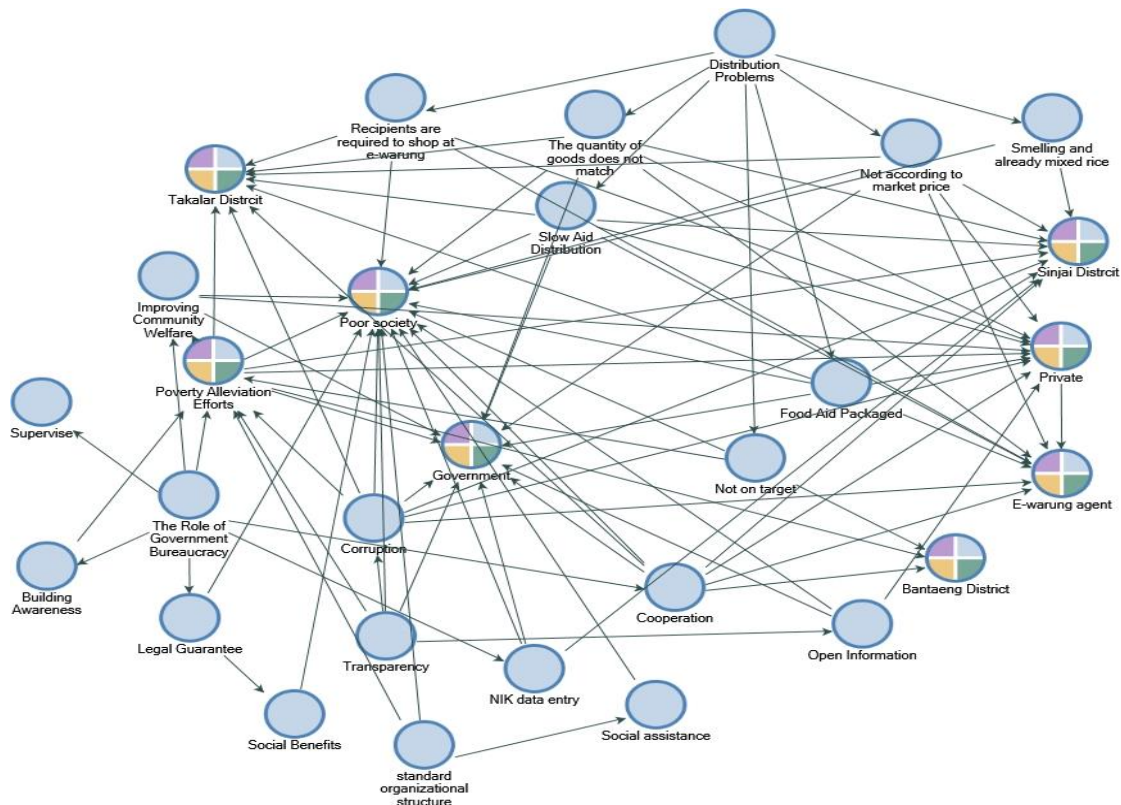

Figure. 8. Implementation of the Non-Cash Food Assistance Program (*Bantuan Pangan Non Tunai*, BPNT). *Source: analysis using Nvivo 12 Pro, 2023.*

Based on the analysis's findings, which were visualized using Nvivo 12 Pro, it is clear that the government and the business sector work together closely to execute programs to reduce

poverty in Takalar, Bantaeng, and Sinjai Regencies. Numerous issues arose during implementation, including beneficiaries being forced to shop at e-warungs and a lack of price transparency for goods, as well as food assistance that was not up to par in terms of quality, quantity, or quality, rice that smelled bad and had been mixed with inferior rice, and other issues. However, in other cases, commodity price mark-ups and a lack of transparency regarding the price of goods in Takalar, Sinjai, and Bantaeng Regencies led to the discovery of corruption in these locations. On the other hand, it turns out that both the government and the private sector in this example, the owner of the e-warung are involved in the implementation of the non-cash food assistance program (*Bantuan Pangan Non-Tunai*, BPNT), In addition, the responsibilities of the government bureaucracy include increasing public understanding and implementation of policies, ensuring accurate data entry, providing clear legal guarantees, monitoring, and improving people's welfare.

