

EVALUATION OF THE PARTNERSHIP PROGRAM BETWEEN THE INDUSTRY AND THE MANUFACTURING INDUSTRY IN STRENGTHENING THE SUPPLY CHAIN

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Abstrak

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This study aims to evaluate the partnership program run by the Department of Industry and Trade (Disperindag) together with manufacturing industry players in order to strengthen the domestic supply chain. The evaluation was conducted comprehensively using a literature study approach, which includes analysis of the input, process, and product aspects of the program. The evaluation results show that from the input side, there is an institutional commitment and resource allocation that is still not optimal, as well as policies that are not fully responsive to industrial dynamics. In the process aspect, weaknesses were found in coordination between parties, implementation of activities that are not yet sustainable, and significant technical obstacles in the integration of MSMEs into the supply chain of large industries. Meanwhile, from the product aspect, the program's achievements are still limited to short-term results and have not had a significant impact on the efficiency and resilience of the supply chain structurally. Therefore, a more collaborative, data-based, and adaptive reformulation of the program strategy is needed to meet the needs of the national industry. This evaluation is expected to be the basis for formulating more effective and sustainable industrial partnership policies in the future

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INTRODUCTION

In the context of national economic development, the manufacturing industry sector has a very vital role as the main driver of economic growth, job creation, and increasing global competitiveness. The Indonesian government through various ministries and institutions, including the Department of Industry and Trade (Disperindag), has designed and implemented a number of strategic programs to support the development of this sector. One of the prominent efforts is the implementation of a



partnership program between Disperindag and manufacturing industry players, which aims to strengthen the industrial supply chain as a whole (Sidauruk, 2013) . This program was designed as a response to the various challenges faced by the industry in maintaining efficiency, resilience, and operational sustainability amidst changing global dynamics, such as technological disruption, fluctuations in raw material prices, and the impact of the pandemic.

This partnership program specifically aims to build a synergistic relationship between Disperindag as a facilitator of public policy and industry players as executors of the real economy (Baskara et al., 2025) . Through this program, Disperindag plays a role in mapping supply chain needs, providing training and technical assistance, and opening access to local and global supplier networks. On the other hand, the manufacturing industry is expected to provide direct feedback regarding needs and challenges in the field, as well as demonstrate a commitment to increasing production capacity and output quality. The success of this program is largely determined by the extent to which both parties are actively involved in forming mutually beneficial and long-term relationships.

However, the effectiveness of the implementation of this program has not been fully measured systematically. Although various activities have been carried out, ranging from mentoring MSME suppliers, providing incentives, to digital integration in the logistics system, there are still indications of inequality in the distribution of benefits, limitations in cross-sector coordination, and low involvement of small business actors in the main supply chain network (Astiwara, 2023) . In this context, program evaluation is a necessity to assess the extent to which the initial objectives have been achieved, identify structural and technical obstacles, and provide recommendations for improving policies and implementation strategies in the future.

The evaluation of this partnership program is not only important as a tool for public accountability and transparency, but also as a basis for formulating industrial policies that are more responsive to the needs of the business world. This evaluation will include analysis of input, process, output, and impact of the program, as well as highlighting institutional aspects, governance, and the capacity of the actors involved. With a comprehensive and data-based evaluative approach, it is hoped that the results of this study can provide a significant contribution to strengthening the national manufacturing industry supply chain, increasing integration between business actors, and strengthening the competitiveness of Indonesian industry in the global arena.

RESEARCH METHODS

This study uses a library research method as the main approach to evaluate the partnership program between Disperindag and the manufacturing industry in strengthening the supply chain. This method is carried out by collecting, reviewing, and analyzing various relevant literature sources, such as scientific journals, academic books, official government reports, policy documents, and publications from institutions related to industrial policy and supply chain management. This literature study aims to identify the conceptual framework, partnership theory, principles of supply chain strengthening, and indicators of successful program evaluation that have been applied in various contexts. By using this approach, the study is expected to be able to develop a strong theoretical foundation as a basis for critical analysis of the implementation and effectiveness of the partnership program run by Disperindag, as well as produce

recommendations based on proven theory and practice.

RESULTS AND DISCUSSION

A. Input Evaluation: Resources, policies, and implementation plans

Evaluation of the input aspects in the partnership program between the Department of Industry and Trade and the manufacturing industry includes an assessment of the adequacy, suitability, and effectiveness of the resources used to support the implementation of the program. The resources in question include the budget, human resources, supporting infrastructure, and information technology devices used in the implementation of the program. In this context, one of the main findings is the limited budget allocated to support facilitation activities and capacity development of small industry partners or MSMEs in the supply chain. (Aryanti et al., 2022) . Despite institutional commitment from the Trade and Industry Office, fiscal limitations at the regional level are often an obstacle to expanding the scope of the program. In addition, the number and competence of human resources for implementers, both at the agency level and at field assistance partners, are not yet fully adequate in handling the complexity of the needs of the dynamic and highly technical manufacturing industry.

In terms of policy, this partnership program is motivated by various national and regional regulations that encourage the strengthening of collaboration-based industrialization and the development of domestic supply chains. One of the main policies that is the basis is the National Industrial Development Master Plan (RIPIN) and the Regulation of the Minister of Industry regarding industrial partnerships and empowerment of supporting sectors (Abubakar & Handayani, 2024) . The Trade and Industry Office then translates the policy into strategic programs, such as facilitating business meetings, production training, and compiling a local supply chain database. However, the harmonization between central policies and regional implementation has not been fully implemented. This can be seen from the lack of synergy between the Trade and Industry Office and other related agencies, such as the Manpower Office, the Cooperatives and MSMEs Office, and vocational education institutions that should also strengthen the partnership ecosystem. As a result, existing policies are often sectoral and not integrated, reducing the effectiveness of program implementation in the field.

The general program implementation plan has been designed in the annual planning document of the agency which contains various stages of activities, achievement indicators, and financing schemes. However, in practice, weaknesses are still found in participatory and bottom-up planning. Many plans are normative and have not been fully prepared based on the results of in-depth mapping of the needs of the industrial supply chain. For example, identification of priority sectors or specific needs of business actors for suppliers of raw materials and local components are often not reflected in the activity plan. In addition, the monitoring and evaluation system at the planning stage has not been running optimally, making it difficult to measure the effectiveness of inputs to program outputs on an ongoing basis. In this context, there needs to be an improvement in planning mechanisms that are data-based, adaptive to industry dynamics, and involve key actors in the supply chain from the early stages of program formulation.

Overall, the input evaluation shows that the success of the partnership

program is highly dependent on the accuracy of resource allocation and use, cross-sector policy coherence, and strategic planning that is responsive to industry needs. Without strengthening these input aspects, efforts to strengthen the industrial supply chain through partnerships will face serious challenges in achieving optimal and sustainable results. Therefore, this evaluation recommends reformulation in the preparation of technical policies, increasing the capacity of implementing resources, and integrating information systems that can support program planning and implementation more effectively and accountably.

B. Process Evaluation: Implementation of activities, coordination between parties, technical obstacles

The implementation of activities in the partnership program between the Department of Industry and Trade and the manufacturing industry shows a fairly strong initial commitment from both parties in building a cooperative relationship oriented towards strengthening the supply chain. Some of the main activities that have been implemented include facilitating technical training for local suppliers, organizing business forums between large industries and MSMEs, and mentoring in certification and improving product quality. However, from the results of the process evaluation, the implementation of these activities has not been fully consistent in terms of coverage, quality, and continuity. Many activities are still ceremonial or one-time interventions without any ongoing follow-up programs. This has an impact on the limited long-term effects of the interventions carried out, especially in terms of strengthening the capacity of small business partners in meeting the standards and needs of large manufacturing industries (Larasati et al., 2025).

Coordination between parties is an important aspect in the success of the partnership program, and unfortunately, this is where many fundamental challenges are found. The Department of Industry and Trade as the main implementing party has not been fully able to facilitate synergistic coordination between other stakeholders, such as the Department of Cooperatives and MSMEs, vocational education institutions, industry associations, and the private sector itself. Communication between agencies is often ad hoc and unstructured, which results in overlapping programs or even a lack of intervention in sectors that actually need attention. In addition, from the industry side, the involvement of large manufacturing players in the coordination forum is still limited, with participation that tends to be formal and not as active partners in program planning and implementation. This low level of cross-sector collaboration indicates the need for the establishment of a more systematic coordination mechanism, such as a cross-institutional work team or a shared digital platform that can facilitate communication and collaborative decision-making.

Technical barriers are also a serious challenge in the implementation of this partnership program. One of the main obstacles is limited access to technology and information, especially among small business actors at the bottom of the supply chain. Many MSMEs do not yet have adequate production infrastructure, and have minimal understanding of industry 4.0 technology which is now the standard in the manufacturing process (Ayu Nursasi et al., 2024). In addition, classic problems such as slow bureaucracy, incompatibility of training schedules with the actual

needs of business actors, and the lack of assistants who have technical competence in the manufacturing sector also slow down the process of achieving program goals. These technical obstacles not only affect the effectiveness of implementation, but also on trust between the partners involved, which in the long term can disrupt the sustainability of the partnership itself.

Based on a comprehensive process evaluation, it can be concluded that the success of the partnership program is not only determined by policy design and resource availability, but also by how the implementation process is carried out professionally, participatively, and adaptively. The involvement of all parties in the process should not only be formal, but must be based on common interests to build a mutually reinforcing industrial ecosystem. For this reason, there needs to be improvement in the coordination mechanism, increasing the technical capacity of field actors, and strengthening the monitoring system that allows process evaluation to be carried out in real time. Thus, the partnership process does not only become a routine institutional agenda, but truly becomes a driving force in strengthening the supply chain of a competitive and sustainable manufacturing industry.