Implementation Strategy for the Non-Cash Food Assistance Program

It is hoped that the government, the corporate sector, and community organizations will be able to provide socialization to the public about how efforts can be made to eradicate poverty (Bateman et al., 2019). Poverty is the key to achieving sustainable development goals (Djafar et al., 2019). Included in the socialization of programs used to fight poverty (Badaruddin et al., 2021). Through participatory rules and agreements, collective action can be achieved in the implementation of sustainable poverty alleviation projects (Palmer et al., 2020). Through the socialization mechanism, this is intended to ensure that there are good regulations at the regional level and at the level above (Creamer & Simmons, 2020). Accountability from those who implement a policy or program to combat poverty must be considered in this. It is hoped that the initiative to fight poverty would be successful in its execution.

There are two primary components to the government's poverty alleviation strategy. The first is to shield communities and families from temporary poverty, and the second is to assist those who are suffering from chronic poverty by empowering them and avoiding the emergence of new forms of poverty. The approach is then outlined in three initiatives that specifically target the poor: (1) meeting their basic needs; (2) advancing social security; and (3) fostering a business-friendly environment (Wulandari et al., 2022). The poor also have their own plan for conquering poverty. The technique used involves taking out loans from unofficial lenders, working longer hours, having family members work, moving, or saving money (Pitoyo et al., 2021).

Many nations, including Australia, have programs to combat poverty. In Australia, a novel type of conditional welfare through income management being trialed is known as the "Cashless Debit Card." To address social disorders linked to crime and wellbeing, it seeks to eliminate gambling, alcohol, and drug usage (Greenacre et al., 2023). The representations of Australian identity and social citizenship serve as the rhetorical justification for the usage of cashless debit cards to restrict citizens' purchase choices (O'Keeffe & Papadopoulos, 2022). By offering cashless support, this social program in Australia aims to improve the wellbeing of its citizens by preventing them from squandering their money on useless items.
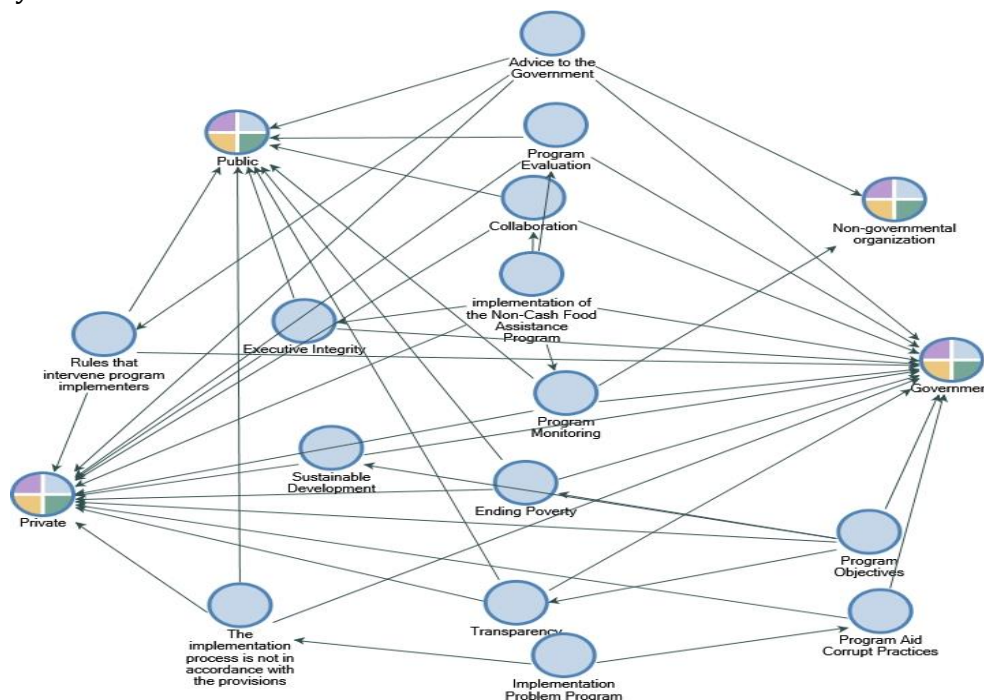
Figure. 9. Efforts to Implement the Non-Cash Food Assistance Program (*Bantuan Pangan Non Tunai*, BPNT). *Source: analysis using Nvivo 12 Pro, 2024.*