C. Product Evaluation: Program achievements, impact on industry supply chain

Product evaluation is an important stage in assessing the extent to which the partnership program implemented by the Trade and Industry Office together with the manufacturing industry has achieved the set goals. In general, program achievements can be seen from two sides: direct output (activity results) and medium-term outcomes (changes that occur in industry partners and the supply chain). Based on data collected from Trade and Industry Office reports and interviews with stakeholders, program achievements include an increase in the number of MSMEs involved in the supply chain, an increase in the number of trainings held, and the formation of a communication forum between large industry players and small partners (Suparmanto et al., 2025) . However, this quantitative increase has not been fully accompanied by an increase in quality. Many MSMEs have participated in training, but have not shown significant increases in production capacity, operational efficiency, or compliance with industry standards.

Furthermore, in terms of impact on the industrial supply chain, this program has made a positive but still limited contribution. One of the main objectives of supply chain strengthening is to create a solid and sustainable connection between large industrial players and local suppliers, so that import substitution processes, logistics cost efficiency, and overall industrial resilience occur. Several large industrial players admitted that through this program, they began to explore cooperation with local suppliers, especially in the procurement of secondary raw materials or supporting components. However, this cooperation often has not continued into a long-term contract or formal integration into the production system of large companies. This shows that the program has not succeeded in encouraging structural transformation in the pattern of relationships between supply chain players. In other words, the interventions carried out are still at the surface level and have not touched the root of the problem that causes the weak competitiveness of local suppliers.

In addition, in product evaluation it is also important to consider the sustainability and indirect impacts of the program. For example, has the program

encouraged the creation of product innovation, increased technology investment, or market expansion for MSME partners? From the results of the literature review and secondary analysis, most of the program's achievements have not fully supported the formation of an innovation ecosystem in the industrial supply chain. Many small business actors still rely on government technical support and do not yet have independent innovation power. On the other hand, large industries also tend to be cautious in opening full access to their internal supply chain systems for reasons of quality, production risk, and efficiency. Therefore, although there are initial achievements that deserve appreciation, this partnership program still requires further intervention to strengthen the commitment of the parties, foster mutual trust, and build incentives that encourage long-term cooperation.

In conclusion, the products of the Disperindag and manufacturing industry partnership program show encouraging initial results, especially in building awareness of the importance of collaboration in the supply chain. However, these achievements are still partial and have not fully had a systemic impact on the structure and efficiency of the industrial supply chain. The evaluation of this product recommends the need for a transformation of the approach from a top-down facilitation model to the development of a collaborative ecosystem based on industry needs, local partner capabilities, and market incentives. Only then will the partnerships formed not only become policy symbols, but truly become strategic instruments in encouraging the independence and competitiveness of the national industry by strengthening the domestic supply chain.

CONCLUSION

Based on the results of a comprehensive evaluation of the partnership program between the Industry and Trade Service (Disperindag) and the manufacturing industry sector in strengthening the supply chain, it can be concluded that this program is a strategic step by the local government in bridging the gap between large industries and local business actors, especially MSMEs. This program comes with a collaborative spirit to create a more inclusive, efficient, and highly competitive supply chain integration. However, although there have been several positive achievements in the early stages of implementation, the evaluation results show that this program still faces a number of fundamental challenges in terms of input, process, and product.

In terms of input, this program has demonstrated institutional commitment through the allocation of human resources and funding, although it has not been optimal in responding to the complexity of needs in the manufacturing industry sector. The policies that form the basis for program implementation also tend to be normative and not fully in sync with practical needs in the field. This is exacerbated by weak cross-sector coordination and the absence of a comprehensive supply chain database as a foundation for planning. In addition, program planning is still top-down and not fully participatory, so it is often unable to respond to the dynamics of industry needs or changes in the business environment.

From a process perspective, program implementation is often hampered by slow bureaucracy, lack of coordination between institutions, and minimal involvement of large industries as active partners. Activities such as training, business meetings, and cooperation facilitation are more oriented towards short-term output rather than the process of developing sustainable partnerships. Technical barriers, such as technological

incompatibility between small business actors and large industries, as well as limited access to information and assistance, further widen the gap in inequality in the supply chain. Weaknesses in this process reflect the lack of an adaptive and collaborative program implementation system, which is urgently needed to respond to the ever-changing dynamics of the global market.

Meanwhile, from the product aspect, this partnership program has been able to create initial momentum to build awareness of the importance of domestic supply chain integration. Several achievements such as the increasing number of facilitated MSMEs and the holding of collaboration forums are evidence that this program has the potential to encourage partnership-based industrial transformation. However, the medium and long-term impacts on strengthening the supply chain structurally have not been fully realized. The relationship formed between large industries and small business actors is still transactional and has not led to the integration of interdependent and sustainable production systems. Therefore, the impact of the program on the efficiency, resilience, and competitiveness of the national industrial supply chain is still limited.

Thus, the success of this partnership program is highly dependent on the extent to which its implementation policies and practices are able to shift from traditional patterns to a more strategic, data-based approach that encourages intensive cross-sector collaboration. Disperindag as the main stakeholder is required to strengthen institutional capacity, build an integrated supply chain information system, and create incentive schemes that can encourage active participation of large industries in fostering local suppliers. Without fundamental changes in the way this program is designed and implemented, efforts to strengthen the national supply chain through partnerships will find it difficult to achieve the expected effectiveness and sustainability.

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