Based on the study of Figure 9 above done with Nvivo 12 Pro, it can be concluded that the issue of poverty is most directly tied to the non-cash food assistance program (*Bantuan Pangan Non-Tunai*, BPNT). In an effort to combat poverty, a number of factors, including the government and private institutions that can provide socialization and education about the effects of poverty, must be taken into consideration for to combat poverty, a number of factors, including the government and private institutions that can provide socialization and education about the effects of poverty, must be taken into consideration. To attain program goals, it is next crucial to socialize and put the plan into practice. Australia is one nation that offers its citizens non-cash food aid, which is distributed using debit cards. To address current poverty issues, the state must be present and present clear norms or rules. For this reason, in achieving sustainable development, the efforts that must be made are in implementing a poverty alleviation program. It is necessary to involve several elements outside the government, namely non-governmental organizations (*Lembaga Swadaya Masyarakat*, LSM), private institutions, and the community. so that the supervision and control that are carried out are not solely the task of the local government. This must be a joint commitment so that the effectiveness of the existing program can have a major impact on the survival of the community.

Implementation of the Non-Cash Food Assistance Program in overcoming poverty

The non-cash food aid program can be implemented through cooperation with a number of stakeholders, each of whom has certain responsibilities and functions (Kania, 2022). To ensure the success of an effective program, participatory elements in all aspects are required (Wallace, 2008). That will serve as one of the pillars for implementing aspects of sustainable development to reduce poverty (Filho et al., 2019). In order to achieve sustainable development, non-cash food assistance programs (*Bantuan Pangan Non-Tunai*, BPNT) must also provide resources to support program implementation. To develop crucial tools to carry out the program, engagement between the community and private government is crucial.

It is essential to conduct a routine review procedure in the community throughout implementation to identify any challenges and determine whether the current work-flow complies with the distribution's guidelines. Naturally, in order to support pro-grams that are anticipated to be beneficial, the government, private sector, non-governmental organizations (*Lembaga Swadaya Masyarakat*, LSM), and the com-munity must work together strategically. In order to reduce the practice of program aid budget corruption, one thing that must be done is for the government to set up a complaints institution that will be able to regularly check the program implementation process.

Furthermore, it is essential to have regulations that step in when policy implementers violate the relevant legal frameworks in order to achieve the aspect of transparency in the administration of non-cash food aid programs (*Bantuan Pangan Non Tunai,* BPNT). Initially, it was anticipated that the non-cash food assistance program, would be able to maximize the sustainable development objective while minimizing the practice of budget corruption, similar to other government initiatives. The efficiency of a program's implementation is then measured against that. This is evident in the way that the public and private sectors, as well as the community and other stakeholders, are all involved. In order for policy implementers to effectively perform their duties, they must be held to a high standard of accountability and integrity.

Figure 10. Implications of Implementing the Non-Cash Food Assistance Program (*Bantuan Pangan Non Tunai*, BPNT). *Source: analysis using Nvivo 12 Pro, 2023.*

Based on Figure 10, the findings of the analysis performed using Nvivo 12 Pro can be explained. The results show that the implementation of the cash food assistance program is carried out in collaboration between the government, the private sector, non-governmental organizations (*Lembaga Swadaya Masyarakat*, LSM), and the community. The non-cash food assistance program's mission is to end poverty in conformity with the national and global objectives of sustainable development, and this is quite apparent. The government must create a separate organization whose role it is to oversee and regulate the execution of these activities because corruption practices cannot be isolated from this program in order to reduce corruption's loopholes.

CONCLUSIONS

Based on research findings on the effectiveness of non-cash food assistance programs in reducing poverty, it is clear that to combat poverty effectively, policies that enhance the local economy are needed. To do this, the government needs to work with a number of institutional components to follow the implementation monitoring process. In order for the public to understand the aims and objectives of a program, it must be accessible to representatives of the government, the corporate sector, and non-governmental organizations (*Lembaga Swadaya Masyarakat*, LSM), so that they can understand the aims and objectives of a program. Transparency in the procurement of resources must also be clearly defined and require very strict government oversight. So that the

success of sustainable development can be achieved and the effectiveness of the non-cash food assistance program (*Bantuan Pangan Non Tunai*, BPNT) can be realized precisely when it operates.

The conclusions from this study indicate that to create a non-cash food assistance program (*Bantuan Pangan Non-Tunai*, BPNT) the role of the government and private institutions must work together. Even though the idea of collaborative governance is conceptually ready, it still has the potential to fail if the economic, social, and political climate is not conducive, causing maladministration. The findings from the results of this study are that there is still a lack of oversight regarding the implementation of the non-cash food assistance program (*Bantuan Pangan Non Tunai*, BPNT) which has led to budget corruption

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